

Tacora Resources Inc.

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Request for Proposals

Waste Management

Tender 0008

Issue Date: 24 March 2022
Submission Deadline: April 6, 2022

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1. Overview

Statement of Purpose

Tacora Resources Inc. (Tacora) intends to complete a tender for Manpower Support to supplement our maintenance team. The basis of this work is to support Tacora maintenance and operations teams to add best practice and continuous improvement methods. Tacora is looking for a safe productive team with an eye on cost savings based on term commitments.

Background Information

Organization Background

Tacora Resources Inc. is an iron ore mining and development company focused on the acquisition and revitalization of iron ore assets. Additional information about the company is available at: www.tacoraresources.com.

TACORA is committed to providing business opportunities to women, Indigenous Peoples, persons with disabilities and people from visible minority groups, which are collectively referred to as “designated groups”. TACORA will promote and seek the use of local labour, suppliers, contractors and organizations majority owned by members of designated groups and encourage business development within the Province to the extent that local suppliers can be competitive in areas of cost effectiveness and do not negatively or materially impact business objectives or performance.

Tacora is committed to providing Provincial Suppliers with a full and fair opportunity and first consideration for procurement opportunities for work included in this Request for Proposal. First consideration shall be given to services provided from within the Province and to goods manufactured in the Province, where those services and goods are competitive in terms of fair market price, quality and delivery. Tacora’s preference will be given to Provincial Suppliers located in Labrador followed by such Provincial Suppliers located in the remainder of the Province.

Project Background

The Wabush mine and concentrator are located in Wabush, Labrador, Newfoundland. The Wabush mine started operations in 1965 and eventually closed in 2014. During that period of operation the mine had produced between 2.7 million and 6 million tons of iron ore concentrate annually which was shipped to Pointe Noire to be pelletized.

Wabush mine was for most of its former life a split ownership that was managed by Cleveland Cliffs. In 2009, Cliffs exercised its right of first refusal to acquire the remaining interest in Wabush from the other owners and became the sole owner of the mine. Cliffs shutdown operations first at the pellet plant in May 2013 and then at the mine and concentrator in February 2014. The assets were subsequently placed under CCAA protection in May 2015. Tacora is now focused on the revitalization and restart of the mine and concentrator.

2. Scope of Work

Scope of Work

Tacora Resources is seeking a quote for the following scope of work at Scully Mine:

- Provide labor and equipment required to ensure waste segregation is maintained at the landfill (domestic, wood, scrap steel, special waste).
- Transport and bury special waste as required.
- Ensure domestic waste has adequate coverage.
- Provide chipping of wood pile on an annual basis.
- Provide waste bins, labor and equipment to manage waste streams located at building exteriors (domestic, wood, steel).
- Bin locations as follows:
 - Admin- domestic
 - Mine Maintenance- domestic x 2
 - Warehouse- domestic, wood, steel
 - Dryer- domestic, wood, steel
 - Classifier- domestic, wood, steel
 - Concentrator- domestic, wood, steel
 - Crusher- domestic, wood, steel
 - Loadout- domestic, wood, steel
 - Mine Dry- domestic
- Provide waste bins, labor, and equipment to manage waste streams located within Tacora's buildings (domestic, wood, steel).
- Bin locations as follows:
 - Shop area (welding, machine, rubber)- domestic, wood, steel
 - Concentrator- domestic, wood, steel

Details:

- Tacora owned waste bins are available on site for use within the interior of buildings. Contractor will have to evaluate need of additional bins and provide if necessary. Utilize Tacora's interior bins where possible.
- A gate will be installed at the landfill in 2023. The plan is to keep the gate locked and the waste contractor, facilities and the environment department will control access.
- Estimated frequency of waste removal; domestic bins located at the shops, mill and mine dry to occur daily, all other bins on site to occur weekly. Waste removal frequency subject to change depending on amount of waste generated.
- Provide a breakdown of costs for labor, required equipment and bin rental/usage.

Roles and Responsibilities

The vendor awarded this work will be responsible for Waste Management as per direction of Tacora employee.

For Tacora, Pam Holloway will be responsible for the overall scope and completion of service with individual responsibilities for sections of work broken out within Tacora.

Project Timeline

Tacora would like to start **April 15, 2022** to **January 31, 2023**.

3.RFP Procedures

Evaluation and Award Process

In evaluating any contract tenders or bids Tacora will use the following criteria and shall communicate them to any businesses who intend to submit a tender or bid for a contract:

- safety, health and environmental record;
- price and cost competitiveness;
- quality;
- ability to meet the technical specifications of prescribed goods and services;
- ability to supply and deliver the goods and services;
- timely delivery;
- commitments to utilize “designated group” businesses as sub-contractors;
- commitments to employ and train people that identify in “designated groups”;
- commitments to purchase works, goods and services from local – Labrador - NL businesses.
- any other generally accepted industry criteria; and
- other commercially reasonable criteria as may be defined in advance by Tacora.

For details of designated groups, you can contact Kellie Granville 280-1396

If following seeking a tender or bid, Tacora does not receive a tender or bid that Tacora determines to be acceptable using the criteria determined above, Tacora shall initiate a further competitive procurement process for such services.

Tacora will fully consider bids that combine resources from various bidders or sub-contractors if it meets the needs on the tender.

Questions will be compiled from all bidders and the answer to each question will be shared by email to each bidder. The questions and answers will also be posted to the project data room message board if applicable.

Process Schedule

All steps in the proposal process must be completed on or before the following dates:

March 25, 2022 - Reply to the RFP email with an intent to submit a proposal.

March 29, 2022 - All questions related to the RFP submitted to Tacora.

March 31, 2022 - All questions answered by Tacora.

April 6, 2022 - Final proposals submitted to Tacora.

Tacora may at any point during the proposal process choose to adjust the process schedule. All bidders will be informed by email at the time the change is made.

Submission Details

All questions and responses to the RFP are to be submitted only to and by email as follows:

kellie.granville@tacoraresources.com

4.RFP Submission Requirements

Proposal Format

The proposal shall be formatted based on the defined structure of the work scope.

Tacora open to all discussions on idea's – teamwork to achieve successful contract.

Transmittal Letter

A transmittal or cover letter shall accompany the proposal as a summary document.

Proponent Information

Accompanying the proposal shall be:

- specific references of completed similar projects and successful project completion. If no such references exist, then a detailed description of how your company is sufficiently equipped to achieve the desired results must be included.
- company safety history including active incident rates of company and any subcontractors;
- company policies and practices for providing opportunities to “designated groups” and businesses; and
- names and business addresses of all designated group businesses (suppliers and sub-contractors) forming part of the tender or bid.
- language recognizing the TACORA'S commitment to full and fair opportunity and first consideration for Provincial Suppliers.
- a section on the monetary value of a product or service associated with the work performed in the Province (NL Content), including the percentage of NL Content as a percentage of the total contract value.

Team Profile

The qualifications of each Project Manager to be assigned to the project shall be included with the proposal as well as the organizational structure to complete the project.

Project Schedule

A detailed project schedule that clearly demonstrates the ability to achieve the required project timeline is to be included.

Understanding of Project Requirements and Approach

Included in the proposal shall be a thorough description of the current state of the project as viewed by the proponent as well as the required steps to reach the final objective. This is to include a detailed schedule of project milestones and critical paths.