



Amendment No. 1

Request for Standing Offers (RFSO) - Northern Contaminated Sites Program, Major Mine Closure Project Services

Solicitation Number: 1000227875

Reference No.: PW-21-00973810

Date: December 2, 2021

The RFSO is amended as follows:

On page 1

Delete:

Solicitation closes at 2:00 p.m. Eastern Standard Time (EST) on December 15, 2021.

Insert:

Solicitation closes at 2:00 p.m. Eastern Standard Time (EST) on December 22, 2021.

PART 1 – GENERAL INFORMATIONS

Insert:

1.5 COVID-19 Vaccination Requirement

This requirement is subject to the COVID-19 Vaccination Policy for Supplier Personnel. Failure to complete and provide the COVID-19 Vaccination Requirement Certification as part of the offer will render the offer non-responsive.

PART 5 - CERTIFICATIONS AND ADDITIONAL INFORMATION

At Clause 5.1. Certifications Required with the Offer

Insert:

5.1.2 Additional Certifications Required with the Offer

5.1.2.1 COVID-19 Vaccination Requirement Certification

In accordance with the COVID-19 Vaccination Policy for Supplier Personnel, all offerors must provide with their offer, the COVID-19 Vaccination Requirement Certification attached to this RFSO as Annex "F", to be given further consideration in this procurement process. This Certification is incorporated into, and forms a binding part of any resulting Contract.



PART 7 - STANDING OFFER AND RESULTING CONTRACT CLAUSES

A. STANDING OFFER

At Clause 7.15 Certifications and Additional Information

Insert:

7.15.3 COVID-19 Vaccination Requirement Certification Compliance – Standing Offers

Canada will have the right to declare an offer non-responsive, or to set-aside a Standing Offer, if the COVID-19 Vaccination Requirement Certification is or becomes untrue or if the Offeror fails to comply with such Certification during the period of any resulting Contract (call-up).

Canada will also have the right to terminate any resulting Call-up for default if the COVID-19 Vaccination Requirement Certification is or becomes untrue or if the Contractor fails to comply with such Certification during the period of the Contract (call-up).

B. RESULTING CONTRACT CLAUSES

At Clause 7.2 Standing Clauses and Conditions

Insert:

7.2.2 Supplemental General Conditions

Compliance with on-site measures, standing orders, policies, and rules, apply to and form part of the Contract.

The Contractor must comply and ensure that its employees and subcontractors comply with all security measures, standing orders, policies or other rules in force at the site where the Work is performed.



COVID-19 VACCINATION REQUIREMENT CERTIFICATION

Insert:

ANNEX "F" to PART 5 OF THE REQUEST FOR STANDING OFFERS

COVID-19 VACCINATION REQUIREMENT CERTIFICATION

I, _____ (first and last name), as the representative of _____ (name of business) pursuant to _____ (insert solicitation number), warrant and certify that all personnel that _____ (name of business) will provide on call-up(s) issued against the Standing Offer resulting from this Request for Standing Offers who access federal government workplaces where they may come into contact with public servants will be:

- (a) fully vaccinated against COVID-19 with Health Canada-approved COVID-19 vaccine(s); or
- (b) for personnel that are unable to be vaccinated due to a certified medical contraindication, religion or other prohibited grounds of discrimination under the Canadian Human Rights Act, subject to accommodation and mitigation measures that have been presented to and approved by Canada;

until such time that Canada indicates that the vaccination requirements of the COVID-19 Vaccination Policy for Supplier Personnel are no longer in effect.

I certify that all personnel provided by _____ (name of business) have been notified of the vaccination requirements of the Government of Canada's COVID-19 Vaccination Policy for Supplier Personnel, and that the _____ (name of business) has certified to their compliance with this requirement.

I certify that the information provided is true as of the date indicated below and will continue to be true for the duration of the Standing Offer and any resulting call-ups (contracts). I understand that the certifications provided to Canada are subject to verification at all times. I also understand that Canada will declare an Offeror or contractor in default, if a certification is found to be untrue, whether made knowingly or unknowingly, during the period of the Standing Offer or call-up (contract). Canada reserves the right to ask for additional information to verify the certifications. Failure to comply with any request or requirement imposed by Canada will constitute a default under the Standing Offer and call-up (contract).

Signature: _____
Date: _____

Optional

For data purposes only, initial below if your business already has its own mandatory vaccination policy or requirements for employees in place. Initialing below is not a substitute for completing the mandatory certification above.

Initials: _____



Information you provide on this Certification Form and in accordance with the Government of Canada's COVID-19 Vaccination Policy for Supplier Personnel will be protected, used, stored and disclosed in accordance with the Privacy Act. Please note that you have a right to access and correct any information on your file, and you have a right to file a complaint with the Office of the Privacy Commissioner regarding the handling of your personal information. These rights also apply to all individuals who are deemed to be personnel for the purpose for any resulting Contract and who require access to federal government workplaces where they may come into contact with public servants.



OFFEROR SUBMISSION FORMS

Insert:

ATTACHMENT - OFFEROR SUBMISSION FORMS

Table M1 - Offeror Work Engagements

Table M2 - Offeror Resource Team Structure [**Mandatory**]

Tables M3 / R1 - Proposed Initial Core Team of Resources - Resource Templates

The following templates are provided to assist Offerors in formulating and submitting their Offers. In addition to the **Mandatory Requirement to complete and include Table M2**, Offerors should use these forms in the preparation and submission of their Offer. Offerors may also reference within these forms additional content provided within their Offer to address the requirements.

Offerors are encouraged to add lines as necessary to ensure the information provided is as complete as possible. In unshaded rows/columns where Offeror input is requested, **Offerors may provide some substantiating information or provide a cross-reference to another section of the Offer** where details on the subject may be found.

Offerors may add additional space to the templates to provide full demonstration, as needed.



Table M1 – Offeror Work Engagements

Major Mine Closure Project Services			
Work engagement#		Work engagement Title	
M1.1 Work engagement scope <i>Identify and describe how the Work engagement demonstrates services that are clearly related to the Scope of Services (as described in SOW section 5.2.1-5.2.8).</i>		Scope Item	Describe how the Work engagement meets the selected scope item
	<input type="checkbox"/> 5.2.1		
	<input type="checkbox"/> 5.2.2		
	<input type="checkbox"/> 5.2.3		
	<input type="checkbox"/> 5.2.4		
	<input type="checkbox"/> 5.2.5		
	<input type="checkbox"/> 5.2.6		
	<input type="checkbox"/> 5.2.7		
	<input type="checkbox"/> 5.2.8		
M1.2 Name of Offeror entity in contract with client responsible for delivery of services			
M1.3, M1.10 Start date of service delivery (Month, Year) <i>Some work must be demonstrated to have been delivered within the last 10 years as of the RFSO posting date.</i>		M1.3, M1.10 Completion date of service delivery (Month, Year)	
M1.4 Duration of services delivered <i>(count only months completed prior to RFSO closing date)</i>			



Major Mine Closure Project Services			
Work engagement#		Work engagement Title	
		<p><i>One (1) Work engagement must have a duration of no less than 24 months of work completed.</i></p> <p><i>Two (2) Work engagements must each have a duration of no less than six (6) months of work completed.</i></p>	
		<p>M1.5 Dollar value (\$CAN) of client's Project to which the Offeror's Services contributed (i.e. the client's overall Project value including client Project costs such as Capital costs, liability value, etc.</p> <p><i>Describe the nature of client Project costs/liability</i></p> <p><i>One (1) Work engagement must be in support of a Project with a Capital or liability value of at least \$100M CAN.</i></p> <p><i>Two (2) additional Work engagements must each be in support of a Project with a Capital or liability value of at least \$50M CAN.</i></p>	<p>\$</p> <hr/> <p>Describe:</p>



Major Mine Closure Project Services

Work engagement#		Work engagement Title	
		<p>M1.6 –M1.7 Nature of client’s Project for which services were delivered:</p> <p>Mine Closure Project; OR Capital Project OR Infrastructure Project; OR Contaminated Site Project</p> <p><i>One (1) Work engagement must demonstrate delivery of services for a Mine Closure Project (M1.6).</i></p>	<p>Select applicable Project type:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mine Closure Project <input type="checkbox"/> Capital Project <input type="checkbox"/> Infrastructure Project <input type="checkbox"/> Contaminated Site Project <p>Describe how Project demonstrates the Project type indicated:</p>
		<p>M1.7 Project implementation Work</p> <p><i>Describe the status of the client’s Project and how the Offeror’s services contributed to the client’s Project implementation work that has been partially or fully completed.</i></p>	<p>Select the applicable option and if in progress identify percentage completion of the client’s Project:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Partially Completed – indicate percentage _____% <input type="checkbox"/> 100% Completed <p>Describe how the Offeror’s services contributed to Project implementation:</p>



Major Mine Closure Project Services			
Work engagement#		Work engagement Title	
M1.8 Project involving Indigenous government or Indigenous community Project stakeholders, participants or input			
<i>Describe the Project's participants or stakeholders, including identification of Indigenous government, community participants or organizations involved in the Project (as applicable).</i>			
<i>Describe how the Offeror supported eliciting of feedback from Indigenous persons or incorporating feedback from engagement or consultation with Indigenous persons into design/development; OR</i>			
<i>Describe how the Offeror developed or modified design or costing to incorporate Traditional Knowledge.</i>			
M1.9 Proposed Initial Core Team (M3) Resource actively involved?			
<i>Identify the proposed Resource's name and category and demonstrate the active involvement of the Resource in the Work engagement.</i>			
M1.10 Dollar value \$CAN) of the Offeror's completed services for the Work engagement (to the Offeror) (i.e. the Offeror's overall invoice total for services provided to the client for the described completed work).		\$	
M1.11 Client Contact Name		M1.11 Client Address	
M1.11 Client Contact Title		M1.11 Client Contact email or telephone number	



Table M2 – Offeror Resource Team Structure [Mandatory]

Major Mine Closure Project Services		
Core Team Category <i>Only Resources identified in this Core Team section of Table M2 will be considered towards the Offeror's demonstration of Mandatory Requirement M3.</i>	Resource Name	Details (cross-reference to Resource information (e.g., page number of the resource's CV and/or table)) demonstrating the Resource meets the requirements of the SOW 7.3.1 and response to Rated Criteria
A. <i>Principal / Project Leader #1</i>		
A. <i>Principal / Project Leader #2</i>		
B. <i>Senior Consultant #1</i>		
B. <i>Senior Consultant #2</i>		
B. <i>Senior Consultant #3</i>		
F. 1 <i>Senior Subject Matter Expert – Major Project Management #1</i>		
F. 1 <i>Senior Subject Matter Expert – Major Project Management #2 (if applicable)</i>		
G. 1 <i>Senior Subject Matter Expert – Contaminated Site Project Control / Project Health #1</i>		
G. 1 <i>Senior Subject Matter Expert – Contaminated Site Project Control / Project Health #2 (if applicable)</i>		
Offeror Team Capacity (Rated) <i>Only Resources identified in this Offeror Team Capacity (Rated) section of Table M2 will be considered towards the Offeror's demonstration of Rated Criterion R3.1.</i>	Resource Name	Details (cross-reference to Resource information (e.g., page number of the resource's CV and/or table)) demonstrating the Resource meets the requirements of the SOW 7.3.1 and response to Rated Criteria
E.1 <i>Senior Subject Matter Expert – Mine Closure #1</i>		
E.1 <i>Senior Subject Matter Expert – Mine Closure #2 (if applicable)</i>		



Tables M3 / R1 – Proposed Initial Core Team of Resources – Resource Templates

Major Mine Closure Project Services	
Core Team Category	Principal / Project Leader
Resource Name	
<p>M3 a) 15 Years’ cumulative demonstrated work experience related to Major Mine Closure Projects</p> <p><i>Identify and describe the number of years cumulative work experience related to Major Mine Closure, demonstrating progressively more senior roles across the duration of this experience.</i></p> <p><i>Clearly demonstrate how each experience cited was related to Major Mine Closure Projects (i.e. Mine Closure had a Capital or liability value of at least \$50 Million).</i></p>	<p><i>Provide details here or reference to CV/projects that demonstrate the work experience.</i></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Site, location, Dates (MM-YY to MM-YY), description of Project nature and scope, description of role and contribution to Project, Capital/Liability value of Mine Closure.</i>
<p>M3 b) Degree obtained</p> <p><i>identify level/nature of degree, major/concentration, conferring institution and date conferred). Describe relevance to the Services.</i></p> <p>OR <i>demonstrate an additional three (3)</i></p>	



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
<i>years' cumulative work experience related to Mine Closure Projects.</i>				
Mandatory Requirement Work Engagements				
<p><i>Each Work engagement must demonstrate a duration of a minimum of 6 months duration of engagement. One (1) must demonstrate a duration of a minimum of 12 months duration of engagement.</i></p> <p><i>A maximum of nine (9) Work engagements will be evaluated.</i></p> <p><i>The same work engagement may be put forward against more than one of c)-i) where it demonstrates the requirements.</i></p>				
M3 c) One (1) Work engagement in the last 10 years as a Lead delivering services on: - a Major Mining Project for a Mine located in the North; OR - a Major Mine Closure Project for a Mine located in the North <i>Respond at right or provide reference</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
<i>to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Location of Project <i>Identify and describe</i> <i>(must be North of 60°).</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project or Mine Closure Project, provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>			
	Describe Resource's role as Lead <i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>			
M3 d) Three (3) Work engagements in the last 10 years as a Lead delivering services comparable to the Services as defined in SOW 5.2.1-5.2.8, in support of 3 <u>distinct Major Mine Closure Projects</u> , in a context: - where the Resource actively engaged with public, industry or community	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or	



Major Mine Closure Project Services			
Core Team Category	Principal / Project Leader		
Resource Name			
stakeholders; OR - for a Northern Mine OR - for a Remote Mine. <i>Respond at right or provide reference to the location in the Offer where experience in three (3) Work engagements is demonstrated.</i>			email address
	Client's Project Capital or liability value		
	<i>(must be at least \$50 Million CAN)</i>		
	Location of Project		
	Identify and describe		
	<i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i>		
Nature of Project			
Identify and describe			
	<i>Mine Closure Project, provide details on scope</i>		
Describe services provided by the Resource - the work the Resource performed and how it is comparable to the Services defined in SOW 5.2.1-5.2.8.			
	<i>Describe deliverables and outcomes.</i>		



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	<i>If applicable to the Project, describe and demonstrate how the Resource actively engaged with public, industry or community stakeholders (e.g. which stakeholders, on what, etc.)</i>			
	Describe Resource's role as Lead - <i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>			
	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			
	Location of Project Identify and describe <i>identify the location of the Project North of 60° and/or describe how the location meets</i>			



Major Mine Closure Project Services	
Core Team Category	Principal / Project Leader
Resource Name	
	<i>the definition of Remote as defined in the SOW (as applicable to the Project)</i>
	<p>Nature of Project</p> <p><i>Identify and describe</i></p> <p><i>Mine Closure Project,</i></p> <p><i>provide details on scope</i></p>
	<p>Describe services provided by the Resource - the work the Resource performed and how it is comparable to the Services defined in SOW 5.2.1-5.2.8.</p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>If applicable to the Project, describe and demonstrate how the Resource actively engaged with public, industry or community stakeholders (e.g. which stakeholders, on what, etc.)</i></p>
	<p>Describe Resource's role as Lead - leading a team of multi-disciplinary resources within an operational Project environment on this engagement</p>



Major Mine Closure Project Services			
Core Team Category	Principal / Project Leader		
Resource Name			
	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>		
	Location of Project <i>Identify and describe</i> <i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i>		
	Nature of Project <i>Identify and describe</i> <i>Mine Closure Project,</i> <i>provide details on scope</i>		
	Describe services provided by the Resource - the work the Resource		



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	<p><i>performed and how it is comparable to the Services defined in SOW 5.2.1-5.2.8.</i></p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>If applicable to the Project, describe and demonstrate how the Resource actively engaged with public, industry or community stakeholders (e.g. which stakeholders, on what, etc.)</i></p>			
	<p>Describe Resource's role as Lead - leading a team of multi-disciplinary resources within an operational Project environment on this engagement</p>			
<p>M3 e) One (1) Work engagement in the last 10 years as a Lead delivering services on:</p> <p>- a Major Mining Project OR</p> <p>- a Major Mine Closure Project</p> <p>Valued at \$100 Million in Capital or liability</p>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			



Major Mine Closure Project Services			
Core Team Category	Principal / Project Leader		
Resource Name			
<p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p>	<i>(must be at least \$100 Million CAN)</i>		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> <i>Mining Project or Mine Closure Project, provide details on scope</i>		
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>		
	Describe Resource's role as Lead <i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>		
M3 f) One (1) Work engagement in the last 10 years advising and reporting to the senior executive level (DG or equivalent (e.g. vice	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery



Major Mine Closure Project Services			
Core Team Category	Principal / Project Leader		
Resource Name			
president, principal, etc.) or higher); <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client's Project Capital or liability value		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>		
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i> <i>Clearly identify the level of senior executive to whom the Resource delivered advice</i>		



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	<i>and reported.</i>			
M3 g) One (1) Work engagement in the last 10 years working in an integrated collaborative fashion with one or more of: - multiple levels of government, - Authorities Having Jurisdiction, - regulators, - combination of public and private sector participants. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>			
	Describe services provided by the Resource working in an integrated and collaborative fashion			



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	<i>Describe deliverables and outcomes.</i>			
	<i>Clearly identify the different parties the Resource worked with and describe how the Resource's work was integrated with the work of these parties or demonstrated a collaborative approach.</i>			
M3 h) One (1) Work engagement in the last 10 years designing or implementing Project Performance Management, for Mining or Mine Closure Projects (e.g. KPIs); <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project			



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	Identify and describe Mining Project or Mine Closure Project, <i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i> <i>Clearly describe the Project Performance Management and describe how the Resource contributed to its design or implementation.</i>			
M3 i) One (1) Work engagement in the last 10 years designing or implementing: - Project Risk Management AND - Technical Risk Management, for Mining or Mine Closure Projects.	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			



Major Mine Closure Project Services		
Core Team Category	Principal / Project Leader	
Resource Name		
<p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>“Risk Management” in this context means risk analysis, identification of mitigation/treatment options, and implementation.</i></p>	<p>Location of Project</p> <p><i>Identify and describe</i></p>	
	<p>Nature of Project</p> <p><i>Identify and describe</i></p> <p>Mining Project or Mine Closure Project, <i>provide details on scope</i></p>	
	<p>Describe Project Risk Management services provided by the Resource</p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>Clearly describe the Project Risk Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation.</i></p>	
	<p>Describe Technical Risk Management services provided by the Resource</p>	



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
	<p><i>Describe deliverables and outcomes.</i></p> <p><i>Clearly describe the Technical Risk Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation.</i></p>			
Rated Criteria Work Engagements				
R1.1 a) Additional* Work engagements in the last 10 years as a Lead delivering services for: - a Remote Mine OR - a Mine located in the North, for either: i) a Mining Project OR ii) a Mine Closure Project.	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			



Major Mine Closure Project Services			
Core Team Category	Principal / Project Leader		
Resource Name			
<p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>*Additional means in addition to the one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 c).</i></p> <p>Repeat table as necessary. A maximum of five (5) Work engagements will be evaluated.</p>	<p>Location of Project</p> <p>Identify and describe</p> <p><i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i></p>		
	<p>Nature of Project</p> <p>Identify and describe</p> <p><i>Mining Project or Mine Closure Project, provide details on scope</i></p>		
	<p>Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8</p> <p><i>Describe deliverables and outcomes.</i></p>		
	<p>Describe Resource's role as Lead</p> <p><i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i></p>		
R1.1 b) Additional* Work	Work Engagement #		Work Engagement Title



Major Mine Closure Project Services				
Core Team Category	Principal / Project Leader			
Resource Name				
<p>engagements in the last 10 years as a Lead delivering services on a Major Mining Project or Major Mine Closure Project, valued at more than \$50 Million in Capital or liability.</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>*Additional means in addition to the one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 e).</i></p> <p>Repeat table as necessary. A maximum of three (3) Work engagements will be evaluated.</p>	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be more than \$50 Million CAN)</i>			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project or Mine Closure Project, provide details on scope</i>			
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8			



Major Mine Closure Project Services	
Core Team Category	Principal / Project Leader
Resource Name	
	<i>Describe deliverables and outcomes.</i>
	Describe Resource's role as Lead <i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>

Major Mine Closure Project Services	
Core Team Category	Senior Consultant
Resource Name	
M3 a) 10 Years' cumulative demonstrated work experience related to Mine Closure Projects	<p><i>Provide details here or reference to CV/projects that demonstrate the work experience.</i></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> • <i>Site, location, Dates (MM-YY to MM-YY), description of Project nature and scope, description of role and contribution to Project, Capital/Liability value of Mine Closure.</i> <p><i>Identify and describe the number of years cumulative work experience related to Mine Closure, demonstrating progressively more senior roles across the duration of this experience.</i></p>
M3 b) Degree obtained	<p><i>identify level/nature of degree, major/concentration, conferring institution and date conferred).</i></p>



Major Mine Closure Project Services			
Core Team Category	Senior Consultant		
Resource Name			
<p><i>Describe relevance to the Services.</i></p> <p>OR <i>demonstrate an additional three (3) years cumulative work experience related to Mine Closure Projects.</i></p>			
Mandatory Requirement Work Engagements			
<p><i>Each Work engagement must demonstrate a duration of a minimum of 6 months duration of engagement. One (1) must demonstrate a duration of a minimum of 12 months duration of engagement.</i></p> <p><i>A maximum of six (6) Work engagements will be evaluated.</i></p> <p><i>The same work engagement may be put forward against more than one of c)-f) where it demonstrates the requirements.</i></p>			
<p>M3 c) Two (2) Work engagements in the last 10 years as a Lead delivering services comparable to the Services as defined in SOW 5.2.1-5.2.8, in support of 2 <u>distinct</u> Major Mine Closure Projects, in a context:</p> <p>- where the Resource actively engaged with public, industry or community</p>	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or



Major Mine Closure Project Services			
Core Team Category	Senior Consultant		
Resource Name			
stakeholders; OR - for a Northern Mine OR - for a Remote Mine. <i>Respond at right or provide reference to the location in the Offer where experience in two (2) Work engagements is demonstrated.</i>			email address
	Client's Project Capital or liability value		
	<i>(must be at least \$50 Million CAN)</i>		
	Location of Project		
	Identify and describe		
<i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i>			
Nature of Project			
Identify and describe			
<i>Mine Closure Project, provide details on scope</i>			
Describe services provided by the Resource - the work the Resource performed and how it is comparable to the Services defined in SOW 5.2.1-5.2.8.			
<i>Describe deliverables and outcomes.</i>			



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
	<i>If applicable to the Project, describe and demonstrate how the Resource actively engaged with public, industry or community stakeholders (e.g. which stakeholders, on what, etc.)</i>			
	Describe Resource's role as Lead - leading a team of multi-disciplinary resources within an operational Project environment on this engagement			
	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			
	Location of Project <i>Identify and describe</i> <i>identify the location of the Project North of 60° and/or describe how the location meets</i>			



Major Mine Closure Project Services	
Core Team Category	Senior Consultant
Resource Name	
	<i>the definition of Remote as defined in the SOW (as applicable to the Project)</i>
	<p>Nature of Project</p> <p>Identify and describe</p> <p><i>Mine Closure Project,</i></p> <p><i>provide details on scope</i></p>
	<p>Describe services provided by the Resource - the work the Resource performed and how it is comparable to the Services defined in SOW 5.2.1-5.2.8.</p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>If applicable to the Project, describe and demonstrate how the Resource actively engaged with public, industry or community stakeholders (e.g. which stakeholders, on what, etc.)</i></p>
	<p>Describe Resource's role as Lead - leading a team of multi-disciplinary resources within an operational Project environment on this engagement</p>



Major Mine Closure Project Services			
Core Team Category	Senior Consultant		
Resource Name			
<p>M3 d) One (1) Work engagement in the last 10 years advising and reporting to the senior executive level (DG or equivalent (e.g. vice president, principal, etc.) or higher);</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p>	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client's Project Capital or liability value		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>		
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>		



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
	<i>Clearly identify the level of senior executive to whom the Resource delivered advice and reported.</i>			
M3 e) One (1) Work engagement in the last 10 years working in an integrated collaborative fashion with one or more of: - multiple levels of government, - Authorities Having Jurisdiction, - regulators, - combination of public and private sector participants. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>			
	Describe services provided by the Resource working in an integrated and			



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
	collaborative fashion <i>Describe deliverables and outcomes.</i> <i>Clearly identify the different parties the Resource worked with and describe how the Resource's work was integrated with the work of these parties or demonstrated a collaborative approach.</i>			
M3 f) One (1) Work engagement in the last 10 years designing or implementing:	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
for Mining or Mine Closure Projects	Location of Project <i>Identify and describe</i>			
<i>Respond at right or provide reference</i>				



Major Mine Closure Project Services		
Core Team Category	Senior Consultant	
Resource Name		
<p><i>to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>“Risk Management” in this context means risk analysis, identification of mitigation/treatment options, and implementation.</i></p>	<p>Nature of Project</p> <p>Identify and describe</p> <p>Mining Project or Mine Closure Project, <i>provide details on scope</i></p>	
	<p>Describe services provided by the Resource</p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>Clearly describe the Project Performance Management and describe how the Resource contributed to its design or implementation; OR</i></p> <p><i>Clearly describe the Project Risk Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation; OR</i></p>	



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
	<p><i>Clearly describe the Technical Risk Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation.</i></p>			
Rated Criteria Work Engagements				
<p>R1.2 a) Work engagements in the last 10 years as a Lead delivering services for:</p> <ul style="list-style-type: none"> - a Remote Mine OR - a Mine located in the North, <p>for either:</p> <ul style="list-style-type: none"> i) a Mining Project OR ii) a Mine Closure Project. <p><i>Respond at right or provide reference</i></p>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project			



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
<p><i>to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p>Repeat table as necessary. A maximum of five (5) Work engagements will be evaluated.</p>	Identify and describe			
		<p><i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i></p>		
	Nature of Project			
		<p>Identify and describe</p> <p><i>Mining Project or Mine Closure Project, provide details on scope</i></p>		
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8			
		<p><i>Describe deliverables and outcomes.</i></p>		
	Describe Resource's role as Lead			
		<p><i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i></p>		
R1.2 b) Work engagements in the last 10 years as a Lead delivering services on a Major Mining Project or Major Mine Closure Project,	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	



Major Mine Closure Project Services				
Core Team Category	Senior Consultant			
Resource Name				
<p>valued at more than \$50 Million in Capital or liability.</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p>Repeat table as necessary. A maximum of three (3) Work engagements will be evaluated.</p>	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be more than \$50 Million CAN)</i>			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project or Mine Closure Project, provide details on scope</i>			
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8 <i>Describe deliverables and outcomes.</i>			
	Describe Resource's role as Lead <i>leading a team of multi-disciplinary</i>			



Major Mine Closure Project Services		
Core Team Category	Senior Consultant	
Resource Name		
	<i>resources within an operational Project environment on this engagement</i>	



Major Mine Closure Project Services	
Core Team Category	Senior Subject Matter Expert – Major Project Management
Resource Name	
<p>M3 a) 15 Years’ cumulative demonstrated work experience designing and implementing Project delivery models for Major Projects, including experience in Mining Projects or Mine Closure Projects or Contaminated Site Projects or Infrastructure Projects</p> <p><i>Identify and describe the number of years cumulative work experience related to Major Projects.</i></p> <p><i>Clearly demonstrate how each experience cited was related to a Major Project (i.e. Project had a Capital or liability value of at least \$50 Million).</i></p> <p><i>Clearly demonstrate across this experience in at least one (1) of Mining, Mine Closure, Contaminated Site, or Infrastructure Projects</i></p>	<p><i>Provide details here or reference to CV/projects that demonstrate the work experience.</i></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <i>Project/Site, location, Dates (MM-YY to MM-YY), description of Project nature and scope, description of role and contribution to Project, Capital/Liability value of Project.</i>
<p>M3 b) Degree obtained</p> <p><i>identify level/nature of degree, major/concentration, conferring institution and date conferred). Describe relevance to the Services.</i></p> <p><i>OR demonstrate an additional three (3) years’ cumulative work experience providing</i></p>	



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
<i>long-term Project Lifecycle planning and implementation support to Major Projects.</i>				
Mandatory Requirement Work Engagements				
<p><i>Each Work engagement must demonstrate a duration of a minimum of 6 months duration of engagement. One (1) must demonstrate a duration of a minimum of 12 months duration of engagement.</i></p> <p><i>A maximum of eight (8) Work engagements will be evaluated.</i></p> <p><i>The same work engagement may be put forward against more than one of c)-i) where it demonstrates the requirements.</i></p>				
M3 c) Three (3) Work engagements in the last 10 years as a Lead, designing and implementing Project delivery models for Major Projects in support of three (3) distinct Mining Projects or Mine Closure Projects or Contaminated Site Projects or Infrastructure Projects	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project, Mine Closure</i>			
<i>Respond at right or provide reference to the location in the Offer where experience in three (3) Work engagements is demonstrated.</i>				



Major Mine Closure Project Services			
Core Team Category	Senior Subject Matter Expert – Major Project Management		
Resource Name			
	<i>Project, Contaminated Site Project, or Infrastructure Project, provide details on scope</i>		
	Describe services provided by the Resource <i>Describe the Project delivery model and how it was designed and implemented by the Resource. Describe deliverables and outcomes.</i>		
	Describe Resource’s role as Lead <i>- leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>		
	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client’s Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>		
	Location of Project Identify and describe		



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	Nature of Project <i>Identify and describe</i> <i>Mining Project, Mine Closure Project, Contaminated Site Project, or Infrastructure Project,</i> <i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe the Project delivery model and how it was designed and implemented by the Resource. Describe deliverables and outcomes.</i>			
	Describe Resource's role as Lead <i>- leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>			
	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			
	Location of Project			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	Identify and describe			
	Nature of Project <i>Identify and describe</i> <i>Mining Project, Mine Closure Project, Contaminated Site Project, or Infrastructure Project,</i> <i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe the Project delivery model and how it was designed and implemented by the Resource. Describe deliverables and outcomes.</i>			
	Describe Resource’s role as Lead <i>- leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>			
M3 d) One (1) Work engagement in the last 10 years as a Lead delivering services on: - a Major Mining Project OR - a Major Mine Closure Project OR - a Major Contaminated Site Project OR - a Major Infrastructure	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	



Major Mine Closure Project Services				
Core Team Category		Senior Subject Matter Expert – Major Project Management		
Resource Name				
Project Valued at \$100 Million in Capital or liability <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Client’s Project Capital or liability value <i>(must be at least \$100 Million CAN)</i>			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project, Mine Closure Project, Contaminated Site Project, or Infrastructure Project, provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>			
	Describe Resource’s role as Lead <i>leading a team of multi-disciplinary resources within an operational Project environment on this engagement</i>			
M3 e) One (1) Work engagement in the last 10 years as a Lead delivering services on: - a Major Mining Project OR - a Major Mine Closure Project	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email	



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
<i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>			address	
	Client’s Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project, Mine Closure Project,</i> <i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>			
M3 f) One (1) Work engagement in the last 10 years as a Lead delivering services on a Major Project located in the North: <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client’s Project Capital or liability value <i>(must be at least \$50 Million CAN)</i>			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	Location of Project <i>Identify and describe (must be North of 60°)</i>			
	Nature of Project <i>Identify and describe provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>			
M3 g) One (1) Work engagement in the last 10 years advising and reporting to the senior executive level (DG or equivalent (e.g. vice president, principal, etc.) or higher); <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i>			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	<i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i> <i>Clearly identify the level of senior executive to whom the Resource delivered advice and reported.</i>			
M3 h) One (1) Work engagement in the last 10 years working in an integrated collaborative fashion with one or more of: - multiple levels of government, - Authorities Having Jurisdiction, - regulators, - combination of public and private sector participants. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client’s Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>			
	Describe services provided by the Resource working in an integrated and collaborative			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	fashion <i>Describe deliverables and outcomes.</i> <i>Clearly identify the different parties the Resource worked with and describe how the Resource’s work was integrated with the work of these parties or demonstrated a collaborative approach.</i>			
M3 i) One (1) Work engagement in the last 10 years designing or implementing - Project Performance Management (e.g. KPIs); OR - Project Risk Management OR - Technical Risk Management, for Mining Projects or Mine Closure Projects or Contaminated Site Projects or Infrastructure Projects “Risk Management” in this context means risk analysis, identification of mitigation/treatment options, and implementation.	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client’s Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> Mining Project or Mine Closure Project or Contaminated Site Project or Infrastructure Project,			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
<p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p>	<i>provide details on scope</i>			
	<p>Describe services provided by the Resource</p> <p><i>Describe deliverables and outcomes.</i></p> <p><i>Clearly describe the Project Performance Management and describe how the Resource contributed to its design or implementation; OR</i></p> <p><i>Clearly describe the Project Risk Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation.</i></p> <p><i>Clearly describe the Project Technical Management including</i></p> <ul style="list-style-type: none"> - Analysis - Identification of mitigation/treatment options, and - Implementation <p><i>Describe how the Resource contributed to its design or implementation.</i></p>			
Rated Criteria Work Engagements				
R1.3 a) Work engagements in the last 10 years as a	Work Engagement #		Work Engagement Title	



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
Lead delivering services for: - a Remote Mine OR - a Mine located in the North, for either: i) a Mining Project OR ii) a Mine Closure Project. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i> Repeat table as necessary. <i>A maximum of five (5) Work engagements will be evaluated.</i>	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client’s Project Capital or liability value			
	Location of Project <i>Identify and describe</i> <i>identify the location of the Project North of 60° and/or describe how the location meets the definition of Remote as defined in the SOW (as applicable to the Project)</i>			
	Nature of Project <i>Identify and describe</i> <i>Mining Project or Mine Closure Project,</i> <i>provide details on scope</i>			
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8 <i>Describe deliverables and outcomes.</i>			
	Describe Resource’s role as Lead <i>leading a team of multi-disciplinary resources within an operational</i>			



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Major Project Management			
Resource Name				
	<i>Project environment on this engagement</i>			
<p>R1.3 b) Additional* Work engagements in the last 10 years as a Lead delivering services on a Major Project, valued at more than \$50 Million in Capital or liability.</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>*Additional means in addition to the one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 d).</i></p> <p>Repeat table as necessary. <i>A maximum of three (3) Work engagements will be evaluated.</i></p>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	<i>(must be more than \$50 Million CAN)</i>			
	Location of Project			
	Identify and describe			
Nature of Project				
Identify and describe				
<i>provide details on scope</i>				
Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8				
<i>Describe deliverables and outcomes.</i>				
Describe Resource's role as Lead leading a team of multi-disciplinary resources within an operational				



Major Mine Closure Project Services		
Core Team Category	Senior Subject Matter Expert – Major Project Management	
Resource Name		
	<i>Project environment on this engagement</i>	



Major Mine Closure Project Services	
Core Team Category	Senior Subject Matter Expert – Contaminated Site Project Control / Project Health
Resource Name	
<p>M3 a) 15 Years’ cumulative demonstrated work experience on Mining Projects or Mine Closure Projects or Contaminated Site Projects or Infrastructure Projects</p> <p><i>Identify and describe the number of years cumulative work experience related to the identified type(s) of Projects.</i></p> <p><i>Clearly demonstrate across this experience in at least one (1) of Mining, Mine Closure, Contaminated Site, or Infrastructure Projects</i></p>	<p><i>Provide details here or reference to CV/projects that demonstrate the work experience.</i></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <i>Project/Site, location, Dates (MM-YY to MM-YY), description of Project nature and scope, description of role and contribution to Project, Capital/Liability value of Project.</i>
<p>M3 b) Degree obtained</p> <p><i>identify level/nature of degree, major/concentration, conferring institution and date conferred). Describe relevance to the Services.</i></p> <p><i>OR demonstrate an additional three (3) years’ cumulative work experience providing Project Control / Project Health subject matter expertise to Mining Projects or Mine Closure Projects or Contaminated Site Projects or Infrastructure Projects.</i></p>	
<p>Mandatory Requirement Work Engagements</p> <p><i>Each Work engagement must demonstrate a duration of a minimum of 6 months duration of engagement. One (1) must demonstrate a duration of a minimum of 12 months duration of engagement.</i></p>	



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Contaminated Site Project Control / Project Health			
Resource Name				
<p><i>A maximum of five (5) Work engagements will be evaluated.</i></p> <p><i>Work engagements may not be put forward under more than one (1) of c-d) or more than one (1) of e-g.</i></p>				
<p>M3 c) One (1) Work engagement in the last 10 years as a Lead Advisor providing Project Control / Project Health subject matter expertise to a Project with a value of at least \$100 Million (CAD) in Capital or liability value.</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value	<p><i>(must be at least \$100 Million CAN)</i></p>		
	Location of Project	<p><i>Identify and describe</i></p>		
	Nature of Project	<p><i>Identify and describe</i></p> <p><i>provide details on scope</i></p>		
	Describe services provided by the Resource	<p><i>Describe deliverables and</i></p>		



Major Mine Closure Project Services				
Core Team Category	Senior Subject Matter Expert – Contaminated Site Project Control / Project Health			
Resource Name				
	<i>outcomes.</i>			
	Describe Resource’s role as Lead <i>providing senior level subject matter expertise and advice to a client, with accountability for results.</i>			
M3 d) One (1) other Work engagement in the last 10 years as a Lead Advisor providing Project Control / Project Health subject matter expertise to a Project with a value of at least \$50 Million (CAD) in Capital or liability value. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client’s Project Capital or liability value			
	<i>(must be at least \$50 Million CAN)</i>			
	Location of Project			
	<i>Identify and describe</i>			
Nature of Project				
<i>Identify and describe</i>				
<i>provide details on scope</i>				
Describe services provided by the Resource				
<i>Describe deliverables and outcomes.</i>				



Major Mine Closure Project Services			
Core Team Category	Senior Subject Matter Expert – Contaminated Site Project Control / Project Health		
Resource Name			
	Describe Resource’s role as Lead <i>providing senior level subject matter expertise and advice to a client, with accountability for results.</i>		
M3 e) One (1) Work engagement in the last 10 years designing, implementing or evaluating Project level controls for: - a Mining Project OR - a Mine Closure Project OR - a Contaminated Site Project OR - an Infrastructure Project. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client’s Project Capital or liability value		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> Mining Project, Mine Closure Project, Contaminated Site Project or Infrastructure Project, <i>provide details on scope</i>		
	Describe services provided by the Resource <i>Describe deliverables and</i>		



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	<i>outcomes.</i>			
M3 f) One (1) Work engagement in the last 10 years designing, implementing or evaluating Project governance for: - a Mining Project OR - a Mine Closure Project OR - a Contaminated Site Project OR - an Infrastructure Project. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> Mining Project, Mine Closure Project, Contaminated Site Project or Infrastructure Project, <i>provide details on scope</i>			
	Describe services provided by the Resource <i>Describe deliverables and outcomes.</i>			
M3 g) One (1) Work engagement in the last 10	Work Engagement #		Work Engagement Title	



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years for a Mining Project or Mine Closure Project or Contaminated Site Project or Infrastructure Project in: - designing or undertaking a readiness assessment for the Project OR - designing or undertaking Project health evaluation for the Project. “readiness assessment” in this context means determining whether an organization is prepared and fully equipped to undertake an identified Project. <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i>	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client’s Project Capital or liability value		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> Mining Project or Mine Closure Project, <i>provide details on scope</i>		
	Describe services provided by the Resource <i>Clearly describe the nature of the assessment or evaluation for the Project (such as its purpose, what was assessed/evaluated, etc.) and the Resource’s contributions to the design or undertaking of the same. Describe deliverables and outcomes.</i>		



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Rated Criteria Work Engagements				
<p>R1.4 a) *Additional Work engagements in the last 10 years providing Project Control / Project Health subject matter expertise to Major Projects.</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p>Repeat table as necessary. <i>A maximum of five (5) Work engagements will be evaluated.</i></p> <p><i>*Additional means in addition to the one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 c).</i></p>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	<i>(must be at least \$50 Million)</i>			
	Location of Project			
	Identify and describe			
Nature of Project				
Identify and describe				
<i>provide details on scope</i>				
Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8				
<i>Describe deliverables and outcomes.</i>				
R1.4 b) Additional* Work engagement in the last 10	Work Engagement #		Work Engagement Title	



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years i) Designing, implementing or evaluating Project level controls <i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i> <i>*Additional means in addition to any one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 e).</i> Repeat table as necessary. <i>A maximum of two (2) Work engagements will be evaluated.</i>	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	
	Title of Client Contact		Client Contact phone or email address	
	Client's Project Capital or liability value			
	Location of Project <i>Identify and describe</i>			
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>			
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8 <i>Describe deliverables and outcomes.</i>			
R1.4 b) Additional* Work engagement in the last 10 years ii) Designing, implementing or evaluating Project governance <i>Respond at right or provide</i>	Work Engagement #		Work Engagement Title	
	Start date of Service Delivery		Completion date of Service delivery	
	Name of Client Contact		Client organization	



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<p><i>reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p> <p><i>*Additional means in addition to any one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 f).</i></p> <p>Repeat table as necessary. <i>A maximum of two (2) Work engagements will be evaluated.</i></p>	Title of Client Contact		Client Contact phone or email address
	Client's Project Capital or liability value		
	Location of Project <i>Identify and describe</i>		
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>		
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8 <i>Describe deliverables and outcomes.</i>		
<p>R1.4 b) Additional* Work engagement in the last 10 years</p> <p>iii) Designing or undertaking a readiness assessment for the Project OR designing or undertaking Project health evaluation for the Project</p> <p><i>Respond at right or provide reference to the location in the Offer where experience in this Work engagement is demonstrated.</i></p>	Work Engagement #		Work Engagement Title
	Start date of Service Delivery		Completion date of Service delivery
	Name of Client Contact		Client organization
	Title of Client Contact		Client Contact phone or email address
	Client's Project Capital or liability value		



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<p><i>*Additional means in addition to any one (1) Work engagement required in response to the Mandatory Requirement for the Resource under M3 g).</i></p> <p>Repeat table as necessary. <i>A maximum of two (2) Work engagements will be evaluated.</i></p>	Location of Project <i>Identify and describe</i>
	Nature of Project <i>Identify and describe</i> <i>provide details on scope</i>
	Describe services provided by the Resource - the work the Resource performed demonstrating at least one (1) service related to the Services defined in SOW 5.2.1-5.2.8 <i>Describe deliverables and outcomes.</i>