



REQUEST FOR QUALIFICATIONS
Business Advisory Services List
for
Partnerships British Columbia Inc.
RFQ #: 3891

[Conformed September 26, 2011]

Submission Time: 2:00 p.m. (local time) on June 14, 2011

Submission Location: Partnerships British Columbia Inc.
300 – 707 Fort Street
Victoria, BC V8W 3G3

Contact Person: Shirin Purewal

Email address: shirin.purewal@partnershipsbc.ca



SUMMARY OF KEY INFORMATION

RFQ TITLE	<p>The title of this RFQ is:</p> <p>Business Advisory Services Pre-qualified List</p> <p>Respondents should use this title on all correspondence.</p>
CONTACT PERSON	<p>The Contact Person for this RFQ is:</p> <p>Shirin Purewal email: shirin.purewal@partnershipsbc.ca</p>
INQUIRIES	<p>Please direct all inquiries, in writing, to the above-named Contact Person. No telephone or fax inquiries please.</p>
SUBMISSION TIME	<p>The submission time is:</p> <p>June 14, 2011 at 2:00 PM (local time in Victoria)</p>
SUBMISSION LOCATION	<p>The Submission Location is:</p> <p>Partnerships British Columbia Inc. 300 – 707 Fort Street Victoria, BC V8W 3G3</p> <p>Attention: Shirin Purewal</p>
DELIVERY HOURS	<p>Deliveries will be accepted at the Submission Location on weekdays (excluding statutory holidays) from 8:30 a.m. to 4:00 p.m. (local time in Victoria).</p>

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PREAMBLE

Partnerships British Columbia Inc. (Partnerships BC) is a company owned by the Province of British Columbia and governed by a board of directors reporting to its sole shareholder, the Minister of Finance. Partnerships BC's mandate is to assist public sector Clients in the planning and procurement of complex infrastructure projects, specifically those involving the utilization of private sector expertise, services and capital. Partnerships BC provides a full spectrum of services ranging from business planning and procurement management to design and construction advisory services. The company's Clients are public sector agencies including ministries, Crown corporations, health authorities, advanced education institutions, boards of education, local governments and government entities outside of British Columbia.

1. INTRODUCTION

1.1 Purpose of this RFQ

Partnerships BC and/or Partnerships BC's Clients engage Business Advisors for various roles related to the planning and procurement of infrastructure. To facilitate efficient procurement of Business Advisors, Partnerships BC is renewing the List of Business Advisors (the List). Although the List will not necessarily preclude a full public procurement process, the intention is that the Business Advisors from this List with relevant experience will be invited to submit proposals related for specific projects.

1.2 Eligibility to Participate in this RFQ

Any interested party, or parties, may make a Response to this RFQ. Respondents may be individuals, corporations, joint ventures, partnerships, or any other legal entities.

1.3 Exclusivity

Inclusion on the List does not preclude a party from working for any potential bidder on projects involving Partnerships BC or its Clients. However, if and when a party on the List enters into a Contract with Partnerships BC or its Client, the advisor, its firm and potential affiliates may be restricted from working for any potential bidder on that project or other projects in which Partnerships BC or its Client is involved. Any such restrictions will be determined on a case-by-case basis and will depend on the nature of work undertaken through the Contract.

2. NATURE OF ENGAGEMENTS

2.1 Nature of the Work

The nature and scope of Business Advisor engagements will vary to suit the requirements of each assignment. The scope of an engagement may include some or all of the services and activities set out in Appendix D – Sample Terms of Reference. Generally speaking however, Partnerships BC is seeking Business Advisors who can provide leadership and advice in the categories described at Section 2.2 – Categories of Services. Business Advisors may also have, but are not required to have, a team of staff who support the lead advisor.

Partnerships BC intends to identify prospective Business Advisors with experience directly relevant to the planning and procurement of public infrastructure-related projects (and particularly public private partnerships (PPP) and Design-Build projects) in a wide range of sectors, such as:

- Transportation – roads, highways, railways, marine infrastructure, rapid transit, tunnels and bridges;

- Accommodation – health, education, housing, corrections;
- Energy and resources – utilities, water treatment, wastewater or sewage treatment;

2.2 Others – such as real estate or other areas that do not fit into the above-noted categories. Categories of Services

The List will include the following categories of Business Advisory Services:

- Project Planning – such as financial model development, risk analysis including quantification, deal structuring advice or other planning activities;
- Project Procurement – such as payment mechanisms, structuring advice, procurement documentation including Evaluation Criteria and methodology, commercial aspects of legal agreements, evaluation and due diligence;
- Negotiations and Financial Close – such as negotiations with preferred proponent, financial and commercial support; and
- Post Financial Close – such as providing ongoing commercial and financial support during the design and construction and operation phase.

3. ESTABLISHING THE LIST OF BUSINESS ADVISORY SERVICE PROVIDERS

3.1 Establishing the List

This RFQ asks qualified individuals and firms interested in acting as Business Advisors on behalf of Partnerships BC or its Clients to follow the Submission Instructions detailed in Section 4, and to provide the information requested in the Response Guidelines and Evaluation Criteria in Appendix B with respect to experience.

Partnerships BC's List was established in 2009 to facilitate the identification and engagement of suitably qualified Business Advisors for occasions when such services are required. Throughout the intervening period, the List has remained open to individuals and firms seeking to be added (as explained in Appendix A – Maintenance and Use of the List).

The Partnerships BC List established in 2009 is being discontinued and will be replaced with the List established under this RFQ. This RFQ includes changes to submission requirements and Evaluation Criteria as compared to the RFQ for the List established in 2009. Partnerships BC will apply the Evaluation Criteria to select the Respondents that Partnerships BC judges to be qualified to provide services to projects in which Partnerships BC or its Clients are involved. All individuals and firms interested in acting as Business Advisors on behalf of Partnerships BC or its Clients must respond to this RFQ to be considered for the new List.

The List is expected to be in place for a period of approximately two years from the Submission Time of this RFQ. At that time, the List may be refreshed by requesting new submissions or updates to submissions received from qualified Candidates already on the List.

3.2 Evaluation Criteria

Partnerships BC will evaluate Responses by application of the Evaluation Criteria as outlined in Appendix B – Submission Guidelines and Evaluation Criteria.

3.3 Evaluation Process

Upon receipt, all Responses will be reviewed for completeness in accordance with Appendix B. To assist in evaluating the Responses, Partnerships BC may, at its sole and absolute discretion:

- Conduct reference checks with any or all of the references cited in a Response, and conduct any background investigations that it considers necessary;
- Rely on and consider any information from such cited references;
- Take into consideration information from other sources;
- Seek clarification from any or all Respondents or seek further information from any or all Respondents; and
- Request in-person meetings with any or all Respondents to clarify any questions and/or considerations based on the information included in the Responses.

Each Response will be evaluated by Partnerships BC, in accordance with the Evaluation Criteria, taking into consideration the following as applicable:

- Documents submitted in response to this RFQ;
- Information, provided in writing, in response to questions asked by Partnerships BC;
- Interviews; and
- Reference and other checks.

3.4 Notification of Results

When the evaluation process is completed and the List from this process finalized, Partnerships BC will notify Respondents in writing of the results.

3.5 Maintaining the List

Any individual or firm may submit or update their qualifications for consideration to be added to the List at any time during the term of the List. Partnerships BC may, from time to time and at its sole discretion, receive and evaluate such Submissions received after the Submission Time.

In order to ensure consideration for Business Advisor engagements on upcoming projects, Respondents are strongly encouraged to submit their Responses by the Submission Time specified on the cover page to this RFQ.

3.6 Use of the List

These Business Advisory Services may be procured by Partnerships BC or directly by Partnerships BC's Clients. When an advisor is needed for a project, the project may, if possible, use the List to identify a short-list of potential advisors to be included in a competitive selection process. The Project team may also choose to advertise publicly using BC Bid, thereby requesting Submissions from the broader marketplace.

More information on how this List will be used is in Appendix A – Maintenance and Use of the List.

4. SUBMISSION INSTRUCTIONS

4.1 Submission Location

Responses are to be received at the Submission Location as indicated on the cover page of this RFQ. Responses are to be submitted by hand, mail or courier. Each Response is to be delivered in a package or envelope clearly labelled with the "RFQ Title", "Contact Person", and "Submission Location" all as shown on this RFQ cover page. The name and mailing address of the Respondent should also be clearly shown.

Responses sent by fax or email will **not** be accepted.

4.2 Submission Time

Responses received after the Submission Time will be reviewed at Partnerships BC's convenience.

4.3 Mandatory Requirements

Each Response must include a cover letter signed by the Authorized Representative.

Responses must be delivered by hand or courier delivery to the Submission Location and addressed to the attention of the Contact Person.

Non-compliant Responses may not be evaluated, at the sole and absolute discretion of Partnerships BC.

4.4 Language of Proposals

Responses should be in English. Any portion of a Response not in English will not be evaluated.

4.5 Response Format and Content

Please submit five (5) hard copies and one (1) electronic copy (pdf version on CD or USB flash drive.).

Detailed information on the format and content of Responses is included in Appendix B.

4.6 Receipt of Complete RFQ

Respondents are responsible for ensuring that they have received the complete RFQ, as listed in the Table of Contents of this RFQ. Each Response is deemed to be made on the basis of the entire RFQ issued prior to the Submission Time. Partnerships BC accepts no responsibility for any Respondent that does not receive all RFQ information.

4.7 Designation of Authorized Representative

Respondents are advised to email the information stipulated in Appendix C – Designation of Authorized Representative. All subsequent information regarding this RFQ issued before the Submission Time, including changes made to this document will be posted on BC Bid and notification of the posting will be emailed only to those parties who have provided a Designation of Authorized Representative.

4.8 Inquiries

All communications or inquiries about this RFQ must be made by the Respondent's Authorized Representative by email to the Contact Person, as noted on the title page of this RFQ. No telephone inquiries or faxes will be accepted.

Partnerships BC reserves the right to:

- Not provide an answer; and
- Communicate the inquiry and the answer to other Respondents.

A Respondent may request that a Response to an inquiry be kept confidential if the Respondent considers the inquiry to be commercially sensitive. If Partnerships BC decides that an inquiry must be distributed to all Respondents, then the Contact Person will permit the inquirer to withdraw the inquiry rather than receive a Response.

Partnerships BC is not responsible for any error that may occur from submission of communications or enquiry.

Communications or inquiries directed to the Contact Person must clearly state "Request for Qualifications – Business Advisory Services Pre-qualified List – Inquiry".

4.9 Email Communication

The following provisions shall apply to any communications with the Contact Person or the delivery of documents to the Contact:

- (a) Partnerships BC does not assume any risk or responsibility or liability whatsoever to any Respondent:
 - (i) For ensuring that any electronic email system being operated for Partnerships BC is in good working order, able to receive transmissions, or not engaged in receiving other transmissions such that a Respondent's transmission cannot be received; and/or
 - (ii) If an email communication or delivery is not received by Partnerships BC, or received in less than its entirety, within any time limit specified by this RFQ.
- (b) All permitted email communications with or 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 Unofficial Information

Information offered from sources other than the Contact Person with regard to the content, intent or interpretation of this RFQ is not official, may be inaccurate, and should not be relied on in any way, by any person or firm, for any purpose.

4.11 Addenda

Written Addenda are the only means of amending or clarifying this RFQ. Only Partnerships BC, through the Contact Person, is authorized to amend or clarify this RFQ by issuing an Addendum. No other employee or agent of Partnerships BC is authorized to amend or clarify this RFQ. Partnerships BC may, at its absolute discretion through the Contact Person, and with notice in writing to interested parties, amend or clarify the terms or contents of this RFQ before the Submission Time.

Partnerships BC will post each Addendum issued before the Submission Time on BC Bid. Notification of the posting(s) will be sent to Respondents' Authorized Representatives. Any subsequent information issued after the Submission Time will be posted on Partnership BC's website. Partnerships BC makes no guarantee of timely delivery of any Addenda to any person or firm.

4.12 Inconsistency Between Paper and Electronic Form

If there is any inconsistency between the paper form of a document issued by or on behalf of Partnerships BC and the digital, electronic or other computer readable form, the paper form of the document in the custody of Partnerships BC prevails.

4.13 Revisions to RFQ Responses

A Respondent may amend any aspect of its Response at any time prior to and after the Submission Time by delivering written notice, or written amendments, to the Contact Person at the Submission Location

5. RFQ TERMS AND CONDITIONS

5.1 No Contract

This RFQ does not constitute an offer to enter into a Contract with any party and no Contract of any kind is formed under, or arises from, this RFQ.

5.2 Freedom of Information and Protection of Privacy Act

All documents and other records in the custody of or under the control of Partnerships BC are subject to the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and other applicable legislation. 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. FOIPPA can be accessed at http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00.

5.3 Cost of Preparing Responses

Each Respondent is solely responsible for all costs it incurs in preparing a Response, including costs of providing information requested by Partnerships BC and for subsequent negotiations or competitions arising from, or in connection with, a Contract, if any.

5.4 Limitation of Damages

Each Respondent, by submitting a Response, agrees that:

- (a) In the event any or all Responses are rejected, or this RFQ is modified, suspended or cancelled for any reason, neither Partnerships BC nor any of its employees, advisors or representatives will 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.
- (b) The Respondent waives any and all Claims whatsoever, including Claims for loss of profits or loss of opportunity, in the event that the Respondent is rejected or is not successful in this RFQ or for any other reason.
- (c) With respect to circumstances not listed in the foregoing subsection (a) and (b), the Respondent will not make any Claim against Partnerships BC or its employees, advisors or representatives in excess of an amount equivalent to the reasonable costs of preparation of the Responses for any matter relating to the RFQ process.

5.5 Reservation of Rights

Partnerships BC reserves the right, in its sole and absolute discretion, to:

- (a) Amend the scope of work, modify, cancel or suspend this RFQ process or any or all stages, at any time for any reason;
- (b) Accept or reject any Response based on the review and classification criteria as determined in the sole and absolute discretion of Partnerships BC;
- (c) Not accept any or all Responses;
- (d) Reject or Disqualify all or any Response without any obligation, compensation or reimbursement to any Respondent or any of its team members;
- (e) Re-advertise for new Responses, call for tenders, or enter into negotiations for work of a similar nature;

- (f) Make any changes to the terms of the business opportunity described in this RFQ;
- (g) Extend, from time to time, any date, time period or deadline provided in this RFQ, upon written notice to all Respondents;
- (h) Cancel the List at any time without entering into any Contracts.

5.6 Ownership of Proposals

All documents, including Responses submitted to Partnerships BC become the property of Partnerships BC. They will be received and held in confidence, subject to the provisions of this RFQ and the FOIPPA.

5.7 Disclosure

- (a) Partnerships BC is committed to an open and transparent process, while understanding the Respondents' need for protection of confidential commercial information. To assist Partnerships BC in meeting its commitment, Respondents will cooperate and extend all reasonable accommodation to this endeavour.
- (b) To ensure that all public information generated about this RFQ process is fair and accurate and will not inadvertently or otherwise influence the outcome of this RFQ, all public information generated in relation to the process, including communications with the media and the public, must be coordinated with, and is subject to prior approval of Partnerships BC.
- (c) Respondents will notify Partnerships BC of requests for information or interviews from the media.

5.8 No Unauthorized Communication

All communications with respect to this RFQ must be made by the Respondent's Authorized Representative (as identified in Appendix C – Designation of Authorized Representative) in writing by email to the Contact Person, as noted on the title page of this RFQ. No telephone or fax inquiries are permitted.

Respondents will not communicate directly or indirectly on matters related to this RFQ with any representatives of Partnerships BC, elected officials, or any other government employees involved in the Competitive Selection Process.

Respondents will not engage in any form of political or other lobbying whatsoever with respect to this RFQ, or otherwise attempt to influence the outcome of this RFQ. In the event of any such lobbying or communications, Partnerships BC, at its sole and absolute discretion, may at any time, but is not be required to, reject any Response by that Respondent without further consideration, and either terminate that Respondent's right to continue participating in the RFQ stage, or impose such conditions on that Respondent's continued participation in the List as Partnerships BC, at its sole discretion, may consider to be in the public interest or otherwise appropriate.

5.9 Form of Contract

It is expected that any Candidate retained by Partnerships BC will enter into a Contract with Partnerships BC or Partnerships BC's Clients. Any Contract between a Candidate and Partnerships BC will be substantially similar to the terms and conditions of the standard Partnerships British Columbia Service Contract (General), in use by Partnerships BC at the time of the Contract.

The basis of compensation and form of Contract between a Candidate and a Client will be as agreed between the parties.

5.10 No Collusion

Each Respondent will be responsible to ensure that its participation in this RFQ process is conducted fairly and without collusion or fraud.

6. DEFINITIONS

Addenda or Addendum means each and every written document issued by the Contact Person for the purpose of amending or clarifying this RFQ.

Authorized Representative means the person(s) or firm(s) having the authority to legally bind the Respondent.

Business Advisory Services means the services described in Section 2.

Candidate(s) means any Respondent who is included in the List of Qualified Business Advisory service providers.

Claim means any claim, demand, liability, damage, loss, suit, action, or cause of action and all costs and expenses relating thereto.

Client means the Province of British Columbia, a Public Sector Agency, a municipality, regional district or any other public sector entity which has engaged, or proposes to engage, Partnerships BC.

Contact Person means the person designated by Partnerships BC on the RFQ cover page.

Contract means a written contract executed by a Candidate and by Partnerships BC or a Client as the case may be, for the engagement of a Business Advisor.

Designation of Authorized Representative refers to the declaration in Appendix C.

Disqualification or Disqualified or Disqualify means exclusion of a Response from a Respondent by Partnerships BC from the Competitive Selection Process.

Evaluation Criteria means the criteria defined in Appendix B used to evaluate the Responses.

List of Qualified Business Advisors or List means the List of Respondents, prepared and maintained by Partnerships BC, who have satisfied the review and classification committee that they possess the qualifications described in this RFQ for being added to, and staying on, that List.

Mandatory Requirement means the requirement identified in Section 4.2.

Partnerships BC means Partnerships British Columbia Inc.

Public Sector Agency means a government body as defined in the Financial Administration Act R.S.B.C. 1996, c.138, including taxpayer-supported and commercial Crown corporations and their subsidiaries, and local agencies such as school districts, health authorities, universities and colleges.

Request for Qualifications or RFQ means this document, and any appendices attached to it, as they may be amended from time to time by Partnerships BC.

Respondent(s) means an individual or firm who submits a Submission to this RFQ.

Response means the formal Response by a Respondent to this RFQ and is the statement of information that substantially complies with the form and content requirements of this RFQ.

Submission Location means the location, as described on the RFQ cover page, to which Responses must be submitted before the Submission Time.

Submission Time means the time and date, as described on the RFQ cover page, for the submission of Responses. Responses received after the Submission Time will be reviewed at Partnerships BC's convenience.

Appendix A - MAINTENANCE AND USE OF THE LIST

1. MAINTENANCE OF THE LIST

1.1 Changes to the List

Partnerships BC may, at its sole discretion, and from time to time:

- (a) Extend the period during which the List is valid;
- (b) Invite additional Respondents to submit their materials for consideration to be added to the List;
- (c) Request or require one or more Respondents to submit additional information, including updated experience, availability and fee information;
- (d) Update the List at any time by adding new Candidates and removing Candidates from the List;
- (e) Update the List based on revised eligibility criteria; and
- (f) Categorize Candidates on the basis of their stated areas of expertise.

1.2 Candidate Changes

Candidates named to the List are requested to promptly notify the Contact Person in writing of any material changes to the information contained in their Submission. Partnerships BC may, but is not obligated to, update the List, at any time, in its discretion, to reflect such changes.

Candidates named to the List who wish to make any addition, deletion, or other change to their Submission, will notify the Contact Person as to the proposed change in writing.

Any proposed change may result in removal from the List.

1.3 Withdrawal or Removal from the List

Any Candidate may withdraw their name from the List at any time by notifying the Contact Person in writing.

Partnerships BC may remove any Candidate from the List at any time, by notifying the Candidate in writing.

2. USE OF THE LIST

Partnerships BC may, at its discretion, and from time to time:

- (a) Use the List to identify Business Advisors with relevant expertise in connection with specific projects or distinct tasks in connection with such projects or proposed projects, or related project or policy development;
- (b) Use the List on behalf of a Client; or
- (c) Make the List available to a Client. If the List is provided to a Client, the use, if any, of the List and the selection, retention and instruction of Candidates in association with specific projects will be at the discretion of the Client.

Each of Partnerships BC and the Client shall have the right, at its discretion, to:

- (d) Invite any or all of the Candidates on the List to participate in selection processes for one or more Contracts;
- (e) Develop and implement processes and criteria for identifying, classifying, and selecting Candidates from the List;
- (f) Develop shortlists of Candidates in connection with specific tasks and projects and invite the shortlisted Candidates to be considered for one or more Contracts in connection with the tasks and projects;
- (g) Select Candidates to enter into one or more Contracts directly from the List; in accordance with applicable direct award policies;
- (h) Not engage any Candidates in connection with a project or task;
- (i) Not utilize the List in any way whatsoever, including without limitation, by not selecting any Candidates to enter into, or by not inviting any Candidates to compete for any one or more Contracts;
- (j) Employ other means or mechanisms to identify prospective Business Advisors external to the List or otherwise engage Business Advisors in connection with relevant expertise in connection with specific projects or distinct tasks in connection to such projects or proposed projects, or related project or policy development; or
- (k) Screen Candidates for conflicts of interest or other relationships that require them to commit to strict confidentiality obligations.

There is no obligation whatsoever on Partnerships BC or the Client to:

- (l) Contact any one or more Candidates on the List;
- (m) Consider or invite any one or more Candidates to enter into, or compete to enter into, any Contracts; or
- (n) Enter into one or more Contracts.

3. LIMITATIONS

Partnerships BC, in establishing and maintaining the List and the information contained in the List, in classifying Candidates on the List, in distributing or giving access to the List as contemplated in this RFQ, and in permitting the Client to utilize and give access to the List to others, is neither intending to, nor endorsing, recommending or otherwise making any representation, express or implied as to the List, the information (including its accuracy or completeness) contained in the List, the suitability of Candidates classified on the List, or the use that may be made of the List or the information on the List. The information contained in the List, or the classification of any or all Candidates on the List must not be held out as an endorsement, recommendation, or representation whatsoever, express or implied by Partnerships BC.

Appendix B - TABLE 1: Response FORMAT and Evaluation Criteria

Section	Title	Contents	Evaluation Criteria
Cover Letter		<p>Each Proposal must include a cover letter signed by the Authorized Representative.</p> <p>Provide the following contact details for the Authorized Representative:</p> <ol style="list-style-type: none"> 1. Name 2. Company 3. Mailing/Courier Address 4. Telephone Number 5. Email address <p>Please note: The Authorized Representative of the Respondent will be the <u>only</u> Contact Person to receive communication from Partnerships BC regarding this RFQ.</p>	Mandatory Requirement
1	Corporate overview (Please provide even if sole proprietor.)	Maximum one (1) page	Clearly describes the firm's areas of expertise and focus.
2	Experience on assignments of relevant scope, scale or complexity	<p>For each person who is being nominated as a Candidate to lead Business Advisor assignments :</p> <ol style="list-style-type: none"> 1. Provide a current CV. Please include, at a minimum, the following information: <ul style="list-style-type: none"> • Name • Location • Professional experience • Professional or technical designation(s), if any • Education/qualifications 2. Provide the following information for relevant assignments completed within the last five (5) years. Please limit responses to a maximum of five (5) projects per person, and one (1) page or less, per project. <ul style="list-style-type: none"> • Relevant Business Advisory Services or infrastructure project experience as identified in Table 2; • Project name and location (City, Province/State, Country); • Project description (including date, Contract method, i.e. PPP, design build etc.) and current status; • Project capital cost in Canadian dollars. (Note that only projects with a cost greater than \$50M 	Specialized knowledge, skills and experience of Business Advisor(s) are demonstrated to be relevant to the role for one or more categories of services detailed in Table 2.

		<p>Canadian will be evaluated); and</p> <ul style="list-style-type: none"> • Role of individual including a description of scope/experience within the overall project, and areas of Business Advisor experience to which the project is applicable. 	
3	Professional reputation as a credible provider of Business Advisory Services	<p>Client references (including client name, contact name, location, phone number, and email address) for <u>each of the projects identified in Section 2 above</u>.</p> <p>References may be asked to verify the information in the Submission and attest to the Respondent's relevant professional experience. Reference and background checks will be undertaken at the discretion of Partnerships BC.</p>	Responses received from references provided by consultant, and background checks, are positive.
4	Services and Sectors of Experience	Complete Table 2 for <u>each</u> person who is nominated as a Candidate to lead Business Advisory assignments.	Experience related to the identified Sectors of Specialization and Categories of Services is supported by project examples provided in response to Section 2.
5	Experience of support personnel on assignments of relevant scope, scale or complexity	<p>For each person who would typically provide support on a Business Advisor assignment, but would not lead, provide a short biography (less than one (1) page) Please include the following information:</p> <ul style="list-style-type: none"> • Name • Location • Professional or technical designation(s), if any • Education/qualifications • Summary of expertise and experience as it relates to the Categories of Services listed in Table 2. <p>Please note: Information provided about support personnel will be used to assess a firm's capacity to manage large and complex scopes of work. These individuals will not be included on the List and leads who do not have these resources will not be Disqualified from the prequalified List. Partnerships BC will not require leads to use the support personnel identified in their Response to this RFQ when responding to subsequent RFPs. Please do not include staff who primarily provide administrative support.</p>	Specialized knowledge, skills and experience of support personnel are demonstrated to bring clear value to the project team.

Each person who is nominated as a Candidate to lead a Business Advisor assignment is asked to identify in the table below, both the category of service and sectors for which they have experience by placing a check mark (√) in the box under the appropriate heading beside the type of service.

TABLE 2 –BUSINESS ADVISORY SERVICES EXPERIENCE

Category of Services:	Sectors of Experience			
	Transportation	Accommodation	Energy and Resources	Other (specify)
1. Project Planning (including financial model development, risk analysis including quantification, deal structuring advice, or other planning services)				
2. Project Procurement Process (including payment mechanisms, structuring advice, procurement documentation including Evaluation Criteria and methodology, commercial aspects of legal agreements, due diligence and evaluation)				
3. Negotiations and Financial Close (including negotiations with preferred proponent, financial and commercial support)				
4. Post Financial Close (including provision of ongoing commercial and financial support during the design and construction and operation phases of the project.)				

Appendix C - DESIGNATION OF AUTHORIZED REPRESENTATIVE

For any further distributed information about this RFQ, return this information in an email as soon as possible to:

Attention: Shirin Purewal

Email: shirin.purewal@partnershipsbc.ca

Subject: RFQ 3891 – Business Advisory Services Pre-qualified List

- Company
 - Mailing Address
 - Name of Authorized Representative
 - Phone Number of Authorized Representative
 - Email Address of Authorized Representative
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Appendix D - SAMPLE TERMS OF REFERENCE – BUSINESS ADVISOR

The Business Advisor will provide Advisory Services for the Project in three separate and subsequent phases. Phases two and three will commence upon receipt of appropriate approvals. The three phases include:

PHASE 1: PROJECT PLANNING

- 1.1 The scope of this phase of work will carry the Project through the evaluation of the Project's business case, risk analysis, quantitative and qualitative analysis for alternative procurement models, leading to a recommendation of the preferred procurement model for the Project to the Provincial Treasury Board and the Federal Government for their respective consideration and approval to provide funding for the Project.
 - 1.2 Specific tasks required as part of this phase include, but are not necessarily limited to the following:
 - Work with the Project Team to develop and review the multiple criteria assessment of the incremental qualitative impact of different procurement options relative to a base case as defined.
 - Contribute to overall outline of business case through drafting of relevant sections as required.
 - Assist the Project Team to develop a comprehensive risk strategy, risk register and risk report for the Public Sector Comparator (PSC), and the shadow bid.
 - Assist in the preparation of a risk adjusted PSC.
 - Assist in the development of the shadow bid.
 - Assist the Project Team to develop a detailed and optimum project structure based on the preferred business and procurement models. The optimum project structure should include, but not be limited to:
 - Demonstration of how the project structure meets the Project objectives;
 - Detailed risk allocation;
 - The development of a framework for a Project payment mechanism;
 - Expected capital structure, financing instruments (as appropriate) and potential for innovation in financing;
 - Evaluation and advice on tax and accounting implications for the Project Owner as well as for the private sector of the deal structure; and
 - Advise on corporate governance and structure to implement the preferred business model.
 - Comment upon other criteria utilized in the evaluation including financial/accounting impact upon the Province and the Federal Government, service levels, acceptability to stakeholders, etc.
 - Develop a comprehensive financial model for the Project (Project Model), based on available information. This should include all the options identified, the PSC and a comparable shadow bid. Include full documentation of the model and provide a full working copy of the model.
 - Maintain responsibility for the completeness of the whole financial model. In the event Phase 2 and 3 proceed, responsibility for the financial model will continue.
 - Assist in the preparation of a financial feasibility report that identifies Project cost and revenue projections, sensitivity analysis, and internal management costs for each of the identified options.
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- Advise on the financial aspects of the delivery model for presentations to the Ministry of Transportation Executive, Treasury Board and the Federal Government.
- Provide input into the development of the procurement implementation strategy. (E.g. the applicability of a two stage or three stage completion.)
- As required, assist in the negotiation of funding agreements between the Federal Government and the Province.
- Assist with market sounding and discussions with potential Bidders to determine the level of interest in the Project and possible delivery models.

PHASE 2: PROJECT PROCUREMENT PROCESS

2.1 Phase 2 will end with the selection of a preferred contactor for the implementation of the Project. The exact steps will depend on the nature of the procurement but at a maximum will include assisting in the implementation of a public private partnership model.

2.2 The scope of Phase 2 includes assisting in the preparation of the Request for Qualifications (RFQ) and Request for Proposals (RFP) for contractors to implement the Project and the evaluation of the Responses to the RFQ and RFP leading to the selection of a preferred contractor. This work will be undertaken by the Project Team and with input and assistance from the Business Advisor as required. The specific tasks required from the Business Advisor as part of this phase include, but are not necessarily limited to the following:

- Assist with developing Financial Evaluation Criteria and submission requirements for the RFQ and RFP.
- Assist with market sounding and discussions with potential Bidders to ensure that the selected procurement process and proposed business project structure result in a competitive process.
- As required, assist the legal advisors in developing concession agreement, specifically with respect to issues relating to, and affecting, the project structure and payment mechanism.
- Review of Bidder's financial model and provide any commentary on discrepancies with the Project Model.
- Assist with the financial evaluation of RFQ and RFP submissions and the submission at each stage.
- Assist with promoting the Project to rating agencies. If required, to work with the rating agencies to conduct preliminary credit rating of Program.
- Assist and advise the Project Team in negotiations with Bidders during the RFP process.

PHASE 3: NEGOTIATIONS AND FINANCIAL CLOSE

3.1 Phase 3 will commence with completion of Phase 2 and the selection of a preferred Bidder to implement the Project.

3.2 The scope of this phase includes all aspects associated with the Contract negotiations with the preferred Bidder up to financial close.

3.3 Specific tasks required as part of this phase include, but are not necessarily limited to the following:

- Review of the model audit of the Bidder's financial model.
 - Assist and advise the Project Team in the final negotiation of the concession agreement.
 - Assist with developing the "Value for Money" report based on Partnerships BC format.
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SAMPLE