

DESIGN COMPETITION—PHASE 1  
REQUEST FOR QUALIFICATIONS



# National Monument to Canada's Mission in Afghanistan

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## 1.0 INTRODUCTION

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The Department of Canadian Heritage, on behalf of the Government of Canada, is inviting teams of professional artists, landscape architects, architects, and other urban design professionals to submit their credentials and examples of prior work for the first part of a two-phase competition to design and build a national monument dedicated to Canada's mission in Afghanistan.

The National Monument to Canada's Mission in Afghanistan, which was announced May 8, 2014, will serve as a testament to the commitment and sacrifice of Canadian Armed Forces members, police officers, public servants and civilians who served in Canada's mission in Afghanistan. The Monument will also recognize the strong support offered by Canadians at home to those who served during the mission.

Prominently located at LeBreton Flats across from the Canadian War Museum, with views of Parliament and other key federal institutions, this new landmark will be a lasting tribute to the Canadians who served in Afghanistan and those who supported them at home. The Government of Canada is therefore seeking teams to create a moving and thought-provoking monument that will provide a space for individual reflection and collective remembrance while marking a key event in our country's history.

### Participants

Veterans Affairs Canada (VAC) is the federal department mandated with the establishment, in Canada's Capital Region, of a National Monument to Canada's Mission in Afghanistan.

The Department of Canadian Heritage (PCH) is the federal department responsible for new commemorative works on federal lands in Canada's Capital Region. PCH is responsible for the design competition and overall management of this monument project on behalf of VAC.

The National Capital Commission (NCC) is the federal agency responsible for federal land use and design approval for new commemorative works on federal lands in Canada's Capital Region and also provides the site for the Monument. The NCC will award the contract for the design of the Monument to the winning design team, manage the design development of the winning concept, oversee required federal approvals and manage all construction work on site.

## 2.0 OVERVIEW

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This national design competition is open to design teams composed of professional, practising artists, landscape architects, architects and other urban design professionals. While PCH welcomes the participation of international competitors, each team must be led by a Canadian citizen.

This is the first phase of a two-phase competition: the Request for Qualifications (Phase 1) will evaluate qualifications to create a shortlist of up to five design teams; the Request for Proposals (Phase 2) will invite the finalist teams to develop design concepts from which a winning proposal will be selected.

The winning team of Phase 2 will be recommended to the NCC for a contract to develop and detail all design work and prepare associated construction tendering plans and specifications, fabricate any specific artistic elements, and ensure follow-ups during the construction and installation phases of the project.

The total all-inclusive budget for the design and construction the Monument will be no less than **\$3,098,400** (excluding applicable taxes).

An expert jury is being assembled for this competition. The jury will play an advisory role to the Minister of Canadian Heritage, as minister responsible for commemorative monuments on federal lands in Canada's Capital Region, and the Minister of Veterans Affairs, who will be jointly responsible for endorsing the jury's selection of the winning design.

The team's submission must include a USB key and two hard copies of each of the following documents:

- ◆ **a letter of interest**
- ◆ **a résumé for each team member with references**
- ◆ **images and information about previous built projects of a similar nature**

The deadline for receipt of submissions is **Friday, January 17, 2020, at 3 p.m. (EST)**.

The unveiling of the Monument is planned for fall 2023.

## 3.0 PROJECT VISION

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### Background

The terrorist attacks of September 11, 2001 initiated a global response. In October 2001, the Government of Canada announced its participation in an international anti-terrorism campaign in Afghanistan. Canada's commitment mobilized a whole-of-government mission, which included Canadian Armed Forces, police forces, public servants and civilians.

From 2001 to 2014, Canada conducted counter-insurgency operations and trained Afghan National Security Forces. Canadian efforts also focussed on education, healthcare, infrastructure and human rights. Canada's active role in Afghanistan was part of a long-term commitment to help the Government of Afghanistan build a more stable and secure future for its people.

Many Canadians died as a result of their service in Afghanistan, including Canadian Armed Forces members, a diplomat, foreign aid workers, a government contractor and a journalist. The mission in Afghanistan is Canada's fifth most costly military engagement in terms of lives lost. Thousands of Canadian Armed Forces members were also injured—physically and psychologically—during the mission.

### Project Vision

The National Monument to Canada's Mission in Afghanistan will recognize an important chapter in Canada's history and pay tribute to the commitment and sacrifice of Canadians in helping to rebuild Afghanistan.

### Project Goal

Create an enduring monument in the Nation's Capital to those Canadians who served in Canada's whole-of-government mission in Afghanistan, as well as to those Canadians who provided support at home.

### Project Objectives

- ◆ Express Canada's deep gratitude for the sacrifices made by Canadians who served in Afghanistan, including those Canadian Armed Forces members and civilians who lost their lives or were injured—physically and psychologically—in Canada's mission in Afghanistan;
- ◆ Recognize the strong support offered by families, friends and communities at home during the mission;
- ◆ Acknowledge the efforts of Canadians in standing together with the Afghan people to help rebuild their country;
- ◆ Serve as a public space for individual reflection and collective remembrance; and
- ◆ Encourage understanding of the significance and scope of Canada's mission in Afghanistan.

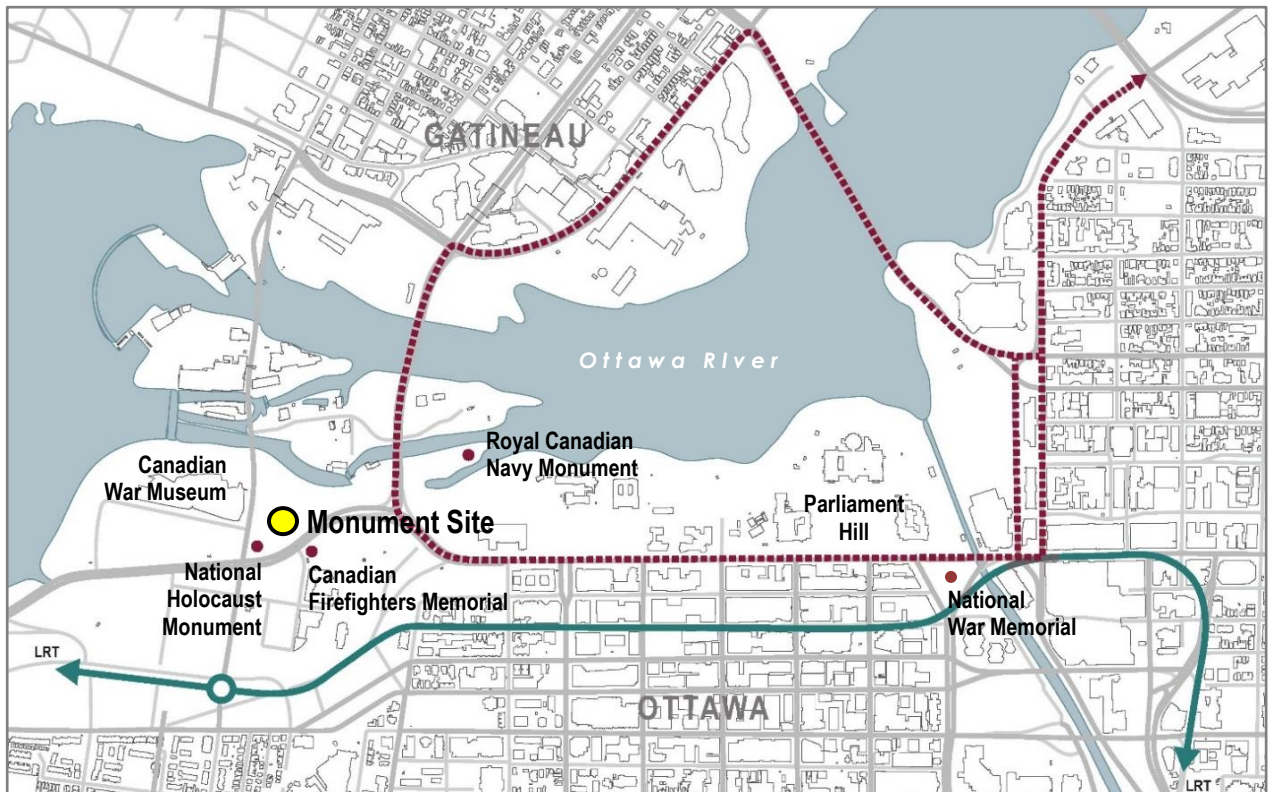
## 4.0 LOCATION

### Canada's Capital Region

Canada's Capital Region hosts many of the nation's most important political and cultural institutions, as well as a rich diversity of national monuments and symbols. They reflect, celebrate and commemorate people, events and achievements that have significance and value for our country. These monuments, regardless of their commemorative theme, often become a permanent influential element in the urban landscape, capable of shaping the civic realm by uniting history, territory and collective memory. In this respect, the National Monument to Canada's Mission in Afghanistan will greatly enrich the visitor experience of the Capital and will become an enduring symbol of commitment and sacrifice.

### Confederation Boulevard

Confederation Boulevard is the Capital's ceremonial route linking many of the national attractions and symbols through a unified and distinctive aesthetic approach. This discovery route is located within the Capital's core area, and encircles the downtown areas of the cities of Ottawa and Gatineau on both sides of the river. The primary focus of beautification and commemorative interventions extends beyond the edges of Confederation Boulevard. It includes physical links, entry routes, as well as visual and symbolic relationships within the Capital core. LeBreton Flats represents a major threshold to the Capital, as well as one of its most evocative ceremonial gateways. Thus, the Monument site's proximity to Confederation Boulevard will ensure good visibility by thousands of visitors and residents in the core area of Canada's Capital.



Plan of Confederation Boulevard (dotted line)



## 4.0 LOCATION



View down Wellington Street/Confederation Boulevard toward Monument site

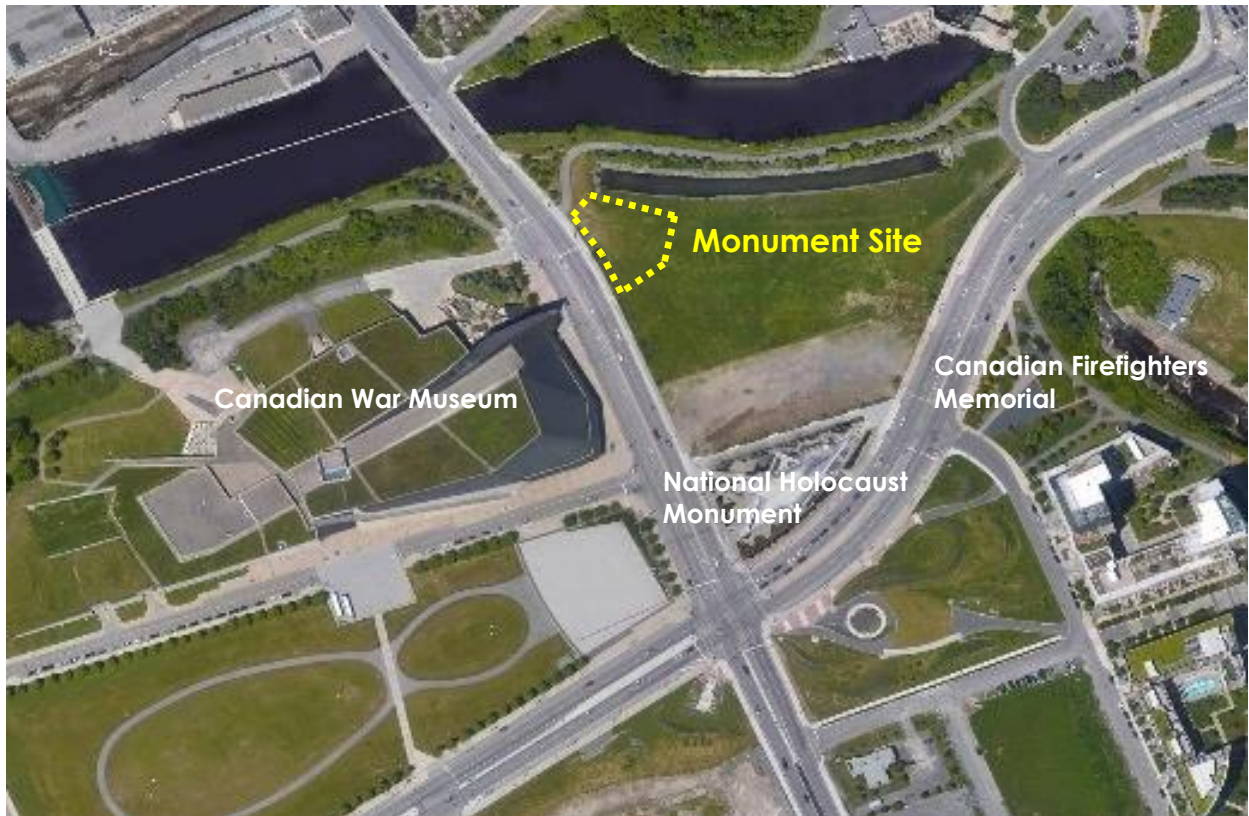
## 4.0 LOCATION

### COMPETITION SITE

The competition site is approximately 1000 square metres in area, and is located east of Booth Street across from the Canadian War Museum, near the Ottawa River. The LeBreton Flats sector is presently in renewal, and is slated to become a fusion of residential, commercial, cultural and social elements, accented by world-class public-realm amenities. The designated area is flat and is large enough to accommodate both the Monument's built elements and a public gathering space for official ceremonies and informal functions. The site is located within an important transportation hub that includes roads, interprovincial crossings, pathway

networks and a light rail station. This will provide easy access to and high visibility of the Monument for both pedestrian and vehicle traffic.

The selected site has important symbolic views of Parliament Hill. The site, together with the National Holocaust Monument and the Canadian Firefighters Memorial in close proximity, and, to a larger extent, the Royal Canadian Navy Monument, is helping to solidify this Capital entry route as one of the area's most prominent commemorative districts.



Monument site



## 4.0 LOCATION

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View of Monument site towards Canadian War Museum



View of Monument site towards Parliament Hill

## 4.0 LOCATION

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### CANADIAN WAR MUSEUM

The strategic location of LeBreton Flats within the Capital's core area and proximity to Confederation Boulevard makes it an ideal location for national institutions. Located on the southern bank of the Ottawa River, the Canadian War Museum opened its doors in 2005. A stunning architectural design, innovative exhibitions, diverse public programs and leading-edge scholarly content make it one of the world's most respected museological venues for the study and understanding of

armed conflict. The theme of the museum's architectural design, "regeneration," evokes not only the impact of war on land, but also nature's ability to regenerate and to accommodate the physical devastation brought by human conflict. A low-lying building that merges into the surrounding landscape, the Canadian War Museum features a gently sloping roof covered with vegetation and copper sheathing, as well as a rooftop memorial garden.



Canadian War Museum (Credit: Tom Arban)

## 5.0 BUDGET

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The total all-inclusive budget for the design and construction of the Monument will be no less than **\$3,098,400** (excluding applicable taxes).

A total of no less than **\$2,736,000** (excluding taxes) has been allocated for the construction of the Monument and its landscape integration, including remediation of the site.

As a result of Phase 2 of this competition, the design contract, to be awarded by the NCC, will be no less than **\$342,400** (excluding taxes). This will include all fees and costs associated with design development, preparation of final plans and specifications in both official languages, involvement of other specialized professionals, follow-ups on the construction site, and possible design modifications if required to respect the budgetary envelope. In addition, a travel allocation of up to **\$20,000** (inclusive of applicable taxes) will be made available and will be negotiated with the successful team, prior to the awarding of the contract.

Please note that the design contract will require the creation and submission of construction drawings stamped by a structural engineer and a landscape architect certified in the province of Ontario.

Depending on the nature of the winning design, the NCC may, if needed, also award a separate contract from the total budgetary envelope for the construction of the Monument to the artist of the winning design team for the fabrication of artistic elements.

The NCC will be responsible for overseeing site preparation, construction of the Monument, landscaping, site integration and installation of artistic elements, within the project budget limits.

## 6.0 DESIGN COMPETITION PROCESS

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### Jury Authority and Responsibilities

A seven-member jury of design professionals, content specialists and stakeholders is being assembled for this competition and will consist of the following:

- ◆ an architect or urban planner
- ◆ a landscape architect
- ◆ an arts professional
- ◆ a military historian
- ◆ a Veteran of Canada's Mission in Afghanistan
- ◆ a non-Veteran representative of Canada's Mission in Afghanistan
- ◆ a representative from the families of the fallen

*The jurors will be announced in an addendum to this Request for Qualifications that will be posted on the Government Electronic Tendering Service ([www.buyandsell.gc.ca](http://www.buyandsell.gc.ca))*

The jury will play an advisory role to the Minister of Canadian Heritage, as minister responsible for commemorative monuments on federal lands in Canada's Capital Region, and the Minister of Veterans Affairs, who will be jointly responsible the selection of the winning design, based on the jury's recommendation.

### Phase 1 – Request for Qualifications

Phase 1 of the competition requires design teams to submit evidence of their talent, qualifications and interest in this opportunity. The jury will review and score each eligible submission based on the merits of its letter of interest, résumés and previous experience and work and will select a shortlist of up to five finalist design teams who will be invited to submit proposals for Phase 2 of the competition.

### Phase 2 – Request for Proposals

During Phase 2 of the competition, finalist teams will develop a unique and compelling design concept for the Monument. Teams will be provided a detailed project prospectus that will be used to prepare a design proposal, maquette, presentation materials, budget and schedule. Teams will attend an initial site visit and briefing session hosted by PCH and the NCC during which they will have the opportunity to ask questions about the project and site.

Finalists will present their design proposals to the jury. The finalists' presentations will be followed in the evening by a public viewing of their proposals, as well as a private viewing for Veterans, families and stakeholders. The finalist designs will also be posted online for Veteran, family, stakeholder and public comment for a limited period.

Before making its selection, the jury will consider comments from the NCC's Advisory Committee on Planning, Design and Realty (ACPDR), a technical review of the proposals by experts in conservation, landscape architecture, engineering and costing, and feedback from Veterans, families, stakeholders and the public.

The Ministers of PCH and VAC, giving regard to the jury's recommendation, are responsible for selecting the winning design team for the award of a contract by the NCC to develop their design concept for implementation.



## 7.0 ELIGIBILITY

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Design teams must meet the following mandatory requirements to be eligible for this competition:

- ◆ The design team lead is a Canadian citizen.
- ◆ The team must include an artist and a landscape architect. Additional members may include an architect and/or urban designer, or another design professional. All design team members must be professional and currently practising.
- ◆ The design team landscape architect and architect (if applicable) must be licensed, or eligible to be licensed, to provide the necessary professional services to the full extent that may be required by provincial law in the Province of Ontario.

All candidates and finalists who are deemed to be in conflict of interest or could be considered to be in conflict of interest by reason of their relationship with PCH, VAC and/or the NCC, the staff or administrators of these organizations (including their ministers, ministerial staff, and members of the NCC Board of Directors and ACPDR), or with a member of the jury, through direct family links, dependants or active professional relationships, during the course of the competition, cannot participate in the competition. Also excluded are the associates and paid employees of these individuals.

## 8.0 HONORARIUM AND TRAVEL REIMBURSEMENTS

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There will be no payment for submissions in Phase 1 or for costs incurred therein.

In Phase 2, the finalist design teams will each be paid an honorarium of \$20,000, excluding taxes, for their design work and the creation of a maquette and other presentation materials, and to present their concept. Details about payment will be provided to the finalists at the outset of Phase 2 of the competition.

The finalist design teams will also be reimbursed up to \$6,000 for authorized travel and living expenses reasonably and properly incurred for two separate trips to Ottawa by up to two members to attend the site visit and jury presentation, at cost, without any allowance for profit and/or administrative overhead, in accordance with the National Joint Council Travel Directive.

## 9.0 PHASE 1 — SUBMISSION REQUIREMENTS

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The jury will review and score the following required materials:

### **Letter of Interest (20% of total score)**

A letter of interest (maximum two pages) explaining why your design team is interested in this opportunity and why your team can rise to the challenge and create something meaningful and unique for this project. Identify the team leader and other team members, describe the role each team member will play in the design and execution of the project, and indicate whether the team has worked together before.

Please ensure that you include the telephone number and email address of the team lead.

### **Team Qualifications and Experience (20% of total score)**

A professional résumé for each team member (max. two pages per team member). You may include a website address that jury members can use at their discretion to view the team members' other accomplishments.

Also include names and contact information for a minimum of three references who may be contacted, including at least one for each team member. The referees should be individuals who have worked with team members on the projects submitted under "Previous Work."

### **Previous Work (60% of total score)**

A succinct description, with images, for each team member of three relevant built projects (the same projects may appear more than once in the case of prior collaborations). For each project, please provide the following information (max. two pages per project):

- ◆ project title and brief description
- ◆ design team members' roles
- ◆ initial overall project budget at contract award and completed overall project budget, along with an explanation of variances, if applicable
- ◆ targeted project completion date at contract award and actual project completion date, along with explanation of variances, if applicable
- ◆ photographs
- ◆ awards received, if applicable

*Please note that all examples of previous work must have been completed with at least one work finished within the last ten years.*

## 10.0 PHASE 1 — SUBMISSION EVALUATION

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**NOTE:** Each submission will first be verified to ensure that it meets the mandatory requirements for eligibility outlined under Section 7.0. Any submissions not meeting these requirements will not be considered further.

The materials submitted will be evaluated and point-rated by the jury according to the following criteria:

- ◆ demonstrated understanding of the project vision and objectives
- ◆ capacity of team resources and working relationships to meet project requirements
- ◆ extent of professional experience in relation to project requirements
- ◆ quality of recently completed, built projects, including demonstrated compliance with schedules, deadlines, project requirements and budgets
- ◆ relevance of previous work to the goals of this project
- ◆ excellence in design, quality of thought and creativity as demonstrated by previous work

Detailed information about the rating of these criteria is provided under Annex A.

The jury will evaluate all eligible submissions and select up to five of the top-ranked submissions to proceed to Phase 2 of the competition. PCH will notify all design teams who submitted a response to this Request for Qualifications of the results of Phase 1 of the competition by email.

### **Debriefing**

Should your design team desire a debriefing of the evaluation of your submission, you are invited to contact PCH within 15 working days of the notification of the results. The debriefing will include an outline of the strengths and weaknesses of the submission, referring to the evaluation criteria. The debriefing may be provided in writing, by telephone or in person. The confidentiality of information relating to other submissions will be protected. Contact information is provided under Section 14.0.

## 11.0 PHASE 1 — SUBMISSION GUIDELINES

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Please ensure that you review the eligibility and submission requirements thoroughly and send the following:

- ◆ A USB key containing a single PDF file titled with the team lead's last name and not exceeding 20 megabytes in size that combines the following:
  - Letter of interest
  - Résumés for each design team member
  - At least one reference for each design team member
  - Examples of three relevant built projects completed by each design team member
- ◆ Two hard copies printed in colour on 8½ x 11 inch paper. PCH encourages the use of environmentally friendly products in the production and packaging of your submission.

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By submitting a submission, design teams confirm that they have read the entire Request for Qualifications and that:

- ◆ they consider themselves to meet all the mandatory eligibility requirements outlined in Section 7.0;
  - ◆ all information provided is complete, true and accurate; and
  - ◆ they agree to be bound by the instructions, clauses and conditions of the Request for Qualifications and accept the clauses and conditions should they be invited to submit a proposal as part of the Request for Proposals.
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### Deadline

The deadline for receipt of submission is Friday, January 17, 2020, at 3 p.m. (EST). Submissions sent by facsimile or electronic means will not be accepted. Please send your submission to:

Department of Canadian Heritage  
Mailroom  
15 Eddy Street, 2nd Floor  
Gatineau, Quebec K1A 0M5  
Request Number: 10190645  
Attention: Joelle Theriault, Procurement and Contract Specialist

All submissions must be received at the above address before the closing date and time. Late submissions will not be accepted.

Please ensure that your package is addressed properly and delivered to the 2nd floor Mailroom as PCH is not liable for lost or damaged submissions.

### Changes to Submission

Please note that your submission may be amended by letter provided the revision is received before the deadline. The revision must be on letterhead and/or bear a signature that identifies the design team lead. The letter must indicate "AMENDMENT" in the subject line and clearly identify the change(s) to be applied to the original submission.



## 12.0 PHASE 2 — OVERVIEW

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The Request for Proposals, including the Competition Requirements and Program and Design Guidelines, will be issued only to the finalist design teams at the beginning of Phase 2 of the competition. These documents will provide detailed information about requirements and evaluation criteria.

The finalist design teams will be required to:

- ◆ Participate in a site visit and debriefing in Ottawa in May 2020 (date to be confirmed at the start of Phase 2) to explore the site and its context and hear a presentation about the project. There will be an opportunity to ask questions about the project, competition process and site.
- ◆ Submit a technical description outlining the design concept and demonstrating its feasibility on October 30, 2020 (dates to be confirmed at the start of Phase 2). This must be accompanied by a two-page statement of design intent provided in both official languages and an informed budget that ensures that the proposal can be built and installed within the identified overall budget and timelines. All support team members or subcontractors and consultants must be identified at this point.
- ◆ Also, on October 30, 2020, submit a brief video presenting the team's approach to the Monument design. The video will be posted on the Canadian Heritage website as part of the online viewing that will be used to gather Veteran, family, stakeholder and public input on the finalists' designs.
- ◆ Prepare a physical maquette and presentation material for the design concept to present to the jury and ACPDR members in December 2020 (date to be confirmed at the start of Phase 2). Please note that all presentation materials must be received by PCH by no later than noon the day before jury presentation.

- ◆ Following the presentation to the jury, attend a private viewing with Veterans, families and stakeholders, as well as a public viewing, in December 2020 (dates to be confirmed at the start of Phase 2) where all of the finalist design concepts will be showcased to the public. The design concepts and videos will also be posted online for Veteran, family, stakeholder and public comment for a limited period.

Before making its selection of the winning design team, the jury will consider the following:

- ◆ comments from the ACPDR based on the finalist teams' presentation to the jury (for more information on the ACPDR, please visit [www.ncc-ccn.gc.ca/committees](http://www.ncc-ccn.gc.ca/committees);
- ◆ a technical review of the proposals by a committee of experts in conservation, landscape architecture, engineering and costing; and,
- ◆ feedback from Veterans, families, stakeholders and the public via the viewing events and online posting.

The Ministers of PCH and VAC, giving regard to the jury's recommendation, are responsible for selecting the winning design team for the award of a contract by the NCC to develop their design concept for implementation.

Further details about design development requirements will be outlined in the Request for Proposals.

## 13.0 KEY DATES

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<b>Phase 1 — Request for Qualifications (PCH)</b>	<b>Completion Date</b>
Deadline for questions	January 10, 2020
Deadline for receipt of submissions	January 17, 2020
Jury review and evaluation period	February 2020
Notification of finalist teams	March 2020

<b>Phase 2 — Request for Proposals (PCH)</b>	<b>Completion Date</b>
Site meeting for design teams, Q&A session	May 2020
Submission of written design proposal and video	October 30, 2020
Presentation of design concept to jury and the ACPDR	December 2020
Veteran, family stakeholder and public viewing of design concepts	December 2020
Jury review and evaluation period	December 2020
Design teams notified of results	February 2021

<b>Design Development and Implementation (NCC)</b>	<b>Completion Date</b>
Contract award	March 2021
Detailed design development	December 2021
Fabrication and installation	Summer 2023
Completion of site work/landscape	Fall 2023
Unveiling of Monument	Fall 2023

***Dates to be confirmed. Deadlines and other key dates are subject to change at any time. PCH and the NCC will provide reasonable prior notice of any such changes.***

## 14.0 INQUIRIES

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All inquiries, requests for debriefings and other communications should be submitted by email to Joelle Theriault, Procurement and Contract Specialist, at [PCH.contracts-contracting.PCH@canada.ca](mailto:PCH.contracts-contracting.PCH@canada.ca).

Questions about this Request for Qualifications should be submitted in writing as early as possible. Inquiries received after seven days prior to the closing date may not be answered. To ensure the integrity of the competitive process, all inquiries and their replies will be posted on the Government Electronic Tendering Service ([www.buyandsell.gc.ca](http://www.buyandsell.gc.ca)).

## ANNEX A — EVALUATION CRITERIA FOR PHASE 1

<b>MANDATORY CRITERIA</b>	<b>Requirement met (Y/N)</b>
<ul style="list-style-type: none"> <li>The design team lead is a Canadian citizen.</li> </ul>	
<ul style="list-style-type: none"> <li>The team must include an artist and a landscape architect. Additional members may include an architect and/or urban designer, or another design professional. All design team members must be professional and currently practising.</li> </ul>	
<ul style="list-style-type: none"> <li>The design team landscape architect and architect (if applicable) must be licensed, or eligible to be licensed, to provide the necessary professional services to the full extent that may be required by provincial law in the Province of Ontario.</li> </ul>	
<b>RATED CRITERIA</b>	<b>MAX POINTS</b>
<b>Letter of Interest (20 points)</b>	
<ul style="list-style-type: none"> <li>The letter of interest demonstrates an understanding of the current project’s vision and objectives, including the project’s subject matter, scope, importance, and sensitivities.</li> </ul>	10
<ul style="list-style-type: none"> <li>The letter of interest identifies the necessary resources and work relationships and demonstrates motivation in fulfilling this project’s requirements.</li> </ul>	10
<b>Team Qualifications and Experience (20 points)</b>	
<ul style="list-style-type: none"> <li>Design team members demonstrate that they possess the necessary qualifications and professional experience to meet all requirements associated with such a project.</li> </ul>	20
<b>Previous Work (60 points)</b>	
<ul style="list-style-type: none"> <li>Examples of previous work are completed built projects of quality that fulfilled clients’ requirements and respected deadlines and budgets.</li> </ul>	25
<ul style="list-style-type: none"> <li>Examples of previous work are relevant to the goals of the current project.</li> </ul>	10
<ul style="list-style-type: none"> <li>Design team members demonstrate excellence in design, quality of thought and creativity through previous completed work.</li> </ul>	25
<b>SCORING</b>	
Outstanding. Exceeds all of our requirements. (100% of the allotted points)	
A sound response. Fully meets our requirements. (80% of the allotted points)	
Acceptable minimum level. Meets our basic requirements. (60% of the allotted points)	
Falls short of meeting basic expectations. (40% of the allotted points)	
The response does not address our needs. (20% of the allotted points)	
Did not submit information that could be evaluated. (0% of the allotted points)	

***Design teams must achieve the acceptable minimum level of 60% of the allotted points in all categories in order to be further considered.***

## ANNEX B — ADDITIONAL INFORMATION

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### COMPENSATION

PCH will not be obligated to reimburse or compensate any competitor for any costs incurred in connection with the preparation of a submission to this Request for Qualifications. All submission materials shall become the property of PCH, and will not be returned.

### CONFLICT OF INTEREST

Design teams are advised that PCH will reject a submission in the following circumstances:

- ♦ if the design team, any of its sub-contractors, any of their respective employees or former employees was involved in any manner in the preparation of this bid solicitation or in any situation of conflict of interest or appearance of conflict of interest; or
- ♦ if the design team, any of its sub-contractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other teams and that would, in PCH's opinion, give or appear to give the design team an unfair advantage.

It is within PCH's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists. Design teams who are in doubt about a particular situation should contact PCH, as per Section 14.0 Inquiries, before bid closing.

### CANCELLATION

PCH may accept or reject any, or all, submissions. Should PCH be of the opinion that there is an insufficient number of qualified design teams after Phase 1 to permit a competition in Phase 2, PCH reserves the right to cancel Phase 2, or to modify the requirements and re-publish the Request for Qualifications of Phase 1.

### LIABILITY FOR ERRORS

While PCH has made considerable efforts to ensure an accurate representation of information in this Request for Qualifications, the information contained therein is supplied solely as a guideline

for competitors. The information is not guaranteed or warranted to be accurate by PCH, nor is it necessarily comprehensive or exhaustive. Nothing in this Request for Qualifications is intended to relieve competitors from forming their own opinions and conclusions regarding the matters that it addresses.

### RESULTING CONTRACT CLAUSES

PCH's terms and conditions shall form part of the contracts awarded to the finalist design teams at Phase 1 of this competition.

The NCC's terms and conditions shall form part of the contract awarded to the winning design team.

### INTEGRITY PROVISIONS

Finalist design teams must comply with the Government of Canada's [Code of Conduct for Procurement](#). PCH reserves the right to verify the information and references submitted. By submitting a bid, each design team certifies that it is aware that PCH may request additional information, certifications, consent forms and other evidentiary elements proving identity or eligibility, including proof of citizenship.

### Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all finalist teams must provide, **if applicable**, the declaration form available on the [Forms for the Integrity Regime](#) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

### Required Documentation

In accordance with the section titled "Information to be provided when bidding," contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](#) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), finalist teams must provide the required documentation, as applicable, to be given further consideration in the procurement process.