

Site C CONTRACT SOURCING REQUEST

Please fill out this form and submit via email to [REDACTED]

ALL NON-OPTIONAL FIELDS MUST BE COMPLETED

Requestor: [REDACTED]

New Contract

☐

Change Order

☐

Work Release

☐

Contractor name and CO: RFQ (RFSQ) Main Civil Works

(for work releases / change orders only)

SCOPE OUTLINE- RFQ (RFSQ) Main Civil Works

Description

Term

The Site C Leadership team presented a decision request to the Project Board on February 20, 2014. The resolution was as follows: the Site C Project Board recommend to the Board of Directors that it approve the initiation of the procurement process for the Main Civil Works contract and that it delegate to the Project Board the authority to subsequently approve the issuance of the associated Request for Proposals.

Feb 2014 –September 2015

This decision request (attachment #1) outlined the approach to the development of the contract. The award of the contract, currently scheduled for summer 2015 will be subject to the Project proceeding (i.e. receiving required environmental certification and other permits and approvals, and decisions to proceed), as well as the Board's acceptance of the preferred proponent.

This decision request (attachment #2) was presented and approved by the Board of Directors on February 27, 2014.

Background

The Main Civil Works Contract will comprise the majority of earthworks required to construct the Site C Dam, including:

- Excavation and bank stabilization - more than 32 million m³ of excavation associated with diversion, foundations and stabilizations.
- River Diversion works consisting of
 - Two approximately 11m diameter concrete-lined tunnels between 700m to 800m in length; and
 - Associated cofferdams and intake and outlet structures.
- Earthfill dam – Zoned earth embankment approximately 1050m long and 60m above the present river bed.
- Roller-compacted concrete buttress - approximately 800m in length and at a maximum height of 70 m (total RCC volume of approximately 2.4 million m³).
- Approach channel and tailrace.
- Significant ancillary works such as a permanent network of site roads, permanent site drainage and permanent debris handling facilities.
- Aggregate processing and stockpiling for other Contracts

In October 2013, the Site C Project Board approved the procurement process planned for the Main Civil Works.

BC Hydro will utilize a two-stage procurement process consisting of a qualification stage followed by a proposal stage. The Request for Qualifications (RFQ) will be open to any interested party, here in British Columbia or elsewhere in Canada or internationally. Following completion of the RFQ, a Request for Proposals (RFP) will be issued to up to three short-listed respondents (the Proponents) who are evaluated as being most qualified to perform the relevant contract. The following is the draft schedule.

Stage	Task	Proposed Start
Qualification stage	Site C Project Board and BC Hydro Board approval to initiate procurement	Feb 20, 2014
	RFQ period	April 3, 2014
	RFQ evaluation and Site C EVP's acceptance of shortlisted respondents	June 2014
Proposal stage	Site C Project Board approval to issue RFP	June 2014
	RFP period	July 15, 2014
	RFP evaluation	March 15, 2015
	Site C Project Board and BC Hydro Board acceptance of preferred proponent	June 2015
	Notify preferred proponent and conduct negotiations	July 2015
Contract Award		August 2015

BC Hydro is conducting the procurement process and it is anticipated that the RFQ will be published on BC Bid on April 3rd 2014 and will close on May 30th 2014.

The budget for Main Civil Works is part of the total capital cost estimate that is being taken to the Board of Directors as part of the investment decision in summer/fall 2014. Given the fact that the RFQ (RFSQ) has \$0 value, for the purposes of this CR we will use the WBS 3660 (Procurement) until the investment decision is made and the budget for construction has been approved.

It is anticipated that the RFQ may include a clause outlining the payment of development of specific contractor led design proposals during the competitive selection process. Should the competitive selection process continue into the RFP stage then BC Hydro may make a partial payment based on staged design development. If a partial payment is required then this will be the subject of a separate sourcing request.

Given the need to prepare in advance for mobilization should Site C achieve certification, we recommend approval of this next step in implementing the strategy as detailed.

FUNDING

Estimate of Contract Value	Budget Source	Funding Available?
\$0 (RFQ/RFSQ Phase)	YM80003.3660	Yes – Stage 3
\$TBD (RFP)	YM80004 TBD	Yes- Stage 4

Additional Information:

Attachment #1

Attachment #2

Routing:

Prepared by:

Reviewed by:

Approved by:

Approved by:

Approved by:

Approved by:

[REDACTED]

From: [REDACTED]
Sent: 2014 March 19 12:27 PM
To: [REDACTED]
Subject: Re: Approvals - Signature Required

Approved

From: [REDACTED]
Sent: Wednesday, March 19, 2014 12:16 PM
To: [REDACTED]
Subject: Approvals - Signature Required

Hi [REDACTED]

WE need to issue the RFQ number for the Main Civil Works contract.

There is a sourcing request signed by [REDACTED] but we require your signature as well

Can you approve via email so we can proceed to get the documents ready. (I have attached the word doc for your review)

Before it can be released to BC Bid there will be an additional sign-off required by you and the "bid the post form" signed by [REDACTED]

Thanks
[REDACTED]

[REDACTED]
Site C Clean Energy Project

BC Hydro
Suite 600, Four Bentall Centre
1055 Dunsmuir Street
PO BOX 49260
Vancouver, BC V7X 1V5
(Couriers and visitors, please go to the 6th floor reception desk)

Office: [REDACTED]
Fax: [REDACTED]
Email: [REDACTED]

bchydro.com/sitec

REQUEST FOR DECISION

SITE C CLEAN ENERGY PROJECT INITIATION OF PROCUREMENT PROCESSES FOR WORKER ACCOMMODATION AND MAIN CIVIL WORKS CONTRACTS

DECISION REQUEST

The Site C Project Team requests the Board's approval to commence the procurement of two major contracts (Worker Accommodation and Main Civil Works) in March and April 2014, which is required in order to maintain the schedule for the construction of the Site C Project.

The award of these contracts (currently scheduled for spring and summer of 2015, respectively), will be subject to the Project proceeding (i.e. receiving required environmental certification and other permits and approvals, and decisions to proceed), as well as the Board's acceptance of the preferred proponents.

Background Procurement Approach

In June 2012 the Board of Directors approved a Procurement Approach for the construction of the Site C project. The Procurement Approach defined the scope of the major contracts and their delivery models as summarized in the table below.

Component	Contract	Procurement Model
Worker Accommodation	Worker accommodation and site services contract	Design-Build-Finance-Operate-Maintain
Earthworks	Early civil works contract(s)	To be determined
	Main civil works contract	Design-Bid-Build
Reservoir Clearing	Three batches of reservoir clearing contracts	Design-Bid-Build
Generating Station and Spillways	Turbines and generators contract	Design-Build
	Generating station and spillways contract	Design-Bid-Build/ Design-Build
Electrical and Transmission Infrastructure	Transmission lines contract	Design-Bid-Build or Design-Build
	Site C substation contract	Design-Bid-Build or Design-Build
	Peace Canyon substation upgrade contract	Supply Contract
Highway 29 Realignment	To be analyzed in consultation with BC MOTI	

Worker Accommodation Contract

The scope of the Worker Accommodation contract includes the design, fabrication, installation and servicing of two temporary accommodations, one located on the north bank and one on the south bank. The two camps would be scaled to provide accommodation and recreational

REQUEST FOR DECISION

facilities for the majority of workers at the dam site, for the majority of the construction period (approximately seven years and an additional year for final commissioning). The dam-site work force is estimated to peak at approximately 1,700 people.

The design, build, finance, operate and maintain (DBFOM) model was selected as the delivery model for the Worker Accommodation contract as it is consistent with industry practice and is expected to best meet the project objectives through a performance-based contract.

Performance-based output specifications will be used to specify the design, installation, maintenance and operation requirements to the extent possible. This will provide proponents with flexibility in how they meet BC Hydro's requirements, and as a result generate innovative and cost-effective proposal responses. Prescriptive-based specifications should only be required for a limited subset of the contract scope, such as for assets intended to confer legacy benefits.

The quality of the Worker Accommodation is a key component of the project's labour relations strategy to attract and retain workers in what is expected to be a period of high demand for skilled workers.

Main Civil Works Contract

The scope of the Main Civil Works contract includes the following major components:

- Diversion works,
- Left bank stabilization,
- Approach channel,
- Earthfill dam,
- Roller-compacted concrete buttress, and
- Tailrace.

The design-bid-build model was selected as the delivery model for the Main Civil Works contract, due to the limited ability to transfer long-term geotechnical risks associated with the design of the earthfill dam and other components of the contract scope. However, the Procurement Approach provided for the transfer of some design responsibility to the Contractor, with performance-based output specifications to be used for design and construction, to the extent possible. The Project Team is currently assessing the scope for which performance-based specifications will be used.

The Main Civil Works contract is expected to be the largest of the Project's construction contracts, with a value in excess of [REDACTED]. The ultimate contract value will depend in part on the technical and commercial risk allocation between BC Hydro and the contractor.

Procurement Process

In October and November 2013 the Site C Project Board approved the procurement processes planned for the Worker Accommodation and Main Civil Works contracts. The procurement processes were designed to optimise the achievement of the Site C Procurement Objectives, and to retain flexibility in implementation wherever possible.

REQUEST FOR DECISION

For both contracts, BC Hydro will utilize a two-stage procurement process consisting of a qualification stage followed by a proposal stage. In accordance with BC Hydro's policies and obligations, the Request for Qualifications (RFQ) will be open to any interested party, here in British Columbia or elsewhere in Canada or internationally. Following completion of the RFQ, a Request for Proposals (RFP) will be issued to the three or four short-listed respondents (the proponents) who are evaluated as being most qualified to perform the relevant contract.

Several well-established market-tested elements are planned to be used in the procurement processes, including providing proponents with the opportunity to request collaborative meetings during the proposal stage. These meetings will allow BC Hydro and individual proponents to have confidential discussions for the purposes of investigating particular technical or commercial matters of concern.

Commencement of procurement at this time is required in order to maintain the schedule for the construction of the Project. The procurement processes, and the award of the contracts, will be subject to: the Project receiving environmental certification and other required permits and approvals; meeting the Crown's duty to consult, and where appropriate, accommodate Aboriginal groups; and decisions by the BC Hydro Board and the Province to proceed to construction.

Procurement Schedule

The anticipated schedules for the Worker Accommodation and Main Civil Works procurement processes are outlined in the following table. Site C Project Board and BC Hydro Board approvals are shaded in grey.

Stage	Task	Worker Accommodation		Main Civil Works	
		Proposed Start	Duration (months)	Proposed Start	Duration (months)
Qualification stage	Site C Project Board and BC Hydro Board approval to initiate procurement	Feb, 2014	1	Feb, 2014	1
	RFQ period	Mar 1, 2014	2	Apr 1, 2014	1.5
	RFQ evaluation and Site C EVP's acceptance of shortlisted respondents	May 1, 2014	1.5	May 16, 2014	1.5
Proposal stage	Site C Project Board approval to issue RFP	May, 2014	1	Jun, 2014	1
	RFP period	Jun 16, 2014	5.5	Jul 1, 2014	10.5
	RFP evaluation	Oct 15, 2014	2	Mar 16, 2015	1.5
	Site C Project Board and BC Hydro Board acceptance of preferred proponent	Dec 16, 2014	1	Jun 1, 2015	1
	Notify preferred proponent and conduct negotiations	Jan 15, 2015	2.5	Jul 1, 2015	1
Contract award		Apr 1, 2015		Aug 1, 2015	

REQUEST FOR DECISION

Discussion

Contract Approach

Site C's Legal Procurement Advisor (Dentons) is currently drafting contracts for the Worker Accommodation and Main Civil Works. The contracts are being drafted with due consideration of findings from BC Hydro's Supplier Engagement Review and Government Review, and provincial, national and international best practices for contracts of a similar scale, duration and procurement models.

The contracts are being drafted with input from the Site C Project Team, including the Project's commercial and procurement advisors - [REDACTED] respectively.

The procurement processes have been designed to allow for the draft contracts to be refined during the proposal stage, based on feedback from proponents received during collaborative sessions. This opportunity to discuss and refine the draft contracts should:

- aid in the sustainment of competition throughout the procurement process;
- facilitate the identification of an optimal risk transfer; and
- avoid risk premiums being embedded in proponents' proposals to cover perceived unfairnesses and/or uncertainties in how the contract will be managed.

Communication and Marketing Plan

The Project Team has prepared the market for the Worker Accommodation and Main Civil Works procurements through targeted communication and procurement updates, updates with stakeholders and local governments, as well as meetings with prospective proponents as part of market soundings. These procurements were also specifically referenced in Business Information Sessions, the Procurement Update Conference Call in November 2013, and material available at www.sitecproject.com. A one-page "Procurement Opportunity Fact Sheet" is available on the project website for both Worker Accommodation and Main Civil Works (see attached documents).

The communication and marketing plan to support the commencement and implementation of these procurements includes the following elements:

- *Pre-RFQ Release:*
 - Advise the Shareholder by way of an Issues Note, an in-person briefing with the Ministerial Assistant, and a Ministerial briefing if requested. Communication materials will also be shared with the Shareholder in advance.
 - Work with Northern Initiatives Development Trust (NDIT) to coordinate the distribution of information to business directories.
 - Prepare communication materials such as a Contract Brief, Key Messages, Q&As, spokesperson briefings, as well as internal briefings reminding the Project Team about communication protocols during procurement.

REQUEST FOR DECISION

- *Day of RFQ Release:*
 - Post RFQ and Contract Brief to BC Bid (the purpose of the Contract Brief is to provide a convenient summary of the commercial opportunity for potential respondents)
 - Post the contract brief to www.sitecproject.com
 - Email information about the opportunity, including a link to the project website and BC Bid, to the Site C Business Directory, and other regional business directories, including NDIT
 - Issue a Project Update to trade journals, finance media and local / regional media
- *Respondent Information Meeting:*
 - A respondent information meeting will be held in Vancouver within two weeks of the issuance of the RFQs (on Wednesday, March 12th for the Worker Accommodation contract), with the opportunity to participate by conference call.
- *RFP Release to Contract Award:*
 - Communications as required to support procurement milestones, such as government briefings, issues notes, and communications materials.

Resolution

WHEREAS:

- A. The Board of Directors has previously approved the procurement approach recommended by Management in respect of the Worker Accommodation Contract and the Main Civil Works Contract for the Site C Clean Energy Project, both of which are described in greater detail in the materials filed for reference with the meeting record, and
- B. The Site C Project Board has now recommended that procurement process for each of the Worker Accommodation Contract and the Main Civil Works Contract be initiated.

RESOLVED THAT

- 1) Initiation of the procurement process with respect to the Worker Accommodation Contract and the Main Civil Works Contract for the Site C Clean Energy Project be and is hereby approved, provided that such processes are in material conformance with the procurement approach previously approved by the Board, and with the procurement process described in the materials filed for reference with the meeting record; and
- 2) The Site C Project Board be and is hereby authorized to approve the issue of requests for proposal, at such time and in such form as it considers appropriate, in relation to the Worker Accommodation Contract and the Main Civil Works Contract for the Site C Clean Energy Project.

REQUEST FOR DECISION

Reference Information

The following list summarises reference materials previously presented to the Site C Project Board and/or the BC Hydro Board. Please contact the Site C Project Team if you would like a copy of any of the reference materials.

- *Procurement Approach*: approved by the Board of Directors in June 2012.
- *Procurement Options Report*: dated August 1, 2012, the Procurement Options Report summarizes the rationale supporting the Procurement Approach and describes the analysis of procurement alternatives.
- *Procurement Plan*: presented to the Site C Task Board in April 2013, this document defines the organizational structure, framework and key philosophies that will apply to the implementation of the Procurement Approach.
- *Site C Procurement: Main Civil Works*: approved by the Site C Project Board in October 2013, this document outlines the procurement process planned for the Main Civil Works contract.
- *Proposed Guidelines for Procurement-Related Disclosure for Major Site C Contracts*: approved by the Site C Project Board in November 2013, this document proposed guidelines for procurement-related disclosure for the major contracts related to the Site C Clean Project.
- *First Nations Procurement Plan*: presented to the Site C Project Board in November 2013, this document outlines the procurement approach proposed to aid the achievement of commitments that may be made in Impact Benefit Agreements regarding contracting opportunities, as well as the broader project objective to provide lasting economic benefits for Aboriginal groups.
- *Site C Procurement: Worker Accommodation*: approved by the Site C Project Board in November 2013, this document outlines the procurement process planned for the Worker Accommodation contract.

REQUEST FOR DECISION

Title: Site C Procurement: Initiation of Procurement Processes for Worker Accommodation and Main Civil Works Contracts

Date: February 20, 2014

ISSUE

The Site C Project Team is preparing to commence the procurement of two major contracts (Worker Accommodation and Main Civil Works) in March and April 2014, which is required in order to maintain the schedule for the construction of the Site C Project.

DECISION REQUEST

This document outlines the approach to the development of these two contracts, and requests the Site C Project Board's approval and recommendation to the BC Hydro Board to initiate the procurement processes.

The award of these contracts (currently scheduled for spring and summer of 2015, respectively), will be subject to the Project proceeding (i.e. receiving required environmental certification and other permits and approvals, and decisions to proceed), as well as the Board's acceptance of the preferred proponents.

BACKGROUND

Procurement Approach

In June 2012 the Board of Directors approved a Procurement Approach for the construction of the Site C Project (the Project), which defined the scope of the major contracts and their delivery models. The approved approach included a Worker Accommodation contract and a Main Civil Works contract.

Worker Accommodation Contract

The scope of the Worker Accommodation contract includes the design, fabrication, installation and servicing of two temporary accommodations, one located on the north bank and one on the south bank. The two camps would be scaled to provide accommodation and recreational facilities for the majority of workers at the dam site, for the majority of the construction period (approximately seven years and an additional year for final commissioning). The dam-site work force is estimated to peak at approximately 1,700 people.

The design, build, finance, operate and maintain (DBFOM) model was selected as the delivery model for the Worker Accommodation contract as it is consistent with industry practice and is expected to best meet the project objectives through a performance-based contract.

Performance-based output specifications will be used to specify the design, installation, maintenance and operation requirements to the extent possible. This will provide proponents with flexibility in how they meet BC Hydro's requirements, and as a result generate innovative and cost-effective proposal responses. Prescriptive-based specifications should only be

required for a limited subset of the contract scope, such as for assets intended to confer legacy benefits.

The quality of the Worker Accommodation is a key component of the project's labour relations strategy to attract and retain workers in what is expected to be a period of high demand for skilled workers.

Main Civil Works Contract

The scope of the Main Civil Works contract includes the following major components:

- Diversion works,
- Left bank stabilization,
- Approach channel,
- Earthfill dam,
- Roller-compacted concrete buttress, and
- Tailrace.

The design-bid-build model was selected as the delivery model for the Main Civil Works contract, due to the limited ability to transfer long-term geotechnical risks associated with the design of the earthfill dam and other components of the contract scope. However, the Procurement Approach provided for the transfer of some design responsibility to the Contractor, with performance-based output specifications to be used for design and construction, to the extent possible. The Project Team is currently assessing the scope for which performance-based specifications will be used.

The Main Civil Works contract is expected to be the largest of the Project's construction contracts, with a value in excess of [REDACTED]. The ultimate contract value will depend in part on the technical and commercial risk allocation between BC Hydro and the contractor.

Procurement Process

In October and November 2013 the Site C Project Board approved the procurement processes planned for the Worker Accommodation and Main Civil Works contracts. The procurement processes were designed to optimise the achievement of the Site C Procurement Objectives, and to retain flexibility in implementation wherever possible.

For both contracts, BC Hydro will utilize a two-stage procurement process consisting of a qualification stage followed by a proposal stage. In accordance with BC Hydro's policies and obligations, the Request for Qualifications (RFQ) will be open to any interested party, here in British Columbia or elsewhere in Canada or internationally. Following completion of the RFQ, a Request for Proposals (RFP) will be issued to the three or four short-listed respondents (the proponents) who are evaluated as being most qualified to perform the relevant contract.

Several well-established market-tested elements are planned to be used in the procurement processes, including providing proponents with the opportunity to request collaborative meetings during the proposal stage. These meetings will allow BC Hydro and individual proponents to have confidential discussions for the purposes of investigating particular technical or commercial matters of concern.

Commencement of procurement at this time is required in order to maintain the schedule for the construction of the Project. The procurement processes, and the award of the contracts, will be subject to: the Project receiving environmental certification and other required permits and

approvals; meeting the Crown's duty to consult, and where appropriate, accommodate Aboriginal groups; and decisions by the BC Hydro Board and the Province to proceed to construction.

Procurement Schedule

The anticipated schedules for the Worker Accommodation and Main Civil Works procurement processes are outlined in the following table. Site C Project Board and BC Hydro Board approvals are shaded in grey.

Stage	Task	Worker Accommodation		Main Civil Works	
		Proposed Start	Duration (months)	Proposed Start	Duration (months)
Qualification stage	Site C Project Board and BC Hydro Board approval to initiate procurement	Feb, 2014	1	Feb, 2014	1
	RFQ period	Mar 1, 2014	2	Apr 1, 2014	1.5
	RFQ evaluation and Site C EVP's acceptance of shortlisted respondents	May 1, 2014	1.5	May 16, 2014	1.5
Proposal stage	Site C Project Board approval to issue RFP	May, 2014	1	Jun, 2014	1
	RFP period	Jun 16, 2014	5.5	Jul 1, 2014	10.5
	RFP evaluation	Oct 15, 2014	2	Mar 16, 2015	1.5
	Site C Project Board and BC Hydro Board acceptance of preferred proponent	Dec 16, 2014	1	Jun 1, 2015	1
	Notify preferred proponent and conduct negotiations	Jan 15, 2015	2.5	Jul 1, 2015	1
Contract award		Apr 1, 2015		Aug 1, 2015	

DISCUSSION

Contract Approach

Site C's Legal Procurement Advisor (Dentons) is currently drafting contracts for the Worker Accommodation and Main Civil Works. The contracts are being drafted with due consideration of findings from BC Hydro's Supplier Engagement Review and Government Review, and provincial, national and international best practices for contracts of a similar scale, duration and procurement models.

The contracts are being drafted with input from the Site C Project Team, including the Project's commercial and procurement advisors - [REDACTED] respectively.

The procurement processes have been designed to allow for the draft contracts to be refined during the proposal stage, based on feedback from proponents received during collaborative sessions. This opportunity to discuss and refine the draft contracts should:

- aid in the sustainment of competition throughout the procurement process;
- facilitate the identification of an optimal risk transfer; and
- avoid risk premiums being embedded in proponents' proposals to cover perceived unfairnesses and/or uncertainties in how the contract will be managed.

The intentions regarding a number of key contract provisions are outlined in the following table to provide an indication of the contract approach. Terms of the major Site C contracts (including Worker Accommodation, Main Civil Works, generating stations and spillways and turbines and generators) will be common to the extent practical. The Site C Project Team will keep the

Project Board informed as the contracts are developed and refined through the procurement process.

Sample Contract Approaches (Common to Main Civil Works and Worker Accommodation Contracts)	
Dispute Resolution	<p>It is intended that the dispute resolution procedure will:</p> <ul style="list-style-type: none"> • encourage settlement (rather than lengthy and expensive formal procedures such as arbitration or litigation); • provide BC Hydro with protection that a dispute will not put the project design or project schedule at risk; and • provide BC Hydro (and the contractors) control so that any dispute can be resolved quickly. <p>In order to achieve these objectives it is anticipated that the dispute resolution procedure will include a settlement meeting and the appointment of a referee whose decision is binding but not final.</p>
Changes	<p>It is intended that the change procedure will:</p> <ul style="list-style-type: none"> • Provide BC Hydro and the contractor with a system to document agreed changes; • Provide BC Hydro with the authority to direct the contractor to proceed, in the event a change hasn't been agreed; and • Require that contractors notify BC Hydro of any potential changes and mitigate the impacts.
First Nations	<p>In accordance with the proposed First Nations procurement approach, it is anticipated that the contractor will be obliged to:</p> <ul style="list-style-type: none"> • make commercially-reasonable efforts to provide a stated amount of contracting opportunities to specified First Nations; and • submit a monthly report detailing progress against First Nations targets, as well as activities planned and undertaken.

Communication and Marketing Plan

The Project Team has prepared the market for the Worker Accommodation and Main Civil Works procurements through targeted communication and procurement updates, updates with stakeholders and local governments, as well as meetings with prospective proponents as part of market soundings. These procurements were also specifically referenced in Business Information Sessions, the Procurement Update Conference Call in November 2013, and material available at www.sitecproject.com. A one-page "Procurement Opportunity Fact Sheet" is available on the project website for both Worker Accommodation and Main Civil Works (see attached documents).

The communication and marketing plan to support the commencement and implementation of these procurements includes the following elements:

- *Pre-RFQ Release:*

- Advise the Shareholder by way of an Issues Note, an in-person briefing with the Ministerial Assistant, and a Ministerial briefing if requested. Communication materials will also be shared with the Shareholder in advance.
- Work with Northern Initiatives Development Trust (NDIT) to coordinate the distribution of information to business directories.
- Prepare communication materials such as a Contract Brief, Key Messages, Q&As, spokesperson briefings, as well as internal briefings reminding the Project Team about communication protocols during procurement.
- *Day of RFQ Release:*
 - Post RFQ and Contract Brief to BC Bid (the purpose of the Contract Brief is to provide a convenient summary of the commercial opportunity for potential respondents)
 - Post the contract brief to www.sitecproject.com
 - Email information about the opportunity, including a link to the project website and BC Bid, to the Site C Business Directory, and other regional business directories, including NDIT
 - Issue a Project Update to trade journals, finance media and local / regional media
- *Respondent Information Meeting:*
 - A respondent information meeting will be held in Vancouver within two weeks of the issuance of the RFQs (on Wednesday, March 12th for the Worker Accommodation contract), with the opportunity to participate by conference call.
- *RFP Release to Contract Award:*
 - Communications as required to support procurement milestones, such as government briefings, issues notes, and communications materials.

RESOLUTION

RESOLVED THAT the Site C Project Board recommend to the Board of Directors that it approve the initiation of the procurement process for the Worker Accommodation contract and the Main Civil Works contract and that it delegate to the Project Board the authority to subsequently approve the issuance of the associated Requests for Proposals.

REFERENCE INFORMATION

The following list summarises reference materials previously presented to the Site C Project Board and/or the BC Hydro Board. Please contact the Site C Project Team if you would like a copy of any of the reference materials.

- *Procurement Approach:* approved by the Board of Directors in June 2012.
- *Procurement Options Report:* dated August 1, 2012, the Procurement Options Report summarizes the rationale supporting the Procurement Approach and describes the analysis of procurement alternatives.

- *Procurement Plan*: presented to the Site C Task Board in April 2013, this document defines the organizational structure, framework and key philosophies that will apply to the implementation of the Procurement Approach.
- *Site C Procurement: Main Civil Works*: approved by the Site C Project Board in October 2013, this document outlines the procurement process planned for the Main Civil Works contract.
- *Proposed Guidelines for Procurement-Related Disclosure for Major Site C Contracts*: approved by the Site C Project Board in November 2013, this document proposed guidelines for procurement-related disclosure for the major contracts related to the Site C Clean Project.
- *First Nations Procurement Plan*: presented to the Site C Project Board in November 2013, this document outlines the procurement approach proposed to aid the achievement of commitments that may be made in Impact Benefit Agreements regarding contracting opportunities, as well as the broader project objective to provide lasting economic benefits for Aboriginal groups.
- *Site C Procurement: Worker Accommodation*: approved by the Site C Project Board in November 2013, this document outlines the procurement process planned for the Worker Accommodation contract.