

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**

<b>Title - Sujet</b> Feedback - Centre Block Rehab	
<b>Solicitation No. - N° de l'invitation</b> EP748-151887/B	<b>Date</b> 2015-05-07
<b>Client Reference No. - N° de référence du client</b> 20151887	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$\$FP-002-67266
<b>File No. - N° de dossier</b> fp002.EP748-151887	<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 2015-05-21</b>	
<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> El-Zarka, Edward	<b>Buyer Id - Id de l'acheteur</b> fp002
<b>Telephone No. - N° de téléphone</b> (819) 775-7156 ( )	<b>FAX No. - N° de FAX</b> (819) 775-7369
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA CENTRE BLOCK 111 WELLINGTON ST OTTAWA Ontario K1A0A9 Canada	

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

Comments - Commentaires

Instructions: See Herein

Instructions: Voir aux présentes

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Raison sociale et adresse du  
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<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>	
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<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>

Issuing Office - Bureau de distribution

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Solicitation No. - N° de l'invitation

EP748-151887/B

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

fp002

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

20151887

File No. - N° du dossier

fp002EP748-151887

CCC No./N° CCC - FMS No/ N° VME

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## **Architectural and Engineering Services for Centre Block Rehabilitation Project**

Thank you for the feedback you provided on the proposed approach to the Centre Block Rehabilitation project in response to notice EP748-151887/A.

Please find attached a list of individual responses to each feedback item received. The proposed actions contained herein are subject to review and do not necessarily represent final positions by Canada.

The content of the Request for Qualification and the subsequent Request for Proposals will take precedence over the attached document.



To all entities that provided feedback on the proposed Approach for the Centre Block Rehabilitation project.

May 6, 2015

**Subject:** Feedback on the Centre Block Rehabilitation Project

Thank you for the feedback you provided on the proposed approach to the Centre Block Rehabilitation project. Please find attached a list of individual responses to each feedback item received. The proposed actions contained herein are subject to review and do not necessarily represent final positions by Canada. The content of the Request for Qualification and the subsequent Request for Proposals will take precedence over the attached document.

The rehabilitation of Centre Block will be a significant undertaking and a legacy project on behalf of all Canadians. For these reasons and because this building is such a prominent symbol of the country, Canada remains committed to architectural quality and heritage preservation through the procurement of services from highly qualified teams of dedicated specialists and professionals.

The Request for Qualification will focus on the selection of top respondents that will contribute, through commercially confidential meetings, to the further development of the Request for Proposals and critical elements of an eventual contract. The composition of the evaluation boards for both the Request for Qualification and the Request for Proposals has not yet been determined but they may be formed of internal and external subject matter experts. The board members will implement the highest standards of rigour and uphold the ideals of openness, fairness and honesty throughout their deliberations.

The ultimate selection of an Architectural and Engineering Consultant and a Construction Manager will be achieved through an evaluation of proposals using a combination of rated criteria and prices to obtain the best value for Canadians.

Sincerely,

Alain Bédard  
Manager of Procurement,  
Real Property Contracting Directorate  
Public Works and Government Services Canada

Attachment: Response to feedback on Centre Block Rehabilitation project

# **Response to Feedback on the Centre Block Rehabilitation Project**

Note: The proposed actions contained herein are subject to review and are not necessarily final positions by Canada. The content of the Request for Qualification and the subsequent Request for Proposals will take precedence over this document.

A Respondent is an entity submitting a response to the Request for Qualification (RFQ). A Proponent is one of the three highest ranking Respondent that will be invited to the Request for Proposal (RFP).

No.	Question / Feedback	Proposed Action
1	<p>With respect to providing “relevant experience” for the RFQ/RFP process, please consider allowing the use of projects that are presently under construction. In the past for PWGSC submissions, the projects to be submitted for relevant experience had to be projects that are 100% complete. We have some relevant projects that are under construction and would hope to use these as part of our relevant experience portfolio.</p>	<p>Projects under construction within or outside Canada will be considered provided they demonstrate the criteria being evaluated and verifiable references are provided. However, substantially completed projects may be required to demonstrate selected criteria.</p>
2	<p>Please clarify the following from the bottom of page 2: “Architectural and Engineering Consultant teams interested in submitting a response to the RFQ shall ensure the exclusivity of services for the specific individuals proposed for key positions specified in the RFQ.” Does this mean:</p> <ul style="list-style-type: none"> <li>• Key team members must be exclusive to the Centre Block project only and cannot work on any other projects?</li> <li>or</li> <li>• As Mechanical and Electrical consulting engineers, we are quite often requested to be on more than one Architectural team, does this mean we can only be on one team?</li> </ul>	<p>The RFQ will identify a list of key positions for which the respondents shall ensure that the individuals proposed (not the firms for which the individuals work) as part of their response are not also proposed by another respondent (key individuals can only be on one team). Respondents will be asked to provide a signed permission from the Key Individual to include them in the proposal and confirming that they are exclusive to that respondent.</p> <p>During the RFP process, if a qualified resource became unavailable, the replacement resource would be evaluated using the same RFQ criteria and would have to be equal to or better than the resource qualified during the RFQ process.</p> <p>At the RFP, a list of further critical but not key positions will be identified. At RFP, Proponents may propose individuals from non-qualified Respondents for these critical positions but not for the key positions on which they were evaluated at the RFQ. Selected key/critical position, most often positions required on-site, will further require that incumbents be dedicated to the Centre Block Rehabilitation project.</p> <p>A list of requirements for key and critical positions will form part of the resulting contract. Should an incumbent need to be replaced, the contractor shall demonstrate that the proposed replacement individual meets the requirements of the position.</p>

No.	Question / Feedback	Proposed Action
3	Consideration to be given to hiring the Engineers after the architect as a separate bid.	<p>The A&amp;E RFQ will identify a multi-disciplinary team of program and project management, architects, structural engineers, and a professional design team commensurate with this type of project.</p> <p>A separate CM RFQ will identify a multi-disciplinary team of program and project management, construction management, design management, risk conservation management, time management, cost management, risk management, procurement management and quality management professionals commensurate with this type of project.</p>
4	Engage independent Cost Management services, reporting directly to PWGSC.	Independent Cost Management Services reporting directly to PWGSC will be engaged under a separate solicitation process.
5	Engage independent Schedule Management services, reporting directly to PWGSC.	Independent Schedule Management Services reporting directly to PWGSC will be engaged under a separate solicitation process.
6	Engage professional construction consulting services through the TSPS Real Property Project Management stream, via the Supply Arrangement and/or Standing Offers.	Professional construction consulting services reporting directly to PWGSC will be engaged under a separate solicitation process as the need arises. Existing procurement vehicles such as Supply Arrangements and/or Standing Offers will be used to the extent that their terms, conditions and scope requirements currently address the requirements of the Centre Block Rehabilitation.

No.	Question / Feedback	Proposed Action
7	<p>Given the anticipated size of this project and the requirement for Secret security clearance for core personnel and facilities, we have some questions regarding process:</p> <ol style="list-style-type: none"> <li>Do all core personnel need to have their security clearances in place upon contract award, or RFP submission? If so, will the RFQ/ RFP serve as the sponsorship to register with the Industrial Security Program?</li> <li>Does facility security clearance have to be in place upon contract award?</li> <li>Given a current turnaround of up to eight months to process Secret Clearances, will PWGSC provide assistance in fast tracking the required clearances for personnel as well as facilities?</li> <li>In the event that international (American or other) personnel will be carried on the team, can you clarify what non-Canadian security clearances will be accepted as comparable to a PWGSC Level II, Secret clearance?</li> <li>What will be considered comparable clearance for foreign-owned firms?</li> </ol>	<p>Contractor firms will need their Facility Security Clearance at the SECRET level before close of RFP. Subcontractors may require FSC at SECRET depending on type of services or work being performed, otherwise SITE ACCESS with Designated Organization Screening will be required. Security clearances of workers on site will range from SITE ACCESS to Secret level, depending on the type of work or services being performed.</p> <p>The Letters of Interest posted on BuyandSell.gc.ca can be used as ongoing solicitations to request registration with the Industrial Security Program. Interested parties are strongly encouraged to initiate registration at this time.</p> <p>The Canadian Industrial Security Directorate (CISD) is solely responsible for security clearance processes. ( <a href="http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactzpsi-eng.html">http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactzpsi-eng.html</a> )</p> <p>Canada has agreements in place with several foreign countries for equivalent security clearances. Foreign-owned firms are required to obtain clearances in their home country to an equivalent level recognized by Canada. The home country must provide proof to Canada of the security clearance of the firm and the individuals. Please consult the Canadian Industrial Security Directorate for security clearance recognition from other countries.</p>

No.	Question / Feedback	Proposed Action
8	<p>Assuming that the RFQ will require the teams to submit comparable projects for evaluation as per the standard PWGSC procurement process, and given the stated understanding and objectives of the Project, we would respectfully suggest that standard procurement guidelines be revisited with regards to:</p> <ol style="list-style-type: none"> <li>The maximum number of projects the prime consultant and sub-consultants / team members will be allowed to submit.</li> <li>Flexibility regarding teaming structure and eligibility of relevant projects (e.g. equal eligibility of sub-consultant project experience).</li> <li>Typical requirement that eligible projects be substantially complete by the RFQ submission be relaxed as several very relevant projects nationally and internationally are currently ongoing.</li> <li>In accordance with the scale and complexity, relevant projects completed outside Canada should be considered.</li> <li>Eligible projects to demonstrate large scale project management qualifications should not be limited to buildings.</li> </ol>	<p>The maximum number of projects is under consideration and will be addressed on the RFQ documents.</p> <p>Canada will be evaluating the capabilities of the proponents for the key positions in the role of prime contractor and therefore projects completed by the entity(ies) that are responding to the RFQ will only be considered if they were prime consultant and the work done by the proposed key position personnel on the project is relevant to the criteria being evaluated.</p> <p>Projects under construction within or outside Canada will be considered provided they demonstrate the criteria being evaluated and verifiable references are provided. However, substantially completed projects may be required to demonstrate selected criteria.</p> <p>Program and Project management qualifications will not be limited to projects for the construction of buildings.</p>



No.	Question / Feedback	Proposed Action
9	<p>The statement: "Architectural and Engineering Consultant teams interested in submitting a response to the RFQ shall ensure the exclusivity of services for the specific individuals proposed for key positions specified in the RFQ. Failure to ensure exclusivity will result in disqualification" is ambiguous in its intent and should be clarified as to whether intending that:</p> <p>a. Individuals proposed for key roles cannot work on any other projects with their current employer for the duration of the proposed project (to the extent this may be legally enforceable). OR</p> <p>b. Key individuals cannot be on more than one consultant team.</p> <p>If (a) it may be prudent to identify specifically which key personnel are being referred to, given the length, complexity and diversity of the works program. Additionally, as the timing of the award is unknown, it will be very difficult to manage exclusively of staff immediately upon award. If (b), it should be clarified whether non-shortlisted individuals or firms be allowed to join a shortlisted team.</p>	<p>The RFQ will identify a list of key positions for which the respondents shall ensure that the individuals proposed (not the firms for which the individuals work) as part of their response are not also proposed by another respondent (key individuals can only be on one team). Respondents will be asked to provide a signed permission from the Key Individual to include them in the proposal and confirming that they are exclusive to that respondent.</p> <p>At the RFP, a list of further critical but not key positions will be identified. At RFP, Proponents may propose individuals from non-qualified Respondents for these critical positions but not for the key positions on which they were evaluated at the RFQ. Selected key/critical position, most often positions required on-site, will further require that incumbents be dedicated to the Centre Block Rehabilitation project.</p> <p>A list of requirements for key and critical positions will form part of the resulting contract. Should an incumbent need to be replaced, the contractor shall demonstrate that the proposed replacement individual meets the requirements of the position.</p>
10	<p>Given the volume of ongoing projects in the Parliamentary Precinct that are linked to the Centre Block Rehabilitation project, and the scale of the project itself, it would be helpful to RFQ respondents to be informed of how PWGSC intends to structure itself for the delivery of the project, particularly whether PWGSC is intending to fulfill a program management function that actually sits over top of both the A &amp; E consultant team and the Construction management team or whether this is part of the program management function of the A &amp; E team.</p>	<p>PWGSC intends to have a dedicated multi-disciplinary team to manage all contracts related to the Centre Block Rehabilitation project. This team will be co-located with the architectural and engineering and construction management teams in Ottawa, directly on the site, or near the site, or both.</p> <p>The A&amp;E and CM teams will each have program management functions to fulfill. The interface between the A&amp;E consultant and the Construction Manager will be critical to the success of the project and will be managed accordingly by PWGSC. A high degree of team integration will be required for the project.</p>
11	<p>Given the complex structure of the clients that PWGSC will be representing in this project, it would be helpful to understand the decision making process that will be implemented to oversee the potentially competing requirements between the various stakeholders throughout the assignment.</p>	<p>A robust governance structure for this project that includes representatives from all major stakeholders will be put in place and shared with all qualified respondents during the Commercial in-Confidence Meetings. Third party expertise will form part of the design approval process, considering the properly developed and coordinated work product of the Consultant.</p>

No.	Question / Feedback	Proposed Action
12	<p>In our experience with large projects, it is more costly to have the CM hired at the same time as the A &amp; E team. A program manager having a distinct role within the A &amp; E team could manage the A &amp; E services and the CM interface, organize the procurement in such a way to reduce the unnecessary premium, manage the procurement of certain elements (with no at risk fee premium), and allow the Client Authority to temporarily staff up (and then staff down) for this type of one off project.</p>	<p>A Construction Manager (CM) will be retained at the same time as the Consultant. The CM will play a vital role in the concurrent delivery of numerous enabling projects and investigation studies essential to inform the design. A high degree of team integration will be required for the project.</p>
13	<p>We would note that in our experience, separate procurement of A &amp; E and CM, while not unusual, creates an interface between the A &amp; E firm and the CM firm that must be managed. All issues at this interface will come to the Client Authority to resolve.</p>	<p>The A&amp;E and CM teams will each have program management functions to fulfill. The interface between the A&amp;E consultant and the Construction Manager will be critical to the success of the project and will be managed accordingly by PWGSC. A high degree of team integration will be required for the project.</p>
14	<p>If simultaneous procurement is going to be used, firms tendering for either role would require the terms and conditions for the other role to be available so interfaces, responsibilities, etc. are clearly defined.</p>	<p>Terms and conditions of A&amp;E and CM draft RFPs can be shared during Commercial in-Confidence Meetings to be held after the RFQ and prior to official posting of the RFPs.</p>
15	<p>Where will the construction budget responsibilities sit? Will cost consultancy form a part of the A &amp; E scope of work?</p>	<p>The construction cost estimate will be managed by the Construction Manager. The extent of the Consultant's cost consultancy mandate is being developed.</p>
16	<p>The stated RFQ criteria include "internal capacity to staff rapidly and immediately, ramping-up initially from in excess of 150 full-time professional, dedicated project staff (architectural and structural) and steeply increasing shortly thereafter for the duration of the project". This represents an annual fee burden of over \$40M for the project per year. We would suggest that this statement may overestimate the staffing requirements for the project at start-up, and in concert with the security requirements, significantly limit eligible consultant teams. In our experience, evaluation criteria for projects of this scale and complexity would be based rather on the team's capacity to provide adequate resources throughout the length of the project without defining actual numbers.</p>	<p>Staffing requirements are based on projects of similar complexity and are expressed in full-time positions to give a better appreciation of the expected initial level of effort.</p>

No.	Question / Feedback	Proposed Action
17	<p>We strongly suggest that the firms that will be qualified at the qualification stage be recognized as such. There should be no further additional qualitative considerations for the following request for proposal. Consequently, the price offered by the participants should be the unique criterion determining the award of the contract.</p>	<p>Pre-selecting bidders is normally used when the cost of bidding is so significant that it would be unfair to present firms of unknown capability with the risk of disqualification after they have incurred the expense of bidding; or when, owing to the special nature of the requirement, the competence of the low bidder must be verified before making the award and, for reasons of administrative cost, it is desirable to keep the number of such pre-award verifications to a minimum by inviting only firms with established track records.</p> <p>To that end, the request for qualification will reduce the number of participants to three based on high level criteria. Other qualitative considerations in addition to price will be evaluated at the request for proposal phase in order to minimize response preparation costs at the pre-qualification phase.</p>
18	<p>The selection of an open and transparent delivery method will be of utmost importance to the success of this project, as one will need to ensure and demonstrate that Canadians are receiving fair value for their tax dollars. The selection of a delivery method that is open to evaluation, where labour rates and material rates are defined and negotiated, while also allowing for public oversight and scrutiny should be a priority, given that fairness and openness is a fundamental Canadian value. Additionally, since there is a high degree of uncertainty resulting from such factors as the length of the contract, phasing of the projects, the economic variations and the heritage components - the procurement method must be flexible enough to adapt to the variety and, at some points, competing demands intrinsic to a project of the nature.</p>	<p>Canada believes that the proposed delivery method addresses the requirement of industry while at the same time retaining the flexibility for an owner required in a project of this duration and complexity.</p> <p>The anticipated basis of payment will be shared during Commercial in-Confidence Meetings and Canada will be looking to discuss the related feedback at that time.</p> <p>The long duration of the project dictates that the contract contain economic price adjustment provisions for specific labour rates stated therein. All fee based costs tied to the construction cost are inherently reflective of economic fluctuations.</p>
19	<p>We are familiar with the procurement processes of PWGSC and support a two-stage process with 3 teams invited to the second stage. We would encourage Design Excellence as a fundamental criterion in the RFQ stage as any new work on Parliament Hill ought to be of the highest quality in design and execution, and sensitivity to restoration and any new interventions within Centre Block should be paramount.</p>	<p>The Quality Based Selection for the RFQ Respondents and the greater emphasis on technical weighting in the A&amp;E RFP are meant to address this requirement. Canada will evaluate a combination of rated criteria and prices to obtain the best value for Canadians.</p>

No.	Question / Feedback	Proposed Action
20	<p>While the project will require 150 architects and engineers at its peak, the evaluation of firms should put primacy on the proven skills and experience of key team members while emphasizing the firm's adaptability and scalability. Traditionally Canada's architectural firms have not been very large and an overemphasis on the scale of firms would exclude highly talented Canadian proponents.</p>	<p>Based on PWGSC's knowledge of the project (and related enabling projects), the requirement for 150 professionals at the outset is realistic. Firms may choose to form partnerships to best address the demands of the project.</p> <p>Note that the requirement for 150 full-time professionals is an initial requirement and not a peak requirement.</p>
21	<p>Given the complexity of the scope of work and the duration of the project of over 10 years, the fee will be very challenging to determine at the outset. Should the fee be overemphasized in the evaluation, it will create a very competitive environment, which can add complexity to the management of the project. Transparency and fairness are primary for taxpayers and this ought to be reflected in the fee determination and evaluation. Simple and clear terms of contract in the RFP will support this approach.</p>	<p>The long duration of the project dictates that the contract contain economic price adjustment provisions for specific labour rates stated therein. All fee based costs tied to the construction cost are inherently reflective of economic fluctuations.</p> <p>The fee determination and evaluation to be applied to the RFP are still under development and will be shared and discussed with the qualified Proponents during Commercial in-Confidence Meetings at which time Canada will entertain feedback on the proposed fee structure.</p>
22	<p>It is suggested that PWGSC consider the following:            Consultant involvement/participation in Client Program Management Team to take advantage of industry expertise across all phases of program delivery</p>	<p>An integrated project team for the duration of the project is envisioned. The integrated project team will consist of officials from PWGSC, the Consultant, the Construction Manager, representatives of the Senate, the House of Commons, the Library of Parliament, other stakeholders and third party support services.</p>
23	<p>It is suggested that PWGSC consider the following:            Integration of Architectural and Engineering (A&amp;E) and Construction Management (CM) at Risk components to allow collective industry effort to achieve benefits of integrated project delivery. (If A&amp;E and CM at Risk exist as separate projects, consider enabling consulting engineering industry to participate on both projects to allow architecture, engineering and consulting expertise to be applied throughout the program.)</p>	<p>Aspects of Integrated Project Delivery from various delivery methodologies are being considered in the mandates of the Consultant and Construction Management teams. A high degree of team integration will be required for this project.</p>
24	<p>It is suggested that PWGSC consider the following:            Including geotechnical engineering in the architectural prime consultant services package so that they can work more closely with the structural engineer and construction manager.</p>	<p>Geotechnical and Environmental engineering services will be an integral part of the services provided by the Proponent team.</p>



No.	Question / Feedback	Proposed Action
25	<p>PWGSC's desire for dedicated staff is reasonable and understandable, to ensure they are provided the level and quality of services identified in the proponents' submittals. While we agree that it is essential for continuity of staff over the duration of the project, staff with different or discipline-specific skills will be involved at various times over the duration of the project. Similarly, from the consultant viewpoint, it is equally important to have a dedicated PWGSC project manager for the duration of the project, as changes in personnel require re-orientation of the new personnel, often entailing the re-justification of decisions made earlier (sometimes years earlier), at the consultant's expense.</p>	<p>Succession planning and management will be an integral aspect of the Proponent's internal governance that will be evaluated at both the RFQ and the RFP stages. Similarly, PWGSC will put in place a succession management strategy for a project of this scale and duration.</p>
26	<p>We urge PWGSC to consider the following: This project is 10 years in duration, so it is highly probable that the design staff of the start of the project will have advanced their career objectives over this period, and some may choose to leave their positions or even the firm.</p>	<p>In addition to the aforementioned succession planning, a list of requirements for key and critical positions will form part of the resulting contract. Should an incumbent need to be replaced, the contractor shall demonstrate that the proposed replacement individual meets the requirements of the position.</p>
27	<p>We urge PWGSC to consider the following: If "key positions" refer to senior staff, it is not feasible to dedicate them exclusively to a single project. This would be a significant detriment of the remainder of the organization's business. Senior staff members are by definition responsible for the oversight of a variety of projects and business in general.</p>	<p>This project requires senior and experienced personnel with decision making authority.</p> <p>The exclusivity of the proposed personnel for the key positions is a constraint of the selection process and addresses how only one team can propose any individual for any key position identified in the RFQ.</p> <p>However, exclusivity is not synonymous to dedication to the Centre Block Rehabilitation project only. Selected key/critical position, most often positions required on-site, will further require that incumbents be dedicated to the Centre Block Rehabilitation project.</p>
28	<p>We urge PWGSC to consider the following: If "key positions" instead refers to be junior or intermediate level engineers, we believe that such a long-term exclusive exposure to a single project would be a detriment to professional development. Successful professional development results from exposure to a variety of projects and construction types.</p>	<p>See feedback at item 26. Junior or intermediate level positions are not expected to be identified as key positions.</p>

No.	Question / Feedback	Proposed Action
29	<p>We urge PWGSC to consider the following: It is reasonable for A&amp;E firms to expect from structural engineering and other specific disciplines, that there would be a dedicated core of professionals assigned to the preparation of construction documents, and that there would be an overlap of key personnel into the construction phase of the work. Therefore, PWGSC should consider modifying the clause to such that individuals proposed for “key positions” remain primarily responsible or remain as the principle point of contact or similar.</p>	<p>In addition to the feedback at item 27, a list of requirements for key and critical positions will form part of the resulting contract. Should an incumbent need to be replaced, the contractor shall demonstrate that the proposed replacement individual meets the requirements of the position.</p> <p>Selected key/critical position, most often positions required on-site, will further require that incumbents be dedicated to the Centre Block Rehabilitation project.</p>
30	<p>We urge PWGSC to consider the following: As substantial completion of certain disciplines often precedes that of the construction contract as a whole, PWGSC should consider modifying the clause for specific disciplines, such as structural or geotechnical engineering and others, such that it reflects the actual demand and need from the CM.</p>	<p>Dedication is not intended to go beyond the substantial completion of the work related to design disciplines, such as structural, geotechnical or environmental engineering services. However, the ongoing support from these disciplines is required for the life of the project should the need arise.</p>
31	<p>Retaining a separate engineering consultant to lead and coordinate environmental, hazardous materials and demolition services. The engineering consultant would coordinate their services alongside the architectural prime consultant. Under a CM approach, the CM would tender the environmental, hazardous materials and demolition services to the construction trades early on in 2018 as outlined in your schedule. (This approach is similar to what has recently been used successfully on the other PWGSC projects like the Government of Canada Conference Centre and Postal Station B.)</p>	<p>Environmental engineering will form an integral part of the services to be provided by the CM contractor.</p>
32	<p>More than one Certified Industrial Hygienist should be considered as active participants in the delivery of the environmental, hazardous materials and demolition services. These individuals would work closely with the other disciplines on this team (i.e. environmental and demolition services). By having these services all on one team, the risk of errors in coordination between multiple firms would be reduced.</p>	<p>Environmental engineering will form an integral part of the services to be provided by the proponents who will determine if and when the services of a Certified Industrial Hygienist will be required.</p>
33	<p>It is suggested that PWGSC consider the following: Flexibility in the procurement and tender structure and mechanisms to promote and enable involvement from the full spectrum of valued and qualified small, medium, local and niche service providers.</p>	<p>Canada will aim to eliminate barriers for subcontractors and will require that tenders beyond a pre-established--but yet to be determined--threshold be openly competed. Furthermore, Canada will consider other suggested approaches to support open, fair and honest tendering while ensuring an efficient and timely completion of the work.</p>

No.	Question / Feedback	Proposed Action
34	<p>It is suggested that PWGSC consider the following: Your letter did not address when mechanical and electrical (M&amp;E) consultants are brought on board. The method and timing of issuing M&amp;E bid documents, and in bringing M&amp;E contractors on site, can have significant impact on the schedule and work of the CM and A&amp;E teams on the project.</p>	<p>Mechanical, electrical and other engineering specialty consultant services will be part of the mandate of the A&amp;E team. The timing of trade contractors involvement will form part of the Construction Manager's mandate. The A&amp;E and CM teams will have to coordinate this function to maximize the benefits of early involvement.</p>
35	<p>It is suggested that PWGSC consider the following:  Notwithstanding the price only constitutes 10% of the proposal scoring, ensure that the scoring of qualifications and technical criteria sufficiently differentiates between proponents such that the final score is not inadvertently dominated by the 10% price component. (Note that our Association officially endorses Qualifications-Based Selection (QBS) as recommended by InfraGuide in which qualifications and technical criteria are scored first to identify the preferred proponent; then fees and detailed scope would be negotiated concurrently with the preferred proponent.)</p>	<p>The evaluation criteria to be used at the RFP stage including the price component will be fully disclosed to the qualified respondents for discussion during the Commercial in-Confidence Meetings.</p> <p>It is Canada's intent to set criteria scoring such as to promote maximum differentiation between technical bids. Canada will evaluate a combination of rated criteria and prices to obtain the best value for Canadians.</p>
36	<p>It is suggested that PWGSC consider the following:  Promote the continued "early contractor involvement" through procurement planning phases of the project. Industry involvement in informing of the CM procurement/tender structure will assist in assuring achievement of intended cost/schedule/risk reduction benefits.</p>	<p>The current solicitation of feedback on the proposed procurement approach and the continuing competitive dialogue during the Commercial in-Confidence Meetings (CCMs) is meant to achieve these benefits.</p> <p>Terms and conditions of A&amp;E and CM draft RFPs can be shared during Commercial in-Confidence Meetings to be held after the RFQ and prior to official posting of the RFPs. Canada will entertain feedback on either solicitations from any qualified respondent.</p>
37	<p>It is suggested that PWGSC consider the following:  Use an approach similar to that used on the AECL RFP (valued at \$700Million per year and 10 years in duration) whereby the Government published the Draft RFP for comment so that industry could provide feedback and input. Input received resulted in improvements to the final RFP. If this approach is considered, then ACEC, RAIC and FIRPAC (working in partnership) could continue to help to manage direct industry input on an ongoing basis.</p>	<p>PWGSC will take a similar approach and the draft RFP will be shared and discussed with the qualified respondents during Commercial in-Confidence Meetings (CCMs) prior to the final RFP being sent to solicit proposals.</p>

No.	Question / Feedback	Proposed Action
38	<p>It is suggested that PWGSC consider the following:            Create a project specific vehicle/mechanism in collaboration with CISD to enable secret level individual security clearance of the large number of firms and staff (domestic and international) required to execute this project. (Requirement of secret level individual security clearance for large groups of staff is potentially challenging and may limit competition.)</p>	<p>See feedback at item 39.</p>
39	<p>Security clearances are obtained through the Canadian Industrial Security Directorate (CISD) and our experience has been that obtaining security clearances can take weeks to months for domestic staff, and up to several months to process for international staff. If procurement and security process clearance timelines are not adequate, they may pose impediments to otherwise highly qualified contractors having access to the Project. However, international staff would need time and CISD would need capacity to process sufficient staff from the contracting/engineering community. Due to the size of the project and the large numbers of staff that will require security clearance at Secret Level, we would suggest that a project-specific expedited process, as done recently on the PWGSC AECL/GoCo procurement, be made available to ensure clearances for domestic and international staff can be in place in a timely fashion ahead of the procurement. We would also suggest that the security clearances should not be an evaluation factor, as obtaining clearances is process-related and will be achieved prior to project initiation.</p>	<p>The Letters of Interest posted on BuyandSell.gc.ca can be used as ongoing solicitations to request registration with the Industrial Security Program. Interested parties are strongly encouraged to initiate registration at this time.</p> <p>The Canadian Industrial Security Directorate (CISD) is solely responsible for security clearance processes. ( <a href="http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactezpsi-eng.html">http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactezpsi-eng.html</a> )</p> <p>Canada has agreements in place with several foreign countries for equivalent security clearances. Foreign-owned firms are required to obtain clearances in their home country to an equivalent level recognized by Canada. The home country must provide proof to Canada of the security clearance of the firm and the individuals. Please consult the Canadian Industrial Security Directorate for security clearance recognition from other countries.</p>



No.	Question / Feedback	Proposed Action
40	<p>Our firm understands and has been substantially involved in numerous integrated delivery projects where cost, schedule and risk management challenges are addressed through integration of traditional design and construction phases. It is our view that PWGSC should consider a combined procurement of design and construction management in one package. The 'one team' approach would reduce the likelihood of adversarial aspects of the interaction between designer and constructor in implementation and instead focus attention on risk reduction through integrated planning and delivery. If the two-assignment procurement goes forward, it would be in the interest of the project to allow firms to participate on both the Design and Construction Management teams. The presence of common firms on both design and construction would have the effect of encouraging cooperation in project execution.</p>	<p>A Construction Manager (CM) delivery model is contemplated for this project at this time. Aspects of Integrated Project Delivery from various delivery methodologies are being considered in the mandates of the Consultant and Construction Management teams. A high degree of team integration will be required for this project.</p>
41	<p>For the Centre Block Rehabilitation project, the complexity of the project and the criticality of the schedule demands continuous design and submittal production, requiring expedited client reviews to meet quality and timeline objectives. This constitutes a core requirement for participation in review, acceptance and approvals for the client, as well as for the design and contractor teams. Accordingly, PWGSC should consider establishing a dedicated team to provide a detailed scope of work, a focal point for defining user requirements and dedicated resources for completing reviews during design in an expedited fashion. This is particularly important with the varied and sometimes competing needs around functionality, operations, security, phasing, public access and heritage preservation. This team would also support decision-making throughout the construction process. A dedicated team would greatly assist in achieving a positive project outcome. Consideration could also be given to supplementing the PWGSC team with consultant resources.</p>	<p>Time management is one of the most critical management components of the project, directly relating to cost and risk management. In addition to cost and schedule management services, PWGSC may consider supplemental project support services as the requirement may dictate.</p> <p>PWGSC intends to have a dedicated multi-disciplinary team to manage all contracts related to the Centre Block Rehabilitation project. This team will be co-located with the architectural and engineering and construction management teams in Ottawa, directly on and/or near the site.</p>

No.	Question / Feedback	Proposed Action
42	<p>Collaboration, communication and information/document sharing are critical aspects for successful delivery of large projects. This is of particular importance for the Centre Block Rehabilitation because of the multiple stakeholders, partners, and governance considerations. There is also the need for timeliness, efficiency, QA/QC and security of information which must be processed across multiple parties. Numerous aspects including multiparty communications, permits approvals, design reviews and submittals and construction submittals can be conducted more time and cost effectively with improved quality assurance through the use of tools and collaboration software. Our firm understands the Federal Government Priority in this area and has collaborated with PWGSC on numerous large Federal projects where information sharing systems such as EDMS, SharePoint, OPROMA and others has been implemented. We suggest that PWGSC consider the use of similar type of collaboration software and tools, tailored to and implemented early for the Centre Block Project.</p>	<p>Canada will require collaboration tools for this project. The collaboration tools to be used by Canada will be detailed in the RFP and be a requirement of the resulting contract.</p>
43	<p>The use of Building Information Modelling (BIM) and related web based tools are a high-performance standard to provide reduced clash detection and risk and to add value and efficiency in project design and construction. Survey work to model the existing building and systems is an essential precursor to the rehabilitation. BIM allows the virtual design, analysis, construction and operation of buildings or infrastructure in a digital environment that mimics the physical one, in both the capital and operational stages of an asset's life. It is understood that the Canadian Federal Government plans to apply BIM in future projects. We have seen significant value in BIM application on other projects similar to this initiative and suggests PWGSC consider mandating the use of BIM on the Centre Block Rehabilitation Project.</p>	<p>The terms of reference for both the A&amp;E and CM services contracts will include BIM related requirements and obligations.</p>

No.	Question / Feedback	Proposed Action
44	<p>Capacity in the engineering and contractor marketplace to support large Programs like the Centre Block Rehabilitation has been raised as an industry concern, particularly with programs for West Block and East Block ongoing concurrently. This is compounded with numerous other major building and infrastructure projects ongoing and/or in the pipeline locally, regionally, nationally and abroad. It is our opinion that the industry marketplace has the capacity and ability to respond to the demand provided project notification timelines and procurement mechanisms are structured to enable the industry to bring their resources to bear. Suggestions to ensure the market can respond to the project successfully include: advanced and detailed communication of project; tender and procurement requirements; processes and support to enable security clearances are expedited; flexibility to allow teaming/partnering arrangements across the spectrum of service providers; and, ongoing industry engagement and involvement to maintain industry feedback and input on capacity, structure and approach to tender and risk management. Also of vital importance, is the supply chain capacity for specialist materials and skilled workers.</p>	<p>The current solicitation of feedback on the proposed procurement approach and the continuing competitive dialogue during the Commercial in-Confidence Meetings (CCMs) is meant to achieve these benefits.</p> <p>The Letters of Interest posted on BuyandSell.gc.ca can be used as ongoing solicitations to request registration with the Industrial Security Program. Interested parties are strongly encouraged to initiate registration at this time.</p> <p>The Canadian Industrial Security Directorate (CISD) is solely responsible for security clearance processes. ( <a href="http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactezpsi-eng.html">http://ssi-iss.tpsgc-pwgsc.gc.ca/ressources-resources/contactisp-contactezpsi-eng.html</a> )</p> <p>While recognizing that the proposed approach suggests distinct A&amp;E and CM teams, Canada agrees that a high degree of team interaction will be required for the project to be successful.</p>

No.	Question / Feedback	Proposed Action
45	<p>It has been our firm's experience that Early Contractor Involvement (ECI) can provide advantages to overall Program and Project Delivery. This is an approach that has worked well in Canada, the US and abroad on major renovation projects. In the case of the Centre Block Rehabilitation, it is presumed the procurement of CM and design services would have a common start date to allow construction input to the design process from the onset of the project. This would allow construction input to phasing of the work, construction strategies for material handling and equipment, security management for trades, construction means and methods and cost studies allowing efficiencies to be gained by ECI. Also, the collaborative approach with progressive design development and cost analysis will yield better cost forecasts. As an option, perhaps at 50% design, the constructor (CM at Risk) could provide a GMP or Target Price with a Cost Confidence Process, allowing validation of costs by an independent party. If the costs are not within prescribed limits (e.g. 10% of estimate) then the option of tendering the construction could be pursued.</p>	<p>Refer to feedback items 12 and 23. Canada will take the comments related to a Guaranteed Maximum Price under advisement.</p>
46	<p>It is perhaps stating the obvious, but the less encumbered the construction zone is, the faster the work can be accomplished. With the House of Commons relocated to the West Block, there is a significant opportunity to vacate large sections of Centre Block to allow more efficient reconstruction and restoration work to continue. Particularly, if large areas can be cordoned off from a security point of view, costs can be reduced and the work can be accomplished in a more efficient manner. Such an approach was undertaken very successfully in the \$5.4B renovation of the U.S. Pentagon over a 20-year period, on a 'wedge by wedge' basis.</p>	<p>Restricted site access, continuous security site, limited staging area, no parking, a highly visible project/location, and many stakeholders are only some of the challenges of this project. Canada is looking forward to developing a coordinated approach given the constraints imposed by stakeholders.</p> <p>Centre Block is anticipated to be completely vacated in 2018 allowing work to commence in all areas with no need for a 'wedge by wedge' basis.</p>

No.	Question / Feedback	Proposed Action
47	<p>The key issues with regard to phasing relate to how the project will be funded, the impact of adjacent projects; the desire to expedite construction schedule; the extent to which PWGSC wants to maintain certain operational functions; and decisions on centralized versus distributed mechanical and electrical systems. The availability and commitment of project funding at the start of the project for all phases is an important element in successful delivery.</p>	<p>The implementation sequencing and constraints, key milestones, and other aspects of the project delivery will be outlined in the RFP.</p>
48	<p>It is known that in the area of masonry restoration, building systems, sustainability, code compliance and security for example, there are many capable, but smaller firms that can make a valuable contribution. Involvement by Small and Medium Enterprises (SME's) is also an important priority for the Canadian Federal Government. There is a concern in the industry that the movement to larger alternative and integrated program/project delivery methods, typically pursued to achieve benefits on cost, schedule or risk management, may also have the negative impact of excluding smaller, local or speciality firms that otherwise may provide value to the project. To maximize opportunities for SME involvement, consideration should be given to a process which will allow smaller niche firms to remain as non-exclusive subconsultants on multiple teams or to be free to join winning teams after contract award. Similarly, technical value in the competition can be allocated for use of local, SME or aboriginal firms as a means to promote their involvement in the project and for continued operations.</p>	<p>Canada will aim to eliminate barriers for subcontractors and will require that tenders beyond a pre-established--but yet to be determined--threshold be openly competed. Furthermore, Canada will consider other suggested approaches to support open, fair and transparent tendering while ensuring an efficient and timely completion of the work.</p> <p>Canada has no intent to ask smaller niche firms to be exclusive subconsultants to only one team.</p> <p>The participation of small, medium, aboriginal, and local providers is not prohibited and is encouraged. However, in conformity with the applicable trade agreements, the evaluation criteria will not allocate more value to such a use.</p>

No.	Question / Feedback	Proposed Action
49	<p>We also understands that the proposal to deliver the project in a CM at Risk format may in part be driven by the desire to consolidate some of the challenges and gain efficiencies through a single and more simply directed contract vehicle. The CM at Risk approach is most applicable when the scope of work is well defined, eliminating or limiting the potential for repeated scope changes during implementation. If this is not the case, it can place undue risk on the CM which results in an elevated price at the outset, or a costly change management process during implementation. It has been one of our experiences from past Canadian Federal Projects and comparative projects in the U.S and UK, that it is important to have adequate pre-planning, investigations, phasing studies and level of design completed before determining the cost in a CM at Risk approach to avoid additional and unnecessary cost and risk being carried within the project structure. The desired time and cost efficiencies will likely only be achieved if the CM at Risk Contractor can balance their risk with a high degree of confidence on the scope, and, with flexibility and control of the project, contracts and subcontracts. Hence, the interface of overarching Federal ownership and requirements with the needed CM Project Control to gain project efficiencies must be contemplated in the overall form of tender and contract at the CM level. Robust preplanning, phasing, studies and redesign work as well as continued industry engagement and input to specific types and forms of CM contracts are suggested to help refine the selection of CM at Risk as a format as well as to inform the Federal/Industry interface within the Project and Program Management Structure.</p>	<p>Refer to feedback items 12 and 23.</p> <p>Applicable studies and pre-design work available will be shared with qualified respondents during Commercial in-Confidence Meetings prior to RFP release.</p>
50	<p>Item 2 (A&amp;E letter RFQ criteria) - Internal Capacity: Does the dedicated project staff of 150 include architects and engineers (structural, mechanical, electrical, plumbing, etc.), or just architects and structural engineers?</p>	<p>The reference is for architectural and structural engineering staff. Other disciplines or speciality services are in addition to these requirements.</p> <p>Staffing requirements are based on projects of similar complexity and are expressed in full-time positions to give a better appreciation of the expected initial level of effort.</p>
51	<p>Item 4 (A&amp;E letter RFQ criteria) - Capacity to maintain core team: Please clearly define what is meant by a "significant core team".</p>	<p>Precise requirements will be developed in the RFQ.</p>



No.	Question / Feedback	Proposed Action
52	Item 8 (A&E letter RFQ criteria) - Evidence of corporate governance: What qualifies as "evidence" of superior corporate governance standards?	Precise requirements will be developed in the RFQ.
53	Item 9 (A&E letter RFQ criteria) - Secret security clearances: Does this refer to the same "core" personnel as listed in Item 2? Do we need to have the security clearances in place prior to responding to this RFQ? Will PWGSC award the contract to a firm that does not have the required clearances in place prior to responding to this RFQ?	See feedback item 7 above.
54	Item 10 (A&E letter RFQ criteria) - Evidence of financial strength: What qualifies as "evidence" of required financial strength?	Precise requirements for evidence of financial strength will be developed and detailed in the RFQ.
55	Exclusivity: What criteria will PWGSC use to determine that we have ensured exclusivity of assigned personnel?	<p>The RFQ will identify a list of key positions for which the respondents shall ensure that the individuals proposed (not the firms for which the individuals work) as part of their response are not also proposed by another respondent (key individuals can only be on one team). Respondents will be asked to provide a signed permission from the Key Individual to include them in the proposal and confirming that they are exclusive to that respondent.</p> <p>If two respondents to the same RFQ propose the same individual for any of their key positions, both respondents will be deemed to not meet the exclusivity requirement and consequently will be disqualified from further consideration.</p>
56	In the letter there is a statement that "Architectural and Engineering Consultant teams interested in submitting a response to the RFQ shall ensure the exclusivity of services for the specific individuals proposed for key positions specified in the RFQ." We assume that this "exclusivity" will extend to the core architecture and engineering (structural, mechanical, electrical) disciplines. This exclusivity agreement would not apply to other consultants. Can this be clarified as to the extent of the exclusivity sought by PWGSC, especially as failure to meet this requirement can result in disqualification?	Refer to feedback items 55.

No.	Question / Feedback	Proposed Action
57	<p>In the description of the RFQ criteria item 2 includes a suggested start-up staff compliment of "150 full-time professional, dedicated project staff (architectural and structural) ..." Can this be clarified in terms of the disciplines expected in this dedicated staff compliment?</p>	<p>The reference is for architectural and structural engineering staff. Other disciplines or speciality services are in addition to these requirements.</p> <p>Staffing requirements are based on projects of similar complexity and are expressed in full-time positions to give a better appreciation of the expected initial level of effort.</p>
58	<p>The criteria proposed are silent on the issue of design quality. The process should recognize the extreme singularity of this project not only for the profession but the history of the country itself. We are concerned that the terms communicated thus far fail to reference how this project deals with the most symbolically important building in Canada, a building at the apex and intersection of many layers of the highest historic place designations in Canada.</p>	<p>Canada agrees and recognizes the importance of design quality through the Quality Based Selection for the RFQ Proponents and the greater emphasis on technical weighting in the A&amp;E RFP. At the RFP stage, for both the A&amp;E and the CM solicitations, Canada will evaluate a combination of rated criteria and prices to obtain the best value for Canadians.</p>
59	<p>We believe that architectural conservation should play a larger role in the procurement process given the fact this project is the biggest conservation project ever undertaken in this country. We trust that the winning team will require extensive industry-leading conservation expertise. Ideally the team should include a conservation architect and supporting specialists such as conservators and leading historic resources.</p>	<p>Industry-leading conservation expertise will form elements of the Consultant's and the Construction Manager's mandates and will be further addressed at the RFP stage.</p>
60	<p>As a project central to the identity of Canada, our association asks whether or not the lead designer should be Canadian. One possibility is the establishment of a certain percentage of the team that remains Canadian to as to maintain a strong level of Canadian participation. Selection should be mandated to ensure Canadian project team leadership. Our association would like to have a participatory a role on the selection committee. There is some concern amongst our profession that this project may marginalize Canadian expertise by allowing international teams with no Canadian component. It is also an important opportunity to develop Canadian expertise and capacity.</p>	<p>The CM contract is subject to the Agreement on Internal Trade, however the A&amp;E contract is exempt. Both requirements are subject to the other trade agreements. As a signatory to these trade agreements, Canada cannot adopt measures giving preferential treatment to Canadian firms or individuals.</p> <p>It is Canada's intent to set criteria scoring such as to promote maximum differentiation between technical bids.</p>



No.	Question / Feedback	Proposed Action
61	<p>It is believed that most teams will achieve similar scores on the technical evaluation - supposedly worth 90%. However if the lowest proposal receives 10 points and the highest receives zero points, the pricing component will overshadow the technical evaluation. A QBS approach should be the true process of evaluation—and one that is in the best interest of the taxpayer. We are concerned with any scoring system that disqualifies applicants whose price is above an expected average that may be difficult to validate at an early state. Consider reducing the fees to 5% of the evaluation process, or clearly separate the ratings in the evaluation phase from other factors to ensure a positive differentiation between the technical submissions of the finalists.</p>	<p>Canada will evaluate a combination of rated criteria and prices to obtain the best value for Canadians. It is Canada's intent to set criteria scoring such as to promote maximum differentiation between technical bids. Price will be evaluated in relation to the lowest compliant bid and not an all/nothing or a price step-down weighting system.</p> <p>The evaluation criteria to be used at the RFP stage including the price component will be fully disclosed to the qualified respondents for discussion during the Commercial in-Confidence Meetings.</p>
62	<p>This is not a project in which the lowest price should be used to disqualify the best submissions. We remain uncertain that a percentage fee is the best way to calculate the fee, since it means that someone can put in an excessively low fee, speculating on the cost of work rising precipitously in order to recoup their unrealistic fee at the outset of the project.</p>	<p>The A&amp;E RFP will be evaluated using a technical/price weighted method where the technical score will account for 90% of the final score and price will account for 10% of the final score. Price will be evaluated in relation to the price of the lowest compliant bid and not an all/nothing (lowest compliant bid gets all the points and highest compliant bid gets none) or a price step-down weighting system (compliant bids within a percentage range of the average of compliant bids are ranked and then assigned points).</p> <p>For the CM contract, the recommended methods of selection is the lowest cost per point.</p> <p>The fee structure will be discussed with qualified respondents during Commercial in-Confidence Meetings before the RFP is formally issued.</p>
63	<p>Our association would like to strengthen your process through the support and advice of Canada's leading architects in an advisory capacity throughout the evaluation process. Having award-winning architects such as Association Gold Medal winners or those who have been awarded a Governor-General's Medal in Architecture would positively influence the quality of the proposals. We recommend this be included in the RFQ stage.</p>	<p>The composition of the Evaluation Boards has not yet been determined but boards may be formed of internal and external subject matter experts that will be subject to a non-disclosure agreement and a declaration of conflict of interest.</p>

No.	Question / Feedback	Proposed Action
64	<p>We have concerns over the specific requirement of 150 full-time professional, dedicated project staff (architectural and structural). Could this rationale be clarified or substantiated? There are several references requiring the proponent team to ensure continuity over a period of 10 years. There is concern amongst our profession that a significant amount of key personnel identified at the outset of the project will either be retiring or approaching retirement during the project's duration. As project managers assigned to the team need to be dedicated to the project over the same period, the time period indicated for the project should be further substantiated. For a project with such a long duration, proponents should move forward with the highest possible degree of certainty within the declared time frame. Furthermore, a construction management at-risk scenario would be difficult to sustain for the duration of the project unless there are several construction managers and a further delineation of identified risks. Will PWGSC provide adequate continuity, secure financing, and realistic contingencies throughout this process?</p>	<p>The reference to 150 full-time professionals is for architectural and structural engineering staff. Other disciplines or speciality services are in addition to these requirements. Staffing requirements are based on projects of similar complexity and are expressed in full-time positions to give a better appreciation of the expected initial level of effort.</p> <p>A list of requirements for key and critical positions will form part of the resulting contract. Should an incumbent need to be replaced, the contractor shall demonstrate that the proposed replacement individual meets the requirements of the position. Succession planning and management will be an integral aspect of the Proponent's internal governance that will be evaluated at both the RFQ and the RFP stages. Similarly, PWGSC will put in place a succession management strategy for a project of this scale and duration.</p> <p>The government will address funding and contingencies in accordance with its practices and approval process for similar projects.</p>
65	<p>PWGSC's ability to select only three proponents from the RFQ stage could pose a challenge in terms of the quality of submissions and could be unjust to a possible fourth and fifth proponent. A suggestion for five proponents allows more diversity in the evaluation of criteria and enables contrasting points of view to be heard by the selection committee in the first stage, with a much deeper level of evaluation by an expert panel in the second. Regardless, it is important that comments from prospective competitors be addressed. Having only three proponents moving onto the second phase using the current disqualification clauses only contributes to an already narrow competitive process.</p>	<p>Canada anticipates that the relatively small number of qualified respondents will have a positive rather than detrimental effect on the quality of submissions. In discussions with other industry stakeholders, the proposed number of qualified respondents was suggested as ideal or manageable given the proposed procurement approach with Commercial in-Confidence Meetings with all qualified respondents before issuing the RFP.</p>

No.	Question / Feedback	Proposed Action
66	<p>The reference to a possible maximum price is extremely challenging to achieve. It is difficult to accurately estimate the scale of work required in a project of this complexity and scope. We are concerned over the role of cost. PWGSC's letter calls this project a "legacy project." Should not a legacy project be defined more by quality than by cost? This is a major project that is a once-in-a-lifetime occurrence. Should not the government be taking a long-term view with respect to quality over price?</p>	<p>Canada will evaluate a combination of rated criteria and prices to obtain the best value for Canadians. The Quality Based Selection for the RFQ Proponents and the greater emphasis on technical weighting in the A&amp;E RFP are a recognition of the importance of quality.</p> <p>The evaluation criteria to be used at the RFP stage including the price component will be fully disclosed to the qualified respondents for discussion during the Commercial in-Confidence Meetings.</p>
67	<p>We believe that experience in related large projects with construction costs in excess of \$300 million (in 2015 dollars) should be considered but perhaps not rated as highly as government buildings. Experience should also be related to the end-of-contract documents for referenced projects and not completed projects to ensure the most recent experience in the industry. It is also suggested that proponents should have experience working on projects with a construction management delivery methods on projects in excess of \$300 million in construction costs.</p>	<p>The evaluation methodology of comparable projects has not been finalized. However, comparable projects should demonstrate a scale, complexity and attributes commensurate with this project. Your comments will be taken under advisement.</p> <p>Projects under construction within or outside Canada will be considered provided they demonstrate the criteria being evaluated and verifiable references are provided. However, substantially completed projects may be required to demonstrate selected criteria.</p>
68	<p>PWGSC should identify who has the final decision. Will it be an evaluation board or will it be an advisory board? This is an extremely visible project with a possibility for political or otherwise external influences on its successful outcome, thereby influencing the decision process. What are the roles and qualifications of the "fairness advisor" in clarifying the questions pertaining to making a final decision on a successful proponent? Do they have experience in the real property and design quality field of work?</p>	<p>An evaluation board will identify a winning bid, determined by the selection methodology established in the documents. The composition of the evaluation boards have not yet been determined but they may be formed of internal and external subject matter experts that are not in a position of conflict of interest. The board will implement the highest standards of rigour and uphold the ideals of openness, fairness and honesty throughout its deliberations.</p> <p>The Fairness Monitor of PWGSC was procured independently by the Departmental Oversight Branch based on the type of work being envisaged. The Fairness Monitor's role is to ensure that all respondents/bidders are treated in a fair and open manner throughout the procurement process. They provide oversight and will observe the deliberations of the evaluation board but will not participate in such deliberations.</p>

No.	Question / Feedback	Proposed Action
69	<p>For the second stage of the evaluation process, PWGSC should consider using an independent advisory panel/jury composed of respectable and knowledgeable members of the society with a track record of measurable success and good understanding of projects of such magnitude. The jury/advisory panel should include past Governor-General's Medal in Architecture and/or Association Gold Medal recipients and other professionals with similar levels of recognition for their work. It is recommended that the jury or review panel be different from the first stage in the evaluation process so as to ensure fairness, openness, transparency, best value and equity.</p>	<p>The composition of the Evaluation Boards has not yet been determined but boards may be formed of internal and external subject matter experts that will be subject to a non-disclosure agreement and a declaration of no conflict of interest.</p> <p>Your comment will be taken under advisement.</p>
70	<p>Will PWGSC award the contract to a firm that does not have the required clearances in place prior to responding to this RFQ? There should be clarity on what kinds of profiles are considered high-risk and what are the parameters for success? If individuals cannot obtain a secret-level security clearance, and given the reference in the letter to grounds for disqualification, the lack of ability to qualify in a timely fashion would unduly disqualify teams. For example, previous travel to specific regions within a certain time period may render an applicant ineligible for secret-level clearance.</p>	<p>See feedback at item 7 above.</p>
71	<p>The standard PWGSC methodology is to ask for comparable projects. The conditions (age, completion, et c.) vary from project to project. In this project, we would ask that competing teams be able to demonstrate experience through projects that are not yet 100% complete. Perhaps projects of 50% completion (similar to Postal Station "B") would be a reasonable consideration?</p>	<p>The evaluation methodology of comparable projects has not been finalized. However, comparable projects should demonstrate a scale, complexity and attributes commensurate with this project. Your comments will be taken under advisement.</p> <p>Projects under construction within or outside Canada will be considered provided they demonstrate the criteria being evaluated and verifiable references are provided. However, substantially completed projects may be required to demonstrate selected criteria.</p>
72	<p>We recommend that an evaluation of project insurance (wrap-up insurance) be considered from a risk management perspective. How will the timeline operate for a constructor to receive adequate bonding, or for professional firms to establish proof of financial viability for so many years in the future?</p>	<p>Insurance and bonding requirements for the project are being developed and will be presented to pre-qualified bidders for discussion at Commercial In-Confidence Meetings prior to release of the RFP.</p>



No.	Question / Feedback	Proposed Action
73	<p>There are some concerns regarding requirements referring to the insurer who provides an undertaking to PWGSC to provide 30-days-prior notice of cancellation and adjustments to a policy. If an Ontario architect currently asks for such an undertaking (Endorsement) to be added to its annual practice insurance provided by Pro-Deminity Insurance Company, it will be declined. The primary reason is that Pro-Deminity provides a mandatory professional liability insurance program for Ontario architects in accord with provincial legislation. The annual practice insurance provided by Pro-Deminity is non-cancellable by the insurer except for failure of the insured to pay any premium, deductible, taxes or levy. In that event, the architect will lose its Certificate of Practice issued by the OAA and no longer be allowed to provide services to the public. For Ontario architects, there would be no issue were PWGSC to require the insured architect to promptly advise PWGSC if it receives a notice from the insurer (or from the OAA) about a pending cancellation of its insurance and Certificate of Practice. Clients may incorporate a requirement for such notification by the architect as an alternative to a notification by an insurer. Similarly, there would be no issue if PWGSC required an Ontario architect to advise PWGSC of any notice received advising of pending changes in coverage under the Pro-Deminity policy. It would be appear beneficial and efficient to avoid confusion or unnecessary explanation each time an Ontario architect asks PWGSC or Pro-Deminity about the 30-day notification requirement by collaborating with Pro-Deminity before the issuance of a contract.</p>	<p>Insurance and bonding requirements for the project are being developed and will be presented to pre-qualified bidders for discussion at Commercial in-Confidence Meetings prior to release of the RFP.</p>
74	<p>Our association hopes the process to define core team professional experience as defined by Real Property Contracting Directorate (RPCD) will permit a true and complete evaluation of references or accurate understanding of who has performed what role. Our association—in consultation with provincial regulators—can assist PWGSC with a methodology that ensures the veracity of key professional experience requirements. Our association would be happy to assist in whatever capacity is required.</p>	<p>Reference checks will form part of the RFQ and RFP processes and will include a score adjustment process related to the information provided by each reference.</p>

No.	Question / Feedback	Proposed Action
75	<p>We respect the fact that PWGSC has certain levels of responsibility, risk and liability that it must assume as an owner. However, we caution that certain risks and responsibilities should not be downloaded from owner to consultant or the construction manager in areas where they have no control.</p>	<p>Any feedback on risk sharing will be discussed during Commercial in-Confidence Meetings prior to RFP release.</p>
76	<p>We believe that special arrangements for project insurance should be made by the client due to the size, nature, and duration of this commission. We hope that special insurance provisions around succession planning—and given the length of the commitment—should also be considered. We hope that the Crown will secure umbrella insurance since this is such a unique project that will probably come with a lot of requirements that wouldn't be contemplated by traditional practice. Furthermore, the construction management and fast-track environment may create additional challenges relating to insurance.</p>	<p>Insurance and bonding requirements for the project are being developed and will be presented to pre-qualified bidders for discussion at Commercial in-Confidence Meetings prior to release of the RFP.</p> <p>Canada will not be securing umbrella insurance.</p>
77	<p>As the Centre Block project will have so many unknowns and probability of client-driven scope changes, the notion of a guaranteed maximum price appears to be unrealistic. We hope that the PWGSC strategy for cost planning and control in the construction management context considers project briefs and the definition of the consultant's scope of work very carefully in its budgeting and contingency planning. A project of this scale and complexity can only be budgeted on the basis of high-level assumptions and metrics. A fair and reasonable mechanism should be put in place to establish the real level of effort required and expected as opposed to the vague and incomplete indications outlined in an RFP. When pursuing a project on the basis of a fixed fee or low-fee basis, the only competitive response a proponent can provide is to assume the minimum—this process is invariably at odds with the desired outcome for a building of such importance.</p>	<p>Comprehensive time, cost and risk management services for both the Consultant and the Construction Manager will be presented in each RFP, ensuring integrated mandates. The fee structure for each contract will be adapted to ensure ability to bid and will be presented to pre-qualified bidders at the RFP stage for discussion in the CCMs.</p>

No.	Question / Feedback	Proposed Action
78	We hope the project will allow travel costs on a project where there is a high probability that significant portions of the proponent team will not be based in the Ottawa-Gatineau area. We are concerned over the possible extent of translation costs for an incompletely defined scope forming the basis of a competitive fee evaluation. A defined allowance should be contained within this process.	The method and extent of reimbursement of travel and translation costs will be developed and will be presented to pre-qualified bidders for discussion at Commercial in-Confidence Meetings prior to release of the RFP.
79	We urge PWGSC to think beyond the procurement of professional services, and implement a governance structure for this project that can facilitate input from a variety of stakeholders. Questions of cultural value will inevitably arise, and a forum for addressing them will be required. The restoration of the Parliamentary Buildings Advisory Committee might be one option.	A robust governance structure for this project that includes representatives from all major stakeholders will be put in place and shared with all qualified respondents during the Commercial in-Confidence Meetings. Third party expertise will form part of the design approval process, considering the properly developed and coordinated work product of the Consultant.
80	Accreditation: As a Federal Heritage Building on the National Historic Site of Parliament Hill, the Centre Block is one of the most important heritage buildings in Canada. We believe that the work on this Canadian landmark should be carried out by accredited heritage professionals and that the RFQ for the rehabilitation project should include this as a requirement. Our Association is the Canadian national organization for a broad spectrum of heritage professionals in different specialties, whose membership is based on established criteria and careful peer review. The RFQ should recognize an accreditation for all heritage professionals. It should be noted that other levels of government recognize the value in this and are using an accreditation as a basis of acceptance for their heritage projects. The Centre Block project should lead the way in recognizing the necessity and efficacy of including heritage professionals for federal heritage projects.	The Centre Block, a designated Classified Federal Heritage Building because of its exceptional significance as a national landmark, and because of the ceremonial and iconographic design and detailing of the building itself, has come to symbolize Canada's nationhood. While the heritage aspects of the work are of key importance and will be an integral part of the contracts, Canada will focus at the RFQ stage primarily on the architectural and structural qualifications.  PWGSC may entertain Heritage Professional qualifications for certain specialized sub-consultants, at the RFP stage, as an asset criteria, where warranted.
81	RFP - Architectural and Engineering Consultant's team understanding of the project, should include demonstrated understanding of the technical, financial, regulatory, historical, architectural and environmental challenges associated with rehabilitating significant landmarks.	Your feedback on this item pertains to the RFP and will be taken under advisement. The RFP document will be shared with the qualified respondents prior to being formally issued.
82	RFP - Architectural and Engineering Consultant's proposed understanding of the project scope and proposed management of services, should include demonstrated heritage conservation experience on Recognized or Classified Federal Heritage Buildings or National Historic Sites having a similar scope.	Your feedback on this item pertains to the RFP and will be taken under advisement. The RFP document will be shared with the qualified respondents prior to being formally issued.

No.	Question / Feedback	Proposed Action
83	RFP - Understanding of the challenges and constraints should include demonstrated ability to seamlessly upgrade services and integrate new programmatic requirements into heritage fabric.	Your feedback on this item pertains to the RFP and will be taken under advisement. The RFP document will be shared with the qualified respondents prior to being formally issued.
84	RFP - Proposed design philosophy and architectural vision, should include proven ability to interpret and apply the Standards and Guidelines for the Conservation of Historic Places in Canada;	Your feedback on this item pertains to the RFP and will be taken under advisement. The RFP document will be shared with the qualified respondents prior to being formally issued.
85	RFP - Proposed design philosophy and architectural vision, should include demonstrated ability to prepare and apply a conservation philosophy particular to the project and based on the Standards and Guidelines.	Your feedback on this item pertains to the RFP and will be taken under advisement. The RFP document will be shared with the qualified respondents prior to being formally issued.
86	RFP - Achievements, qualifications, experience and organization of the proposed Architectural and Engineering Consultant team's (remaining) key members, should include Qualifications for Heritage Professionals: Although architects and engineers are licensed through their provincial organizations, those that specialize in heritage conservation are not specifically licensed to do so. Other heritage practitioners-such as conservators and other specialists-are not required to be members of an association, or have an accreditation. Therefore, an RFP that truly aims to assess the heritage credentials of proponents would ask that they be accredited to an association that properly evaluates their training and experience.	<p>The Centre Block, a designated Classified Federal Heritage Building because of its exceptional significance as a national landmark, and because of the ceremonial and iconographic design and detailing of the building itself, has come to symbolize Canada's nationhood. While the heritage aspects of the work are of key importance and will be an integral part of the contracts, Canada will focus at the RFQ stage primarily on the architectural and structural qualifications.</p> <p>PWGSC may entertain heritage Professional qualifications for certain specialized sub-consultants, at the RFP stage, as an asset criteria, where warranted.</p>
87	RFP - Achievements, qualifications, experience and organization of the proposed Architectural and Engineering Consultant team's (remaining) key members, should include Greater Definition of Roles/Experience/Training for Conservators and Specialists: Evaluators should recognize that there are sub-specialties in the heritage conservation field-a conservator may specialize in masonry and not be knowledgeable about metals conservation, for example. The RFQ should tailor the definition and roles of the specialist/conservator to the project requirements and, in the case of conservators, be precise as the material that is to be conserved.	<p>Please refer to item 86 for the heritage aspects of the work.</p> <p>PWGSC may entertain heritage Professional qualifications for certain specialized sub-consultants, at the RFP stage, as an asset criteria only, where warranted.</p> <p>The RFQ is too early in this solicitation process to address the definition and roles of specialists/conservators to the project requirement.</p>