

REQUEST FOR PROPOSAL: TSILHQOT'IN NIDLIN PROJECT CONSTRUCTION MANAGEMENT SERVICES

ISSUE DATE	JULY 20 TH 2026
CLOSING DATE:	AUGUST 14 TH 2026
CLOSING TIME:	3:00PM PST
SUBMIT TO:	Crystal Verhaeghe, Tsilhqot'in Children & Family Infrastructure Project Manager Email: crystal@emodadesign.com

Brief Description of Request

Through this Request for Proposals, the Tsilhqot'in National Government (TNG) invites proposals from suitably experienced organizations to provide **Construction Management Services** for the Tsilhqot'in Nidlin Project. The project is a coordinated multi-community approach to deliver six (6) child and family infrastructure projects for the Tsilhqot'in communities of Tl'etinqox, ʔEsdilagh, Yunešit'in, Tšideldel, Tl'esqox and Xeni Gwet'in simultaneously. The multi-community approach aims to achieve significant efficiencies in design, construction, and cost by aligning processes, design principles, and procurement strategies—while maintaining flexibility for each community's cultural and site-specific needs.

About Tsilhqot'in National Government

The Tsilhqot'in National Government was established in 1989 to meet the needs and represent the Tsilhqot'in Nation and Tsilhqot'in communities of Tl'etinqox, ʔEsdilagh, Yunešit'in, Tšideldel, Tl'esqox and Xeni Gwet'in as the national government of the Tsilhqot'in Nation.

Tsilhqot'in National Government - Mission

As the national government of the Tsilhqot'in, TNG's mission is to support and empower each of the six Tsilhqot'in Communities to achieve its own vision and goals, while representing Tsilhqot'in unity and collective strength as a Nation to the world.

TNG strives to represent T̓silhqot'in laws, language and values in everything it does, as the T̓silhqot'in Nation stands up true T̓silhqot'in governance and reclaims its rights, title and jurisdiction throughout the T̓silhqot'in homeland and for all T̓silhqot'in *deni*.

CONTENTS:

This Request for Proposals (the "RFP") is organized into the following parts:

- **PART A:** The Services – full details of the construction management / consulting services required
- **PART B:** The RFP Process – the process for submissions, evaluation and contract award

EXHIBITS:

- Project Scope Areas
 - Tl'etinqox BC, See Exhibit A – Project Scope Area
 - ʔEsdilagh BC, See Exhibit B – Project Scope Area
 - Yunešit'in BC, See Exhibit C – Project Scope Area
 - T̓sideldel BC, See Exhibit D – Project Scope Area
 - Tl'esqox BC, See Exhibit E – Project Scope Area
 - Xenigwet'in BC, See Exhibit F – Project Scope Area
- Civil Scope Clarification
 - Civil – Servicing Report, See Exhibit G
 - Civil – Servicing Concepts, See Exhibit H

Part A: The Services

PROJECT SUMMARY

Key details of the T̓silhqot'in Child and Family Infrastructure Project (the "Project") are as follows:

Project Location: To deliver six (6) child and family infrastructure projects for each of the T̓silhqot'in communities, as follows:

Tl'etinqox BC, See Exhibit A – Project Scope Area
ʔEsdilagh BC, See Exhibit B – Project Scope Area
Yunešit'in BC, See Exhibit C – Project Scope Area
T̓sideldel BC, See Exhibit D – Project Scope Area
Tl'esqox BC, See Exhibit E – Project Scope Area
Xenigwet'in BC, See Exhibit F – Project Scope Area

Overall Project Objective: The Project is a coordinated multi-community approach to deliver six (6) child and family infrastructure buildings simultaneously through aligned processes, design principles, and procurement strategies—while maintaining flexibility for each community's cultural and site-specific needs. The Project shall also achieve additional objectives including:

- Aiming to achieve significant efficiencies in design, construction, and cost and maximize the benefit of the available funding allocation per community, which cannot be exceeded.
- Creating inclusive facilities, including advanced accessibility standards.

- Delivering high-quality architectural design.
- Ensuring a minimum environmental standard (green building requirements) and demonstrating social sustainability in project planning.
- Fulfilling a building design which is climate-change, wildfire and flood resistant.
- Ensuring the Project meets all licensing and statutory requirements.
- Understanding that each community will have a facility that is uniquely its own—reflecting local culture, site context, and community priorities—while sharing a coordinated process, common systems, and aligned technical standards.
- Coordinating timelines to allow for parallel progress, ensuring momentum and consistency.
- Unifying the design approach with a set of replicable systems (structural, mechanical, electrical) to reduce duplication of work and allow for scalable design refinement.

Project Program: Conceptual design has been completed for each of the projects including a Class D Cost estimate. Each of the six new child and family infrastructure projects will include a variety of spaces including:

- A variety of offices
- Meeting rooms, Consultation rooms
- Staff support spaces (staff rooms, copy rooms, file rooms, storage rooms)
- Visiting professional spaces
- A variety of program spaces including: Cultural Room(s), Youth Activity Space, Community Kitchen, Elders room
- Change rooms and washrooms
- Associated parking and outdoor features

Building Details:

The following summarizes the overall gross building target areas of each of the six buildings:

Tl'etinqox BC	Building Area 32,972 ft ²
?Esdilagh BC	Building Area 14,598 ft ²
Yunešit'in BC	Building Area 18,733 ft ²
Tšideldel BC	Building Area 26,254 ft ²
Tl'esqox BC	Building Area 17,039 ft ²
Xeni Gwet'in BC	Building Area 16,518 ft ²

Onsite and offsite areas and site services for each community are unique and outlined in **Exhibit G – Civil Servicing Report** and **Exhibit H – Civil Servicing Concepts** in conjunction with the following exhibits identifying the project site scope outline the offsite and onsite civil improvements required.

Tl'etinqox BC, See **Exhibit A – Project Scope Area**
 ?Esdilagh BC, See **Exhibit B – Project Scope Area**
 Yunešit'in BC, See **Exhibit C – Project Scope Area**
 Tšideldel BC, See **Exhibit D – Project Scope Area**
 Tl'esqox BC, See **Exhibit E – Project Scope Area**
 Xeni Gwet'in BC, See **Exhibit F – Project Scope Area**

The construction manager may be required, with the consultant team and community representatives, to coordinate with Indigenous Services Canada (ISC) to identify servicing upgrades across communities that are outside of the project sites, while minimizing load on existing systems where possible and applicable including:

- **Off-Site Servicing Support:** Align design with ISC infrastructure programs to secure additional funding for shared or upgraded systems.
- **On-Site Efficiency:** Design building systems to reduce strain on community infrastructure (e.g., decentralized water systems, low-energy building envelopes, integrated stormwater management).

The T̓silhqot'in Project Approach

The communities are located in T̓silhqot'in territory, geographically centered around Williams Lake BC. Three of the communities - Tl'esqox, Tl'etinqox and T̓sideldel - are situated on or near Highway 20 between Williams Lake and Bella Coola. The site for the facility in ʔEsdilagh is on the west side of the Fraser River with limited access crossing the river. Yunešit'in is located south of Highway 20 and Xeni Gwet'in is also located south of Highway 20 and accessed via an extensive gravel road and a small bridge crossing. Building six new facilities in remote, rural, geographically dispersed locations presents challenges and opportunities. Building in a rural location does face unique challenges for delivering new construction projects, including extreme winter weather, short construction windows, accommodation for workers and trade availability.

The T̓silhqot'in Nation wish to utilize:

- **Capacity Building within each of the communities;**
The priority for each of the communities is to maximize the opportunity for long-term capacity building. Not only are these facilities desperately needed but the "building of the building" provides a unique opportunity to develop skill sets that will have long term benefits.
- **Advanced procurement;**
Given the scale of six distinct buildings located in geographically diverse locations, the advanced procurements of materials and equipment would enable significant cost savings.
- **Nodal design;**
Each community has a distinct design. However, the programmatic needs for each are similar. The opportunity of designing and building six distinct buildings located in geographically diverse locations provides an opportunity to take a different approach in the design and construction of the facilities. Designing repetitive elements of the building allows for efficiency in the design and construction documentation. Pre-constructing the building nodes will also result in cost savings and increased quality.

With capacity building in each of the communities, local materials, services, subcontractors and labour are utilized. The construction of six buildings provides the opportunity of bulk buying and early procurement. Using the similarities of program functions in each of the buildings, a repetitive nodal approach will ensure design and building efficiency.

Project Management: An overall Project Manager is engaged by the TNG (“Nation Project Manager”) and will support the project manager/community representatives for each individual community as well as the design team and construction manager. Assume at minimum the following:

- Ongoing liaising & meetings with the Nation Project Manager
- Bi-weekly meetings with the TNG’s Oversight Committee and/or community representatives (overall multi-community working group) made up of one to two representatives from each of the community committees
- Ongoing meetings with the consultant team and TNG & community representatives
- Co-ordination with ISC and other related organizations as needed

Design Team: The architectural team is a collaboration between HCMA Architecture + Design, Scott Kemp Architect and Obsidian Architecture Inc. The three lead architects are Aiden Callison, Scott Kemp and Kelly-Edzerza Bapty. Engineering consultants have also been engaged.

Design Considerations

The design team and Nation Project Manager wish to work with the Construction Manager to develop the following opportunities of the project:

1. Capacity Building

- Building skills and keeping jobs in the community
- Utilizing local materials
- Retaining economic opportunities realized through construction within the community
- Utilizing T̓silhqot’in businesses for civil work and/or other scopes of work.

This approach is not limited to the construction phase. The design team is committed to involving community members in project management and design roles.

2. Advanced Procurement

It is important to acknowledge and respect the time and wisdom already incorporated into the community-led conceptual designs. The conceptual designs have built-in forms and massing strategies that support the unique spiritual practices and traditions of the Xeni Gwet’in, Tl’etinqox, ʔEsdilagh, T̓sideldel, Yunešit’in, and Tl’esqox communities. To ensure long term viability, the projects must specify systems and products that are readily available in Williams Lake to facilitate repairs and replacement. To ensure the project is durable with low maintenance, the building systems must be co-developed with each community’s input, based on the availability of skills in the community. Commonality in building components such as door, windows, facades and finishes will facilitate ease of maintenance between each community.

The unique opportunity of having six buildings progressing simultaneously provide cost reductions through the bulk purchase of building materials.

3. Nodal Design

The design of the facilities for the six Tsilhqot'in communities was developed through an extensive collaborative community engagement process. The resulting concepts reflect the spiritual practices and traditions of the Xeni Gwet'in, Tl'etinqox, ʔEsdilagh, Tsideldel, Yunešit'in, and Tl'esqox communities. The collective scale of the six facilities and the similarities of the program services that are provided in these buildings does provide opportunities to find efficiencies and cost savings in both the design phase and during construction. Each unique design does have common components that are similar across the six buildings. Finding efficiencies in the design of these components - or nodes – results in savings both in design and during construction. Common repeatable elements (nodes) could include:

- Private office
- Open office
- Large meeting room
- Small meeting room
- Counseling room
- Assessment room
- Cultural
- Toilet
- Service (Mechanical/Electrical Rooms & Components)

The uniqueness and diversity of each of the designs can be maintained by composing each of the six building designs with these repeatable nodes. Nodes can be designed in detail and then replicated in each facility instead of custom designing each of the six buildings. Standardization of finishes and replicability of services can result in cost savings. Prefabrication of building elements such as wall panels and building structure can reduce construction time.

The design team's objective is to provide quality, long-lasting facilities that serve the functional and cultural needs of each of the communities while ensuring low operation and maintenance costs.

The Tsilhqot'in Nidlin Children and Family Services Facilities will provide the Tsilhqot'in Nation with "seven generational" buildings that will be used and cherished by many.

Phases and timeline: The Project currently has commenced Schematic Design and is building from the preliminary conceptual designs and a Class D Cost Estimate prepared for the Feasibility Study phase. The CM will work closely as part of the design team to further refine the schedule. It is critical to the Tsilhqot'in Nation that this Project meets or exceeds this schedule.

The following outlines the preliminary design and construction schedule. During the pre-construction phase the CM will work as part of the design team providing input on the construction schedule including opportunities to expedite the schedule:

CM RFP Stage:

- RFP issued July 20, 2026
- RFP closes August 14th, 2026

- Contract award September 3rd, 2026

Design Stage 12 months (June 2026 - September 2027)

- Schematic Design: 5 months (June 2026 – Mid November 2026)
- Design Development: 3 months (Mid November 2026 – March 2027)
- Construction Documents: 6 months (March 2027 – September 2027)

Tender Period 2 months (May 2027 – September 2027)

- Tender period may vary based on agreed upon procurement process and potential phasing of tender

Construction 18-24 month estimate (September 2027 – Summer 2029)

Occupancy Summer 2029

A parallel yet connected project schedule will enable the design and documentation phases to move faster and significantly lower the soft costs per facility. The following considerations need to be considered by the construction manager:

- Accelerated Design: Developing base building systems and details once, then customizing locally, reduces design hours and coordination time.
- Replicable Systems: Structural approaches, mechanical systems, and envelope assemblies can be standardized across communities.
- Fast-Track Construction: With aligned design milestones, site preparation and foundation work can proceed in advance of full design completion.
- Early Start Advantage: Simultaneous design initiation enables early tendering and mitigates cost escalation risk.

Funding & Project Construction Budget: The maximum funding available for the Project is established pursuant to a negotiated agreement between the T̓silhqot'in Nation, British Columbia and Canada, which includes budget for the building as well as identified site servicing and infrastructure upgrades. Each community has a fixed, maximum budget available for construction of the building, excluding costs for Architect and engineering Services (the "Project Construction Budget") .

During the pre-construction phase the Construction Manager will work as part of the design team providing input on budgets and costing. It is critical that the Project costs do not exceed the funds that have been allocated below.

The following summarizes both the building hard cost and land and infrastructure construction budgets (excluding GST) of each of the six buildings:

Tl'etinqox BC	Building Hard Cost \$25,600,000	Land & Infrastructure Cost \$960,000
?Esdilagh BC	Building Hard Cost \$13,235,000	Land & Infrastructure Cost \$1,040,000
Yunešit'in BC	Building Hard Cost \$16,246,000	Land & Infrastructure Cost \$1,000,000
T̓sideldel BC	Building Hard Cost \$22,443,000	Land & Infrastructure Cost \$1,460,000
Tl'esqox BC	Building Hard Cost \$15,450,000	Land & Infrastructure Cost \$940,000
Xeni Gwet'in BC	Building Hard Cost \$17,178,000	Land & Infrastructure Cost \$1,918,000

The TNG has a maximum 'Project Construction Budget' identified above (excluding GST) available for all construction, equipment and other costs for each community project.

- This Project Construction Budget represents the absolute maximum funds available for Project construction. The Architect & Construction Manager must deliver the Services and Project within this Project Construction Budget.
- Definitions related to this "Project Construction Budget" are as follows:
 - The "Project Construction Budget" is the maximum amount of money, including contingency allowances, which the TNG has available to spend on the "Construction Cost".
 - The "Construction Cost" is within the Project Construction Budget and is the total cost to construct all elements of the Project designed or specified by, or on behalf of, or as a result of coordination by, the Architect, consisting of the price for the Work, cost of changes to the Work during construction, construction management fees or other fees for the coordination and procurement of construction services, and all applicable taxes, except GST, which shall be excluded. Construction Cost excludes the compensation of the Architect (including its Sub- Consultants) and consultants, land cost, land development charges and other professional fees.
 - The "Work" means the total construction and related services, including construction management services, required by the Construction Documents for the Project.

Construction Management Services Required

The TNG is looking to engage the services of a Construction Management (CM) company to join the team. The successful Proponent would assist the design team with pre-construction services providing input on budget, buildability, and scheduling leading to the finalization of the design and preparation of construction documents.

During the pre-construction phase the CM will provide at a minimum updated costing and project schedules at the following phases:

- Upon award of contract – review of preliminary project budget and schedule
- Schematic Design – Class C costing
- Design Development – Class B costing
- Construction Documents – Class A costing

Project Delivery Model: The Project will be delivered using the 'Construction Management' delivery method under the CCDC 5B-2025 Construction Management Contract – for Services and Construction.

During the Design Development Phase, the Construction Manager will provide constructability input into the design process with the aim of improving constructability, optimal scheduling, and cost optimization for the Project.

The CCDC 5B Construction Management Contract – for Services and Construction will mean the CM will provide advisory services during the pre-construction phase and transition to perform the required Work during the construction phase. TNG aims to exercise the Stipulated Price Option in CCDC5B to convert to a CCDC2-2020 Stipulated Price Contract for the Construction of the Project.

Part B: The RFP Process

This Part B details the terms and conditions of how this RFP process will be run by the TNG, and how the Construction Manager will be selected. Proponents to this RFP must ensure they follow all the terms detailed below. Failure to follow the terms of this Part B may result in a Proposal being rejected.

1. KEY DETAILS:

1.1. QUESTIONS REGARDING THIS RFP:

Any question a Proponent has related to this RFP process must be submitted to the TNG by emailing a question to Crystal Verhaeghe, T̓silhqot̓'in Nation Children & Family Infrastructure Project Manager.

Questions regarding this RFP must not be submitted to the TNG via any other method. Answers to questions received will be provided either directly to the Proponent or via an addendum to all Proponents. Information obtained from any source other than the TNG through Crystal Verhaeghe, T̓silhqot̓'in Nation Children & Family Infrastructure Project Manager, is unofficial and must not be relied upon as part of this RFP.

All questions regarding this RFP must be submitted prior to the 'Deadline for Questions' detailed under Section 1.2 of this Part B. Questions received after the Deadline for Questions will be addressed only if time permits.

The Proponent is solely responsible for seeking any clarification required regarding this RFP, and the TNG shall not be held responsible for any misunderstanding by the Proponent.

1.2. TIMETABLE:

This Construction Manager RFP process will run to the following timetable. This timetable may be amended at the TNG's discretion through the issuance of an addendum to this RFP.

Issue Date of this RFP	July 20 th , 2026
Deadline for Questions	July 31 st , 2026
Last Day for Issue of Addenda	August 7 th , 2026
RFP Closing Date and Time	August 14 th , 2026 at 3:00PM
Contract Execution Date	September 3 rd , 2026 (estimated)

1.3. SITE MEETING:

No site meeting will be held for this RFP process.

1.4. SUBMISSION OF PROPOSALS (LOCATION, DATE & TIME, FORMAT):

Proposals to this RFP should be submitted in accordance with the following:

- **Electronic Submissions Only:** Proposals must be submitted electronically by email to Crystal Verhaeghe, T̓silhqot̓'in Nation Children & Family Infrastructure Project Manager *via* crystal@emodadesign.com.

- **RFP Closing Date and Time:** Electronic Proposals must be completed no later than the RFP Closing Date and Time detailed in section 1.2. The RFP Closing Date and Time shall be determined by the recipients' web clock. Late submissions are not permitted.
- **Format:** A Proposal must be submitted in accordance with the submission requirements, which will include submitting all of the information required in the forms listed under Part D – Submission Forms, of this RFP.

The TNG assumes no responsibility for the receipt of Proposals where the instructions detailed above have not been complied with by the Proponent.

2. DEFINITIONS USED IN THIS RFP:

The following are definitions used in this RFP document. Whenever one of the following terms is used with a capitalized first letter, the term shall have the meaning as set out in this section.

- 2.1. "Addenda" or "Addendum" means additional information or amendments to this RFP, issued by the TNG in accordance with Section 5 of this Part B.
- 2.2. "Architect" means the licensed professional(s) who were retained on this Project - who plans, designs, and oversees the construction of the building.
- 2.3. "Bid", "Bids" or "Tenders" are terms used and mean either the RFP opportunity, or an aspect of the RFP opportunity, depending on the context. The use of these terms in no way infer that this RFP is an irrevocable bid or tender process.
- 2.4. "Contract" means a written agreement for the provision of the Services that may result from this RFP, executed between the TNG and the successful Proponent to this RFP.
- 2.5. "Nation" means the T̓silhqot'in National Government that represents the T̓silhqot'in Nation and acts as a national government for the T̓silhqot'in communities of Tl'etinqox, ʔEsdilagh, Yunešit'in, T̓sideldel, Tl'esqox and Xenigwet'in.
- 2.6. "Optional Services" are those Services that the TNG will not commit to purchase upon execution of the Contract. No minimum quantity of Optional Service shall be guaranteed by the TNG. Such Optional Services may proceed once the TNG is satisfied that conditions of a prior phase of the Project have been met and the Project is able to proceed to the next phase.
- 2.7. "Project" means the coordinated multi-community delivery of six (6) child and family infrastructure projects to for the T̓silhqot'in communities of Tl'etinqox, ʔEsdilagh, Yunešit'in, T̓sideldel, Tl'esqox and Xenigwet'in simultaneously as described in Part A of the RFP.
- 2.8. "Proposal" means a Proposal submitted by a Proponent in response to this RFP.
- 2.9. "Proponent" means a person or entity that submits a Proposal to this RFP.
- 2.10. "RFP" means this Request For Proposals, including all Parts of the RFP.

2.11. “RFP Closing Date and Time” means the date and time that Proposals to this RFP must be received by in accordance with Section 1.4 of this Part B. The time will be determined by the recipient’s web clock.

2.12. “Section” means the numbered section of the referenced part of this RFP.

2.13. “Services” means the architectural and prime consulting services and work for the Project, which the TNG seeks to be provided, as outlined in Part A.

2.14. “Sub-Consultant” or “Sub-engineer” (as the context requires) means a person or organization that the Proponent may contract with to deliver part of the Services, in a subordinate relationship to the Architect.

3. AMENDMENT OF A PROPOSAL BY PROPONENT:

A Proponent may amend a Proposal at any time up until the RFP Closing Date and Time. Amendments may be submitted in the same way as the original Proposal, as detailed in Section 1.4 of this Part B.

4. WITHDRAWAL OF A PROPOSAL BY PROPONENT:

A Proponent may withdraw a Proposal that is already submitted at any time throughout the RFP process, including after the Closing Date and Time. To withdraw a Proposal before or after the Closing Date and Time, the Proponent should submit a request in writing to Crystal Verhaeghe, Tsilhqot’in Nation Children & Family Infrastructure Project Manager.

5. ADDENDA ISSUED BY TNG:

This RFP may only be amended by way of an Addendum issued in accordance with this Section. At any time up until the Closing Date and Time, the TNG may issue an Addendum in order to amend, clarify, or answer questions to this RFP. Each Addendum will be issued via email to all Proponents that identify intent to respond to the RFP. Each Addendum will form an integral part of this RFP. Proponents are solely responsible for checking for Addenda up until the Closing Date and Time. If the TNG deems it necessary to issue an Addendum after the Last Day for Issue of Addenda, as detailed in Section 1.2 of this Part B, then the TNG may extend the RFP Closing Date and Time in order to provide Proponents with more time to complete their Proposal.

6. EVALUATION OF PROPOSALS & AWARD OF CONTRACT:

The TNG will conduct the evaluation of Proposals and selection of a successful Proponent in accordance with the process detailed in this Section. Evaluation of Proposals will be by an evaluation committee. TNG’s intent is to enter into a Contract with the Proponent who has met all mandatory criteria and minimum scores, and who has the highest overall ranking based on this evaluation process.

6.1. MANDATORY CRITERIA:

Proposals not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration in the evaluation process.

Mandatory Criteria:

1. The Proposal must be received by the RFP Closing Date and Time
2. The proposal must be signed by a person authorized to sign on behalf of the Proponent.
3. Submission must address each of the submission criteria as outlined below

Proposals that do not meet the minimum score within a scored criterion will not be evaluated further.

6.2. SCORING METHOD:

The following method and considerations will be used to score the scored criteria.

All non-mandatory criteria (except 'Total Estimated Cost for the Services') will be scored by the evaluation committee out of 100.

Note the following:

"Tsilhqot'in Nation for all open public bids will fundamentally assess and consider the basic needs of the project but will strongly weigh the proposal based upon the additional Tsilhqot'in considerations. A company that has fostered a relationship with the community will be strongly weighted as they have invested the time and resources into the community to build trust, have demonstrated experience and recognize that the community benefit is crucial towards the communities' success."

Each Proponent is responsible for submitting their proposal by the indicated deadline. In order to receive full consideration during the evaluation, proposals should include the following:

Proponent Background and Related Experience

Please address each of the following items in your written proposal.

1) Construction Management (maximum 20 points)

- a) Provide a brief introduction to your firm and identify how long you have been in the business of construction management and approximately the percentage of your work that is completed as construction management in the past five years. Indicate the total number of construction management projects your firm has been engaged in over the past five years. Identify location of head office and satellite office near the site area.
- b) Provide a list of construction management projects you have worked on in the past five years, with a brief description of the scope of work and the project size, value and completion date. Indicate which projects were completed through a CCDC 5B contract.
- c) Provide a brief introduction to each relevant or related project, the challenges that were encountered and the methods employed to successfully overcome them.
- d) Identify, describe roles and provide résumés for each of your firm's proposed project team member(s), both site and office-based personnel who have worked on these example projects and who will be specifically assigned to this Project. Resumes should identify projects completed under construction management. **Commitment by the CM to provide consistency in the staff responsible for the project throughout the duration is a critical criterion for TNG.**
- e) Indicate your firm's knowledge of the Northern and Interior BC market.

- f) Describe and provide examples of how you manage projects and report to the TNG during the course of a project.
- g) Describe how you will assist TNG by providing easy access to all reporting information required by the funders.

2) Using Local Content and Working with First Nations or other Indigenous Groups
(maximum 20 points)

- a. Describe how you intend to utilize local content. Identify Quantity/Number of
 - i. the local material and equipment to be used,
 - ii. services, contractors and labour,
 - iii. the capacity building enhancements relevant to the project
- b. Describe your firm's experience working for Indigenous communities
- c. Does the Proponent have a record of past performance & qualifications and track record with the T̓silhqot'in Nation
- d. Preference towards qualified Indigenous Service Providers, Indigenous Joint Venture, and/or T̓silhqot'in First Nation Community business;
- e. Describe your approaches to ensure maximum benefit to the community or other economic development opportunities for the community

3) Similar Type Construction
(maximum 15 points)

- a. Describe your firm's experience with working in remote locations including the construction of a building of a similar nature.

4) Past Projects Delivered on Time and on Budget
(maximum 15 points)

- a. Describe the process(es) you employ to manage quality assurance procedures and engineer lifecycle value.
- b. Explain your firm's process and control to ensure only approved work is completed by the Construction Manager.
- c. Examples and description of projects that you have completed that come in on time and on budget.

5) Public Safety (maximum 10 points)

- a. Describe your firm's safety record and WorkSafeBC Experience Rating.
- b. Provide an example of a recent public safety management plan and daily site safety trades meeting minutes for a like-size project.

6) CM fees (maximum 10 points)

- a. Provide a fixed fee for Pre-construction Services for a period of 6 months
- b. Provide a percentage fee for Construction Services, which will be applied to the Cost of the Work (i.e. hard cost of construction once the costs have been finalized)
- c. Indicate any other fees that would be applied as part of the CM services

7) References (maximum 10 points)

- a. Provide a list of at least three contact names with telephone numbers and emails as references for your firm's construction management projects. TNG reserves the right to obtain a reference from any of the contacts identified.

6.3. PROPOSAL FORMAT

Proposal format and sequence should follow the below format in order to provide consistency in Proponent responses and to ensure that each proposal received full consideration.

- a. Submit proposals via email to the contact person.
- b. Proposals should not exceed 25 pages . **TNG is looking for the quality of the submission – not quantity.** All Pages should be consecutively numbered.
- c. Table of contents including page numbers
- d. The body of the proposal covering items as listed above

6.4. EVALUATION CRITERIA

Proposals meeting the mandatory requirements will be further assessed against the following desirable criteria, based on available information. **Proposals should demonstrate the capabilities and experience of the specific construction management team members proposed and not of the company in general.**

Proposals will be evaluated as follows:

- a) The evaluation committee will check proposals against the mandatory criteria. Proposals not meeting all mandatory criteria will be rejected without further consideration.
- b) Proposals that do meet all the mandatory criteria will then be assessed and scored.
- c) If at any time the evaluation committee determines that a Proposal is not adequate and would not be short listed, the evaluation committee may cease to evaluate the Proposal.
- d) The evaluation committee will short list a select number of Proponents from the group of Proponents.
- e) At TNG's discretion, Proponents may be invited to meet with the evaluation committee on a date to be agreed on via video conference
- f) At TNG's discretion, TNG may contact Proponent's references from the project list provided with their written submission. Should the results of the reference check prove unsatisfactory to the evaluation committee, at the committee's sole discretion, the subject Proponent will be removed from consideration
- g) TNG will fundamentally assess and consider the basic needs of the project but will strongly weigh the proposal based upon the additional Tsilhqot'in considerations. A company that has fostered a relationship with the organization or community will be strongly weighted as they have invested the time into the community to build trust, have demonstrated experience and recognize that the community benefit is crucial towards the communities' success.

6.5. INTERVIEW

Following the review of all written proposals, Proponents may be invited to attend an interview at TNG's discretion. TNG reserves the right to determine at this point that it has sufficient information to process with an award of a contract and may bypass the interview process.

If Interviews are held, each of the Proponents may be contacted by TNG to set up an individual time for an interview. During an interview, the Proponent will be asked to make a brief presentation to outline their proposed approach to management of the Project. The Proponent may be asked questions by the evaluation committee about the information presented.

References

At TNG's discretion, the Proponent's submitted references may be contacted for addition information and evaluation.

6.6. OVERALL RATING EVALUATION

TNG may at its discretion elect not to conduct interviews or reference reviews for one or more or all Proponents. A Proponent may be eliminated without either process being conducted but weighting for competing Proponents will only be compared based on processes that have been conducted. TNG may in its discretion elect to limit the interview process. An interview with the lead Proponent may be conducted, at TNG's discretion, without TNG being obligated to interview any other Proponent.

The evaluation criteria will be weighted as follows:

Ranking of Evaluation Criterion: Submitted material, Interview and References	Relative Weighting
Submitted written material	100 points maximum
Interview presentation and specific responses to questions about the Proponent's approach to the project	50 points maximum
Reference Review (if conducted)	50 points maximum
Total for Submitted Material, Interview and References	200 points maximum

6.7. AWARD

Following the reference checks and interview process, if any, TNG's intent is to enter into a Contract with the Proponent who has the highest overall ranking, subject to TNG's rights pursuant to the requirements of this Request for Proposals.

Part 7: OTHER TERMS & CONDITIONS OF THIS RFP PROCESS:

The following terms and conditions shall also apply to this RFP:

7.1 LATE PROPOSALS

Proposals received after the Closing Time will not be accepted or considered. Delays caused by any technical issues will not be grounds for an extension of the Closing Time. Late proposals will not be opened.

7.2 NEGOTIATION DELAY

If a written Contract cannot be negotiated within thirty days of notification of the successful Proponent, TNG may, at its sole discretion at any time, thereafter, terminate negotiations with that Proponent and either negotiate a Contract with the next qualified Proponent or choose to terminate the Request for Proposal process and not enter into a Contract with any of the Proponents.

7.3 COMMUNICATION

At the conclusion of the Request for Proposal process, all Proponents will be notified of the successful Proponent.

7.3 SIGNED PROPOSALS

The proposal must be signed by a person authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in response to this Request for Proposal.

7.4 NO IRREVOCABILITY OF PROPOSALS

By submission of a clear and detailed written notice, the Proponent may amend or withdraw its proposal prior to or after the closing date and time. However, a Proposal may not be withdrawn after notification that the Proposal is successful. By submission of a proposal, the Proponent agrees that should its proposal be successful the Proponent will enter into a Contract with TNG.

7.5 CHANGES TO PROPOSAL WORDING

The Proponent will not change the wording of its proposal after closing and no words or comments will be added to the proposal unless requested by TNG for purposes of clarification.

7.6 PROPONENTS' EXPENSES

Proponents are solely responsible for their own expenses in preparing a proposal and for subsequent negotiations with TNG if any. If TNG elects to reject all proposals, TNG will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.

7.7 LIMITATION OF DAMAGES

Further to the preceding paragraph, the Proponent, by submitting a proposal, agrees that it will not claim damages, for whatever reason, relating to the Contract or in respect of the competitive process, and the Proponent, by submitting a proposal, waives any claim for loss of profits if no agreement is made with the Proponent.

7.8 PROPOSAL VALIDITY

Proposals will be open for acceptance for 60 days after the closing date, unless previously withdrawn by the Proponent under Section 4.

7.9 COMPLETENESS OF PROPOSAL

By submission of a proposal, the Proponent warrants that all components required to undertake the work have been identified in the proposal or will be provided by the successful Proponent at no charge.

7.10 ACCEPTANCE OF PROPOSALS

- a) This Request for Proposal should not be construed as an agreement to purchase goods or services. TNG is not bound to enter into a Contract with the Proponent who submits the lowest priced proposal, the highest ranked proposal, or with any other Proponent. TNG reserves the right, in its absolute discretion, to accept the Proposal which it deems most advantageous to itself, and in doing so to accept a non-conforming Proposal or waive any noncompliance, irregularity or error that TNG in good faith considers to be of a minor or technical nature and to have not provided the Proponent with an unfair competitive advantage.
- b) TNG reserves the right to reject any or all Proposals or to terminate this Request for Proposal, in each case without giving any reasons and without liability to any Proponent.
- c) TNG may, at its discretion, request clarifications or additional information from a Proponent with respect to any Proposal. TNG may consider such clarifications or additional information in evaluating a Proposal and will be under no obligation to request or receive clarifications or further information, whether written or oral, from any other Proponent.

7.11 DEFINITION OF CONTRACT

Notice in writing to a Proponent that it has been identified as the successful Proponent and the subsequent full execution of a written Contract will constitute a Contract for the goods or services, and no Proponent will acquire any legal or equitable rights or privileges relative to the goods or services until the occurrence of both such events.

7.12 FORM OF CONTRACT

By submission of a proposal, the Proponent agrees that should it be identified as the successful Proponent it is willing to enter into an agreement with TNG in accordance with the terms of the CCDC 5B-2025 - Construction Management Contract - for Services and Construction. The Construction Manager shall be the "prime contractor" for the workplace. The Construction Manager shall, as the "prime contractor", provide for all 'Notice of Project' or submittals to WorkSafeBC for compliance, and ensure compliance by CCA- 1 Trade Contractors, Visitors and Suppliers with the Workers Compensation Act of British Columbia and its Regulations including the Occupational Health & Safety Regulations, WHIMIS regulation and the transportation of hazardous substances or dangerous goods requirements and obligations and shall pay the Construction Manager's assessments or

compensation required to be paid under applicable legislation. The Construction Manager shall act as Payment Certifier for CCA-1 Trade Contracts.

7.13 SELF-PERFORMED WORK

Those portions of the work (as ultimately described in the Construction Documents) that the selected Proponent request to self-perform shall be managed as follows:

- The Proponent shall competitively bid or request proposals from appropriate subcontractors, suppliers, and fabricators after consultation with the TNG. The Proponent will be required to obtain at least two competitive, sealed proposals or bids for all portions of the work that the Proponent desires to self-perform, and shall deliver those competitive, sealed proposals or bids, along with the Proponent's sealed self-performed work proposal or bid, to the TNG. The TNG shall then determine, with advice from the Consultant, which of such proposals or bids will be accepted for the project.
- The TNG, in its sole discretion, may allow the selected Proponent, as the Construction Manager, to self-perform work without obtaining competitive subcontract bids, if (1) the Construction Manager specifically identifies the Work the contractor proposes to perform and obtains prior approval from the TNG, (2) the Construction Manager discloses its hourly wage rates upon the TNG's request, (3) the Construction Manager includes the cost of the Work it proposes to perform with its own forces as a separate line item in the Schedule of Values, and (4) the Construction Manager competitively bids materials and supplies.

7.14 EQUAL EMPLOYMENT OPPORTUNITY POLICY

The TNG provides equal employment opportunities to all, regardless of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital or family status, political belief, disability that can be reasonably accommodated, or conviction where a pardon has been granted. Notwithstanding the above, where two or more applicants have comparable or equivalent skills and qualifications, preference must be given in the following order to:

- a) Persons with specific knowledge of or experience with the language, culture, history, and customs of the T̓silhqot'in Nation.
- b) Persons of First Nation, Metis or Inuit ancestry
- c) Persons who have experience working with the Denisiqi Services Society Project or other First Nations peoples.
- d) All others

The T̓silhqot'in Nation is guided by cultural knowledge, values, wisdom, and is supported with strategic governance by a First Nations Board of Directors representing each community. These communities include: Tl'esqox, Xeni Gwet'in, Tl'etinqox, T̓sideldel, Yunešit'in, and ʔEsdilagh. Members of these communities have trade and other construction related skills.

It is the intention that the Construction Manager and the TNG will work together to maximize employment opportunities for qualified members of these communities and other local First Nations

Members. Without compromising its ability to carry out safe, efficient, and cost-effective operations, the Construction Manager will seek to make available employment opportunities arising from the Project, both direct and indirect, to qualified Tl'esqox, Xení Gwet'in, Tl'etinqox, Tsideldel, Yunesit'in, and ʔEsdilagh Members and other local First Nations Members.

7.15 LIABILITY FOR ERRORS

While TNG has used effort to ensure an accurate representation of information in this Request for Proposal, the information contained in this Request for Proposal is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by TNG, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Proposal is intended to relieve Proponents from forming their own opinions and conclusions with respect to the matters addressed in this Request for Proposal.

7.16 MODIFICATION OF TERMS

TNG reserves the right to modify the terms of this Request for Proposal at any time in its sole discretion. This includes the right to cancel this Request for Proposal at any time prior to entering into a Contract with a Proponent.

7.17 TNG OWNERSHIP OF PROPOSALS

All documents, including proposals, submitted to TNG become the property of TNG. They will be received and held in confidence by TNG, subject to the provisions of the Freedom of Information and Protection of Privacy Act.

7.18 CONFIDENTIALITY AND USE OF INFORMATION

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals. Information pertaining to TNG obtained by the Proponent as a result of participation in this Project is confidential and must not be disclosed without written authorization from TNG.

7.19. PROPOSALS IN ENGLISH:

All Proposals are to be in the English language only.

7.20. ONLY ONE ENTITY AS PROPONENT:

Proponents to this RFP should be just one legal entity, which could include either an organization/company (of any legal structure) or a legally formed joint venture.

7.21. PROPOSALS TO CONTAIN ALL CONTENT IN PRESCRIBED FORMS:

All information that Proponents wish to be evaluated must be contained within the submitted Proposal. Proposals should not reference external content in other documents or websites. The TNG may not consider any information which is not submitted within the Proposal.

7.22. REFERENCES AND EXPERIENCE:

In evaluating a Proponent's experience, as per the scored criteria, the TNG may consider information provided by the Proponent's clients on the projects submitted in the Proposal, and may also consider the TNG's own experience with the Proponent. The TNG may or may not choose to contact any project references provided in Proposals in order to verify information provided, at its sole option.

7.23. RFP SCOPE OF WORK IS AN ESTIMATE ONLY:

While the TNG has made every effort to ensure the accuracy of the Services described in this RFP, the TNG makes no guarantees as to the accuracy of the information provided. Any quantities or measurements provided are estimates only and are provided to describe the general nature and scale of the Services. Proponents must obtain all information they deem necessary, including verification of quantities or measurements in order to complete a Proposal.

7.24. RETENTION OF PROPOSALS AND FOIPPA:

All Proposals submitted to the TNG will not be returned and will be retained in accordance with the Freedom of Information and Protection of Privacy Act ("FOIPPA"). Proponents should note that in accordance with the provisions of FOIPPA, certain details of this RFP and any executed Contract may be made public, including the Consultant's Name and total Contract price. Proponents should identify with their Proposal any information which is supplied in confidence, however, Proponents should be aware of and review the TNG's obligations under FOIPPA and the TNG's limited ability to refuse to disclose third party information pursuant to FOIPPA.

7.25. NOTIFICATION AND FEEDBACK TO UNSUCCESSFUL PROPONENTS:

At any time up until or after the execution of a written Contract with the Construction Manager, the TNG may notify unsuccessful Proponents in writing that they have not been selected to conclude a Contract. Unsuccessful Proponents may then request a feedback email or telephone call with a Nation representative to obtain feedback on how their Proposal fared in the evaluation. Such requests for feedback must be made within 30 days of notification of the RFP results to the unsuccessful Proponent. Details of feedback provided will be at the TNG's sole discretion in order to protect the confidentiality of other Proponents and the TNG's commercial interest.

7.26. CONFLICT OF INTEREST:

All Proponents must disclose an actual or potential conflict of interest, by answering the questions related to Conflict of Interest that are requested of Proponents when submitting a Proposal. The TNG may, at its sole discretion, disqualify any Proponent from this RFP process, if it determines that the Proponent's conduct, situation, relationship (including relationships of the Proponent's employees and TNG and T̓silhqot'in community employees directly involved in the RFP evaluation or contract conclusion) create or could be perceived to create a conflict of interest.

The TNG may rescind or terminate a Contract entered into if it subsequently determines that the Proponent failed to declare an actual or potential conflict of interest during this RFP process.

7.27. CONFIDENTIALITY:

All information provided to Proponents by the TNG as part of this RFP process is the sole property of the TNG and must not be disclosed further without the written permission of the TNG.

7.28. NO CONTRACT A AND NO CLAIMS:

No contractual obligations whatsoever (including what is commonly referred to as 'Contract A') shall arise between the TNG and any Proponent upon the submission of a Proposal in response to this RFP. For extra clarity, both the Proponent and the TNG are free to cancel their participation in this RFP process at any time up until the execution of a written Contract for the Services. Without limiting the

above paragraph, no Proponent shall have any claim whatsoever against the TNG for any damage or other loss resulting from a Proponent's participation in this RFP, including where the does not comply with any aspect of this RFP and including any claim for loss of profits or Proposal preparation costs should the TNG not execute a Contract with the Proponent for any reason whatsoever.

7.29. RIGHT TO CANCEL RFP:

Although the TNG fully intends to conclude a Contract as a result of this RFP, the TNG may at its sole discretion, cancel or amend this RFP process at any time without any liability to any Proponent.

7.30. GOVERNING LAW AND TRADE AGREEMENTS:

This RFP is governed by the laws of the Province of British Columbia and any other agreements which exist between the Province of British Columbia and other jurisdictions.

7.31. TNG'S RIGHTS:

The TNG reserves the right to:

- (a) make public the names of any or all Proponents;
- (b) make changes, including substantial changes, to this RFP provided that those changes are issued by way of addendum in the manner set out in this RFP;
- (c) request written clarification or the Proposal of supplementary written information in relation to a Proposal by any Proponent and incorporate a Proponent's response to that request for clarification into the Proponent's Proposal;
- (d) assess and evaluate a Proponent's Proposal on the basis of:
 - (i) its sole opinion considering the evaluation criteria listed; and
 - (ii) in addition to any other evaluation criteria or considerations set out in this RFP, consider any other relevant information that arises during this RFP process;
- (e) waive formalities and accept Proposals that substantially comply with the requirements of this RFP;
- (f) verify with any Proponent or with a third party any information set out in a Proposal;
- (g) check references other than those provided by any Proponent;
- (h) disqualify a Proponent, rescind a notice of selection or terminate a contract subsequently entered into if the Proponent has engaged in any conduct that breaches the process rules or otherwise compromises or may be seen to compromise the competitive process;
- (j) cancel this RFP process at any stage in whole or in part at any time for any reason; or reject any or all Proposals;
- (k) issue another RFP or competitive procurement process for the same or similar services or on the same or different terms, sole source a contract to anyone, or do nothing further, without liability to any Proponent or non-Proponent;
- (l) enter into discussion with one or more of the Proponents without such discussions in any way creating a binding contract between the TNG and any such Proponent;
- (m) negotiate changes to the potential Project or Services with any one or more Proponents without having any duty or obligation to advise any or all other Proponents;
- (n) change the date to accept a Proposal; or
- (o) accept any Proposal in whole or in part and these reserved rights are in addition to any other express rights or any other rights that may be implied in the circumstances.

7.32. LIMITATION OF LIABILITY

By providing a Proposal, each Proponent agrees that:

- a) the TNG nor any of their respective employees, officers, agents, elected or appointed officials, advisors or representatives will be liable, under any circumstances, for any claim arising out of this RFP process including but not limited to costs of preparation of the Proposal, loss of profits, loss of opportunity or for any other claim; and
- b) the Proponent waives any right to or claim for any compensation of any kind whatsoever, including claims for costs of preparation of the Proposal, loss of profit or loss of opportunity by reason of the TNG's decision not to accept the Proposal provided by the Proponent, to enter into a contract or another agreement with any other Proponent, or to cancel this procurement process, and the Proponent shall be deemed to have agreed to waive such right or claim.