



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

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**LETTER OF INTEREST
LETTRE D'INTÉRÊT**

Comments - Commentaires

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

Issuing Office - Bureau de distribution

Furniture Division/Division des ameublements
11 Laurier St. / 11, rue Laurier
6B1, Place du Portage
Gatineau
Québec
K1A 0S5

Title - Sujet LOI Carling Campus	
Solicitation No. - N° de l'invitation E60PQ-160002/B	Date 2016-04-07
Client Reference No. - N° de référence du client E60PQ-160002	GETS Ref. No. - N° de réf. de SEAG PW-\$\$\$PQ-956-70768
File No. - N° de dossier pq956.E60PQ-160002	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-04-28	
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: Goyette, J-F	Buyer Id - Id de l'acheteur pq956
Telephone No. - N° de téléphone (613) 219-0728 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: 3500 Carling Ave, Ottawa, On	

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

Letter of Interest

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

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1.0 NEW ENGAGEMENT PROCESS

The Government of Canada is seeking a recommended solution for supplying, delivering and installing the interconnecting panel systems required for Phase 2 and Phase 3 of the Carling Campus Project. Industry is requested to participate in an early engagement process as part of the procurement strategy definition procedures. The early engagement process includes a "Letter of Interest" and "Industry Engagement" followed by the conventional Request for Standing Offer process.

Letter of Interest and Industry Engagement

- The purpose of the LOI is to provide Industry and other interested parties with:
 - the procurement and engagement process;
 - the Rules of Engagement;
 - the Dispute Resolution; and
 - The opportunity to register to participate in the early engagement event.

- The Industry Engagement portion invites the industry to review the draft Scope of Work, associated sub-sections and questions issued with this LOI. Those interested in participating in this engagement process are expected to present their feedback to the questions and participate in an upcoming Industry Day.
- Following Industry Day and during the engagement process, One-on-One Industry Meetings will be scheduled by PSPC where individual Industry participants will present their concerns, recommendations and solutions regarding the draft Scope of Work and associated sub-sections found in this package.

Industry Day

- Industry Day will be held on May 4, 2016.
- Five days before the closing date of this LOI, Industry must provide written answers to the questions included in the LOI and, if any, comments and questions to the Public Services and Procurement Canada (PSPC) Procurement Authority on the Rules of Engagement and Dispute Resolution Process. If there are any changes to the Rules of Engagement or Dispute Resolution Process they will be made public by form of an amendment to this LOI.
- In order for Industry to participate in the Early Engagement process, including Industry Day and the One-on-One meetings, Industry must agree to the “Rules of Engagement and Dispute Resolution Process” found herein.
- All Industry engagements will be documented and this information is subject to the Access to Information and Privacy Act. Canada shall not reveal any designated proprietary information to third parties.
- Third Party Consultation: Third parties such as Industry Associations may be consulted by PSPC to discuss industry issues and recommendations on industry standard practices.

One-on-One Meetings

- One-on-One Meetings will be held upon request and if required by PSPC.
- In order for Industry to participate in the Early Engagement process, including Industry Day and the One-on-One meetings, Industry must agree to the “Rules of Engagement and Dispute Resolution Process” found herein.
- Public Services and Procurement Canada (PSPC) will invite Industry to schedule One-on-One meetings with Industry. Industry will be requested to present and submit orally and in writing any presentation material used, their comments, questions and responses, to PSPC.
- All Industry engagements will be documented and this information is subject to the Access to Information and Privacy Act. Canada shall not reveal any designated proprietary information to third parties.
- Third Party Consultation: Third parties such as Industry Associations may be consulted by PSPC to discuss industry issues and recommendations on industry standard practices.

2.0 SCOPE

PSPC, Acquisitions Branch (Procurement Authority) and Real Property Branch (Technical Authority) are seeking a recommended solution for supplying, delivering and installing interconnecting panel systems. The proposed solution may include new, refurbished or remanufactured components, or may include any combination of these.

Industry is invited to input into the procurement for this initiative to ensure the end result makes the best economic, logistic and environmental sense for Canada while being responsive to the capacities and limitations of the marketplace.

The LOI and Early Engagement process serves as an important step in collecting this input.

3.0 AUTHORITIES:

Procurement Authority:
Jean-Francois Goyette
Supply Specialist, Acquisitions Branch
613-219-0728
jean-francois.goyette@tpsgc-pwgsc.gc.ca

Technical Authority:
Natosha Mills
Senior Design Manager, Real Property Branch
613-716-8270
natosha.mills@tpsgc-pwgsc.gc.ca

4.0 COMMUNICATION

All enquiries and any other communication with government officials throughout the Early Engagement must be directed to the Procurement Authority named above. This person is responsible for the oversight of the Early Engagement.

Non-compliance with this condition during the Early Engagement process may (for that reason alone) result in disqualification of an Industry member from the Early Engagement process.

5.0 INDUSTRY ENGAGEMENT: REGISTRATION

Industry members who wish to participate (Participants) in the Early Engagement process are to register in writing by notifying the PSPC Procurement Authority identified herein via email, by April 29, 2016. Participants must identify themselves by their legal name, corporate address, and the names of representatives attending by their respective title as well as their office address, telephone number and e-mail address.

In submitting their registration email, the Participant agrees to all terms and conditions of the LOI. In their email the Participant must attached a signed copy of the LOI. It is only when PSPC receives the signed copy of the LOI that Canada will invite the Participant to Industry

Day and any subsequent engagement activity relating to this LOI.

Please note that:

- Participation is not a mandatory requirement. For example, choosing not to attend any of the Early Engagement Sessions will not preclude an interested participant from submitting an arrangement for the RFSO or any other procurement.
- Although Industry may register as many representatives as desired, no more than two (2) representatives from the supplier, may attend Industry Day due to space limitation.
- All attendees have to register in advance with the Procurement Authority and will be required to sign-in upon arrival at the venue for security reasons.
 - Industry day will be one day, with a maximum of 8 hours in length. All participants who agree to the Rules of Engagement are welcome to attend.
 - One-on-One sessions will be conducted over a number of days following the closing of the LOI. The Procurement Authority will notify the Participant of the designated meeting time. Allotted times will be established on a first-come-first-serve basis based on when the registration is received.
 - One-on-One Sessions will be a maximum of one (1) hour in length.
 - Attendees are responsible for their own transportation, accommodation, meals, parking and all other arrangements and expenses.
 -
 - Media cannot participate in the Industry Early Engagement Session or One-on-One meetings.
 - It is requested that participants attending an early engagement session arrive at least 15 minutes before the start of their meeting.

6.0 Next Steps

1. Industry Day
2. One-on-One session with industry.
3. Focus group sessions with industry (if / as needed – tbd by PSPC).
4. Final input by industry into revised RFSO
5. Carling Campus Project Phase 2 and Phase 3 Interconnected Panel Systems Solutions Based RFSO is posted on Buy & Sell.
6. Evaluate Offers and issue a Standing Offer.

7.0 Rules of Engagement

The Rules of Engagement will require sign off by participants in order to attend the One-on-One meetings.

1. An overriding principle of the industry early engagement is that it be conducted with the utmost of fairness and equity between all parties. No one person or organization shall not receive nor be perceived to have received any unusual or unfair advantage over the others.
2. These Rules of Early Engagement will apply beginning with the signing of this document and conclude with the release of the Request for Standing Offer on Buy and Sell.

3. All Crown documentation, provided throughout the industry engagement process, which begins with the closing of this LOI and concludes when the official Request for Standing Offer is published on the Government Electronic Tendering Service (Buy and Sell) will be provided to All Participants who have registered by email and agreed to and signed the LOI.
4. The Engagement Process will consist of Industry Day, One-on-One Meetings and any other processes deemed necessary by the Procurement Authority.
5. The topics and questions for discussion can be found in all attached documents found at Annex A of this LOI.
6. In order to maximize the benefits of the Engagement Process, Canada will endeavor to solicit comments from Participants on various issues raised.
7. Any solutions, ideas or issues raised during Industry Day and the One-on-One sessions will be first analyzed for further consideration by Canada;
8. Any issues, recommendations, solutions or ideas raised during Industry Day and the One-on-One meetings and accepted by Canada shall be communicated to all Engagement Process participants;
9. If required, a draft RFSO for a final review before the official RFSO is published on Buy and Sell will only be made available to Participants.
10. Canada will not disclose proprietary or commercially sensitive information concerning a Participant to other Participants or third parties except and only to the extent required by law.

Terms and Conditions

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

1. Participants are expected to discuss their views concerning the Carling Campus Solutions Based Procurement, and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions;
2. **Participants will NOT reveal or discuss any information to the MEDIA/NEWSPAPER regarding this requirement during this engagement process. If participants receive a question from the Media, participants are to direct the Media to contact the PSPC Media Relations Office at 819-956-2313;**
3. **Participants are to direct inquiries and comments ONLY to the PSPC Contracting Authority** or authorized representatives of Canada, as directed in notices given by the Contracting Authority. Any communication to unauthorized representatives of Canada may be subject to full disclosure by Canada on Buy and Sell;
4. Media cannot participate in the process. Media outlets are to direct all queries to the PWGSC Media Relations Office;
5. Canada is not obligated to issue any RFSO, or to negotiate any contract for the Solutions Based Procurement at the Carling Campus.
6. If Canada does release a RFSO, the terms and conditions of the RFSO shall be subject

to Canada's absolute discretion;

7. Canada will not reimburse any person or entity for any cost incurred in participating in this industry engagement process;
8. Participation is not a mandatory requirement. Not participating in this engagement process will not preclude a bidder from submitting a proposal when the final RFSO is released. However a participant must have attended the Engagement Session to be able to participate in any potential One-on-One meetings.
9. Draft documentation (RFSO, Evaluation Plan, SOW) will be released to all Participants for comments.
10. Failure to agree to and sign the Rules of Engagement will result in the exclusion from participation in the one-on-one meetings and of the review of the updated draft documentation; and,
11. A dispute resolution process to manage impasses throughout this engagement process shall be adhered to as follows. All requests to use the dispute resolution process shall be directed to the Contracting Authority who will make the appropriate arrangements.

8.0 Dispute Resolution Process

1. By informal discussion and good faith negotiation, PSPC and the Participant shall make all reasonable efforts to resolve any dispute, controversy or claim, arising out of or in any way connected with this Industry Engagement.
2. Any dispute between the Parties of any nature arising out of or in connection with this Industry Engagement shall be resolved by the following process:
 1. Any such dispute shall first be referred to the Participant's Manager and the PSPC Manager managing the Industry Engagement. The parties will have 3 business days in which to resolve the dispute.
 2. In the event the representatives of the Parties specified Article 2.a. above are unable to resolve the dispute, it shall be referred to the Participant's Project Director and the PSPC Senior Director of the Division responsible to manage the Industry Engagement. The parties will have 3 Business Days to resolve the dispute.
 3. In the event the representatives of the Parties specified in Article 2.b. above are unable to resolve the dispute, it shall be referred to the Participant's Senior Representative/President/Chief Executive Officer responsible for this project and the PSPC Director General, who will have 3 Business Days to resolve the dispute.
 4. In the event the representatives of the Parties specified in Article 2.c. above are unable to resolve the dispute, the Procurement Authority shall within 5 Business Days render a written decision which decision shall include a detailed description of the dispute and the reasons supporting the Procurement Authority's decision.

The Procurement Authority shall deliver a signed copy thereof to the Participant.

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

9.0 Signature

Name of Participant Company: _____

Name and Title of Company Individual: _____

Phone Number: _____

e-mail: _____

Signature: _____ Date: _____

Letter of Interest - Procurement Approach

Introduction

This Letter of Interest (LOI) provides details of the overall planned direction for a solutions based approach to the procurement of WP 2.0 compliant interconnected panel systems and associated free standing furniture for the Carling Campus Project, Phase 2 and Phase 3 (as explained further in this document). The planned direction is the result of a collaborative effort between the Acquisitions Branch (AB), the Procurement Authority (PA), and the Real Property Branch (RPB), the Technical Authority (TA), the Department of National Defense (the client), and the project consultants. It is designed to ensure the end result makes the best economic, logistic and environmental sense for Canada while being responsive to the capacities and limitations of the marketplace.

Considerable discussion and research has been conducted between the parties involved to develop this approach and determine the benefits and risks, along with the best means for communicating the strategic direction to all stakeholders. It has been determined that there are significant benefits which outweigh mitigatable risks.

A key mitigation strategy is to engage the industry through the use of the Early Engagement principles of *Smart* procurement. An information session was held with the Government Office Furniture Advisory Committee (GOFAC) to explain the principles of Smart procurement and Early Engagement. The response from the GOFAC members was favorable in creating opportunities for industry to express their comments and opinions on the development of a procurements.

This LOI contains the content for which Public Services and Procurement Canada requests the members of industry to respond via planned industry engagement opportunities as noted later in this document.

Background

The Carling Campus Project will see the relocation of up to 8,500 of the local Department of National Defence (DND) team to the former Nortel Carling Campus. This project replaces the need for some 60+ leases around the National Capital Region, and will involve the implementation of Workplace 2.0 on a large scale with various security requirements.

Phase 1 of the project includes the fit-up of Campus buildings 6, 7, 8 & 9; phase 2 and phase 3 of the project include the fit-up of Campus buildings 2, 3, 5, 10, the Service Centre, and the Pavilion.

The Request for Standing Offer (RFSO) resulting from this Smart Procurement process will address the interconnected panel systems furniture, including associated

freestanding furniture requirements for phase 2 and phase 3 of the project. A total of approximately 5,000 workstations will be included in these 2 project phases.

The furniture, fixtures and equipment (FF&E) portion of this project is mandated to streamline cost and time efficiencies, while minimizing duplicate material handling, storage, relocation and environmental impact. To this end, industry is being engaged to assist with the development of a Solutions Based Procurement that will comply with Workplace 2.0, fulfill DNDs requirements at Carling Campus and accomplish the above objectives while being responsive to the capacities and limitations of the marketplace.

Existing Inventory of Interconnected Panel Systems Furniture and Associated Free Standing Furniture Components

Three sources of existing furniture assets exist that may be used for the Carling Campus phase 2 and phase 3 requirements:

Herman Miller Ethospace – warehoused on Campus

As of spring 2015, existing Carling Campus systems furniture components (Herman Miller Ethospace panels, associated components, and mobile pedestals) that can be used to create workstations compliant with DND / SSC requirements have been inventoried from the phase 1 buildings and stored on-site pending potential re-use. Herman Miller Action Office 1 & 2 surfaces and mobile pedestals from the phase 2 buildings are being inventoried and stored on-site in the winter of 2015/2016 for potential reuse, under a BGIS global furniture services RFP.

Teknion TOS – warehoused on Campus

Approximately 680 Teknion TOS workstations have been removed from DND's 305 Rideau location and stored at Carling Campus. Note these workstations were not configured to WP2.0 standard and will need to be reconfigured if re-used at the Carling Campus. The furniture panels in this inventory are monolithic, and must be cut down to comply with the 54" tall maximum WP2.0 height.

Teknion TOS and Leverage – in use at DND locations in the NCR

An additional 2,565 Teknion workstations (TOS & Leverage), also currently not configured to WP2.0 standards, are located at 5 DND locations in the National Capital Region (NCR), and are available for re-use at the Carling Campus.

Refurbishment vs Purchasing Remanufactured vs Purchasing New

Preliminary research has been done to compare the cost of refurbishing the existing inventory with the cost of purchasing new systems furniture. The extent of the refurbishment required, together with the cost of storing components between inventory, refurbishment and re-use, impacts the economic viability of re-using existing assets.

Given the environmental impact of furniture re-use vs furniture disposal is critical to Canada, the decision to use refurbished, remanufactured or new product must be made with consideration of the environmental impact of the decision.

Refurbished and remanufactured* product

Product that is refurbished or remanufactured must come from a facility that has waste auditing, waste reduction and waste diversion in place.

The refurbishing / remanufacturing process must be hazardous air pollutant free.

All refurbished and remanufactured product should assist, in scoring points for LEED as noted in the refurbished/remanufactured product technical specifications.

**Refurbished product includes assets from the existing Carling Campus and DND stock, refurbished by the contractor. Remanufactured product includes previously refurbished assets the contractor accesses from sources outside of the Carling Campus and DND.*

New product

New product should assist, in scoring points for LEED as noted in the new product technical specifications.

In all cases, packaging must be minimized, and either re-used (preferred) or recycled / recovered by the contractor after furniture installation is complete.

Disposal of product

Surplus asset disposal will be part of the RFSO, and may be bought back by the contractor, or listed for sale by Canada as Government of Canada surplus.

Any items that are broken / damaged / unusable must be broken down by the Contractor into qualifying waste streams for recycling.

Canada intends to conduct a waste audit throughout the duration of the project. As part of this early engagement process, suppliers are encouraged to present innovative waste disposal solutions along with an audit process.

Engaging Industry for a Better Solution

This Smart Procurement process is anticipated to result in a solutions based RFSO that allows the bidder to offer new, refurbished, or remanufactured components, or any combination of these, in their bid response.

Common procurement practice is for the RFSO to dictate whether to furnish fit-up space with refurbished, remanufactured or new furniture. When choosing refurbishment, the RFSO specifies the components to be refurbished and the refurbishment required. Although this is a valid approach, the Carling Campus project presents certain challenges that create a complex decision matrix best manipulated by industry, given industry holds the most comprehensive grasp of what is feasible in this market.

Challenges relating to the existing furniture assets

Challenges particular to the Carling Campus project include a number relating to the existing furniture available for reuse. This furniture:

- a. is located in multiple locations - at the Carling Campus and at five additional locations across the NCR
- b. is from 2 different manufacturers, Herman Miller (HM) and Teknion
- c. includes different models from each manufacturer
 - i. HM Ethospace panels, Action Office 1 and Action Office 2 work surfaces and pedestals
 - ii. Teknion TOS and Leverage
- d. includes product of different ages:
 - i. HM product is approximately 17 years old
 - ii. Some of the Teknion product (Rideau Street TOS inventory) is 25 years old, some less than 10 years old
- e. includes some monolithic panels (a portion of the HM inventory, and the Rideau Street TOS inventory) that are not WP2.0 compliant
- f. incorporates different finishes, which must be made to coordinate with each other and with new components as required
- g. must be disposed of adequately if not re-used

Challenges relating to the Carling Campus

The Carling Campus facilities also present some challenges:

- a. Phase 2 and phase 3 of the Carling Campus include 6 buildings spread over a considerable area
- b. The volume of furniture required will be challenging for most, if not all, regional suppliers – approximately 5,000 workstations
- c. There is no room at the Carling Campus for warehousing any additional furniture.

Challenges relating to the project schedule

- a. The RFSO resulting from this engagement process is expected to generate a Standing Offer by January 2017, with the first building (building 5) scheduled to begin occupancy November of 2017.
Given the time required for Shared Services Canada to perform the data cabling installation and for DND to apply required security, installation

must begin in building 5 at an anticipated 100 workstations per week over 18 weeks starting September 2017.

- b. Over a period of 5 weeks (TBC) where buildings 5 and 3 are fit-up simultaneously, 200 workstations per week must be installed
- c. All buildings are being refurbished to a lesser or greater extent prior to occupancy. Installing furniture ahead of schedule is not possible.
- d. As previously noted, the availability of furniture for refurbishing may be mitigated by access to the assets already stored at Carling Campus, but the fact remains that DND will have approximately 2,000 workstations available for reuse or disposal at the same time – June 2017- and these will need to be removed from their existing locations before the leases expire.

The Smart Procurement process

The Smart Procurement process is anticipated to be implemented as follows:

1. Posting of a Letter of Interest (LOI)

This LOI is the initial point of outreach to industry. All industry members interested in contributing to this process are invited to review this LOI and participate in Industry Day.

2. Industry Day

Industry members are welcome to register for and participate in an Industry Day to review the LOI and associated documentation, ask questions relating to this initiative, and provide feedback into the development of a solutions based RFSO.

3. One-on-one meetings

PSPC may initiate meetings with specific industry members to better understand the feedback received at Industry Day.

Individual industry members may also request a one-on-one meeting, should they feel this will allow them to feed into the process more freely.

4. Focus groups

Following the one-on-one meetings, should there remain issues that require further input or debate, PSPC may invite industry members that have expressed an interest in and deeper knowledge of these remaining issues to focus group meetings to further delve into the best way these issues can be addressed in the upcoming RFSO.

5. Final RFSO industry review

Participating industry members may be invited to download a draft of the RFSO, modified in response to feedback received to date. Any final industry input will be welcome at this time.

6. Findings Report

PSPC will distribute a Findings Report to each supplier who responded to the LOI and signed the Rules of Engagement.

7. Solutions Based RFSO is issued

PSPC will issue the final RFSO in consideration of the input received during the early engagement process

8. Solutions Based Standing Offer is awarded

If anticipated timelines are met, the RFSO will be awarded in December of 2016, with the winning Offeror beginning the implementation of their solution in January 2017.

Project phasing

Project implementation will be phased, with the remainder of the buildings scheduled for occupancy as follows:

Building	Approximate Workstation Quantity	Timeline to complete, Including: installation drawings, manufacturing, and installation (business days)
5	1700	160
3	1900	160
2	400	90
Pavilion	120	75
Service Centre	20	75
10	1000	120

****Note: Workstation quantities and schedule dates are approximate at this time.***

DND security and SSC will require furniture to be installed 8 to 10 weeks prior to occupancy to facilitate furniture data and security installations.

Bid Evaluation

Bids will be evaluated based on a Solutions Based Approach. Suppliers can submit bids for re-furnished, re-manufactured and new furniture or a combination of any of these.

Conclusion

The use of Smart Procurement for the supply and installation of interconnected panel systems and associated free standing furniture in phases 2 and 3 of the Carling Campus project will begin a new chapter in Federal furniture procurement. The size of this project, together with the opportunities and challenges it presents, offer a unique opportunity for PSPC to collaborate with industry in developing a new way of dealing with systems furniture procurement that respects the deep knowledge base of industry, the needs of the end user, and our fiscal as well as environmental responsibilities to Canadians.

Thank you for joining us on this journey. We look forward to working with you.