



Statement of Qualifications

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Company Profile

Mersey Consulting is an independent, Nova Scotia consulting firm that provides a range of project management, strategic planning and compliance services to commercial, industrial, and public sector clients in Canada and internationally, with a focus on natural resources sectors. Our service philosophy is summarized by three commitments:

SOLUTIONS

Moving your project forward:

delivering professional services that manage engineering, regulatory and environmental challenges.

INSIGHT

In-depth understanding and expert advice:

addressing your project's local, regional and international implications.

INVESTED

Owning your challenges:

a clear and solid record of keeping clients' goals at the fore to produce timely and cost-effective results.

Mersey Consulting Ltd. was founded in 2015 by Craig Chandler who has over 25 years of experience working for local, national, and international clients and has personally delivered projects covering engineering project management, environmental management, energy development, and economic benefits studies to private and public clients.

Through a network of innovative companies and talented professionals, Mersey Consulting helps local and international companies define challenges, evaluate options, and implement solutions to move their business forward.

We focus on our clients' goals, developing cost-effective solutions, and implementing innovative, practical solutions.

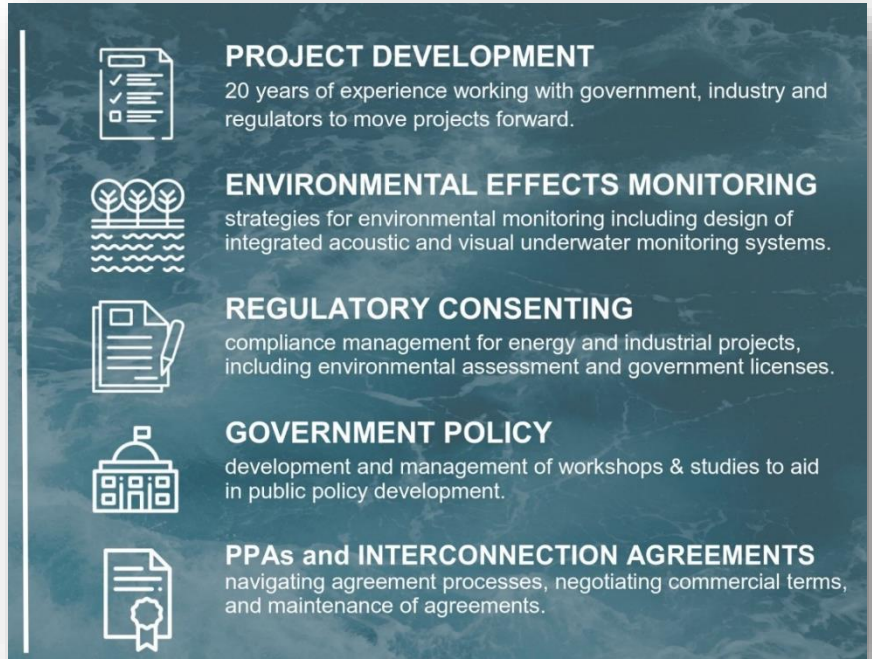
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Services

The Mersey Consulting team wants your project to succeed. We partner with your team to provide the experience and expertise you need to make that happen. With the focus on your goals, we develop cost-effective solutions with the right balance of innovation and practicality.

Our service offerings support your project from the planning stage, through feasibility, regulatory compliance and project execution.



The infographic is a vertical rectangle with a dark teal background and a subtle wave pattern. It features five service categories, each with a white icon on the left and text on the right. The icons are: a checklist for Project Development, trees and water for Environmental Effects Monitoring, a document for Regulatory Consenting, a government building for Government Policy, and a document with a seal for PPAs and Interconnection Agreements.

- PROJECT DEVELOPMENT**
20 years of experience working with government, industry and regulators to move projects forward.
- ENVIRONMENTAL EFFECTS MONITORING**
strategies for environmental monitoring including design of integrated acoustic and visual underwater monitoring systems.
- REGULATORY CONSENTING**
compliance management for energy and industrial projects, including environmental assessment and government licenses.
- GOVERNMENT POLICY**
development and management of workshops & studies to aid in public policy development.
- PPAs and INTERCONNECTION AGREEMENTS**
navigating agreement processes, negotiating commercial terms, and maintenance of agreements.



Environmental Assessment and Management

- Environmental Liability Assessment
- Environmental Site Assessment
- Land Quality Remediation
- Inventories and Valuation
- Project Management
- Construction Inspection
- Environmental Management Plans
- Environmental Monitoring



Renewable Energy Development

- Project Feasibility Assessment
- Project Management
- Project Procurement and Construction
- Approvals and permitting
- Supply Chain Analysis and Development
- Local Benefits Planning
- Environmental Management Plans
- Environmental Monitoring

Government and Regulatory Compliance

- Regulatory Assessment & Advice
- Approval and Permitting Applications
- Compliance Auditing
- Monitoring and Reporting
- Government Liaison
- Funding Opportunities & Applications
- Stakeholder Engagement
- Local Benefits Planning



Diverse Project Portfolio

Our team has delivered over 200 projects for Canadian and international clients covering energy development, engineering project management, environmental management and economic development. Projects that exemplify our work are described below.

Industrial Development and Operations

Harbourside Commercial Park (former Sydney Steel Corp.)

Mersey Consulting's Senior Consultant led the work of the environmental consultant for



the redevelopment of the 400-acre Sydney Steel Corporation site. This multiyear project included the inspections and hazardous materials management plans for the environmental decommissioning of over 60 buildings and several kilometres of petroleum and gas piping. Innovated methods were developed to manage risks associated with aging infrastructure and close proximity to residential and marine areas. In addition, Mersey Consulting's Senior Consultant led the design of land quality investigations, oversaw the work

CASTING FLOOR OF SYSCO'S STEEL SHOP

of environmental consultants conducting Phase II and III Environmental Site Assessment and managed the remediation and environmental management plans. Eighteen studies valued over CAN\$2M were completed with over 100,000 analytical data. Today the property is a self-sufficient commercial park in the heart of Sydney, Nova Scotia.

Services: Land Quality Management, Infrastructure Inventory, Regulatory Compliance, Redevelopment and Community Liaison

Port Mersey Commercial Park (former Bowater Mersey Paper Co. Ltd.)

Mersey Consulting is assisting Nova Scotia Lands Inc. with the regulatory compliance and project management services.

Project Manager for Chemical Containment Upgrades at Brooklyn Power Corp. biomass cogen facility in Queens County, NS on behalf of provincial crown corporation Renova Scotia Bioenergy Inc. Managed all aspects of project including design, tendering, contracting, and construction supervision. Complex contractual relationships required ongoing and diligent communication with client, owner, client's contractor and subcontractors.

In addition, Mersey Consulting provided historical engineering and environmental quality data and interpretation for feasibility assessment of dredging options for Port Mersey Commercial Park in Liverpool, NS as subconsultant to CBCL Limited.

***Services:* Project Feasibility Assessment, Environmental Decommissioning, Consenting and Permitting, Regulatory Compliance, Management of Project Design, Procurement and Construction**



MERSEY CONSULTING PROVIDES REGULATORY COMPLIANCE AND ENVIRONMENTAL MANAGEMENT SERVICES TO
THE ONGOING REDEVELOPMENT OF PORT MERSEY COMMERCIAL PARK

Nova Scotia Power Inc. Compliance and Liability Management

Mersey Consulting provides project management and senior technical advice to Nova Scotia Power related to the management of environmental issues at generating facilities, T&D assets and legacy properties. Specifically, MCL has assisted with management of accidental releases, reclamation of contaminated properties, community liaison and regulatory compliance. MCL personnel have been actively involved with defining and resolving issues at dozens of NSPI properties, including soil and water sampling, environmental inspections, groundwater monitoring, remedial action plan development, and oversight of remedial activities.



Infrastructure Upgrades, Thermal Generating Plant

Mersey Consulting was contracted by an electrical utility to manage the design and project planning for the upgrading of chemical and fuel storage tanks at a 24 MW thermal generating plant in the context of a pending transaction. This included liaising with the operator and retaining and managing an engineering design firm to complete the detailed design work. Following the transfer of the facility to the new owner, Mersey Consulting assisted with the execution of these upgrades on behalf of the vendor.

Marine Renewable Energy

Sustainable Marine Energy (Canada) – Grand Passage Project

As a follow-up to the successful deployment and operation of their PLAT-I tidal energy platform in Scotland in 2017, SME deployed a modified PLAT-I at Grand Passage in southwestern Nova Scotia in Q3 2018. Mersey Consulting worked with the management team to develop the consenting strategy and deliver permits on time, including the Fisheries and SARA Act Authorization from the Fisheries and Oceans Canada (DFO).

Confidential European Tidal Energy Technology Developer

Mersey Consulting provided a detailed review of tidal energy project development opportunities, regulatory framework, funding opportunities and stakeholder engagement for a technology developer evaluating opportunities to demonstrate their technology in Canada. Services included advice on Project Development, Consenting and Permitting, Tidal Energy Resources and Stakeholder Engagement.

Black Rock Tidal Power - Bay of Fundy Project Development

Mersey Consulting provided consulting services to Black Rock Tidal Power (BRTTP) for the development of BRTTP's planned 5MW tidal energy project at the Fundy Ocean Research Centre for Energy (FORCE). MCL's work included assistance with supply chain development, commercial contract negotiation and all aspects of project permitting/consenting. Work included preparation of an Environmental Effects Monitoring Program for the project, negotiating Power Purchase Agreement, securing BRTTP's interconnection agreement with the utility, and all permitting-related issues. MCL also assists BRTTP with strategic planning and stakeholder engagement.

Marine Renewable Energy Supply Chain Development

Mersey Consulting's Senior Consultant and local partners engaged the Nova Scotia Ocean Technology sector in tidal energy. The project team organized a workshop with international experts and representatives of 60 Ocean Tech companies to increase awareness of technical challenges and help categorize the sector's capabilities. The workshop was attended by over 100 participants focusing on the business case for tidal energy, technical challenges, and return of meaningful feedback from participants. The report to the Nova Scotia Department of Energy identified opportunities for the public sector to support sustainable competitiveness in the tidal energy supply chain.

Renewable Energy Opportunities and Competitiveness Assessment

An evaluation of opportunities for NS companies to enter local and global renewable energy supply chain was conducted by Mersey Consulting's Senior Consultant and Maxis Energy Solutions. The study included an extensive review of the sector internationally, creation of NS supplier database, analysis of employment and financial benefits based on committed NS projects and government policy and recommendations for government strategy development.

Wind Energy Supply Chain Opportunities

Senior consultant Craig Chandler and local project partners performed a detailed evaluation of supply chain opportunities associated with DSME Trenton. Conducted on behalf of Nova Scotia Business Inc. and the Atlantic Canada Opportunities Agency, Craig worked closely with senior management at DSME Trenton, and, to identify goods and services supply opportunities for Nova Scotia companies, and recommending strategies to encourage companies to take advantage of those opportunities. The study included creation of a supply chain capacity database, and identification of supply gaps and obstacles to market entry.

Minas Tidal LP - Environmental Permitting and Monitoring Program

Developed Environmental Effects Monitoring Program (EEMP) for Minas Tidal LP for their 4.5 MW in-stream tidal energy development at the Fundy Ocean Research Centre for Energy. The project will see the first deployments of Tocardo's Universal Floating System platform equipped with five Tocardo T2 turbines each. Developed the monitoring program including evaluation of monitoring equipment, selection of sensor mounting locations, and preparation of the EEMP document as part of the regulatory compliance process.

Clean Energy Research & Development: Challenges and Opportunities

Mersey Consulting's Senior Consultant was project manager and co-author together with Maxis Energy Solutions for a report on clean energy RD&D initiatives in Atlantic Canada. Information collected through interviews with senior representatives of provincial utility companies, government officials and academics was evaluated to identify opportunities and strategies for facilitating partnering, cooperation and synergy within the sector for Atlantic Canada Opportunities Agency and the Atlantic Energy Gateway Initiative.



Health and Safety Policy

Mersey Consulting Ltd. is committed to providing a healthy and safe work environment for its employees and preventing occupational illness and injury. To express that commitment, we issue the following policy on occupational health and safety and commit to an annual review of the policy.

As the employer, Mersey Consulting Ltd. is responsible for the health and safety of its employees. Mersey Consulting Ltd. will make every effort to provide a healthy and safe work environment. We are dedicated to the objective of eliminating the possibility of injury and illness.

As President, I give you my personal promise to take all reasonable precautions to prevent harm to workers. Managers and supervisors will be trained and held responsible for ensuring that employees use safe work practices and receive training to protect their health and safety. Managers also have a general responsibility for ensuring the safety of our equipment and facilities.

Mersey Consulting Ltd. through all levels of management will cooperate with employees to create a healthy and safe work environment. Co-operation should also be extended to others such as contractors, owners, and directors. The employees of Mersey Consulting Ltd. will be required to support this organization's health and safety initiative and with others exercising authority under the applicable laws.

It is the duty of each employee to report to the supervisor or manager, as soon as possible, any hazardous conditions, injury, accident or illness related to the workplace. Also, employees must protect their health and safety by complying with applicable Acts and Regulations and to follow policies, procedures, rules and instructions as prescribed by Mersey Consulting Ltd.

Mersey Consulting Ltd. will, where possible, eliminate hazards and, thus, the need for personal protective equipment. If that is not possible, and where there is a requirement, employees will be required to use safety equipment, clothing, devices and materials for personal protection.

Mersey Consulting Ltd. recognizes the employees' duty to identify hazards and supports and encourages employees to play an active role in identifying hazards and to offer suggestions or ideas to improve the health and safety program.



Sustainability Policy

Mersey Consulting Limited is committed to promoting sustainability in all aspects of its business. Concern for the environment and promoting a sustainable society are fundamental to our professional activities and the management of the organization. We believe that we have a responsibility to care for and protect the environment. We aim to follow and to promote good sustainability practice, to reduce the environmental impacts of all our activities and to encourage our clients, partners and community to join us in this effort.

Our Sustainability Policy is based upon the following principles:

- To comply with, and exceed where practicable, all applicable legislation, regulations and codes of practice.
- To integrate sustainability considerations into all our business decisions.
- To ensure that all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- To minimize the impact on sustainability of all office and transportation activities.
- To make clients and suppliers aware of our Sustainability Policy, and encourage them to adopt sound sustainable management practices.
- To review and continually strive to improve our sustainability performance.

Mersey Consulting Limited recognizes our key impacts to be in the areas of, energy use, including electricity, heating and transport, waste generation, procurement.

To put these principles into practice we will:

- Avoid physically travelling to meetings where alternatives are available and practical, such as using electronic conferencing, and efficient timing of meetings to avoid multiple trips.
- Reduce staff travel by supporting alternative working arrangements, including home working, and promote the use of public transport by locating our offices in accessible locations.
- Minimize our use of paper and other office consumables, for example by double-siding all paper used, and identifying opportunities to reduce waste.
- Arrange for the reuse or recycling of office waste, including paper, supplies and equipment.
- Reduce energy consumption by purchasing efficient office equipment.
- Seek opportunities to encourage and invest in new renewable energy projects.
- Ensure that timber products, are recycled or from well-managed, sustainable sources and are Forest Stewardship Council (FSC) certified.
- Purchase fair-trade and/or organic beverages.
- Undertake voluntary work with the local community and / or environmental organizations.
- Ensure that our employees take account of sustainability issues in their advice to clients.
- Include a copy of our Sustainability Policy in all our proposals to clients.

