

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Shaila Singh  
shaila.singh@pwgsc.gc.ca  
Bid Fax: (613) 992-0065

**LETTER OF INTEREST**  
**LETTRE D'INTÉRÊT**

Comments - Commentaires

Vendor/Firm Name and Address  
Raison sociale et adresse du  
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution  
Alternative Service Delivery/Autres modes de prestation  
des services  
11 Laurier/11 rue Laurier  
7B3, Place du Portage Phase III  
Gatineau  
Québec  
K1A 0S5

<b>Title - Sujet</b> SITE SUPPORT SRVCS - CFB GOOSE BAY	
<b>Solicitation No. - N° de l'invitation</b> W0123-15CE01/A	<b>Date</b> 2015-02-11
<b>Client Reference No. - N° de référence du client</b> W0123-15CE01	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$PSD-005-24970
<b>File No. - N° de dossier</b> 005psd.W0123-15CE01	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2015-06-30</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Standard Time EST	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Singh, Shaila	<b>Buyer Id - Id de l'acheteur</b> 005psd
<b>Telephone No. - N° de téléphone</b> (613) 998-4379 ( )	<b>FAX No. - N° de FAX</b> (613) 992-0065
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> shaila.singh@pwgsc.gc.ca	

Instructions: See Herein

Instructions: Voir aux présentes

<b>Delivery Required - Livraison exigée</b> See Herein	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

Solicitation No. - N° de l'invitation

W0123-15CE01/A

Amd. No. - N° de la modif.

File No. - N° du dossier

005psdW0123-15CE01

Buyer ID - Id de l'acheteur

005psd

Client Ref. No. - N° de réf. du client

W0123-15CE01

CCC No./N° CCC - FMS No/ N° VME

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Please see attached.

**This Letter of Interest (LOI) does not constitute a commitment by Canada. Canada does not necessarily intend to award a contract on the basis of this notice or otherwise pay for the information solicited.**

## **Table of Contents**

1.0	ENGAGEMENT PROCESS .....	2
2.0	SCOPE.....	3
3.0	CONTRACTING AUTHORITY (CA) .....	4
4.0	COMMUNICATIONS .....	4
5.0	INDUSTRY ENGAGEMENT: REGISTRATION .....	4
6.0	INDUSTRY ENGAGEMENT SESSION AGENDA .....	5
7.0	ESTIMATED PROCUREMENT SCHEDULE .....	6
	ANNEX A DRAFT LIST OF REQUIREMENTS .....	7
	ANNEX B INDUSTRY ENGAGEMENT PROCESS.....	8
	ANNEX C INDUSTRY ENGAGEMENT PROPOSED TOPICS FOR DISCUSSION .....	12

## 1.0 ENGAGEMENT PROCESS

- 1.1 In order to ensure a successful procurement for the provision of Site Support Services at 5 Wing Goose Bay, Newfoundland and Labrador, Industry is being asked to participate in an engagement process as the first step in this solicitation. The initial engagement session will be held to brief Industry members on the procurement strategy and to request feedback from members, followed by the conventional Request for Proposal (RFP) process. Canada does not see a requirement to hold one-on-one meetings at this time. Such meetings including working group sessions will be held at a later date.
- 1.2 The Industry Engagement Session is scheduled for, [Date is targeted for March 2015]. Canada does not plan on holding a site visit at this time. **If there is enough interest, Canada may decide to distribute documentation to engagees without holding a formal session. This would relieve engagees from incurring potential travel costs for a short information session. Please advise of your preferred method of holding this session: in-person meeting or through e-mail documentation. The preference of the majority of engagees will be used to begin engagement.**
- 1.3 It is desirable that Industry provide comments and recommendations to the Public Works Government Services Canada (PWGSC) Contracting Authority on the Draft Rules of Engagement and Dispute Resolution Process by 1400 hours 25 February 2015 on to allow Canada to prepare for the Engagement session.
- 1.4 To participate in the Engagement process, including the Industry Engagement Session, one-on-one meetings, and a review of the draft documentation, participants must sign and agree to the Industry Engagement – “Rules of Engagement and Dispute Resolution Process” which is attached at Annex B.
- 1.5 No one-on-one meetings are planned at this time.
- 1.6 All Industry Engagements will be documented. This information is subject to the Access to Information Act. Canada shall not reveal any designated proprietary information to third parties.
- 1.7 Industry Engagement Session: The purpose of the Industry Engagement Session is to provide Industry and other interested parties with general information on the requirement, procurement and engagement process.
- 1.8 One-on-One Industry Meetings (if requested): Following sign off by Industry of the Rules of Engagement and Dispute Resolution Process, Canada is prepared to meet with Industry participants individually to listen to their concerns, recommendations and solutions. Canada will analyze and summarize industry input and revise solicitation document(s), if applicable. These meetings will take place at a later time once draft documentation can be presented to Industry.

- 1.9** Draft RFP/SOW/Evaluation Plan: A draft RFP/SOW/Evaluation Plan will only be made available to all participants who have signed and complied with the Rules of Engagement for a final review before the official RFP is published on Buy and Sell.
- 1.10** Third Party Consultation: Third parties such as Industry Associations will be consulted on an as and when required basis to discuss industry issues and recommendations on industry standard practices if required.
- 1.11** LOI Closing Date: The LOI closing date published on the first page is not the deadline for comments or inputs. The purpose of industry engagement is to accept inputs and comments at any time up until the formal Request for Proposal (RFP) is posted.
- 1.12** Participants who do not attend the initial engagement session may not have the opportunity to benefit from a one-on-one meeting. This will be at Canada's discretion.

## **2.0 SCOPE**

5 Wing Goose Bay is a Canadian Armed Forces base located in Happy Valley/Goose Bay, Newfoundland & Labrador. The Department of National Defence has a requirement for the provision of site support services at the base. The services to be provided by a single Contractor include, but are not necessarily limited to: Food services, roads and grounds maintenance, transportation services, communication services, IT services, firefighting services, air traffic control services and vehicle and infrastructure maintenance services. The requirement also includes support to Department of National Defence activities, such as: operation of the airfield, and support to 444 Combat Support Squadron, North American Aerospace Defense Command (NORAD), and Canadian and Foreign Military Training, on an as and when required basis.

The contractor will be responsible for all labour and equipment to provide these services. Types of equipment that must be provided by the Contractor include but will not be limited to: firefighting trucks and ancillary equipment, materiel handling equipment, roads and grounds vehicles and equipment and transportation vehicles including cars, buses, etc.

The Contract is expected to be for a period of 2 years with two (one) year options. It is possible that this requirement will be cancelled if a long term role for Goose Bay is defined prior to RFP release or Contract Award as Canada intends on issuing a longer term contract once that role is defined.

### 3.0 CONTRACTING AUTHORITY (CA)

PWGSC Contracting Authority:  
Shaila Singh  
Public Works and Government Services Canada  
Alternate Service Delivery (ASD) and Special Projects  
E-mail: shaila.singh@pwgsc-tpsgc.gc.ca  
Tel. No.: 613-998-4379

### 4.0 COMMUNICATIONS

**All enquiries and other communications with government officials throughout the solicitation/engagement period are to be directed ONLY to the Contracting Authority named above who is responsible for the oversight of the solicitation process. Non compliance with this condition during the bid solicitation period may (for that reason alone) result in disqualification of a bidder from the Engagement process.**

### 5.0 INDUSTRY ENGAGEMENT: REGISTRATION

Participants who wish to attend the Industry Engagement Session are to register in writing by notifying the PWGSC Contracting Authority identified herein via email, by 1400 hours 25 February 2015, (Eastern Standard Time). Participants must identify themselves by their legal name, corporate address, the names of representatives attending by their respective title as well as their office address, telephone number(s) and e-mail address. Participants will not receive any documentation unless they have signed and agreed to the rules of engagement.

Please note that:

- a. Although Industry may register as many representatives as required no more than two (2) representatives may attend the Industry Engagement Session at any given time due to space limitation.
- b. All attendees must register in advance with the Contract Authority and will be required to sign-in upon arrival at the venue. Engagees will be contacted following the session to schedule one-on-one meetings if required.
- c. Interested participants are encouraged to submit their comments, in writing, to the Contracting Authority in regards to the “Industry Engagement Proposed Topics for Discussion” attached at Annex “C”.

- d. When required, One-on-One sessions may be conducted.
- e. One-on-One Sessions will be a maximum of 1 hour in length and are not to be used for sales call purposes. The intent is to provide a forum for participants to discuss issues directly related to the requirement.
- f. Attendees are responsible for their own transportation, accommodation, meals, parking and all other expenses.
- g. Participation is not a mandatory requirement. For example, choosing not to attend the Industry Engagement Session will not preclude an interested bidder from submitting a proposal.
- h. Media cannot participate in the Industry Engagement Session or one-on-one meetings.
- i. It is requested that participants attending the Industry Engagement Session arrive no later than *to be determined* the day of the session.

## 6.0 INDUSTRY ENGAGEMENT SESSION AGENDA

The following is the Agenda for the Industry Engagement Session:

- |    |                                  |              |
|----|----------------------------------|--------------|
| a. | Opening Remarks                  | PWGSC CA/DND |
| b. | Engagement Process Agenda        | PWGSC CA     |
| c. | Engagement Process               | PWGSC CA     |
| d. | Rules of Engagement              | PWGSC CA     |
| e. | Break                            |              |
| f. | Technical & Operational Overview | DND          |
| g. | Solicitation/Contract Overview   | PWGSC CA     |
| h. | Questions and Answers            | All          |
| i. | Closing Remarks                  | DND/PWGSC CA |

## **7.0 ESTIMATED PROCUREMENT SCHEDULE**

<b>Step</b>	<b>Event</b>	<b>Target</b>
1	Letter of Interest	February 2015
2	Draft SOW and RFP Issued	March 2015
3	Industry Engagement Session	April 2015
4	RFP Issued	July 2015
5	RFP Closes	September 2015
7	Evaluations Complete	December 2015
8	Contract Award (includes TB approval time)	September 2016



**ANNEX A**  
**DRAFT LIST OF REQUIREMENTS**

**The proposed procurement could include all or a portion of the following requirements:**

<b>Section of SOW</b>	<b>Title</b>
2	MANAGEMENT AND ADMINISTRATION
2.1	PHASE-IN
2.2	PHASE-OUT
3	SUPPLY / MATERIAL PROCESSING
4	AVIATION WEATHER SERVICES
5	FLIGHT OPERATIONS
6	TRANSIENT SERVICING
7	TELECOMMUNICATIONS SUPPORT
8	AIRFIELD COMMUNICATIONS, RADAR AND NAVIGATIONAL/LANDING AIDS
9	EMERGENCY SERVICES
10	TRANSPORTATION SUPPORT
11	SECURITY SERVICES
12	FOOD SERVICES
13	ACCOMMODATIONS AND JANITORIAL SERVICES
14	CONSTRUCTION ENGINEERING AND MAINTENANCE MANAGEMENT
15	BUILDINGS AND STRUCTURES MAINTENANCE/REPAIR
16	SANITARY COLLECTION SYSTEMS
17	CENTRAL HEAT AND POWER PLANT (CH&PP)
18	POTABLE WATER
19	ROADS AND GROUNDS / AAS
20	AUXILIARY AND PORTABLE ENGINE-GENERATOR UNITS
21	ELECTRICAL AND AIRFIELD DISTRIBUTION SYSTEMS
22	SOLID WASTE COLLECTION AND DISPOSAL
23	ENVIRONMENTAL PROTECTION, HAZMAT HANDLING

## **ANNEX B**

### **INDUSTRY ENGAGEMENT PROCESS**

#### **Rules of Engagement**

The Draft Terms & Conditions and Dispute Resolution Process of the Rules of Engagement will be discussed and finalized at the Industry Engagement Session. Sign off by participants will be required in order to participate in the preparation of documentation and One-on-One meetings.

- 1) An overriding principle of the industry engagement is that it be conducted with the utmost of fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.
- 2) These Rules of Engagement will apply beginning with the signing of this document and conclude with the release of the Final Request for Proposal (RFP) on Buy and Sell.
- 3) All Crown documentation throughout the industry engagement process, (which begins with the Industry Engagement Session and concludes when the official Request for Proposal is published on Buy and Sell), will be provided only to participants who have agreed to and signed the Rules of Engagement.
- 4) The Engagement Process will consist of an Industry Engagement Session, and may include One-on-One Meetings, Working Groups and any other processes deemed necessary by the Contracting Authority.
- 5) The Principal Elements of the Proposed Topics and Questions for Discussion document at Annex C is the basis to move forward with the Engagement Process.
- 6) In order to maximize the benefits of the Engagement Process, Canada will endeavor to solicit comments from Participants on various issues raised.
- 7) Any solutions, ideas or issues raised during the One-on-One sessions will be first analyzed for further consideration by Canada;
- 8) An agenda with discussion topics and any available supporting documentation will be provided to Participants in advance of each Working Group Session;
- 9) A draft RFP for a review will only be made available to Participants before the official RFP is published on Buy and Sell.
- 10) Canada will not disclose proprietary or commercially sensitive information concerning a Participant to other Participants or third parties except and only to the extent required by law.

## **Terms and Conditions**

The following terms and conditions apply to the Engagement Process. In order to encourage open dialogue, Participants agree to the following:

- 1) Participants are expected to discuss their views concerning the site support services at 5 Wing Goose Bay, and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions;
- 2) **Participants will NOT reveal or discuss any information to the MEDIA/NEWSPAPER regarding this requirement during this engagement process. If participants receive a question from the Media, participants are to direct the Media to contact the PWGSC Media Relations Office at 819-956-2313;**
- 3) **Participants are to direct inquiries and comments ONLY to the PWGSC Contracting Authority** or authorized representatives of Canada, as directed in notices given by the Contracting Authority. Any communication to unauthorized representatives of Canada may be subject to full disclosure by Canada on Buy and Sell;
- 4) Media cannot participate in the process. Media outlets are to direct all queries to the PWGSC Media Relations Office;
- 5) Canada is not obligated to issue any RFP, or to negotiate any contract for site support services at 5 Wing Goose Bay
- 6) If Canada does release a RFP, the terms and conditions of the RFP shall be subject to Canada's absolute discretion;
- 7) Canada will not reimburse any person or entity for any cost incurred in participating in this industry engagement process;
- 8) Participation is not a mandatory requirement. Not participating in this engagement process will not preclude a bidder from submitting a proposal when the final RFP is released. However a participant must have attended the Engagement Session and accepted the Rules of Engagement in writing to be able to participate in any potential One-on-One meetings.
- 9) Draft documentation (RFP, Evaluation Plan, SOW) will be released to all Participants for comments. The draft documentation will be made available in English only unless specifically requested by a Participant. All final documentation will be fully translated before being issued on Buy and Sell in accordance with Government of Canada policy.
- 10) Failure to agree to and sign the Rules of Engagement will result in the exclusion from participation in the one-on-one meetings and of the review of the draft documentation; and,

- 11) A dispute resolution process to manage impasses throughout this engagement process shall be adhered to as follows. All requests to use the dispute resolution process shall be directed to the Contracting Authority who will make the appropriate arrangements.

#### **Dispute Resolution Process**

- 1) By informal discussion and good faith negotiation, each of the parties shall make all reasonable efforts to resolve any dispute, controversy or claim arising out of or in any way connected with this Industry Engagement.
- 2) Any dispute between the Parties of any nature arising out of or in connection with this Industry Engagement shall be resolved by the following process:
  - a. Any such dispute shall first be referred to the Participant's Manager and the PWGSC Manager managing the Industry Engagement. The parties will have 3 Business Days in which to resolve the dispute.
  - b. In the event the representatives of the Parties specified Article 2.a. above are unable to resolve the dispute, it shall be referred to the Participant's Project Director and the PWGSC Senior Director of the Division responsible to manage the Industry Engagement. The parties will have 3 Business Days to resolve the dispute.
  - c. In the event the representatives of the Parties specified in Article 2.b. above are unable to resolve the dispute, it shall be referred to the Participant's Senior Representative responsible for this project and the PWGSC Director General, who will have 3 Business Days to resolve the dispute.
  - d. In the event the representatives of the Parties specified in Article 2.c. above are unable to resolve the dispute, it shall be referred to the Participant's CEO and the PWGSC Assistant Deputy Minister, Acquisitions Branch who will have 5 Business Days to resolve the dispute.
  - e. In the event the representatives of the Parties specified in Article 2.d. above are unable to resolve the dispute, the Contracting Authority shall, within 5 Business Days, render a written decision which shall include a detailed description of the dispute and the reasons supporting the Contracting Authority's decision. The Contracting Authority shall deliver a signed copy thereof to the Participant.

By signing this document, the individual represents that he/she has full authority to bind the company listed below and that the individual and the company agree to be bound by all the terms and conditions contained herein.

**Name of Company:** \_\_\_\_\_

**Name and Title of Company Individual:** \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PWGSC Contracting Authority:**  
**Shaila Singh**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**DND Project Authority :**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **ANNEX C**

### **INDUSTRY ENGAGEMENT PROPOSED TOPICS FOR DISCUSSION**

This template is being provided to assist Industry and Canada to prepare for One-on-One Meetings and to facilitate the engagement process. Your written response to the Annex C and additional topics are encouraged but optional and can be provided before or following the engagement session.

Header Information in Company's format

**Industry Engagement – 5 Wing Goose Bay Site Support Services**  
**Proposed Discussion Topics**  
**DATE**  
**Company ABC Response**

On this title page, please provide:

Company Information (Company Name, Address, Web address, etc.)

Contact Information (Name, Title, Phone, E-mail Address)

Document Protection Level (Optional)

The intent of this document is to present possible topics for discussion to promote open dialogue while working in collaboration with Industry in the development of a performance-based SOW and Evaluation Methodology. This collection of topics is by no means exhaustive and Canada encourages participants to bring forward any other key issues that they consider to be relevant.

Consideration of and responses to this document will play an important role in this engagement process by fostering open discussion.

Initiatives that fall within the scope of the requirement are encouraged and are open to discussion during the One-on-One meetings and working group sessions.

**Instructions:**

- 1) This document template is intended to provide guidance to Industry in preparing for the Industry Engagement Session, One-on-One meetings, and their discussion papers. It is not expected that all questions will elicit a response; neither should submissions be constrained by the questions or topics of discussion;
- 2) Use the written format of your choice, but keep the same section numbering to facilitate Canada's analysis of all responses;
- 3) The number of pages of your response is not limited. However the expected length should not exceed 30 pages single sided standard business format;
- 4) Written responses are to be provided electronically in MS Word or PDF format.

**Section 1: Executive Summary**

- 1) Describe if you intend, should you bid on this requirement, to be the prime contractor or a potential subcontractor;
- 2) What services or products are you currently providing that are similar to this requirement?
- 3) Outline your interest in providing Site Support Services to 5 Wing Goose Bay for a period of two years + 2 x 1 year options.

**Section 2: Service Delivery Solutions**

- 1) Where would you see the main opportunities to achieve improvements?
- 2) Where do you see the potential for providing improved service performance standards?
- 3) Are there any particular areas of flexibility/relaxation of constraints that you would require from Canada in order to make innovations / efficiencies?

### **Section 3: Risks and Benefits**

- 1) Identify any potential risks and benefits to Canada. Include any mitigation strategies you would deem necessary in order for your proposed solution to be viable.

### **Section 4: Other Comments**

- 1) Indicate any other areas of concern that Canada may be interested / concerned with that would aid in providing a recommendation for improvement.
- 2) Are there any other key issues that you consider relevant?
- 3) What would you consider to be the minimum qualifications required for a company to participate in this RFP process? What would you consider to be the minimum qualifications required for individual trades and labour categories required to do the work?