

# University Hospital of Northern BC – Acute Care Tower Project

## Request for Qualifications

As Issued February 3, 2025



## Summary of Key Information

<b>RFQ Title</b>	The title of this RFQ is:  University Hospital of Northern BC – Acute Care Tower Project  Please use this title in all correspondence.
<b>Contact Person</b>	The Contact Person for this RFQ is:  <b>Jessica Jiang</b>  Email: <a href="mailto:Jessica.Jiang@infrastructurebc.com">Jessica.Jiang@infrastructurebc.com</a>  Please direct all Enquiries, by email, to the above-named Contact Person. <b>No telephone Enquiries please.</b>
<b>Enquiries</b>	Respondents are encouraged to submit Enquiries at an early date and prior to 15:00 (24 hour clock) Pacific Time on the day that is 7 Business Days before the Submission Time to permit consideration by the Owner. The Owner may, in its discretion, decide not to respond to any Enquiry.
<b>Receipt Confirmation Form</b>	Access to the RFQ Data Room and further information relating to this RFQ will be directed only to parties who have completed and returned the Receipt Confirmation Form and the Confidentiality Agreement.
<b>Submission Time</b>	The Submission Time is: 11:00 Pacific Time on March 18, 2025
<b>Submission Location</b>	By electronic upload to the Contact Person in accordance with A.1 of Appendix A.



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# 1 Introduction

## 1.1 Purpose of this RFQ

The purpose of this Request for Qualifications (the RFQ) is to invite interested parties to submit Responses indicating their interest in, and qualifications for, the University Hospital of Northern BC – Acute Care Tower Project (the Project) Single Target Outturn Cost Alliance Selection Process (the Single TOC Alliance Selection Process). Based on these Responses, Northern Health (the Owner) intends to select, in accordance with the terms of this RFQ, a shortlist of up to three Respondents to be Proponents invited to participate in the next phase of the Single TOC Alliance Selection Process, the Request for Proposals (the RFP) phase.

This RFQ is not a tender or an offer, or a request for proposals, and there is no intention by the Owner to make an offer by issuing this RFQ.

If a capitalized term used in this RFQ is not defined in Section 7, it will be defined in the Section of the RFQ in which it is first used.

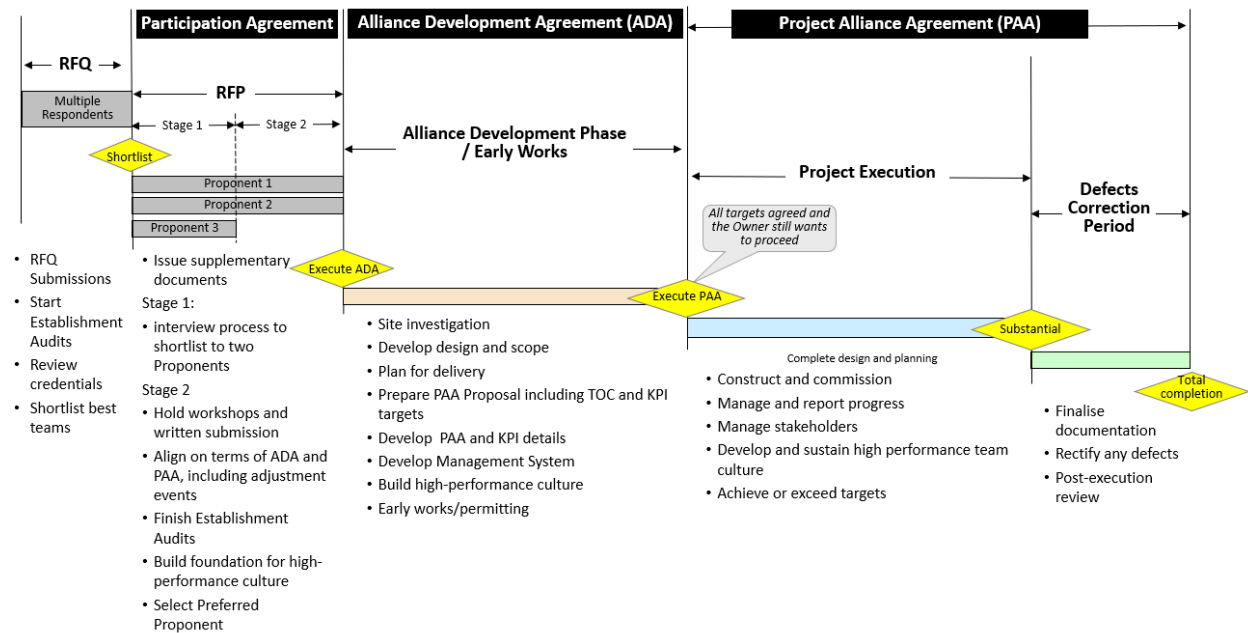
## 1.2 Procurement Process

The Project is being procured using a Single TOC Alliance Selection Process. The Single TOC Alliance Selection Process is comprised of the following phases:

- (a) The RFQ phase; and
- (b) The RFP phase consisting of two stages.



FIGURE 1 ALLIANCE PROCUREMENT



The Alliance Contract Model is a risk-sharing contract model where owners-as-participants and non-owner participants collectively share the responsibility to deliver a project as an integrated project team. The Owner has two distinct roles in this model: as the client of the Alliance; and as a participant in the Alliance.

In this Project, the role of client of the Alliance will be designated by the term Owner. The Owner will perform its obligations and exercise the rights and entitlements reserved to the Owner under the agreements in the development phase and the delivery phase, including receiving and accepting the Project Proposal or terminating these agreements.

The role as participant in the Alliance will be designated with the term Owner Participant. The Owner Participant will act as one team with the Non-Owner Participants (NOPs) and together they will be accountable for the performance of the Alliance and the Alliance Works.





NOPs are private sector entities procured by the Owner and should be limited to design and construction NOPS. Mechanical and Electrical Contractors will be procured during the Alliance Development Phase (ADP) as described in the RFP.

### **1.3 Administration of this RFQ**

Infrastructure BC Inc. (Infrastructure BC) is managing this RFQ and the Single TOC Alliance Selection Process on behalf of the Owner.

### **1.4 Eligibility**

The Respondent will be comprised of the entities that will become NOPs who may be invited to enter into the Alliance Development Agreement (the ADA) and Project Alliance Agreement (the PAA) in their own names and not as a joint venture or partnership. The Respondent must include at least two distinct legal entities, including at least one proposed construction NOP and at least one proposed design NOP.

Mechanical and Electrical Contractor NOPs will not be permitted as one of the legal entities within Respondents or as part of a Respondent Team.

The Owner anticipates that a procurement process will be implemented during the ADP to procure the Mechanical and Electrical Contractors who may be invited to enter into the Alliance Development Agreement (the ADA) and Project Alliance Agreement (the PAA) as NOPs in their own names and not as a joint venture or partnership. The Owner will outline additional information on this procurement process during the ADP.

### **1.5 Project Brief**

The Owner has issued a Project Brief for the purpose of providing an informal and convenient summary of aspects of the Project. The Project Brief is not included as part of the RFQ or RFP and is not intended to be included with or referred to in any way in interpreting the requirements of the RFQ, the RFP, the ADA, the PAA, or in any way define or describe any party's rights with respect to the Project.

### **1.6 RFQ Data Room**

A restricted access data room with background data relating to the Project (the RFQ Data Room) is available. To receive access to the RFQ Data Room and any further information in connection with this RFQ, Respondents are required to fully complete, sign, and return the



Receipt Confirmation Form and the Confidentiality Agreement attached as Appendix B and Appendix C to the Contact Person.



## 2 The Project

Under the Single TOC Alliance Selection Process, the Owner is seeking to enter into a PAA with qualified NOPs. Under the PAA, the Owner Participant and the NOPs will be collectively responsible for designing, building, and commissioning the Project.

### 2.1 University Hospital of Northern BC – Acute Care Tower Project

The largest acute care facility within the Owner's portfolio, the University Hospital of Northern British Columbia (UHNBC) is located in Prince George, B.C., and is a community hospital and a regional hospital for specialized health services serving the entire population area serviced by the Owner. UHNBC is also a teaching hospital that supports the Northern Medical Program, a joint medical program by the University of British Columbia Faculty of Medicine and the University of Northern British Columbia for training of physicians in B.C.

The Owner has recognized that there is a pressing need for investment in cardiac, surgical and mental health programs at UHNBC to accommodate current and future demand for services. The Project will increase the availability and quality of these services.

The Project is expected to include:

- Design and construction of a new Acute Care Tower which will include:
  - 102 surgical inpatient beds;
  - 6 cardiac care unit beds;
  - 20 cardiac step-down beds;
  - 3 interventional cardiology suites;
  - Cardiac diagnostic services and clinics;
  - 11 adolescent psychiatric inpatient beds, plus one seclusion room;
  - 36 adult psychiatric treatment beds;
  - 4 brief intervention beds;
  - 32 withdrawal management beds;
  - 12 operating suites;
  - Perioperative services including medical device reprocessing department;



- Outdoor courtyards and other landscaped areas;
- Administrative functions such as public, patient and visitor support services, material management, and food services;
- 163 stalls of vehicle parking; and
- Bicycle parking facilities.
- Design and construction of site and exterior works to accommodate the new Acute Care Tower including utility relocation, landscaping, surface drive aisle, loading, parking and building link to the existing hospital.

The Project will allow for:

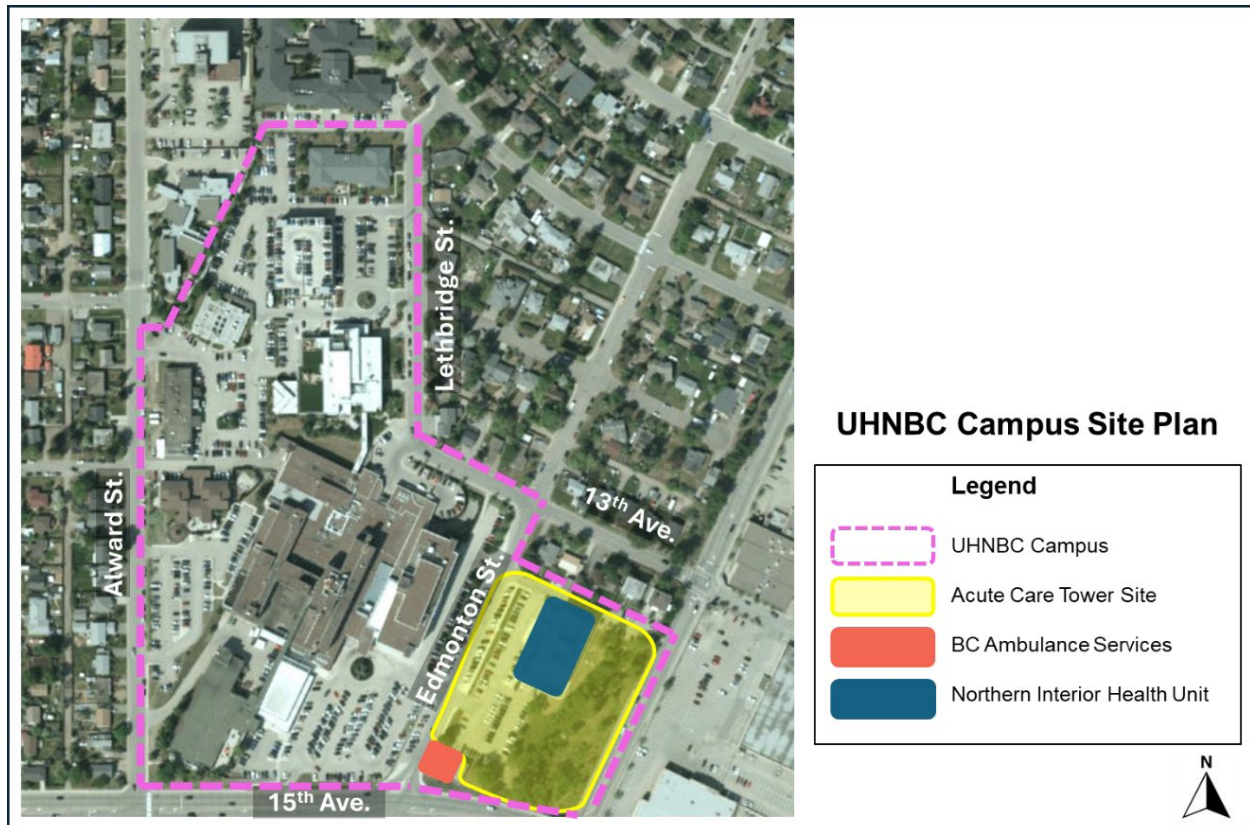
- The cardiac components at UHNBC to be co-located, and expanded to include interventional cardiology to serve the needs of the community and the region;
- Improvements to mental health services in the local health area;
- More efficient surgical environment; and
- Improvement to surgical services by expanding the medical device and reprocessing department.

The total approved budget for the Project is \$1.579 billion.

The Project site is shown on Figure 2.



FIGURE 2 UHNBC SITE PLAN



## 2.2 Project Guiding Principles and Objectives

### 2.2.1 Project Guiding Principles

The Owner has developed the following 6 guiding principles for the Project:

- Responsiveness: Northern Health will be responsive to the people and communities it serves and will seek partnerships with communities to achieve better health for northern people through:
  - Improving opportunities to accommodate changing modalities of care in the future by ensuring that the interior space design considers long-term flexibility and adaptability.



- Engaging patients, including Indigenous Peoples, and users during planning and design to incorporate their perspectives to influence better outcomes.
- High-Quality Health Services: Residents and visitors to northern B.C. will have access to high-quality health services in an appropriate setting through:
  - Utilizing patient-centred, elder-friendly, and Indigenous culturally relevant design to improve the patient experience and enhance care delivery.
- Integration: Northern Health will improve patient flow and integration of services and resources to improve access to care providers.
- Work Life Balance: All Northern Health staff, including physicians, will enjoy a high quality of work life balance, and significant opportunity for learning.
- Academic Partnerships: Northern Health will work with partners to improve and expand the ability to provide academic training of health professions within northern B.C.:
  - Support clinical education activities that enhance patient care and help retain health care professionals in the north.
- Sustainability: Northern Health will operate within the public and private revenues available to it without depleting the financial, physical, or human resources required for the future.

### 2.2.2 Project Alliance Objectives

The Owner has developed the following Project Alliance Objectives:

- Deliver the intended Project scope within agreed targets including the Target Outturn Cost (TOC) and schedule for the Project.
- Incorporate evidence-based design and best practices and standards in health care delivery resulting in a modern facility that:
  - Ensures welcoming, safe, efficient, quality and patient-centered health services for the communities served;
  - Provides flexible infrastructure to support changes in future services including space utilization and changing technology;
  - Ensures operational efficiency and ease of use of clinical and support services; and
  - Integrates into the overall UHNBC campus.



- Provide welcoming, accessible, and culturally safe care by ensuring regional, local and Indigenous communities, patient and patient support, medical staff, and staff are represented in design.
- Incorporate quality, climate resilience, sustainability, optimization of ongoing maintenance and operational costs in the design and construction process to deliver a facility that reduces energy consumption and greenhouse gas emissions and react to climate change impacts.
- Ensure the Project delivery is people focused supporting:
  - A diverse and skilled construction workforce;
  - Inclusion, diversity, equity, and accessibility;
  - Promotion of Indigenous culture and business opportunities; and
  - Safety of all those working with the Alliance (user groups, patient partners, local and regional community, etc.).

## 2.3 Alliance Contracting

Alliance contracting involves the collective sharing of opportunity and risk between an Owner and the NOPs through an integrated project delivery team. Alliance contract models, and similar forms of collaborative contracting, have been successful where a conventional contract may limit market participation, drive inefficient risk premiums, or threaten the success of the enterprise when risks materialize.

The Alliance Participants will comprise the Owner and the NOP(s). The Alliance will also include representatives from Infrastructure BC.

For detailed information regarding the anticipated Alliance Contract Model, interested parties should review the Alliance Framework reference document included in the RFQ Data Room.

### 2.3.1 Key Alliance Features

The key features of an Alliance contract are as follows:

- The Participants will take collective responsibility for delivery of the Project, aiming to meet pre-agreed targets that include the Key Result Areas (KRAs) (refer to Section 2.4.2) and the TOC;



- The PAA will establish a no-blame commercial environment in which the Owner and the NOPs will have no enforceable legal rights against each other except in the extreme case of wilful default (e.g., fraud, criminal conduct, deliberate and reckless misconduct);
- An open book, three-limb compensation model that includes:
  - Limb 1: assured reimbursement of project-specific costs and overheads;
  - Limb 2: at-risk fee to cover corporate overheads and normal, risk-adjusted profit; and
  - Limb 3: incentive payments, which may be positive or negative, reflecting an equitable share of the gain or pain if outcomes are better or worse than the agreed targets.
- Unanimous principle-based, best-for-project decision-making by the Alliance Leadership Team (the ALT). More information about the ALT can be found in Section 2.3.3; and
- A fully integrated Alliance organization, including the Alliance Project Manager (the APM), the Alliance Management Team (the AMT) and the Alliance Project Team (the APT) , to deliver the best collective performance, comprising members drawn from the Owner and NOPs with each position filled on the basis of the best candidate for the role, not on the basis of employer (i.e., best-for-project).

### 2.3.2 Public sector participants

#### **Northern Health**

Northern Health is one of 6 provincial health authorities established by the provincial government to administer health care services in British Columbia.

Northern Health serves approximately 300,000 residents throughout 32 communities and 55 First Nations communities found in 6 regional districts of Northern British Columbia. Northern Health employs or contracts approximately 7,000 health care professionals across its areas.

Services provided by Northern Health include acute care, mental health and addictions, public health, and home and community care. Its facilities include 18 hospitals, 24 long-term care facilities, public health units, and offices providing specialized services.

Additional information about Northern Health can be found at [www.northernhealth.ca/](http://www.northernhealth.ca/).

#### **Infrastructure BC**

Infrastructure BC supports the public sector by working with owners to deliver complex public infrastructure in an evolving world.





Additional information about Infrastructure BC is available at [www.infrastructurebc.com](http://www.infrastructurebc.com).

### 2.3.3 Project Governance and Alliance Structure

The organizational structure of the Alliance and the roles and responsibilities of the ALT, APM, the AMT, and the APT is more fully described in the Alliance Framework reference document.

The following is an outline of the expected governance structure of the Alliance, as indicated in Figure 3:

- The ALT will provide leadership and governance in the Alliance. It will be comprised of one experienced senior individual from each NOP, two representatives from the Owner Participant, and one representative from Infrastructure BC.
- The APM will be appointed by the ALT on a best for project basis. The role of the APM is to lead the AMT, report directly and exclusively to the ALT, and take responsibility for leading, managing, and directing the AMT.
- The APM will nominate the members of the AMT drawn from the Owner Participant, Infrastructure BC, and the NOPs, as required. The AMT members are selected on a best for project basis and will be approved by the ALT. The Owner Participant and Infrastructure BC expect to provide staff that could be considered for AMT roles as appropriate to their skills, experience, and leadership abilities on a best-for-project basis.
- The APM and the AMT will lead the APT. The APT is comprised of an integrated team of the Owner Participant, Infrastructure BC, and NOP employees and externally procured resources whom the AMT appoints to carry out Alliance Works.



FIGURE 3 ALLIANCE GOVERNANCE STRUCTURE



In accordance with Appendix A, Respondents are to nominate Key Individuals for the ALT, the APM role, and the AMT.

#### 2.3.4 Building and Sustaining a High-Performing Team

Infrastructure BC has engaged an Alliance advisor. The Alliance advisor may facilitate workshops as part of the RFP phase. Each Proponent may independently undertake team-building activities or alliance coaching to prepare their teams for their participation in the Single TOC Alliance Selection Process.

During the ADP, behavioural coaching and commercial advisory services may be provided by the Alliance advisor to support the Alliance in both the development of the Project Proposal, including agreement on the TOC and KRA targets, and to build and maintain an integrated high-performing team. A robust establishment and coaching plan for the Alliance will be developed with the fully formed ALT and AMT to ensure their needs and risks are addressed.



After execution of the PAA, specialist alliance coaching services will be provided to the Alliance on an as needed basis.

To ensure a high performing collaborative alliance culture is developed and sustained, immediate priorities for the ALT and AMT after the ADA execution will include:

- Ensuring that team building strategies are developed and implemented; and
- Applying consistent coaching tools and techniques.

### 2.3.5 Co-location of Alliance Team

Participants are expected to co-locate on a best for project basis. It is anticipated that the Alliance will carry out its respective duties at the Project office located in Prince George, BC.

## 2.4 Commercial Terms

### 2.4.1 Key Commercial Terms – Alliance Development Agreement

The ADA is a professional services agreement that will govern the ADP. The following are some of the key commercial terms and content that the Owner anticipates will be included in the ADA:

- (a) Purpose and scope of services;
- (b) Roles of the Owner Participant, Infrastructure BC, and NOPs during the ADP;
- (c) Provisions for Alliance mobilization works; and
- (d) Payment for services that will flow through to the compensation framework under the PAA.

### 2.4.2 Key Commercial Terms – Project Alliance Agreement

The respective expectations, rights, and obligations of the Participants will be set out in a single legally binding PAA. The following are some of the key commercial terms that the Owner anticipates will be included in the PAA:

- (a) Compensation framework: The three-limb compensation model will apply to the NOPs, and each NOP will be compensated separately with monthly progress payments for the Project works. A detailed description of the anticipated compensation model can be found in the Alliance Framework reference document.



(b) Performance incentives: KRA(s) have been established by the Owner to reflect key Project Alliance Objectives and may result in financial painshare or gainshare. The incentives will be determined by measuring performance against Key Performance Indicators (KPIs) collaboratively developed between the Owner and NOPs during the ADP within the defined KRAs. The Owner has established the following KRAs to realize the Project Alliance Objectives:

TABLE 1 KEY RESULT AREAS

KRA	KRA Objective	Weight
1. Operational Excellence	<ul style="list-style-type: none"> <li>Maximize energy efficiency, reduce greenhouse gas emission, and optimize maintenance and operations costs of the facility.</li> <li>Maximize the operational efficiency and integration of clinical and support services.</li> </ul>	25%
2. Schedule & Commissioning	<ul style="list-style-type: none"> <li>Deliver Substantial Completion aligned with the Project schedule in the accepted Project Proposal.</li> <li>Achieve an agreed standard of commissioning and defects correction that enables the Owner to complete operational readiness activities (hiring, training, workflows, etc.)</li> </ul>	20%
3. Alliance Culture	<ul style="list-style-type: none"> <li>Generate and maintain a high-performing collaborative alliance culture.</li> <li>Create a positive, inclusive, respectful and physically safe work environment within the Alliance.</li> </ul>	15%
4. Collaboration and Engagement	<ul style="list-style-type: none"> <li>Establish a culture of collaboration and communication, with internal and external interested parties, to ensure that negative impacts on existing hospital operations and surrounding communities during design and construction are minimized.</li> </ul>	15%
5. Key User Satisfaction	<ul style="list-style-type: none"> <li>Engage key user groups and other defined internal and external subject matter experts and partners throughout the design and construction and ensure that their</li> </ul>	15%



KRA	KRA Objective	Weight
	feedback is considered and incorporated on a best for project basis.	
6. Labour Objectives	<ul style="list-style-type: none"> <li>• Increase the number of apprentices and certified tradespeople in construction.</li> <li>• Increase representation and diversity in construction through employment of those who self-identify as part of an Underrepresented Group.</li> <li>• Increase Indigenous representation in construction through employment of those who self-identify as Indigenous.</li> </ul>	10%

(c) Risk Allocation: The PAA default position will be that all risks and opportunities are shared unless they are pre-agreed to be unilaterally retained by the Owner (adjustment events). Adjustment Events Guidelines will be developed during the RFP phase to achieve clear understanding of, and commitment to, sharing and allocation of risks and opportunities.

(d) No Disputes: Each of the Participants agrees that all disputes will be resolved by the ALT on a unanimous basis. Apart from specific rights in the PAA to deal with wilful defaults and insolvency, the Participants will not have any rights at law or in equity to make claims against one another and, therefore will not have recourse to third party dispute procedures such as litigation.

## 2.5 Project Site

The Project site is bound by 13th Avenue to the north, 15th Avenue to the south, Winnipeg Street to the east and Edmonton Street to the west as shown in Figure 2.

## 2.6 Advance Work by the Owner

The following sections provide an overview of the work undertaken on the Project to date.



### 2.6.1 Approval

The Project has been approved to proceed to procurement as an Alliance by the Province. Further Owner and Province approvals are expected to be required prior to executing the ADA and PAA.

### 2.6.2 Site Zoning

The site is zoned P3 Major Institutional as outlined in the City of Prince George Zoning Bylaw 7850, 2007.

### 2.6.3 Site Reports and Assessments

The Owner has undertaken the following site assessments:

- Geotechnical report;
- Traffic study; and
- Environmental site assessment.

This information will be made available to the Alliance.

### 2.6.4 Demolition of Existing Building

The Project site is currently occupied by the three-storey Northern Interior Health Unit (Health Unit) building and the BC Ambulance Services garage as shown in Figure 2. The Northern Interior Health Unit building will be demolished by the Owner prior to the Project's construction commencing.

### 2.6.5 Construction of Parkade

A multi-level parking structure is currently under construction to alleviate parking concerns on the UHNBC campus. The parking structure construction is anticipated to be completed prior to the Project's construction commencing.

## 2.7 General Scope of Alliance Responsibilities

The Project will be delivered under the PAA. The Participants will be collectively responsible for the design, construction, and commissioning of the Project. Working collaboratively as an integrated team, the Alliance will:



- Obtain all permits and approvals necessary for construction of the Project;
- Ensure the final design aligns with the Project Description and integrates the various building components; and
- Construct and commission the Project.

## 2.8 Indigenous Groups

The Owner anticipates the Alliance will seek input from Indigenous groups in relation to the Project as well as identify potential Indigenous business opportunities for the construction of the Project.



## 3 Single TOC Alliance Selection Process

This section provides further detail on the process that the Owner expects to use in the selection of a Preferred Proponent.

### 3.1 RFQ Phase

The Owner anticipates that it will select a shortlist of up to three Respondents to be Proponents, that will be invited to participate in the next phase of the Single TOC Alliance Selection Process, the RFP phase.

#### 3.1.1 Introductory Project Meeting

The Owner intends to hold an introductory meeting during the RFQ phase to provide information about the Project. The date of this meeting is specified in Section 3.5 and is anticipated to be held via a virtual meeting platform. All parties who wish to participate should complete and submit a Receipt Confirmation Form and a Confidentiality Agreement. Participation is not mandatory.

A list of those participants who have registered through the Contact Person will be made available to those who have submitted a Receipt Confirmation Form and a Confidentiality Agreement. After the meeting, the presentation material from the introductory project meeting will be made available in the RFQ Data Room. Minutes will not be prepared. No information from the meeting may be relied upon unless set out in an Addendum or a response to an Enquiry under Section 4.7.

#### 3.1.2 Establishment Audits

The Establishment Audit process starts during the RFQ phase and will be completed during the RFP phase. The Respondents will engage with the Owner's Financial Auditor to begin this process. As indicated in the anticipated timeline in Section 3.5, the Contact Person, on behalf of the Owner will set up Establishment Audit kick-off meetings between the Financial Auditor and each Respondent. Infrastructure BC anticipates attending the Establishment Audit kick-off meetings. These kick-off meetings will focus on the Establishment Audit process and will not include discussions specific to proposed NOPs confidential or commercially sensitive information.





Completing the Establishment Audit in a timely manner is necessary for a successful Single TOC Alliance Selection Process. The Respondents will be expected to respond promptly to the Owner, Infrastructure BC and the Financial Auditor requests related to the Establishment Audit. Regular update meetings between the Owner, Infrastructure BC, Proponents and the Financial Auditor will be held during the RFQ and RFP phases to ensure that the Establishment Audit is progressing on schedule.

More information on the Establishment Audit and process can be found in the Establishment Audit memo in the RFQ Data Room.

### **3.2 RFP Phase**

The Owner will issue the RFP, which will include:

- (a) The Draft ADA including the Owner's current intentions regarding the structure of the Alliance and the accountabilities and commitments it expects from the Participants; and
- (b) The Draft PAA, which will outline how the NOPs and Owner Participant will share in the collective responsibility for the Project as well as the proposed commercial terms.

The Owner anticipates that the RFP phase will consist of two stages:

- (a) Stage 1, which will include an evaluated interview, following which the two highest scoring Proponents will be invited to the next stage; and
- (b) Stage 2, which will include the Submission, and workshops (commercial, and technical and behavioural) which will be evaluated.

#### **3.2.1 RFP Phase Stage 1**

The Owner anticipates that RFP phase stage 1 will consist of an evaluated interview with each Proponent's nominees for the ALT, APM, and AMT.

#### **3.2.2 RFP Phase Stage 2**

The two highest scoring Proponents from the RFP phase stage 1 will be invited to RFP phase stage 2.

The intention of the RFP phase stage 2 will be to:

- (a) Align commercially and legally on the ADA and PAA with each Proponent in advance of executing the ADA with the Preferred Proponent; and



(b) Identify the Proponent with the best potential for working in an alliance with the Owner.

The RFP phase stage 2 is expected to include,:

- A positive guidance workshop to clarify aspects of the RFP for each Proponent, including the Draft ADA and Draft PAA to support Proponents in the development of their Submission;
- A Submission by the Proponents which will outline their approach to the ADP and further develop their proposed organizational structure, including the AMT and APT nominees;
- A workshop with each Proponent to align on Adjustment Event Guidelines;
- Technical and behavioural workshops with each Proponent for demonstration of each their leadership and collaborative behaviours in action;
- Written comments from the Proponents, including section by section comments, on the Draft ADA and Draft PAA;
- Finalizing the Establishment Audits carried out by the Owner's appointed third-party Financial Auditor;
- A commercial alignment workshop with each Proponent to discuss the Proponent's comments and align on the ADA and PAA and align on the particulars of the three-limb compensation model, this will include:
  - Discussion of the Proponent's section by section comments on the Draft ADA and Draft PAA; and
  - Finalizing the Establishment Audits carried out by the Owner's appointed third-party Financial Auditor that will have started during the RFQ phase.
- Additional workshops as required to discuss and clarify any other aspect of the RFP.

### 3.3 Evaluation

The Owner has established the following criteria throughout the Single TOC Alliance Selection Process on which the Respondents and Proponents will be evaluated and scored. It is intended that evaluation scores gained at a previous phase will be reweighted and carried forward into the next phase. Information provided at a previous phase can still be considered when it is relevant to a criterion assessed at subsequent phase (unless modified by new information



provided during a subsequent phase). If there is any conflict between information provided at an earlier phase and a later phase, the latest information will take precedence.

TABLE 2 SUMMARY OF EVALUATION CRITERIA BY PHASE

	Criteria	RFQ Phase	RFP Phase Stage 1	RFP Phase Stage 2
1.	Relevant corporate experience and track record	✓	✓	✓
2.	Personal experience and demonstrated performance of nominated team	✓	✓	✓
	ALT nominees, APM, and other nominated AMT members			
				✓
	APT nominees and proposed organizational structure			
3.	Approach to delivering value			✓
4.	Demonstrated leadership and collaborative behaviours in action		✓	✓

### 3.4 Compensation for Participation in the Single TOC Alliance Selection Process

The Owner will not provide any compensation to Respondents or Proponents for participating in the Single TOC Alliance Selection Process.

### 3.5 Single TOC Alliance Selection Timeline

The following is the Owner's estimated timeline for the Single TOC Alliance Selection Process:



TABLE 3 SINGLE TOC ALLIANCE SELECTION TIMELINE

Activity	Timeline
RFQ Issue Date	February 3, 2025
Introductory Project Meeting	February 11, 2025
Establishment Audit Kick-off Meetings	Week of February 10, 2025
RFQ Submission Time	March 18, 2025
Issue RFP and Draft ADA and PAA	May 2025
RFP Stage 1 Interview and invitation to RFP Stage 2	May 2025
Selection of Preferred Proponent	October 2025
ADP commences	October 2025
PAA Execution	2026

All dates in the above timeline are subject to change at the discretion of the Owner.

### 3.6 Alliance Development Phase (ADP)

The purpose of the ADP is the development of a Project Proposal, which is expected to address technical, alliance management, and financial aspects of the Project. This will form the basis for the PAA. Some key activities in the ADP include:

- ADP kickoff workshop facilitated by the Alliance advisor;
- Engagement with the third-party estimator through the development of the proposed TOC;
- Establish the project team, specifically:



- Logistics: co-located office, administration, technology, communication protocols, etc.; and
- People: set up organization structure and appoint personnel, roles, responsibilities, and accountabilities to build an integrated team;
- Procure Mechanical and Electrical Contractors who may be invited to enter into the ADA and PAA as NOPs;
- Define, agree on and develop the Project design and specifications;
- Conduct site investigations, surveys, and studies as necessary;
- Develop the Alliance Management System (the AMS) incorporating the various policies and plans that will be used to guide and manage the Project;
- Develop and agree on the KRA/KPI framework, including details of all targets and measurement methods;
- Conduct workshops and other coaching initiatives necessary to develop a high-performance team culture;
- Perform all things necessary to develop the Project Proposal as defined in the ADA and do all things necessary to allow the Owner and the NOPs to enter into the PAA; and
- Procure all necessary insurances and approvals for the PAA phase.

The Owner intends to work collaboratively together with the NOPs. This will include collaborative discussions relating to technical, management, and commercial matters through workshops and topic meetings.

### **3.7 Project Proposal**

The Project Proposal is the output of the ADP collaborative processes, throughout which the Participants have proactively exchanged and shared relevant information relating to technical, management, and commercial issues and risks and opportunities associated with the performance specifications. This will form the basis for the PAA.

### **3.8 Subcontracting**

As all subcontracts for the Project will be determined on a best for project basis by the Participants after ADA execution, the Participants are not bound to accept any subcontracts or



sub-consultancy agreements for the Project entered into by the NOPs or the Owner before ADA execution.



## 4 Submission and Process Instructions

### 4.1 Mandatory Requirements

The Owner has determined that the following are Mandatory Requirements:

- (a) The Respondent must include at least two distinct legal entities, including at least one construction NOP and one design NOP; and
- (b) Responses to this RFQ must be received at the Submission Location before the Submission Time, as stated in the Summary of Key Information. Responses received after the Submission Time will not be considered. All times will be determined with reference to the clock used by the Contact Person for that purpose.

### 4.2 Response Form and Content

Responses to this RFQ should be in the form and content described in Appendix A.

### 4.3 Language of Responses and Enquiries

Responses should be in English. Any portion of a Response not in English may not be evaluated, and any Enquiry not in English may not be considered.

### 4.4 Submission Instructions

For its Response, a Respondent must submit its Response by uploading to a secure web-based platform of its choosing, as agreed to by the Owner, clearly marked "Response to RFQ – University Hospital of Northern BC – Acute Care Tower Project". Respondents are responsible to arrange a test of the secure web-based platform with the Contact Person at least 5 Business Days in advance of the Submission Time.

Responses submitted by email will **not** be accepted except as specifically permitted in this RFQ.

### 4.5 Receipt of Complete RFQ

Respondents are solely responsible to ensure that they have received the complete RFQ, as listed in the table of contents, plus any Addenda. Each and every Response is deemed to be made on the basis of the complete RFQ issued prior to the Submission Time. The Owner accepts no responsibility for any Respondent that does not receive all RFQ information.



#### 4.6 Receipt Confirmation Form and Confidentiality Agreement

Any further information relating to this RFQ will be directed only to parties who have completed and returned the Receipt Confirmation Form and the Confidentiality Agreement. These forms are to be completed, executed, and delivered to the Contact Person via email.

#### 4.7 Enquiries

All enquiries regarding any aspect of this RFQ should be directed to the Contact Person by email (each an Enquiry).

Respondents are encouraged to submit Enquiries using the Enquiry Form (Appendix I) at an early date and prior to 15:00 Pacific Time on the day that is 7 Business Days before the Submission Time to permit consideration by the Owner; the Owner may, in its discretion, decide not to respond to any Enquiry.

The following will apply to any Enquiry:

- (a) Any responses will be in writing;
- (b) Enquiries to, and responses from, the Contact Person will be recorded;
- (c) A Respondent may request that a response to an Enquiry be kept confidential if the Respondent considers the Enquiry to be commercially sensitive, and if the Owner decides that an Enquiry should be distributed to all Respondents, then the Owner will permit the enquirer to withdraw the Enquiry rather than receive a response;
- (d) Subject to Section 4.7 (c), any Enquiry and response may, in the Owner's discretion, be distributed to all Respondents, if the Owner in its discretion considers the matter to be a matter of substance or a matter that should be brought to the attention of all Respondents for purposes of fairness in, or maintaining the integrity of, the Single TOC Alliance Selection Process. The Owner may keep either or both the Enquiry and response confidential if in the judgment of the Owner it is fair or appropriate to do so; and
- (e) The Owner is not required to provide a response to any Enquiry.





#### 4.8 Unofficial Information

Information offered to Respondents in respect of this RFQ from sources other than the Contact Person is not official, may be inaccurate, and should not be relied on in any way by any person for any purpose.

#### 4.9 Delivery and Receipt of Email Communications

The following provisions will apply to any communications with the Contact Person, or the delivery of documents to the Contact Person, by email or other electronic means where such email communications or email or electronic delivery is permitted by the terms of this RFQ.

The Owner does not assume any risk, responsibility, or liability whatsoever to any Respondent:

- (a) For ensuring that any electronic email system or computer system being operated for the Owner or Infrastructure BC is in good working order, able to receive emails or electronic deliveries, or not engaged in receiving other emails or electronic deliveries such that a Respondent's email or electronic delivery cannot be received; and/or
- (b) If a permitted email communication or electronic delivery (including electronic delivery of a Response) is not received by the Contact Person or received in less than its entirety within any time limit specified by this RFQ.

All permitted email communications with, or electronic delivery of documents to, the Contact Person will be deemed as having been received by the Contact Person on the dates and times indicated on the Contact Person's electronic equipment.

#### 4.10 Addenda

The Owner may, at its discretion through the Contact Person, amend or clarify the terms or contents of this RFQ at any time before the Submission Time by issuing a written Addendum. Written Addenda are the only means of amending or clarifying this RFQ, and no other form of communication, whether written or oral, including written responses to Enquiries as provided by Section 4.7, will be included in, or will in any way amend or clarify this RFQ. Only the Contact Person is authorized to amend or clarify this RFQ by issuing an Addendum. No other employee or agent of the Owner is authorized to amend or clarify this RFQ. The Owner will send a notification of any Addendum to all parties who have delivered a completed Receipt Confirmation Form and a completed Confidentiality Agreement.



#### **4.11 Definitive Record**

If there is any inconsistency between the paper form of a document and the digital, electronic, or other computer-readable form, the electronic conformed version of the RFQ in the custody and control of the Owner prevails.

#### **4.12 Revisions Prior to the Submission Time**

A Respondent may amend or withdraw its Response at any time prior to the Submission Time by delivering written notice to the Contact Person at the Submission Location prior to the Submission Time.

#### **4.13 Response Declaration Form**

Respondents are required to complete the Response Declaration Form, substantially in the form attached as Appendix D or as otherwise acceptable to the Owner, in the Owner's discretion, and should include the completed form as part of its Response. The Response Declaration Form will be executed by a signatory with authority to bind each member of the Respondent Team, and for clarity, such signatory may be different than the Respondent Representative.

#### **4.14 Relationship Disclosure Form**

Respondents are required to complete the Relationship Disclosure Form, substantially in the form attached as Appendix E, or as otherwise acceptable to the Owner, in the Owner's discretion, and should include the completed form as part of their Response. The Relationship Disclosure Form will be executed by a signatory with authority to bind each member of a Respondent Team, and for clarity, such signatory may be different than the Respondent Representative.



## 5 Evaluation

The evaluation of Responses will be carried out by the Owner with assistance from other persons as the Owner may decide it requires, including technical, financial, legal, and other advisors or employees of the Owner or Infrastructure BC.

### 5.1 Evaluation Criteria

The Owner will evaluate Responses by application of the Evaluation Criteria as outlined in Appendix A.

### 5.2 Evaluation and Selection Procedures

The Owner will evaluate Responses based on the information described in Table 3 of Appendix A and may, at its discretion, also consider any or all additional information received from the steps described in (a)-(e) below.

To assist in the evaluation of the Responses, the Owner may, at its discretion, but is not required to:

- (a) Conduct reference checks relevant to the Project with any or all of the references cited in a Response to verify any and all information regarding a Respondent, inclusive of its directors/officers and Key Individuals;
- (b) Conduct any additional investigations and/or seek any additional information that it considers necessary in the course of the Single TOC Alliance Selection Process, including with respect to Nominated Projects and projects in which a Respondent Team member has been involved in the last ten years, but which are not Nominated Projects;
- (c) Seek clarification of a Response or supplementary information from any or all Respondents;
- (d) Request interviews with any, some, or all Respondents to clarify any questions or considerations based on the information included in Responses or seek any supplementary information; and
- (e) Rely on and consider in the evaluation of the Responses any information obtained as a result of such reference checks, investigations, requests for clarification or



supplementary information, interviews, and/or any additional information that it receives during the evaluation process.

The Owner is not obligated to complete a detailed evaluation of all Responses and may, in its discretion, after completing a preliminary review of all the Responses, discontinue detailed evaluation of any Respondent for any reason, including if the Owner:

- (a) Considers a Response to be incomplete;
- (b) After reviewing the information submitted in a Response relating to the requirements set out in Section 3 of Table 3 of Appendix A, considers that the information submitted is insufficient to demonstrate to the satisfaction of the Owner, in its discretion, that the Respondent and each other Respondent Team member (other than Key Individuals) has the financial capacity to fulfill its obligations in respect of the Project; or
- (c) Judges a Response, when compared to the Responses of other Respondents, to be out of contention to be shortlisted.

The Owner will notify Respondents of the RFQ results by sending a written notice to the Respondent Representative.

Upon request, the Owner will conduct a debriefing for any Respondent if the debriefing is requested within 90 days after a shortlist has been announced. In a debriefing, the Owner will discuss the relative strengths and weaknesses of that Respondent's Response, but the Owner will not disclose or discuss any confidential information of another Respondent.

### **5.3 Interviews**

Respondents may be required by the Owner to have interviews regarding their Response during the evaluation process at the request of the Owner. Any presentations requested by the Owner as part of the interview process should be specific to the Project and should not contain any marketing information from the Respondent or any member of the Respondent Team.

### **5.4 Changes to Respondent Teams**

The Owner intends to issue the RFP only to Respondents that have been shortlisted under this RFQ as Proponents for the RFP phase. If, for any reason after the Submission Time, a Respondent wishes or requires to add, remove or otherwise change a member of its Respondent Team, or there is a material change in ownership or control (which includes the ability to direct or cause the direction of the management actions or policies of a member) of a



member of the Respondent Team, or there is a change to the legal relationship among any or all of the Respondent and its Respondent Team members then the Respondent will submit a written application to the Owner for approval, including supporting information that may assist the Owner in evaluating the change. The Owner, in its discretion, may grant or refuse an application under this Section, and in exercising its discretion the Owner will consider the objective of achieving a Single TOC Alliance Selection Process that is not unfair to the other Respondents. For clarity:

- (a) if the application is made after the Proponents have been determined, the Owner may refuse to permit a change to the membership of a Respondent Team if the change would, in the Owner's judgment, result in a weaker team than was originally shortlisted; or
- (b) the Owner may, in the exercise of its discretion, permit any changes to a Respondent Team, including changes as may be requested arising from changes in ownership or control of a Respondent or a Respondent Team member.

The Owner's approval may include such terms and conditions as the Owner may consider appropriate. This Section 5.4 will apply until the issuance of the RFP.



## 6 RFQ Terms and Conditions

### 6.1 No Obligation to Proceed

This RFQ does not commit the Owner in any way to proceed to an RFP phase or award a contract, and the Owner reserves the complete right to, at any time, reject all Responses and to terminate the Single TOC Alliance Selection Process established by this RFQ and proceed with the Project in some other manner as the Owner may decide in its discretion.

### 6.2 Freedom of Information and Protection of Privacy Act

All documents and other records in the custody of, or under the control of, the Owner are subject to the *Freedom of Information and Protection of Privacy Act (FOIPPA)* and other applicable legislation.

By submitting a Response, the Respondent represents and warrants to the Owner that the Respondent has complied with applicable laws, including by obtaining from each individual any required consents and authorizations to the collection of information relating to such individual and to the submission of such information to the Owner as part of the Response for the purposes of this RFQ and the Single TOC Alliance Selection Process.

### 6.3 Confidentiality of Owner Information

All non-public information pertaining to, or provided by or on behalf of, Infrastructure BC or the Owner obtained by a Respondent as a result of participation in this RFQ is confidential and will not be disclosed without written authorization from Infrastructure BC or the Owner (as applicable). Except as expressly stated in this RFQ and subject to the FOIPPA or other applicable legislation, all documents and other records submitted in response to this RFQ will be considered confidential; however, such information or parts thereof may be released pursuant to requests under FOIPPA or other applicable legislation.

A Respondent is required to sign the Confidentiality Agreement attached as Appendix C to this RFQ.

Proponents will also be required to sign a Participation Agreement as a condition of participating in the RFP, and such agreement will include confidentiality and other provisions. The Owner expects that the form of the Participation Agreement will be substantially as set out in Appendix F.



The Owner has engaged Infrastructure BC. Infrastructure BC has been, and continues to be, involved in other projects, and the Owner may receive information in respect of other projects which may be relevant to the Project. Subject to the terms of the RFQ, the Owner may in its discretion disclose information that is available from this Project to Infrastructure BC and other projects and may obtain information from other projects.

#### **6.4 Cost of Preparing the Response**

Each Respondent is solely responsible for all costs it incurs in the preparation of its Response, including all costs of providing information requested by the Owner, attending meetings, and conducting due diligence.

#### **6.5 No Representation or Warranty**

Each Respondent acknowledges by its submission of a Response that it has investigated and satisfied itself of every condition that affects the Project. Each Respondent further acknowledges and represents that its investigations have been based on its own examination, knowledge, information, and judgment, and not upon any statement, representation or information made or given by the Owner, Infrastructure BC, the Contact Person, or any advisor to the Owner, other than the information contained in this RFQ. Submission of a Response is deemed to be conclusive evidence that the Respondent has made such investigations and that the Respondent is willing to assume, and does assume, all risks affecting the Project, except as otherwise specifically stated in this RFQ. The Owner accepts no responsibility for any Respondent lacking any information.

#### **6.6 Reservation of Rights**

The Owner reserves the right, in its discretion, to exercise any or all of the following rights:

- (a) Amend the scope of the Project, modify, cancel, or suspend the RFQ process or any or all phases of the Single TOC Alliance Selection Process at any time for any reason;
- (b) Accept or reject any Response based on the Evaluation Criteria as evaluated by the Owner;
- (c) Disqualify a Response that fails to meet the Mandatory Requirements set out in Section 4.1, or for any of the reasons set out in Part 2 of Appendix A, or any other reason the Owner determines appropriate;



- (d) Waive a defect, irregularity, non-conformity, or non-compliance in or with respect to a Response or failure to comply with the requirements of this RFQ, except for Mandatory Requirements, and accept that Response even if such a defect, irregularity, non-conformity or non-compliance or failure to comply with the requirements of this RFQ would otherwise render the Response null and void;
- (e) Not accept any or all Responses;
- (f) Reject or disqualify any or all Response(s) for any reason without any obligation, compensation, or reimbursement to any Respondent or any of its team members;
- (g) Re-advertise for new Responses, call for quotes, proposals or tenders, or enter into negotiations for this Project or for work of a similar nature;
- (h) Make any changes to the terms of the business opportunity described in this RFQ; and
- (i) Amend, from time to time, any date, any time period, or deadline provided in this RFQ, upon written notice to all Respondents who submitted a Receipt Confirmation Form and a Confidentiality Agreement.

## 6.7 Limitation of Damages

Each Respondent, by submitting a Response, agrees that in no event will the Owner or Infrastructure BC, or any of their employees, advisors, or representatives, be liable, under any circumstances, for any Claim, or to reimburse or compensate the Respondent in any manner whatsoever, including but not limited to costs of preparation of the Response, loss of anticipated profits, loss of opportunity, or for any other matter. Without in any way limiting the above, each Respondent specifically agrees that it will have absolutely no Claim against the Owner or any of its employees, advisors, or representatives if the Owner for any reason whatsoever:

- (a) Does not select a shortlist of Respondents;
- (b) Suspends, cancels, or in any way modifies the Project or the Single TOC Alliance Selection Process (including modification of the scope of the Project or modification of this RFQ or both);
- (c) Accepts any compliant or non-compliant Response or selects a shortlist of one or more Respondent(s);
- (d) Under the terms of this RFQ, permits or does not permit a Restricted Party to advise, assist or participate as part of a Respondent Team; or





- (e) For any breach or fundamental breach of contract or legal duty of the Owner, whether express or implied.

The Respondent waives any and all Claims whatsoever, including Claims for loss of profits or loss of opportunity, if the Respondent is not shortlisted in the Single TOC Alliance Selection Process or for any other reason whatsoever.

## **6.8 Ownership of Responses**

All Responses submitted to the Owner become the property of the Owner.

## **6.9 Disclosure and Transparency**

The Owner is committed to an open and transparent Single TOC Alliance Selection Process while understanding the Respondents' need for protection of confidential commercial information. To assist the Owner in meeting its commitment, Respondents will cooperate and extend all reasonable accommodation to this endeavour.

The Owner expects to publicly disclose the following information following this phase of the Single TOC Alliance Selection Process: this RFQ document, the number of Respondents, and the names of Proponents.

To ensure that all public information generated about the Project is fair and accurate and will not inadvertently or otherwise influence the outcome of the Single TOC Alliance Selection Process, the disclosure of any public information generated in relation to the Project, including communications with the media and the public, will be coordinated with, and is subject to prior approval of, the Owner.

Respondents will notify the Owner of any and all requests for information or interviews received from the media.

Respondents will ensure that all members of the Respondent Team and all others associated with the Respondent also comply with these requirements.

## **6.10 No Communication or Collusion**

By submitting a Response, a Respondent, on its own behalf and as authorized agent of each firm, corporation, or individual member of the Respondent Team, represents and confirms to the Owner, with the knowledge and intention that the Owner may rely on such representation and



confirmation, that its Response has been prepared without collusion or fraud, and in fair competition with Responses from other Respondents.

Respondents and their Respondent Team members are not to discuss or communicate, directly or indirectly, with other Respondents or their Respondent Team members or any of their respective directors, officers, employees, consultants, advisors, agents, or representatives regarding the preparation, content, or submission of their Responses or any other aspect of the Single TOC Alliance Selection Process.

### **6.11 No Lobbying**

Respondents and their respective Respondent Teams, the members of their Respondent Teams, and their respective directors, officers, employees, consultants, agents, advisors, and representatives will not engage in any form of political or other lobbying whatsoever in relation to the Project, this RFQ, or the Single TOC Alliance Selection Process, including for the purpose of influencing the outcome of the Single TOC Alliance Selection Process. Further, no such person (other than as expressly contemplated by this RFQ) will attempt to communicate in relation to the Project, this RFQ, or the Single TOC Alliance Selection Process, directly or indirectly, with any representative of the Owner, the Government of British Columbia (including any Minister or Deputy Minister, any member of the Executive Council, or any Members of the Legislative Assembly) any Restricted Parties, or any director, officer, employee, agent, advisor, consultant or representative of any of the foregoing, as applicable, for any purpose whatsoever.

In the event of any lobbying or communication in contravention of this Section by any Respondent, Respondent Team members, or their respective directors, officers, employees, consultants, agents, advisors, or representatives, the Owner in its discretion may at any time, but will not be required to, reject any and all Responses submitted by that Respondent without further consideration.

### **6.12 Relationship Disclosure and Review Process**

The Owner reserves the right to disqualify any Respondent that in the Owner's opinion has a perceived, potential, or actual conflict of interest or an unfair advantage, whether it is existing now or is likely to arise in the future, or may permit the Respondent to continue and impose such conditions as the Owner may consider to be in the public interest or otherwise required by the Owner.



Respondents will submit the form attached as Appendix E and disclose all conflicts of interest or unfair advantage.

Respondents, including all firms, corporations or individual member of a Respondent Team, will promptly disclose to the Contact Person any potential conflict of interest and existing business relationships they may have with the Owner, Infrastructure BC (or any members of the Owner or Infrastructure BC) or others providing advice or services to the Owner with respect to the Project, or any other matter that gives rise, or might give rise, to an unfair advantage. At the time of such disclosure, the Respondent will advise the Contact Person how the Respondent proposes to mitigate, minimize, or eliminate the situation.

For the purposes of this RFQ, references to unfair advantage include references to confidential information that is not, or would not reasonably be expected to be, available to all Respondents.

The Owner and the Conflict of Interest Adjudicator may, in their discretion, consider actual, perceived, or potential conflicts of interest and unfair advantage.

#### 6.12.1 Use or Inclusion of Restricted Parties

The Owner may, in its discretion, disqualify a Respondent, or may permit a Respondent to continue and impose such conditions as the Owner may consider to be in the public interest or otherwise required by the Owner, if the Respondent is a Restricted Party, or if the Respondent uses a Restricted Party:

- (a) to advise or otherwise assist the Respondent respecting the Respondent's participation in the Single TOC Alliance Selection Process; or
- (b) as a Respondent Team member or as an employee, advisor or consultant to the Respondent or a Respondent Team member.

Each Respondent is responsible, and bears the onus, to ensure that neither the Respondent nor any Respondent Team member uses or seeks advice or assistance from any Restricted Party or includes any Restricted Party in the Respondent Team except as permitted by this Section 6.12.

#### 6.12.2 Current Restricted Parties

At this RFQ phase, and without limiting the definition of Restricted Parties, the Owner has identified the following persons as Restricted Parties.

- Boughton Law Corporation;



- Deloitte LLP;
- DLA Piper Australia
- DLA Piper (Canada) LLP ;
- KPMG Australia Pty Limited;
- KPMG International Limited;
- KPMG LLP (Canada);
- PCI Group PTY LTD;
- Singleton Urquhart Reynolds Vogel LLP;
- SSA Quantity Surveyors Ltd; and
- The Owner and Infrastructure BC, including their former and current employees who fall within the definition of Restricted Party.

This is not an exhaustive list of Restricted Parties. Additional persons may be added to, or deleted from, the list during any phase of the Single TOC Alliance Selection Process through an Addendum.

### 6.12.3 Shared Use

A Shared Use Person is a person identified by the Owner as eligible to enter into arrangements with any and all Respondents but may not enter into exclusive arrangements with any Respondent. As of the date of this RFQ, no Shared Use Persons have been identified.

### 6.12.4 Conflict of Interest Adjudicator

The Owner has appointed a COI Adjudicator to provide decisions on conflicts of interest or unfair advantage issues, including whether any person is a Restricted Party.

The COI Adjudicator and the Owner may make decisions or exercise rights under this Section 6.12 and this RFQ for conflicts of interest, unfair advantage whether addressed in advance or otherwise, and all provisions of this Section 6.12 will apply with such modifications as the Owner or the COI Adjudicator may consider necessary.

The Owner or the COI Adjudicator, as applicable, has discretion to establish the relevant processes from time to time.

There is no requirement for all issues to be referred to the COI Adjudicator.



Boughton Law Corporation is a Restricted Party. By submitting a Response, the Respondent and the Respondent on behalf of each Respondent Team member expressly consents to Boughton Law Corporation continuing to act as COI Adjudicator in relation to this RFQ and the Project, despite any information of the Respondent or any Respondent Team member and any solicitor-client relationship that the Respondent may have had, or may have, with Boughton Law Corporation in relation to matters other than this RFQ and the Project. This Section is not intended to waive any of the Respondent's rights of confidentiality or solicitor-client privilege. The Owner reserves the right at any time to waive any provision of this Section.

#### 6.12.5 Request for Advance Decision

A Respondent or a prospective member or advisor of a Respondent Team who has any concerns regarding whether a current or prospective employee, advisor or member of that Respondent Team is or may be a Restricted Party, or has a concern about any conflict or unfair advantage it may have, is encouraged to request an advance decision in accordance with this Section 6.12.5.

To request an advance decision on whether a person is a Restricted Party, a Respondent or prospective team member or advisor of that Respondent Team should submit to the Contact Person, not less than 10 Business Days prior to the Submission Time by email, the following information:

- (a) names and contact information of the Respondent and the person for which the advance opinion is requested;
- (b) a description of the relationship that raises the possibility or perception of a conflict of interest or unfair advantage;
- (c) a description of the steps taken to date, and future steps proposed to be taken, to mitigate the conflict of interest or unfair advantage, including the effect of confidential information; and
- (d) copies of any relevant documentation.

The Owner may make an advance decision or may refer the request for an advance decision to the COI Adjudicator. If the Owner refers the request to the COI Adjudicator, the Owner may provide input regarding the issues raised to the COI Adjudicator.

Subject to Section 6.2, all requests for advance decisions will be treated in confidence. If a Respondent or prospective team member or advisor becomes a Restricted Party, it may be



listed in an Addendum or in subsequent Single TOC Alliance Selection Process documents as a Restricted Party.

#### 6.12.6 The Owner May Request Advance Decision

The Owner may also independently make advance decisions, or may seek an advance decision from the COI Adjudicator, where the Owner identifies a potential conflict, unfair advantage or a person who may be a Restricted Party. The Owner will, if it seeks an advance decision from the COI Adjudicator, provide the COI Adjudicator with relevant information in its possession. If the Owner seeks an advance decision from the COI Adjudicator, the Owner will give notice to the possible Respondent and may give notice to the possible Restricted Party so that they may provide input regarding the issues raised to the COI Adjudicator.

The onus is on the Respondent to clear any potential conflict, unfair advantage, or Restricted Party, or to establish any conditions for continued participation, and the Owner may require that the Respondent make an application under Section 6.12.5.

#### 6.12.7 Decisions Final and Binding

The decision of the Owner or the COI Adjudicator, as applicable, is final and binding on the persons requesting the ruling and all other parties including Respondents, Respondent Team members and the Owner. The Owner or the COI Adjudicator, as applicable, has discretion to establish the relevant processes from time to time, including any circumstances in which a decision may be amended or supplemented.

#### 6.12.8 Exclusivity

Unless permitted by the Owner, in its discretion, or permitted as a Shared Use Person, each Respondent will ensure that no member of its Respondent Team, any firm or employer of any of its Key Individuals, or any Affiliated Person of any member of its Respondent Team, or any firm or employer of any of its Key Individuals, participates as a member of any other Respondent Team.

If the Respondent contravenes the foregoing, the Owner reserves the right to disqualify the Respondent, or to permit the Respondent to continue and impose such conditions as may be required by the Owner. Each Respondent is responsible, and bears the onus, to ensure that the Respondent, each member of its Respondent Team, and their respective Affiliated Persons do not contravene the foregoing.



A Respondent or a prospective Respondent Team member who has any concerns regarding whether participation does, or will, contravene the foregoing is encouraged to request an advance decision. To request an advance decision on matters related to exclusivity, the Respondent or prospective Respondent Team member should submit to the Contact Person, not less than 10 Business Days prior to the Submission Time by email, the following information:

- (a) names and contact information of the Respondent or prospective Respondent Team member making the disclosure;
- (b) a description of the relationship that raises the possibility of non-exclusivity;
- (c) a description of the steps taken to date, and future steps proposed to be taken, to mitigate any material adverse or potential material adverse effect of the non-exclusivity on the competitiveness or integrity of the Single TOC Alliance Selection Process; and
- (d) copies of any relevant documentation.

The Owner may require additional information or documentation to demonstrate to the satisfaction of the Owner in its discretion that no such non-exclusivity exists or, if it does, that measures satisfactory to the Owner in its discretion have been or will be implemented to eliminate or mitigate any risk to the competitiveness or integrity of the Single TOC Alliance Selection Process.

#### 6.12.9 Exclusivity – The Owner May Request Advance Decisions

The Owner may also independently make advance decisions or may seek an advance decision from the COI Adjudicator, where the Owner identifies a matter related to exclusivity. The Owner will, if it seeks an advance decision from the COI Adjudicator, provide the COI Adjudicator with relevant information in its possession. If the Owner seeks an advance decision from the COI Adjudicator, the Owner will give notice to the Respondent so that it may make its own response to the COI Adjudicator.

The onus is on the Respondent to clear any matter related to exclusivity or to establish any conditions for continued participation, and the Owner may require that the Respondent make an application under Section 6.12.8.



#### 6.12.10 Exclusivity – Decisions Final and Binding

The decision of the Owner or the COI Adjudicator, as applicable, is final and binding on the persons requesting the ruling and all other parties including Respondents, Respondent Team members and the Owner. The Owner or the COI Adjudicator, as applicable, has discretion to establish the relevant processes from time to time, including any circumstance in which a decision may be amended or supplemented.

The Owner may provide any decision by the Owner or the COI Adjudicator regarding matters related to exclusivity to all Respondents if the Owner, in its discretion, determines that the decision is of general application.

#### 6.13 Legal Counsel

DLA Piper (Canada) LLP is a Restricted Party. By submitting a Response, the Respondent and the Respondent on behalf of each Respondent Team member expressly consents to DLA Piper (Canada) LLP continuing to represent the Owner for all matters in relation to this RFQ and the Project, including any matter that is adverse to the Respondent or any Respondent Team member, despite any information of the Respondent or any Respondent Team member or any of their respective related parties, and any solicitor-client relationship that the Respondent or any Respondent Team member or any of their respective related parties may have had, or may have, with DLA Piper (Canada) LLP in relation to matters other than this RFQ and the Project. This Section is not intended to waive any of the Respondent's or relevant Respondent Team member's rights of confidentiality or solicitor-client privilege. The Owner reserves the right at any time to waive any provision of this Section.

#### 6.14 Fairness Reviewer

The Owner has appointed John Singleton, K.C. as the fairness reviewer (the "Fairness Reviewer") to monitor the Single TOC Alliance Selection Process. The Fairness Reviewer will act as an independent observer of the fairness of the implementation of the Single TOC Alliance Selection Process, up to the selection of a Preferred Proponent. The Fairness Reviewer will provide a written report to the Owner that the Owner will make public.

The Fairness Reviewer will be:

- (a) Provided full access to all documents, meetings, and information related to the process under this RFQ, which the Fairness Reviewer, in its discretion, decides is required; and





(b) Kept fully informed by the Owner of all documents and activities associated with this RFQ.

Respondents may contact the Fairness Reviewer directly with regard to concerns about the fairness of the Single TOC Alliance Selection Process.



## 7 Definitions and Interpretation

### 7.1 Definitions

In this RFQ:

**Addenda** or **Addendum** means each amendment to this RFQ issued by the Contact Person as described in Section 4.10.

**Adjustment Events Guidelines** has the meaning set out in Section 2.4.2

**Affiliated Persons** or affiliated person, or persons affiliated with each other, are:

- (a) a corporation and
  - (i) a person by whom the corporation is controlled,
  - (ii) each member of an affiliated group of persons by which the corporation is controlled, and
  - (iii) a spouse or common-law partner of a person described in subparagraph (1) or (2) or (b);
- (b) two corporations, if
  - (i) each corporation is controlled by a person, and the person by whom one corporation is controlled is affiliated with the person by whom the other corporation is controlled,
  - (ii) one corporation is controlled by a person, the other corporation is controlled by a group of persons, and each member of that group is affiliated with that person, or
  - (iii) each corporation is controlled by a group of persons, and each member of each group is affiliated with at least one member of the other group;
- (c) a corporation and a partnership, if the corporation is controlled by a particular group of persons, each member of which is affiliated with at least one member of a majority interest group of partners of the partnership, and each member of that majority interest group is affiliated with at least one member of the particular group;
- (d) a partnership and a majority interest partner of the partnership;
- (e) two partnerships, if
  - (i) the same person is a majority interest partner of both partnerships,



- (ii) a majority interest partner of one partnership is affiliated with each member of a majority interest group of partners of the other partnership, or
  - (iii) each member of a majority interest group of partners of each partnership is affiliated with at least one member of a majority interest group of partners of the other partnership;
- (f) a person and a trust, if the person
- (i) is a majority interest beneficiary of the trust, or
  - (ii) would, if this subsection were read without reference to this paragraph, be affiliated with a majority interest beneficiary of the trust; and
- (g) two trusts, if a contributor to one of the trusts is affiliated with a contributor to the other trust and
- (i) a majority interest beneficiary of one of the trusts is affiliated with a majority interest beneficiary of the other trust,
  - (ii) a majority interest beneficiary of one of the trusts is affiliated with each member of a majority interest group of beneficiaries of the other trust, or
  - (iii) each member of a majority interest group of beneficiaries of each of the trusts is affiliated with at least one member of a majority interest group of beneficiaries of the other trust.

**Alliance** means the collaborative arrangements formed to perform the Alliance Works.

**Alliance Contract Model** has the meaning set out in Section 1.2.

**Alliance Development Agreement** or **ADA** means the agreement between the Preferred Proponent and the Owner executed prior to the start of the ADP.

**Alliance Development Phase** or **ADP** has the meaning set out in Section 3.6.

**Alliance Framework** refers to the document by such name posted in the RFQ Data Room.

**Alliance Leadership Team** or **ALT** means the senior level governance board of the Alliance that consists of representatives from the Owner, one senior representative from each of the NOPs and Infrastructure BC.

**Alliance Management Team** or **AMT** means the management team responsible for the day-to-day delivery of the Project taking direction from the ALT through the APM including at a minimum the Construction Manager, the Design Manager, and the TOC Development Manager.



**Alliance Management System** means the various policies and plans that will be used to guide and manage the Project.

**Alliance Project Manager** or **APM** means the individual reporting to the ALT (but not a member of the ALT) and the leader of the AMT.

**Alliance Project Team** or **APT** means the wider alliance team delivering the Project.

**Alliance Works** means the design and construction of the Project pursuant to the Project Alliance Agreement.

**Alliance Works and Project Description** means Schedule 2 of the PAA.

**Business Day(s)** means a standard day for conducting business, excluding BC government holidays and weekends.

**Claim** means any claim, demand, liability, damage, loss, suit, action, or cause of action, whether arising in contract, tort or otherwise, and all costs and expenses relating thereto.

**Conflict of Interest Adjudicator** or **COI Adjudicator** means the entity described in Section 6.12.4.

**Confidential Information** has the meaning set out in Appendix C.

**Confidentiality Agreement** means the agreement referred to in Appendix C to this RFQ.

**Construction Manager** means the proposed individual who will lead the construction of the Project, as described in the Respondent's Response, and as may be changed pursuant to this RFQ.

**Contact Person** means the person identified as such in the Summary of Key Information, or such other person as may be appointed by the Owner for that purpose.

**Design Manager** means the proposed individual who will be in charge of oversight of the design, as described in the Respondent's Response, and as may be changed pursuant to this RFQ.

**Draft Alliance Development Agreement** or **Draft ADA** means the draft form of Alliance Development Agreement to be issued under the RFP, as amended pursuant to the terms of the RFP.

**Draft Project Alliance Agreement** or **Draft PAA** means the draft form of Project Alliance Agreement to be issued under the RFP, as amended pursuant to the terms of the RFP.



**Electrical Contractor** means the entity that will carry out the electrical scope of work for the Project.

**Enquiry** has the meaning set out in Section 4.7.

**Establishment Audits** means audits conducted by the Financial Auditor on each prospective NOP that will start during the RFQ phase and conclude during the RFP phase with the following goals:

- (a) to ensure that all prospective Participants are clear on how open book compensation will work in detail under the PAA; and
- (b) to help the parties align on arrangements for the compensation model in a manner that creates a sound foundation for the collaborative relationship.

**Evaluation Criteria** means the criteria referred to in Appendix A, Part 2, Table 2.

**Fairness Reviewer** has the meaning set out in Section 6.14.

**Financial Auditor** means the advisor retained by the Owner to conduct Establishment Audits during the RFQ and RFP phases, and conduct Project financial audits during the ADP and execution of the PAA.

**Freedom of Information and Protection of Privacy Act** or **FOIPPA** means the *Freedom of Information and Protection of Privacy Act (British Columbia)*.

**Guarantor** means an entity providing financial and/or performance support to the NOP(s) by way of a guarantee or a commitment to provide a parent company guarantee or other proposed credit support in relation to the Project, as described in the Respondent's Response and as may be changed pursuant to this RFQ.

**Infrastructure BC** means Infrastructure BC Inc.

**Key Individuals** of a Respondent Team means the specific individuals, exclusive to the Respondent, nominated to fill the following roles (or equivalent), as described in the Respondent's Response and as may be changed pursuant to this RFQ:

- (a) Alliance Leadership Team members;
- (b) Alliance Project Manager; and
- (c) Alliance Management Team members.



Key Individuals may not be nominated to multiple roles. A Key Individual role may only be filled by one individual. Key Individuals must be an employee of, or independent contractor directly engaged by a NOP.

**Key Performance Indicators** or **KPIs** means incentivized targets that will form part of the compensation model.

**Key Result Areas** or **KRAs** has the meaning set out in Section 2.4.2.

**Mandatory Requirements** has the meaning set out in Section 4.1.

**Mechanical Contractor** means the entity that will carry out the mechanical scope of work for the Project.

**Minimum Requirement** has the meaning set out in Appendix A.

**Nominated Projects** means a project nominated by the Respondent in its Response, as requested in Section 1.3 of Part 3 of Appendix A.

**Non-Owner Participants** or **NOPs** has the meaning set out in Section 1.2.

**Owner** means Northern Health Authority acting as the client in the Alliance.

**Owner Participant** means the Northern Health Authority acting as one of the Participants in the Alliance.

**Participants** means the entities described in Section 2.3.

**Participation Agreement** means the form substantially as attached as Appendix F.

**Preferred Proponent** means the Proponent selected by the Owner pursuant to the RFP to finalize the Alliance Development Agreement.

**Project** has the meaning set out in Section 1.1.

**Project Alliance Agreement** or **PAA** means the alliance agreement for the Project to be entered into between the Owner Participant and the NOPs if the Project Proposal is accepted by the Owner in accordance with the ADA.

**Project Alliance Objectives** has the meaning set out in Section 2.2.2.

**Project Brief** has the meaning set out in Section 1.5.

**Project Proposal** means the submission prepared pursuant to the ADA.

**Proponent** means a Respondent who has been shortlisted under this RFQ to be eligible to submit a Submission in response to the RFP.



**Province** means the Province of British Columbia.

**Receipt Confirmation Form** means the form substantially as attached as Appendix B.

**Relationship Disclosure Form** means the form substantially as attached as Appendix E.

**Respondent** means:

- (a) before the Submission Time any party described in Section 1.4 that has signed and submitted a Receipt Confirmation Form confirming an intention to submit a Response and a Confidentiality Agreement; and
- (b) after the Submission Time any party described in Section 1.4 that has submitted a Response.

**Respondent Representative** means the person, identified in the Receipt Confirmation Form (Appendix B) and Response Declaration Form (Appendix D), who is fully authorized to represent the Respondent in any and all matters related to its Response.

**Respondent Team** means the proposed NOPs (the proposed construction NOP(s), the proposed design NOP(s), and their Key Individuals and Guarantor(s), as described in the Respondent's Response as may be changed pursuant to this RFQ.

**Response** means the formal response to this RFQ by a Respondent.

**Response Declaration Form** means the form substantially as attached as Appendix D.

**Restricted Party** means those persons (including their former and current employees) who have a conflict of interest or had, or currently have, participation or involvement in the Single TOC Alliance Selection Process or the design, planning or implementation of the Project, and who have or may provide a material unfair advantage, including as a result of any Confidential Information that is not, or would not reasonably be expected to be, available to all other Respondents.

**RFP** means the Request for Proposals, which may be issued by the Owner as a phase of the Single TOC Alliance Selection Process.

**RFQ** means this Request for Qualifications, including the Appendices, issued by the Owner as the first phase of the Single TOC Alliance Selection Process.

**RFQ Data Room** has the meaning set out in Section 1.6.

**Shared Use Person** means those persons, if any, who are specifically named in Section 6.12.3.



**Single Target Outturn Cost Alliance Selection Process** or **Single TOC Alliance Selection Process** means the overall process for the selection of a Preferred Proponent for the Project, including this RFQ.

**Submission** means the written submission prepared by a Proponent in response to the Request for Proposals.

**Submission Location** means the submission location identified as such in the Summary of Key Information.

**Submission Time** means the time and date indicated as such in the Summary of Key Information.

**Summary of Key Information** means the summary of key information on page 2 of this RFQ.

**Target Outturn Cost** or **TOC** means the expected total cost for completion of the Project as developed by the NOPs, in accordance with the ADA during the ADP and included in the executed PAA.

**TOC Development Manager** means the proposed individual who will be responsible for overseeing the development of all aspects of the TOC, as described in the Respondent's Response, and as may be changed pursuant to this RFQ.

**Underrepresented Groups** means women, persons with disabilities, visible minorities, LGBTQ2S+ (Lesbian, Gay, Bisexual, Transgender, Queer, Two Spirit and additional sexual orientations and gender identities), and youth (ages 16 to 24).

## 7.2 Interpretation

In this RFQ, except to the extent the context or the express provisions of this RFQ otherwise require:

- (a) any action, decision, determination, consent, approval or any other thing to be performed, made, or exercised by or on behalf of the Owner, including the exercise of "discretion" or words of like effect, is at the sole, absolute and unfettered discretion of the Owner;
- (b) the use of headings is for convenience only and headings are not to be used in the interpretation of this RFQ;
- (c) a reference to a Section or Appendix, unless otherwise indicated, is a reference to a Section of, or Appendix to, this RFQ;





- (d) words, including “they”, “them” and “their”, which may import the plural include the singular and vice versa;
- (e) words which may import gender are interpreted as gender neutral;
- (f) the word “including” when used in this RFQ is not to be read as limiting;
- (g) all dollar values are Canadian dollars unless otherwise indicated;
- (h) a reference to a “person” includes a reference to an individual, legal personal representative, corporation, body corporate, firm, partnership, trust, trustee, syndicate, joint venture, limited liability company, association, unincorporated organization, union, or government authority;
- (i) all time references are to the 24-hour time clock system unless otherwise indicated; and
- (j) each Appendix attached to this RFQ is an integral part of this RFQ as if set out at length in the body of this RFQ.

This RFQ may be subject to one or more trade agreements.



## Appendix A Response Guidelines and Evaluation Criteria

### A.1 Response Guidelines

Responses should:

- (a) Be clearly marked with the words, “**Response to RFQ – University Hospital of Northern BC – Acute Care Tower Project**” and addressed to the Submission Location;
- (b) Include all of the information requested in this Appendix A. Materials that are not requested in this Appendix A may not be evaluated, at the discretion of the Owner;
- (c) Be limited to 50 pages, including the Key Individuals’ resumes, but excluding the following:
  - (i) Package 1; and
  - (ii) Package 3 (Financial Information).

Material submitted which exceeds the page limit may not be evaluated, at the discretion of the Owner;

- (d) Be clear and concise;
- (e) Be printable on 8.5” x 11” paper size with a minimum font size of 11 point; and
- (f) Be submitted as follows:



Package	Contents	Electronic Submission
Package 1	Introduction, Forms and Nominated Projects (see Section 1 of Table 3 of this Appendix A)	An electronic copy of the Response is to be uploaded by the Respondent to a secure web-based platform of the Respondent's choosing and the Contact Person given access, as confirmed with the Contact Person in advance as described below. Respondents should upload the following electronic files:
Package 2	Response including only Section 2 of Table 3 of this Appendix A.	
Package 3	Financial information (see Section 3 of Table 3 of this Appendix A).	<ol style="list-style-type: none"> <li>1) a consolidated file containing the entire Response; and</li> <li>2) an individual file for each of Packages 1, 2 and 3.</li> </ol> <p>Respondents are responsible to arrange a test of the secure web-based platform with the Contact Person at least 5 Business Days in advance of the Submission Time.</p>

## A.2 Evaluation

### Minimum Requirement

The Owner will evaluate Responses and determine, in its discretion, if the Respondent Team adequately meets the minimum requirement stated in Table 1 of this Appendix A (the Minimum Requirement). Should any Respondent Team fail to adequately meet the Minimum Requirement, the Owner may discontinue the evaluation of that Respondent Team's Response in accordance with Sections 5.2 and 6.6 of this RFQ.



TABLE 1 MINIMUM REQUIREMENT

### Financial Capacity

Sufficient financial capacity of the proposed NOPs to undertake the Project.

Note: if the Owner determines, in its discretion, that a design NOP and/or a construction NOP which, in the owner's discretion, does not have sufficient financial capacity to undertake its Project obligations, but to the extent the Respondent Team has a minimum of one design NOP and one construction NOP that the Owner deems to have sufficient financial capacity to undertake its Project obligations, then the Respondent Team may be deemed to have met the Minimum Requirement.

See Section 3 of Response Format (Table 3 of Appendix A).

### Evaluation Criteria

Subject to Section 5.2, for those Respondent Teams that meet the Minimum Requirement, the Owner will evaluate Responses by applying the Evaluation Criteria and Weighting in Table 2 of this Appendix A below.

TABLE 2 EVALUATION CRITERIA AND WEIGHTING

Criteria	Evaluation Criteria	Weighting
<b>Criteria 1 - Relevant Corporate Experience and Track Record</b>	Strength and relevance of demonstrated experience and capability of the proposed NOPs to undertake the Project with respect to the following:	
	2.1.1 Corporate Experience and Performance in Technically Comparable Work	20 points
	2.1.2 Corporate Experience and Performance in Collaborative Project Delivery	20 points



Criteria	Evaluation Criteria	Weighting
	<p>2.1.3 Indigenous Participation, Apprenticeships, and Development of a Diverse Workforce</p> <ul style="list-style-type: none"> <li>• Indigenous Participation</li> <li>• Apprenticeships, Training and Development</li> </ul>	10 points
<p><b>Criteria 2 - Personal Experience and Demonstrated Performance of Nominated Team</b></p>	<p>Strength and relevance of Key Individuals and collective team members' demonstrated experience and capability with respect to the following:</p>	
	<p>2.2.1 Key Individuals</p> <ul style="list-style-type: none"> <li>• One Alliance Leadership Team nominee from each proposed NOP</li> <li>• One Alliance Project Manager nominee from the Respondent</li> <li>• Alliance Management Team<sup>1</sup> nominees, at a minimum provide the following Key Individuals: <ul style="list-style-type: none"> <li>○ Construction Manager</li> <li>○ Design Manager</li> <li>○ TOC Development Manager</li> </ul> </li> </ul>	50 points

<sup>1</sup> For reference the AMT is likely to be comprised of 6-8 individuals including the Owner representatives.



Criteria	Evaluation Criteria	Weighting
<b>Total</b>		<b>100 points</b>

### Disqualification of Responses

Without limitation, the Owner may, in its discretion, disqualify a Response if:

- (a) Background investigations reveal any criminal affiliations or activities by the Respondent or a member of the Respondent Team and such affiliations or activities would, in the opinion of the Owner, interfere with the integrity of the Single TOC Alliance Selection Process; or
- (b) The Response includes a false or misleading statement, claim or information.

The Respondent and any member of the Respondent Team may be required to undertake a criminal-records check in order to participate in the Project.



### A.3 Response Content Requirements

Respondents should use the Section numbers and titles provided in Table 3 below in preparing their Responses.

TABLE 3 RESPONSE CONTENT REQUIREMENTS

Section	Title	Response Content Requirements
1.	Introduction, Forms and Nominated Projects	<ul style="list-style-type: none"> <li>(a) Transmittal Letter;</li> <li>(b) Response Declaration Form (see Appendix D) signed by the Respondent;</li> <li>(c) A table containing the names and company names of the Key Individuals; and</li> <li>(d) Relationship Disclosure Form (see Appendix E) signed by the Respondent.</li> </ul>
1.1	Forms	<ul style="list-style-type: none"> <li>(e) Name and contact details for the Respondent Team Contact Representative. The Respondent Team Contact Representative will be the only person to receive communication from the Contact Person regarding this RFQ.               <ul style="list-style-type: none"> <li>(i) Name;</li> <li>(ii) Employer;</li> <li>(iii) Mailing/courier addresses;</li> </ul> </li> </ul>



Section	Title	Response Content Requirements
		(iv) Telephone number; and (v) Email address.
1.2	Proposed Respondent Team and Organization	(a) Provide the legal name of the entity for each of the proposed NOPs with a short description for publication of teams shortlisted for the RFP phase. (b) Provide a high-level organization chart(s) at the corporate level and include the roles and responsibilities of each proposed NOP.
1.3	Nominated Projects	Submit a maximum of 11 Nominated Projects using Form A-1 and Form A-2 of this Appendix A. Note that more current Nominated Projects (where the evaluated activity has been completed within the last 10 years, e.g., design completion for design NOPs, substantial completion for construction NOPs) may be considered to have greater relevance than older projects.  (a) Confirm that each reference contact is aware their name is being included and is willing to provide a reference to the Owner. References should be current employees of the project owner, if not, please describe why the reference has been included in the Response.
2.	Package 2	
2.1	Criteria 1 – Relevant Corporate Experience and Track Record	





Section	Title	Response Content Requirements
2.1.1	Corporate Experience and Performance in Technically Comparable Work	<p>Using up to 8 Nominated Projects relevant to sub-sections a) through e) below, describe the Respondent Team’s experience and capability for each of the following:</p> <ul style="list-style-type: none"> <li>(a) Leading the delivery of projects similar in scope, size, and complexity to the Project (refer to Form A-2 for relevancy) and key lessons learned that are applicable to this project;</li> <li>(b) Constructing projects similar in size, scope, and complexity;</li> <li>(c) Project delivery on time and on budget, indicating any variances or changes in the final project schedule and budget from those originally approved. Include examples of how specific schedule and/or budget challenges were managed and details of any other key project achievements;</li> <li>(d) Leading commissioning, transition, and activation of the completed project, that is similar in size and complexity to the Project, with the project owner and key lessons learned that are applicable to this project; and</li> <li>(e) Designing health care projects similar in scope, size and complexity to the Project.</li> </ul>



Section	Title	Response Content Requirements
		<p>Respondents are to clearly establish the relevance of their Nominated Projects and how their experience and performance will be leveraged for the benefit of the Project. Refer to Form A-2 for establishing relevance.</p>
<p>2.1.2</p>	<p>Experience and Performance in Collaborative Project Delivery</p> <p>(For example, Alliance, Target Price, Progressive Design-Build, Construction Management, Integrated Project Delivery)</p>	<p>Using up to 3 Nominated Projects relevant to sub-sections (a) through (e) below, describe the Respondent Team’s experience and capability for each of the following:</p> <ul style="list-style-type: none"> <li>(a) Working collaboratively with owners to align the objectives of all parties;</li> <li>(b) Early construction contractor involvement and benefits the project achieved as a result of that involvement;</li> <li>(c) Co-creating a cost estimate and a schedule with project teams and owners;</li> <li>(d) Understanding each party’s unique strengths and capabilities and examples of how this understanding worked to achieve or exceed project outcomes; and</li> <li>(e) Delivering projects with risk and opportunity sharing contracts.</li> </ul> <p>Respondents are to clearly establish the relevance of their Nominated Projects and how their experience and performance will be leveraged for the benefit of the Project. Refer to Form A-2 for establishing relevance.</p>



Section	Title	Response Content Requirements
2.1.3	Indigenous Participation, Apprenticeships, and Development of a Diverse Workforce	<p>Using up to 3 reference projects relevant to sub-sections a) and b)<sup>2</sup> below, describe the Respondent Team’s experience and capability for each of the following:</p> <p>(a) Indigenous Participation – Describe the Respondent Team’s experience with:</p> <ul style="list-style-type: none"> <li>(i) Indigenous involvement in project delivery, such as working with Indigenous-owned businesses as sub-contractors and in partnerships or joint ventures; and</li> <li>(ii) Hiring, training, and developing Indigenous individuals.</li> </ul> <p>These referenced projects do not need to be Nominated Projects.</p> <p>(b) Apprenticeships, Training and Development for Underrepresented Groups – Describe the Respondent Team’s experience and capability in:</p> <ul style="list-style-type: none"> <li>(i) Providing apprenticeships and training opportunities for individuals in Underrepresented Groups; and</li> </ul>

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<sup>2</sup> To clarify Respondents may use up to 3 reference projects for a) Indigenous Participation and up to 3 reference projects for b) Apprenticeships, Training and Development for Underrepresented Groups.



Section	Title	Response Content Requirements
		<p>(ii) Hiring, integrating, training, and developing individuals in Underrepresented Groups.</p> <p>These referenced projects do not need to be Nominated Projects.</p> <p>Respondents are to clearly establish the relevance of the reference projects and how their experience and performance will be leveraged for the benefit of the Project. Note that more current reference projects (where the evaluated activity has taken place within the last 10 years) may be considered to have greater relevance.</p>
2.2	Criteria 2 – Personal Experience and Demonstrated Performance of the Nominated Team Members	
2.2.1	<p>Key Individuals:</p> <ul style="list-style-type: none"> <li>• Alliance Leadership Team Members</li> <li>• Alliance Project Manager</li> <li>• Alliance Management Team Members</li> </ul>	<p>(a) Describe the experience, capability, and suitability of Key Individuals for the Project, as defined in this RFQ, in leading and delivering projects of this nature, including capacity to add value to the Project and lessons learned from working in collaborative project delivery and/or integrated project team arrangements:</p> <ul style="list-style-type: none"> <li>(i) Alliance Leadership Team members (one proposed individual for each NOP);</li> <li>(ii) Alliance Project Manager; and</li> </ul>



Section	Title	Response Content Requirements
		<p>(iii) Alliance Management Team members. At a minimum the NOPs are to provide a Design Manager, Construction Manager, and TOC Development Manager.</p> <p>(b) Provide a resume for each of the above Key Individuals. At a minimum, the following information is required:</p> <p>(i) Name, professional qualifications/designation(s) and a summary of education;</p> <p>(ii) References (with contact details including name, title, role, telephone numbers, email addresses, mailing address and preferred language of correspondence) for at least 2 relevant projects within the past 10 years for each Key Individual. Respondents are to confirm that each reference contact is aware their name is being included and is willing to provide a reference to the Owner. References should be current employees of the project owner. Reference projects are ideally but need not be derived from Nominated Projects; and</p> <p>(iii) Provide a list of past relevant projects and positions held by each of the above Key Individuals within the past 10 years in chronological order, providing a brief description of the role and responsibility for each past relevant project and how this experience supports the</p>



Section	Title	Response Content Requirements
		<p>capability of the respective Key Individual for the proposed role in the Project.</p> <p>(c) Describe the availability of each of the above Key Individuals including percentage of time the Key Individual will dedicate to each phase of the Project by the following 5 phases: RFP, ADP, design, construction, and commissioning.</p> <p>(d) Describe any foreseeable time constraints that will impact the Key Individual’s ability to perform their role and responsibilities according to the anticipated timeline in Section 3.5.</p>
3.	Financial Capacity	
3.1	Financial Capacity	<p>Demonstrate the financial capacity of the Respondent Team (NOP or Guarantor as applicable) by providing the following:</p> <p>(a) Written confirmation, generally in the form of the Insurance Undertakings contained in Appendix G, from an insurance company that the following coverages will be available for the Project if the proposed construction related NOPs are awarded a contract:</p> <p>(i) Wrap-Up commercial general liability insurance coverage of not less than \$10 million inclusive per occurrence; \$10 million general aggregate for bodily injury; death and damage to property including loss of use</p>



Section	Title	Response Content Requirements
		<p>thereof; product/completed operations liability with a limit of \$10 million annual aggregate; and</p> <p>(b) Written confirmation, generally in the form of the Insurance Undertakings contained in Appendix H and Appendix J, from an insurance company that the following coverages will be available for the Project if the proposed design related NOPs are awarded a contract:</p> <p>(i) Commercial general liability insurance coverage of not less than \$10 million inclusive per occurrence; \$10 million general aggregate for bodily injury; death and damage to property including loss of use thereof; product/completed operations liability with a limit of \$10 million annual aggregate; and</p> <p>(ii) Professional liability insurance coverage of not less than \$10 million per claim and \$10 million aggregate.</p> <p>To address the Minimum Requirement stated in Part 2 of Appendix A:</p> <p>(c) Provide the following information for each of the proposed NOPs, and the Guarantor(s) (if applicable):</p> <p>(i) Evidence of the parent company's willingness to provide a guarantee for each entity anticipated to be a NOP;</p>



Section	Title	Response Content Requirements
		<ul style="list-style-type: none"> <li>(ii) Copies of annual audited financial statements and the notes to the financial statements, or other similar financial information, for each of the last 3 fiscal years (entire annual reports should not be provided);</li> <li>(iii) If available, copies of the interim financial statements for each quarter since the last fiscal year for which audited statements are provided;</li> <li>(iv) Details of any material off-balance sheet financing arrangements currently in place;</li> <li>(v) Details of any material events that may affect the entity's financial standing since the last annual or interim financial statements provided;</li> <li>(vi) Details of any credit rating, including any downgrades of credit rating in last 5 years;</li> <li>(vii) Details of any bankruptcy, insolvency, company creditor arrangement or other insolvency proceedings in the last 3 fiscal years, and any litigation or other material adverse proceedings (arbitration or regulatory investigations or proceedings) that are still outstanding that may affect the Respondent Team's ability to perform its obligations in relation to the Project; and</li> <li>(viii) For entities where financial statements are provided for a parent company, rather than the entity listed in section 1.1 a) of Appendix A, provide evidence of the parent company's willingness to provide</li> </ul>





Section	Title	Response Content Requirements
		a guarantee in respect of the entity listed in section 1.1 a) of Appendix A.
		(d) With reference to the information provided in this section, briefly describe in the context of each NOP's proposed role and project obligations:
		(i) Each NOP's capacity to undertake its project obligations (e.g., credit rating, and ability to provide performance security, including by a Guarantor (as applicable)); and
		(ii) How each NOP would fund its respective portion in a maximum painshare (loss of limb 2) situation.

### Form A-1: Nominated Projects Summary Matrix

See separate Excel file.

### Form A-2: Nominated Project Details

Identify Respondent, Respondent Team Member, and number projects sequentially 1 through 11. Maximum 3 single-sided pages in length per project.



Item	Notes to Respondents
Name of project	Details including official project name and contract number
Location of project	Country, province/state
Owner	Organization name
Reference contact details	Current information for key owner contacts (individuals), including name, title, role, telephone numbers, email addresses, and preferred language of correspondence. By providing this information you are authorizing the Owner or the Owner's representatives to contact these individuals for all purposes, including gathering information and documentation, in connection with this RFQ.
Collaborative Project Delivery	Contract structure, e.g., alliance, target price contract, progressive design-build, construction management, integrated project delivery.
Contract period (term)	Contract commencement date, end of construction date, and contract end date.
Description of project	Capital value, scope and complexity, including purpose of facility.
Relevance	Respondents are to clearly establish the relevance of their Nominated Projects to the Project. (e.g., asset class, scope similarities, campus settings, procurement approach,



Item	Notes to Respondents
	experience delivering next to 24/7 active sites, and knowledge of the local sub-trades and local labour market).
Current status of project	Describe the current status of the project relative to key milestone events.
Role(s) on project	Specific role, duties, and responsibilities of applicable Respondent Team members.
Joint Venture	If the project involved is a joint venture, identify the joint venture partner(s) and discuss the breakdown of responsibilities between the parties.
Performance	Describe the performance in meeting obligations related to the contract. If there were any material issues during the design and construction phase (e.g., interpretation issues), describe how they were resolved. In addition, describe performance as it relates to schedule management, scope management, budget management, and owner satisfaction.
Other information	Any information the Respondent considers relevant to the Evaluation Criteria.



# Appendix B Receipt Confirmation Form

(To be submitted by the Respondent Representative on receipt of this RFQ)

## Request for Qualifications

### University Hospital of Northern BC – Acute Care Tower Project

To receive any further distributed information about this Request for Qualifications, please execute and email both pages of this Receipt Confirmation Form as soon as possible to:

#### Infrastructure BC

Email: [jessica.jiang@infrastructurebc.com](mailto:jessica.jiang@infrastructurebc.com)

#### Respondent Contact Information

Name of Respondent: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ Postal/Zip Code: \_\_\_\_\_

Province/State: \_\_\_\_\_ Country: \_\_\_\_\_

Mailing Address, if different: \_\_\_\_\_

Email Address: \_\_\_\_\_ Telephone: \_\_\_\_\_



Contact Person: \_\_\_\_\_

**ACKNOWLEDGMENT OF TERMS OF RFQ**

The undersigned is a duly authorized representative of the Respondent and has the power and authority to sign this Receipt Confirmation Form on behalf of such Respondent or other interested party.

The Respondent or other interested party hereby acknowledges receipt and review of this RFQ, and all of the terms and conditions contained therein, including, without limitation, all appendices attached thereto and agrees to comply with all of the terms and conditions set out in this RFQ.

Respondent Representative or other interested party:

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Name of the Authorized Signatory

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date



## Appendix C Confidentiality Agreement

### C.1 Interpretation

In this Agreement:

- (a) Agreement means this Appendix C, which is subject to the RFP;
- (b) Confidential Information means all documents, knowledge and information provided by the Disclosing Party to, or otherwise obtained by the Receiving Party, whether before or after the date of this Agreement, and whether orally, in writing or other visual or electronic form in connection with or relevant to the Project, this RFQ, the RFP or the Single TOC Alliance Selection Process including, without limitation, all design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information that:
  - (i) is or subsequently becomes available to the public, other than through a breach of this Agreement by the Receiving Party or through a breach of a Confidentiality Agreement which another person has entered into concerning the Confidential Information;
  - (ii) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Project, without breach of this Agreement and which party did not receive such information directly or indirectly under obligations of confidentiality;
  - (iii) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of this Agreement and did not originate, directly or indirectly, from the Disclosing Party;
  - (iv) was developed independently by the Receiving Party without the use of any Confidential Information; or
  - (v) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law, or as otherwise required by applicable law.



- (c) Disclosing Party means the Owner, Infrastructure BC, or any Owner Representative;
- (d) Owner Representative means a director, officer, employee, agent, accountant, lawyer, consultant, financial advisor, or any other person contributing to or involved with the preparation or evaluation of Confidential Information, Responses or proposals, as the case may be, or otherwise retained by the Owner or Infrastructure BC in connection with the Project;
- (e) Permitted Purposes means evaluating the Project, preparing a Response, and any other use permitted by this Agreement;
- (f) Receiving Party means the Recipient or any Recipient Representative;
- (g) Recipient means a Respondent or any other interested party who completes a Receipt Confirmation Form and a Confidentiality Agreement;
- (h) Recipient Representative means a director, officer, employee, agent, accountant, lawyer, consultant, financial advisor, subcontractor, Key Individual, or other member of a Respondent Team or any other person contributing to or involved with the preparation of Responses or proposals, as the case may be, or otherwise retained by the Recipient, in connection with the Project; and
- (i) All capitalized terms not otherwise defined in this Agreement have the respective meanings ascribed to them in Section 7 of the RFQ.

## C.2 Confidentiality

The Recipient will keep all Confidential Information strictly confidential and will not without the prior written consent of the Owner, which may be unreasonably withheld, disclose, or allow any Recipient Representatives to disclose, in any manner whatsoever, in whole or in part, or use, or allow any Recipient Representatives to use, directly or indirectly, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person except as permitted in this Agreement and will ensure that each Recipient Representative agrees to keep such information confidential and to be bound by the terms contained herein.



### **C.3 Ownership of Confidential Information**

The Owner owns all right, title and interest (including moral rights) in the Confidential Information.

### **C.4 Limited Disclosure**

The Recipient may disclose Confidential Information only to those Recipient Representatives who need to know the Confidential Information for a Permitted Purpose and on the condition that all such Confidential Information be retained by each Recipient Representative as strictly confidential. The Recipient will notify Infrastructure BC, on request, of the identity of each Recipient Representative to whom any Confidential Information has been delivered or disclosed.

If the Recipient discloses Confidential Information pursuant to Part 1(b)(5), such disclose shall only be the limited extent necessary.

### **C.5 Destruction on Demand**

On written request, the Recipient will promptly deliver to Infrastructure BC or destroy all documents and copies thereof in its or a Recipient Representative's possession or control constituting or based on the Confidential Information and the Recipient will confirm that delivery or destruction to Infrastructure BC in writing, all in accordance with the instructions of Infrastructure BC (for this purpose information stored electronically will be deemed destroyed upon removal from all storage systems and devices); provided, however, that the Receiving Party may retain one copy of any Confidential Information that it may be required to retain or furnish to a court or regulatory authority pursuant to applicable law.

### **C.6 Acknowledgment of Irreparable Harm**

The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the Owner or Infrastructure BC may be irreparably harmed if any provision of this Agreement were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the Owner will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any of the provisions of this Agreement by the Recipient or any Recipient Representatives, or to enforce the terms and provisions hereof, by an action instituted in a court





of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the Owner may be entitled at law or in equity.

### **C.7 Waiver**

No failure to exercise, and no delay in exercising, any right or remedy under this Agreement by the Owner will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.

### **C.8 Term**

Subject to any disclosure requirements under applicable law, and except as otherwise permitted by this Agreement, the Recipient will keep all Confidential Information that the Recipient receives, has access to, or otherwise obtains strictly confidential for a period of 3 years after the date of this Agreement.

### **C.9 Severability**

If any portion of this Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction then that portion will be severed and the remaining portion will remain in full force and effect.

### **C.10 Governing Law**

This Agreement shall be governed by and is to be enforced, construed and interpreted in accordance with the laws of British Columbia and the laws of Canada applicable therein.

### **C.11 Enurement**

This Agreement enures to the benefit of the Owner and Infrastructure BC and binds the Recipient and its successors.



**RESPONDENT**

**RESPONDENT REPRESENTATIVE**

---

Name of Firm

---

Name

---

Address

---

Email Address

---

Address

---

Name of Authorized Signatory

---

Telephone

---

Signature



## Appendix D Response Declaration Form

**By executing this Response Declaration Form, the Respondent agrees to the provisions of this RFQ and this Response Declaration Form. Capitalized terms in this Response Declaration Form are defined in Section 7.1 of this RFQ.**

### [RFQ Respondent's Letterhead]

Attention: Contact Person Jessica Jiang

Re: University Hospital of Northern BC – Acute Care Tower Project

### [Insert Respondent Name] Response

In consideration of the Owner's agreement to consider Responses in accordance with the terms of this RFQ, the Respondent hereby agrees, confirms, and acknowledges, on its own behalf and on behalf of each member of the Respondent Team, that:

(a) Response

- (i) This Response Declaration Form has been duly authorized and validly executed;
- (ii) The Respondent is bound by all statements and representations in its Response;
- (iii) Its Response is in all respects a fair Response made without collusion or fraud; and
- (iv) The Owner reserves the right to verify information in the Respondent's Response and conduct any background investigations including criminal record investigations, verification of the Response, credit enquiries, litigation searches, bankruptcy registrations and taxpayer information investigations or other investigations on all or any of the Respondent Team members, and by submitting a Response the Respondent agrees that it consents to the conduct of all or any of those investigations by the Owner.

(b) Acknowledgements with Respect to this RFQ

- (i) The Respondent has received, read, examined and understood the entire RFQ including all of the terms and conditions, all documents listed in this RFQ's table of contents, and any and all Addenda;



- (ii) The Respondent agrees to be bound by the entire RFQ including all of the terms and conditions, including without limitation Section 6.7, all documents listed in this RFQ’s table of contents, and any and all Addenda;
  - (iii) The Respondent’s Representative identified below is fully authorized to represent the Respondent in any and all matters related to its Response, including but not limited to providing clarifications and additional information that may be requested in association with this RFQ;
  - (iv) The Respondent has disclosed all relevant relationships, in accordance with the instructions and format outlined in the Relationship Disclosure Form;
  - (v) The Respondent has had sufficient time to consider, and has satisfied itself as to the applicability of the material in this RFQ and any and all conditions that may in any way affect its Response; and
  - (vi) The Respondent acknowledges that the RFQ is not an offer, a tender or a request for proposals.
- (c) Consent of Respondent Team
- (i) The Respondent has obtained the express written consent and agreement of each member of the Respondent Team, as listed below, to all the terms of this Response Declaration Form.
- (d) The Respondent Team consists of:

TABLE 1 FIRM NAMES

Name of Respondent Team Member - Firm	Address	Role on Team



Any firm mentioned in the Response should be included in the table above.

TABLE 2 INDIVIDUAL NAMES

Name of Respondent Team Member - Individual	Address	Role on Team	Key Individual (Y/N)

Any individual mentioned in the Response should be included in the table above.

RESPONDENT	RESPONDENT REPRESENTATIVE
Name of Firm	Name
Address	Email Address
Address	
Name of Authorized Signatory	Telephone
Signature	

**RESPONDENT**



---

Name of Firm

---

Address

---

Address

---

Name of Authorized Signatory

---

Signature

**RESPONDENT**

---

Name of Firm

---

Address

---

Address

---

Name of Authorized Signatory

---

Signature

**Signed by each proposed NOP member of the Respondent in their own names.**



## Appendix E Relationship Disclosure Form

**By executing this Relationship Disclosure Form, the Respondent is making the disclosure on its own behalf and on the behalf of each member of the Respondent Team.**

The Respondent declares on its own behalf and on behalf of each member of the Respondent Team that:

- (a) this declaration is made to the best of the knowledge of the Respondent and, with respect to relationships of each member of the Respondent Team, to the best of the knowledge of that member.
- (b) the Respondent and the members of the Respondent Team have reviewed the definition of Restricted Parties and the non-exhaustive list of Restricted Parties in Section 6.12.2.
- (c) the following is a full disclosure of all known relationships that the Respondent and each member of the Respondent Team has, or has had, with:
  - (i) the Owner;
  - (ii) any listed Restricted Party;
  - (iii) any current shareholders, directors or officers, as applicable, of the Owner or any listed Restricted Party;
  - (iv) any former shareholders, directors or officers, as applicable, of the Owner or any listed Restricted Party, who ceased to hold such position within two calendar years prior to the Submission Time; and/or
  - (v) any other person who, on behalf of the Owner or a listed Restricted Party, has been involved in the Single TOC Alliance Selection Process or the design, planning or implementation of the Project or has confidential information about the Project or the Single TOC Alliance Selection Process.

Name of Respondent Team Member	Name of Party with Relationship	Details of the Nature of the Relationship with the Listed Restricted Party/Person
e.g., Firm Name Ltd.	Infrastructure BC	Firm Name Ltd. is working with Infrastructure BC on Project X.



Name of Respondent Team Member	Name of Party with Relationship	Details of the Nature of the Relationship with the Listed Restricted Party/Person
--------------------------------	---------------------------------	---

e.g., John Smith	Owner Name	Respondent Team member was an employee/advisor to the Restricted Party from _____ to _____

\_\_\_\_\_  
Name of Respondent

\_\_\_\_\_  
Address

\_\_\_\_\_  
Email Address

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Name of Authorized Signatory for Respondent

\_\_\_\_\_  
Signature





## Appendix F Participation Agreement

[Insert Date]

Attention: Jessica Jiang, Contact Person

Re: University Hospital of Northern BC – Acute Care Tower Project – Participation Agreement in respect of the Request for Proposals issued by Northern Health on [Insert Date], as amended or otherwise clarified from time to time, including by all Addenda (RFP)

This letter agreement sets out the terms and conditions of the Participation Agreement between [Insert Proponent Name] (**Proponent**) and the Owner, pursuant to which the Proponent agrees with the Owner as follows:

1. **Defined Terms.** Capitalized terms not otherwise defined in this Participation Agreement have the meanings given to them in the RFP.
2. **Participation.** The Proponent agrees that as a condition of participating in the RFP, including the Single TOC Alliance Selection Process, collaborative meetings and access to the Data Room, the Proponent will comply with the terms of this Participation Agreement and the terms of the RFP.
3. **Confidentiality.** The Proponent will comply with and will ensure that all of the Proponent Team members and others associated with the Proponent also comply with, the Confidentiality Conditions attached as Schedule 1 to this Participation Agreement, all of which conditions are expressly included as part of this Participation Agreement.
4. **Terms of RFP.** The Proponent will comply with and be bound by and will ensure that all of the Proponent Team members and others associated with the Proponent also comply with and are bound by the provisions of the RFP all of which are incorporated into this Participation Agreement by reference. Without limiting the foregoing, the Proponent agrees:
  - (a) that the terms of this Participation Agreement do not limit the Proponent's obligations and requirements under the RFP, any Data Room agreement, or any other document or requirement of the Owner; and



- (b) to be bound by the disclaimers, limitations and waivers of liability and Claims and any indemnities contained in the RFP, including Section 11.13 (Limitation of Damages) of the RFP.

5. **Amendments.** The Proponent acknowledges and agrees that:

- (a) the Owner may in its discretion amend the RFP at any time and from time to time; and
- (b) by submitting a Submission the Proponent accepts, and agrees to comply with, all such amendments and, if the Proponent does not agree to any such amendment, the Proponent's sole recourse is not to submit a Submission.

6. **General.**

- (a) **Capacity to Enter Agreement.** The Proponent hereby represents and warrants that:
  - (i) it has the requisite power, authority and capacity to execute and deliver this Participation Agreement;
  - (ii) this Participation Agreement has been duly and validly executed by it, or on its behalf by the Proponent's duly authorized representatives; and
  - (iii) this Participation Agreement constitutes a legal, valid and binding agreement enforceable against it in accordance with its terms.
- (b) **Survival following cancellation of the RFP.** Notwithstanding anything else in this Participation Agreement, if the Owner, for any reason, cancels the Single TOC Alliance Selection Process or the RFP, the Proponent agrees that it continues to be bound by, and will continue to comply with, Section 3 of this Participation Agreement.
- (c) **Severability.** If any portion of this Participation Agreement is found to be invalid or unenforceable by law by a court of competent jurisdiction, then that portion will be severed and the remaining portion will remain in full force and effect.
- (d) **Enurement.** This Participation Agreement enures to the benefit of the Owner and binds the Proponent and its successors.
- (e) **Applicable Law.** This Participation Agreement is deemed to be made pursuant to the laws of the Province of British Columbia and the laws of Canada applicable therein and will be governed by and construed in accordance with such laws.
- (f) **Headings.** The use of headings is for convenience only and headings are not to be used in the interpretation of this Participation Agreement.



- (g) **Gender and Number.** In this Participation Agreement, words imputing any gender include all genders, as the context requires, and words in the singular include the plural and vice versa.
- (h) **Including.** The word “including” when used in this Participation Agreement is not to be read as limiting.

Yours truly,

---

(Name of Proponent)

---

Authorized Signatory

---

Name of Authorized Signatory  
(please print)



## SCHEDULE 1

### Confidentiality Conditions

1. **Definitions.** In these confidentiality conditions:

- (a) Confidential Information means all documents, knowledge and information provided by the Disclosing Party to, or otherwise obtained by, the Receiving Party, whether before or after the date of the RFP, whether orally, in writing or other visual or electronic form in connection with or relevant to the Project, the RFP, this RFQ or the Single TOC Alliance Selection Process, including, without limitation, all design, operational and financial information, together with all analyses, compilations, data, studies, photographs, specifications, manuals, memoranda, notes, reports, maps, documents, computer records or other information in hard copy, electronic or other form obtained from the Disclosing Party or prepared by the Receiving Party containing or based upon any such information. Notwithstanding the foregoing, Confidential Information does not include information that:
- (i) is or subsequently becomes available to the public, other than through a breach by the Receiving Party of the terms of this Schedule 1 or through a breach of a confidentiality agreement which another person has entered into concerning the Confidential Information;
  - (ii) is subsequently communicated to the Receiving Party by an independent third party, other than a third party introduced to the Receiving Party by the Disclosing Party or connected with the Project, without breach of this Schedule 1 and which party did not receive such information directly or indirectly under obligations of confidentiality;
  - (iii) was rightfully in the possession of the Receiving Party or was known to the Receiving Party before the date of the RFP and did not originate, directly or indirectly, from the Disclosing Party;
  - (iv) was developed independently by the Receiving Party without the use of any Confidential Information; or
  - (v) is required to be disclosed pursuant to any judicial, regulatory or governmental order validly issued under applicable law, or as otherwise required by applicable law;



- (b) Disclosing Party means the Owner or any Owner Representatives;
  - (c) Owner Representative means a director, officer, employee, agent, accountant, lawyer, consultant, financial advisor, subcontractor, key individual, or any other person contributing to or involved with the preparation or evaluation of Confidential Information, Responses or proposals, as the case may be, or otherwise retained by the Owner or Infrastructure BC in connection with the Project.
  - (d) Permitted Purposes means evaluating the Project, preparing a Submission, and any other use permitted by the RFP or this Participation Agreement;
  - (e) Receiving Party means the Recipient or any Recipient Representatives;
  - (f) Recipient means a Proponent or any other interested party who completes a Receipt Confirmation Form; and
  - (g) Recipient Representative means a director, officer, employee, agent, accountant, lawyer, consultant, financial advisor, subcontractor, Key Individual, or any other person contributing to or involved with the preparation of Submissions, or otherwise retained by the Recipient in connection with the Project.
2. **Confidentiality.** The Recipient will keep all Confidential Information strictly confidential and will not without the prior written consent of the Owner, which may be unreasonably withheld, disclose, or allow any Recipient Representatives to disclose, in any manner whatsoever, in whole or in part, or use, or allow any Recipient Representatives to use, directly or indirectly, the Confidential Information for any purpose other than the Permitted Purposes. The Recipient will make all reasonable, necessary, and appropriate efforts to safeguard the Confidential Information from disclosure to any other person except as permitted in this Schedule 1, and will ensure that each Recipient Representative agrees to keep such information confidential and to act in accordance with the terms contained herein.
3. **Ownership of Confidential Information.** The Owner owns all right, title and interest (including moral rights) in the Confidential Information.
4. **Limited Disclosure.** The Recipient may disclose Confidential Information only to those Recipient Representatives who need to know the Confidential Information for the Permitted Purposes and on the condition that all such Confidential Information be retained by each of those Recipient Representatives as strictly confidential. The Recipient will notify



Infrastructure BC, on request, of the identity of each Recipient Representative to whom any Confidential Information has been delivered or disclosed.

- (a) If the Receiving Party discloses Confidential Information pursuant to this Schedule 1, such disclosure shall only be to the limited extent necessary.
5. **Destruction on Demand.** On written request, the Recipient will promptly deliver to Infrastructure BC or destroy all documents and copies thereof in its or any Recipient Representative's possession or control constituting or based on the Confidential Information and the Recipient will confirm that delivery or destruction to Infrastructure BC in writing, all in accordance with the instructions of Infrastructure BC (for this purpose information stored electronically will be deemed destroyed upon removal from all storage systems and devices); provided, however, that the Receiving Party may retain one copy of any Confidential Information that it may be required to retain or furnish to a court or regulatory authority, pursuant to applicable law.
6. **Acknowledgment of Irreparable Harm.** The Recipient acknowledges and agrees that the Confidential Information is proprietary and confidential and that the Owner or Infrastructure BC may be irreparably harmed if any provision of this Schedule 1 were not performed by the Recipient or any party to whom the Recipient provides Confidential Information in accordance with its terms, and that any such harm could not be compensated reasonably or adequately in damages. The Recipient further acknowledges and agrees that the Owner will be entitled to injunctive and other equitable relief to prevent or restrain breaches of any provision of this Schedule 1 by the Recipient or any Recipient Representatives, or to enforce the terms and provisions hereof, by an action instituted in a court of competent jurisdiction, which remedy or remedies are in addition to any other remedy to which the Owner may be entitled at law or in equity.
7. **Waiver.** No failure to exercise, and no delay in exercising, any right or remedy under this Schedule 1 by the Owner will be deemed to be a waiver of that right or remedy. No waiver of any breach of any provision of this Agreement will be deemed to be a waiver of any subsequent breach of that provision or of any similar provision.
8. **Term.** Subject to any disclosure requirements under applicable law, and except as otherwise permitted by this Agreement, the Recipient will keep all Confidential Information that the Recipient receives, has access to, or otherwise obtains strictly confidential for a period of 3 years after the date of this Agreement



## Appendix G Insurance Undertakings – “Wrap-Up” Commercial General Liability

**Print On Letterhead of Duly Authorized Representative of Agent/Broker/ Insurance Company**

### UNDERTAKING OF COMMERCIAL GENERAL LIABILITY INSURANCE

Name of Respondent submitting a Response to the Request for Qualifications for the University Hospital of Northern BC – Acute Care Tower Project.

**[Insert Respondent Name]**

We, the undersigned, as authorized representatives on behalf of "**[Insert Name of Insurance Company<sup>3</sup>]**", do hereby undertake and agree to provide “Wrap-Up” Commercial General Liability insurance in the amount of TEN MILLION DOLLARS (\$10,000,000) inclusive per occurrence, TEN MILLION DOLLARS (\$10,000,000) general aggregate for bodily injury, death and damage to property including loss of use thereof, and product/completed operations liability with a limit of TEN MILLION DOLLARS (\$10,000,000) annual aggregate for the University Hospital of Northern BC – Acute Care Tower Project, subject to underwriting.

If such a policy is written, a certified copy of the policy will be provided to the Northern Health.

Dated at \_\_\_\_\_

This **[Insert day]** day of **[Insert Month]**, **[Insert Year]**

SIGNED \_\_\_\_\_

(Name, Title)

(Duly Authorized Representative of Insurance Company)

**[NTD: Depending on the relationship between the companies, this may be the Insurance Company, Broker or Managing General Agent (as delegated by the insurance company)]**

<sup>3</sup> Insurance Company refers to an Insurer that is federally or provincially regulated and authorized to provide the specified classes of insurance. Listings are available at the following links:

[OSFI federal listing of Canadian Property and Casualty Insurance Companies](#), [OSFI federal listing of Foreign Property and Casualty Insurance Companies](#), [BC Financial Services Authority](#)



## Appendix H Insurance Undertakings – Professional Liability

**Print on letterhead of duly authorized representative of agent/broker/ insurance company.**

### UNDERTAKING OF PROFESSIONAL LIABILITY INSURANCE

Name of Respondent submitting a Response to the Request for Qualifications for the University Hospital of Northern BC – Acute Care Tower Project.

**[Insert Respondent Name]**

We, the undersigned, as authorized representatives on behalf of "**[Insert Name of Insurance Company<sup>4</sup>]**", do hereby undertake and agree to provide Professional Liability (Errors & Omissions) Insurance with a policy limit of not less than TEN MILLION DOLLARS (\$10,000,000) inclusive of any one claim and in the aggregate for the University Hospital of Northern BC – Acute Care Tower Project subject to underwriting.

If such a policy is written, a certified copy of the policy will be provided to Northern Health.

Dated at \_\_\_\_\_

This **[Insert day]** day of **[Insert Month]**, **[Insert Year]**

SIGNED \_\_\_\_\_

(Name, Title)

(Duly Authorized Representative of Insurance Company)

**[NTD: Depending on the relationship between the companies, this may be the Insurance Company, Broker or Managing General Agent (as delegated by the insurance company)]**

<sup>4</sup> Insurance Company refers to an Insurer that is federally or provincially regulated and authorized to provide the specified classes of insurance. Listings are available at the following links: [OSFI federal listing of Canadian Property and Casualty Insurance Companies](#), [OSFI federal listing of Foreign Property and Casualty Insurance Companies](#), [BC Financial Services Authority](#)





# Appendix I Enquiry Form

## ENQUIRIES

University Hospital of Northern BC – Acute Care Tower Project

Request Number: \_\_\_\_\_

Respondent Team: \_\_\_\_\_

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

Do you request this query to be Commercial in Confidence?  Yes  No

This form may be used for single and multiple enquiries.

### Enquiry/Enquiries:

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## Appendix J Insurance Undertakings – Commercial General Liability

**Print On Letterhead of Duly Authorized Representative of Agent/Broker/ Insurance Company**

### UNDERTAKING OF COMMERCIAL GENERAL LIABILITY INSURANCE

Name of Respondent submitting a Response to the Request for Qualifications for the University Hospital of Northern BC – Acute Care Tower Project.

**[Insert Respondent Name]**

We, the undersigned, as authorized representatives on behalf of "**[Insert Name of Insurance Company<sup>5</sup>]**", do hereby undertake and agree to provide Commercial General Liability insurance in the amount of TEN MILLION DOLLARS (\$10,000,000) inclusive per occurrence, TEN MILLION DOLLARS (\$10,000,000) general aggregate for bodily injury, death and damage to property including loss of use thereof, and product/completed operations liability with a limit of TEN MILLION DOLLARS (\$10,000,000) annual aggregate for the University Hospital of Northern BC – Acute Care Tower Project, subject to underwriting.

If such a policy is written, a certified copy of the policy will be provided to the Northern Health Authority.

Dated at \_\_\_\_\_

This **[Insert day]** day of **[Insert Month]**, **[Insert Year]**

SIGNED \_\_\_\_\_

(Name, Title)

(Duly Authorized Representative of Insurance Company)

**[NTD: Depending on the relationship between the companies, this may be the Insurance Company, Broker or Managing General Agent (as delegated by the insurance company)]**

<sup>5</sup> Insurance Company refers to an Insurer that is federally or provincially regulated and authorized to provide the specified classes of insurance. Listings are available at the following links: [QSFI federal listing of Canadian Property and Casualty Insurance Companies](#), [QSFI federal listing of Foreign Property and Casualty Insurance Companies](#), [BC Financial Services Authority](#)



