Project Name: Woodland Caribou Provincial Operations Program Delivery
Person: Dave Hervieux
Completed by Contract Manager: Megan Watters
Division: Operations
Branch: Resource Management
Date Completed: August 26, 2019 (revised 11Sept2019 revised 24Sept2019)

☑ Multiple Contracts for Single Project (Bulk Business Case). Provide list of sub-projects, the estimated costs and the solicitation strategy.

<table>
<thead>
<tr>
<th>Contracts</th>
<th>Type</th>
<th>Single or Multi-year</th>
<th>Annual Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caribou and wolf management (wildlife tracking, capture, radio-collaring and lethal control)</td>
<td>Open competition</td>
<td>Three-year (2019/20-2021/22)</td>
<td>$1,600,000</td>
</tr>
<tr>
<td>Caribou population composition monitoring</td>
<td>Open competition</td>
<td>Single-year (2019-20)</td>
<td>$200,000</td>
</tr>
<tr>
<td>Caribou aerial relocation and mortality monitoring</td>
<td>Open competition</td>
<td>Three-year (2019/20-2021/22)</td>
<td>$335,000</td>
</tr>
<tr>
<td>Caribou demographic and habitat-use analyses</td>
<td>Grant (University of Montana)</td>
<td>Single-year (2019/20)</td>
<td>$60,000</td>
</tr>
<tr>
<td>Caribou genetic analyses</td>
<td>Grant (Trent University)</td>
<td>Single-year (2019/20)</td>
<td>$80,000</td>
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<tr>
<td>Caribou patrol program</td>
<td>Grant (AWN First Nation-Grande Cache)</td>
<td>Single-year (2019/20)</td>
<td>$60,000</td>
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<tr>
<td>Little Smoky/A La Peche ground-based wolf population management</td>
<td>Open Competition</td>
<td>Single-year (2019-20)</td>
<td>$185,000</td>
</tr>
<tr>
<td>Alternate prey (moose) monitoring: Cold Lake Range</td>
<td>Open competition</td>
<td>Single-year (2019-20)</td>
<td>$139,200</td>
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<tr>
<td>Alternate prey (moose) monitoring: Little Smoky and A La Peche ranges</td>
<td>Open competition</td>
<td>Single-year (2019-20)</td>
<td>$132,000</td>
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<tr>
<td>Ecosystem response to wolf population management</td>
<td>Grant (University of Alberta)</td>
<td>Single-year (2019/20)</td>
<td>$60,000</td>
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<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Contract/Grant Cost</th>
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<tr>
<td>2019-20</td>
<td>$2,851,200</td>
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<tr>
<td>2020-21</td>
<td>$1,935,000</td>
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<td>2021-22</td>
<td>$1,935,000</td>
</tr>
</tbody>
</table>

(Forward Signed Copy to: ARPCPIU@gov.ab.ca)

Conflict of interest or perceived conflict of interest must be declared by all parties associated with contracting processes including the business case, tendering, evaluation and contract management.
DOES THE CONTRACT INVOLVE AN INFORMATION MANAGEMENT / TECHNOLOGY COMPONENT?
e.g., system development, software development, system enhancements and databases.

☐ Yes  ☒ No

*If “yes”, ONLY proceed if the Sector Chief Information Officer has approved the Contract Business Case. Sector CIO may request a final review of the contract.*

DOES THE CONTRACT INVOLVE A CAPITAL COMPONENT?

☐ Yes  ☒ No

*If “yes”, ensure that a copy of the Business Case is provided to the Capital Planning Infrastructure and Budget and Forecasting teams.*

Budget Available (verified in monthly forecast):

☒ Yes  ☐ No

<table>
<thead>
<tr>
<th>BU</th>
<th>Account</th>
<th>Fund</th>
<th>Dept ID</th>
<th>Program</th>
<th>Project</th>
<th>Contract Amount</th>
<th>Fiscal Year Distribution</th>
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<tr>
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<td>3296</td>
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<td>3296</td>
<td>069A0418</td>
<td>968,000</td>
<td>2021-22</td>
</tr>
</tbody>
</table>

**Total Amount of Contract:** $6,721,200

1. **DESCRIPTION OF NEED / BACKGROUND:** Define the business problem or opportunity in general terms. Outline the relevant facts of the current situation and the history. Where necessary provide relevant statistical information.

*Note: Please include a concise summary (2-3 sentences) of this need/background for use in the approval process.*

Woodland Caribou (*Rangifer tarandus caribou*) are listed as a Threatened species in Alberta under the *Wildlife Act*, and in Canada under the *Species at Risk Act*. Habitat loss and alteration due to industrial development are the primary causes of caribou populations decline and extirpation in Alberta. Due to its affects on prey abundance, habitat alteration in particular results in unnaturally increased and unsustainable predation on caribou. Operations Division is responsible for provincial delivery of Alberta’s caribou monitoring and management program. This program annually monitors caribou population growth/occurrence/distribution/movements, delivers wolf management to avoid further loss of caribou populations, and maintains Alberta’s position as a leader in the development and application of scientific knowledge related to caribou population and habitat management. This program provides important benefits and information to all Albertan’s, including Indigenous peoples and industrial stakeholders. Alberta is the recognized leader in Canada regarding woodland caribou monitoring and data dissemination, and delivery of direct actions such as wolf management for caribou conservation.

The Operations Division program is responsive to Alberta’s Provincial Woodland Caribou Policy (2011) and Alberta’s Woodland Caribou Recovery Plan (2004), both of which have resulted in public commitments made by Alberta and in many actions by industrial and other stakeholders. In addition, the caribou program is responsive to federal *Species at Risk Act* requirements, as specified in the national recovery strategies for boreal and southern mountain caribou. All aspects of the Operations Division caribou program are listed as commitments in the draft *Species at Risk Act* Section 11 agreement between Alberta and Canada, which is currently posted for public review. Finally, Operations Division’s caribou program
informs development, delivery and assessment of caribou range and action plans across the province, and contributes to prioritizing when and where habitat is restored on the landscape.

Alberta engages and collaborates with many stakeholders, organizations, partners, adjacent provincial/territorial and federal jurisdictions, and academic institutions to enable benefits to caribou and associated land management. These efforts help to gain key knowledge, inform management actions, and enable effective reactions to federal perspectives. These partnerships enable Alberta to retain its leadership position in Canada as experts on woodland caribou, and associated management of natural resources.

2. PROJECT DESCRIPTION: Define the project and how it will address the business problem or opportunity. Outline what the project will accomplish in clear and measurable terms and within a specified time frame.

Caribou and Wolf Management: This program element is central to overall program delivery, and to avoiding the further loss of caribou populations in the province. Contract is for helicopters, pilots, and crews with highly specialized qualifications, including caribou capture/net-gun/firearms deployment personnel to capture and collar caribou across the province, and to conduct aerial wolf control on seven caribou ranges; these two components are paired since caribou and wolf delivery aspects will occur concurrently. Deploying GPS collars on adult female caribou in all of Alberta’s caribou ranges enables estimates of adult female survival (see item #3 below) which in combination with estimates of calf survival (see item #2 below) allows for annual estimates caribou population growth, identification of caribou habitat use, distribution and movement patterns, and documentation of caribou mortality causes. This information is critical to informing all provincial management actions and planning, species status assessments, and enables Alberta to fulfill reporting requirements under the federal Species at Risk Act. Lethal wolf removal is crucial to avoid extirpation of a number of caribou populations in Alberta; no other management actions or plans are useful if caribou populations become extirpated in the near-term.

This work is proposed as a three-year contract to enable the successful contractor to have the required security to enable acquiring and maintaining adequate equipment and human resource capacity for successful program delivery.

Caribou Population Composition Surveys: This work provides annual estimates of caribou calf survival, which together with information on adult female caribou survival enables annual estimates of caribou population growth. Contracts are for helicopters and qualified pilots to fly Alberta Environment and Parks (AEP) personnel while they conduct caribou population composition surveys. This work involves tracking, via helicopter, radio-collared adult female caribou and subsequently counting and classifying all animals in observed groups. The proportion of calves present in the population in March indicates the caribou annually recruited into the adult portion of the population.

Caribou aerial relocation and mortality surveys: Contracts are for rotary-wing and fixed-wing aircrafts and qualified pilots to fly company crew or AEP personnel while they relocate collared caribou using radio-telemetry. Crew or AEP personnel record whether collared caribou are alive or dead, and this information is used to estimate caribou survival and ultimately caribou population growth trends. Information and animal samples are also collected from caribou mortality sites to improve understanding of causes of mortality.

This work is proposed as a three-year contract to enable the successful contractor to have the required security to enable acquiring and maintaining adequate equipment and human resource capacity for successful program delivery.

Caribou demographic and habitat use analyses: This grant will provide technical services to AEP and support the development of knowledge to inform and adjust provincial caribou conservation and recovery plans and actions. This work strongly contributes to maintaining Alberta’s position as a leader in development of scientific knowledge related to woodland caribou, and their conservation and recovery. The work will result in publication of academic peer-reviewed manuscripts for publication in academic journals, and will help the province to evaluate and comment upon federal strategies and direction related to woodland caribou. In particular, work will focus on estimating caribou demographic rates and population viability, and supporting woodland caribou recovery actions in Alberta. The grant recipient is Dr. Mark Hebblewhite at the University of Montana.
Caribou genetic analyses: This work contributes to maintaining Alberta’s position as a leader in development of scientific knowledge related to woodland caribou, and their conservation and recovery. The work will continue to enable Alberta to estimate actual caribou population sizes, inform caribou pedigree analyses and help to understand the connectivity among Alberta’s 15 caribou populations. This grant with Trent University (Dr. Paul Wilson) enables the analyses of fecal DNA samples collected in Alberta. Trent University maintains the most complete caribou genetic database in Canada and has been an international leader in developing genetic tools and approaches to aid in caribou monitoring. Resources (e.g., laboratory, staff) available at Trent would be impossible to replicate internally.

Caribou Patrol Program: To aid recovery efforts of the Little Smoky and A La Peche caribou populations, AEP will continue to support the Aseniwuche Winewak (AWN) First Nation by providing financial support for their Caribou Patrol Program. This program includes patrolling of Highway 40 and other roads that intersect with these caribou ranges for 16 weeks during caribou migration to monitor caribou activity, collect data, and actively haze caribou from roadways. In previous years the A La Peche population, in particular, has been subject to very high annual mortality rates as a result of vehicle collisions on Highway 40. The Caribou Patrol Program also includes education and awareness campaigns with presentations to school children, industrial operators, and the general public to teach “caribou friendly behaviours”. This grant provides a significant opportunity to engage a local Indigenous community in caribou conservation.

Little Smoky/A La Peche wolf population management: In addition to aircraft-based firearms deployment to remove wolves (see item #1 above), this contract is for helicopter(s) and qualified pilot(s) to fly AEP personnel to deliver the wolf ground-based management program in these two caribou ranges. Since 2005, this program element has strongly contributed to population growth of these two caribou populations. Continuance of this component of the wolf reduction program is critical to avoid losing the positive results gained so far for these caribou populations.

Alternate prey monitoring: These contracts are for helicopter(s) and qualified pilot(s) to fly AEP personnel while they conduct moose population surveys in areas subjected to ongoing wolf population reductions. Wolf reduction enables increased alternate prey populations, particularly moose, and therefore it is critical to monitor this response, and manage adaptively as necessary to achieve the full benefit of investment in wolf management efforts. Wolf population management is occurring to avoid caribou extirpation, however, this management also results in increased moose populations. Understanding the magnitude of moose population increases significantly supports engagement and consultation with Indigenous peoples, and supports opportunities for increased allocation of moose harvesting opportunities to non-Indigenous peoples.

Ecosystem responses to wolf population management: This grant will support data collection and analyses to assess how large-scale reductions of wolves affects other ecosystem components such as moose and white-tailed deer. The research is comparing treated areas subject to wolf removal, with untreated areas in an experimental approach. In partnership with the University of Alberta, the Alberta Biodiversity Monitoring Institute, the Cold Lake First Nation and several energy companies, grids of “camera traps” are already deployed in the several north east Alberta caribou ranges. The project demonstrates due diligence on the part of Alberta, given the potential ecological implications Alberta’s wolf management program delivery. The grant recipient is Dr. Stan Boutin (University of Alberta).

3. PROJECT OBJECTIVES/INTENDED RESULTS: These objectives can be used in a post implementation review to assess the success of the project. The objectives should be formulated broadly so that meaningful alternatives are not ruled out. Objectives should be focused on goals, not operations; and on outputs, not production.

The ultimate objective of the Operations Division caribou program is to support achievement of self-sustaining caribou populations, as committed to in provincial policy, and as mandated under Federal legislation. This program alone will not achieve these requirements, however, the program elements support all other actions and plans that are in development, and are necessary, for successful woodland caribou conservation and recovery.

4. STRATEGIC ALIGNMENT - WHY IS THE CONTRACT NEEDED TO MEET DEPARTMENT PLANS OR GOVERNMENT PRIORITIES? Select the following this contract supports and provide supplemental information as required.
Department plans (please specify):

Refer to 'Section 1'

☑ Required to maintain the safety and security of public officials or is otherwise required for the maintenance of public order, safety and security:

☐ Required to maintain or ensure the delivery of front-line services:

Government commitments:

Introduction of an Alberta Trails Act to increase awareness about and encourage the sustainable use of trails; enhance trails and trail experiences; and protect trails for today’s generations and future generations.

Application of mandatory trail permit fees to Off-Highway Vehicles (OHV) and random camping trailers for dedicated fund to restore and create OHV trails and prevent damage in Alberta’s great outdoors, and the hiring of additional enforcement officers. This includes hiking trail development, horse trails and other outdoor activities related to trails and trailheads, working with municipalities, land use framework and OHV organizations to provide a better environmental and trail experience.

Implementation of a balanced back country land use plan to ensure all Albertans can enjoy public lands and appreciate the wilderness that maximizes access for recreation, teaching and scientific research, and uses licencing and fees to fund remediation and infrastructure maintenance (based on best practices in other jurisdictions).

Review of the Provincial Parks Act to modernize legislation and regulations to accommodate the variety of modern needs on public lands in an environmentally sustainable way.

Improve data collection on environmental outcome by increasing baseline data collection of air, surface and ground water quality, stream flow, forest health (fire risk), weather and air temperature, wild-life counts, and other necessary measurement to better monitor, track and support improved environmental outcomes.

Ensure that more department staff work in the outdoors and with local stakeholders, including facilitating visitor enjoyment of the back country, conducting environmental monitoring and continued by-law enforcement.

Strengthen partnerships with Park Societies, including piloting an expanded role with the societies to determine whether the societies could effectively be contracted to assume all park management responsibilities from the department, with the exception of enforcement.

Ensure that all major economic development proposals continue to be subject to mandatory environmental impact assessments.

Ensure that all major environmental protection proposals will be subject to mandatory social-economic impact assessments to allow the government to strike the appropriate balance between economic and growth and environmental protection.

Encourage and increase the use of development credits and conservation offsets in provincial development policy (policy tools authorized by the Alberta Land Stewardship Act, Transfer of Development Credits and Conservation Offsets).

Deal with illegal drainage of wetlands by creating statutory tort action for adversely affected downstream private landowners.

Creation of the Big Island Provincial Park along the banks of the North Saskatchewan River in Southwest Edmonton.

Red Tape Reduction (please specify):

Informed by data

☑ Other (please specify) – please use the following link below to reference other GoA priorities:

Refer to 'Section 1'

Rate the impact to the department plans and/or government priorities:

☐ Low: Project has a low impact if it indirectly supports one or more, and results may be reversible and temporary. Results directly affects a branch, a division or the ministry.

☐ Medium: Project has a medium impact if there is a relative degree of effect or influence in achieving at least two. The project addresses an on-going need and results significantly affects a region or sub-region.

☒ High: Project has high impact if there is a remarkable effect or influence in achieving at least two or more. The project is an urgent intervention to a need and results significantly affects the province.

Describe how the project may impact or support other initiatives further to those identified above.

The Operations Division caribou program supports both the Provincial Woodland Caribou Policy (2011) and Alberta Woodland Caribou Recovery Plan (2004). Further, the Program supports provincial range planning efforts and the draft Conservation Agreement under Section 11 of the federal Species at Risk Act. The Program contributes strongly to helping Alberta avoid a potential Emergency Protection Order issued under the Species at Risk Act, and other circumstances including potential market action and externally-driven campaigns which might affect industries; as such, this work supports Alberta’s economy and continuance of jobs. Information collected through this program will strongly inform the recently announced caribou sub-regional public task forces, which will contribute to the development and evaluation of caribou range plans and associated management actions.

5. OPERATIONAL RISK MANAGEMENT AND ASSESSMENT: List the operational impacts to the department in order of severity and describe the business and operational impacts on the identified stakeholders (e.g., contractor not fulfilling obligations, property damage or injury to a third party or contractor employee for which the Department is held liable, dispute over ownership of intellectual property, etc.).

   a) Albert Environment and Parks (AEP) personnel will be flying in rotary-wing aircraft, which incurs some accepted risks. Following AEP pilot and aircraft requirements during contract tendering reduces this risk by ensuring suitable aircraft are provided, with pilots having sufficient experience. Using contractors for some aerial work (e.g., aerial captures, wolf reduction) also reduces risk to AEP staff.

6. ARE THERE ALTERNATIVES TO HIRING AN OUTSIDE SERVICE PROVIDER? Can the work be done “in-house?” What are the consequences if the work is not done at this time? Outline viable possibilities that are available to address the problem or opportunity. For each alternative identify key features on how it will address the problem and meet the objectives.

   There is no feasible approach to completing this work using solely internal resources, as much of the work identified requires specialized skills, equipment, and/or licensing that is unavailable within AEP (e.g., aircraft and pilots). The broad spatial extent of caribou across Alberta also presents challenges to the resourcing capacity of AEP’s caribou operations team that would result in incompletion of work critical to meeting federal obligations. Lack of delivery of the Provincial Operations Program would also expose Alberta to public criticism, project failure and potential litigation.

7. COST BENEFIT ANALYSIS: If alternatives were identified note the costs for each alternative. Also note other quantitative and qualitative benefits for each alternative. Be prepared to justify if contracts span more than one budget year and provide breakdown.

   Several contracts and grants are multi-year (2019-2022) to allow AEP to conduct specialized work in a consistent and highly effective manner. Formalizing multi-year contracts reduces annual administrative loads for tendering and approval processes, and ensures that AEP has available contractors for multiple years, reducing the risk of not having work completed due to lack of suitable contractors.

8. PROPOSED TIMETABLE: (Include contract solicitation, contract award, any milestones or critical dates, work completion).

<table>
<thead>
<tr>
<th>Description of Step</th>
<th>Proposed Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan / Draft RFP</td>
<td>Is completed</td>
</tr>
<tr>
<td>RFP Issued</td>
<td>3 October 2019</td>
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</table>

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Proponent Meeting (if applicable)  
RFP Closes  
Evaluation of Proposals  
Notify Shortlist  
Shortlist Presentations (if applicable)  
Selection of Successful Contractor  
Contract Finalization  
Contract Start Date  
Completion Date

17 Oct 2019  
21 Oct 2019  
30 Oct 2019  
1 Nov 2019  
31 March 2020 to 2022 (depending on contract term)

9. SOLICITATION / IMPLEMENTATION STRATEGY: Check the applicable box for the procurement method to be used.

COMPETITIVE BIDDING:

[ ] OPEN COMPETITION: A solicitation where any vendor may submit a response to an opportunity posted on the Alberta Purchasing Connection. Mandatory for over NWPTA threshold amounts of $75,000 for services and $100,000 for construction.

Pre-Qualification Stage: Used to register qualified vendors on a source list. For under $75,000, it is best practice to issue subsequent solicitations to all qualified vendors on the list. For over $75,000, solicitations for responses must be issued to all qualified vendors on the list. Source lists must be submitted to the CRC for review.

[ ] PQR (Pre-Qualification Request)

Bid Stage: (Check applicable box)

[ ] RFQ (Request for Quote)

[ ] RFP (Request for Proposals)

[ ] LIMITED COMPETITION: A solicitation where a pre-determined, limited group of vendors (minimum of three) are invited to submit a response (under $75,000 for services and $100,000 for construction).

Pre-Qualification Stage: Used to register qualified vendors on a source list. It is best practice to issue subsequent solicitations to all qualified vendors on the list. Source lists must be submitted to CRC for review.

[ ] PQR (Pre-Qualification Request)

Bid Stage: (Check applicable box)

[ ] RFQ (Request for Quote)

[ ] RFP (Request for Proposals)
SOLE SOURCING:
(Allow 2-4 weeks for approval except for emergency situations. A Written Proposal will be required.)

Refer to the Sole Source Decision Tree

Is it likely that the contract will be amended in dollar value? Please consider the implications for sole sourcing.

Proposed Service Provider:

EXCEPTIONS FOR SOLE SOURCING: (Check applicable box and provide rationale)

It is important to note that Finance is required to report all contracts exceeding the Trade Agreement thresholds and the Treasury Board Directive 07/2014 on Sole-sourcing.

Procurement

☐ a.) from philanthropic institutions, prison labour or persons with disabilities
☐ b.) from a public body or non-profit organization
☐ c.) of services, or goods or services in respect of Construction, purchased for representational or promotional purposes outside of Alberta
☐ d.) of health services and social services
☐ e.) on behalf of an entity not covered by the New West Partnership Trade Agreement -NWPTA
☐ f.) by entities which operate sporting or convention facilities, in order to respect a commercial agreement containing provisions incompatible with NWPTA government procurement obligations
☐ g.) where it can be demonstrated that only one supplier is able to meet the requirements of a procurement
☐ h.) where an unforeseeable situation of urgency exists and the services, or the goods or services in respect of Construction, could not be obtained by means of open procurement procedures
☐ i.) when the acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest
☐ j.) of services provided by lawyers and notaries
☐ k.) of treasury services
☐ l.) in the absence of a receipt of any bids in response to a call for tenders

Provide rationale:
# REVIEW AND APPROVAL

**Project Name:** Alberta Woodland Caribou Provincial Operations Program Delivery  
**Rejected/Denied?** ☑ (Please Explain Why):  
**Multi-year Contract** (business case must be re-evaluated after three (3) years and resubmitted for approval)  
**Sole Source**

<table>
<thead>
<tr>
<th>Submitted by Contract Manager:</th>
<th>Dave Hervieux Regional Manager Peace Region for Megan Watters</th>
<th>August 26, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Megan Watters</td>
<td>Print Name/Title</td>
<td>Date</td>
</tr>
<tr>
<td>Signature</td>
<td></td>
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</table>

**CIO Approval (If IT Component Involved)**

<table>
<thead>
<tr>
<th>Signature</th>
<th>Print Name</th>
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**Manager**  
(Less than $75,000)

<table>
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**Senior Manager**  
(Up to $150,000)

<table>
<thead>
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<th>Dave Hervieux</th>
<th>Print Name/Title</th>
<th>August 26, 2019</th>
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<tr>
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**Executive Manager**  
(Up to $500,000)

<table>
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<th>Glen Gache</th>
<th>Print Name/Title</th>
<th>September 24, 2019</th>
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<tr>
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**Executive Team Member**  
(Up to $1,000,000, and $10,000 or greater for Sole Source, DAO, Cross-Jurisdiction)

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**Senior Financial Officer**  
(Contract and Procurement Unit to review and obtain signature)  
($1,000,001 and Greater)

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<th>Print Name</th>
<th>Date</th>
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</thead>
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**The Signing Authority for the Contract Business Case (FIN35) and Contract must be an Expenditure Officer (EO).**

The Deputy Minister has unlimited signing authority and has delegated the signing authority to the SPO with exception of approval of Sole sourcing.