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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

Comments - Commentaires
REQUEST FOR QUALIFICATION

THIS DOCUMENT CONTAINS A SECURITY
REQUIREMENT

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

Issuing Office - Bureau de distribution
Parliamentary Precinct Projects Division/Division,
Projets de la Colline parlementaire
Booth Building 3rd Floor - 309
Édifice Booth 3e étage - 309
165 Sparks Street
165, rue Sparks
Ottawa
Ontario
K1A 0S5

| | |
|--|---|
| Title - Sujet RFQ - Construction Management | |
| Solicitation No. - N° de l'invitation EP748-151886/C | Amendment No. - N° modif. 004 |
| Client Reference No. - N° de référence du client 20151886 | Date 2015-08-28 |
| GETS Reference No. - N° de référence de SEAG PW-\$SFP-001-67670 | |
| File No. - N° de dossier fp001.EP748-151886 | CCC No./N° CCC - FMS No./N° VME |
| Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2015-09-15 | |
| Time Zone Fuseau horaire Eastern Daylight Saving Time EDT | |
| F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/> | |
| Address Enquiries to: - Adresser toutes questions à: Bédard, Alain | Buyer Id - Id de l'acheteur fp001 |
| Telephone No. - N° de téléphone (819) 775-5571 () | FAX No. - N° de FAX () - |
| Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Public Works and Government Services Canada 111 Wellington Street Ottawa, Ontario K1A 0A9 Canada | |

Instructions: See Herein

Instructions: Voir aux présentes

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

Solicitation No. - N° de l'invitation

EP748-151886/C

Amd. No. - N° de la modif.

004

Buyer ID - Id de l'acheteur

fp001

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

20151886

File No. - N° du dossier

fp001EP748-151886

CCC No./N° CCC - FMS No/ N° VME

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1. Questions 3 and 4 were received and the answers are provided in “Questions and Answers”, attached
2. **DELETE** the RFQ document - Revision 2 and **REPLACE** with the RFQ document - Revision 3 attached. The revised RFQ includes modifications to the following with changes identified in blue for additions and in red strikeouts for deletions:
 - i. Section 31.1, correction of erroneous insertion of section 24 in the midst of the first paragraph and subsequent renumbering;
 - ii. Section 32.2.2 b;
 - iii. Section 32.2.2.c (deleted);
 - iv. Scale 2, criteria for 32.2.2.b and c to reflect changes above.

End of Amendment no. 4

| Centre Block Rehabilitation Project Construction Management Services | | Projet de réhabilitation de l'édifice du Centre Services de gestion de la construction | |
|---|---|---|--|
| Question | Answer | Question | Réponse |
| <p>Could we request a 2 week extension to the Solicitation Closes date of September 15, 2015?</p> <p>With respect to Section 31.2 (renumbered 32.2 under amendment no. 1) Experience and Expertise of Key Individuals, and in light of not only the magnitude of this lengthy construction program but the anticipated construction management services required, it appears that a few additional key positions are not being evaluated, as noted below:</p> <p>a. Lead On-Site Superintendent – with the significant roles and responsibilities attributable to this key position (having overall working responsibility for the construction plan and logistics, site safety management and supervision of all work taking place on the site), should not this position be evaluated as an integral component of each Respondents team?</p> <p>b. Lead Security Manager – In that same vein, and again with the anticipated security provisions of this construction program outlined in the RFQ and within Appendix F – Security Requirement Check List (SRCL), is it not prudent to evaluate a Lead Security Manager?</p> <p>With this reasoning in mind, we respectfully request that these positions form part of the evaluation criteria for Key Personnel.</p> | <p>An extension to the closing date will not be granted at this time.</p> <p>It is the Respondent's responsibility to put forward Key Individuals based on the requirements set forth in the RFQ.</p> <p>Prequalified Respondents will be asked to supplement their team with all the supportive disciplines for this project, as part of the Request for Proposal.</p> | <p>1</p> <p>Pouvons-nous demander une prolongation de deux semaines à la date de fermeture du 15 septembre 2015.</p> <p>En ce qui a trait à la section 31.2 (renuméroté 32.2 sous la modification n° 2) Expérience et expertise des Personnes Clés, et tenant compte non seulement de l'ampleur de ce projet de construction de longue durée mais aussi des services de construction requis, il est apparent que quelques positions clés supplémentaires ne sont pas évalué tel que noté ici-bas :</p> <p>a. Surintendant principal du site – avec les rôles et responsabilités d'importance attribuable à cette position clé (ayant la responsabilité globale pour le devis de construction et la logistique, la gestion de la sécurité du site et la supervision de tous les travaux ayant lieu sur le site), est-ce que cette position ne devrait-elle pas être évaluée en tant que partie intégrale de la Réponse de chaque Répondant?</p> <p>b. Gestionnaire principal de la sécurité – Dans la même veine, compte tenu des provisions de sécurité anticipées de ce programme de construction décrit à la DDQ et à l'annexe F – Liste de vérification des exigences relatives à la sécurité (LVERS), ne serait-il pas prudent d'évaluer un gestionnaire principal de la sécurité?</p> <p>En tenant compte de ce raisonnement, nous demandons respectueusement que ces positions forment partie des critères d'évaluations pour les Personnes Clés.</p> | <p>Une prolongation de la date de fermeture ne sera pas accordée à ce moment.</p> <p>C'est la responsabilité du Répondant de mettre en avant les Personnes Clés conformément aux exigences énoncées dans la DDQ.</p> <p>Dans la Demande de Proposition, les Répondants pré-qualifiés devront compléter leur équipe incluant toutes les disciplines supportant ce projet.</p> |
| <p>Under criteria 33.1.5.g, representative projects' collective distinctiveness will be assessed based on the information already provided in the preceding written content and any additional content that the Respondent provides.</p> | <p>2</p> <p>En ce qui a trait à la section 33.1.5.g et à la référence à la particularité des projets, est-ce que le proposant doit fournir un texte supplémentaire soulignant la particularité des six projets présentés? Ou est-ce que la particularité des projets présentés sera évaluée par les évaluateurs en comparant les projets l'un à l'autre basé sur l'information déjà fournie dans le contenu précédent (i.e. 33.1.5.a à 33.1.5.f)?</p> | <p>3</p> <p>Sous le critère 33.1.5.g, la particularité des projets proposés sera évaluée basé sur l'information déjà fournie dans le contenu précédent et sur toute autre information supplémentaire fournie par le Répondant.</p> | |

| Centre Block Rehabilitation Project Construction Management Services | | Projet de réhabilitation de l'édifice du Centre Services de gestion de la construction | |
|--|---|---|---|
| Question | Answer | Question | Réponse |
| <p>A) Is it the intent of Section 33.2 Experience and Expertise of Key Individuals, that a key individual's experience is based solely on a (i.e. one) project (meeting the criteria of 33.2.2.b), and that the overall extent of an individual's collective project experience should not be noted and will not be evaluated?</p> <p>B) If an individual's outlined experience is based solely on one project, is the description of the individual's experience to be based only on the 'complexity characteristics' listed in 33.2.2.b?</p> | <p>A & B) Under the criteria for Experience and Expertise of Key Individuals, the Key Individual's experience is not to be based on one project only. Criteria 33.2.2.b and 32.2.2.c will be combined for additional clarity. Please consult the RFQ document – Revision no. 3.</p> | <p>A) Est-ce l'intention que l'expérience des Personnes Clés sous la section 33.2 Expérience et expertise des Personnes Clés soit basée sur un seul projet (rencontrant les critères de 33.2.2.b), et que l'étendue globale de l'expérience d'une personne sur un ensemble de projets ne devrait pas être notée ou ne sera pas évaluée?</p> <p>B) Si l'expérience de la personne est basée sur seulement un projet, est-ce que la description de l'expérience de la personne doit être fondée seulement sur les caractéristiques de complexité énumérées sous 33.2.2.b?</p> | <p>A & B) Sous le critère pour l'Expérience et expertise des Personnes Clés, l'expérience des Personnes Clés n'est pas à être basée sur un seul projet.</p> <p>Les critères 33.2.2.b et 33.2.2.c seront combinés afin d'être plus clairs. S'il-vous-plait consulter de document de DDQ – Révision n° 3.</p> |
| No / N° | | | 4 |



Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

REQUEST FOR QUALIFICATION

Revision **23**

CONSTRUCTION MANAGEMENT SERVICES for the CENTRE BLOCK REHABILITATION PROJECT

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1. PURPOSE

- 1.1. Public Works and Government Services Canada (PWGSC) is initiating a process to pre-qualify Respondents for the provision of Construction Management (CM) services for the Centre Block Rehabilitation project located at 111 Wellington Street, Ottawa, Ontario.
- 1.2. This Request for Qualification (RFQ) defines the requirements for the prequalification of Respondents for this work. Interested firms are required to respond to this RFQ. The three highest ranked Respondents after the RFQ will be invited to submit competitive responses for this work during the Request for Proposal (RFP) phase of the solicitation.
- 1.3. The construction management services are required from contract award, expected to be in spring/summer 2016, for a duration of eight to twelve years depending on the options approved for implementation. Active construction is anticipated to start in 2018 once the building has been vacated.
- 1.4. In order to provide guidance as to the degree of undertaking and complexity, the scope of work may include but is not limited to the following elements, to the extent possible given the building's heritage designation:
 - restoration of the building envelope, including selective security mitigation measures;
 - seismic upgrade;
 - excavation of the basement subject to viability and cost benefit;
 - new mechanical, electrical, and vertical transportation systems;
 - new information technology, multimedia and security systems;
 - parliamentary office suites and broadcast capable committee rooms;
 - adjustment to allow additional seating to the Senate Chamber and the House of Commons Chamber;
 - complete fit-up of the building, including special purpose space;
 - restoration of designated heritage spaces;
 - specialized art handling for the removal, storage and return of heritage assets and the main collection of the Library of Parliament;
 - conservation of fixed and moveable heritage assets; and
 - significant conservation of exterior and interior masonry, wood, plaster, paint, art glass, fabric and metals.
- 1.5. Additional information pertaining to the Centre Block Rehabilitation project can be found in the attached APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND.

2. PROCUREMENT APPROACH

2.1. A two-phase procurement approach will be followed.

- a. Phase One – Request for Qualification: This RFQ, to prequalify Respondents with the necessary experience to function as the Construction Manager, is open to all interested suppliers. The prequalification of a Respondent is based on the mandatory and rated evaluation criteria specified in this document. The three Respondents achieving the highest scores will be invited to submit a Proposal in Phase Two. All prequalification requirements in Phase One will be carried over to Phase Two.
- b. Phase Two - Request for Proposal: After the RFQ, topic specific commercial-in-confidence meetings limited to respondents qualified following the RFQ, may be held to capture relevant input from industry into the RFP.
- c. A RFP will be sent to the prequalified Respondents and a notice will be posted on BuyandSell.gc.ca. Only the three Respondents who have been prequalified by PWGSC in Phase One will be invited to submit a Proposal in Phase Two. The Phase One score will not be carried over to Phase 2. The selection of a Construction Manager will be based on a best value approach, which will include a combination of price and technical score.

2.2. Should there be an insufficient number of prequalified Respondents after Phase One to permit a competition in Phase Two, PWGSC reserves the right to cancel Phase Two or to modify the Phase One requirements and re-publish the solicitation using the same or a different approach.

2.3. Canada has engaged PPI Consulting Limited as Fairness Monitor to monitor this solicitation process. The Fairness Monitor will provide formal oversight and independent validation of the fairness of the procurement process.

3. DEFINITIONS

In this RFQ, the following words or phrases have the corresponding meaning.

"Key Individuals": Specific roles or individuals identified as such in the RATED REQUIREMENTS.

"Proponent": The Respondents that are deemed as one of the three highest ranking Respondents and are invited to take part in the RFP.

"Proposal": The formal proposal by a Proponent in response to the RFP.

"Respondent": The person or entity (or, in the case of a Joint Venture or consortia, the persons or entities) submitting a Response.

“Respondent Team”: The Respondent, its Key Individuals, and any other subcontractor/firm/entity identified in the Respondent’s Response to this RFQ.

“Response”: The formal response by a Respondent to this RFQ and is the statement of information that substantially complies with the form and content requirements of this RFQ.

4. OVERVIEW OF SELECTION PROCESS

4.1. RFQ Response

- a. Interested Respondents are invited to submit a Response to this RFQ in which they:
 - i. indicate whether the Response is submitted by an individual firm or by a Joint Venture or any other legal entity;
 - ii. identify the Respondent and Key Individuals proposed for inclusion in the Respondent Team, and the proposed organizational structure of the Respondent Team;
 - iii. describe the extent to which the proposed Key Individuals of the Respondent Team have successfully performed services for the delivery of complex projects;
 - iv. demonstrate their understanding of the requirements contained in the RFQ and explain how they meet these requirements in a thorough, concise and clear manner; and
 - v. clearly and sufficiently address all criteria against which the Response will be evaluated. Simply repeating statements contained in the RFQ will not be sufficient;

4.2. RFQ Evaluation and Rating

- a. Each Response received is reviewed, evaluated and rated by Canada’s Evaluation Team in accordance with the evaluation criteria set out in the RFQ with the exception of the presentation / case scenario.
- b. A pre-presentation / case scenario sub-total score will be established for each Respondent. Only the top six Respondents will be invited to participate in the presentation / Case Scenario. The top six Respondents should be contacted within 45 calendar days of the RFQ closing date in order to schedule a date and time for the required presentation as noted in “32.6 - Presentation and Case Scenario”. Respondents should be given two different choices (dates and times) of which the Respondent will be requested to choose from.

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- c. The three highest ranked Respondents after the presentation / case scenario will be qualified for the next phase, the RFP. In the event of a tie in determining the top three ranked Responses, the tied Responses will be qualified.
- d. Client references are required and may be contacted by PWGSC as part of the evaluation of Responses.

5. CANADA'S EVALUATION TEAM

Canada's evaluation team may comprise specialists from PWGSC and technical experts from private industry. All members of the evaluation team will be required to enter into a non-disclosure agreement and declare any conflict of interest situations.

6. ENQUIRIES / COMMUNICATIONS - RFQ PERIOD

6.1. To ensure the integrity of this RFQ process, all enquiries and other communications regarding the RFQ should be directed only to the Contracting Authority identified at the email address below. Interested Respondents should not contact any other employee of Canada or other persons involved in the Project to discuss questions regarding the RFQ. Non-compliance with this requirement during the prequalification period can, for that reason alone, result in disqualification of a Respondent. Canada designates the following person as the Contracting Authority:

Alain Bédard
Public Works and Government Services Canada
Acquisitions Branch, Centre Block Rehabilitation Project
Email: alain.bedard@pwgsc-tpsgc.gc.ca

6.2. All enquiries should be submitted in writing by e-mail to the Contracting Authority no later than fifteen calendar days before the RFQ closing date and time in order to be considered by Canada.

6.3. To ensure consistency and quality of information provided to Respondents, all enquiries received and their replies will be posted on BuyandSell.gc.ca.

7. SECURITY REQUIREMENTS

Respondents are advised that the following security requirements will form part of the RFP process and must be met before April 1st, 2016. Interested parties are strongly encouraged to initiate registration at this time.

7.1. FOR CANADIAN SUPPLIER:

- 7.1.1. The contractor must, at all times during the performance of the contract, hold a valid Facility Security Clearance at the level of **SECRET**, with approved

document safeguarding at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

- 7.1.2. The contractor personnel requiring access to PROTECTED / CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **RELIABILITY STATUS** or **SECRET** as required, and all others must have a valid **SITE ACCESS** clearance required, granted or approved by CISD/PWGSC.
- 7.1.3. Processing of PROTECTED/CLASSIFIED information electronically at the contractor's site is NOT permitted under this contract.
- 7.1.4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
- 7.1.5. The contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide, attached at APPENDIX F – SECURITY REQUIREMENT CHECK LIST;
 - b. *Industrial Security Manual* (Latest Edition).

7.2. FOR FOREIGN SUPPLIER:

- 7.2.1. The contractor and/or any and all subcontractors must be from a country which Canada has an international bilateral industrial security instrument with. The Industrial Security Program (ISP) has international bilateral industrial security instruments with the countries listed on the following PWGSC website: <http://ssi-iss.tpsgc-pwgsc.gc.ca/gvrnmnt/risi-iisr-eng.html>.
- 7.2.2. All **CANADA CLASSIFIED SECRET** information/assets, furnished to the foreign recipient contractor, shall be safeguarded as follows:
 - 7.2.2.1. The Canadian Designated Security Authority (DSA) (Canadian DSA) is the International Industrial Security Directorate (IISD), Public Works and Government Services Canada (PWGSC). The Canadian DSA reserves the right to conduct compliance visits at its sole discretion, to ensure compliance with the below listed security measures.
 - 7.2.2.2. The foreign recipient contractor defined as an individual or legal entity possessing the legal capacity to enter into a contract, shall provide confirmation of compliance with the below terms and condition, in writing, to the Canadian DSA, prior to April 1, 2016.
 - 7.2.2.3. The foreign recipient contractor shall, at all times during the performance of the contract, hold a valid Facility Security Clearance, issued by the NSA/DSA of the supplier's country, at the equivalent level of **SECRET**, as appropriate, and hold an approved Document Safeguarding Capability Clearance at the level of **SECRET**.

- 7.2.2.4. All **CANADA CLASSIFIED** information/assets provided or generated under this contract will continue to be safeguarded in the event of withdrawal by the recipient party or upon termination of the contract, in accordance with the National Policies of the supplier's country.
- 7.2.2.5. The foreign recipient contractor shall provide the **CANADA CLASSIFIED** information / assets a degree of safeguarding no less stringent than that provided by the Government of Canada in accordance with the National Policies, National Security legislation and regulations and as prescribed by the NSA/DSA of the supplier's country.
- 7.2.2.6. All **CANADA CLASSIFIED** information/assets provided to the foreign recipient contractor pursuant to this contract by the Government of Canada, shall be marked by the foreign recipient contractor with the equivalent security classification utilized by the supplier's country and in accordance with the National Policies of the supplier's country.
- 7.2.2.7. The foreign recipient contractor shall, at all times during the performance of this contract, ensure the transfer of **CANADA CLASSIFIED** information /assets be facilitated in accordance with the National Policies of the supplier's country, and in compliance with the provisions of the Bilateral Industrial Security Instrument between the supplier's country and Canada.
- 7.2.2.8. Upon completion of the work, the foreign recipient contractor shall return to the Government of Canada, via government-to-government channels, all **CANADA CLASSIFIED** information/assets furnished or produced pursuant to this contract, including all **CANADA CLASSIFIED** information/assets released to and/or produced by its subcontractors.
- 7.2.2.9. **CANADA CLASSIFIED** information/assets shall be released only to foreign recipient contractor personnel, who have a need-to-know for the performance of the contract and who have a Personnel Security Clearance at the level of **SECRET** when accessing **CANADA CLASSIFIED** information/assets, granted by their respective NSA/DSA, in accordance with the National Policies of the supplier's country.
- 7.2.2.10. The foreign recipient contractor shall not permit access to Canadian restricted sites except to its personnel who have a valid Personnel Security Clearance at the level of **SECRET** or have met the following conditions equivalent to **RELIABILITY STATUS** in Canada:
- Personnel have a need-to-know for the performance of the contract;
 - Personnel have been subject to a criminal record background check, with favourable results, from a recognized Governmental agency in the supplier's country. The approved verifications for the

required criminal record background check are listed at APPENDIX G – APPROVED VERIFICATIONS FOR CRIMINAL RECORD BACKGROUND CHECKS;

- c. The foreign contractor will ensure that its Chief Executive Officer (CEO) or Senior Official of the company will appoint a Contract Security Officer (CSO) and/or an Alternate Contract Security Officer (ACSO) in order to ensure compliance with all contracting security requirements;
 - d. The foreign recipient contractor shall ensure that personnel provide consent to share results of the criminal record background check with the Canadian DSA and other Canadian government officials, if requested; and
 - e. The Government of Canada reserves the right to deny access to Canadian **PROTECTED** information and/or assets to a foreign contractor for cause.
- 7.2.2.11. Until the foreign recipient's responsible NSA/DSA for industrial security of the supplier's country has provided Canadian DSA with the required written Personnel Security Screening assurances, the foreign recipient contractor personnel SHALL NOT HAVE ACCESS to **CANADA CLASSIFIED** information/assets, and SHALL NOT ENTER "Government of Canada" or "contractor" sites where such information or assets are kept, without an escort. An escort is defined as a "Government of Canada" or "contractor" employee who holds the appropriate Personnel Security Clearance at the required level.
- 7.2.2.12. The foreign recipient contractor must not award a sub-contract containing a security requirement clause whereby supplier personnel must be in possession of an appropriate personnel security clearance, without first verifying through the Canadian DSA, that the supplier holds the appropriate level of facility security clearance and (if required) document safeguarding capability. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of their respective NSA/DSA, in accordance with the National Policies of the supplier's country.
- 7.2.2.13. The foreign recipient contractor shall not use the **CANADA CLASSIFIED** information/assets for any purpose other than for the performance of the contract without the prior written approval of the Government of Canada. This approval must be obtained by contacting the Canadian DSA.
- 7.2.2.14. The foreign recipient contractor visiting Canadian Government or industrial facilities, under this contract, will submit a Request for Visit form to Canada DSA through their respective NSA/DSA for personnel cleared to Secret or to UK International Visits Control Office (IVCO) for

United Kingdom contractors. For all other personnel, a Request for Visit is to be forwarded through the Departmental Security Officer (DSO) of Public Works and Government Services Canada.

- 7.2.2.15. The foreign recipient contractor shall immediately report to the Canadian DSA all cases in which it is known or there is reason to suspect that **CANADA CLASSIFIED** information/assets pursuant to this contract has been compromised.
- 7.2.2.16. The foreign recipient contractor shall immediately report to its respective NSA/DSA all cases in which it is known or there is reason to suspect that **CANADA CLASSIFIED** information/assets accessed by the foreign recipient contractor, pursuant this contract, have been lost or disclosed to unauthorized persons.
- 7.2.2.17. The foreign recipient contractor shall not disclose the **CANADA CLASSIFIED** information to a third party government, person, firm or representative thereof, without the prior written consent of the Government of Canada. Such consent shall be sought through the recipient's National Security Authority/ Designated Security Authority (NSA/DSA).
- 7.2.2.18. The foreign recipient contractor shall comply with the provisions of the **Bilateral Industrial Security Memorandum of Understanding** between the supplier's country and Canada, in relation to equivalencies for classified information.
- 7.2.2.19. The foreign recipient contractor must comply with the provisions of the Security Requirements Check List attached at APPENDIX F – SECURITY REQUIREMENT CHECK LIST.

8. INTEGRITY PROVISIONS – RESPONSE

8.1. Interpretation

For the purposes of these Integrity Provisions, the following definitions apply:

"Administrative Agreement": is a negotiated agreement between a supplier/potential supplier and the Minister of Public Works and Government Services (PWGS) as provided for in the [Ineligibility and Suspension Policy](#).

"Affiliate": is a person, including, but not limited to, organizations, bodies corporate, societies, companies, firms, partnerships, associations of persons, parent companies or subsidiaries, whether partly or wholly-owned, as well as individuals, directors, officers and key employees if:

- i. one controls or has the power to control the other, or
- ii. a third party has the power to control both.

"Control": means

- a. direct control, such as where:
 - i. a person controls a body corporate if securities of the body corporate to which are attached more than 50 percent of the votes that may be cast to elect directors of the body corporate are beneficially owned by the person and the votes attached to those securities are sufficient, if exercised, to elect a majority of the directors of the body corporate;
 - ii. a person controls a corporation that is organized on a cooperative basis if the person and all of the entities controlled by the person have the right to exercise more than 50 percent of the votes that may be cast at an annual meeting or to elect the majority of the directors of the corporation;
 - iii. a person controls an unincorporated entity, other than a limited partnership, if more than 50 percent of the ownership interests, however designated, into which the entity is divided are beneficially owned by that person and the person is able to direct the business and affairs of the entity;
 - iv. the general partner of a limited partnership controls the limited partnership; and
 - v. a person controls an entity if the person has any direct or indirect influence that, if exercised, would result in control in fact of the entity.
- b. deemed control, such as where a person who controls an entity is deemed to control any entity that is controlled, or deemed to be controlled, by the entity
- c. indirect control, such as where a person is deemed to control, within the meaning of paragraph (a) or (b), an entity where the aggregate of
 - i. any securities of the entity that are beneficially owned by that person, and
 - ii. any securities of the entity that are beneficially owned by any entity controlled by that personis such that, if that person and all of the entities referred to in paragraph (c)(ii) that beneficially own securities of the entity were one person, that person would control the entity.

"Ineligibility": means not eligible for contract award.

"Suspension": means a determination of temporary ineligibility by the Minister of PWGS.

8.2. Statement

- a. Respondents must comply with the [Code of Conduct for Procurement](#) and be eligible for contract award under the [Ineligibility and Suspension Policy](#). In

addition, Respondents must respond to the RFQ in an honest, fair and comprehensive manner, and that accurately reflect their capacity to satisfy the requirements stipulated in the RFQ, RFP and resulting contract, and submit bids as well as enter into contracts only if they will fulfill all obligations of the Contract.

- b. By submitting a Response, Respondents confirm that they understand that being convicted of certain offences will render them ineligible to be qualified under this RFQ. Canada will declare non-responsive any Response in respect of which the information requested is incomplete or inaccurate, or in respect of which the information contained in the certifications is found by Canada to be untrue in any respect, at the time of contract award. If it is determined by the Minister of PWGS, after contract award, that the Respondent made a false declaration, Canada will, following a notice period, have the right to terminate the Contract for default.

8.3. List of Names

- a. Respondents who are incorporated, including those responding as a Joint Venture, must provide a complete list of names of all individuals who are currently directors of the Respondent as per APPENDIX D - LIST OF DIRECTORS. Respondents responding as sole proprietorship, as well as those responding as a Joint Venture, must provide the name of the owner(s). Respondents responding as societies, firms, or partnerships do not need to provide lists of names.
- b. If the required list of names has not been received by the time the evaluation of Responses is completed, Canada will inform the Respondent of a time frame within which to provide the information. Failure to provide the names within the time frame specified will render the Response non-responsive. Providing the required names is a mandatory requirement for qualification under this RFQ.
- c. The Respondent must immediately inform Canada in writing of any changes affecting the list of names of directors during this procurement process.

8.4. Request for Additional Information

By submitting a Response, the Respondent certifies that it is aware, and that its Affiliates are aware, that Canada may request additional information, certifications, validations from a third party qualified by the Minister of PWGS, and other evidentiary elements proving identity or eligibility to contract with Canada. Canada may also verify the information provided by the Respondent, including the information relating to convictions for certain offences and any conditional or absolute discharges specified in these Integrity Provisions.

8.5. Lobbying Act

By submitting a Response, the Respondent certifies that neither it nor any of its Affiliates have directly or indirectly, paid or agreed to pay, and will not, directly

or indirectly, pay a contingency fee to any individual for the solicitation, negotiation or obtaining of the Contract if the payment of the fee would require the individual to file a return under section 5 of the [Lobbying Act](#).

8.6. Canadian Offences Resulting in Legal Incapacity

By submitting a Response, the Respondent certifies that:

- a. it and the Affiliates of the Respondent have not been convicted of or pleaded guilty to an offence under any of the following provisions which would result in a legal incapacity under section 750(3) of the [Criminal Code](#) and for which they have not been pardoned or received a record of discharge under the Canadian Pardons subsection:
 - i. paragraph 80(1)(d) (*False entry, certificate or return*), subsection 80(2) (*Fraud against Her Majesty*) or section 154.01 (*Fraud against Her Majesty*) of the [Financial Administration Act](#), or
 - ii. section 121 (*Frauds on the government and Contractor subscribing to election fund*), section 124 (*Selling or Purchasing Office*), section 380 (*Fraud*) for fraud committed against Her Majesty or section 418 (*Selling defective stores to Her Majesty*) of the [Criminal Code](#), or
- b. the Respondent has not been convicted of or pleaded guilty to the offences described in paragraph (a) and certifies that it has not directed, influenced, authorized, assented to, acquiesced in or participated in the commission or omission of the acts or offences that would render that Affiliate ineligible to be awarded a contract as described in (a).

8.7. Canadian Offences

By submitting a Response, the Respondent certifies that:

- a. the Respondent and the Affiliates of the Respondent have not, in the last three years, from the bid submission date, been convicted of or pleaded guilty to an offence under any of the following provisions for which they would be ineligible for contract award under these Integrity Provisions and for which they have not been pardoned or received a record of discharge under the Canadian Pardons subsection:
 - i. section 119 (*Bribery of judicial officers, etc*), section 120 (*Bribery of officers*), section 346 (*Extortion*), sections 366 to 368 (*Forgery and other offences resembling forgery*), section 382 (*Fraudulent manipulation of stock exchange transactions*), section 382.1 (*Prohibited insider trading*), section 397 (*Falsification of books and documents*), section 422 (*Criminal breach of contract*), section 426 (*Secret commissions*), section 462.31 (*Laundering proceeds of crime*) or sections 467.11 to 467.13 (*Participation in activities of criminal organization*) of the [Criminal Code](#), or
 - ii. section 45 (*Conspiracies, agreements or arrangements between competitors*), section 46 (*Foreign directives*), section 47 (*Bid rigging*),

- iii. section 49 (*Agreements or arrangements of federal financial institutions*), section 52 (*False or misleading representation*), section 53 (*Deceptive notice of winning a prize*) of the [Competition Act](#), or
 - iv. section 239 (*False or deceptive statements*) of the [Income Tax Act](#), or
 - v. section 327 (*False or deceptive statements*) of the [Excise Tax Act](#), or
 - vi. section 3 (*Bribing a foreign public official*), section 4 (*Accounting*), or section 5 (*Offence committed outside Canada*) of the [Corruption of Foreign Public Officials Act](#), or
 - vii. section 5 (*Trafficking in substance*), section 6 (*Importing and exporting*), or section 7 (*Production of substance*) of the [Controlled Drugs and Substance Act](#); or
- b. the Respondent has not been convicted of or pleaded guilty to the offences described in paragraph (a) and it has not directed, influenced, authorized, assented to, acquiesced in or participated in the commission or omission of the acts or offences that would render that Affiliate ineligible for contract award as described in (a).

8.8. Foreign Offences

By submitting a Response, the Respondent certifies that:

- a. the Respondent and its Affiliates have not, in the last three years, from the Response submission date, been convicted of or pleaded guilty to an offence in a jurisdiction other than Canada that would, in Canada's opinion, be similar to an offence referenced in the Canadian Offences Resulting in Legal Incapacity and the Canadian Offences subsections, and for which it would be ineligible for contract award under these Integrity Provisions and for which they have not been pardoned under the Foreign Pardons subsection and:
- i. the court, before which the Respondent or its Affiliate appeared, acted within the court's jurisdiction;
 - ii. the Respondent or its Affiliate appeared during the court's proceedings or submitted to the court's jurisdiction;
 - iii. the court's decision was not obtained by fraud, and
 - iv. the Respondent or its Affiliate was entitled to present to the court every defence that the Respondent or its Affiliate would have been entitled to present had the proceeding been tried in Canada; or
- b. it has not been convicted of or pleaded guilty to the offences described in paragraph (a) and certifies that it has not directed, influenced, authorized, assented to, acquiesced in or participated in the commission or omission of the acts or offences that would render that Affiliate ineligible to be awarded a contract as described in (a).

8.9. Ineligibility for Contract Award

- a. The Respondent confirms that it understands that where it or any of its Affiliates have been convicted of certain offences or have been held responsible of certain acts, as described under the Canadian Offences Resulting in Legal Incapacity, the Canadian Offences, the Foreign Offences and the Lobbying Act subsections, the Respondent or its Affiliate is ineligible to be awarded a contract, subject to a Public Interest Exception.
- b. The Respondent confirms that it understands that it is ineligible for contract award where it has been so determined by the Minister of PWGS under the [Ineligibility and Suspension Policy](#) and that the period of ineligibility or suspension has not expired.

8.10. Declaration of Convicted Offences

Where a Respondent or its Affiliate is unable to certify that it has not been convicted of any of the offences referenced under the Canadian Offences Resulting in Legal Incapacity, the Canadian Offences and the Foreign Offences subsections, the Respondent must provide with its Response the completed [Declaration Form](#), to be given further consideration in the procurement process.

8.11. Period of Ineligibility

The following rules determine the period for which a Respondent or its Affiliate that has been convicted of certain offences is, ineligible to be awarded a contract:

- a. for all offences referenced under the Canadian Offences Resulting in Legal Incapacity subsection for which a Respondent or an Affiliate of the Respondent has pleaded guilty to or has been convicted of, the period of ineligibility to be awarded a contract is indefinite, subject to the Canadian Pardons subsection.
- b. subject to an Administrative Agreement, for all offences referenced under the Canadian Offences and Foreign Offences subsections for which a Respondent or an Affiliate of the Respondent has pleaded guilty to or been convicted of, as the case may be, in the last three years, from the Response submission date, the period of ineligibility for contract award is ten years from the date of determination by the Minister of PWGS, subject to the Canadian Pardons and Foreign Pardons subsections.
- c. subject to an Administrative Agreement, for violations of matters referenced in the Lobbying Act subsection for which a Respondent or an Affiliate of the Respondent has been found responsible, as the case may be, in the last three years, from the Response submission date, the period of ineligibility for contract award is ten years from the date of determination by the Minister of PWGS, subject to the Canadian Pardons and Foreign Pardons subsections.

8.12. Canadian Pardons

A determination of ineligibility for contract award will not be made or maintained

by the Minister of PWGS under these Integrity Provisions, in respect of an offence or act that gave rise or that could give rise to a determination of ineligibility, if the Respondent or its Affiliate has:

- a. been granted an absolute discharge in respect of the offence, or has been granted a conditional discharge in respect of the offence and those conditions have been satisfied;
- b. been granted a pardon under Her Majesty's royal prerogative of mercy;
- c. been granted a pardon under section 748 of the Criminal Code;
- d. received a record of suspension ordered under the Criminal Records Act; and
- e. been granted a pardon under the [Criminal Records Act](#), as that Act read immediately before the day section 165 of the [Safe Streets and Communities Act](#) comes into force.

8.13. Foreign Pardons

A determination of ineligibility for entering into government contracts will not be made or maintained, as the case may be, by the Minister of PWGS in respect of matters referenced in the Foreign Offences subsection and with respect to an offence or act that gave rise or will give rise to a determination of ineligibility, if the Respondent or its Affiliate, has at any time, benefited from foreign measures that are similar to Canadian pardons, conditional discharges, absolute discharges, record suspensions, or restoration of legal capacities by the Governor in Council.

8.14. Suspension of Period of Ineligibility

The Respondent confirms that it understands that a determination of ineligibility for entering into government contracts made under these Integrity Provisions may be suspended by the Minister of PWGS through an Administrative Agreement, to the extent that it is permissible in law. The period of ineligibility applicable to that Respondent or its Affiliate and the right to participate in a given procurement process are guided by the terms and conditions of the Administrative Agreement. Subject to the Public Interest Exception, an Administrative Agreement may only suspend a period of ineligibility on solicitations issued after it has been concluded.

8.15. Period of Ineligibility for Providing False or Misleading Information

The Respondent confirms that it understands that where it has made a false declaration or provided false or misleading information under these Integrity Provisions, the Minister of PWGS will declare a Respondent to be ineligible to be awarded contracts for a period of ten years. The period of ineligibility is effective from the date of determination by the Minister of PWGS.

8.16. Period of Ineligibility for Breaching Administrative Agreements

The Respondent confirms that it understands that where it has concluded an Administrative Agreement and that it has breached any of its terms and

conditions, the Minister of PWGS will lengthen the period of ineligibility for a period to be determined by the Minister of PWGS.

8.17. Suspension of a Respondent

The Respondent confirms that it understands that the Minister of PWGS may suspend a Respondent from being awarded a contract for a period of up to 18 months, subject to renewal, pending completion of the criminal proceeding, if the Respondent has been charged with any of the offences listed in the Canadian Offences Resulting in Legal Incapacity, the Canadian Offences and the Foreign Offences subsections or if the Respondent has admitted to being guilty of any of these offences. The period of suspension is effective from the date of determination by the Minister of PWGS. A period of suspension does not abridge or suspend all other periods of ineligibility that may be imposed on a Respondent by the Minister of PWGS.

8.18. Third Party Validation

The Respondent confirms that it understands that where it or any of the Respondent's Affiliates has been subject to a period of ineligibility to be awarded contracts, for which the Canadian Pardons and the Foreign Pardons subsections do not apply, the Respondent must provide by Response closing date, a confirmation from an independent third party, recognized in advance by the Minister of PWGS, confirming that measures have been put in place in order to avoid the re-occurrence of such wrongdoings that led to the convictions. Failure to provide the said confirmation from an independent third party renders this Response non-responsive.

8.19. Subcontractors

The Respondent must ensure that contracts with first tier subcontractors include Integrity Provisions similar to those imposed in the resulting contract.

8.20. Public Interest Exception

The Respondent confirms that it understands:

- a. that, with the exception of a legal incapacity to contract resulting from section 750(3) of the Criminal Code, Canada may enter in a contract with a Respondent, or any of its Affiliates, which have been convicted of or have pleaded guilty to any of the offences referenced in the Canadian Offences and Foreign Offences subsections, where Canada considers it necessary to the public interest for reasons which include, but are not limited to:
 - i. the need is one of pressing emergency in which delay would be injurious to the public interest;
 - ii. the Respondent is the only person capable of performing the contract;
 - iii. the contract is essential to maintain sufficient emergency stocks in order to safeguard against possible shortages; and;
 - iv. not entering into the contract with the Respondent would have a significant adverse impact on the health, national security, safety,

security or economic or financial well-being of the people of Canada or the functioning of any portion of the federal public administration;

- b. Canada may only enter into a contract with a Respondent under this subsection where the ineligible Respondent has concluded an Administrative Agreement with the Minister of PWGS, on such terms and conditions that are necessary to safeguard the integrity of the procurement process and can apply to any procurement. The Administrative Agreement need not be concluded in advance of the request for qualification.

9. JOINT VENTURE

9.1. A Joint Venture is an association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise, sometimes referred as a consortium, to bid together on a requirement. Respondents who submit a Response as a Joint Venture must indicate clearly that it is a Joint Venture and provide the following information in APPENDIX B - RESPONDENT TEAM IDENTIFICATION AND DECLARATION:

- a. the name of each member of the Joint Venture;
- b. the name of the representative of the Joint Venture, i.e. the member chosen by the other members to act on their behalf, if applicable;
- c. the name of the Joint Venture, if applicable.

9.2. If the information is not clearly provided in the Response, the Respondent must provide the information on request from the Contracting Authority within ten calendar days.

9.3. The Response, the Proposal (if qualified) and any resulting contract must be signed by all the members of the Joint Venture unless one member has been appointed to act on behalf of all members of the Joint Venture. The Contracting Authority may, at any time, require each member of the Joint Venture to confirm that the representative has been appointed with full authority to act as its representative for the purposes of the Response. If a contract is awarded to a Joint Venture, all members of the Joint Venture will be jointly and severally or solidarily liable for the performance of any resulting contract.

10. LEGAL CAPACITY

The Respondent must have the legal capacity to contract. If the Respondent is a sole proprietorship, a partnership, a Joint Venture or a corporate body, the Respondent must provide, if requested by the Contracting Authority, a statement and any requested supporting documentation indicating the laws under which it is registered or incorporated together with the registered or corporate name and place of business.

11. CONFLICT OF INTEREST - UNFAIR ADVANTAGE

11.1. In order to protect the integrity of the procurement process, Respondents are advised that Canada may reject a Response in the following circumstances:

- a. if the Respondent, any of its Key Individuals, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of this RFQ or in any situation of conflict of interest or appearance of conflict of interest;
- b. if the Respondent, any of its Key Individuals, any of its subcontractors, any of their respective employees or former employees had access to information related to this RFQ that was not available to other Respondents and that would, in Canada's opinion, give or appear to give the Respondent an unfair advantage.

11.2. Due to the vast number of contracts awarded in the last ten years for various projects both completed and underway in the Parliamentary Precinct, the experience acquired by a Respondent who is providing or has provided the goods and services to Canada in the Parliamentary Precinct (or similar goods or services) will not, in of itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This Respondent remains however subject to the criteria established above.

11.3. Where Canada intends to reject a Response under this section, the Contracting Authority will inform the Respondent and provide the Respondent an opportunity to make representations before making a final decision. Respondents who are in doubt about a particular situation should contact the Contracting Authority before the RFQ closing date and time. By submitting a Response, the Respondent represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Respondent acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.

12. ADVANCE RULING - CONFLICT OF INTEREST

12.1. Canada has taken steps to protect the integrity of the procurement process including requiring all those involved with the process to comply with the Code of Conduct for Procurement (<http://www.tpsgc-pwgsc.gc.ca/app-acq/cndt-cndct/index-eng.html>) and to avoid and prevent situations that could give rise to a conflict of interest, or the appearance of a conflict of interest. A Respondent who has any concerns regarding their status to qualify based on CONFLICT OF INTEREST - UNFAIR ADVANTAGE provisions, is encouraged to request an advance ruling in accordance with the following process:

12.2. Advance ruling requests are to be sent to the Contracting Authority not

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| Solicitation No. – N° de l'appel d'offre EP748-151886/C | Amendment. No. – N° de la modification Revision <u>32</u> | Buyer ID – Id de l'acheteur FP001 |
| Client Ref. No. – N° de réf. du client R.011816.250 | File No. – N° du dossier EP748-151886 | CCC No./N° CCC – FMS No./N° VME |

less than 15 calendar days prior to the RFQ Response submission deadline by email with the following information:

- i. names and contact information of the Respondent and the person or entity for which the advance ruling is requested;
- ii. a description of the person and or entity's relationship to the Respondent;
- iii. description of the steps taken to date and future steps proposed to be taken to mitigate the situation, if applicable; and
- iv. copies of any relevant documentation.

13. INELIGIBLE PARTIES

13.1. As a result of their involvement in the project, the parties named below, their employees, and any of their subcontractors, advisors, consultants or representatives engaged in respect of this project and any person controlled by, that controls or that is under common control with the Ineligible Party (each an Ineligible Party's affiliate) are not eligible to participate as a Respondent Team member or advisor to the Respondent:

- Behamdouni Consultants
- HDP Group Inc.
- LCO-Construction and Management Consultants Inc
- MHPM Project Managers Inc.
- MHPM Project Managers Inc., Tiree Facility Solutions Inc., in Joint Venture
- PlanFirst
- PPI Consulting Limited
- Tiree Facility Solutions Inc.
- Tiree Security Inc.

13.2. PWGSC may amend the Ineligible Parties list from time to time during the solicitation process.

13.3. An Ineligible Party's Affiliate, as defined under the INTEGRITY PROVISIONS – RESPONSE section, may be eligible to participate as a Respondent's Team member or advisor to the Respondent, only after it has obtained a written consent from PWGSC permitting it to participate as a Respondent's Team member or advisor to the Respondent. To obtain consent for an Ineligible Party's Affiliate to participate as a Respondent's Team member or advisor to the Respondent, the Respondent must submit a request for consent to the Contracting Authority that includes the following information:

- i. the full legal name of the Ineligible Party's Affiliate that the Respondent wishes to include on its team or as a Respondent's Team member or advisor to the Respondent;
 - ii. information regarding the Ineligible Party's Affiliate's relationship to the Ineligible Party; and
 - iii. a description of the policies and procedures that will be put in place to manage, mitigate or minimize the impact of any potential Conflict of Interest.
- 13.4. Upon the Contracting Authority's receipt of a Respondent's properly completed request for consent, Canada will, in its sole discretion, make a determination as to whether it considers there to be a real, perceived or potential Conflict of Interest and whether the impact of such real, perceived or potential Conflict of Interest can be appropriately managed, mitigated or minimized. The Respondent will be notified of Canada's decision by means of a consent letter setting out the nature of the consent and the management, mitigation or minimization measures required as a condition of consent. If the Ineligible Party's Affiliate is considered to have a Conflict of Interest the impact of which cannot be properly managed, mitigated or minimized, the Ineligible Party's Affiliate will be added, by Canada, to the Ineligible Parties list by amendment.

14. CONTRACT SECURITY

The following provision may apply to the contract resulting from this solicitation process.

- 14.1. Obligation to Provide Contract Security
1. The Contractor must, at the Contractor's expense and within 14 calendar days after the date that the Contractor receives notice that the Contractor's Proposal was accepted by Canada, obtain and deliver Contract Security to Canada in the form prescribed in section "14.2 – Type and Amount of Contract Security".
 2. If a part of the Contract Security provided is in the form of a labour and material payment bond, the Contractor must post a copy of that bond at the site of the Work.
 3. It is a condition precedent to the release of the first progress payment that the Contractor has provided the Contract Security as specified herein.
- 14.2. Type and Amount of Contract Security
1. The Contractor must deliver to Canada a performance bond and a labour and material payment bond each in an amount that is equal to \$250,000,000 Canadian dollars (excluding applicable tax(es)).

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| Solicitation No. – N° de l'appel d'offre EP748-151886/C | Amendment. No. – N° de la modification Revision 32 | Buyer ID – Id de l'acheteur FP001 |
| Client Ref. No. – N° de réf. du client R.011816.250 | File No. – N° du dossier EP748-151886 | CCC No./N° CCC – FMS No./N° VME |

2. A performance bond (form [PWGSC-TPSGC 505](#)) and a labour and material payment bond (form [PWGSC-TPSGC 506](#)) referred to in subparagraph 1. of section 14.2 must be in a form and be issued by a bonding or surety company (see Treasury Board's *Contracting Policy, Appendix L, [Acceptable Bonding Companies](#)*) that is approved by Canada.

15. LIMITATION OF LIABILITY

Each Respondent, by submitting a Response, agrees that in no event will Canada, or any of its employees, advisors, mandataries or representative, be liable, under any circumstances, for any claim, or to reimburse or compensate the Respondent in any manner whatsoever, including but not limited to loss of anticipated profits, loss of opportunity and the Respondent waives any and all claims for loss of profits or loss of opportunity, if the Respondent is not shortlisted in the competitive selection process or for any other reason whatsoever.

16. CLOSING DATE AND TIME

The closing date and time for submitting Responses to this RFQ for the CM services for the Centre Block Rehabilitation project is as indicated on the cover page of the RFQ.

17. SUBMISSION OF RESPONSE

- 17.1. Canada requires that each Response, at closing date and time or upon request from the Contracting Authority, be signed by the Respondent or by an authorized representative of the Respondent. If a Response is submitted by a Joint Venture, it must be in accordance with the JOINT VENTURE section.
- 17.2. A Response by facsimile or electronic means will not be accepted.
- 17.3. It is the Respondent's responsibility to:
 - a. submit a Response, duly completed, in the format requested, on or before the closing date and time set for RFQ Responses;
 - b. obtain clarification of the requirements contained in the RFQ, if necessary, before submitting a Response;
 - c. ensure that the Respondent's name, return address, the RFQ number and description, and RFQ closing date and time are clearly visible on the envelope or the parcel(s) containing the Response;
 - d. Submit the Response to the PWGSC Bid Receiving Unit specified on the cover page of the RFQ; and

- e. provide a comprehensive and sufficiently detailed Response that will permit a complete evaluation in accordance with the criteria set out in this RFQ.

17.4. Timely and correct delivery of Responses to the office designated for receipt of Responses is the sole responsibility of the Respondent. PWGSC will not assume or have transferred to it those responsibilities. All risks and consequences of incorrect delivery of Responses are the responsibility of the Respondent.

17.5. Responses and supporting information may be submitted in either English or French.

17.6. Canada will make available the RFQ and related documents for download through BuyandSell.gc.ca. Canada is not responsible and will not assume any liabilities whatsoever for the information found on websites of third parties. In the event the RFQ or related documentation is amended, Canada will not send notifications to potential Respondents. During the RFQ Canada will post all amendments using BuyandSell.gc.ca. It is the sole responsibility of the Respondents to regularly consult BuyandSell.gc.ca for the most up-to-date information. Canada will not be liable for any oversight on the Respondent's part nor for notification services offered by a third party.

17.7. Only one Response per Respondent will be accepted, whether it is submitted by an entity as an individual Respondent or by that entity as part of a Joint Venture Respondent. If more than one Response is received from an entity acting either individually or in joint venture, all such Responses shall be rejected and no further consideration shall be given to the entity or to any proposed Joint Venture of which the entity forms part.

18. REVISION OF RESPONSE

A Response submitted may be amended by letter or facsimile provided the revision is received at the office designated for the receipt of Responses, on or before the date and time set for the receipt of Responses. The revision must be on the Respondent's letterhead and bear a signature that identifies the Respondent, and must clearly identify the change(s) to be applied to the original Response. The revision must also include the information identified in paragraph 17.3 c of the SUBMISSION OF RESPONSE section.

19. LATE RESPONSES

Responses delivered after the stipulated closing date and time will be returned.

20. REJECTION OF RESPONSE

20.1. Canada may reject a Response where any of the following circumstances is present:

- a. the Respondent has been declared ineligible for selection, following unsatisfactory performance in a previous project as determined in accordance with the department's performance review procedures (<https://buyandsell.gc.ca/policy-and-guidelines/supply-manual/section/8/180>);
- b. a Respondent Team member or Key Individual included as part of the Response has been declared ineligible, for selection for work with the department in accordance with the performance review procedure referred to in paragraph 20.1 a, which would render the Respondent Team member or Key Individual ineligible to submit a Response to the requirement, or the portion of the requirement the Respondent Team member or Key Individual is to perform;
- c. the Respondent is bankrupt or where, for whatever reason, its activities are rendered inoperable for an extended period;
- d. evidence, satisfactory to Canada, of fraud, bribery, fraudulent misrepresentation or failure to comply with any law protecting individuals against any manner of discrimination, has been received with respect to the Respondent, any of its employees, or any Key Individuals included as part of the Response;
- e. evidence satisfactory to Canada that based on past conduct or behavior, the Respondent, a Respondent Team member, a Key Individual or a person who is to perform the services is unsuitable or has conducted himself/herself improperly;
- f. with respect to current or prior transactions with the Government of Canada,
 - i. Canada has exercised, or intends to exercise, the contractual remedy of taking the work out of the Respondent's hands with respect to a contract with the Respondent, any of its employees or any subcontractor, Respondent Team member or Key Individual included as part of its Response; or
 - ii. Canada determines that the Respondent's performance on other contracts is sufficiently poor to jeopardize the successful completion of the requirement of the RFQ.

20.2. Where Canada intends to reject a Response pursuant to subsection 20.1 f, the Contracting Authority will so inform the Respondent and provide the Respondent ten calendar days within which to make representations, before making a final decision on the Response rejection.

21. ACCEPTANCE OF RESPONSE

- 21.1. Canada may accept any Response, or may reject any or all Responses.
- 21.2. Canada reserves the right to cancel the RFQ at any time or amend the RFQ at any time prior to the RFQ Response submission deadline.

22. COMPLIANT RESPONSES

To be considered compliant, a Response must meet all of the mandatory requirements set out in the RFQ. No further consideration in the selection process will be given to a Respondent submitting a non-compliant Response.

23. RESPONSE COSTS

No payment will be made for costs incurred in the preparation and submission of a Response to the RFQ. Costs associated with preparing and submitting a Response, as well as any costs incurred by the Respondent associated with the evaluation of the Response, are the sole responsibility of the Respondent.

24. KEY INDIVIDUALS

Canada will have a requirement to interact with Key Individuals during the performance of the work. To that end, Canada has identified the following Key Individual positions for which the incumbent shall have the following responsibilities:

- i. Lead Program Manager - The single individual identified as having overall control and accountability for all construction management services and the construction for the project. Beyond the responsibilities typically assumed by an executive in charge with respect to contract performance, the Lead Program Manager shall personally spearhead on a hands-on basis, the active management of the entire construction management team.
- ii. Lead Construction Manager - The single individual accountable for and that has direct control over the entire construction program, and responsibility of specific work packages, which are identified as critical or the most complex at any given time.
- iii. Lead Design Manager - The single individual responsible for providing overall, coordinated, cross discipline input from a builder's perspective, to prioritize, orient and influence the proposed design solutions from a constructability and execution standpoint, within the cost, schedule, quality, and risk parameters approved for the project.
- iv. Lead Time Manager - The single individual responsible for the management of all tasks, activities and time management resources related to time planning, scheduling, monitoring and control for the entire construction program, including

those aspects that influence the design, and in continuous coordination with cost and risk management services.

- v. Lead Cost Manager - The single individual responsible for the management of all tasks, activities and cost management resources related to cost planning, estimating, monitoring and control for the entire construction program, including those aspects that influence the design, and in continuous coordination with time and risk management services.
- vi. Lead Risk Manager - The single individual responsible to adequately manage risks affecting the construction of the project overall. This individual is also responsible for synthesising all program risk variables of scope, time, cost as well as the contextual environment. The individual is also responsible for the management of all tasks, activities and risk management resources related to opportunity and risk identification and management, for the entire construction program, including those aspects that influence the design, and in continuous coordination with time and cost management services.
- vii. Lead Procurement Manager - The single individual responsible for defining, establishing and implementing a structured and auditable procurement approach for the entire construction program, meeting schedule imperatives.
- viii. Lead Quality Manager - The single individual that has distinct overall responsibility for the definition, application and management of an integrated quality management program for this project, throughout all stages of the project.

25. EXCLUSIVITY OF KEY INDIVIDUALS

Key Individuals identified in a Response must be exclusive to the Respondent presenting the Key Individuals as part of the Respondent Team. If more than one Response received identifies the same Key Individual(s), all such Responses will be rejected and no further consideration to the Responses will be given unless only one Response includes the declaration of exclusivity stipulated under "32.2 – Experience and Expertise of Key Individuals" signed by the Key Individual, in which case only the Response with the declaration of exclusivity will be evaluated.

26. STATUS AND AVAILABILITY OF KEY INDIVIDUALS AND CHANGES TO RESPONDENT TEAM

- 26.1. The Respondent certifies that, should it be selected as one of the Proponents, the Respondent and every Key Individual proposed in its RFQ Response will be available to perform the work as required by Canada's representatives and at the time specified in the RFQ or eventual RFP.
- 26.2. The Proposal in response to the RFP phase of the procurement process must be made in the same name as the person(s) or entity(ies) named as the Respondent in this RFQ. Proponents must utilize, in their Proposal in response to the RFP, the same Respondent Team, subject to the provisions of this clause.

- 26.3. If for reasons beyond its control, any of the Key Individuals proposed by the Respondent are unable to provide the services named in its Response, the Respondent must notify Canada immediately of the unavailability and then propose to Canada within 14 calendar days of the notification a substitute with at least the same level of qualifications and experience, subject to the acceptance of Canada at its sole discretion. If Canada does not agree that the proposed substitute has similar capacity and qualification to the original Key Individual, then another substitute must be proposed within the next 14 calendar days of Canada's rejection of the previously proposed substitute.
- 26.4. The Respondent must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Respondent, and must be documented: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause, termination of an agreement for default or by mutual agreement between Canada and the Respondent.
- 26.5. In the first four years of any resulting contract, any substitution of Key Individual for reasons other than death, certified sickness, maternity, dismissal for cause or mutual consent between Canada and the Respondent, will be subject to a financial adjustment. The rate of pay, including all payroll costs, for the services provided by the replacement for the Key Individual will be reduced by 50% for the first six months of services provided.

27. CLIENT REFERENCES

- 27.1. Client references should be submitted for each project provided in accordance with "32.1 – Experience and Achievements of Respondent on Projects". The client reference information is to be submitted in accordance with APPENDIX C - CLIENT REFERENCE FORM attached.
- 27.2. Canada may, but will have no obligation to contact any or all client references provided by Respondents to verify and validate any information submitted by Respondents.
- 27.3. In the event that Canada contacts client references pursuant to subparagraph 27.2 above, Canada will contact the client reference representatives to schedule a mutually convenient time to conduct the validation. Once Canada has made contact with the client reference representative, Canada will forward the submitted client reference form to the client reference representative for validation. If after three attempts contact has not been made with the client reference representatives, Canada will request that the Respondent organize the contact with the client reference representative on Canada's behalf, within ten days of such a request by Canada.

27.4. It is incumbent upon the Respondent to ensure that its client reference representative is available and can confirm the information contained within the client reference forms. The Respondent may wish to provide its client reference representatives with advance copies of the completed forms.

28. RFQ NOTIFICATION AND DEBRIEFING

28.1. All Respondents will be notified in writing after the list of qualified Respondents is established, and, upon request to the Contracting Authority, will be offered a debriefing.

28.2. The debriefing will include the reasons the Respondent was not selected as one of the top six ranked for the presentation / Case Scenario or as one of the three highest ranked Responses to be invited to the RFP, as applicable. The debriefing will be limited to details and results of the evaluation of the specific Respondent's Response and will not provide any details on the contents of, or evaluation results of, Responses of other Respondents. The confidentiality of information relating to other Respondents will be protected. Canada will not assume any costs in relation to debriefings.

29. RESPONSE FORMAT REQUIREMENTS

29.1. The following Response format information should be implemented when preparing the Response:

- Submit one printed original, one electronic copy in a format compatible with Microsoft Office Suite 2003 or Adobe Acrobat 8.0 on USB, and ten copies of the Response. If there is a discrepancy between the wording of any copy and the original printed copy, the wording of the original printed copy will have priority over the wording of any copy.
- Paper size should be - 216mm x 279mm (8.5" x 11").
- Minimum font size - 11 points or greater.
- Minimum left, right, top, and bottom margins - 12 mm.
- Double-sided submissions are preferred.
- One 'page' means one side of a 216mm x 279mm (8.5" x 11") sheet of paper.
- 279mm x 432 mm (11" x 17") fold-out sheets for spreadsheets, organization charts etc. will be counted as two pages.
- The order of the Response should follow the order established in the RFQ sections 31 - MANDATORY REQUIREMENTS and 32 – RATED REQUIREMENTS and be clearly labelled accordingly.

29.2. In accordance with a policy that Canada issued in April 2006, directing federal departments and agencies to take the necessary steps to incorporate

environmental considerations into the procurement process Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>) and to assist Canada in reaching its objectives pertaining to this policy, Respondents should use:

- a. Paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- b. An environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

29.3. The maximum number of pages (including text and graphics) to be submitted for each rated requirement is stipulated within each criterion description. Where a maximum page limit applies, all pages in excess of the stipulated limit will not be evaluated and only the information contained in the stipulated maximum number of pages will be evaluated.

30. BASIS OF SELECTION

30.1. To be declared compliant, a Respondent must meet the mandatories identified in the 31 – MANDATORY REQUIREMENTS section.

30.2. Responses meeting paragraph 30.1 will be evaluated as follows:

| Rated Criteria | Evaluation Scale | Available Points |
|--|------------------|------------------|
| 32.1 - Experience and Achievements of Respondent on Projects | Scale 1 | 330 |
| 32.2 - Experience and Expertise of Key Individuals | Scale 2 | 230 |
| 32.3 - Capacity of the Respondent | Scale 3 | 290 |
| 32.4 - Internal Governance Structure of the Respondent | Scale 4 | 180 |
| 32.5 - Approach and Methodology | Scale 5 | 390 |
| PRE- PRESENTATION AND CASE SCENARIO SUBTOTAL | | |
| 32.6 - Presentation and Case Scenario | Scale 6 | 250 |
| TOTAL | | 1670 |

31. MANDATORY REQUIREMENTS

Failure to meet the mandatory requirements will render the Response non-compliant and no further evaluation will be carried out.

31.1. Identification and Declaration/Certifications

**32. Respondents must complete, sign and submit APPENDIX B - RESPONDENT
RESPONDENT TEAM IDENTIFICATION AND DECLARATION with their
Response. The Key Individuals to be identified in APPENDIX B -
RESPONDENT TEAM IDENTIFICATION AND DECLARATION must be exclusive
to the Respondent in accordance with the KEY INDIVIDUALS**

Canada will have a requirement to interact with Key Individuals during the performance of the work. To that end, Canada has identified the following Key Individual positions for which the incumbent shall have the following responsibilities:

- ix. Lead Program Manager - The single individual identified as having overall control and accountability for all construction management services and the construction for the project. Beyond the responsibilities typically assumed by an executive in charge with respect to contract performance, the Lead Program Manager shall personally spearhead on a hands-on basis, the active management of the entire construction management team.
- x. Lead Construction Manager - The single individual accountable for and that has direct control over the entire construction program, and responsibility of specific work packages, which are identified as critical or the most complex at any given time.
- xi. Lead Design Manager - The single individual responsible for providing overall, coordinated, cross discipline input from a builder's perspective, to prioritize, orient and influence the proposed design solutions from a constructability and execution standpoint, within the cost, schedule, quality, and risk parameters approved for the project.
- xii. Lead Time Manager - The single individual responsible for the management of all tasks, activities and time management resources related to time planning, scheduling, monitoring and control for the entire construction program, including those aspects that influence the design, and in continuous coordination with cost and risk management services.
- xiii. Lead Cost Manager - The single individual responsible for the management of all tasks, activities and cost management resources related to cost planning, estimating, monitoring and control for the entire construction program, including those aspects that influence the design, and in continuous coordination with time and risk management services.
- xiv. Lead Risk Manager - The single individual responsible to adequately manage risks affecting the construction of the project overall. This individual is also responsible for synthesising all program risk variables of scope, time, cost as well as the contextual environment. The individual is also responsible for the management of all tasks, activities and risk management resources related to opportunity and risk identification and management, for the entire construction program, including those aspects that influence the design, and in continuous coordination with time and cost management services.

xv. Lead Procurement Manager - The single individual responsible for defining, establishing and implementing a structured and auditable procurement approach for the entire construction program, meeting schedule imperatives.

xvi. Lead Quality Manager - The single individual that has distinct overall responsibility for the definition, application and management of an integrated quality management program for this project, throughout all stages of the project.

EXCLUSIVITY OF KEY INDIVIDUALS and STATUS AND AVAILABILITY OF KEY INDIVIDUALS AND CHANGES TO RESPONDENT TEAM sections of this RFQ.

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32.1. Financial Capability

- a. The Respondent must provide proof with their Response, in the form of a letter or equivalent documentation, from an insurance broker or an insurance company licensed to operate in Canada, stating that the Respondent is capable of providing wrap-up liability insurance coverage of at least one hundred million (\$100,000,000) Canadian dollars.
- b. The Respondent must provide proof with their Response, in the form of a letter or equivalent documentation, from an acceptable Bonding Company* stating that the Respondent has the capability of providing contract security in accordance with the CONTRACT SECURITY section. The Respondent must provide proof that they have the capability of providing contract security in an amount of \$500,000,000 Canadian dollars.

* For a list of acceptable Bonding Companies please refer to Treasury Board's *Contracting Policy, Appendix L – Acceptable Bonding Companies*, at the following address:

<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12027§ion=text#appl> .

33. RATED REQUIREMENTS

33.1. Experience and Achievements of Respondent on Projects

33.1.1. The Respondent should substantiate their experience and achievements on representative projects by providing the information as it pertains to each criterion listed below on a **maximum of five pages** per project, two projects of each category (structural engineering, heritage, complex), along with client references as per APPENDIX C - CLIENT REFERENCE FORM for each of the six projects (two projects per category).

33.1.2. In the context of this criterion 'Client' means the project owner, or owner, or its representative, of the funding department or organization who was directly involved in contracting the construction activities of the

representative project. Respondents are requested to provide construction costs in Canadian currency for the year completed. Canada will escalate the construction cost to 2015 Canadian currency as identified in APPENDIX E - ESCALATION CALCULATION. Construction cost in currencies other than Canadian currency will be converted by Canada based on the rate of exchange published by the Bank of Canada at the time of the completion date.

33.1.3. Canada will evaluate criterion 33.1.5 g. collectively (for all six representative projects) and evaluate the criteria 33.1.5 a. to f. listed below for each of the six representative projects. The six representative projects should consist of a maximum of two representative projects for each of the three categories (structural engineering, heritage, complex). If more than two representative projects per category are submitted, only the first two will be evaluated. To be valid for a category, the representative projects must meet the following characteristics for the category for which it is submitted:

A. Category 1: **Structural engineering** work (ouvrage d'art) for an existing or new infrastructure that has the following characteristics:

- i. includes a degree of design and aesthetic quality; and
- ii. has a minimum final or current construction cost of \$250M (in 2015 Canadian currency); and
- iii. has completed at least 50% of its construction phase after the year 1999.

B. Category 2: Architectural and engineering intervention to a **heritage** site, building, or monument that has the following characteristics:

- i. is recognized either nationally or internationally for its historic or cultural significance; and
- ii. is predominantly as an adaptive re-use or rehabilitation, with or without spatial expansion; and
- iii. has a minimum final or current construction cost of \$250M (in 2015 Canadian currency); and
- iv. has completed at least 50% of its construction phase after the year 1999.

C. Category 3: A **complex** project that has the following characteristics:

- i. was implemented as a Construction Management, Design-Build, or Public-Private-Partnership project delivery model; and
- ii. has a minimum final or current construction cost of \$450M (in 2015 Canadian currency); and
- iii. has completed at least 50% of its construction phase after the year 1999; and

-
- iv. is in one location only (not multiple locations) and includes a minimum of three of the following complexity characteristics:
1. Public infrastructure (e.g. subway or tunnel system, airport, bridge, etc.);
 2. Constrained spatial environment (e.g. downtown metropolitan area, limited land mass area, etc.);
 3. High security requirement of an entire facility (e.g. courthouse, laboratory level 3 or above, airport, prison, etc.);
 4. Layers of circulation or technical programming (e.g. pedestrian impact, public transportation, multiple user groups, separating the public from principle occupant or client/user, etc.); or
 5. Process – government or public context (e.g. numerous approval bodies, ministerial or equivalent approval, etc.).
- 33.1.4. For the purposes of the evaluation of the Respondent's experience and achievements on projects:
- i. If the Respondent is composed of multiple entities, the Respondent is requested to identify who in the teaming arrangement has the requested experience;
 - ii. If the Respondent, or a member of the Respondent Team, refers to its parent company, to a subsidiary, an affiliate or a subcontractor, the Respondent is requested to:
 1. Clearly identify the name of the legal entity of the parent company, the subsidiary, the affiliate or the subcontractor;
 2. Clearly describe the role of this entity in delivering the services, similar to the experience being claimed for this organisation, under the proposed contract;
 3. Demonstrate that the entity has the requested experience; and
 4. Provide for the entity the name of a contact person in authority within this entity, the address, telephone number and email address.
 - iii. If the entity is not directly involved in the proposed delivery of the services for the Centre Block Rehabilitation project, the experience proposed by the Respondent to demonstrate it meets the experience and achievements will not be used in the evaluation.
 - iv. Experience claimed by a subsidiary, an affiliate or a subcontractor will be evaluated as experience by a member of the Respondent Team but not as experience of the Respondent. For a Joint Venture, experience by any member of the Joint Venture will be evaluated as experience of the Respondent.

33.1.5. The following criteria will only be evaluated for projects that meet the minimum characteristics of a structural engineering, heritage or complex project:

a. Substantiation of:

- i. Location of and how each representative project meets the characteristics of a structural engineering, heritage or complex project;
- ii. Services rendered by the Respondent or one of its team member for each of the following specific roles and responsibilities. For projects undertaken as a joint-venture, consortium or in association, clearly specify the other participants, whether or not they are part of the Respondent Team, and a high level description of their respective involvement and responsibilities:

- 1) Program Management;
- 2) Construction Management;
- 3) Design Management;
- 4) Time Management;
- 5) Cost Management;
- 6) Risk Management;
- 7) Procurement Management;
- 8) Quality Management;

iii. Degree of involvement for the following stage(s) of the project:

- 1) Schematics or concept design;
- 2) Design development;
- 3) Construction documents;
- 4) Tender and award;
- 5) Field or site supervision; and
- 6) Post-construction warranty review.

iv. Identification of the entity that provided the service.

- b. The original project schedule and original date of completion, and the actual completion date, with a detailed explanation of any variances and any mitigation strategies employed. In the case of project underway, provide the original project schedule, the current status and forecasted completion date as detailed during the last reporting period and an explanation of any variances and any mitigation strategies employed with a narrative on the level of success of the mitigation strategies;
- c. The initial construction estimate and the final construction cost, with a detailed explanation of any variances and any mitigation strategies employed. In the case of project underway, initial construction estimate, current expenditures to date, and forecast at completion as detailed during

the last reporting period and any mitigation strategies employed with a narrative on the level of success of the mitigation strategies.

- d. Construction and construction management services claims/disputes associated with each project, with mitigation strategies, evaluation rationale and outcome;
- e. Approach and methodology for the:
 - i. Design stage of the project;
 - ii. Construction stage of the project;
 - iii. Peer review and/or quality management processes;
 - iv. The commissioning and close out of the project. If project is ongoing, provide approach to be taken for commissioning and close out procedures; and
 - v. Change management (integration and management of changes throughout the project);
- f. Industry/peer recognition, including industry or professional publications, and awards for innovation, quality, or energy efficiency; and
- g. Collective distinctiveness of representative projects in terms of building, infrastructure work, site, or location.

33.1.6. Client References

33.1.6.1. Canada may, but will not have the obligation to contact client contact client references representatives to validate the information provided as part of APPENDIX C - CLIENT REFERENCE FORM. In the event of any discrepancy between the information provided by the Respondent and the information validated by the client reference(s), the Respondent will be given the opportunity to clarify any such discrepancy(ies).

33.1.6.2. Any portion of the information that is not validated by a signed client reference, or any proposed representative project for which no signed client reference was provided or for which the Respondent was unable to establish contact with its client reference representatives within ten days of such a request by Canada pursuant to section 27 - CLIENT REFERENCES, will not be evaluated.

33.1.6.3. Client references do not apply to the calculation of the page limit.

The above criteria will be evaluated in accordance with Scale 1 below:

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Client Ref. No. – N° de réf. du client
R.011816.250

Amendment. No. – N° de la modification
Revision 32
File No. – N° du dossier
EP748-151886

Buyer ID – Id de l'acheteur
FP001
CCC No./N° CCC – FMS No./N° VME

| Scale 1 | 0 % | 20 % | 40 % | 60 % | 80 % | 100 % | Available Points |
|----------|---|--|---|--|--|--|--------------------------------------|
| 33.1.5 a | <p>Representative project not related to a category of project</p> <p>OR</p> <p>Relevant services provided in less than three specific roles</p> <p>OR</p> <p>Degree of involvement does not exceed 50% in at least two stages of a project</p> <p>OR</p> <p>Does not meet the minimum characteristics of structural engineering, heritage, or complex project</p> | <p>Representative project are marginally related to a category of project</p> <p>OR</p> <p>Relevant services provided in three or four specific roles by the Respondent Team</p> <p>OR</p> <p>Degree of involvement by the Respondent Team exceeds 50% in two or three stages of a project</p> <p>OR</p> <p>For complex projects only, three characteristics of complexity demonstrated</p> | <p>Representative project are somewhat related to a category of project</p> <p>AND</p> <p>Relevant services provided in five or six specific roles by the Respondent Team</p> <p>AND</p> <p>Degree of involvement by the Respondent Team exceeds 50% in two or three stages of a project</p> <p>AND</p> <p>For complex projects only, three characteristics of complexity demonstrated</p> | <p>Representative project are generally related to a category of project</p> <p>AND</p> <p>Relevant services provided in five or six specific roles by the Respondent Team</p> <p>AND</p> <p>Degree of involvement by the Respondent Team exceeds 75% in four or five stages of a project</p> <p>AND</p> <p>For complex projects only, three characteristics of complexity demonstrated</p> | <p>Representative project are related to a category of project</p> <p>AND</p> <p>Relevant services provided in seven or eight specific roles by the Respondent Team</p> <p>AND</p> <p>Degree of involvement by the Respondent Team exceeds 75% in four or five stages of a project</p> <p>AND</p> <p>For complex projects only, four characteristics of complexity demonstrated</p> | <p>Representative project are directly related to a category of project</p> <p>AND</p> <p>Relevant services provided in seven or eight specific roles by the Respondent Team</p> <p>AND</p> <p>Degree of involvement by the Respondent Team exceeds 75% in all stages of a project</p> <p>AND</p> <p>For complex projects only, five characteristics of complexity demonstrated</p> | <p>8 per project</p> <p>48 total</p> |
| 33.1.5 b | <p>Project completed before 2000 or active construction not underway</p> <p>OR</p> <p>Does not meet the minimum characteristics of: structural engineering, heritage, or complex project</p> | <p>Project completed on time or is on the approved schedule</p> <p>OR</p> <p>Explanation of variances between original and actual dates of completion provides poor justification</p> | <p>Project completed on time or is on the approved schedule</p> <p>AND</p> <p>Explanation of variances between original and actual dates of completion provides detailed justification</p> | <p>Project completed more than 1-3 months ahead or is 1-3 month ahead of the approved schedule</p> <p>AND</p> <p>Explanation of variances between original and actual dates of completion provides detailed justification</p> | <p>Project completed more than 3-6 months ahead or is 3-6 month ahead of the approved schedule</p> <p>AND</p> <p>Explanation of variances between original and actual dates of completion is comprehensive</p> | <p>Project completed more than six months ahead or is six month ahead of the approved schedule</p> <p>AND</p> <p>Explanation of variances between original and actual dates of completion is comprehensive</p> | <p>8 per project</p> <p>48 total</p> |
| 33.1.5 c | <p>Approved construction cost information missing or below minimum threshold</p> <p>OR</p> <p>Does not meet the minimum characteristics of: structural engineering, heritage, or complex project</p> | <p>Construction cost is > \$450M for complex projects or > \$250M for structural or heritage projects</p> <p>OR</p> <p>Explanation of variances between initial and final/current construction cost provides poor justification</p> | <p>Construction cost is > \$550M for complex projects or > \$350M for structural or heritage projects</p> <p>AND</p> <p>Explanation of variances between initial and final/current construction cost provides detailed justification</p> | <p>Construction cost is > \$650M for complex projects or > \$450M for structural or heritage projects</p> <p>AND</p> <p>Explanation of variances between initial and final/current construction cost provides detailed justification</p> | <p>Construction cost is > \$900M for complex projects or > \$550M for structural or heritage projects</p> <p>AND</p> <p>Explanation of variances between initial and final/current construction cost is comprehensive</p> | <p>Construction cost is > \$1.35B for complex projects or > \$750M for structural or heritage projects</p> <p>AND</p> <p>Explanation of variances between initial and final/current construction cost is comprehensive</p> | <p>8 per project</p> <p>48 total</p> |

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EP748-151886/C

Amendment. No. – N° de la modification
Revision 32
File No. – N° du dossier
EP748-151886

Buyer ID – Id de l'acheteur
FP001

Client Ref. No. – N° de réf. du client
R.011816.250

CCC No./N° CCC – FMS No./N° VME

| Scale 1 | 0 % | 20 % | 40 % | 60 % | 80 % | 100 % | Available Points |
|----------|--|--|---|--|--|--|----------------------------|
| 33.1.5 d | Poor claim/dispute management services provided OR Poor mitigation strategies in place throughout project implementation OR Poor claim/dispute evaluation rationale and outcome OR Does not meet the minimum characteristics of: structural engineering, heritage, or complex project | Average claim/dispute management services provided OR Average mitigation strategies in place throughout project implementation OR Average claim/dispute evaluation rationale and outcome | Good claim/dispute management services provided AND Good mitigation strategies in place throughout project implementation AND Good claim/dispute evaluation rationale and outcome | Very good claim/dispute management services provided AND Good mitigation strategies in place throughout project implementation AND Good claim/dispute evaluation rationale and outcome | Very good claim/dispute management services provided AND Very good and proactive mitigation strategies in place throughout project implementation AND Very good claim/dispute evaluation rationale and outcome | Exceptional claim/dispute management services provided AND Comprehensive and proactive mitigation strategies in place throughout project implementation AND Comprehensive claim/dispute evaluation rationale and outcome | 8 per project 48 total |
| 33.1.5 e | Approach and methodology not provided for any stage of the project OR Does not meet the minimum characteristics of: structural engineering, heritage, or complex project | Approach and methodology provided for only one stage of the project with some detail of processes by project stage | Approach and methodology provided for some stages of the project with details of processes by project stage | Approach and methodology provided for most stages of the project with details of processes by project stage | Approach and methodology provided for all stages of the project with details of processes by project stage | Approach and methodology provided for all stages of the project with details of inclusive processes by project stage | 10 per project 60 total |
| 33.1.5 f | No recognition or award OR Does not meet the minimum characteristics of: structural engineering, heritage, or complex project | One recognition or award AND Meets the minimum characteristics of: structural engineering, heritage, or complex project | Two recognitions or awards AND Meets the minimum characteristics of: structural engineering, heritage, or complex project | Three recognitions or awards AND Meets the minimum characteristics of: structural engineering, heritage, or complex project | Four recognitions or awards AND Meets the minimum characteristics of: structural engineering, heritage, or complex project | Five or more recognitions or awards AND Meets the minimum characteristics of: structural engineering, heritage, or complex project | 5 per project 30 total |
| 33.1.5 g | 0 % Less than three of the six representative projects are collectively different in terms of building, infrastructure work, site, or location | 25 % Three of the six representative projects are collectively different in terms of building, infrastructure work, site, or location | 50 % Four of the six representative projects are collectively different in terms of building, infrastructure work, site, or location | 75 % Five of the six representative projects are collectively different in terms of building, infrastructure work, site, or location | 100 % All six representative projects are collectively different in terms of building, infrastructure work, site, or location – no duplication | 48 total | |

33.2. Experience and Expertise of Key Individuals

33.2.1. The Respondent should substantiate the experience and expertise of each Key Individual to be assigned to this project by providing the information as it pertains to each criterion listed below on a summary resumé **no longer than 3 pages** per Key Individual. Canada will evaluate the Key Individual identified by the Respondent by name and title for the following positions:

- i. Lead Program Manager;
- ii. Lead Construction Manager;
- iii. Lead Design Manager;
- iv. Lead Time Manager;
- v. Lead Cost Manager;
- vi. Lead Risk Manager;
- vii. Lead Procurement Manager;
- viii. Lead Quality Manager.

33.2.2. Criteria evaluated are:

- a. current relevant professional accreditation (province, year, status, etc.) for the role proposed;
- b. Experience of the Key Individual in the proposed role ~~currency and extent of expertise and experience relevant to a~~ on one or more project(s) that was in one location only (not multiple locations) and where each project is in one location only (not multiple locations) and includes a minimum of three of the following complexity characteristics:
 - 1) Public infrastructure (e.g. subway or tunnel system, airport, bridge, etc.);
 - 2) Constrained spatial environment (e.g. downtown metropolitan area, limited land mass area, etc.);
 - 3) High security requirement of an entire facility (e.g. courthouse, laboratory level 3 or above, airport, prison, etc.);
 - 4) Layers of circulation or technical programming (e.g. pedestrian impact, public transportation, multiple user groups, separating the public from principle occupant or client/user, etc.); or
 - 5) Process – government or public context (e.g. numerous approval bodies, ministerial or equivalent approval, etc.).

~~c. Experience of the Key Individual in the proposed role;~~

33.2.3. Each Key Individual role will be evaluated separately. For each Key Individual, the Respondent should provide a declaration of exclusivity signed by the Key Individual that:

33.2.3.1. States that the Key Individual agrees to having its name submitted as Key Individual for the Respondent's Response to the RFQ;

33.2.3.2. States that the Key Individual understands that if its name appears as Key Individual on more than one Response, all such Responses may be rejected; and

33.2.3.3. Is signed by the Key Individual.

33.2.4. Hereunder is the suggested text for the declaration of exclusivity

"I understand and agree to have my name submitted as a proposed Key Individual pursuant to the Request for Qualification for the Centre Block Rehabilitation Construction Management services. I agree not to offer my services as a Key Individual to any other potential Respondent to the same Request for Qualification and I understand that should I be listed as Key Individual on more than one Response, it may result in the disqualification of all such Responses."

Signature of proposed Key Individual

The above criteria will be evaluated in accordance with Scale 2 below.

| Scale 2 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------|---|---|--|--|---|---|----------------------------------|
| 33.2.2 a | Key Individual has no relevant accreditations for the proposed role | Key Individual has one relevant accreditation for the proposed role | Key Individual has two relevant accreditations for the proposed role | Key Individual has three relevant accreditations for the proposed role | Key Individual has four relevant accreditations for the proposed role | Key Individual has more than four relevant accreditations for the proposed role | 5 per Key Individual 40 total |

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| | | | | | | | |
|-------------------|---|---|---|---|---|---|--|
| 33.2.2 b and c | Key Individual has demonstrated less than 8 years of experience | Key Individual has demonstrated more than 8 years of experience | Key Individual has demonstrated more than 10 years of experience | Key Individual has demonstrated more than 12 years of experience | Key Individual has demonstrated more than 15 years of experience | Key Individual has demonstrated more than 20 years of experience | Lead Program Manager (50 points), Lead Construction Manager (40 points), Lead Design Manager (25 points), Lead Time, Cost, Risk, Procurement, Quality Managers, (15 points each) Total: 190 points |
| | <p>OR</p> <p>Key Individual's project sample is not in one location only or does not include a minimum of three complexity characteristics</p> <p>OR</p> <p>Key Individual has not performed in the proposed role in the last 10 years</p> | <p>OR</p> <p>Key Individual's project sample is in one location only and includes a minimum of three complexity characteristics</p> <p>OR</p> <p>Key Individual has performed in the proposed role for at least 2 of the last 10 years <u>on one or more project(s) where each project is in one location only (not multiple locations) and includes a minimum of three complexity characteristics</u></p> | <p>OR</p> <p>Key Individual's project sample is in one location only and includes a minimum of three complexity characteristics</p> <p>OR</p> <p>Key Individual has performed in the proposed role for at least 4 of the last 10 years <u>on one or more project(s) where each project is in one location only (not multiple locations) and includes a minimum of three complexity characteristics</u></p> | <p>AND</p> <p>Key Individual's project sample is in one location only and includes a minimum of three complexity characteristics</p> <p>AND</p> <p>Key Individual has performed in the proposed role for at least 6 of the last 10 years <u>on one or more project(s) where each project is in one location only (not multiple locations) and includes a minimum of three complexity characteristics</u></p> | <p>AND</p> <p>Key Individual's project sample is in one location only and includes four or more complexity characteristics</p> <p>AND</p> <p>Key Individual has performed in the proposed role for at least 7 of the last 10 years <u>on one or more project(s) where each project is in one location only (not multiple locations) and includes a minimum of three complexity characteristics</u></p> | <p>AND</p> <p>Key Individual's project sample is in one location only and includes four or more complexity characteristics</p> <p>AND</p> <p>Key Individual has performed in the proposed role for the last 10 years <u>on one or more project(s) where each project is in one location only (not multiple locations) and includes a minimum of three complexity characteristics</u></p> | |

33.3. Capacity of the Respondent

33.3.1. The Respondent is required to explain, in a **maximum of seven pages**, how they intend to provide and maintain the necessary capacity, over the course of the Centre Block Rehabilitation project while managing other business ventures by providing the information as it pertains to each criterion listed below.

33.3.2. **Criteria** evaluated are:

- a. Capacity to assemble, direct and support a very large multi-disciplinary full time construction management Respondent workforce of approximately between 80 and 180;
- b. Capacity to provide a significant Respondent program and project management team to support a project as described in APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND;
- c. Capacity of the Respondent to manage the constructability of the design, the Building Information Model (BIM), the prioritization of design production, and understanding the importance and coordination of scope elements within a highly complicated program of work and on a diverse project site to:
 - i. Enable the Consultant to secure approvals in order to allow the project to proceed; and
 - ii. Advance the construction in coordination with other surrounding activities on a highly congested and public site.
- d. Capacity of the Respondent to dedicate time, cost and risk teams to the Centre Block Rehabilitation project while maintaining ongoing operations;
- e. Capacity of the Respondent to publicly procure materials, services and work from a variety of sources (ie: national and international) in an open, fair and transparent manner, including, for example:
 - i. Unique wood, stone, metals, etc. procurement and extraction from other countries, and
 - ii. Highly specialized conservator sub-trades teams for various heritage works, for example: fine millwork, decorative plaster, decorative applied art, metal work, masonry conservation, art glass, lighting (fixture conservation), fine art, paper / wallpaper, art handling, collections management, carillon, clock, and statuary;
- f. Capacity of the Respondent to obtain and maintain security clearance requirements for a daily construction work force anticipated to be greater than 1,500 at the peak of construction.

The above criteria will be evaluated in accordance with Scale 3 below:

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| Scale 3 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------|---|--|--|--|--|--|------------------|
| 33.3.2 a | Poor corporate support OR Capacity to dedicate a construction management workforce of less than 80 to CB Rehab. project | Good corporate support OR Capacity to dedicate a construction management workforce of 80 to 99 to CB Rehab. project | Good corporate support OR Capacity to dedicate a construction management workforce of 100 to 119 to CB Rehab. project | Very good corporate support AND Capacity to dedicate a construction management workforce of 120 to 149 to CB Rehab. project | Very good corporate support AND Capacity to dedicate a construction management workforce of 150 to 180 to CB Rehab. project | Comprehensive corporate support AND Capacity to dedicate a construction management workforce greater than 180 to CB Rehab. project | 50 |
| 33.3.2 b | Program and project management services not related to the capacity requirement OR Poor or no team available for entire project. | Program and project management services only marginally related to the capacity requirement OR Program and project management capacity available but not in-house OR Average team, over entire project | Program and project management services somewhat related to the capacity requirement OR Program and project management capacity available but not in-house OR Strong team, over entire project | Program and project management services generally related to the capacity requirement AND Some in-house program and project management capacity AND Executive lead team, over entire project | Program and project management services related to the capacity requirement AND Some in-house program and project management capacity AND Executive lead team with some senior resources, over entire project | Program and project management services directly related to the capacity requirement AND Robust in-house program and project management with a defined business line AND Executive lead team with numerous senior resources, over entire project | 50 |
| 33.3.2 c | Poor understanding of prioritized scope management OR Poor internal capacity OR No personnel experienced in BIM | Average understanding of prioritized scope management on a diverse construction site OR Average internal capacity with some personnel experienced in BIM OR No training program in design management | Good understanding of prioritized scope management on a diverse construction site OR Demonstrated training program in design management | Very good understanding of prioritized scope management on a diverse and complicated construction site AND Good internal capacity with some personnel experienced in BIM AND Demonstrated training program and track record in design management | Proactive and very good understanding of prioritized scope management and ongoing update by design stage on a diverse and complicated construction site AND Very good internal capacity with some personnel experienced in BIM AND Demonstrated training program and track record in design management | Proactive, comprehensive and prioritized scope management and ongoing update by design stage on a diverse and complicated construction site AND Extensive internal capacity and numerous dedicated personnel experienced in BIM AND Robust training program and successful track record in design management | 60 |

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| Scale 3 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------|---|---|---|--|--|--|------------------|
| 33.3.2 d | <p>Poor in-house capability to provide time, cost, risk analysis</p> <p>OR</p> <p>Poor capability to dedicate a team to CB Rehab, project for time, cost and risk management</p> | <p>Average in-house capability to provide time, cost, risk analysis</p> <p>OR</p> <p>Average capability to dedicate a team to CB Rehab, project for time, cost and risk management</p> <p>OR</p> <p>No additional capacity to maintain ongoing operations</p> <p>OR</p> <p>Poor training program in time, cost and risk management</p> | <p>Good in-house capability to provide time, cost, risk analysis</p> <p>OR</p> <p>Good capability to dedicate a team to CB Rehab, project for time, cost and risk management</p> <p>OR</p> <p>May have difficulty maintaining ongoing operations</p> <p>OR</p> <p>Average training program in time, cost and risk management</p> | <p>Very good in-house capability to provide time, cost, risk analysis</p> <p>AND</p> <p>Good capability to dedicate a team to CB Rehab, project for time, cost and risk management while maintaining ongoing operations</p> <p>AND</p> <p>Good training program in time, cost and risk management</p> | <p>Very good in-house capability to provide time, cost, risk and integrated WBS dictionary analysis linked to project advancement</p> <p>AND</p> <p>Very good capability to dedicate an experienced team to CB Rehab, project for time, cost and risk management while maintaining ongoing operations</p> <p>AND</p> <p>Very good training program in time, cost and risk management</p> | <p>Extensive in-house capability to provide comprehensive time, cost, risk and integrated WBS dictionary analysis linked to project advancement</p> <p>AND</p> <p>Highly capable of dedicating a robust team of highly experienced senior personnel to CB Rehab, project for time, cost and risk management while maintaining ongoing operations</p> <p>AND</p> <p>Robust training program in time, cost and risk management</p> | 50 |
| 33.3.2 e | <p>Poor in-house capability for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>OR</p> <p>Poor or no processes in place to ensure fair and transparent bidding</p> | <p>Average in-house capability with limited track record for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>AND</p> <p>Systematic processes in place to ensure fair and transparent bidding</p> <p>AND</p> <p>Process to validate procurement results</p> | <p>Good in-house capability but no track record for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>AND</p> <p>Systematic processes in place to ensure fair and transparent bidding</p> <p>AND</p> <p>Process to validate procurement results</p> | <p>Good in-house capability but limited track record for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>AND</p> <p>Systematic processes in place to ensure fair and transparent bidding</p> <p>AND</p> <p>Process to validate procurement results</p> | <p>Very good in-house capability and proven track record for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>AND</p> <p>Systematic processes in place to ensure fair and transparent bidding</p> <p>AND</p> <p>Defined internal audit system to validate procurement results</p> | <p>Extensive in-house capability and proven track record for procurement of commodities and specialized conservation sub-trades from national and international sources</p> <p>AND</p> <p>Systematic processes in place to ensure fair and transparent bidding</p> <p>AND</p> <p>Defined internal audit system to validate procurement results</p> | 50 |

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| Scale 3 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------|--|--|---|--|--|--|------------------|
| 33.3.2 f | No in-house capability to process and monitor internal and sub-trade security clearances | Poor in-house capability to process and monitor internal and sub-trade security clearances OR Poor experience defining and validating security clearance requirements in sub-trade tenders OR Not capable of providing dedicated security clearance team for CB Rehab. project | Average in-house capability to process and monitor internal and sub-trade security clearances OR Average experience defining and validating security clearance requirements in sub-trade tenders OR May have difficulty providing dedicated security clearance team for CB Rehab. project | Good in-house capability to process and monitor internal and sub-trade security clearances AND Good experience defining and validating security clearance requirements in sub-trade tenders AND Capable of providing dedicated security clearance team for CB Rehab. project | Very good in-house capability to process and monitor internal and sub-trade security clearances AND Very good experience defining and validating security clearance requirements in sub-trade tenders AND Capable of providing dedicated security clearance team for CB Rehab. project | Extensive in-house capability to process and monitor internal and sub-trade security clearances AND Extensive experience defining and validating security clearance requirements in sub-trade tenders AND Capable of providing dedicated security clearance team for CB Rehab. project | 30 |

33.4. Internal Governance Structure of the Respondent

33.4.1. The Respondent should present, in a **maximum of five pages**, their business strategy for the Centre Block Rehabilitation project by providing the information as it pertains to each criterion listed below.

33.4.2. Criteria evaluated are:

- a. A Respondent teaming arrangement with internal team structure, organization chart and responsibilities, financial and risk sharing, and reporting relationships;
- b. A chart of their governance structure for this project with position titles;
- c. A decision making process, namely:
 - i. Description of process;
 - ii. Efficiencies associated with the described process; and
 - iii. Group/Individual responsible for taking a final decision on behalf of the Respondent.
- d. An internal resolution process associated with decision making or issues that may arise within the Respondent Team.
- e. An explanation of accounting/auditing practices of the Respondent.

The above criteria will be evaluated in accordance with Scale 4 below:

| Scale 4 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|----------------------|---|--|---|---|--|--|------------------|
| 33.4.2 a and b | Poor Respondent teaming arrangement OR Poor or incomplete organization chart | Average project specific Respondent teaming arrangement OR Organization chart difficult to understand and lacks clarity | Average project specific Respondent teaming arrangement AND Logical organization chart with reporting relationships and responsibilities | Good project specific Respondent teaming arrangement AND Logical organization chart with well defined reporting relationships and responsibilities | Very Good and project specific Respondent teaming arrangement AND Clear and logical organization chart with well defined reporting relationships and responsibilities | Exceptional, comprehensive, and project specific Respondent teaming arrangement AND Clear and logical organization chart with well defined reporting relationships and responsibilities | 60 |

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| Scale 4 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------------|---|---|---|---|---|---|------------------|
| 33.4.2 c and d | Poorly defined decision making process OR Efficiencies poorly related to decision making process OR No or poor dispute resolution process | Average decision making process OR Efficiencies somewhat related to decision making process OR Average dispute resolution process | Good, detailed decision making process for entire project AND Efficiencies related to decision making process AND Good dispute resolution process | Very good, detailed decision making process for entire project AND Efficiencies directly related to decision making process AND Good dispute resolution process | Very good, detailed decision making process for entire project with identification of decision makers AND Efficiencies directly related to decision making process AND Very good dispute resolution process | Explicit, comprehensive, and detailed decision making process for entire project with identification of decision makers AND Efficiencies directly related to decision making process AND Comprehensive dispute resolution process | 85 |
| 33.4.2 e | No accounting practices OR No auditing process | Standard accounting practices OR No third party professional auditing process | Third party professional audit organization AND Standard accounting practices | • Third party professional audit organization AND Documented accounting policies and practices | Third party professional audit organization AND Documented audit process AND Documented accounting policies and practices | Third party professional audit organization AND Internal auditors AND Documented audit process AND Documented accounting policies and practices AND Quarterly financial reporting | 35 |

33.5. Approach and Methodology

33.5.1. The Respondent should elaborate, in a **maximum of twelve pages**, on the fostering of an integrated and seamless implementation strategy by describing their understanding and the processes and methodologies they would apply to a project that has a duration, scale and complexity commensurate with that described in APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND, and is delivered in a construction management delivery model where the design is prioritized and the construction activities occur simultaneously, by providing the information as it pertains to each criterion listed below.

33.5.2. Criteria evaluated are:

- a. Integration of their team;
- b. Integration of team with other stakeholders;
- c. Design management and BIM;
- d. Time management, including 4D and possibly 5D scheduling;
- e. Cost management;
- f. Quality management;
- g. Risk management; and
- h. Succession planning and knowledge transfer.

The above criteria will be evaluated in accordance with Scale 5 below:

| Scale 5 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------------|--|---|---|--|---|--|------------------|
| 33.5.2 a and b | Poor process and methodology for assigning roles and responsibilities OR Poor process and methodology for service delivery OR Poor interaction and integration of other stakeholders | Average process and methodology for assigning roles and responsibilities OR Average process and methodology for service delivery | Good process and methodology for assigning roles and responsibilities AND Average process and methodology for service delivery AND Good interaction and integration of other stakeholders | Good process and methodology for assigning roles and responsibilities AND Good process and methodology for integrated delivery of services AND Good integration of process and methodology for project stakeholders requirements | Very good process and methodology for assigning roles and responsibilities AND Very good process and methodology for integrated delivery of services AND Very good integration of process and methodology for project stakeholders requirements | Comprehensive process and methodology for assigning roles and responsibilities AND Comprehensive process and methodology for seamless integrated delivery of services AND Comprehensive integration of process and methodology for project stakeholders requirements | 75 |

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| Scale 5 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|----------------------|---|---|---|--|---|--|------------------|
| 33.5.2c | Poor process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out OR Poor understanding of BIM use | Average process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out OR Average understanding of BIM use | Good process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out AND Average understanding with BIM use | Good process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out AND Good understanding with integrated use of BIM | Very good process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out AND Very good understanding with integrated use of BIM | Comprehensive process and methodology for design prioritization, constructability analysis, design gap identification, follow-up and close-out AND Comprehensive understanding with seamless and integrated use of BIM | 100 |
| 33.5.2d, e, f, and g | Poor strategy for integration of Respondent Team responsibilities and processes with other stakeholders regarding time, cost, quality, and risk management | Average strategy for integration of Respondent Team responsibilities and processes in relation to project stakeholders regarding time, cost, quality, and risk management | Good strategy for integration of Respondent Team responsibilities and processes in relation to project stakeholders regarding time, cost, quality, and risk management | Good strategy for integration of Respondent Team roles, responsibilities and processes in relation with project stakeholders regarding time, cost, quality, and risk management | Very good strategy for integration of Respondent Team roles, responsibilities and processes in relation with project stakeholders regarding time, cost, quality, and risk management | Comprehensive strategy for integration of Respondent Team roles, responsibilities and processes in relation with project stakeholders regarding time, cost, quality, and risk management | 140 |
| 33.5.2h | No succession plan | Succession plan average in scope OR Poor approach | Succession plan limited to ownership positions OR Focus on emergency replacements OR Plans limited to identifying one possible successors | Succession plan limited to executive-level positions AND Focus on identifying immediate and short-term replacements AND Plans limited to identifying one or two potential successors for senior positions AND Plans linked to individual job requirements AND Succession plan re-evaluated | Succession plan for all Key Individuals indicating stage(s) of project delivery AND Development of talent and competencies for longer term AND Systematic and documented process for communication and knowledge transfer AND Succession plan re-evaluated | Comprehensive succession plan, linked to project delivery stages, for all Key Individuals with corporate management support AND Development of talent and competencies for longer term, linked to building competencies and skills required to achieve current and future goals AND Systematic and documented process for communication and knowledge transfer AND Succession plan re-evaluated at appropriate stages | 75 |

33.6. Presentation and Case Scenario

- 33.6.1. The evaluation process will establish a pre-presentation and case scenario sub-total score for each Respondent. Only the top six Respondents will be invited to participate in the presentation / case scenario.
- 33.6.2. The presentation/case scenario is a second step in the evaluation process, which gives the Respondent the opportunity to present their approach to the presentation topics in person in the context of the information provided in this RFQ.
- 33.6.3. The Respondent team will be offered a maximum of forty-five minutes to make their presentation on the topics below. Respondents must be available to make the presentation within two weeks following the invitation for presentation.
- 33.6.4. For the presentation portion the respondent can make use of audio / visual material that it will provide as it sees fit but the Respondent should be able to set-up the material within ten minutes.
- 33.6.5. The Respondent is limited to a maximum of six participants for the for the presentation/case scenario. The following Key Individuals should be present for the presentation and case scenario: Lead Program Manager; Lead Construction Manager; Lead Design Manager; Lead Risk Manager; and Lead Time Manager. The Respondent is responsible to determine the need for one other participant to be present and participate in the delivery of the presentation.
- 33.6.6. The evaluation board may ask clarification type questions immediately following the presentation.
- 33.6.7. The Respondent should present the following four topics:
- A. Proposed communications plan, including:
 - i. initial communications and consensus building approach (inception stage of project);
 - ii. recommended reoccurring communications (pre-scheduled, operational meetings); and
 - iii. close-out communications (ensuring the client and stakeholders agree that the project is at close-out stage).
 - B. Approach to building consensus, amongst stakeholder and partner groups that may not always agree and their process to encourage open and honest feedback from various perspectives and come to an agreement or plan of action.

C. Organization's defined culture in relation to the project culture detailed in APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND. In absence of a defined culture, how does it ensure its members share common vision on strategic, operational and relational objectives?

- i. How was the culture or shared vision derived?
- ii. What are the organization's core values?
- iii. How members of the Respondent Team are held accountable?

D. Approach to maximize efficiencies and work place synergy with clients, stakeholders, partners and employees, considering people's various levels of skill, experience, knowledge, personalities and values?

33.6.8. Case Scenario:

33.6.8.1. Following the forty-five minute presentation, the Respondent will be given a project-related scenario and be given 30 minutes to read and prepare their responses to pre-set questions. Immediately following the preparation period, the respondent will present their responses verbally.

33.6.8.2. The evaluation board reserves the right to ask clarification type question(s) immediately following the case scenario.

33.6.9. Criteria evaluated are:

- a. The Respondent's presentation and case scenario will be evaluated as a whole on the quality of the presentation, the coordination between presenters, presentation skills, fluidity of the presentation and ability to respond to questions
- b. The information provided during the presentation and the case scenario will be evaluated on the compatibility of the organization's culture with the project requirements described in APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND, the benefits of mutual partnering, the presence of information gaps, quality service and responsiveness, standards of behaviour leverage to support an accountability structure and monitoring of client service level.

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| Scale 6 | 0% | 20% | 40% | 60% | 80% | 100% | Available Points |
|-------------|----------------------------------|---|---|---|--|--|------------------|
| 33.6.9 a | Poor presentation | Presentation was just enough to believe that minimum performance will be met OR Presentation very poorly coordinated OR Presentation skills of most Key Individuals identified under 33.6.5 poor OR Significant gaps in fluidity OR Poor ability to respond to questions | Presentation was average but enough to believe that adequate results could be achieved OR Presentation lacks balanced approach among Key Individuals identified under 33.6.5 OR Presentation skills of some Key Individuals identified under 33.6.5 weak OR Lacks fluidity OR Weak ability to respond to questions | Presentation above average and leads to believe that effective results could be achieved OR Presentation includes input from several Key Individuals identified under 33.6.5 OR Presentation skills of Key Individuals identified under 33.6.5 adequate OR Some gaps in fluidity OR Adequate ability to respond to questions | Presentation was convincing that effective results will be achieved AND Presentation includes input from all Key Individuals identified under 33.6.5 AND Presentation skills of Key Individuals identified under 33.6.5 good AND Fluidity acceptable AND Good ability to respond to questions | Presentation was very convincing that extremely effective results will be achieved AND Presentation includes input all Key Individuals identified under 33.6.5, and very well coordinated AND Presentation skills of Key Individuals identified under 33.6.5 strong AND Very good fluidity AND Strong ability to respond to questions | 75 |
| 33.6.9 b | Topics were poorly substantiated | Compatibility of Respondent's culture was not well substantiated OR Significant gaps in communicating benefits of mutual partnering. OR Poor focus on quality service and responsiveness OR Significant information gaps in response to questions OR Poor mention of standards of behaviour which can be leveraged to support an accountability structure OR No mention of procedure for monitoring client service level | Compatibility of Respondent's culture partly substantiated OR Communicated some elements and benefits of how they invest in mutual partnering OR Average focus on quality service and responsiveness OR Many information gaps in response to questions OR Very little mentioned on standards of behaviour which can be leveraged to support an accountability structure OR Procedure for monitoring client service level mentioned | Respondent's culture is substantiated as being compatible OR Communicated many elements and benefits of how they invest in mutual partnering OR Good focus on quality service and responsiveness OR Some information gaps evident in response to questions OR Mentioned standards of behaviour which can be leveraged to support an accountability structure OR Procedure for monitoring client service level described. | Respondent's culture is compatible AND Successfully communicated most elements and benefits of how they invest in mutual partnering AND Very good focus on quality service and responsiveness AND No apparent information gaps in response to questions AND Mentioned standards of behaviour which can be leveraged to support an accountability structure AND Procedure for monitoring client service level well articulated | Respondent's culture is fully compatible AND Successfully communicated almost all or all elements and benefits of how they invest in mutual partnering AND Excellent focus on quality service and responsiveness AND No apparent information gaps in response to questions AND Clearly articulated standards of behaviour which can be leveraged to support an accountability structure AND Procedure for monitoring client service level very well articulated | 175 |

APPENDIX A - CENTRE BLOCK REHABILITATION PROJECT BACKGROUND

Project Culture

The success of this project is dependent on a heightened culture of open, and collaborative dialogue that fosters innovative ideas and continual information sharing in order to achieve project goals and objectives. This should be central to the daily activities and actions of all project team members, which includes the Construction Manager.

Active participation of all team members within a forum that promotes creativity, resourcefulness, collaboration, integration is essential to create a 'can do' approach of doing things. The project culture should:

1. Promote team integration and the elimination of silos;
2. Streamline and simplify approval processes in all organizations;
3. Delegate authority to team members where possible;
4. Leverage technology for enhanced communications;
5. Accept the ongoing development and refinement of requirements;
6. Respect the inevitable reality of change;
7. Encourage innovation within the design;
8. Encourage ownership and responsibility of tasks; and
9. Ensure reactive problem solving and risk based decision making.

Location

The Centre Block Rehabilitation project is located on a National Historic Site of Canada at 111 Wellington Street in downtown Ottawa, Ontario. It is adjacent to The Rideau Canal, a registered UNESCO World Heritage Site. Some work will be carried out at remote locations yet to be determined.

As shown in Figure 1, the proposed location of the primary work extends from the main lawn of Parliament Hill, south of the Vaux Wall, to the north edge of the escarpment overlooking the Ottawa River, and from the west edge of the escarpment to the east edge of the escarpment.

Significant construction is anticipated to start in 2018, after obtaining numerous design approvals. During the construction period the House of Commons of Canada (House of Commons) will conduct their parliamentary operations from the West Block, with a public entrance from the Visitor Welcome Centre, Phase 1 (VWC1). The Senate of Canada (Senate) will conduct their parliamentary operations from the Government Conference Centre, adjacent to the Rideau Canal. The Senate will also retain and constantly use offices and parliamentary committee rooms in the East Block. The Library of Parliament and Centre Block Underground Services (CBUS) buildings will

also be operational during the construction period. Library of Parliament staff will operate from other locations.

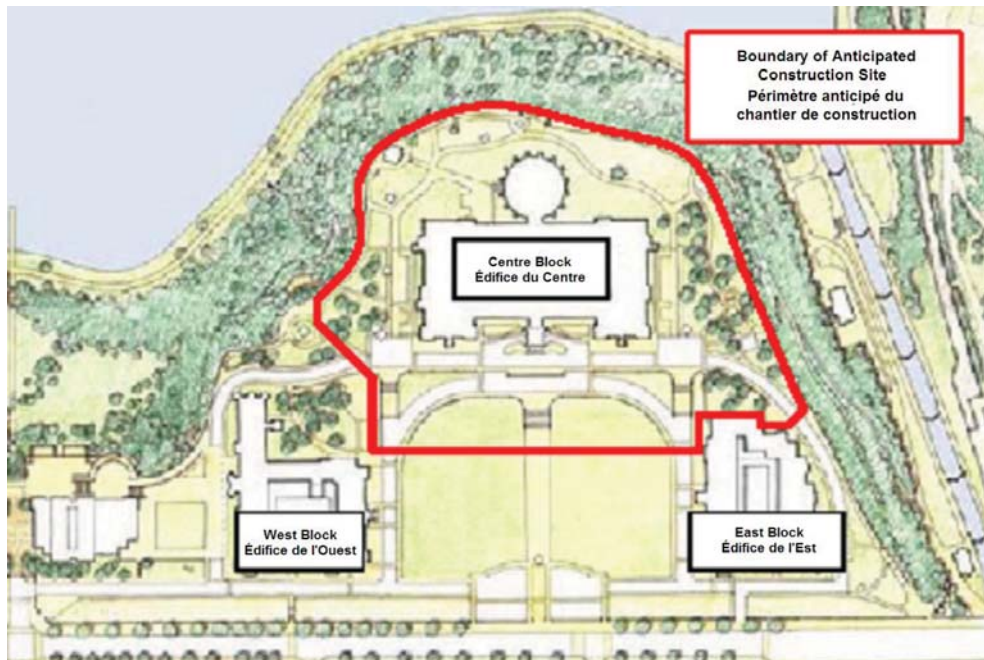


Figure 1 - Anticipated Construction Site

Parliamentary Precinct and its Long Term Vision and Plan

The Parliamentary Precinct is the home of Canada's parliamentary system and the physical expression of our commitment to democracy and the principle of freedom. The picturesque landscape and architectural style of the Precinct are enduring visual symbols of our country, while the openness, accessibility and security of the public spaces are representative of the values treasured and celebrated by all Canadians.

The Precinct provides the setting for the work of Parliamentarians and staff in a secure and efficient manner, but it is also the preeminent gathering place for public expression and celebration, as well as a place of quiet reflection.

Change within the Parliamentary Precinct needs to occur in a way that balances the evolving functional needs of parliamentarians and other users with the overriding commitment to preserve the historic, environmental and symbolic primacy of the site. The combination of careful conservation and appropriate contemporary interventions will create a more ecological and sustainable building and a stronger connection to its remarkable setting.

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The Internet contains information about the Parliamentary Precinct at <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/index-eng.html>; and information about Centre Block as well as informative videos at <http://www.parl.gc.ca/Visitors/index-e.html>;

the Long Term Vision and Plan (LTVP) publication *Building on a Solid Foundation* at http://publications.gc.ca/collections/collection_2013/tpsgc-pwgsc/P4-51-2007-eng.pdf; and information for the Federal Heritage Buildings Review Office (FHBRO) can be found at the following websites:

- the Parliament Hill, Centre Block at http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2833;
- the Parliament Buildings National Historic Site of Canada at http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=471;
- the Public Grounds of the Parliament Buildings National Historic Site of Canada at http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=470;
- the Parliament Hill, Complex at http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2834; and
- the Parliament Hill, Grounds at http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2835.

A pre-design functional program for the Centre Block Rehabilitation is under development and is not currently available but interim reports will be provided as they become available.

In addition, PWGSC has recently completed several studies related to the condition of Centre Block. These reports are listed hereunder and will be accessible through BuyandSell.gc.ca:

- 1) *Center Block Building Condition Report* – Cleland Jardine Engineering – November 2006;
- 2) *Designated Substances Survey The Centre Block Building* – DST Consulting Engineers Inc. – January 2013;
 - a) *Designated Substances Survey Supplement for the Centre Block Building* – PWGSC – June 2013;
 - b) *Addendum to the Designated Substance Survey prepared for the Centre Block Major Rehabilitation Project* – PWGSC – September 2013;
- 3) *Centre Block Preliminary Structural and Seismic Study* – Halsall Associates;
 - a) *Seismic Research Study for Centre Block, Parliament Hill Work Package 1* – Halsall Associates – February 2015;
 - b) *Preliminary Seismic Assessment for Centre Block, Parliament Hill Work Package 2* – Halsall Associates – March 2015;
 - c) *Supplemental Seismic Report For Centre Block, Parliament Hill Work Package 3* – Halsall Associates – May 2015;
 - d) *Structural Wind Loading Study* – Gradient Wind Engineering – May 2015;

- e) *High Level Seismic Upgrade Cost Estimate for Centre Block, Parliament Hill* – Halsall Associates – May 2015;
- 4) *Parliament Hill – Centre Block North Elevation Masonry-Steel Girder Assembly* - J.L.Richards & Associates Limited – April 2013;
- 5) *Preliminary Geotechnical Investigations – Centre Block Project* - Stantec;
 - a) *Draft Geotechnical Data Gap Analysis* – Stantec – August 2014;
 - b) *Geotechnical Report* – Stantec – April 2015, revised June 2015;
 - c) *Limited Phase II Environmental Site Assessment*. – Stantec – April 2015;
 - d) *Archaeological Investigations of Preliminary Geotechnical Boreholes for the Centre Block Rehabilitation Project* – Stantec – April 2015
- 6) *North Perimeter Wall Rehabilitation: Phase 3 Design Development* – Robertson Martin Architects – October 2014;
- 7) *Centre Block Ventilation Towers Rehabilitation Project Design Development* – KIB Consultants Inc. + Watson MacEwen Teramura Architects – June 2013;
- 8) *Centre Block, Parliament Hill, Ottawa East and West Pavilions Rehabilitation Design Development* – Fournier Gersovitz Moss Drolet Architects & Associates – July 2013.

Project Description

The Centre Block is at the very heart of Canada's political and cultural landscape. It represents the rich history of this country, as well as its contemporary hopes and dreams. As the institutional home of Canada's system of parliamentary democracy, it embodies the achievements and challenges of a bilingual, pluralistic society. Its setting, within the extraordinary landscape of Parliament Hill, reminds us of the powerful intersection of history and geography that define Canada's identity, and that compel us to consider an ecological and sustainable future for this place and for the world.

The Centre Block contains many overlapping identities - as a place of governance, as a forum for public engagement, as a place of pilgrimage, as a setting for national rituals and celebrations, as an example of beautifully integrated design and craftsmanship, as a monument to Canadian achievements and sacrifices, as the focus of a capital city and of a country.

The Centre Block is the core component within the Parliament Hill complex, occupying a central position between the East Block, the West Block, the Library of Parliament and the emerging Visitor Welcome Centre. The Gothic Revival style of the original mid-19th Century building was specifically chosen to allow a rich and complex relationship between the wilderness escarpment to the north and the great lawn to the south. In its rebuilding after the disastrous 1916 fire, the exterior style was maintained and a new Beaux-Arts interior created to update the building and allow an increased public presence. It displays a multitude of stone carvings, including gargoyles,

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grotesques and friezes in keeping with the Victorian High Gothic style. The building is connected with the Peace Tower, built between 1919 and 1927, and the Library of Parliament. It houses the Senate and House of Commons Chambers and offices of numerous Senators, Members of Parliament and senior administration or both legislative houses, as well as many ceremonial spaces such as the Hall of Honour, the Memorial Chamber and Confederation Hall.

Major renovations were first proposed in the 1960's. At that time the original mechanical and electrical systems were already more than 40 years old. Nothing was done for another nine years when a basement fire prompted improvements to the life safety systems. In the mid-1970s, a complete rehabilitation was proposed but was postponed; however emergency exiting from the Peace Tower was improved. By 1998, the CBUS had been constructed. This facility included underground electrical switchgear, transformers, emergency power generation and centralized IT facilities as well as storage and support space for the House of Commons. It also provided limited improvements to House of Commons material handling capability.

Since 1999, only emergency repairs and regular maintenance have been undertaken to allow continued occupancy of the building. The last significant rehabilitation was the repair to the Peace Tower and south façade, completed in the late 1990s. Repairs to the building such as the courtyard parapets and some of the penthouses have been completed and other similar interventions are ongoing.

The Centre Block, including the Peace Tower, requires significant rehabilitation in the very near-term as many of its major systems and components will be at risk of critical failure by 2019, with total failure predicted by 2025. Due to the interdependencies of the Centre Block building systems, it must be decommissioned at one time and emptied before any invasive work can begin. A challenging aspect of this project's scope will be to integrate the Visitor Welcome Centre (VWC) Complex, aligning the LTPV's direction for a connecting concourse spine for pedestrian movement and independent but connected material handling facilities.

Project Elements

The following outlines the scope of work for the complete rehabilitation of Centre Block and the Peace Tower. The outline is only to provide the reader with guidance as to the degree of undertaking and complexity and should not be considered an exhaustive list:

Centre Block

1. Security/Asset Condition

- a. Restoration of the building envelope, including selective security mitigation measures to the extent possible given the building's heritage designation; and

- b. Seismic upgrade in accordance with the 2015 National Building Code of Canada, to the extent possible given the building's heritage designation. The structural systems for Centre Block are situated for the most part on bedrock and consist of:
 - i. Reinforced concrete beams and slab supported on reinforced columns and unreinforced concrete walls and piers;
 - ii. Steel beams and girders bearing on interior unreinforced brick masonry walls and exterior unreinforced brick masonry walls with an integral outer wythe of stone; and
 - iii. Skeleton frames of steel girders framed into steel columns on steel or cast-iron bases embedded in concrete and masonry with unreinforced masonry infill walls.

2. Building Operations

- a. Excavation of the basement subject to viability and cost benefit to add space for building support functions; and
- b. New mechanical, electrical, and vertical transportation systems.

3. Functional Requirements

- a. New Information Technology, multimedia and security systems;
- b. Parliamentary office suites and broadcast capable committee rooms;
- c. Adjustment to the Senate Chamber and the House of Commons Chamber to allow for additional seating;
- d. Complete fit-up of the building, including special purpose space (e.g. Chambers, Committee Rooms, and support space, cafeteria, etc.); and
- e. Furniture, fixtures and equipment.

4. Heritage Requirements

- a. Restoration of more than 50 designated heritage spaces such as Salle de la Francophonie, Hall of Honour, Reading Room, etc.;
- b. Specialized art handling for the removal, storage and return of over 20,000 heritage assets and the main collection of the Library of Parliament;
- c. Conservation of fixed and moveable heritage assets; and
- d. Significant conservation of exterior and interior masonry, wood, plaster, paint, art glass, fabric and metals.

Visitor Welcome Centre Complex

The first phase of the VWC Complex is currently under construction and is situated west of the Vaux Wall, between the Centre Block and the West Block. Building on the approved three level design of VWC1, the remainder of the VWC Complex is proposed within the scope of the Centre Block Rehabilitation project, built underground in front of and connected to the Centre Block, VWC1, and to East Block. The upper level would include a secure public concourse and Visitor Experience Centre. The middle level would carry some or most of the infrastructure needed to service Centre Block and the surrounding site, and the lowest level would function as a material handling and building support corridor providing a secure and efficient pathway serving the Centre, East and West Blocks. This will connect to a future entry portal, yet to be determined.

Figure 2 illustrates the initial concept developed for the full VWC Complex.

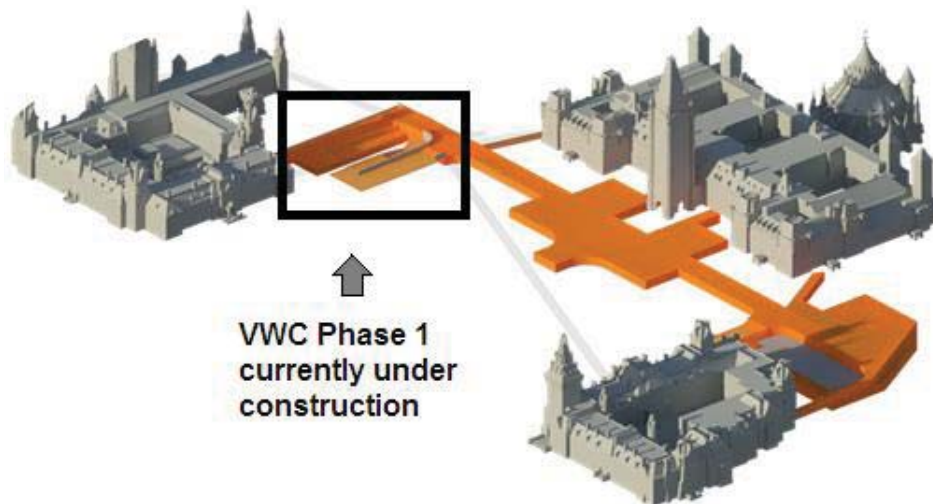


Figure 2 - Visitor Welcome Centre Complex

1. Functional Requirements

- a. Visitor services (information and orientation, security screening and marshalling, education and public programs and other services;
- b. Material handling connecting the buildings of the Parliamentary triad; and
- c. Building support services.

2. Building Operations

- a. Utility corridor; and

- b. Building systems for the VWC Complex, Centre Block, Peace Tower, East Block and the broader Parliamentary Precinct.

Site Requirements

The project site is to be carefully transitioned to construction operations as the building is decanted. The final site development must be reflective of its national historic nature. This effort includes:

1. Decommissioning of site systems and the completion of numerous interconnected enabling projects, including signage and wayfinding in downtown Ottawa;
2. Extensive architectural landscaping and architectural lighting for Parliament Hill; and
3. Security requirements.

Construction Management Project Delivery

PWGSC has opted for a fast-tracked Construction Management (CM) delivery method, with the Construction Manager at risk and responsible for tendering the work and for the construction cost and schedule.

Project implementation must enhance critical decision making in order to prioritize the design and interim approvals, allowing construction to start early and in an optimized sequence. The cost benefit of this approach has a significant impact to the cash flow and overall project cost, and is central to the success of the Centre Block Rehabilitation project.

The overall project is a series of sub-projects, interconnected and dependent upon each other. Enabling projects must be designed and completed in order to decant and decommission the building. Targeted and specialized investigations and materials testing are essential to inform the structural and seismic design, conservation strategy and other design disciplines. Formal approvals are required to start building decommissioning and construction. The massing, orientation and interconnection of the VWC Complex to adjacent buildings is an integral aspect of achieving functionality and security requirements, while balancing time and cost objectives. Comprehensive and fully integrated project and quality management services for all aspects of the design and construction are essential for the success of the project.

Investigations

Significant investigation work must be performed concurrently with the progression of the Schematic Design. Investigations must be carefully planned and implemented in a prescribed manner that maintains the operations of Parliament and provides the

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necessary information to develop design solutions. The Respondent should have an intuitive understanding of the type and scale of investigation work required and be capable of precisely instructing the Construction Manager what investigations are required on a prioritized basis immediately after contract award. Investigations will primarily be limited to occur when Parliament is not sitting.

Enabling Projects

The Project Team must complete 15-20 enabling projects by early 2018, in advance of performing any substantive construction. These projects range from approximately \$1 Million to \$20 Million each and have various degrees of complexity and involve a multidisciplinary and multi-trade effort. These projects are directly linked to and will occur concurrently with the main design and the investigations work. They will include civil and building infrastructure and fit-up within or around Centre Block, as well as other locations in the Parliamentary Precinct and National Capital Region.

Building Information Modeling (BIM)

PWGSC is currently creating a 3D Building Information Model (BIM) model of Centre Block and the surrounding site. The BIM is intended to be updated and enhanced by the entire design team over the duration of the Project. The construction team will provide input to and support of the BIM, utilizing this for 4D and possibly 5D scheduling of the work. The Request for Proposal will identify BIM and 4D/5D scheduling requirements throughout the phases of the Project.

Project Duration

This significant project will take between 8 - 12 years to complete depending on the options approved for implementation. Regardless of the options approved, the first two years of the project are critical when the Schematic Design must be completed and approved in less than 24 months from contract award. Formative seismic / structural design options, inclusive of architectural and security impacts, must be completed within 16 months for presentation to approval bodies.

Project Scale

This project of national significance will be of a size greater than all work progressed to date on the LTVP, and will be similar in complexity, scope and scale with projects such as the Capitol Visitors Centre (Washington, DC), the renovations of the United Nations Headquarters (New York City), and the planned rehabilitation of Westminster Palace (London, UK).

Building Occupation

The initial services to be provided; constructability advice, investigation work and enabling projects, will be performed while the building is fully occupied.

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Active construction is anticipated to start in 2018 once the building has been vacated. Post summer 2018, the House of Commons of Canada will conduct their parliamentary operations from the West Block and the Senate of Canada will conduct their operations from the Government Conference Centre and the East Block.

The Library of Parliament and Centre Block Underground Services (CBUS) buildings, both connected to the Centre Block, will remain operational for the duration of the project, however, the Library of Parliament staff will operate from remote locations.

Project Objectives

The objectives of the project are to:

1. Respect and enhance the building's exterior and interior, maintaining its heritage defining character and symbolic values, utilizing best practice conservation standards balanced with opportunities for the respectful expression of contemporary architecture;
2. Provide an appropriate facility with flexible, adaptable and effective systems, components and technologies that support the occupants in the conduct of their business, meeting the operational and functional requirements of a modern Parliament;
3. Ensure the rehabilitation is consistent with the long-term development plans for Parliament Hill;
4. Ensure rehabilitation is completed in a timely, cost-effective manner, meeting the requirements of the occupants and visitors by respecting approved scope and quality objectives;
5. Rehabilitate Centre Block so that it respects and reflects the dignity and integrity of the Parliament of Canada;
6. Ensure rehabilitation reflects, responds and enhances historic and contemporary Canadian identities and values; and
7. Ensure that the appropriate level of security is incorporated into the design, rehabilitation and construction in a balanced, layered approach, alleviating a risk to accessibility or visual distraction from the heritage characteristics of the building and its surroundings.

Project Team

The Project Team will be comprised of officials from PWGSC, the consultant, the construction manager (successful Proponent), the parliamentary partners (the Senate, House of Commons, and the Library of Parliament), other stakeholders and third party

support services. The project team must work in an integrated fashion, with a high degree of collocation on site and/or close to Parliament Hill.

Stakeholders

The stakeholders who have an interest in the rehabilitation of Centre Block are nationwide as the building is the centerpiece of Canada's legislative assembly and the most recognizable building in the country, jointly owned by all Canadian citizens. However, there are many stakeholders who utilize the building routinely and have a deep and abiding interest in the functionality, appearance, health and safety, security and its daily operation, including:

1. Primary Stakeholders
 - a. The Senate of Canada;
 - b. The House of Commons of Canada;
 - c. The Library of Parliament;
 - d. The Royal Canadian Mounted Police (RCMP);
 - e. Privy Council Office; and
 - f. PWGSC
2. Other Stakeholders
 - a. Department of Canadian Heritage;
 - i. Federal Heritage Buildings Review Office (FHBRO);
 - ii. The Canadian Conservation Institute (CCI);
 - b. National Capital Commission (NCC);
 - c. City of Ottawa;
 - d. Authorities having jurisdiction; and
 - e. Canadians at large.

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APPENDIX B - RESPONDENT TEAM IDENTIFICATION AND DECLARATION

Project Title: Construction Management Services for the Centre Block Rehabilitation Project

1. Respondent:

Name:

If submitting a Response as a Joint Venture, provide the name of each member of the Joint Venture and the name of the Joint Venture, if applicable

Address:

Street Number / Street Name, Unit / Suite / Apartment Number

City, Province, Territory

Postal Code

Name of Representative:

If submitting a Response as a Joint Venture, the member chosen by other members to act on their behalf, if applicable

Telephone Number: () - , Fax Number: () -

E-Mail: _____

2. Key Individuals and provincial professional licensing status and/or accreditation

| KEY INDIVIDUAL | NAME | Provincial licensing status / accreditation |
|----------------------------|------|---|
| Lead Program Manager; | | |
| Lead Construction Manager; | | |
| Lead Design Manager; | | |
| Lead Time Manager; | | |
| Lead Cost Manager; | | |
| Lead Risk Manager; | | |
| Lead Procurement Manager; | | |
| Lead Quality Manager; | | |

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APPENDIX C - CLIENT REFERENCE FORM

| Provide the following information for each project that is presented by the Respondent: <i>(Please expand space provided to accommodate extent of information requested)</i> | |
|--|--|
| Project name / description | |
| Name of entity claiming the experience | |
| Describe the work performed by the entity claiming the experience on the project | |
| Describe the contracting delivery model used for the project | |
| Describe the overall "scope" of the project | |
| Project location | |
| Project size (m ² or ft ²) | |
| Initial construction cost (excluding taxes) | |
| Final/current construction cost (excluding taxes) | |
| If applicable, explain any discrepancy between initial and final construction cost | |
| Describe any significant "scope" changes during the project | |
| Original completion date | |
| Actual or approved completion date | |
| If applicable, explain any discrepancy between original and actual/approved completion date | |
| Contact Information and Testimonial | |
| Client reference's company name | |

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| Client reference representative's name | |
| Client reference representative's title | |
| Client reference representative's telephone number | Area Code (___), Number ___-___ |
| Client reference representative's email address | |
| Client reference representative's Testimonial | To the best of my knowledge, the information cited above is true and factual <i>Signature</i> _____ <i>Date</i> _____ |

Note to Respondent: The information above should be provided for each of the six project to be submitted by the Respondent.

APPENDIX E - ESCALATION CALCULATION

2015 Value of Construction Costs after 1999

| Year | Example* Construction Cost | StatsCan Escalation Values % | Annual Escalation | Cummulative Escalated Value | Cummulative Escalation |
|------|----------------------------------|------------------------------------|----------------------|--------------------------------|---------------------------|
| 1993 | | 1.14 | | | |
| 1994 | | 2.5 | | | |
| 1995 | | 1.95 | | | |
| 1996 | | 1.2 | | | |
| 1997 | | 2.49 | | | |
| 1998 | | 1.62 | | | |
| 1999 | \$ 142,500,000 | 2.27 | | | |
| 2000 | | 8.33 | \$ 11,870,250 | \$ 154,370,250 | 8.33% |
| 2001 | | 0.72 | \$ 1,111,466 | \$ 155,481,716 | 9.11% |
| 2002 | | 3.16 | \$ 4,913,222 | \$ 160,394,938 | 12.56% |
| 2003 | | 3.06 | \$ 4,908,085 | \$ 165,303,023 | 16.00% |
| 2004 | | 7.09 | \$ 11,719,984 | \$ 177,023,007 | 24.23% |
| 2005 | | 3.85 | \$ 6,815,386 | \$ 183,838,393 | 29.01% |
| 2006 | | 6.37 | \$ 11,710,506 | \$ 195,548,899 | 37.23% |
| 2007 | | 5.59 | \$ 10,931,183 | \$ 206,480,082 | 44.90% |
| 2008 | | 8.74 | \$ 18,046,359 | \$ 224,526,442 | 57.56% |
| 2009 | | -1.48 | -\$ 3,322,991 | \$ 221,203,450 | 55.23% |
| 2010 | | 4.65 | \$ 10,285,960 | \$ 231,489,411 | 62.45% |
| 2011 | | 5.4 | \$ 12,500,428 | \$ 243,989,839 | 71.22% |
| 2012 | | 1.43 | \$ 3,489,055 | \$ 247,478,894 | 73.67% |
| 2013 | | -0.51 | -\$ 1,262,142 | \$ 246,216,751 | 72.78% |
| 2014 | | 1.54 | \$ 3,791,738 | \$ 250,008,489 | 75.44% |

Non-Residential Building Construction Price Index (NRBCPI) escalation for Ottawa.

* Example: Assumes project completion in December 1999.



| |
|---|
| Contract Number / Numéro du contrat EP748-151886 R1 |
| Security Classification / Classification de sécurité UNCLASSIFIED |

**APPENDIX F – SECURITY REQUIREMENT CHECK LIST (SRCL)
ANNEXE F - LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)**

| PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE | | | |
|--|--|---|---|
| 1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine Public Works and Government Services Canada | | 2. Branch or Directorate / Direction générale ou Direction PPB | |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance | | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant | |
| 4. Brief Description of Work - Brève description du travail Construction Management Services for the Centre Block Rehabilitation Project | | | |
| 5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? | | <input checked="" type="checkbox"/> No / Non | <input type="checkbox"/> Yes / Oui |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? | | <input checked="" type="checkbox"/> No / Non | <input type="checkbox"/> Yes / Oui |
| 6. Indicate the type of access required - Indiquer le type d'accès requis | | | |
| 6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) | | <input type="checkbox"/> No / Non | <input checked="" type="checkbox"/> Yes / Oui |
| 6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p.ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. | | <input checked="" type="checkbox"/> No / Non | <input type="checkbox"/> Yes / Oui |
| 6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? | | <input checked="" type="checkbox"/> No / Non | <input type="checkbox"/> Yes / Oui |
| 7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra | | | |
| Canada <input checked="" type="checkbox"/> | | NATO / OTAN <input type="checkbox"/> | |
| Foreign / Étranger <input type="checkbox"/> | | | |
| 7. b) Release restrictions / Restrictions relatives à la diffusion | | | |
| No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/> | | All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/> | |
| Not releasable / À ne pas diffuser <input type="checkbox"/> | | | |
| Restricted to: / Limité à: <input type="checkbox"/> | | Restricted to: / Limité à: <input type="checkbox"/> | |
| Specify country(ies): / Préciser le(s) pays: | | Specify country(ies): / Préciser le(s) pays: | |
| 7. c) Level of information / Niveau d'information | | | |
| PROTECTED A / PROTÉGÉ A <input type="checkbox"/> | NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/> | PROTECTED A / PROTÉGÉ A <input type="checkbox"/> | |
| PROTECTED B / PROTÉGÉ B <input type="checkbox"/> | NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/> | PROTECTED B / PROTÉGÉ B <input type="checkbox"/> | |
| PROTECTED C / PROTÉGÉ C <input type="checkbox"/> | NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/> | PROTECTED C / PROTÉGÉ C <input type="checkbox"/> | |
| CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> | NATO SECRET / NATO SECRET <input type="checkbox"/> | CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> | |
| SECRET / SECRET <input checked="" type="checkbox"/> | COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/> | SECRET / SECRET <input type="checkbox"/> | |
| TOP SECRET / TRÈS SECRET <input type="checkbox"/> | | TOP SECRET / TRÈS SECRET <input type="checkbox"/> | |
| TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/> | | TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/> | |

| |
|---|
| Security Classification / Classification de sécurité UNCLASSIFIED |
|---|





| |
|---|
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PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? No / Non Yes / Oui
Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

PART B – PERSONNEL (SUPPLIER) / PARTIE B – PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

| | | | |
|--|--|---|---|
| <input checked="" type="checkbox"/> RELIABILITY STATUS / COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL / CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET / SECRET | <input type="checkbox"/> TOP SECRET / TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET - SIGINT / TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL / NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET / NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET / COSMIC TRÈS SECRET |
| <input checked="" type="checkbox"/> SITE ACCESS / ACCÈS AUX EMPLACEMENTS | Special comments: <u>Centre Block Rehabilitation Project Security Classification Guide (June 18, 2015) stipulates security clearances for personnel, including Site Access</u> | | |

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? No / Non Yes / Oui
If Yes, will unscreened personnel be escorted:
Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

PART C – SAFEGUARDS (SUPPLIER) / PARTIE C – MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? No / Non Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? No / Non Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? No / Non Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? No / Non Yes / Oui





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PART C (continued) / PARTIE C (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **on line** (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

| Category / Catégorie | PROTECTED / PROTÉGÉ | | | CLASSIFIED / CLASSIFIÉ | | | NATO | | | | COMSEC | | | | | |
|---|---------------------|---|---|-----------------------------|--------|--------------------------|---|----------------------------------|-------------|--|---------------------|---|---|-----------------------------|--------|--------------------------|
| | A | B | C | Confidential / Confidenciel | Secret | Top Secret / Très Secret | NATO Restricted / NATO Diffusion Restreinte | NATO Confidential / Confidenciel | NATO Secret | COSMIC Top Secret / COSMIC Très Secret | Protected / Protégé | | | Confidential / Confidenciel | Secret | Top Secret / Très Secret |
| | | | | | | | | | | | A | B | C | | | |
| Information / Assets / Renseignements / Biens | | | | | ✓ | | | | | | | | | | | |
| Production | | | | | | | | | | | | | | | | |
| IT Media Support TI | | | | | | | | | | | | | | | | |
| IT Link / Lien électronique | | | | | | | | | | | | | | | | |

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".**
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.
12. b) Will the document attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).**
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).





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|---|
| Contract Number / Numéro du contrat EP748-151886 R1 |
| Security Classification / Classification de sécurité UNCLASSIFIED |

| PART D - AUTHORIZATION / PARTIE D - AUTORISATION | | | | |
|---|---|---|----------------------|---|
| 13. Organization Project Authority / Chargé de projet de l'organisme | | | | |
| Name (print) - Nom (en lettres moulées) Poulin, Michael | | Title - Titre Senior Project Manager, Major Crown Project | | Signature |
| Telephone No. - N° de téléphone 819-775-7154 | Facsimile No. - N° de télécopieur 819-775-7493 | E-mail address - Adresse courriel michael.poulin@pwgsc.gc.ca | Date 2015/06/19 | |
| 14. Organization Security Authority / Responsable de la sécurité de l'organisme | | | | |
| Name (print) - Nom (en lettres moulées) Laville, Patricia | | Title - Titre SO | | Signature |
| Telephone No. - N° de téléphone 819-775-7436 | Facsimile No. - N° de télécopieur 819-775-7348 | E-mail address - Adresse courriel patricia.laville@tpsgc-pwgsc.gc.ca | Date | |
| 15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes? | | | | |
| | | | | <input type="checkbox"/> No / <input type="checkbox"/> Yes Non / Oui |
| 16. Procurement Officer / Agent d'approvisionnement | | | | |
| Name (print) - Nom (en lettres moulées) | | Title - Titre | | Signature |
| Telephone No. - N° de téléphone | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel | Date | |
| 17. Contracting Security Authority / Autorité contractante en matière de sécurité | | | | |
| Name (print) - Nom (en lettres moulées) | | Title - Titre | | Signature |
| Telephone No. - N° de téléphone | Facsimile No. - N° de télécopieur | E-mail address - Adresse courriel | Date 23-JUNE-2015 | |

Jacques Saumur
 Contract Security Officer, Contract Security Division
 Jacques.Saumur@tpsgc-pwgsc.gc.ca
 Tel/Tél - 613-948-1732 / Fax/Télex - 613-954-4171

APPENDIX F – SECURITY REQUIREMENT CHECK LIST

| Centre Block Rehabilitation Project | |
|---|---|
| SECURITY CLASSIFICATION GUIDE | |
| for | |
| Construction Management (CM) Services RFQ and RFP: EP748-15-1886 | |
| SECURITY LEVEL | APPLICABILITY |
| Personnel: Secret (Level II) Contractor or sub-contractor: FSC Secret with document safeguarding | All services and work strictly related to: 1) Construction and project management 2) Security services and work 3) Blast and ballistic analysis 4) Other personnel as follows: i. lead design management ii. lead cost management iii. lead risk management iv. lead procurement management |
| Personnel: Site Access Sub-contractor: DOS | All personnel not defined as Reliability or Secret |
| Personnel: Reliability Status Sub-contractor: DOS | All personnel related to deconstruction |

Solicitation No. – N° de l'appel d'offre
EP748-151886/C
Client Ref. No. – N° de réf. du client
R.011816.250

Amendment. No. – N° de la modification
Revision 23
File No. – N° du dossier
EP748-151886

Buyer ID – Id de l'acheteur
FP001
CCC No./N° CCC – FMS No./N° VME

APPENDIX G – APPROVED VERIFICATIONS FOR CRIMINAL RECORD BACKGROUND CHECKS

RELIABILITY STATUS

The contractor must perform a security screening of all its personnel who will need access to **CANADA PROTECTED** information or sites;

- a) Identity check
 - i. Copies of two of valid original pieces of government issued identity documentation, one of which must include a photo
 - ii. Surname (last name)
 - iii. Full given names (first name) – underline or circle usual name used
 - iv. Family name at birth
 - v. All other names used (aliases)
 - vi. Name changes:
 - 1. Must include the name they changed from and the name they changed to, the place of change and the institution changed through
 - vii. Sex
 - viii. Date of birth
 - ix. Place of birth (city, province/state/region, and country)
 - x. Citizenship(s)
 - xi. Marital status/common-law partnership:
 - 1. Current Status (married, common-law, separated, widowed, divorced, single)
 - 2. All current spouses (if applicable):
 - a. Surname (last name)
 - b. Full given names (first name) – underline or circle usual name used
 - c. Date and duration of marriage/common-law partnership
 - d. Date of birth
 - e. Family name at birth
 - f. Place of birth (city, province/state/region, and country)
 - g. Citizenship(s)

b) Residency check

- i. The last five (5) years of residency history starting from most recent with no gaps in time:
 1. Apartment number, street number, street name, city, province or state, postal code or zip code, country, from-to dates

c) Educational check

- i. The educational establishments attended and the corresponding dates

d) Employment history check

- i. The last five (5) years of employment history starting from most recent with no gaps in time
- ii. Three (3) employment reference checks from the last five (5) years

e) Criminal records check

- i. report(s) containing all criminal convictions for the last five (5) years in and outside of the candidate's country of residence