



**OSUM OIL SANDS CORP.**

**TAIGA PROJECT**

**EXPRESSION OF INTEREST AND PREQUALIFICATION**



**OSUM OIL SANDS CORP.**

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Date:

Contractor:

Address:

Attention:

Phone number:

Email:

**Re: EXPRESSION OF INTEREST AND PREQUALIFICATION**

Dear

OSUM Oil Sands Corp. (OSUM) proposes to design and construct a thermal in situ bitumen production facility north of Cold Lake, Alberta. The OSUM Cold lake project is known as the Taiga Project. The Taiga Project will consist of a Central Processing Facility (CPF), Pipelines/Gathering Lines, Well Pads and all required systems to support an ultimate capacity of 35,000 bpcd.

You are invited to submit a response to a general screening for the construction activities for the Taiga Project. All requested information must be provided in order that we may fully assess your company's capabilities.

It is important to note that this query does not constitute a commitment on OSUM's part to request your company to bid on work for the subject project. To assist us in evaluating your interest and capability of performing the work described herein, please complete the pre-qualification form and return via email to [@osumcorp.com](mailto:@osumcorp.com)

You are requested to sign this letter in the space provided below and fax to the undersigned as acknowledgement of receipt of Contractor Expression of Interest and Prequalification.

Regards,

Edward G. Bruce  
Manager, Contracts & SCM  
Osum Oil Sands Corp.

Receipt Acknowledgement: \_\_\_\_\_  
(please sign)

Phone: 403.656.2235  
Fax: 403.283.3970

Name: \_\_\_\_\_  
(please print)

[@osumcorp.com](mailto:@osumcorp.com)

Title: \_\_\_\_\_

Date: \_\_\_\_\_



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### 1.0 PROJECTION DESCRIPTION

The Taiga Project is a thermal in situ bitumen production project situated immediately north of Cold Lake in townships 65 & 66, Ranges 1 & 2 W4M with the Central Processing Facility located roughly in the center of the project development area, in sections 5 and 6-66-1 W4M.

The initial pads of the project will employ Steam-Assisted Gravity Drainage (SAGD) technology. Cyclic Steam Stimulation (CSS) will be sequenced to the later stages of the project. Production will be from the Lower Grand Rapids and Clearwater formations.

The project will be designed for an ultimate capacity of 35,000 bpcd (38,500 bpsd) bitumen production and is planned to be executed using a staged approach in this case, two 17,500 bpcd phases. The first phase will include much of the initial and common infrastructure and will also position Phase 2 for ease of execution. The projected life of the project is 35 years.

Steam generation will be primarily from Once Through Steam Generators (OTSGs), with the addition of a 40MW cogeneration unit in Phase 2 of the project. The project will be tied to the AESO electrical grid system. While the cogeneration unit, planned for Phase 2, will provide enough electrical power to make the project essentially self-sufficient at the end of that phase, the tie is required for Phase I demand and for future requirements (import/export, contingency). This connectivity will be provided by a 3rd party.

The project will require three externally connected pipelines (natural gas import, diluent import and product oil export) which will be provided by 3rd parties.

### 2.0 CURRENT PLAN

Preliminary Front End Engineering and Design (Pre-FEED) and an Environmental Impact Assessment for the Project were completed in December 2009.

A contract was awarded for FEED engineering in March 2010. Detailed engineering and procurement of long-lead equipment items will begin in Q1 2011.

Regulatory approval of the Project is anticipated in Q3 2011. Coupled with a positive FID (Final Investment Decision), receipt of regulatory approval will allow Phase 1 construction to begin in Q4 2011 in support of a Phase 1 Steam-in target of Q4 2013, and First Oil in Q1 2014.

The Steam-in and First Oil dates of the second and final phase would then follow in two years with full production reached some 14-18 months after that.

### 3.0 AREAS OF EVALUATION

Contractors will be evaluated on their response to questions regarding their Company Information, Financial Information, Technical Information, Experience and References,



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Commercial Information, Project Planning/Control and Management, Health, Safety, Environment and Security practices.

### 3.1 EVALUATION METHOD

All information received from the contractors will be subject to a thorough evaluation. In addition to the areas of evaluation referenced above, OSUM may at its sole discretion, conduct visits to inspect contractor's facilities. Please note that as part of the pre-qualification process, your company may be required to present, in person, your overall methodology and/or execution strategy proposed for the Taiga Project.

### 4.0 SCOPE OF WORK

The Project physical scope of work will consist of the following:

### 5.0 OFFSITES

1. Four double well pads (20 well pairs each) and associated facilities including manifolds, motor control center, instrument air package, test separator, and injection packages will be constructed over the 2 development phases of the project. Over the projected 35 year life of the project, approximately 62 subsurface drainage boxes (currently 36 planned surface production wellpads) will be required.
2. Aboveground steam distribution, production gathering, produced gas and fuel gas lines between the central plant and the production well pads.
3. Brackish source water and utility water wells and associated underground pipelines.
4. Observation wells.
5. Disposal facilities, including salt cavern well(s) for disposal of waste solids, and deep disposal wells for waste liquid.
6. Borrow areas.
7. Access roads and fibre optic infrastructure for offsite pads
8. Power lines and transformers.

### 5.1 CENTRAL PROCESSING FACILITY

1. Oil treating facilities including free water knockout vessels, treaters and associated heat exchangers.
2. Fuel and produced gas gathering, processing and distribution facilities including produced gas condenser and separator, vapour recovery unit, mixed gas separator, fuel gas heater and fuel gas filter.
3. Oil removal facilities including skim tanks, dissolved gas flotation (DGF) units, oil removal filters (ORFs) and associated equipment.



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4. Water treatment facilities including evaporators and associated equipment.
5. Steam generation facilities including Once Through Steam Generators (OTSGs) capable of burning a mixture of fuel gas and produced gas, low and high pressure BFW pumps, high-pressure steam separators and associated heat exchangers.
6. Cogeneration facility consisting of a Gas Turbine Generator (GTG) capable of 40 MW of power generation and associated Heat Recovery Steam Generator (HRSG).
7. DCS/SCADA system.
8. Utility systems including the following: potable and utility water, utility steam, instrument and utility air, fuel gas, glycol and electric power.
9. Miscellaneous buildings including laboratory/permit shelters/administration building, warehouse etc.
10. Storage tanks.
11. Slop treatment facilities.
12. Glycol cooling and heating facilities.
13. High pressure flare system.
14. Fire prevention system.
15. Emergency generator.
16. Runoff Pond

### 6.0 TENTATIVE SCHEDULE:

A schedule of milestone dates and activities attached hereto as attachment A.

Plot Plan is attached hereto as attachment B

As a supplement to the attached pre-qualification form, please respond to the following questions to further assist with the review of your company's qualifications:

1. Would your company be interested in being considered for all or portions of this Work?
2. Indicate which components of the scope of work you are interested in performing (i.e., CPF, Pipelines, Well Pads etc - see also Section F).
3. Advise of your ability to complete and comply with the timeframe identified in the above tentative schedule should you receive an invitation to bid?
4. Identify any major projects within the region to which you may be committed for the same time period cited in the above Contract Schedule.



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5. In support of Osum's strategy of providing employment for local and aboriginal workers, please outline your company policy/practice in this regard. Would you consider your policy/practices a success: (i.e. were you able to achieve your goals and objectives) Please explain and provide references etc.
6. Are you affiliated with any labour agreements? If, yes, please explain.





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### 7.0 SECTION – A

#### 7.1 GENERAL COMPANY INFORMATION

Please state the following general information with respect to your company:

- 7.1.1 Complete name, address, PO Box, etc.
- 7.1.2 Telephone no. and relevant direct telephone no's.
- 7.1.3 Telefax no. and relevant direct fax-no's.
- 7.1.4 Relevant E-mails.

#### 7.2 COMPANY INFORMATION

- 7.2.1 Type of Company/Ownership.
- 7.2.2 Please state company's legal status (limited company, corporation, partnership, private, other).
- 7.2.3 If any recent changes have occurred please describe in detail.

#### 7.3 COMPANY INCORPORATION

- 7.3.1 Please advise your company's incorporation date. Provide copy of Certificate.

#### 7.4 SHAREHOLDERS

- 7.4.1 Please provide details of major Shareholders in your company.

#### 7.5 PARENT COMPANY

- 7.5.1 Please provide full name and address of any parent company (applicable in the event that a company is a subsidiary of, or is more than 50% owned by another company, corporation, firm or partnership).

#### 7.6 RELATED COMPANIES

- 7.6.1 Are you involved in Joint Ventures, if so, with whom and within which areas?

#### 7.7 COMPANY HISTORY/PROFILE

- 7.7.1 Please provide a brief summary of your company's history.

#### 7.8 COMPANY CORE BUSINESS

- 7.8.1 Please advise your company's core areas of business, and special areas of knowledge and/or technology.



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### 7.9 SECRECY

- 7.9.1** All information received during this pre-qualification process shall be classed as confidential.

### 7.10 CONFLICT OF INTEREST

- 7.10.1** Please confirm that your company has no conflict of interest whatsoever or litigation (actual or potential) that will inhibit your company from tendering and, if successful, from executing a contract.

### 7.11 YOUR COMPANY'S REPRESENTATIVE

- 7.11.1** Please provide the full name and title of a contact person within your company to whom further correspondence/clarifications the Client may have relating to this pre-qualification document, shall be addressed.

### 7.12 THE CLIENT'S REPRESENTATIVE

Edward G. Bruce  
Manager, Contracts & SCM  
Suite 300, 1204 Kensington Road NW  
Calgary, Alberta, Canada T2N 3P5  
D 403.656.2235 | T 403.283.3224 | F 403.283.3970  
Osum Oil Sands Corp.  
[.osumcorp.com](http://osumcorp.com)



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### **8.0 SECTION – B**

#### **8.1 SPECIFIC COMPANY INFORMATION**

#### **8.2 ORGANIZATION CHARTS**

- 8.2.1** Please enclose corporate organization charts for your company (and parent company, if applicable)

#### **8.3 PERSONNEL**

- 8.3.1** Provide a short description of your strategy with regards to personnel administration, training and development tasks for the next 2-3 years.

#### **8.4 COMPANY STRATEGY**

- 8.4.1** Advanced and strategic planning of short and long term activities is a major key in achieving good performance. Please describe in a short summary your company's strategy for the next 2-3 years.

#### **8.5 PROJECT EXECUTION – KEY SUCCESS FACTORS**

- 8.5.1** Please list five factors regarded as your key factors for successful execution of projects held by your company having similar size and nature as the Taiga Project. Further, provide a brief description of why these factors resulted in a successful execution.

#### **8.6 CORPORATE ALLIANCES/ JOINT VENTURE PARTNERS**

- 8.6.1** Please inform the Client if you are planning to join alliances or joint ventures with other companies for the performance of the scope of work referenced herein.



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### 9.0 SECTION – C

#### 9.1 FINANCIAL INFORMATION

#### 9.2 ANNUAL FINANCIAL REPORTS

**9.2.1** Please enclose a complete set of your company's Annual Financial Reports for the last two years. If there is a parent company, the Annual Financial Reports for the parent company for the last two years shall also be included.

#### 9.3 FUTURE CHANGES OF IMPORTANCE

**9.3.1** Please give details of any know current and future changes or issues of importance (i.e. expansion plans, planned acquisitions or mergers etc.) which may affect the financial position of your company, its structure of ownership etc., in the next 2 years.

#### 9.4 LITIGATIONS

**9.4.1** Please provide details of any litigation with a value in excess of \$CDN 2,000,000.00 involving your company either as debtor or creditor in progress.

#### 9.5 CLAIMS AND CHANGE ORDER REQUESTS

**9.5.1** Please provide details of outstanding claims or change order requests towards any of your clients during the last three years that were not resolved within 6 months of the contract completion date.

#### 9.6 BANK OR PARENT COMPANY GUARANTEE

**9.6.1** Please state company willingness to give bank or parent company guarantee for this project if you're company is successful in obtaining work on the Taiga Project.

#### 9.7 BONDING CAPACITY

**9.7.1** Please specify your bonding capacity.

#### 9.8 BANKING REFERENCE

**9.8.1** Please provide contact name, location, contact phone number.



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### 10.0 SECTION – D

#### 10.1 TECHNICAL QUALIFICATION/INFORMATION

#### 10.2 ORGANIZATION OF HOME OFFICE

- 10.2.1** Please include your company's home office organization detailed chart reflecting relevant departments and disciplines.

#### 10.3 RESOURCES AND KEY PERSONNEL

To assure adequate resources and key personnel with relevant competence, sound professional knowledge, and relevant experience and continuity of personnel during all phases of the project, please submit the following information:

- 10.3.1** A list showing key personnel positions.
- 10.3.2** A description of your company's philosophy with respect to the use of own personnel versus hired personnel or subcontractors for a project similar to that of the Taiga Project.

#### 10.4 ENGINEERING CAPACITY

- 10.4.1** Please specify your engineering capacity.

#### 10.5 ENGINEERING RESOURCES

- 10.5.1** Please indicate balance between own and hired in resources for engineering, procurement, and construction support. Describe available resources for realization of this project based on own, hired in and subcontracted personnel.

#### 10.6 ENGINEERING/TECHNOLOGY SERVICES

- 10.6.1** Please indicate what you consider being your organization's primary or main engineering and/or technical strengths.

#### 10.7 INTERFACE STRUCTURE/MANAGEMENT

- 10.7.1** Please describe your way of handling interface relations and dependencies listing your most critical interfaces through the performance of different activities.

#### 10.8 SHOP FACILITIES (FABRICATION SHOP/MODULE FACILITY/LAY DOWN YARDS)

- 10.8.1** Detail your shop working and assembly areas, and lifting capacity (attach diagram if possible).
- 10.8.2** Maximum sizes and weights that can be handled.



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- 10.8.3** Detail your shop production capacity.
- 10.8.4** Does your company have modularization experience?  
Please provide details and client references.
- 10.8.5** Does your company have facilities for prefabrication?  
Please provide details.

### **10.9 PROJECT SIZE AND VALUE**

- 10.9.1** Please advise dollar value of largest construction contract completed in the past five years.
- 10.9.2** Largest number of personnel employed on any one job (average, peak, total craft man-hour)
- 10.9.3** Largest number of personnel employed on a job in the past twelve (12) months (average, peak, total craft man-hour)

### **10.10 CURRENT MANPOWER**

- 10.10.1** Please advise the size and value of projects your company is best suited for.

### **10.11 LABOUR RELATIONS**

The Taiga Project will be a managed open site.

- 10.11.1** List all crafts with which you have contracts and or working agreements. And nature of agreement
- 10.11.2** Which labour strategy would be applicable for your company given the information referenced within?
- 10.11.3** If you are not registered with ISNetworld, your company must become registered with ISNetworld in order to be considered for work under this Project. Would your company consider registering with ISNetworld?



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### **11.0 SECTION – E**

#### **11.1 EXPERIENCE AND REFERENCES**

#### **11.2 EXPERIENCE OF CONTRACTS OF SIMILAR SIZE AND NATURE**

**11.2.1** Please indicate applicable work categories. Also include fields of specialization by your company.

**11.2.2** Please provide a listing of the contracts undertaken by your company that are of a similar size and nature to this project. Such a listing shall include the following information:

#### **11.3 DESCRIPTION OF THE SCOPE OF WORK**

**11.3.1** Resources and disciplines

**11.3.2** Type of contract and incentive scheme (if applicable)

**11.3.3** Client name

**11.3.4** Project name

**11.3.5** Agreed completion date at contract award

**11.3.6** Actual completion date

**11.3.7** Delays/extra work

**11.3.8** Contract duration

**11.3.9** Summary of HSE performance, including strategy, safe management system, safe work procedures, HSE statistics, results and references

**11.3.10** Provide references (contact information)

**11.3.11** Local (community) contracts issued and estimated value

**11.3.12** Top 2-3 lessons learned

**11.3.13** Comments

#### **11.4 DETAILS OF CONTRACTS CURRENTLY UNDERTAKEN BY YOUR COMPANY**

**11.4.1** Description of work/project

**11.4.2** Client

**11.4.3** Scheduled project start

**11.4.4** Scheduled project completion



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- 11.4.5 Estimated value/man-hours of contract at award
- 11.4.6 Summary of HSE performance, including strategy, safe management system, safe work procedures, HSE statistics, results and references
- 11.4.7 Provide references (contact information)
- 11.4.8 Local (community) contracts issued and estimated value
- 11.4.9 Top 2-3 lessons learned
- 11.4.10 Comments

### **11.5 EXPERIENCE – COLD LAKE, ALBERTA**

- 11.5.1 Please state your company's experience with specific work in the Cold Lake region, and please provide the following information:
- 11.5.2 Description of work/project
- 11.5.3 Client name
- 11.5.4 Period for project execution
- 11.5.5 Summary of HSE performance, including strategy, safety management system, safe work procedures, HSE statistics, results and references
- 11.5.6 Provide references (contact information)
- 11.5.7 Local (community) contracts issued and estimated value
- 11.5.8 Top 2-3 lessons learned

Given the milestone dates referenced in attachment A, are there other projects that you are aware of that may influence your ability to execute work on the Taiga project? Please explain.





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### **12.0 SECTION – F**

#### **12.1 COMMERCIAL QUALIFICATION/INFORMATION**

##### **12.1.1 CONTRACT MODEL**

**12.1.2** Based on the information given in this document and on your previous knowledge and experience of projects of this size and nature, you are requested to submit your recommended contract model philosophy. Please explain your reasoning for this particular model and include a proposal for possible incentive scheme/model.

##### **12.1.3 CONTRACT COMPENSATION MODEL**

**12.1.4** If you're recommended contract model is cost reimbursable is your company willing to perform construction services under a unit rate model and/or lump sum model?

**12.1.5** If you are willing to entertain unit rate and or lump sum models are there any particular areas (ie.CPF, Pipelines, Well Pads) and/or disciplines (i.e., mechanical, electrical, instrumentation, civil {piling, concrete, infrastructure etc.}, insulation etc) that you would prefer. Please specify and explain.

**12.1.6** Are you willing to perform the full scope of work under a unit rate and/or lump sum model? Are there any conditions/qualifiers you would like to address/clarify?

##### **12.1.7 SUBCONTRACTING ACTIVITY**

**12.1.8** With reference to contract compensation model referenced above, how would you describe the content of subcontracting activity?

**12.1.9** % wise to total number of hours/cost?

**12.1.10** What areas (work packs/disciplines) would be subcontracted?

##### **12.1.11 SUBCONTRACTORS**

**12.1.12** Please provide a list of major relevant subcontractors used by your company during the past 3 years. Such a list to include the following:

**12.1.13** Company

**12.1.14** Experience with the individual company (years)

**12.1.15** Disciplines

**12.1.16** Comments



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### 13.0 SECTION – G

#### 13.1 PROJECT PLANNING/CONTROL AND MANAGEMENT

#### 13.2 PROJECT PLANNING/CONTROL

Please provide a brief description and/or specific experience for the following:

- 13.2.1 Project planning tools
- 13.2.2 Project planning experience
- 13.2.3 Project control system and methods including contingency planning and uncertainty management
- 13.2.4 Project risk management
- 13.2.5 Interface planning
- 13.2.6 Workface planning
- 13.2.7 Cost/time follow up, tracking & reporting
- 13.2.8 Corrective actions
- 13.2.9 Trending/forecasting
- 13.2.10 Change management

#### 13.3 PROJECT MANAGEMENT SKILLS AND EXPERIENCE

- 13.3.1 Please attach a typical Job Description indicating skills and experience requirements regarded essential for a project manager. Please also attach a typical CV for a relevant project manager for the Taiga Project.

#### 13.4 PROJECT MANAGEMENT ORGANIZATIONS

- 13.4.1 Please describe a typical Project Management Organization for a project of this type indicating responsibilities and authority.

#### 13.5 PROJECT EXECUTION

- 13.5.1 Based on your past experiences, please provide a short description for a project similar to the Taiga project. Such a description may include:
- 13.5.2 Management (supervision)
- 13.5.3 Planning process
- 13.5.4 Execution strategy



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- 13.5.5** Follow up and project control
- 13.5.6** Changes to the project (economy)
- 13.5.7** Schedules/durations
- 13.5.8** Early involvement of subcontractors
- 13.5.9** Local (community) involvement
- 13.5.10** Discovered improvements early or during the performance of the work
- 13.5.11** Parallel activities
- 13.5.12** HSE activities



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### 14.0 SECTION H

#### 14.1 HEALTH SAFETY ENVIRONEMT & SECURITY

#### 14.2 GENERAL

- 14.2.1** The contractor must demonstrate a strong commitment to protect health, environment and recognize safety as an important success factor in the performance of the work.
- 14.2.2** The Client has a confirmed goal to be among the leaders in protecting health and environment in all aspects of its business. The Client sets the same stringent requirements for its contractors.
- 14.2.3** For the purpose of this pre-qualification we would like you to provide a description of your company's position on health and environmental issues and how you could enhance the Clients and your own company's environmental awareness, through company's HSE policy and goals.

Please provide the following information:

- 14.2.4** Are you registered/approved under ISNetworld? If yes, what is your current rating?
- 14.2.5** Has your company ever acted in the capacity of prime contractor for the purposes of OH&S? If yes, please provide details.
- 14.2.6** Certificate of Insurance
- 14.2.7** Letter of Good Standing from WCB
- 14.2.8** WCB Premium Rate Statements and Experience Rating Claim Costs for the past three (3) years
- 14.2.9** Corporate Health, Safety and Environmental Program
- 14.2.10** Certificate of Recognition (if applicable)



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14.2.11 Please provide the following statistics for the last three years

	<b>YTD 2010</b>	<b>2009</b>	<b>2008</b>
<b>No. of fatalities</b>			
<b>No. of lost time cases</b>			
<b>No. of medical aid cases</b>			
<b>No. of restricted work cases</b>			
<b>No. of (field) hours worked</b>			

14.2.12 Please list your past three (3) years' Recordable Injury Incidence Rate (including subcontractors).

14.2.13 2010 YTD

14.2.14 2009

14.2.15 2008

# Recordable Injuries (MA'sm RW's = LTC's) x 200,000

Total Employee Hours (yearly)



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### 15.0 SECTION I

#### 15.1 QUALITY MANAGEMENT, STANDARDS, CERTIFICATES

#### 15.2 CERTIFICATES/APPROVALS

- 15.2.1** Please forward a copy of any obtained official approvals and/or ISO certificates including other obtained approvals by third party agencies.
- 15.2.2** Does your company perform quality audits on your suppliers prior to use to evaluate their ability to supply acceptable materials?
- 15.2.3** Does your company perform surveillance on your suppliers? If yes how frequently?

#### 15.3 ATTACHMENTS :

Attachment A – Schedule of Milestone Dates and Activities

Attachment B – Plot Plan 09-Aug-2010