



Dr. Kathleen Racher
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FEB 22 2019

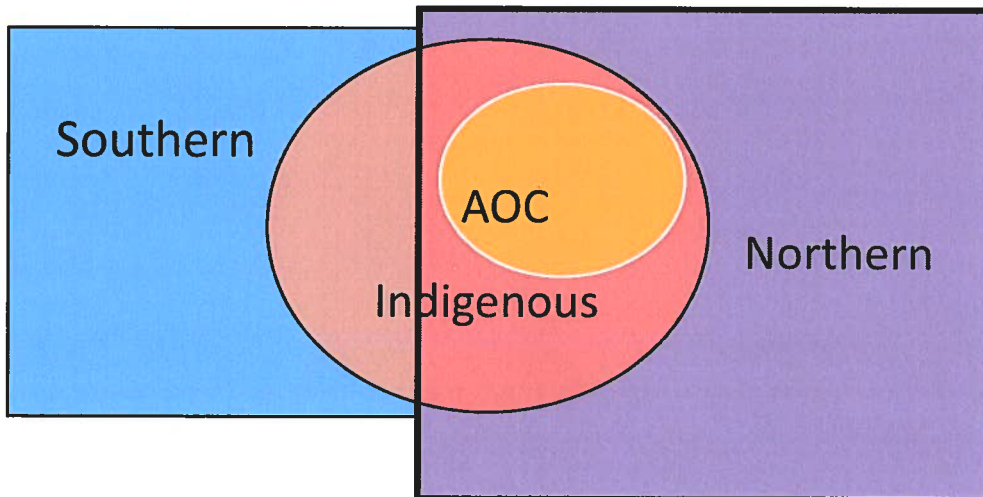
Dear Dr. Racher:

Thank you for your letter of January 31, 2019 regarding historical employment and contracting statistics.

The statistics that were quoted in the Northern New Services article were obtained from the Giant Mine Remediation Project's (GMRP) presentation to Yellowknife City Council on January 21, 2019. I have attached a copy of the quoted statistics for ease of reference (please see Annex A).

It is important to note that the quoted statistics are a roll up of annual data and cover a period of 11 years (2006-2017) for contracting and a period of 8 years (2009-2017) for employment data. The data reported in the GMRP Annual Reports is for that reporting year only. Therefore, these numbers cannot be directly compared.

There is some overlap between Southern, Northern, Indigenous and AOC terminology. The diagram included provides a visual to distinguish between the different terms and can be used to help explain the differences with stakeholders and other audiences.



* Please note that the size of the shapes in the above diagram is for illustrative purposes and does not represent the actual distribution.



Aboriginal Opportunity Considerations (AOCs) are measures aimed at maximizing opportunities for Aboriginal communities, businesses and individuals. The intent of the AOC is to maximize participation from the local and regional Indigenous population within the area of the contract. The AOC is a subset of both Northern and Indigenous, in which Indigenous could be either Northern or Southern, and where Northern is defined as being located north of 60° latitude. As a result, there is an overlap between the reporting categories.

I have attached a table (Annex B) showing GMRP contracts from 2006 to 2017 and you will see that the total value of all contracts is \$356M with \$169M going to Indigenous businesses. This report includes data on contracts put in place by PSPC and was compiled using actual contract data, which is also reported on www.buyandsell.gc.ca. The Aboriginal status of each company was verified using the Industry Canada Indigenous Business Directory. It does not include costs outside of PSPC contracts, such as learning events put on for the GMRP team, travel in support of the GMRP, or other operational costs. It also does not include any contracts put in place by CIRNAC or other departments in support of the Giant Mine Remediation Project. It also does not include capital acquisitions by the Federal Government; this amount is \$72,334, and is related to the purchase of vehicles equipped for driving on the mine site.

The tracking of employment data has evolved over the course of the project, as new areas of interest have been identified over time. I have attached a table of employment data ranging from January 2007 to March 2017 (Annex C). As you will see, there are gaps in data collection going from January 2007 to March of 2013. Please refer to the end of Annex C table for specifics on the gaps. The format GMRP currently uses has been in place, mostly unchanged, since 2015. Since April of 2015, the GMRP has been collecting employment data on all contractors, consultants, subcontractors and PSPC staff. I do note that there is a gap in tracking CIRNAC and GNWT staff. We also do not currently include employment statistics for contributions the Project makes to affected parties and stakeholders, such as YKDFN, AN, NSMA, City of Yellowknife and GMOB.

I look forward to continuing to work with GMOB to improve our reporting and am open to suggestions going forward.

Sincerely,

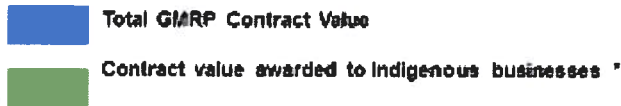
Natalie Plato
Deputy Director, Giant Mine Remediation Project



Annex A

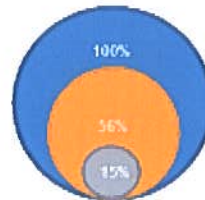
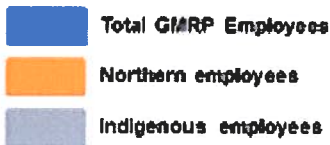
Socio-Economic Performance

GMRP Contracts Awarded 2006 - 2017



*This does not indicate value received by Communities, only contract value

Average Workforce Representation 2009 - 2017



Annex B: GMRP Contracts Awarded 2006-2017

Contract name	Aboriginal	Tlicho/YKDFN	Total contract value
Interim Giant Mine Engineer - General Design	No		\$ 5,447,400.00
Care & Maintenance Services	Yes	YKDFN	\$ 49,209,595.61
Mining Support Services	No		\$ 16,013,127.77
Civil Design	No		\$ 8,400,000.00
General Design	No		\$ 8,925,000.00
Human Health Risk Assessment	Yes	Lac La Ronge Indian Band	\$ 533,418.90
Environmental Support Services	No		\$ 10,354,471.67
Air Monitoring Program	No		\$ 6,149,191.04
Construction Management Advisory	No		\$ 968,583.00
Multidisciplinary Environmental Consulting Services	No		\$ 1,719,427.85
Multidisciplinary Environmental Consulting Services	No		\$ 831,065.33
Strategic Communications Support (Standing Offer)	No		\$ 844,587.54
Consulting Services - Contaminate Site Assess & Assoc Disciplines	No		\$ 83,824.56
Consulting Services - Contaminate Site Assess & Assoc Disciplines	No		\$ 675,257.34
Project Development & Mgmt Services	No		\$ 3,589,595.10
Bonding Requirements Review	No		\$ 9,187.50
Risk Assessment MCM	No		\$ 45,412.50
Roaster Deconstruction	No		\$ 39,633,667.41
Interim Construction Management+ (ICM 1) * breakdown below	No		\$ 12,393,888.12
Interim Construction Management Services - Underground Stabilization	No		\$ 9,000,000.00
Arsenic Recontamination	Yes	Tlicho	\$ 827,925.00
Interim Underground Stabilization	Yes	YKDFN	\$ 21,460,568.71
Interim Construction Manager II (ICM 2) *breakdown below	No		\$ 27,923,965.92
Diamond Core Drilling at Giant Mine	Yes	YKDFN	\$ 400,811.91
Care and Maintenance 1	Yes	YKDFN	\$ 11,432,714.18
Care and Maintenance 2	Yes	YKDFN	\$ 58,483,297.70
DAR & EA (North DISO Callup)	No		\$ 1,890,649.05
Care and Maintenance 3 (Interim)	Yes	YKDFN	\$ 3,740,827.08
FOS (North DISO Callup)	No		\$ 1,102,152.15
FOS Demo Drilling (North SA)	No		\$ 119,056.88
FOS Project Design Brief Specifications (North SA)	No		\$ 99,677.03
Care and Maintenance	Yes	YKDFN	\$ 15,137,803.40
Mining Engineering Support Services	No		\$ 10,875,000.00
Baker Creek Civil work	Yes	Tlicho	\$ 2,392,930.74
Technical Preliminary Support Design	No		\$ 381,563.44
Roaster Deconstruction-Honorarium	No		\$ 15,000.00
Roaster Deconstruction-Honorarium	No		\$ 15,000.00
Roaster Flue Stabilization Assessment	No		\$ 21,918.73
Roaster Hazmat & Demolition Audit	No		\$ 611,807.23
A Shaft Assessment	No		\$ 38,021.03
Mining Engineering Support Services	No		\$ 10,875,000.00
Diesel Fuel - Giant Mine - SO	Yes	YKDFN	\$ 237,315.13
Diesel Fuel (Confirming Order)	No		\$ 118,621.94
Interim Ambient Air Monitoring	No		\$ 875,949.90
Shipping Containers	No		\$ 3,063,704.18
Multidisciplinary Environmental Consulting Services	No		\$ 5,157,000.00
Multidisciplinary Environmental Consulting Services	No		\$ 2,400,000.00
Project Development & Mgmt	No		\$ 2,975,263.41
ETP Reaction Tank Replacement	Yes	Unknown	\$ 838,555.41
TOTAL			\$ 356,018,674.37

YKDFN	\$ 162,194,660.85
Tlicho	\$ 3,220,615.74
Lac La Ronge Indian Band	\$ 1,170,650.70
Aboriginal - Land Claim Unassigned	\$ 533,418.90
Aboriginal - Land Claim Unassigned	\$ 2,683,355.41
Total Indigenous	\$ 169,802,701.60

ICM 2			
ICM II Contract	No		\$ 52,574,097.42
ICM II (m/u and gst)			\$ 1,443,012.92
gst			\$ 1,180,043.72
C1 Pit Buttress	No		\$ 1,974,660.00
C-Shaft Deconstruction	Yes	Unknown	\$ 1,744,800.00
B3 Material Supply	No		\$ 598,680.11
B3 Installation	No		\$ 467,075.41
B3 Utility Connection	No		\$ 21,100.00
Underground Electrical Improvements	Yes	YKDFN	\$ 438,248.97
Ox Blue Video Capture	No		\$ 11,163.00
Niven Lake AMS	No		\$ 139,654.57
ETP Civil Improvements	No		\$ 458,426.59
Medical Monitoring	No		\$ 3,726.00
Drilling Program	Yes	YKDFN	\$ 4,091,704.15
A-Shaft	No		\$ 1,695,039.60
N'Dilo AMS Electrical	No		\$ 32,040.58
N'Dilo AMS Installation	No		\$ 39,118.53
Borrow Development	No		\$ 411,244.86
UG Communications	Yes	YKDFN	\$ 418,948.00
Underground Improvements	N/A	N/A	\$ 3,639,600.00
C-Shaft Power Feeders	N/A	N/A	\$ 1,790,938.61
Underground Pumping Improvements	N/A	N/A	\$ 4,120,200.00
ICM1 Contract			
ICM1 Contract	No		\$ 3,098,511.21
WP2 Site Wide Electrical Improvements	Yes	YKDFN	\$ 262,761.11
WP2 Site Wide Electrical Improvements	No		\$ 442,858.50
WP2 Site Wide Electrical Improvements	No		\$ 18,860.10
WP2 Site Wide Electrical Improvements	No		\$ 57,826.40
WP4 Geotechnical Drilling Program	No		\$ 4,954,571.64
WP5 Material Storage Area Pad - Complete	No		\$ 1,905,205.24
WP6 Boiler System Upgrade	No		\$ 100,327.50
WP6 Boiler System Upgrade	No		\$ 502,720.62
WP8 Onsite Air Monitoring Shelters	No		\$ 6,948.90
WP8 Onsite Air Monitoring Shelters	No		\$ 22,630.53
WP8 Onsite Air Monitoring Shelters	No		\$ 22,656.30
WP8 Onsite Air Monitoring Shelters	No		\$ 9,027.99
WP9 Fencing	No		\$ 367,828.99
WP10 Surveying	No		\$ 10,045.70
WP11 Hazardous Material Removal	No		\$ 664,639.50



Annex C

EMPLOYMENT STATISTICS		Metrics	Q1	Q2	Q3	Q4	TOTAL
Fiscal Year 2016 - 2017							
Total Employees	# persons	256	417	373	416	759	
	p-hrs	37,852	65,419	36,679	37,223	177,173	
Northern Employees	# persons	113	127	95	82	171	
	p-hrs	29,242	33,200	24,250	24,502	111,194	
Indigenous Employees	# persons	23	24	18	16	31	
	p-hrs	9,005	10,698	7,376	7,261	34,339	
AOC Employees	# persons	13	13	12	10	15	
	p-hrs	5,551	6,148	4,456	4,797	20,952	
Female Employees	# persons	89	130	135	158	253	
	p-hrs	5,807	9,903	6,610	6,179	28,498	
2015 - 16							
Total	# persons	422	351	341	235	667	
	p-hrs	47,444	61,554	32,317	8,610	149,925	
Northern	# persons	133	107	70	22	190	
	p-hrs	19,861	31,292	14,075	1,199	66,426	
Indigenous	# persons	42	46	33	0	71	
	p-hrs	9,211	16,883	8,070	0	34,163	
AOC	# persons	40	44	28	0	65	
	p-hrs	8,420	16,118	7,368	0	31,906	
Female	# persons	122	123	122	103	209	
	p-hrs	7,711	6,741	4,122	2,104	20,679	
2014 - 15							
Total	# persons	288	338	423	278	423	
	p-hrs	48,017	60,678	57,668	19,913	186,275	
Northern	# persons	66	83	111	43	111	
	p-hrs	12,863	17,472	12,708	3,397	46,440	
Indigenous	# persons	21	23	8	1	23	
	p-hrs	6,998	7,260	3,266	353	17,877	
AOC	# persons	17	32	21	1	32	
	p-hrs	5,099	6,644	6,624	353	18,720	
Female	# persons	90	95	131	102	131	
	p-hrs	9,327	10,823	12,701	6,259	39,110	



2013 - 14

Total	# persons	340	454	617	433	617
	p-hrs	37,439	74,979	87,354	56,874	256,646
Northern	# persons	104	123	177	110	177
	p-hrs	15,788	25,130	31,357	25,732	98,006
Indigenous	# persons	25	44	36	17	44
	p-hrs	3,377	10,403	9,338	9,376	32,493
AOC	# persons	46	64	67	35	67
	p-hrs	6,170	8,930	16,927	9,144	41,171
Female	# persons	103	138	168	248	248
	p-hrs	9,339	14,936	14,990	11,542	50,806

2012 - 13

Total	# persons	45	49	50	52	52
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	35	38	39	41	41
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	10	11	11	11	11
	p-hrs	4,289	4,086	4,536	3,429	16,339

Deton'Cho Nuna Joint Venture (DCNJV) 2011 - 12

Total	# persons	35	40	32	32	40
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	29	31	23	23	31
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	6	9	9	9	9
	p-hrs	N/A	3,109	3,921	4,120	11,150

DCNJV 2010 - 11

Total	# persons	47	51	35	32	51
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	38	43	28	26	43
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	9	8	7	6	9
	p-hrs	N/A	N/A	N/A	N/A	N/A

DCNJV 2009 - 10

Total	# persons	56	60	55	40	60
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	38	43	41	29	43
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	18	17	14	11	18
	p-hrs	N/A	N/A	N/A	N/A	N/A



DCNJV 2008 - 09

Total	# persons	35	36	31	40	40
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	28	29	26	31	31
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	7	7	5	9	9
	p-hrs	N/A	N/A	N/A	N/A	N/A

DCNJV 2007 - 08

Total	# persons	39	42	36	34	42
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	28	31	28	26	31
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	11	11	8	8	11
	p-hrs	N/A	N/A	N/A	N/A	N/A

DCNJV 2006 - 07

Total	# persons	N/A	N/A	N/A	44	44
	p-hrs	N/A	N/A	N/A	N/A	N/A
Non-Indigenous	# persons	N/A	N/A	N/A	31	31
	p-hrs	N/A	N/A	N/A	N/A	N/A
Indigenous	# persons	N/A	N/A	N/A	13	13
	p-hrs	N/A	N/A	N/A	N/A	N/A

Specific gaps identified in the employment data ranging from 2007 – 2017:

- (1) person hours for all employees was not tracked until 2013-14;
- (2) though tracking of AOC was introduced in 2013-14, it wasn't until 2015-16 that the AOC data was accurately collected;
- (3) missing March 2013 data; and
- (4) up until 2015-16, the totals for persons employed were the maximum number of employees in a given quarter and fiscal year instead of individual persons employed.