

ANNEX H – EVALUATION CRITERIA

Below are the Evaluation Criteria consisting of Technical Mandatory; Technical Point Rated; and Financial Point Rated criteria. The relevant weight assigned to each criterion is indicated.

Bidders are reminded to consider the total bid page limitation is 370 pages.

Bid responses should be structured and numbered in the same manner as the Evaluation Criteria with separate tabs for each criterion. The Financial Bid Form with Certifications (Annex D) should be submitted in a separate sealed envelope.

Item	Category Titles	Requirement Description (Criteria)	Weight	Applicable Scale
1	Mandatory			
1.1	Property Management Services	<p>The bidder must have provided services of a similar scope to the Property Management Services described in this Solicitation for office space of at least 250,000 square meters. The provision of these services must have been continuous for at least a 60 month period within the last seven (7) year period ending _____ (insert date of solicitation). Continuous for at least a 60 month period means that the Bidder must have been managing a minimum of 250,000 square meters throughout the entire 60 month period. The Bidder must demonstrate its experience by providing the following for each portfolio named for this mandatory:</p> <ul style="list-style-type: none"> - description of the portfolio(s) under management; - description of the services provided, demonstrating how these are of similar scope to the Property Management Services described in this Solicitation ; - total square metres of office space; - period of time under management (start and finish dates); - client business name; and - client point of contact who may be contacted. 	n/a	n/a
1.2	Project Delivery Services	<p>The bidder must have provided services of a similar scope to the Project Delivery Services described in this Solicitation related to office space. The bidder must have delivered project(s) where:</p> <ul style="list-style-type: none"> - the combined value of Work underway is at least \$15M within a single consecutive 12 month period; and - the 12 month period is within the 36 month period ending _____ (insert date of solicitation); and - the project(s) cited in the response do not need to have either started or finished in the 12 month period being identified. <p>The Bidder must demonstrate its experience by providing the following for each portfolio named for this mandatory:</p> <ul style="list-style-type: none"> - description of the project(s) under management; - description of how the project(s) are of similar scope to the Project Delivery Services described in the 	n/a	n/a

		solicitation <ul style="list-style-type: none"> - start and finish dates; - value of the Work completed in the 12 month period; - client business name; and - client point of contact who may be contacted. 		
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2	Technical Rated		70/70	Applicable Scale
2.1	Property Management Services Experience		10/70	
2.1.1	PMS Experience	<p>The Bidder should demonstrate its additional experience in the continuous delivery of services of a similar scope to the Property Management Services described in this Solicitation, beyond the mandatory requirement stated in Item 1.1 above. The Bidder should demonstrate its additional experience by providing the following for each portfolio:</p> <ul style="list-style-type: none"> - description of the \portfolio(s) under management; - description of the services provided, demonstrating how these are of similar scope to Property Management Services described in this Solicitation; - total square metres; - the period of time under management (start and finish dates); - client business name; and - client point of contact (full name, phone number and email address) who may be contacted. 	10/10	Scale 1

2.2	Project Delivery Services Experience	10/70	
2.2.1	<p>PDS Experience</p> <p>The Bidder should demonstrate its additional experience in the delivery of services of a similar scope to the Project Delivery Services described in this Solicitation.</p> <p>The Bidder should demonstrate the following for each project referenced:</p> <ul style="list-style-type: none"> - description of the project(s) under management; - description of the services provided and demonstrating how these were of similar scope to the Project Delivery Services described in this Solicitation; - value of the project - value of the work completed - start and finish dates; - client business name; and - client point of contact (full name, phone number and email address) who may be contacted. 	7/10	Scale 1
2.2.2	<p>PDS Experience – Single Project</p> <p>The Bidder should demonstrate its experience in the delivery of a single, high dollar value real property project where the services were of a similar scope to the Project Delivery Services described in this Solicitation. The Bidder should describe a project with a total value greater than \$20M which has been completed within the last 36 month period ending ____ (insert date of solicitation).</p> <p>The project cited in the response may exceed 36 months in duration but should have been finished within the 36 month period identified.</p> <p>The Bidder should demonstrate experience by providing the following for the project referenced in their response:</p> <ul style="list-style-type: none"> - description of the project; - description of the services provided, and demonstrate how these were of similar scope to Project Delivery Services described in this Solicitation; - period of time under management (start and finish dates). - client business name; and - client point of contact (full name, phone number and email address) who may be contacted. 	3/10	Scale 1

2.3	Management Approach		25/70	
2.3.1	Organizational Structure and Use	<p>The Bidder should describe its corporate and operational structure proposed to deliver all elements of this Solicitation in the National Capital Region and explain how it will be effective.</p> <p>With respect to the above, the Bidder should:</p> <ul style="list-style-type: none">- identify the various positions proposed for its organization including type and quantity- provide a description of the functions of the positions- indicate which services will be delivered through the use of internal resources and which will be delivered through subcontractors; describe why the proposed delivery method represents best value for Canada- explain how the proposed structure and its positions relate to the Basis of Payment (i.e. identify which positions are non-reimbursable and therefore fee based and which are reimbursable);- where applicable, indicate positions that will be shared with other clients of the Bidder and the expected percentage of their effort that will be reimbursable by PWGSC as allowable costs. <p>The Bidder should provide an organization chart(s) with its response.</p>	10/25	Scale 2
2.3.2	Quality Management	<p>The Bidder should describe how it proposes to provide quality management services as it relates to Project Management Services, Project Delivery Services and corporate services. The Bidder should reference its current QM policy, associated processes, and its quality control measures.</p> <p>With specific reference to its current QM policy, the Bidder should demonstrate how it will address incident resolution internally within its organization, with its subcontractors and with Public Works and Government Services Canada (PWGSC) as the bidder's customer.</p>	3/25	Scale 3

2.3.3	Data, Information Management and Reporting	The Bidder should describe how it proposes to respond to the data and information management requirement of this Solicitation. At a minimum, the Bidder should describe its ability to provide data and information to accommodate the reporting requirements of this Solicitation and explain how it will be effective.	2/25	Scale 3
2.3.4	Expenditure Management	<p>The Bidder should describe how it will meet this Solicitation's requirements for budgeting, expenditure management, and the associated tracking and reporting to the Crown.</p> <p>The Bidder should describe how it will produce cost elements for verification and audit purposes. The Bidder should reference its cost accounting practices in its response.</p>	2/25	Scale 3
2.3.5	Subcontract Management - Openness, Fairness, and Transparency	<p>The Bidder should describe how it will provide open, fair, and transparent procurement processes that demonstrate best value in the provision of requirements described in this Solicitation.</p> <p>The Bidder should also describe how they will ensure that small and medium sized enterprises will be provided access to the Work and how it will be effective.</p>	2/25	Scale 3
2.3.6	Tenant Relationship Management	The Bidder should describe the measures and protocols it will implement in the provision of Tenant Relationship Management and explain how they will be effective.	2/25	Scale 3
2.3.7	Portfolio Service Integration	The Bidder should describe the measures and protocols it will implement in the provision of Portfolio Service Integration and describe how they will be effective.	2/25	Scale 3
2.3.8	Projects	The Bidder should provide its proposed generic project plan template(s), complete with a Work Breakdown Structure (WBS), for use in delivering projects and explain how it will be effective. The Bidder should explain adjustments that would be made for projects of varying size and complexity.	2/25	Scale 3

2.4	Contract Initiation and Completion		5/70	
2.4.1	Contract Initiation	The Bidder should provide a Project Management Plan for the Contract Initiation portion of this Solicitation and describe how it will be effective.	2.5/5	Scale 3
2.4.2	Contract Completion	The Bidder should provide a Project Management Plan for the Contract Completion portion of this Solicitation and describe how it will be effective.	2.5/5	Scale 3

2.5	Technical Scenarios	20/70	
2.5.1	<p data-bbox="237 249 396 396">Scenario 1 – Inspection, Testing and Repair</p> <p data-bbox="444 249 1159 638">PWGSC has identified a high rate of premature failure in its building fire pump inventory. Sample inspection and testing of the fire pumps carried out by PWGSC identified the critical defect as being the pump motor windings. Based on PWGSC’s sampling, the defect was found to be present in all of the premature failures and also in other fire pumps that appeared to be operating normally. The overall defect occurrence rate is approximately 25 to 30 percent of all fire pumps and is not strictly limited to any one particular manufacturer.</p> <p data-bbox="444 669 1159 1016">Given the above findings, PWGSC has directed its contractor to inspect, test and repair any fire pumps found to have the defect. The nature of the defect is such that the fire pumps can be inspected and tested in situ. However, for those fire pumps found to have the defect, the necessary repair consists of rewinding the motor. Therefore any fire pumps found to have the defect will need to be removed from the building in order for the repairs to be carried out.</p> <p data-bbox="444 1047 1159 1236">Due to the important life safety function of fire pumps, PWGSC is asking that inspection and testing of all fire pumps be completed within six weeks. Any motor found to have the defect must be repaired and reinstalled within twelve weeks.</p> <p data-bbox="444 1268 1159 1457">As the Contractor, your responsibilities include twenty high-rise office buildings. Within each of these buildings the fire pump system is arranged the same. There is one primary pump and one back-up pump; therefore there are forty fire pumps in total in the portfolio.</p> <p data-bbox="444 1488 1159 1646">Describe in detail how you would respond to PWGSC’s requirement to inspect and test all fire pumps and repair and reinstall those fire pumps found to have defective motors.</p> <p data-bbox="444 1677 1159 1856">The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete.</p>	4/20	Scale 3

		Assumptions should be explained and demonstrated to be reasonable given the scenario.		
2.5.2	Scenario 2 - Occupation Health and Safety	<p>You are the Contractor managing the PWGSC RP-2 Campus Management contract. For the first two years of the contract, the occurrence of injuries to your staff, and/or your subcontractors working within the portfolio as well as building occupants has been in line with industry norms. However, in the last six months, there has been a marked change in performance with three lost time injuries occurring. This is unacceptable and must be investigated to determine whether there are deficiencies within your Occupation Health and Safety Program, or its application.</p> <p>The specifics of the three lost time injuries are given below:</p> <ul style="list-style-type: none"> - in building 3, an electrician from your Electrical Maintenance Subcontractor was electrocuted and seriously injured during routine fluorescent lamp maintenance work in office space. The electrician was working with 347 Volt equipment after he had de-energized the work area. However, he had not locked out and tagged out the circuit. A cleaner from your Cleaning Subcontractor entered an adjacent office space and found the lights off. On finding the lights off in its work area, the cleaner went to the panel and found the circuit shut off and then turned the circuit back on. The electrician, in the middle of replacing a ballast, was electrocuted. Both you and your Electrical Maintenance Subcontractor have written lockout/tag out procedures. Also, your contract with your Cleaning Subcontractor prohibits cleaners from entering electrical rooms, panels and subpanels. - in building 12 Subcontractor "D" was engaged by you to re-lamp and replace the ceiling grid in a vacated office area. Subcontractor "E" was engaged to renovate 	4/20	Scale 3

		<p>washrooms throughout the building. Subcontractors “D” and “E” were provided with access to the small loading dock area and adjacent freight elevator to bring materials into the building and transport them to their individual construction areas. On the morning of the accident, Subcontractors “D” and “E” were in the loading dock area unloading materials at the same time. An employee of Subcontractor “D” was on the floor of the parking bay unloading materials from the side door of his van. A supplier to Subcontractor “E” was in the adjacent parking bay unloading sheets of drywall from his flatbed truck using the truck-mounted loader crane. During craning of the drywall from the truck to the loading dock, the load shifted and fell off the drywall fork and down between the truck and the van, striking the employee of Subcontractor “D” in the back, temporarily pinning him against the van.</p> <ul style="list-style-type: none"> - in building 15, the washroom floor was mopped after hours but only just shortly after normal business hours; the Cleaning Subcontractor’s cleaner did not post a “wet floor” sign; a tenant on the way out of the office for the day used the washroom and slipped on the wet floor, fell to the floor and suffered a concussion <p>Assumptions:</p> <ul style="list-style-type: none"> - the buildings described are managed by different Facility Managers of you the Contractor - the individuals described within the incidents themselves have received the necessary medical attention and have returned to work <p>Describe how you would investigate the situation and identify the adjustments in performance required.</p> <p>The Bidder should identify its proposed steps for</p>		
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		<p>responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete. Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.3	Scenario 3 - Transition	<p>You are the Contractor managing the PWGSC RP-2 Campus Management contract. The Technical Authority advises you in writing on October 1, 2015 that effective April 1, 2016 Campus “G” will be transferred into your contract for your management.</p> <p>Campus “G” consists of the following:</p> <ul style="list-style-type: none"> - nine buildings managed by an Incumbent Service Provider consisting of: - three individual office towers each of approximately 50,000 sq. m. - one three story office building of approximately 25,000 sq. m. - one two story laboratory of approximately 10,000 sq. m. - three single story office buildings, with a total of 10,000 sq. m. - one single story warehouse (for records filing) of approximately 15,000 sq. m. - one central heating and cooling plant (CHCP) which supplies all buildings on the campus, being managed by PWGSC <p>Other pertinent information...</p> <ul style="list-style-type: none"> - Within the same timeframe as given for the transfer of Campus “G” to you, an additional 200,000 sq. m. of office space will be transferred to the Incumbent Service Provider for their management effectively meaning that there will be no net change in the Incumbent Service Provider’s portfolio 	4/20	Scale 3

		<p>size.</p> <ul style="list-style-type: none"> - PWGSC employs public servants to operate the CHCP. The CHCP must be staffed 24/7 by a class 2 stationary engineer and supervised by a class 1 superintendent. PWGSC will be relocating its employees to other CHCP's following transfer. Plant maintenance is currently contracted by PWGSC to a private sector contractor. - The laboratory is level 3. - All buildings are at least twenty-five years old. <p>Describe the transition that you would undertake for the above situation. Your response should include outlines of the transition plan and framework, the operational transition plan, the human resource utilization plan, and the information management and information technology plan and strategy.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete. Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.4	Scenario 4 - Project Delivery Services	<p>You are the Contractor managing the PWGSC RP-2 Campus Management contract. The Technical Authority advises you in writing on October 1, 2015 that effective April 1, 2016 Campus "G" will be transferred into your contract for your management. Campus "G" consists of the following:</p> <ul style="list-style-type: none"> - three individual office towers each of approximately 50,000 sq. m. - one three story office building of approximately 25,000 sq. m. - one two story laboratory of approximately 	4/20	Scale 3

		<p>10,000 sq. m.</p> <ul style="list-style-type: none"> - three single story office buildings, with a total of 10,000 sq. m. - one single story warehouse (for records filing) of approximately 15,000 sq. m. - one central heating and cooling plant (CHCP) which supplies all buildings on the campus <p>The Incumbent Service Provider is in the midst of delivering a program of projects to replace roofs of all the buildings in the portfolio over a two year period. The program, which is being funded through a short term Government of Canada infrastructure initiative, was approved in the Incumbent Service Provider's 2015/2016 individual BMP submissions, for delivery by March 31, 2017. Now in the first year of implementation, the Incumbent Service Provider has already submitted the Investment Analysis Report business cases for each of the ten assets and received preliminary project approval. They were just about to engage a design consultant to prepare plans and specifications to tender the construction work when the Technical Authority advised them of PWGSC's intent to transfer Campus "G" to you. Upon notification of the intent to transfer, the Incumbent Service Provider ceased work on the program.</p> <p>According to the Incumbent Service Provider's master project schedule, the following were the proposed milestone dates:</p> <ul style="list-style-type: none"> - tender ready plans and specifications completed by December 31, 2015; - tender and award of the construction contract by February 28, 2016; - construction complete by October 31, 2016. <p>In its various Investment Analysis Report business cases for preliminary project approval, the Incumbent Service Provider had identified the following project risks:</p> <ul style="list-style-type: none"> - the joints in the stone coping cap on the roof 		
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		<p>parapet wall of the three single story office buildings may have used a lead-based tint to colour the grout; the coping cap needs to be removed to accommodate the new roof membrane;</p> <ul style="list-style-type: none"> - the Minister's office is located on the top floor of one of the office towers. <p>As the new service provider effective April 1, 2016, and in light of the short term opportunity presented by the Government of Canada infrastructure initiative, it is important that you complete the roof replacement program by the end of the 2016/2017 fiscal year.</p> <p>At the program level, provide a Project Management Plan and work breakdown structure to describe how you would deliver the program of roof replacement projects by the end of the 2016/2017 fiscal year.</p> <p>The Bidder should provide considerations that would ensure project success and provide best value to the Crown as described in this Solicitation.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete. Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
2.5.5.	Scenario 5 - Expenditure Management	<p>During a verification of the previous fiscal year allowable labour costs for project delivery work invoiced by you, the Contractor, PWGSC has determined that the labour cost for certain individuals is unusually high. More specifically, one of your environmental technical professionals, one building systems specialist, and one occupational health and safety specialist, have each been billed in excess of 2000 hours for the year exclusively against Project Delivery Work, for a total of more than 6000 hrs.</p> <p>While project delivery work volumes for the year in question were known to be higher than normal, you did</p>	4/20	Scale 3

		<p>not identify any unusually high project delivery labour effort for your technical professionals and specialists in your human resource utilization plan. Additionally there was no indication of this increased labour in any of the individual project specific Investment Analysis Report business cases. Further, based on allowable direct labour costs invoiced in previous years, these three resources are known to provide significant support to the Property Management Services Work, as well as have corporate responsibilities.</p> <p>The Technical Authority has brought the above findings to your attention.</p> <p>Describe how you would investigate this situation and how you would respond to the Technical Authority's findings. Your response should explain the labour charges put forth and demonstrate that the Basis of Payment has been respected.</p> <p>The Bidder should identify its proposed steps for responding that demonstrate its understanding of and compliance with the requirements of this Solicitation. State any assumptions made relative to the scenario, however, do not assume that any step is complete. Assumptions should be explained and demonstrated to be reasonable given the scenario.</p>		
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3	Financial Rating		30/100	
3.1	Fees		20/30	
3.1.1	Property Management Services Fee	Monthly Management Fee.	20/20	As per Annex H
3.1.2	Project Delivery Services Fee - Projects Valued at Less Than \$1M	Project Deliver Services (PDS) Fee.		As per Annex H
3.1.3	Optional Project Delivery Related Services – Projects Valued at \$1M to less than \$20 M	Optional Project Delivery Related Services (OPDS) Fee – Projects Valued at \$1M to less than \$20 M		As per Annex H
3.2	Financial Scenarios		10/30	
3.2.1	Scenario 1 - Inspection, Testing and Repair	<p>In relation to the response prepared for Criterion 2.5.1 (Scenario 1), the Bidder should provide:</p> <ul style="list-style-type: none"> • A listing and description of all labour, subcontracts or other cost elements; and • an explanation of the estimated level of effort for all labour; and • an estimate of all Allowable Costs and Fees, as per the Basis of payment, of providing the services described in the response. 	5/10	Scale 3
3.2.2	Scenario 4 – Project Delivery Services	<p>In relation to the response prepared for Criterion 2.5.4 (Scenario 4), the Bidder should provide:</p> <ul style="list-style-type: none"> • A listing and description of all labour, subcontracts or other cost elements; and • an explanation of the estimated level of effort for all labour; and • an estimate of all Allowable Costs and Fees, as per the Basis of payment, of providing the services described in the response. 	5/10	Scale 3

i “Office space” is defined in the List of Definitions found in this Solicitation. For purposes of the Bidder’s response to items 1.1, 2.1.1 and 2.1.2 of the Evaluation Criteria, the area put forward for each of the assets provided in their responses must only consist of office space and shall not include other types of space such as special purpose space, commercial space and/or retail space.

Special Purpose Space includes all other spaces required by the client department or agency to accommodate specific activities that are essential to departmental programs. These spaces are typically nonrecurring and often not suitable for conversion to office accommodation because of their special requirements. They are not included in the office space support space calculation. Examples of special purpose spaces include but are not limited to: laboratories, health units or clinics; meeting or training complexes which serve outside groups; processing space; departmental libraries; gymnasiums and warehouses; file or storage areas other than as allowed by the Fit-up Standards; trade shops; mail rooms; computer training rooms; cash offices or similar spaces requiring special service and security features; and hearing rooms.

4. Score Calculations

4.1 Total Overall score 100% is based on Technical 70% and Financial 30%.

4.2 Technical/Financial Point Rated

4.2.1 Each Criterion indicates what the bidder should provide to support their demonstration of capability and capacity to address the Criteria as it relates to the solicitation requirements. Bidders will be scored on a 0-5 rating guide. Scores will be distributed as follows:

- 0 – receives 0% of the weight assigned to a criterion
- 1 – receives 20% of the weight assigned to a criterion
- 2 – receives 40% of the weight assigned to a criterion
- 3 – receives 60% of the weight assigned to a criterion
- 4 – receives 80% of the weight assigned to a criterion
- 5 – receives 100% of the weight assigned to a criterion

4.3 Scales

The following three (3) scales will be used:

4.3.1 Experience – Scale 1

0	Information is not submitted or cannot be evaluated or does not meet the minimum solicitation requirement and/or the Experience is not relevant to the solicitation requirement
1	Proposal demonstrates minimum experience in providing the services as per the solicitation requirements and/or the proposal presented little experience relevant to the solicitation requirement.
2	Proposal demonstrates little experience beyond minimum experience in providing the services as per the solicitation requirements and/or the proposal presented experience that is only partially related to the solicitation requirement and/or presents a significant weakness in experience.

3	<p>Proposal demonstrates some experience beyond minimum requirements in providing the services as per the solicitation requirements and/or presented</p> <p>Experience is mostly related to the solicitation requirement but presents minor Weaknesses.</p>
4	<p>Proposal demonstrates significant experience in providing the services as per the solicitation requirements and/or presented experience directly related to the solicitation requirement and/or the experience covers all the significant services of the solicitation requirement.</p>
5	<p>Proposal demonstrates very strong experience in providing the services as per the solicitation requirements and/or the experience presented fully covers and is directly related to the solicitation requirement.</p>

4.3.2 Organizational Structure – Scale 2

0	<p>Bidder's information submitted was not relevant to the criterion or failed to submit response.</p>
1	<p>Proposed Organization lacks resources to meet all solicitation requirements.</p> <p>Proposal demonstrates little understanding of the solicitation requirements and the proposed approach does not address important factors and demonstrates little understanding.</p> <p>Proposed approach has significant weaknesses and is not likely to meet solicitation requirements.</p> <p>Proposal poses substantive risk and/or lacks a risk management strategy.</p>
2	<p>Proposed Organization does not cover most elements and is unlikely to meet all solicitation requirements, provide good services or value.</p> <p>Proposal demonstrates some understanding of the solicitation requirements and the proposed approach addresses some important factors but does not demonstrate adequate understanding.</p> <p>Proposed approach has weaknesses and is not likely to meet all solicitation requirements or be effective.</p> <p>Proposal poses medium risk and/or demonstrates a weak risk management strategy.</p>

3	<p>Proposed Organization covers most elements and is likely to meet solicitation requirements.</p> <p>Proposal demonstrates adequate understanding of the solicitation requirements and the proposed approach addresses most factors and demonstrates adequate understanding.</p> <p>Proposed approach has minor weaknesses and is likely to meet solicitation requirements.</p> <p>Proposal poses medium-low risk and/or demonstrates an adequate risk management strategy.</p>
4	<p>Proposed Organization covers all elements and demonstrates a strong organization that will meet all solicitation requirements, provide good services and value.</p> <p>Proposal demonstrates a very good understanding of the solicitation requirements and the proposed approach addresses all important factors and demonstrates a very good understanding.</p> <p>Proposed approach has no significant weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield good results.</p> <p>Proposal poses low risk and/or demonstrates a good risk management strategy.</p>
5	<p>Proposed Organization covers all elements, is likely to meet all solicitation requirements, deliver excellent service and provide best value.</p> <p>Proposal demonstrates expert understanding of the solicitation requirements and the proposed approach addresses all important factors and demonstrates expert understanding.</p> <p>Proposed approach has no apparent weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield excellent results.</p> <p>Proposal poses no apparent risk and/or demonstrates an excellent risk management strategy.</p>

4.3.3 Generic Scale – Scale 3

0	Bidder's information submitted was not relevant to the criterion or failed to submit response.
1	<p>Proposal demonstrates little understanding of the solicitation requirements and the proposed approach does not address important factors and demonstrates little understanding.</p> <p>Proposed approach has significant weaknesses and is not likely to meet solicitation requirements.</p> <p>Proposal poses substantive risk and/or lacks a risk management strategy.</p>
2	<p>Proposal demonstrates some understanding of the solicitation requirements and the proposed approach addresses some important factors but does not demonstrate adequate understanding.</p> <p>Proposed approach has weaknesses and is not likely to meet all solicitation requirements or be effective.</p> <p>Proposal poses medium risk and/or demonstrates a weak risk management strategy.</p>
3	<p>Proposal demonstrates adequate understanding of the solicitation requirements and the proposed approach addresses most factors and demonstrates adequate understanding.</p> <p>Proposed approach has minor weaknesses and is likely to meet solicitation requirements.</p> <p>Proposal poses medium-low risk and/or demonstrates an adequate risk management strategy.</p>
4	<p>Proposal demonstrates a very good understanding of the solicitation requirements and the proposed approach addresses all important factors and demonstrates a very good understanding.</p> <p>Proposed approach has no significant weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield good results.</p> <p>Proposal poses low risk and/or demonstrates a good risk management strategy.</p>

5	<p>Proposal demonstrates expert understanding of the solicitation requirements and the proposed approach addresses all important factors and demonstrates expert understanding.</p> <p>Proposed approach has no apparent weaknesses, is likely to meet solicitation requirements, and is likely to be effective and yield excellent results.</p> <p>Proposal poses no apparent risk and/or demonstrates an excellent risk management strategy.</p>
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4.4 Operational Baselines

- 4.4.1 The following Operational Baselines are estimates of the volume of Work which is expected to be completed through the resulting Contract. The Baselines are provided to assist the preparation of bids and will be used to calculate the Total Expected Fee that Canada would expect to pay under term of the resulting Contract.

Operational Baselines for Evaluation	Period #1	Period #2
Services	Carling Only Contract Award to 31 March 2014	Carling and Tunney's From 01 April 2014 to 31 March 2017
PMS	\$30M	\$196.5M
PDS	\$11M	\$70.5M
OPDS	\$25M	\$175M

4.5 Financial Fees

- 4.5.1 The Bidder is to propose Management Fees, a Project Delivery Services Fee and an Optional Project Delivery Services Fee, using the Financial Bid Form provided. The Bidder is to provide separate Fees, as follows:
- 4.5.2 A Management Fee for each of two periods (Expressed as a monthly amount in dollars):
- Management Fee #1 for the period from the Operational Start Date to 31 March 2014 for primarily the Carling Campus; and
 - Management Fee #2 for the period from 01 April 2014 to 31 March 2017 for the Carling Campus and Tunney's Pasture.

- 4.5.3 A Project Delivery Services Fee (PDS Fee) (Expressed as a percentage):
- PDS Fee for the period from Contract Award to 31 March 2017.
- 4.5.4 An Optional Project Delivery Services Fee (OPDS Fee) not greater than the PDS Fee (Expressed as a percentage):
- OPDS Fee for the period from Contract Award to 31 March 2017.
- 4.6 Calculation of Total Expected Fee
- 4.6.1 All qualified bids that have met the mandatory criteria and received a technical score will have their Total Expected Fee calculated, as follows:
- 4.6.2 $\text{Total Expected Fee} = (\text{Management Fee 1} \times 8 \text{ months}) + (\text{Management Fee 2} \times 36 \text{ months}) + (\text{PDS Fee} \times \$81.5\text{M}) + (\text{OPDS Fee} \times \$200\text{M})$
- 4.67 Evaluation of Fees
- 4.7.1 The Total Expected Fee for each bidder will be added together and divided by the number of bidders to calculate the average (Mean Amount).
- 4.7.2 Firstly, a Normalized Raw Score will be determined by application of the following formula:
- $$\text{Normalized Raw Score} = \text{Absolute value of } (((\text{Total Expected Fee} - \text{Mean Amount}) / \text{Mean Amount}) - 1)$$
- 4.7.3 The Normalized Raw Score measures the Bidder's Total Expected Fee against the average of all bidder's Total Expected Fees.
- 4.7.4 Secondly, a Correction Factor will be used to favour lower bid fees: All responsive bids will be ranked;
1. the lowest Total Expected Fee will receive 100% of the Normalized Raw Score;
 2. next lowest Total Expected Fee will receive 80% of the Normalized Raw Score;
 3. next lowest Total Expected Fee will receive 60% of the Normalized Raw Score;
 4. next lowest Total Expected Fee will receive 40% of the Normalized Raw Score;
 5. next lowest Total Expected Fee will receive 20% of the Normalized Raw Score;
 6. next lowest Total Expected Fee will receive 0% of the Normalized Raw Score.
- 4.7.5 Lastly, points will be assigned based on the following formula:
- $$\text{Score} = \text{Normalized Raw Score} \times \text{Correction Factor} \times \text{weighted criteria}$$

Example of 4 bids received (numbers are only for illustrative purposes):

Management Fees	Management Fee #1(\$000) Carling Only	Management Fee #2 (\$000) Carling Only	Total Expected Management
Bidder A	\$ 300.00	\$ 800.00	\$ 31,050.00
Bidder B	\$ 600.00	\$ 950.00	\$ 38,700.00
Bidder C	\$ 500.00	\$ 1,000.00	\$ 39,750.00
Bidder D (zero bid)	\$ -	\$ 1,200.00	\$ 43,200.00

PDS Fee	PDS Fee (%)	PDS Fee (\$000)
(\$000)	81500	
Bidder A	5.00%	\$ 4,075.00
Bidder B	4.50%	\$ 3,667.50
Bidder C	5.50%	\$ 4,482.50
Bidder D	6.00%	\$ 4,890.00

OPDS Fee	OPDS Fee (%)	OPDS Fee (\$000)
(\$000)	200000	
Bidder A	4.90%	\$ 9,800.00
Bidder B	4.40%	\$ 8,800.00
Bidder C	5.40%	\$ 10,800.00
Bidder D	5.90%	\$ 11,800.00

Estimated Total Cost of contract	Sum of PMS, PDS, and OPDS fees	Deviation	Raw Score	Rank	Correction (%)	Score (out of 20)
(\$000)						
Bidder A	\$ 44,925.00	\$ (7,828.75)	0.851598	1	100%	17.031965
Bidder B	\$ 51,167.50	\$ (1,586.25)	0.969931	2	80%	15.518897
Bidder C	\$ 55,032.50	\$ 2,278.75	0.956804	3	60%	11.481648
Bidder D	\$ 59,890.00	\$ 7,136.25	0.864725	4	40%	6.917802
Total all Bids	\$ 211,015.00					
Average(Mean)	52753.75					
Number of Bidders	4					
Standard Deviation	1					

5. Scoring for only two bids

5.1 In the event that only two bids are received or only two bidders are found compliant to the mandatory criteria and achieve a technical score, the calculations for the scores will be as follows:

- a) Normalized Raw Score = Absolute value of $\left(\frac{\text{Total Expected Fee} - \text{Mean Amount}}{\text{Mean Amount}} - 1\right)$
- b) The low Total Expected Fee will receive 100% of the Normalized Raw Score.
- c) The high Total Expected Fee will receive 50% of the Normalized Raw Score.