

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC  
Suite 1650  
635 - 8th Ave. S.W.  
Bureau 1650  
635 - 8e avenue, SO  
Calgary  
Calgary  
Alberta  
T2P 3M3  
Bid Fax: (403) 292-5786

**LETTER OF INTEREST**  
**LETTRE D'INTÉRÊT**

<b>Title - Sujet</b> Main Construction Mgr - Giant Mine	
<b>Solicitation No. - N° de l'invitation</b> EW702-141166/B	<b>Date</b> 2013-10-01
<b>Client Reference No. - N° de référence du client</b> EW702-141166	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$GMP-004-6130
<b>File No. - N° de dossier</b> GMP-3-36061 (004)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2013-10-22</b>	
<b>Time Zone</b> Fuseau horaire Central Standard Time CST	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Okemaysim, Tammy	<b>Buyer Id - Id de l'acheteur</b> gmp004
<b>Telephone No. - N° de téléphone</b> (306) 975-6583 ( )	<b>FAX No. - N° de FAX</b> (306) 975-5397
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> PUBLIC WORKS AND GOVERNMENT SERVICES CANADA GIANT MINE YELLOWKNIFE, NT	

Comments - Commentaires

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address  
Raison sociale et adresse du  
fournisseur/de l'entrepreneur

<b>Delivery Required - Livraison exigée</b> See Herein	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur ( taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

**Issuing Office - Bureau de distribution**  
Public Works and Government Services Canada/Travaux  
publics et Services gouvernementaux Canada  
Suite 1650  
635 - 8th Ave. S.W.  
Bureau 1650  
635 - 8e avenue, SO  
Calgary  
Calgary  
Alberta  
T2P 3M3

## Request for Information – Main Construction Management Questionnaire

### A. BACKGROUND

The majority of Giant Mine Construction Work after September 2014 is expected to be delivered using a construction manager (CM). Based on current planning and regulatory approval schedules the CM contract activities will vary between three (3) Terms that involve different requirements, as briefly described below.

#### Term 1 – Planning and Effective Project Approval (EPA)

The activities that the CM will be required to undertake during this Term generally include:

- Mine Manager responsible for overall Site Health & Safety as per the Government of the North West Territories (GNWT) Mines Act
- Care and Maintenance (C&M) - either through in-house forces, a sub-contract or through Novation of an existing PWGSC C&M Contract (see appendix A for a high level description of work for C&M )

#### DEFINITION

"Novation": is the entering into of a new contract rather than a transfer in its entirety.

When novating, the Construction Manager accepts all the rights, liabilities, duties and obligations of Canada under and in respect of the Contract, with the effect that the Contractor and the Construction Manager will enter into a new Contract ("**New Contract**") between them having terms identical to those of the Old Contract.

The Novation of an existing PWGSC contract allows for the continuity of a service while the successful CM develops their own tender documents for that service work package.

- Development of and implementation of a Site Wide Environmental Monitoring Program (EMP) and other aspects of a Site Wide Environmental Management System – either through in-house forces, a sub-contract or through Novation of an existing PWGSC EMP Contract
- Conversion of Design Packages to Construction Packages
- Construction Sequencing and Scheduling
- Constructability and Construction Risk Assessment
- Assistance with Development of Substantive Cost Estimate to support Effective Project Approval (EPA) by Public Works and Government Services Canada (PWGSC) and Aboriginal Affairs and Northern Development Canada (AANDC)

- As and When Construction Work to mitigate immediate Health, Safety or Environmental Risks identified by the Project Team (CM, PWGSC, AANDC and GNWT)
- Completion of outstanding Advanced Remediation Construction Activities (if necessary)

## **Term 2 – Detailed Planning, Pre-Construction and Securing of Water Licence (WL) and Land Use Permit**

The activities that the CM will be required to undertake during this Term generally include:

- Mine Manager responsible for overall Site Health & Safety as per the GNWT Mines Act
- C&M - either through in-house forces or a sub-contract
- Continued execution of the EMP program and development of EMP sections for Sub-Contractor documents (Sub-contractors will develop Environmental Protection Plans – EPPs to manage their own work)
- Refined and Finalized Construction Sequencing and Scheduling
- Outlining of requirements and input into Consultant developed Detailed Designs and Cost Estimates
- Development of Sub-Contractor Tender Documents for Overall Remediation
- As and When Construction Work to mitigate immediate Health, Safety or Environmental Risks identified by the Project Team (CM, PWGSC, AANDC and GNWT)
- Provision of information to support the WL and Land Use Permit applications and support (potentially in-person attendance) on WL information requests and public and technical sessions

## **Term 3 – Execution of the Overall Remediation**

The activities that the CM will be required to undertake during this Term generally include:

- Mine Manager responsible for overall Site Health & Safety as per the GNWT Mines Act
- C&M - in-house or using a sub-contract (C&M will be a diminishing requirement as Remediation progresses – the Statement of Work will be negotiated with PWGSC on an annual basis)
- Continued execution of the overall EMP program and management of the sub-contract EPPs
- Continued Annual Construction Sequencing and Scheduling
- Execution of the Work Packages as a General Contract using Sub-Contracts

## B. DESIGN PACKAGES

The current understanding for the work to be delivered by the Main CM is a combination of performance-based (P/B) and design-bid-build (D/B/B) construction work packages. Consequently, the Main CM will be working with the design engineers to determine the construction work package requirements. The table below summarizes the design packages PWGSC's design consultants have been advancing design on, along with a brief description and the anticipated procurement approach (P/B or D/B/B) for each design package. Note that all design engineering contracts for the Project will be held directly by PWGSC.

Procurement Approach	Potential Work Package	Description
Performance-Based	Demolition and Debris	The demolition and disposal of site structures and utilities as well as the collection of all surface debris.
	Contaminated Soil	Remediation of contaminated soil at the site by either excavation or by capping and covering.
	Openings to Surface	Permanent closure of mine openings.
	Open Pit Closure	Stabilization of the pits to address geotechnical concerns and construction of fences or berms to protect public safety.
	Borrow Sources	Development of fine and coarse grained borrow sources within the site to meet project requirements.
	Underground	Complete underground stabilization activities such as stope backfill, bulkhead improvements, and access upgrades as defined to meet long term remediation requirements.
Design-Bid-Build	Surface Water	Construction of low maintenance water conveyance systems to direct surface runoff from undisturbed or reclaimed areas to natural receiving streams and to temporarily convey surface runoff from unreclaimed areas to mine water systems for storage and/or treatment
	Baker Creek	Remediation activities to stabilize the Creek, isolate or remove contaminants from the environment and restoration activities to support ecological processes.
	Tailings Rehabilitation	Construction of a soil cover over the identified tailings impoundment areas.
	Freeze Program	Supply and install the necessary infrastructure to achieve the freeze objectives for the site.
Design-Build-Operate	Effluent Treatment Plant	Construction of a new ETP and operation of the plant under the CM's responsibility for a period of approximately 5 years, before hand-over to PWGSC

The estimated duration of the contract is 10 – 12 years.

---

**QUESTIONS:**

1. Have you had to attain full or partial bonding and insurance (both CGL and Environmental Protection) on previous large, complex projects (>\$100,000,000) with long durations (> 5 years)? If so, what was the format/structure of the products (eg. progressive on an annual basis, capped, subguard insurance, etc.)?
2. The Main CM contract may be broken out into 3 Terms. Various construction management services will be required in each Term (as outlined above for discussion purposes only). The level of effort required for Advisory Services will fluctuate throughout the Terms. How would your company propose to provide and price out advisory services, based on the description of each of the 3 Terms of the contract (ex. fixed fee per term, hourly rate on an as & when requested basis, etc.)?
3. The Main CM will be responsible for the Care & Maintenance activities. From an operational stand point, does it make more sense to have the full Care and Maintenance resources as part of the Main CM team or just the Mine Manager and Health and Safety Coordinator with the remaining Care and Maintenance resources retained through a tendered Care and Maintenance work package? Are there any other services/components you would consider tendering as a work package (eg. environmental monitoring)?
4. Do you foresee any potential issues with novating the PWGSC Care and Maintenance and EMP Contracts to the successful CM?
5. Any suggestions for additions or clarification to the anticipated Basis of Payment (see Appendix 1 – CM Service Required – for discussion purposes only)?
6. What incentive strategies have you encountered in previous CM contracts, to encourage cost or schedule reduction without adversely affecting the quality of the end product?
7. Do you have any other recommendations that would support the overall success of this remediation project? Is there anything else you would like to add which has not been addressed above?

---

## APPENDIX A

### Care & Maintenance

#### Description of Work

- .1 Work of this Contract comprises of site security, environmental compliance activities, and General Care and Maintenance (C&M) of the Giant Mine Site, located in Yellowknife, Northwest Territories, including, but not limited to the following:
  - .1 Protect the environment.
  - .2 Protect the public from accidental harm and protect the Mine Site from public damage.
  - .3 Maintain Mine in a partially dewatered and environmentally compliant state.
  - .4 Maintain environmental compliance requirements of the AHJ and in accordance with the specifications.
  - .5 Maintain the Site infrastructure and equipment in safe, serviceable condition in accordance with the AHJ.
  - .6 Assume and continue with existing Preventive Maintenance Program (PMP) and Inventory Control System (ICS) for Mine Site infrastructure and equipment. Current PMP and ICS system software utilized is C-Works (an MS Access overlay). The Departmental Representative will furnish C-Works.
  - .7 Complete the work necessary for the continued care, operation and maintenance of the Freeze Optimization Study (FOS).
- .2 The Work of this Contract requires the provision of a Core Staff to manage the site and associated C&M activities. The Core Staff will at minimum include, but not be limited to, the following roles:
  - .1 Mine Manager
  - .2 General Superintendent
  - .3 Underground Supervisor
  - .4 Environmental Coordinator

- .5 Health & Safety Coordinator
- .6 PMP/ICS Coordinator
- .3 The Work of this Contractor requires the contractor to take on the responsibilities of the Mine manager as defined in the GNWT Mine Health and Safety Act Regulations and assume responsibility for Health & Safety and Environment at the site, during its own work activities and when other Contractors are at the site (including when PWGSC or AANDC has Contracts with other contractors for work at the site).
- .4 The work of this contract will require the contractor to provide core equipment that must either be on-site on a full time basis, or readily available unless noted otherwise. At a minimum the following pieces of equipment to complete the work required in the contract:

Type	Description	Required Period
Loader	966 or equivalent	Year round
Grader		Year round
Dump Truck		As-needed basis
Vac truck		As-needed basis
Excavator		Full time March 1 to June 30 and on an as-needed basis
UG man carrier 6 person minimum		Year round
UG Flat bed equipment carrier		Year round
UG man carrier 4 seat		Year round
UG Scoop	250 or equivalent	Year round

	Term 1 Oct 14 - Mar 2016 (EPA Award)	Term 2 Mar 2016 - Mar 2018 (WL Received)	Term 3 Apr 2018 - Mar 2026 (Remediation Complete)
<b>Scope/Deliverables</b>	EPA Substantive Cost Estimate Advisory Services	Pre-Construction Advisory Services	Construction Advisory Services
<b>CM Services Required</b>	Contractability Work Sequencing Work Packaging	Design Details and Tender Packages Support Equipment Needs Accommodation - Site and YK Temporary Structures	Construction (\$450M)
<b>C&amp;M Services</b>	Site C&M (\$10M/yr) Risk Mitigation (\$5M/yr - cash allowance)	Site C&M (\$10M/yr) Risk Mitigation (\$5M/yr - cash allowance)	Site C&M - diminishing (\$10M/yr - \$0)
<b>Insurance</b>	Progressive on Annual Risk Construction	Progressive on Annual Risk Construction	Progressive on Overall Annual Budget
<b>CM Service Required</b>	Snr PM Snr Super Mine Mgr Env Mgr Contracts Mgr Controls Mgr Cost Estimator Admin H&S coord	Snr PM Snr Super Mine Mgr Env Mgr Contracts Mgr Controls Mgr Cost Estimator Admin H&S coord	Snr PM Snr Super Mine Mgr Env Mgr Contracts Mgr Controls Mgr Cost Estimator Admin H&S coord
<b>BOP</b>	Advisory Enviro Monitoring (\$5M) C&M (\$20M) Risk Mitigation (\$10M) PAW	Advisory Enviro Monitoring (\$5M) C&M (\$20M) Risk Mitigation (\$10M) PAW	Advisory Enviro Monitoring (\$15M) C&M (\$45M) Overall Remediation (\$450M)*** PAW
	\$/month % mark-up % mark-up % mark-up	\$/month % mark-up % mark-up % mark-up	\$/month % mark-up % mark-up % mark-up
	Labour Professional	Labour Professional	Labour Professional
	\$/Hr \$/Hr	\$/Hr \$/Hr	\$/Hr \$/Hr

Notes

- \* All costs are order of magnitude for discussion purposes only
- \*\* All Term durations are based on current estimates
- \*\*\* Mark-up on Overall Remediation work may be sub-divided based on the complexity and/or uncertainty associated with different activities (eg. Demolition versus UG Stabilization)