
**REQUEST FOR EXPRESSIONS OF INTEREST (“RFEOI”) No. 20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE
TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”**

Expressions of Interest (here called “Applications”) are to be addressed to the Purchasing Services Office, City of Vancouver, 453 West 12th Avenue, Vancouver, British Columbia, Canada, V5Y 1V4, (Courier Delivery and Drop off is at the Information Desk, Main Floor Rotunda of the same address), prior to the Closing Time: 3:00 pm Vancouver Time (as defined in Note 2 below), Tuesday, March 25, 2013.

Applications to this Expression of Interest will not be opened publicly.

NOTES:

1. Applications shall be in sealed envelopes or packages marked with the Applicant’s Name, the Request for Expressions of Interest (“RFEOI”) Title and Number.
2. Closing Time and Vancouver Time will be conclusively deemed to be the time shown on the Main Floor Rotunda Information Desk computer clock.
3. THREE (3) hard copies (and ONE (1) digital copy on a CD/DVD/flashdrive) of the Application shall be delivered and received by the City of Vancouver by the Closing Time.
4. The City of Vancouver, City Hall is open on Business Days 8:30 am to 4:30 pm Vancouver time and closed Saturdays, Sundays and holidays.
5. DO NOT SUBMIT APPLICATIONS BY FAX OR E-MAIL.

All queries related to this RFEOI shall be submitted in writing to the attention of:

**Philip Lai, SCMP, P. Log
Buyer II
FAX: 604.873.7057
E-MAIL: purchasing@vancouver.ca**

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
TABLE OF CONTENTS

SECTION 1	GENERAL INFORMATION	1
	1.1. Overview	1
	1.2. The Business Model	2
	1.3. Project Agreement	3
	1.4. Sustainability	3
	1.5. Multi-Staged RFEOI Process	3
	1.6. Evaluation Criteria	6
	1.7. RFEOI Documents	7
SECTION 2	SUBCONTRACTORS.....	8
	2.1. Subcontractors	8
SECTION 3	COMMUNICATIONS	8
	3.1. Inquiries by Applicants	8
	3.2. Information Meetings	8
SECTION 4	SUBMISSION OF APPLICATIONS	9
	4.1. Delivery	9
	4.2. Late Applications	9
	4.3. Form of Application	9
	4.4. Lack of Information	9
	4.5. Material Changes.....	10
SECTION 5	REVIEW OF APPLICATIONS	10
	5.1. Inquiries	10
	5.2. Non-Conforming Applications	10
SECTION 6	NOTIFICATION AND RFEOI PROCESS.....	10
	6.1. Notification of Short-List.....	10
	6.2. Changes after Short-List	10
	6.3. The City of Vancouver Rights	10
	6.4. Information Disclaimer	11
	6.5. Security Requirements	11
SECTION 7	NO DUTY OR OBLIGATION ASSUMED BY CITY.....	12
	7.1. No Claim Against the City	12
	7.2. City to have Complete Control of Process.....	12
	7.3. No Legal Obligation Assumed by the City.....	12
SCHEDULE 1	TECHNOLOGY CENTRE PROGRAM OVERVIEW.....	13
SCHEDULE 2	GUIDELINES RELATING TO TENANT IMPROVEMENTS	28
SCHEDULE 3	RESPONSIBILITY FOR BUILDING OPERATIONS.....	30
SCHEDULE 4	PRELIMINARY TERMS AND CONDITIONS GOVERNING USE OF BUILDING.....	32
SCHEDULE 5	LETTER OF APPLICATION	41
SCHEDULE 6	FORMAT FOR APPLICATIONS	43
SCHEDULE 7	INFORMATION MEETING ATTENDANCE FORM.....	47

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

INSTRUCTIONS TO APPLICANTS

SECTION 1 GENERAL INFORMATION

1.1. Overview

This RFEOI is being conducted by the City of Vancouver (the "**City**") in collaboration with the Vancouver Economic Commission ("**VEC**"), the City's economic development agency. The term "City" as used in this RFEOI means both the City and VEC.

The City is seeking to engage a party on a long-term basis to deliver incubation and acceleration business development services for early-stage technology and social innovation companies. These services will be delivered within a building owned by the City located at 312/324 Main Street in downtown Vancouver (the "**Technology Centre**"). The exact duration of the engagement will be determined by the City based on discussions with the successful Applicant (as defined in section 1.5 below) and other factors.

While the City prefers to engage one successful Applicant to deliver all of the above services, the City will consider allowing the successful Applicant to sub-contract with other parties (which may include other Applicants that respond to this RFEOI) to deliver one or more aspects of the services described in this RFEOI provided the successful Applicant is responsible for ensuring that such subcontractors fulfill their obligations to the City and if any fall short, the successful Applicant remains legally and financially liable to the City.

The successful Applicant will be expected to deliver on the main components of work set out below. Where appropriate, some of the components of work set out below are described in more detail in the schedules attached to this RFEOI. Since this RFEOI will likely be carried out in stages as contemplated in section 1.5 below, the City may refine any or all of these components in later stages of the RFEOI.

The main components of work are as follows:

- (a) DELIVER TECHNOLOGY AND BUSINESS INCUBATION AND ACCELERATION PROGRAMMING. The successful Applicant will fund and undertake the ongoing delivery of a suite of business incubation and acceleration programs and services designed to nurture early-stage companies to grow and succeed. (Programming is defined and outlined in Schedule 1 of this RFEOI)
 - i. Early stage companies are defined as pre-revenue or early revenue, young (less than three years old), and still in the development stages of their product/service.
 - ii. Initial sectors of focus will be information, communication and technology (ICT), digital media, green technology, life sciences and social innovation.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
INSTRUCTIONS TO APPLICANTS

- iii. As defined in Schedule 1, programming services will include (at a minimum) mentorship & advisory services, training & education services, business development services, free or discounted access to professional service providers, discounted rental rates that include overhead and programming, and facilitated access to capital.
- (b) **OUTFIT THE PREMISES.** The successful Applicant will fund and undertake certain tenant improvements at its risk and expense to the Technology Centre building before commencing operations in accordance with the guidelines set out in Schedule 2 of this RFEOI;
- (c) **MAINTAIN THE PREMISES.** The successful Applicant will fund and undertake the management and maintenance of the physical building according to pre-determined City standards and requirements in accordance with Schedule 3 of this RFEOI;
- (d) **COMPLY WITH OBLIGATIONS AS TENANT.** The successful Applicant will be expected to comply with the general tenant obligations set out in Schedule 4 of this RFEOI. Those obligations will form part of the City’s typical lease terms, all of which will be incorporated into an agreement that the successful Applicant and the City will enter into at the end of this RFEOI process.
- (e) **SERVE AS THE FACILITY LANDLORD AND PROPERTY MANAGER:** In addition to being a tenant of the City, the successful Applicant will be expected to rent out the facility to at least three different categories of sub-tenants including:
 - i. **SUB-TENANTS PAYING MARKET RENT:** Indefinite lease terms for mature companies/organizations paying market level rents, ideally whose business/mission complements the overall objective of the VTC;
 - ii. **INCUBATOR/ACCELERATOR SUB-TENANTS:** Set lease terms for early stage companies paying less than market rent, who are selected via a set of clear criteria;
 - iii. **SOCIAL INNOVATION SUB-TENANTS:** Set lease terms for innovators in social enterprise (as defined in Schedule 1) paying less than market rent, who are selected via a set of clear criteria.

1.2. The Business Model

It is expected that the successful Applicant’s main source of ongoing funds will be lease revenues, sponsorship funds, and government programs. If the successful Applicant decides to take equity positions in any of the companies being incubated, some income may come about through the sale of such equity positions.

Preference will be given to proposals that put forward a business model that is financially self-sustaining and includes a demonstrative net benefit to the community in terms of social and economic outcomes. Proponents should clearly identify the

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
INSTRUCTIONS TO APPLICANTS

form of any support it would expect from the City, broken out by year (either cash or in-kind support) during the early years of start-up.

1.3. Project Agreement

This RFEOI and subsequent negotiation process will culminate in the City and the successful Applicant entering into a legally-binding agreement for the delivery of the Technology Centre services. As negotiations with the successful Applicant progress, the City will decide whether it is more appropriate to combine all aspects of this project into one agreement or to split that into different agreements (e.g. a lease and an operating agreement). As part of this process, the City and the successful Applicant will develop a set of specific agreement terms and associated performance metrics, as well as a penalty structure that will reflect the consequences of either the City or the Applicant failing to meet the terms of the ultimate agreements.

1.4. Sustainability

1.4.1. The City's Procurement Policy and related Supplier Code of Conduct found at <http://vancouver.ca/doing-business/prepare-your-bid.aspx> align the City's overall approach to procurement with its corporate social, environmental and economic sustainability values and goals. It establishes a commitment to maximize benefits to the environment through product and service selection, to ensure safe and healthy workplaces, where human and civil rights are respected, and to support an environmentally sustainable local economy, whenever possible. In doing so, the Policy ensures incorporation of sustainability and ethical considerations as integral evaluation components in best-value supply selection.

1.4.2. Vendors are to provide environmentally sensitive products or services wherever possible. Where there is a requirement that the Vendor supplies materials, and where such materials may cause adverse effects, the Applicant is to indicate the nature of the hazard in its Application. The Applicant is to advise the City of any known alternatives or substitutes for such materials that would mitigate the effects of any adverse conditions on the environment.

1.5. Multi-Staged RFEOI Process

The City intends to carry out this RFEOI in multiple stages and may conduct it in accordance with the stages set out below (but not necessarily in the order set out below). Notwithstanding the foregoing, the City may elect to modify or change this process (with or without notice to any party who may or may not have responded to the RFEOI), including skipping certain stages, changing the sequence of stages, choosing not to proceed to a subsequent stage, or repeating some or all stages with one or more Applicants, at any time in the City's sole discretion. Parties who have submitted applications to the City under this RFEOI are doing so voluntarily and are entitled to withdraw their application any time on reasonable written notice to the City. Set out below is an example of how the City is likely to carry out the multiple stages of this RFEOI.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

Stage One - Invitation to Submit Application

The City is currently conducting Stage One of this RFEOI. Any interested party who believes they have the necessary experience and is able to satisfy the requirements currently set out in this RFEOI is invited to submit applications ("**Applications**") in accordance with the requirements of this RFEOI. All parties who submit an Application are referred to in this document as the "**Applicants**". Every Applicant must comply with the terms set out in this RFEOI and any Applicant who does not may be disqualified by the City. In addition to all the other requirements of this RFEOI, Applicants shall include the following in their Applications: (i) the Applicant's experience, (b) how the Applicant proposes to satisfy the requirements of this RFEOI, and (c) innovative ideas, if any, the Applicant may have as to how the City's requirements may be satisfied.

Every Applicant hereby expressly consents that the City may incorporate some or all of the information or ideas submitted by such Applicant into the City's requirements for the purposes of this RFEOI without any consideration or legal obligation to such Applicant and without having to award a contract to such Applicant.

Stage Two - Evaluation and Short-Listing of Applicants

The City will review and evaluate Applications to identify qualified Applicants for further consideration. The City will consider some or all of the evaluation criteria set out below in Section 1.6. The City may conduct the evaluation in any manner and under any timeframe it deems appropriate, including asking questions, conducting interviews and/or requesting some or all Applicants to provide additional information or to clarify information provided in their Applications. Based on this evaluation, the City may short-list Applicants with whom the City may proceed to subsequent stages set out below.

Stage Three - Issuance of City's Supplemental or Amended Requirements

If the City has short-listed Applicants and decides to proceed to subsequent stages of this RFEOI, the City may do any or all of the following as part of its ongoing evaluation under this RFEOI:

- (a) supplement, amend or fine-tune the preliminary scope of work and requirements initially identified in this RFEOI including providing more information about the building that is proposed to house the Technology Centre;
- (b) incorporate any information or ideas provided by any of the Applicants into supplemental or amended requirements;
- (c) issue supplemental or amended requirements to some or all short-listed Applicants and invite them to respond to these supplemental or amended requirements by amending their earlier Applications;

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

- (d) issue supplemental or amended requirements regarding the further submissions (e.g. specifying a particular format or content of submissions, new or additional evaluation criteria, etc.), specify new or additional deliverables, etc; and
- (e) require some or all Applicants to attend information meetings and site tours.

If the City invites any Applicants to respond to supplemental or amended requirements, the City may send a draft form of agreement to one or more of those Applicants for review and comment or ask one or more of those Applicants to submit a form of agreement for the City's consideration.

Stage Four - Further Evaluation and Short-Listing

If the City issues supplemental or amended requirements to certain Applicants and invites them to respond, the City will review and evaluate their responses. As before, the City may consider any or all of the evaluation criteria set out in Stage Two and conduct this part of the evaluation in any manner and under any timeframe it deems appropriate, including asking questions, conducting interviews and/or requesting some or all Applicants to provide additional information or to clarify information provided in their Applications. Based on this evaluation, the City may further short-list Applicants with whom the City may proceed to subsequent stages set out below. If the City has not previously sent a form of agreement for Applicants to consider, or asked any Applicants to send the City a form of agreement, the City may do so at this stage.

Stage Five - Negotiations

If the City follows the process described above, the City may commence negotiations with one or more of the short-listed Applicants. These negotiations will likely occur during or following Stage Four but the City is not bound by this sequence. If the City commences such negotiations, the City will be at liberty to conduct the negotiations in any manner and under any timeframes it deems appropriate including any or all of the following:

- (a) the right to negotiate in parallel, in sequence or in any combination, with one or more Applicants;
- (b) using a letter of intent and/or a draft agreement to record agreements in principle during the negotiation or as a tool for negotiation;
- (c) the right to terminate and/or re-start all or any one set of negotiations at any time for any reason.

Notwithstanding the above, the City may commence negotiations with one or more Applicants at any time during this RFEOI process in any manner the City deems fit.

Stage Six - Contract Award

Based on the above process, and provided the City has obtained the necessary approvals, the City may select a preferred Applicant to deliver the project. If the City

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

selects such an Applicant, it will be required to enter into one or more project agreements with the City. It is up to the City to determine the extent to which the City wishes to negotiate and settle such project agreements before awarding the project.

Collaboration by one or more Applicants

At any time during evaluation, if the City believes that the collaboration of one or more Applicants may be beneficial to the City and the project described in this RFEOI, the City may ask one or more Applicants to explore the possibility of collaborating with each other. The City will determine whether one or more Applicants collaborating with each other will have to submit a new Application or simply submit revised or more information. In either case, if necessary, the City will provide a reasonable amount of time for them to submit a new Application and/or more information. Those Applicants asked by the City to collaborate with each other may also be asked to share some or all of their submissions and any other relevant information with each other. Participation by any Applicant in this process will be entirely voluntary. Even though the City may engage one or more Applicants in this process, the City will be under no obligation to award the project to any Applicant.

City Under No Obligation to Award Project

Notwithstanding anything in this RFEOI to the contrary, including the submission of responses by Applicants, the evaluation of such responses by the City, any discussions or negotiations between the City and one or more Applicants and/or the City proceeding to subsequent stages of the RFEOI, the City is under no obligation whatsoever to award the project to any Applicant and may terminate all or part of this RFEOI process at any time.

1.6. Evaluation Criteria

The City will consider some or all of the following criteria in conducting its evaluation of each Applicant:

- (a) Applicant's demonstrated understanding of this RFEOI and the project requirements and the Applicant's ability to fulfill such requirements;
- (b) Qualifications, relevant experience, capability and reputation of the Applicant, its principals and the Applicant team who will be carrying out the project (as demonstrated by information provided by the Applicant, references, interviews by the City, etc.);
- (c) Quality and strength of an Applicant's Application including business and financial plans, approach to meeting City's objectives, ways to measure outcomes and deliverables and other factors;
- (d) Financial capability of Applicant and extent of capital needs to fulfill requirements;
- (e) Proven track record substantiated by recent and relevant client references;

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
INSTRUCTIONS TO APPLICANTS

- (f) Knowledge of marketplace;
- (g) Business approach and methodology;
- (h) Nature and extent of current business and operations in British Columbia and Canada;
- (i) Qualifications and relevant experience of the Applicant’s key personnel and sub-contractors to be included in the project team;
- (j) Sustainable practices;
- (k) History of any litigation or claims made against the Applicant, or made by the Applicant against the City, during the three years previous to the Closing Time;
- (l) Ability to meet insurance and bonding requirements;
- (m) Innovative ideas relating to execution and of the project services deliverables;
- (n) Ability to build a strong relationship with the City;
- (o) Extent to which an Applicant’s Application complies with the requirements of this RFEOI (e.g. deadlines, format, content, etc.);
- (p) Any other criteria set out in Schedule 1.

These evaluation criteria may not necessarily be listed in order of importance and each may not be weighted equally.

1.7. RFEOI Documents

The RFEOI is comprised of the following documents:

1.7.1. Instructions to Applicants comprised of Sections 1 - 6 of this document; and

1.7.2. Schedules as follows:

- (a) Schedule 1 – Technology Centre Program Overview;
- (b) Schedule 2 – Guidelines relating to Tenant Improvements;
- (c) Schedule 3 - Responsibility for Building Operations;
- (d) Schedule 4 - Preliminary Terms and Conditions Governing Use of Building;
- (e) Schedule 5 - Letter of Application;
- (f) Schedule 6 – Format for Applications; and
- (g) Schedule 7 – Information Meeting Attendance Form

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

Any amendments, addenda, questions and answers and additional information or documents issued by the City at any stage of the RFEOI will form part of the RFEOI documents. It is the sole responsibility of all Applicants to check the City's website at: <http://vancouver.ca/doing-business/bids-contracts-rfps-purchase-orders.aspx> regularly for amendments, addenda, questions and answers and any other information or documents that may be issued by the City under this RFEOI.

SECTION 2 SUBCONTRACTORS

2.1. Subcontractors

- 2.1.1. The successful Applicant shall only be entitled to use approved subcontractors or other approved firms or individuals in the performance of work, provided that the Applicant will at all times remain the contractor of record and will remain responsible and liable for the acts, defaults, and neglects of subcontractors and all other firms or individuals performing work on the Applicant's behalf.
- 2.1.2. As part of its Application, Applicants shall submit the names of proposed subcontractors and any other person or firm that the Applicant would include on its project team in an RFEOI response.
- 2.1.3. The Applicant shall not change the prequalified subcontractors or other prequalified person or firm without the prior written consent of the City of Vancouver.
- 2.1.4. Applicants acknowledge that they may be required to include in their Applications subcontractors selected by the City of Vancouver.

SECTION 3 COMMUNICATIONS

3.1. Inquiries by Applicants

Applicants may not communicate with the City except in writing by fax or email to the contact person listed on the cover page of this RFEOI.

3.2. Information Meetings

- 3.2.1. Applicants are invited to attend an Information Meeting on **Wednesday February 6, 2013**, commencing at 10:00 A.M. and lasting until approximately 12:00 P.M.

Location: 312 Main Street
Vancouver, BC, V6A 2S7

Please meet in the front entrance

- 3.2.2. All prospective Applicants should pre-register for the information meeting by submitting an Information Meeting Attendance Form (attached as Schedule 7)

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

by fax to (604) 873-7057 or e-mail to purchasing@vancouver.ca by **Wednesday, January 30, 2013.**

- 3.2.3. Applicants may attend either in person or by telephone and should indicate on the Information Meeting Attendance Form their preference by checking the appropriate box. Those attending via telephone will be contacted and given a phone number to dial to gain access to the meeting at the prescribed time.
- 3.2.4. The City may conduct additional information meetings at various stages of the RFEOI process and may designate certain meetings as mandatory or optional. More information on such meetings and how to register will be provided by the City at the applicable time.

SECTION 4 SUBMISSION OF APPLICATIONS

4.1. Delivery

Applicants must submit an original of their application ("**Application**") and the number of copies of their Application specified on the first page of this RFEOI, in sealed envelopes, delivered either by hand or by courier to the address stated on the first page and not later than the Closing Time. The Applicant shall set out its name and mailing address on the envelope and the envelope shall be clearly marked as indicated on the first page. It is the Applicant's sole responsibility to ensure delivery of the Application by the Closing Time. All submissions shall be made at the Applicant's sole cost and expense.

4.2. Late Applications

The City of Vancouver may reject and may return unopened any Application received after the Closing Time.

4.3. Form of Application

Each Application shall consist of a Letter of Application in the form set forth in Schedule 5 together with materials in the format set forth in Schedule 6. All Applications shall be submitted in English.

4.4. Lack of Information

Applicants acknowledge that following receipt of an Application, the City of Vancouver may, in its sole discretion and without having any duty or obligation to do so, request that the Applicant provide the City of Vancouver with additional information to clarify or substantiate the information provided by the Applicant. If an Applicant fails to provide comprehensive and accurate information that is essential for the City of Vancouver's evaluation of the Applicant's qualifications, or fails to provide timely clarification or substantiation of the information supplied, that failure may result in no further consideration being given to the Application.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

4.5. Material Changes

Applicants shall inform the City of Vancouver of any material change in information that might affect the City's evaluation process. Prior to any contract award under this RFEOI, the successful Applicant may be asked by the City to confirm certain information relating to the Applicant.

SECTION 5 REVIEW OF APPLICATIONS

5.1. Inquiries

The City of Vancouver, in its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with the Application and may seek clarification from the Applicant's bankers and clients regarding any financial and experience issues.

5.2. Non-Conforming Applications

Applications which fail to conform to the requirements of this RFEOI may be rejected by the City of Vancouver. Notwithstanding the foregoing or any other provision of this RFEOI, the City of Vancouver may at its sole discretion elect to retain for consideration Applications which deviate either materially or non-materially from such requirements.

SECTION 6 NOTIFICATION AND RFEOI PROCESS

6.1. Notification of Short-List

Following the Closing Time, the City of Vancouver may only notify those Applicants who are short-listed and who may be invited to make further submissions under the subsequent stages this RFEOI. The City of Vancouver hereby thanks all other Applicants for their interest.

6.2. Changes after Short-List

Any change in the structure or formation of a short-listed Applicant shall be subject to prior written approval of the City of Vancouver. The City of Vancouver may deny that approval if, as a consequence of any change, the change in the structure or formation of the short-listed Applicant, as presented, would have affected whether or not the Applicant would have been short-listed in the first instance.

6.3. The City of Vancouver Rights

6.3.1. The City of Vancouver may unilaterally take the following actions, and shall not be liable for any such actions:

- (a) amend the scope and description of the requirements, and the qualifications and evaluation criteria that will be considered by the

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
INSTRUCTIONS TO APPLICANTS

City; in such event, proposals may be invited from those Applicants who meet the resulting amended requirements, qualifications or evaluation criteria;

- (b) reject or accept any or all Applications;
- (c) terminate, delay, suspend or re-start the RFEOI or certain stages;
- (d) request any Applicant to provide additional information or clarification without requesting such information from other Applicants; or
- (e) enter into direct negotiations with any Applicant or other party who may not be an Applicant.

6.3.2. Each Applicant acknowledges and agrees that this RFEOI is, in no way whatsoever, an offer to enter into an agreement and submission of an Application by any Applicant does not in any way whatsoever create a binding agreement. Each Applicant acknowledges that the City of Vancouver has no contractual obligations whatsoever arising out of this RFEOI.

6.3.3. Each Applicant acknowledges and agrees that the evaluation or short-listing of such Applicant by the City is simply part of the City's evaluation process under this RFEOI and does not in any way guarantee that such Applicant will proceed to further stages of this RFEOI or be awarded a contract.

6.4. Information Disclaimer

6.4.1. The City of Vancouver and its directors, officers, employees, agents, consultants and advisors are not liable or responsible for any verbal or written information, or any advice, or any errors or omissions which may be contained in this RFEOI or the schedules, data materials, or documents disclosed or otherwise provided to the Applicant pursuant to this RFEOI.

6.4.2. The Applicant shall conduct its own independent investigations and interpretations and shall not rely on the City of Vancouver with respect to information, advice or documentation provided by the City of Vancouver.

6.4.3. The City of Vancouver makes no representation, warranty, or undertaking with respect to any information or documents given to any party under this RFEOI and the City of Vancouver and its directors, officers, employees, agents, consultants and advisors, shall not be liable or responsible for the accuracy or completeness of any of this information, whether written or oral, and any liability however arising, is expressly disclaimed by the City of Vancouver.

6.5. Security Requirements

The City of Vancouver reserves the right to require, at any stage of this RFEOI, that an Applicant and each of its directors and officers consent to the City of Vancouver and its security partners conducting at the City of Vancouver's discretion, a security

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
INSTRUCTIONS TO APPLICANTS

clearance, including without limitation a criminal records search and such other security searches as the City of Vancouver may deem advisable, together with ongoing monitoring of same.

SECTION 7 NO DUTY OR OBLIGATION ASSUMED BY CITY

7.1. No Claim Against the City

The Applicant acknowledges and agrees that the City will not be responsible for any costs, expenses, losses, damages or liabilities incurred or alleged to be incurred by the Applicant and by submitting an Application each Applicant shall be deemed to have agreed that it has no claim whatsoever.

7.2. City to have Complete Control of Process

The City reserves the right to retain complete control over the RFEOI process at all times. Accordingly, the City is not legally obligated to review, consider or evaluate Applications in accordance with the procedures set out in this RFEOI and the City reserves the right to continue, interrupt, cease or modify its review, evaluation and negotiation process for any or all Applications at any time without further explanation or notification to any of the Applicants. Further, notwithstanding anything in this RFEOI to the contrary, the City is under no obligation whatsoever to award the project to any Applicant.

7.3. No Legal Obligation Assumed by the City

The Applicant acknowledges and agrees that despite any other term of this RFEOI, the City assumes no legal duty or obligation in respect of this RFEOI or any of the processes described herein. The City will only have legal obligations to the successful Applicant if the City determines that a project agreement is necessary and if the City and the successful Applicant enter into such project agreement. Until such time, all Applicants are entitled to withdraw their Application at any time.

**SCHEDULE 1
TECHNOLOGY CENTRE PROGRAM OVERVIEW**

SCOPE OF WORK: OPERATION OF THE VANCOUVER TECHNOLOGY CENTRE

A. INTRODUCTION

The City of Vancouver is seeking a third party operator to deliver a downtown Vancouver technology incubation and acceleration centre that includes both business and social entrepreneurship programs, referred to in this document as the Vancouver Technology Centre (VTC). This initiative is an important element to the City's technological and social innovation objectives, articulated in detail in the Vancouver Economic Commission's *Vancouver Economic Action Strategy*.

The VTC will provide subsidised working space and a range of support services to entrepreneurs with early stage companies, with the objective of supporting these companies through their critical start-up and early growth periods. While the City of Vancouver's vision for this centre is that it will complement existing local incubation centres, there currently is no similar model of this size and scope available to satisfy the increasing demand for local business start-up support.

The City is seeking a third-party operator to undertake the establishment and ongoing management of the VTC, with the overarching objective of improved prosperity and performance in the local economy.

B. THE VISION

The VTC concept builds on the City of Vancouver's commitment to a sustainable and thriving economy by working to foster economic hubs in the burgeoning green and creative economies, including information, communication and technology (ICT), digital media, green technology, life sciences and social innovation.

The VTC's physical site will be a central collaborative facility that creates clusters of innovation to lever existing resources and infrastructure. This hub will foster international partnerships to facilitate technology transfer, collaborative R&D, business to business linkages and become a one-stop shop for program services. The centre should provide an opportunity for the technology community to come together, share, educate, network, create, innovate and grow. The partners selected in this RFEOI will help ensure the VTC's vision resonates with the community and becomes a catalyst that provides technology entrepreneurs and social innovators with a one-stop shop to access consistent, high-quality services.

The programs and services offered by the VTC will leverage the best in class private/public programs and services that support, nurture and grow knowledgeable technology entrepreneurs and social innovators. The VTC will strengthen the links to global networks for capital and provide the linkages to government programs, private finance, venture capital/angel investors and charitable organizations.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

The VTC will be one of the few centres in Canada that supports both technology and social entrepreneurship initiatives within one facility. The centre’s vision is to create an economic development platform that fosters innovation and great companies.

The approach to execution will be:

- *Inclusive.* Community and eco-system players will be consulted and invited to engage in the process and contribute to the vision.
- *Collaborative.* Technology and social entrepreneur eco-system participants will be encouraged to work together for mutual benefit.
- *Community-driven.* This is a “made in Vancouver” incubator and accelerator, not a franchise.
- *Measured.* There will be accountability for result and metrics will be measured annually.
- *Globally-focused.* Plans will be developed leveraging best practices from around the world.

With respect to innovation and entrepreneurship, the VTC will achieve the following objectives:

- create new investment opportunities and employment,
- facilitate innovation and commercialization in key technology sectors,
- connect to regional clusters of innovation to leverage existing resources and infrastructure,
- provide a hub for building local and international partnerships to facilitate technology transfer and commercialization—especially with post-secondary institutions, collaborative R&D, and business to business linkages,
- maintain self-sustained operations that support, nurture and grow knowledgeable entrepreneurs and their businesses, and
- engage local community through starting and growing social enterprise initiatives.

Fulfilling this vision will take a concerted effort and requires support from government, key industry players and academia. The successful partners selected through this RFEOI process will help determine how the centre will be designed to create the maximum potential for success by having a central facility that will:

- create a financially self-sustaining business model that meets the VEC’s economic development objectives articulated in this RFEOI,
- reduce redundancies, avoid duplication of services and deliver the services cost effectively,

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

- create a greater depth and scale of services available to entrepreneurs,
- identify opportunities to improve local and regional approaches to commercialization practices, and
- coordinate a one-stop shop for the entrepreneur to access consistent, high-quality services.

The partners selected will work with the team at the City and the VEC, and its broader community stakeholders, to address key resources necessary for the Centre to move forward to the next stages.

C. VTC OPERATOR’S ROLE AND RESPONSIBILITIES

The VTC operator will have two main responsibilities that pertain specifically to the business incubation/social entrepreneurship programs and services. (Schedules 2, 3 and 4 of this RFEOI describe the responsibilities of the VTC operator related to the facility improvement and management.)

1. **Serve as the facility landlord and property manager.** The facility space for VTC will be approximately 100,000 square feet with 65,000 square feet leasable space. While the VTC operator and the City will work together to determine the final makeup of the user groups in the centre, it is anticipated that the VTC will accommodate three complementary tenant categories.
 - a. *Sub-tenants paying market rent.* The operator will lease space to mature companies/organisations that pay market-level rents (“anchor tenants”), ideally whose business/mission complements the overall objective of the VTC. This may also include professional service providers, academia or other types of “sponsors” that may be involved in the incubator/accelerator.
 - b. *Incubator/accelerator sub-tenants.* The operator will lease space to early-stage companies that pay less than market-level rents, to be selected via a set of clear criteria. It is expected that these tenures would be for pre-defined periods of time, likely to not exceed 12-18 months, but there will be exceptions. This may include both resident entrepreneurs who pay on a “per desk” basis as well as non-residents who choose to “hot-desk” for a membership fee or per-desk basis.
 - c. *Social entrepreneur sub-tenants.* The operator will lease space to individuals and/or organisations involved in social entrepreneurship development, also to pay less than market-level rents, and to be selected via a set of clear criteria. It is expected that the tenures and terms of these tenants would be similar to those of the incubator/accelerator tenants. For these purposes, these tenants are defined as individuals or organisations involved in developing profitable business models, strategies, concepts, and ideas that will meet social needs that extend and strengthen civil society.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 1

2. **Deliver technology, business incubation and acceleration programming.** The operator will fund and undertake the ongoing delivery of a suite of programs and services designed to nurture early-stage companies to grow and succeed, to include innovators in social entrepreneurship . These services are to be delivered to incubator/accelerator and social entrepreneur sub-tenants, as well as to other eligible entities that are not physically sited at the VTC.
- The incubation and acceleration services of the VTC will be targeted toward early stage companies defined as pre-revenue or early revenue, young (less than three years old), and still in the development stages of their product/service. It is expected that these companies will have on average one or two employees, and may still be in the process of developing their business plan.
 - Initial sectors of focus will be information, communication and technology (ICT), green technology, life sciences and social enterprise. These sectors of focus will be subject to a periodic review and potential adjustment.
 - Programming services will include at a minimum mentorship and advisory services, training and education services, business development services, free or discounted access to professional service providers, discounted rental rates that include overhead and programming, and facilitated access to capital. This Scope of Work describes in some detail the minimum requirements expected for such programming.

D. ANTICIPATED STRATEGIC OUTCOMES

The success of the VTC operator will be measured according to the following elements. Performance measures indicated here are to be considered guidelines for the purposes of this RFEOI; specific performance measures will be negotiated as part of the legally-binding agreement developed by the City and the successful Applicant.

1. **Success of VTC sub-tenants and off-site clients.** The VTC is expected to help entrepreneurs and companies better attract capital investment, improve growth towards revenue-generation, innovation, and the creation of intellectual property of value, and in general improve chances of overall success.

Measured by, for example:

- a. *Investment.* Levels of incremental capital investment secured by VTC sub-tenants and off-site clients.
- b. *Revenues.* Progress of VTC sub-tenants and off-site clients moving toward generating revenues.
- c. *Intellectual property.* Value of intellectual property created by VTC sub-tenants and off-site clients.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 1

d. *Employment.* Numbers of incremental jobs created by VTC sub-tenants and off-site clients.

2. **Impact of the VTC on the local economy and neighbourhood.** The VTC is expected to support/be supported by the local community, to generate positive economic impacts, including new jobs, better jobs, wealth creation, retention of great companies, and ultimately growth in the local economy and GDP.

Measured by, for example:

- a. *Demonstrated benefits for the local community.* Clear and measurable positive impacts on the downtown eastside neighbourhood/community in which the VTC is located.
- b. *Community support.* General support from the downtown eastside community for the VTC.
- c. *Retention.* Number of VTC sub-tenants and off-site clients that remain in the local region as they grow and succeed.
- d. *Jobs.* Incremental number of local jobs created by VTC sub-tenants and off-site clients.

3. **Operation of the VTC facility.** The VTC is expected to be operated in a manner that will deliver exceptional results to its clients by delivering world-class programming which will increase chances for success, be recognized around the world as an industry leader, while maintaining a financially sustainable business model.

Measured by, for example:

- a. *Customer satisfaction.* Documented feedback from VTC sub-tenants and consumers of programs and services indicating VTC has contributed significantly to their success.
- b. *Demand.* Demand for VTC sub-tenancies, programs and services.
- c. *Recognition.* National and international recognition as a world-class organization in technology entrepreneurship and social entrepreneurship.
- d. *VTC's financial sustainability.* Ability of the VTC to achieve and maintain (at a minimum) a balanced operating budget, including any funding and financing the capital costs associated with capital improvements to the facility.

E. DELIVERABLES

The City's vision for the VTC is that what will make it unique among other local incubation and accelerator centres will be (i) the range and sophistication of the

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

programs and services offered to sub-tenants and off-site clients, and (ii) a share of clients to be affiliated with social venture enterprises.

The following section describes in some detail the programs and services the VTC operator is expected to provide; proponents should describe in some detail how specifically these deliverables would be structured and delivered.

1. Facility infrastructure

- a. **Office space:** Sufficient office space for anchor tenants, incubator/accelerator tenants, VTC partners, service providers, network affiliates (e.g., established professional services firms), and VTC staff.
- b. **Turnkey office services:** Start-ups should have all the common business tools ready for them to focus on their business. The facility will have, telecom, broadband services both Ethernet and wifi in common areas and will have a video conference room that will allow national and international video conferencing use. For advanced companies enhanced services like hosting and security services will be offered through the partner service providers.
- c. **Hot desks:** An area for outside clients to access the facility and use a desk for an hour or a day. The intention is to bring as many clients as possible to the centre by increasing access to services for those that are not facility residents or tenants.
- d. **Common areas:** The centre will provide meeting rooms, kitchenette and open areas to be available for resident and non-resident clients. There will also be a common business services area with controlled access to large photocopier, network scanner and fax machine.

2. Programs and services

- a. **Mentorship, advisory and entrepreneurship council:** The entrepreneurship council provides advice, mentorship and hands-on support to help companies grow while they participate in VTC's program. This activity could be partnered with successful program leaders that already exist in Vancouver. The council plays a role in evaluating clients, and providing guidance for entrepreneurs. Staff will be available for any day-to-day support and can also provide leadership to entrepreneurs as needed. A council helps companies expand their network of resources.
- b. **Training and education:** Direct education programs focused on business needs are required to help early stage companies understand the tools and knowledge required to successfully operate a business. Programs should include a range of business courses such as:



RFEOI No. PS20121059
 FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
 “VANCOUVER TECHNOLOGY CENTRE”
 SCHEDULE 1

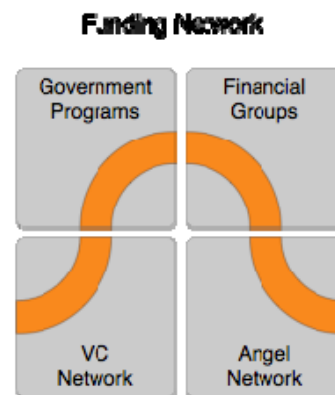
- Fundamental business planning
- Intellectual property identification
- Product development best practices
- Sales & marketing techniques and strategies
- Leadership training
- Financial and accounting management
- Strategic design/ business and organizational design assistant
- Cash flow management
- Value proposition development
- Pricing strategies & competitive analysis
- Obtaining seed and venture capital
- Human resource management strategies
- Entrepreneurship 101

c. **Business development:** Business development support covers many segments of corporate requirements, and provides guidance that bridges gaps. Business development programs also provides market and product validation support by leveraging market research or providing mentorship support for the creation of market and product validation strategies.

d. **Partnership services:** Service providers such as legal, accounting, human resources, hosting services, carrier services, government services planning and business development services provides extended support. Service providers should offer free initial consultations to VTC’s clients in order to be considered part of the VTC.

3. Funding network

a. **Funding network.** Improving access to capital is imperative. A formalized funding network will produce more successful enterprises, and the VTC will need to provide access to government programs, investor groups, venture capital networks, “angel” networks and social venture partners.



4. Ancillary activities

a. **Events and networking:** The centre should eventually accommodate materially relevant events, networking opportunities and session based workshops that support the goals of the VTC. Monthly exclusive events and meetings are expected to provide clients with an opportunity to present to the funding network and other partners. There will be regularly recurring events focused on training, speakers, “lunch and learns”

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

and lectures. Monthly networking events tied to specific sectors could have speakers, educational components and professional training.

- It is noted that the City of Vancouver will require change of use permitting and/or zoning changes if these events are outsourced and opened up for public assembly type of uses. Therefore, the nature of these events must be hosted by the operator of the facility and not outsourced to third parties. Furthermore, the content and nature of these events must be consistent with the intent of the programming; that is to support the client entrepreneurs in succeeding in their venture.
- Potential events could include:
 - International Expo: Invite local and international entrepreneurs including the Funding Network. A day of activities that will be focused on a selected set of companies presenting to the Funding Network.
 - Student Expo: University focused event where research students and private companies meet to discuss potential ventures or partnerships.
 - Venture Forums: Coincide and participate with an existing major event in Vancouver bringing a selected set of clients to present to the group.
 - Support for partnered annual events such as BCIC Connect: Participate in this major event and have companies present to become the next group to be selected into the Incubation Program. Also do a hands-on workshop for Entrepreneurs on how to present or build your business case.
 - Start-up Competition: A yearly competition to select the next group of entrepreneurs to join the incubation program.
 - Regular Monthly Partnered Events: Events such as: Vancouver Enterprise Forum, GreenTech Exchange, BCTIA, DigiBC, ACETECH and any other related industry events. Events in partnership with the post-secondary institutions and organizations such as MiTACS will also add value.

- b. Accelerator network:** There is a clear benefit to connecting accelerators to one another. An accelerator network is a proposed program to connect the BC and/or Canadian accelerator/incubation facilities together to provide access to reports, documents and education material, access to events, functions, speakers and professional program services, connection to a larger pool of funding network (Canada and international), and sharing of ideas and creating partnerships between entrepreneurs.

TECHNOLOGY AND INCUBATION CENTRES, BACKGROUND AND CONTEXT

A. Background

Business incubation and acceleration has been around since the 1950's, however their numbers took a dramatic rise starting in the 1980's and they have become proven tools for creating jobs, encouraging technology transfer and growing new businesses. There are over 1800 business incubators in North America focused on knowledge-based technology start-up companies, and that number increases every year.

In today's global economy, international borders are becoming less relevant with respect to engineering, software development, digital media, video and social media. In the last 10 years, knowledge based companies have been competing more on the international stage than domestically. Combined with the world's ongoing economic challenges, countries have started to support and heavily subsidize incubation

"Startup America" is the White House initiative to celebrate, inspire, and accelerate high-growth entrepreneurship throughout the nation, providing a matching fund of 2 billion dollars as capital for Entrepreneurs.



entrepreneurs to rapidly grow their companies, create employment and deliver sustainable economic growth within their region. Today, incubation and/or accelerator facilities are widely accepted best practices to help new start-up companies succeed. For example, the US government has taken a leadership role in this by investing with entrepreneurs through its Start-up America program.

facilities that fuel the ability of

A 13 year study showed that entrepreneurs and their startup new companies have created over 40 Million jobs in America.¹ Startup America is a partnership with the private sector and the government to bridge the gaps and remove challenges by focusing on 5 Strategic Areas:

1. [Unlocking Access to Capital](#)
2. [Connecting Mentors](#)
3. [Reducing Barriers](#)
4. [Accelerating Innovation](#)
5. [Unleashing Market Opportunities](#)

In the last few years Canada has also escalated its response to the high demand and need for support of early stage companies. The provinces of Ontario and Nova Scotia have led the way to develop these initiatives by directly leveraging provincial and federal funding of their regional incubator and accelerator facilities. The accelerator MaRS, located in Toronto, currently receives \$30-\$40 million in subsidies each year and directly invests in the companies they incubate. Kitchener Waterloo has two internationally recognized and successful facilities (Waterloo Accelerator and The Hub) to attract and retain their related businesses locally. Halifax has Innovacorp, which is also directly funded by both provincial and federal governments, and has an impressive track record for growing companies and economic growth.

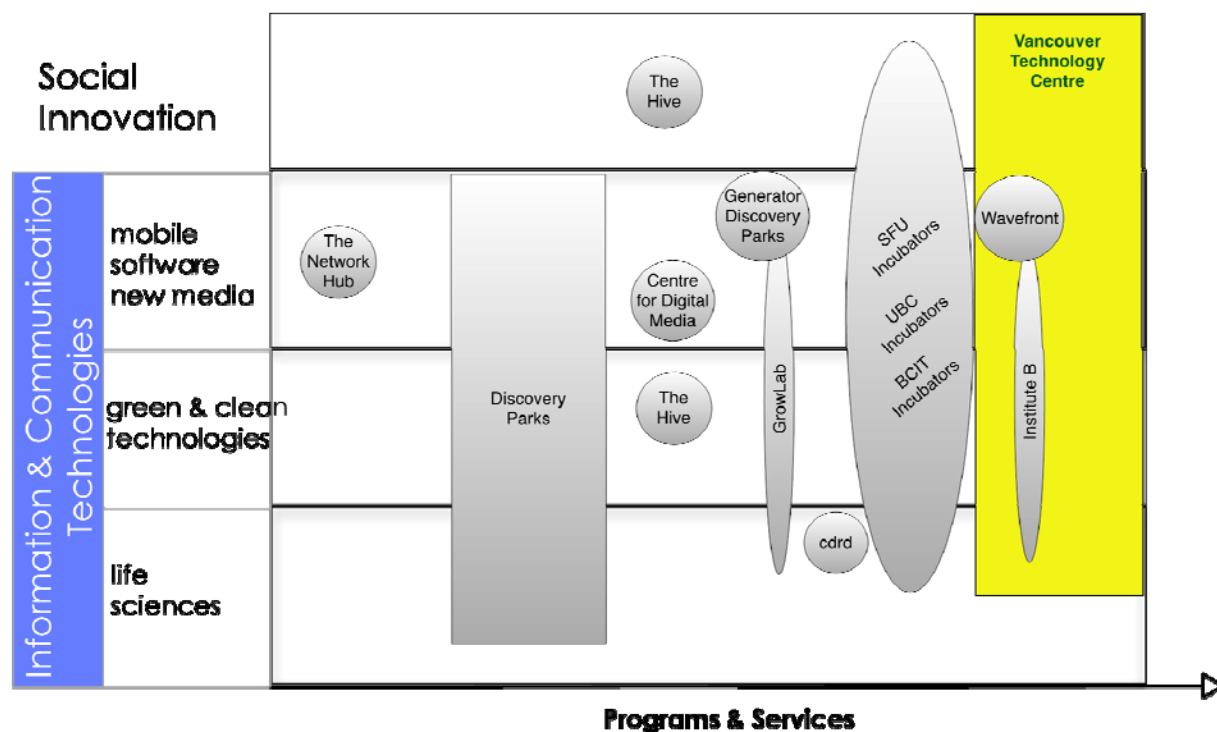
Today, small businesses and early stage companies compete on a world stage, and are the driving force of the knowledge economy, contributing significantly to regional GDP. The 84,000 people working in British Columbia's high tech industries in 2009 was almost double the total number of employee's in the forest sector (approximately 42,900 employees). The sector however, is comprised of very small businesses, and while more start-up companies are being

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

created than ever before, the challenge is growth. A BC Stats report shows that 96 per cent of the province’s technology companies, estimated at 8,225 in 2007, are small businesses with limited year-to-year growth in revenue, employment and exports. A more rigorous approach to supporting these businesses is key to ensuring the rapid economic, employment, export and wealth growth for BC. Greater Vancouver’s unique tech-talent resource pool, combined with increased outside venture capital interest, is fuelling the growing number of small technology companies that root and succeed here.

B. The General Vancouver Business Support Landscape

The diagram below illustrates Vancouver’s current (2011) general landscape for incubation and acceleration. The size of each circle or box represents the relative size (sq. ft.) that each accelerator incubator currently offers. The further right the organization is positioned in the graph below, the more comprehensive the programs they offer. There are a number of organizations that provide some level of business support and programming, but supply is limited for a significant and growing demand. Also, providing an optimum space to accommodate a regional facility that is large enough to generate the critical mass to ensure a sustainable operation by leveraging the profits from leasing revenues is an important objective. A strong partnership between private and government sectors is critical to bridging gaps in the provision of services to start-up businesses.



C. The Needs Assessment and Benefits of a Vancouver Technology Centre

In 2011, the demand for programmed incubator space far exceeded supply. There were more than 2,600 early stage technology companies documented in Vancouver in 2010-2011 (source:

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 1

Creekstone Consulting Report, 2011). Early stage is defined as less than 50 employees, pre-revenue or early revenue, less than 5 years old. About 65 per cent of the early stage companies had 1-4 employees.

Key Factors:

- Vancouver has neither a centralized approach to technology incubation and/or acceleration nor the critical mass of space to meet a demand that far outstrips supply;
- The opportunity exists for Vancouver to establish a technology centre that will address these gaps in service and support stronger growth of business start-ups. Furthermore, there is the possibility that this centre can act as a catalyst or hub for the broader and more strategic concept of a "network" of accelerators and an innovation zone or neighborhood.
- The proposed technology centre will help to fulfill the following important objectives:
 - increased prosperity in the local economy;
 - support for social innovation;
 - support for new jobs, and increased job growth;
 - increased opportunities for capital investment from local and foreign sources;
 - improved business performance in both productivity and export market development;
 - significant opportunity to advance the commercialization of local innovation;
- A technology centre should provide the following services:
 - Hot desks and incubation for start-up companies;
 - Access to capital and acceleration programs from both internal and external partners;
 - Support in the form of coaching and mentoring, and essential business services including legal, accounting and market analysis;
 - Connectivity to a global marketplace and export training and access programs;
 - Affordable space for growth;
 - A dynamic environment that includes fellow innovative peers and experts;
 - Access to real-time information and ongoing training programs, and networking events;
 - Access to office tools and equipment;

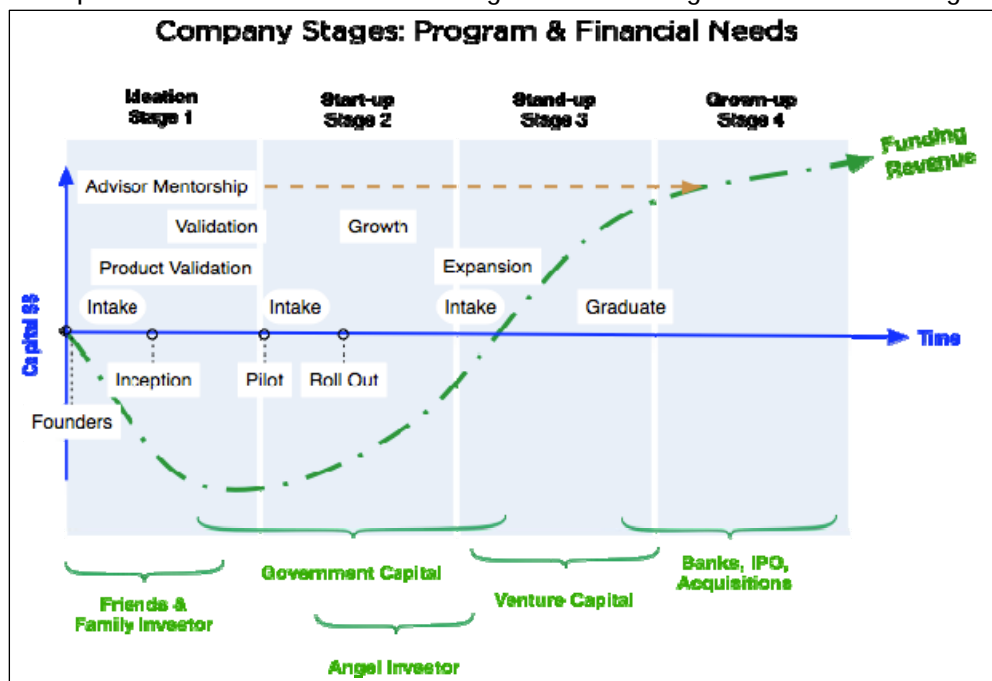
RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

- Direct links to other programs that can support them through the various stages of growth, in an environment that brings essential programs to them;
- Opportunities to engage in and explore social innovation and social entrepreneurship;
- Sectors involved in the centre will include: green business and clean tech, social enterprise, Information Communication Technology (ICT), wireless, life and health sciences, and other related sectors to include tourism, transportation and business involved in innovation;
- Up to 150 entrepreneurial start-up companies can be housed in the centre creating a hub of innovation and entrepreneurship that doesn't exist in Vancouver. This should be balanced with market-based technology company tenants in the centre who would help with lease revenues to offset costs of operation.

Currently, it is estimated that the marketplace is providing 36,200 square feet (holding 278 desks) being made available to house entrepreneurs and their companies for incubation and accelerator programs. In 2011, only 75 companies were accepted from more than 850 applications. This means that less than 10% of the demand is being met by the current group of incubators/accelerators in Vancouver. Even if half the early stage companies were eliminated in a screening process that still means only 20 per cent of demand is being served. Summarily, current spaces and services in Vancouver are of good quality, but not plentiful enough to support Vancouver's economy.

D. Where the VTC Fits

Entrepreneurs and their businesses graduate through a number of stages as their companies grow, all with specific needs and requirements for support, funding and services. It is proposed that the VTC select client companies from Stages 1 to 3; from Ideation to Start-up and Stand-up stages respectively, though this would be further explored with the partners selected from this RFEOI. These stages



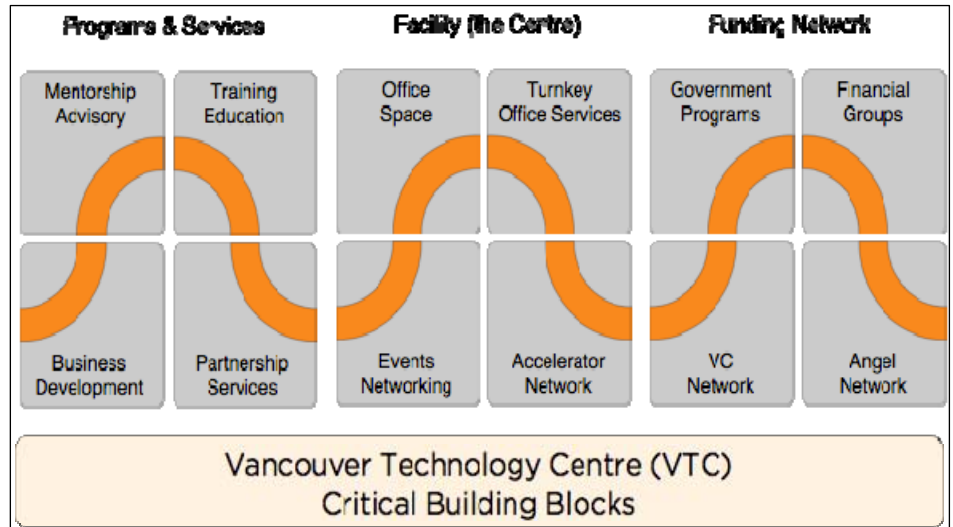
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RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

however are where demand is higher, current service provision is lower, and the opportunity for success is greater.

E. Critical Success Factors

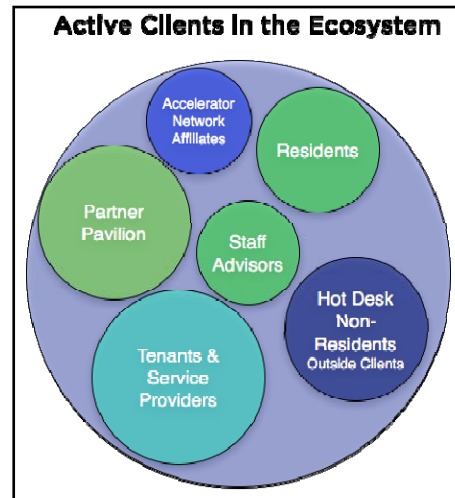
Successful centres have well-screened Intake Processes (client selection), as well as the ability to provide three major components to their clients, these are: a physical location/facility, carefully structured programs and services (incubation/acceleration), and access to capital (a funding network). The partners selected will be expected to manage and deliver these major components successfully.



Whether private or public, organizations that are delivering exceptional results engage in the best practice pillars in the chart to the right.

These types of pillars provide greater opportunity for clients, while ensuring the long-term success of a technology centre.

Successful facilities of this nature have enough size that ensures they can reach a critical mass; they are large enough to allow programs, training, networking events and clients to be located in one building for ease of access to services, while having enough space to generate revenues. The size determines whether the centre can create an organic, growing technology ecosystem and deliver the overall goal of sustainability. The typical size is 30,000 square feet or greater for incubation.



F. Industry Sector Focus Areas



Today, Vancouver has a unique ecosystem made up of an impressive talent pool with experience in Green Technology, Information Communication Technology (ICT), Life Sciences and Social Entrepreneurship. The VTC will focus on these sectors and support the innovators that have a roadmap to creating new solutions. Other industrial sectors and sub-sectors could be considered depending on availability of space and programming.

G. Information Communication Technology (ICT)

The ICT sector consists of information technology as well as software development, engineering, internet applications, telephony (wire line/mobile), digital media, new media, social media, all types of audio and video processing and transmission and network based control and monitoring functions. If a technology company does not fit into the other strategy sectors defined they will fall into the ICT group. The sector spans multi-disciplinary functions and can fall into the other strategy sectors while also fulfilling the ICT sector. The VTC partners will want to work closely with Wavefront (Vancouver's local wireless innovation centre) in the Wireless sectors.

H. Green Technology

The definition of Green Technology is intended to be broad in its application and include innovations in environmental technology (envirotech), clean energy and clean technology (cleantech). It is the application of the environmental science to conserve the natural environment and resources, and to curb the negative impacts of human involvement. Sustainable development is the core of environmental technology businesses and is a major focus of Vancouver's Economic Action Plan and it's Greenest City Action Plan.

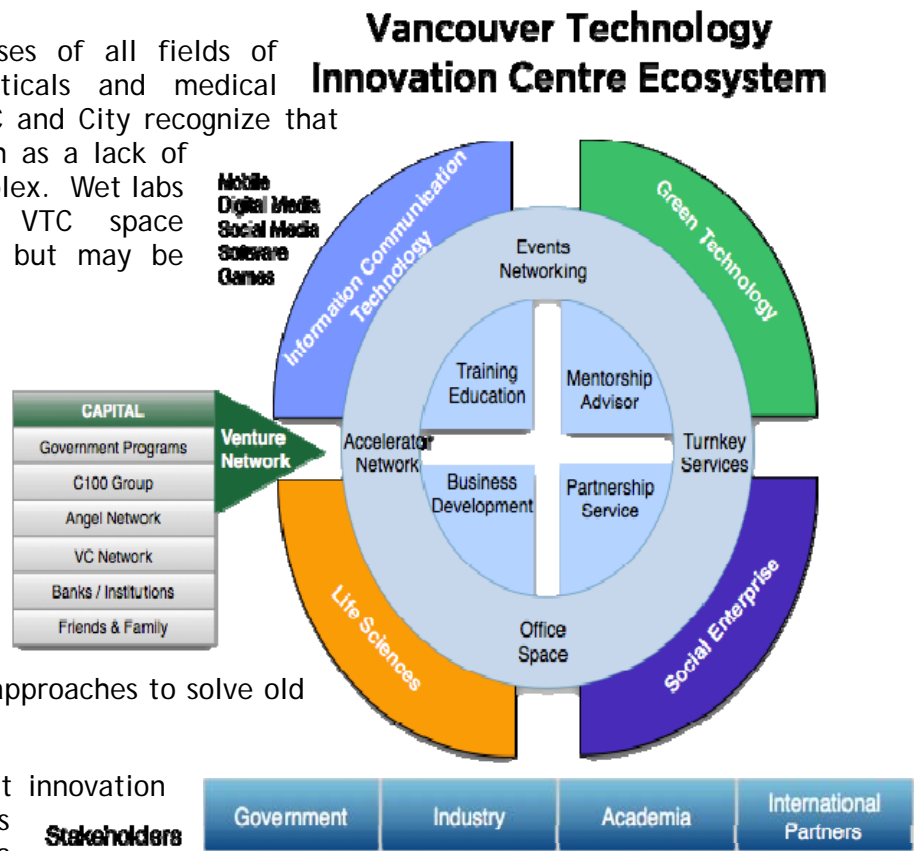
I. Life Sciences

The life sciences sector comprises of all fields of science involved in pharmaceuticals and medical devices and equipment. The VEC and City recognize that there are certain constraints such as a lack of wet labs and nearby hospital complex. Wet labs are not considered in the VTC space development plans at this time but may be possible in the future.

J. Social Entrepreneurship

Social innovation is the process of inventing, securing support for, and implementing solutions for social needs and problems. These processes help provide a structure that disrupts the normal routines of organizations and creates the conditions for the emergence of new ideas and approaches to solve old problems and issues.

Social entrepreneurship takes that innovation and uses entrepreneurial principles to organize, create and manage a venture to achieve social change (a social venture). While a business entrepreneur typically measures performance in profit and return, a social entrepreneur focuses on creating social capital. Thus, the main aim of social entrepreneurship is to further social and environmental



RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 1

goals. Quite often, it is the social enterprise that attempts to tackle some of society’s most pressing problems the world faces such as poverty, disease, agriculture, human rights, and more. The promise of social entrepreneurship is that it can generate new solutions to difficult and intractable social and environmental problems. This means that true social entrepreneurship involves new ways of thinking and organizing, often across sectors, and relies on new methods for organizing innovation processes. There is a wide range of methodologies, designed to take innovators out of their organizational comfort zone to reframe the problems they are facing and create the conditions where new solutions can emerge.

The intention at the VTC will be to support social entrepreneurship and graduate successful ventures as legitimate social enterprises once the alternative business model is proven. The VTC will not be delivering social services, but rather be a source for innovative social models that can be relocated into the City once the social entrepreneur has completed or graduated from the program.

**SCHEDULE 2
GUIDELINES RELATING TO TENANT IMPROVEMENTS**

Set out below is a list of work relating to the Technology Centre building that have been completed by the City.

In addition to the City's building-related work, the successful Applicant will have to make certain tenant improvements at its risk and expense to the Technology Centre building before commencing operations. Accordingly, all Applicants are required to describe in reasonable detail in their Applications the scope of all tenant improvements that they propose to make, the estimated total cost (if reasonably available based on the information provided by, and discussions with, the City) and proposed financing arrangements to fund such improvements.

The information below is intended to act as a guide to Applicants when deciding what types of tenant improvements to make.

All tenant improvements must comply with all City regulatory requirements including the full cost of any code upgrades arising from such tenant improvements. In particular, such work should meet the following minimum standards and/or respect certain thresholds which would incur additional capital cost.

Building-Related Work Completed by City

The following is a list of building-related work that has been completed by the City:

1. building assessment study completed by Bing Thom Architects*
2. fire alarm replaced
3. domestic water piping replaced
4. chiller modules repaired and a new heat exchanger installed
5. emergency generator and transfer switch have been replaced (gen set now located in the loading area of 236 East Cordova St.); this serves both 312 Main and 236 East Cordova St.; the load anticipated for 312 Main is only it's life safety systems
6. environmental and hazmat study completed*

* Reports culminating from the above studies will only be disclosed to certain shortlisted Applicants as determined by the City.

Building Permit Guidelines

The City of Vancouver Building By-law mandates that when an existing building is renovated, the building's fire, structural and accessibility systems must be upgraded to an acceptable level of the current Building By-law. The intent of the upgrade to the base building is to make the building useable at a reasonable capital cost while ensuring that an acceptable

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
“VANCOUVER TECHNOLOGY CENTRE”
SCHEDULE 2

level of life safety and accessibility is provided in the renovated building. The renovation work must not create a non-conformity or substantially increase the non-conformity. In addition, all new work shall comply with the current Building By-law.

A minimum level of upgrade will be required to the base building provided the renovations only include the reconfiguration of the interior space with the building's use remaining as office. If this is the case, an automatic sprinkler system and seismic upgrade will not be required and the Building By-law will only require a F2, S2 and A3 upgrade as is defined in the Building By-law for a "major renovation". The applicable upgrade requirements may be summarized as follows:

- the existing fire alarm system must meet the current requirements of the Building By-law
- exit signs and emergency lighting must be provided in accordance with the current Building By-law.
- all non-structural items such as suspended ceilings and light fixtures must be seismically restrained.
- the reconfigured space must meet the accessibility requirements of the Building By-law.
- all unsafe conditions must be corrected to the satisfaction of the Chief Building Official.

Development Permit Guidelines

In order to determine whether any proposed tenant improvements will require a development permit, Applicants are required to describe all proposed improvements in sufficient detail in their Applications.

Land use and building issues which would require a development permit are:

- a change of use from the current use category of Office and Ancillary Uses
- exterior alterations such as roof top antenna/mechanical equipment and other exterior alterations

**SCHEDULE 3
RESPONSIBILITY FOR BUILDING OPERATIONS**

Successful Applicant's Responsibility:

As part of the successful Applicant's responsibility to operate and manage the Technology Centre, the successful Applicant will be entirely responsible, at its risk and expense, for all maintenance and operational needs of the building which houses the Technology Centre except for those items set out below under "City's Responsibility". For example, without limiting the scope of the successful Applicant's responsibilities, the successful Applicant will be responsible for the planning, implementation and funding of all:

- building operations,
- utilities (gas, hydro, water/sewer),
- maintenance, repair and capital maintenance/replacement of walls, partitions, floor covering, ceilings, doors, windows, furnishings, fixtures etc..
- equipment and systems maintenance including preventive and demand maintenance and capital maintenance/ replacement
- installation, maintenance and replacement of all telecommunication systems, lines, and equipment
- installation, maintenance, repair, and replacement of all program equipment
- security systems and services
- janitorial and waste management services
- building, content and general liability insurance

In accordance with section 5.1 of Schedule 6, each Applicant is required to set out an adequate annual capital maintenance reserve in the financial plan section of its Application.

City's Responsibility:

The Technology Centre building and 236 East Cordova St. (the "Cordova Annex" - which the City will continue to occupy and use) share a number of common building systems that support operations in both buildings. As a number of these systems are critical to the continued operations of the Cordova Annex, the City will reserve the right to determine who will be responsible for these common systems and the optimal service delivery model.

For now, it is the City's intention to retain responsibility for operating and maintaining the following common building systems:

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 3

Mission Critical Common Systems:

- City IT hub rooms in the basement of the building
- fire alarm system
- auxiliary generator
- electrical vault

Non-Critical Common Systems:

- chiller
- heating boiler
- domestic hot water
- water treatment

Based on discussions with the successful Applicant, the City may require or permit the successful Applicant to operate and maintain the non-critical common systems listed above.

The City will retain full ownership of the building. The successful Applicant will be expected to manage and operate the building in accordance with all applicable laws (including occupational health and safety regulations) and to maintain it in accordance with building maintenance best practices. The City will be entitled to conduct periodic inspections of the building to confirm that the successful Applicant is complying with these maintenance standards, other contractual obligations to the City and all applicable laws.

**SCHEDULE 4
PRELIMINARY TERMS AND CONDITIONS
GOVERNING USE OF BUILDING**

The City and the successful Applicant will have to agree upon terms and conditions governing the Applicant's occupation and use of the building in which the Technology Centre will be situated. Many of these terms and conditions will resemble conventional lease terms. The City will determine, based on its evaluation of applications and discussions with Applicants, whether to document such terms and conditions in a conventional lease or whether it is more appropriate to incorporate such terms and conditions into an agreement that encompasses all of the other obligations of the successful Applicant under this project.

As a starting point for discussion, and for simplicity, the City has set out a preliminary set of basic terms below that should be considered by all Applicants.

Premises

The premises allocated for the Technology Centre are within the building situated at 312 and 324 Main Street. Approximate floor plans of the building are attached to this Schedule 4 below.

Term, Termination and Renewal

The City intends to engage a long-term operator for the Technology Centre but the exact length of the term (the "Term") will be determined by the City based on discussions with the successful Applicant and other factors. The term may be approximately 20 years. All Applicants will describe in their applications the length of term needed to make their business plan viable and self-sustaining and, if 20 years is not a sufficient term, what additional period of time is required and why.

The City will have standard rights of early termination for the operator's default and other typical reasons. If the City were to terminate the operator, the City will determine what happens to the Technology Centre. The City and/or the successful Applicant may also have standard rights of renewal the details of which will be negotiated at a later stage.

Gross Rent and Operating Costs Payable by Operator

The City's strong preference is to select an Applicant who can demonstrate through its Application that it can operate the Technology Centre in an economically viable and sustainable manner while providing a fair market economic return to the City for use of the building. Provided other elements of an Applicant's proposal are favourable, the City will endeavour to work with the successful Applicant to ensure there is an

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4

adequate economic return to the City and the Applicant. Based on the foregoing, the City estimates that the gross rent and operating costs of the building will likely fall into the range of \$11 to \$14 per square foot per annum.

Lease and Sub-lease

Between the City and the successful Applicant, the City will be the landlord and the successful Applicant will be the head tenant. As described in Schedule 1, the successful Applicant will be required to sub-lease the building to different categories of sub-tenants. The ultimate agreement that will be entered into by the City and the successful Applicant will set out, among other things, restrictions on the use of the building to those permitted uses described in Schedule 1 and the criteria for eligible sub-tenants. Such agreement may also set out any rights that the City may have to reject any proposed sub-tenants.

Use of Building

The building will only be used for the purposes described in Schedule 1.

Parking

The City will provide the successful Applicant with a certain number of dedicated parking stalls located at 236 E. Cordova Street at no additional cost. The exact number of stalls will be determined by the City based on discussions with the successful Applicant and other factors.

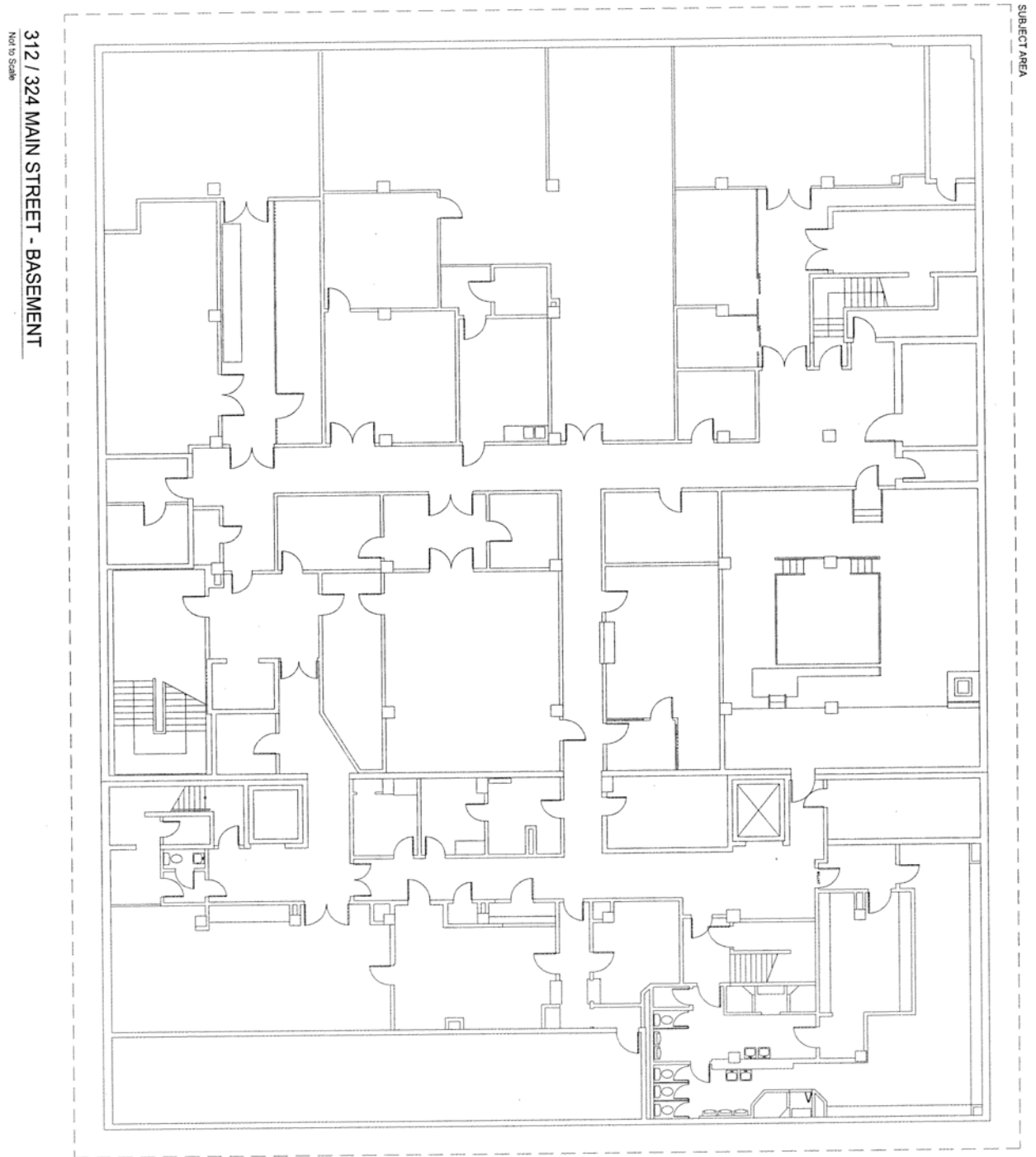
Signage

The successful Applicant will have the right to place signage on the building at its own cost at locations approved by the City and provided such signage complies with all rules and regulations of the City.

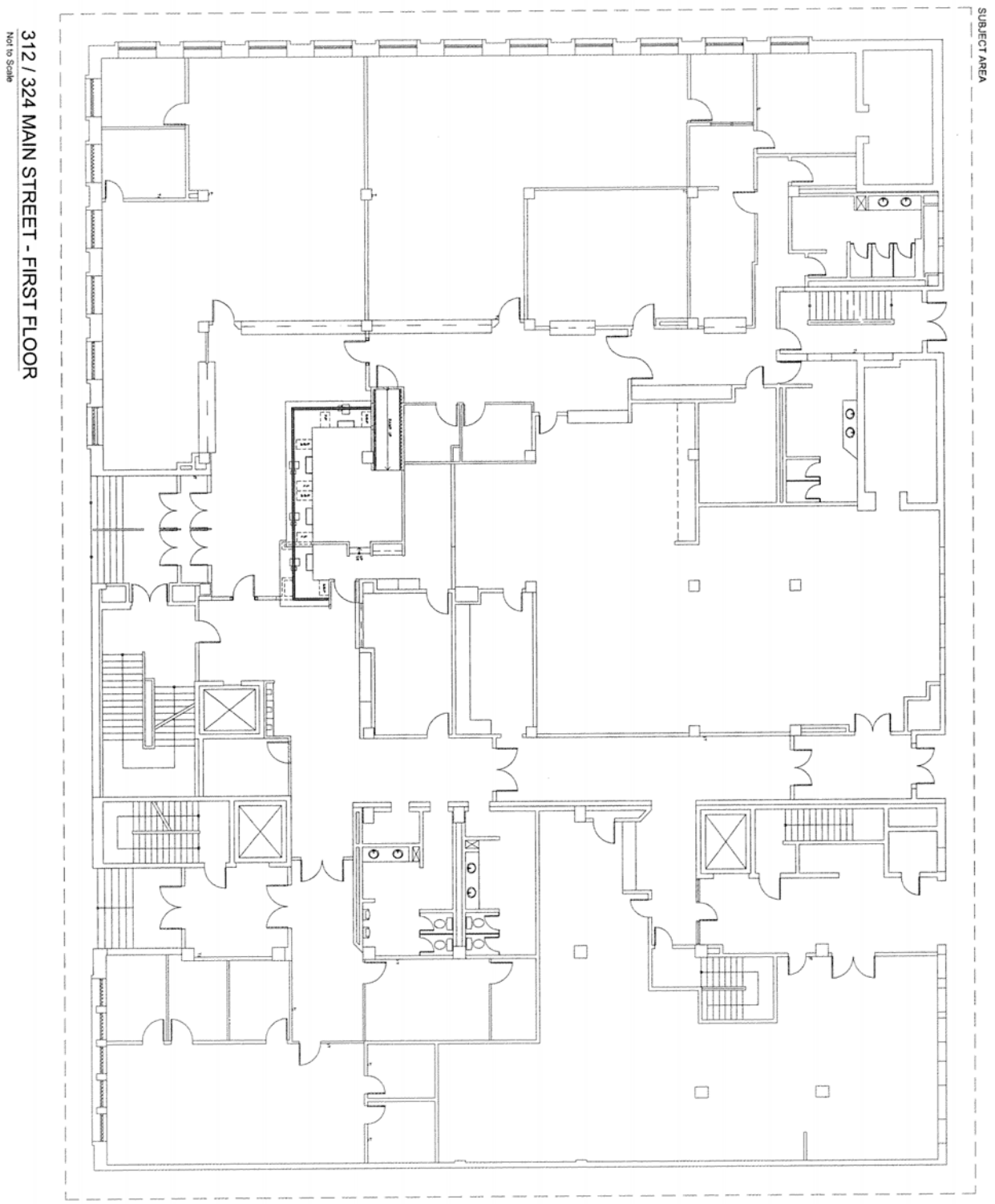
Acceptance of Building "as is"

As a condition to accepting the City's award of this project, the successful Applicant will have to accept the building and all building-related work completed by the City on an "as is, where is" basis with no legal recourse against the City.

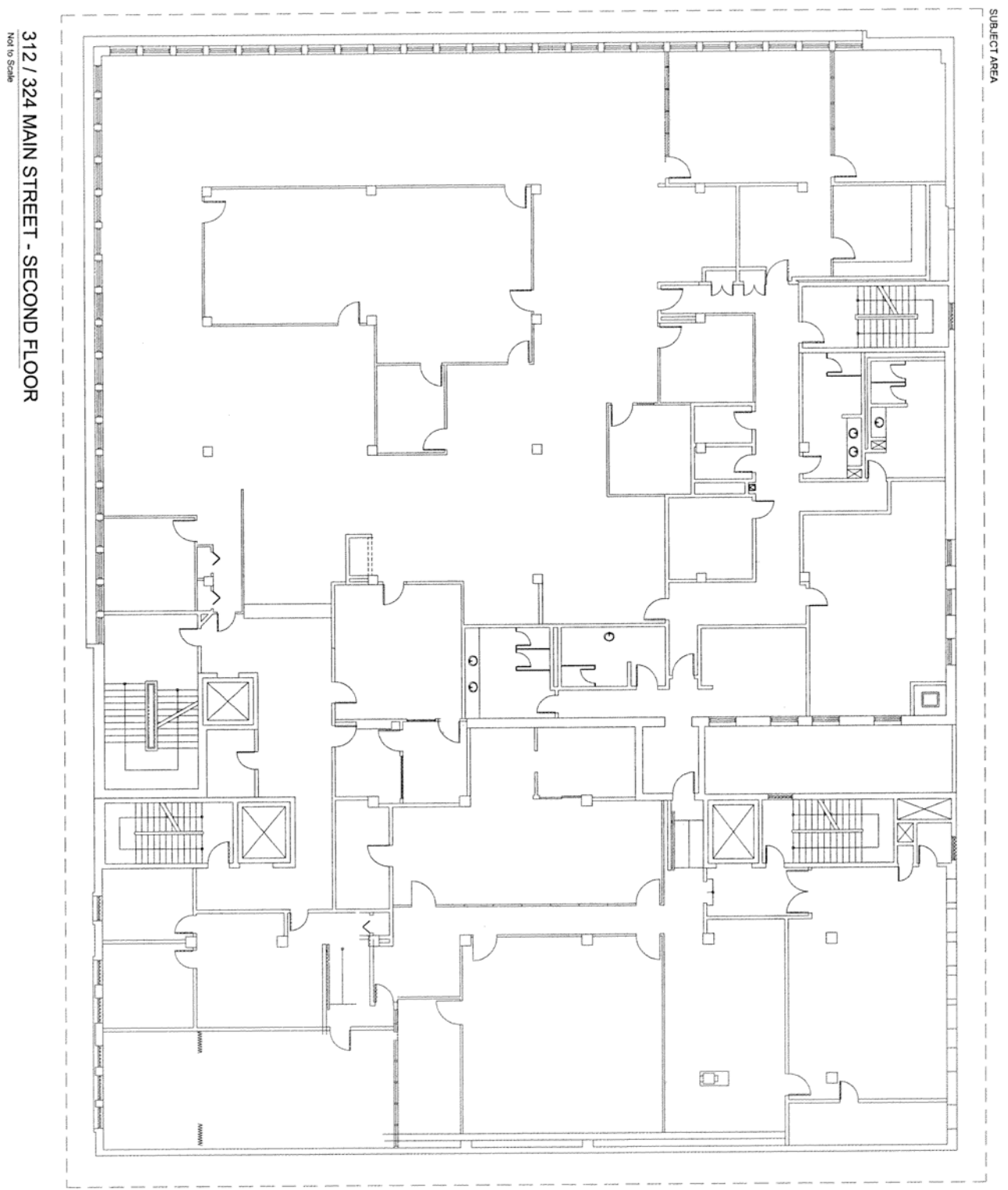
DESCRIPTION OF LEASED PREMISES



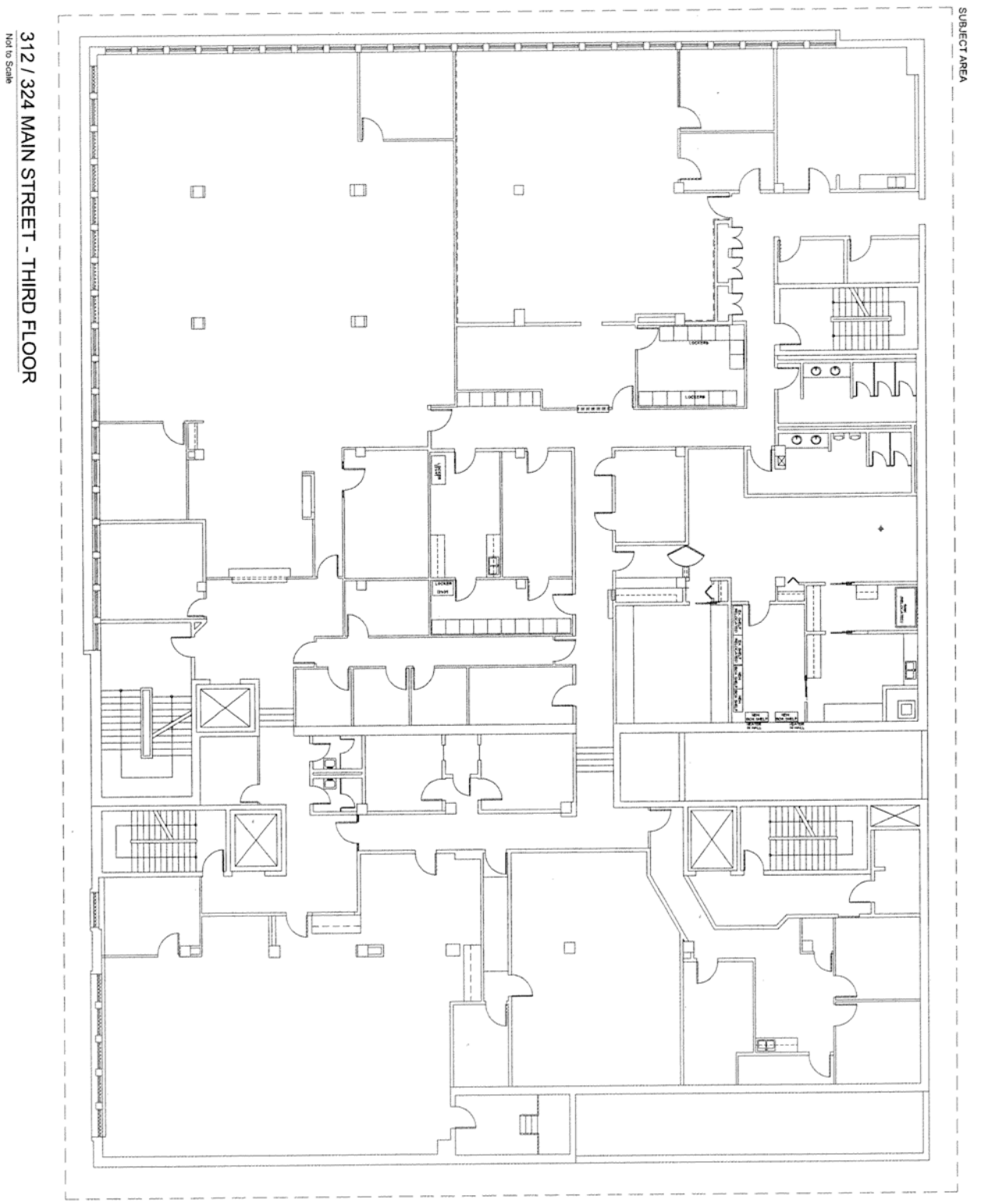
RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4



RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4

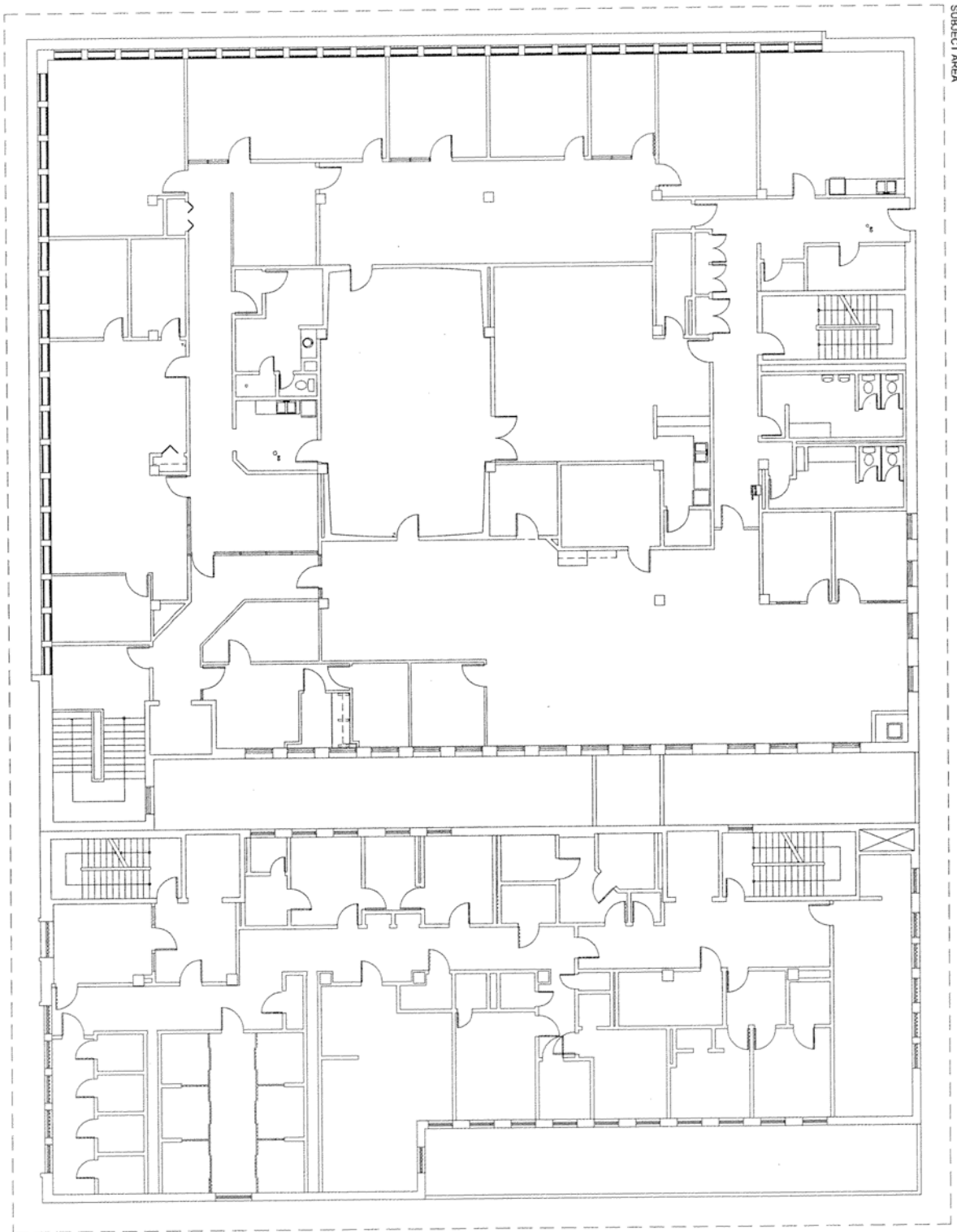


RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4



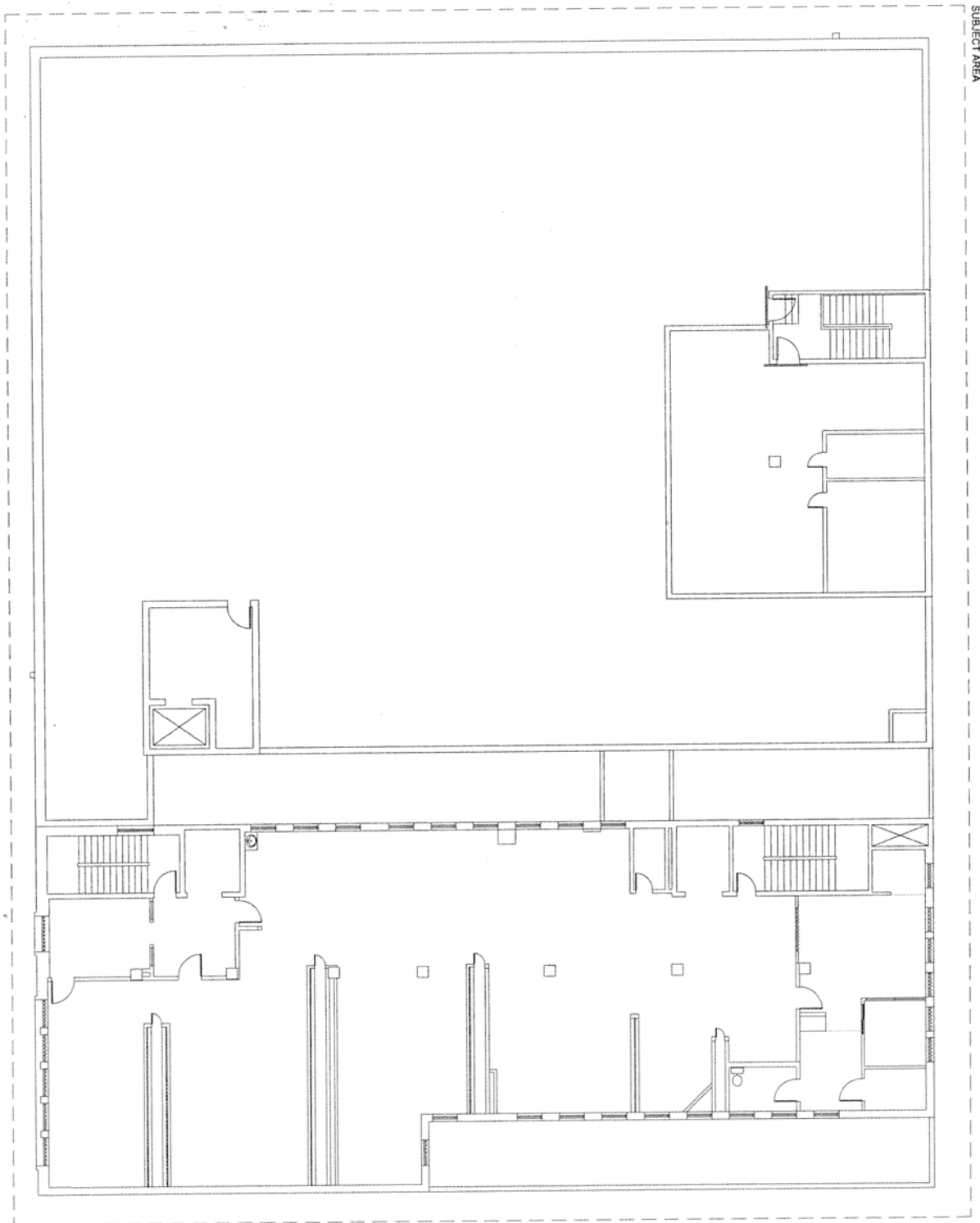
RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4

312 / 324 MAIN STREET - FOURTH FLOOR
Not to Scale



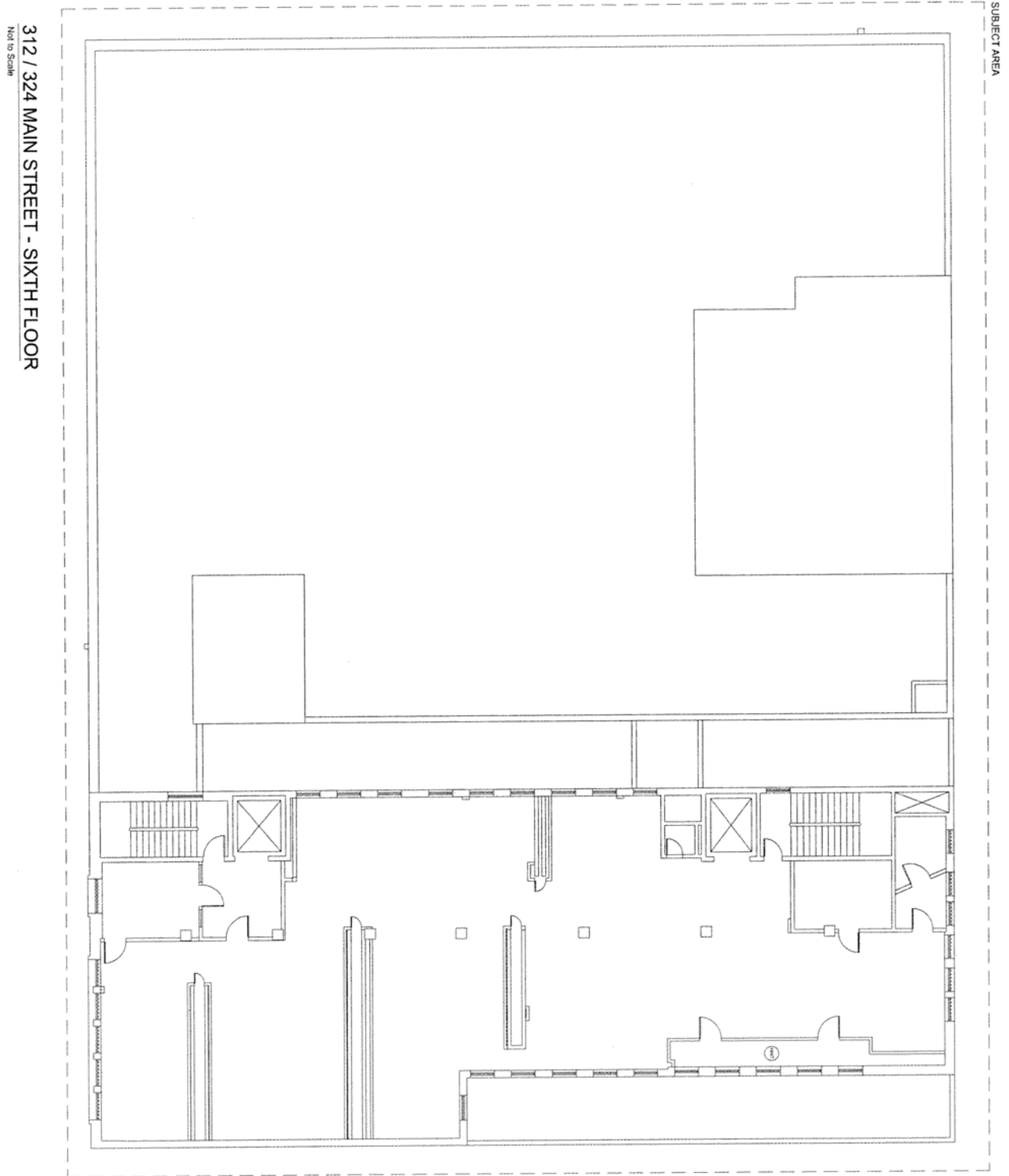
RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4

312 / 324 MAIN STREET - FIFTH FLOOR
Not to Scale



SUBJECT AREA

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 4



RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 5

**SCHEDULE 5
LETTER OF APPLICATION**

[Letterhead paper of the Applicant or participant responsible for a joint venture, including full postal address, telephone and facsimile.]

Date: _____

To: The City of Vancouver

Re: **Application for RFEOI No. PS20121059 - A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE "VANCOUVER TECHNOLOGY CENTRE"**
(the "RFEOI")

Private & Confidential

1. Being duly authorized to represent and act on behalf of _____ **[Applicants are to insert full corporate name and if they are the lead participant of a joint venture, then state "on behalf of..." and list the full corporate names of the companies forming the joint venture]** (the "Applicant"), and having reviewed and fully understood all of the requirements and information provided in the RFEOI, the undersigned hereby submits this letter and the attached materials as the Application in response to the RFEOI. The undersigned acknowledges that the City of Vancouver may request at various stages of the RFEOI that the undersigned make further submissions and that all such further submissions will be deemed to form part of the undersigned's Application under the RFEOI.
2. The City of Vancouver and its representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from our bankers and clients regarding any financial and experience issues.
3. The City of Vancouver and its representatives may contact the following persons for further information:

[Insert name and contact information.]
4. This application is made with the full understanding that:
 - (a) any information submitted may be subject to verification by the City of Vancouver during evaluation;
 - (b) we undertake to submit further information if requested by the City of Vancouver;
 - (c) we understand and agree with all of the terms of the RFEOI including Section 1.5 which describes the multiple stages by which the City of Vancouver may conduct the RFEOI; and

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 5

(d) the City of Vancouver shall not be liable in any way whatsoever for any matter whatsoever in relation to the RFEOI.

5. We acknowledge receipt of the following addenda (if applicable);

Addendum No. _____ *Date:* _____

6. The undersigned declare that the statements made and the information provided in this letter, the attached materials and any further submissions under the RFEOI are complete, true, and correct in every detail.

Signed: _____

Name: _____

For and on behalf _____

[name of Applicant and companies forming joint venture]

Mailing
Address: _____

Cheque Payable / Remit to
Address: _____

Telephone No.: _____

Fax No.: _____

Key Contact Person: _____

E-mail: _____

GST Registration
No.: _____

Incorporation
Date: _____

City of Vancouver Business License Number: _____

(If your office is located in Vancouver)

WorkSafeBC Account
Number: _____

Dunn and Bradstreet
Number: _____

**SCHEDULE 6
FORMAT FOR APPLICATIONS**

The City requests that Applicants respond to this RFEOI in the form of a comprehensive Business Plan. In the following sections, the City has identified factors it considers relevant to the project and Applicants should consider these in their Business Plan. However, the factors identified below are by no means an exhaustive list and the City is looking to Applicants to identify and describe additional relevant information as well as provide creative and innovative solutions to meeting the City's needs.

For each factor, the Business Plan should articulate the roles and responsibilities of all parties involved, including clearly defining the proposed roles and responsibilities of the City.

Applicants are also asked to clearly describe in their Business Plan the extent to which they will satisfy each requirement identified in the RFEOI.

For the purposes of review and in the interest of sustainable business practices, the City encourages the use of submittal materials (i.e., paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable. The City discourages the use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers. Applicants are encouraged to print/copy on both sides of a single sheet of paper wherever applicable (if sheets are printed on both sides, it is considered to be two pages). Colour is acceptable, but content should not be lost by black and white printing or copying.

Applications submitted by Applicants shall consist of:

- I. the Letter of Application specified in Schedule 5; and
- II. the following:

1. SUMMARY

Provide a brief overview of your proposed business model, your approach and vision to meeting the requirements set out in the RFEOI (including the requirements set out in Schedule 1), and highlight areas of your business plan that set you apart from others in your industry.

Also in this section describe and explain in reasonable detail any areas of your proposal that do not meet the stated requirements.

2. ORGANIZATION

2.1. Profile

2.1.1. Describe the structure of company (e.g., corporation, partnership, sole proprietorship) and if a joint venture, clearly state this and state who the joint

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 6

venture parties are, identify who is acting as the lead and the relationship between the parties.

- 2.1.2. For each party involved, provide a profile and summary that includes at minimum: the management team, services offered, areas of expertise, annual sales volume (in dollars), number of employees, major clients, business partners (and the services/products they offer).
- 2.1.3. For all parent or subsidiary companies and affiliates, provide a profile and summary (as in 2.1.2) and the nature of the relationship with the Applicant or partner.
- 2.1.4. Provide a history of litigation or claims made against the Applicant and all partners during the three years immediately prior to the Closing Time.
- 2.1.5. For public companies, provide a copy of the three most recent annual financial statements, prepared according to generally accepted accounting principles and signed by a licensed independent accountant. For private companies, provide a letter from your financial institution or auditor providing assurance to the City that the Applicant has been and is financially viable and solvent as a going concern; confirmation that the Applicant has the financial capacity to satisfy its obligations over the entire duration of this project; and that the undertaking of this project will not put any undue financial burden on the Applicant or partner.

2.2. Experience and Capacity

- 2.2.1. Describe relevant experience with operating a technology incubator and lessons learned. Provide at least three references.
- 2.2.2. Describe relevant experience working with government and lessons learned. Provide at least three references.
- 2.2.3. Summarize current and future projects and commitments.

2.3. Your Team

- 2.3.1. Describe your proposed business model; for each function, identify who will be responsible.
- 2.3.2. Provide the organizational layout or chart of the project team (all parties involved).
- 2.3.3. Provide a brief job description of each position.
- 2.3.4. Provide resumes of the key people involved.
- 2.3.5. Provide a staffing plan and schedules.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 6

3. MARKETING AND COMMUNICATIONS PLAN

3.1 Describe how you plan to build awareness and draw suitable candidates to the centre?

4. OPERATIONAL PLAN

4.1. Describe in reasonable detail all of the key elements of your operational plan covering all of the main components of work described in section 1.1 of this RFEOI.

5. FINANCIAL PLAN

5.1 Prepare a pro forma statement showing the 10 year forecast of all revenues and capital and operating expenditures. The pro forma statement should include a sensitivity analysis of the most important variables affecting revenue, and capital and operating expenditures as well as an adequate annual capital maintenance reserve to fund the necessary building maintenance. All currency must be in Canadian dollars.

5.2 For each item in your pro forma statements, state your assumptions, describe your reasoning and provide the inputs and calculations behind all of your estimates. For each item, provide a reference in the pro forma statement to where in your Application this information can be found.

5.3 Describe strategies to generate revenues and/or improve cost efficiencies over time (e.g., advertising, corporate sponsorship, etc.).

5.4 Identify any areas for revenue/cost sharing with the City.

6. RISK ANALYSIS

6.1. Identify, describe and assess all elements of risk exposure and describe in detail the mitigation strategies and plans to address these risks. For each risk, estimate the range of the City's exposure and the range of exposure assumed by the Applicant. The following risks should be included, but this should not be considered an exhaustive list.

6.1.1. Financial risks: failure to generate revenues; higher than forecasted capital and/or operating expenditures.

6.1.2. Liability: to the Applicant, to the City.

6.1.3. Reputational risk to the City.

6.1.4. Operational: privacy and data security, IT/system/internet/power failure; injuries/accidents.

6.1.5. Legal & Regulatory.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 6

6.1.6. Environmental: any adverse effect on the environment occurring as a result of the design, installation, operation, maintenance or management of the tenant improvements or building.

7. SERVICE LEVELS

Describe the performance standards (indicators and thresholds) you propose to employ, your plan for continuous improvement and how you will incorporate evolving best practices.

8. IMPLEMENTATION PLAN

8.1. Include a reasonably detailed plan and possible timeline for implementation of all the main components of work described in section 1.1 of the RFEOI. The schedule should include, but is not limited to:

8.1.1. Milestones, including completion of key stages or components within the project;

8.1.2. Key people/subcontractors involved with each stage or component;

8.1.3. Details of the deliverables for each stage or component.

RFEOI No. PS20121059
FOR A TECHNOLOGY INCUBATION AND ACCELERATION CENTRE TO BE CALLED THE
"VANCOUVER TECHNOLOGY CENTRE"
SCHEDULE 7

**SCHEDULE 7
INFORMATION MEETING ATTENDANCE FORM**

FINANCIAL SERVICES GROUP
Supply Management
Purchasing Services

Request for Expressions of Interest No 20121059

To acknowledge your intent to attend the Applicants' Information Meeting being held as per Section 2 of the RFEOI, and to ensure that you receive the required information, please submit this form to the person identified below before **3:00pm, Wednesday, January 30, 2013.**

Philip Lai, SCMP, P. Log
City of Vancouver Supply Management
Fax: 604.873.7057
Email: purchasing@vancouver.ca

Your details:

Applicant's Name: _____
"Applicant"

Address: _____

Telephone: _____ Fax: _____

Key Contact Person: _____

E-mail: _____

Our organization WILL / WILL NOT attend the information meeting for
"RFEOI No. 20121059"

Please check if you will attend in person and indicate number attending ___ Number _____

Authorized Signatory and Name of Company (Please print)

E-mail Address (Please print)
