



RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
See herein

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Title - Sujet Project Management Support Services	
Solicitation No. - N° de l'invitation EP748-151921/A	Date 2016-07-26
Client Reference No. - N° de référence du client 20151921	GETS Ref. No. - N° de réf. de SEAG PW-\$\$\$FQ-002-71325
File No. - N° de dossier fq002.EP748-151921	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-08-08	
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: Yachuk, Dwight	Buyer Id - Id de l'acheteur fq002
Telephone No. - N° de téléphone (613) 219-4553 ()	FAX No. - N° de FAX (819) 775-7369
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA CENTRE BLOCK 111 WELLINGTON ST OTTAWA Ontario K1A0A9 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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

Issuing Office - Bureau de distribution

Centre Block Procurement Directorate/Direction des
achats pour l'édifice du Centre
185 Sparks Street, 3rd floor,
Ottawa
Ontario
K1A 0S5

Delivery Required - Livraison exigée See Herein	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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Destination	Unit Price/Prix unitaire FOB/FAM	Plant/Usine	Delivery Req. Livraison Req.	Del. Offered Liv. offerte
1	Project Management Support Service Procurement of Project Management Support Services for the Centre Block Major Rehabilitation Project • Level 1 - Centre Block Major Rehabilitation - R.011816.001 Level 2 - Professional Fees - R.011816.400 Level 3 - Consultant Project Management- R.011816.610 Level 4 - Project Management Support Services- R.011816.620	EP748	EP764	1	LOT	\$	\$		See Herein	

Request for Information

for

Project Management Support Services

on behalf of

Public Service and Procurement Canada (PSPC)

A.1. Consultation Process

In order to ensure a successful procurement for the provision of project management support services, industry will be engaged in a consultative process as the first step in this procurement. The consultation process includes a Request for Information (RFI) stage that might be followed by one-on-one “Industry Meetings”, if necessary.

Industry is invited to provide comments and recommendations to the PWGSC Contracting Authority on Annex A and Annex B to the RFI document.

All Industry consultations will be documented and this information is subject to the Access to Information Act. Canada will not reveal any designated proprietary information to third parties.

A.2. Purpose of this Request for Information (RFI)

The information gathered from industry in response to this RFI will assist in the definition of the procurement strategy and the development of a bid solicitation.

Industry is invited to provide comments and recommendations to the PWGSC Contracting Authority on the Draft Statement of Work, in Annex A. Also, in order to facilitate the engagement process, Industry is encouraged to answer the list of Questions to Industry, in Annex B, and provide written comments and recommendations on any additional topics Industry may wish to discuss.

A.3. Nature of Request for Information

This is not a bid solicitation. This RFI will not result in the award of any contract. As a result, potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Nor will this RFI result in the creation of any source list. Therefore, whether or not any potential supplier responds to this RFI will not preclude that supplier from participating in any future procurement.

Also, the procurement of any of services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI.

A.4. Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied and/ or improved technically. Respondents should explain any assumptions they make in their responses and clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that

do not restrict the level of competition nor favour a particular bidder will be given consideration. However, Canada will have the right to accept or reject any or all suggestions.

A.5. Response Costs

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

A.6. Treatment of Responses

- (a) **Use of Responses:** Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI or under development in support of this procurement. Canada will review all responses received by the RFI closing date. Canada may, in its discretion, review responses received after the RFI closing date.
- (b) **Review Team:** A review team composed of Canada's representatives will review the responses. Canada reserves the right to hire any independent consultant, or use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.
- (c) **Confidentiality:** Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the Access to Information Act.
- (d) **Follow-up Activity:** Canada may, in its discretion, set up subsequent consultation mechanisms, including one-on-one meetings with each Respondent, and/or contact any respondent to follow up with additional questions, or for clarification of any aspect of a response.

A.7. Contents of this RFI

The RFI includes the following annexes:

Annex A – Draft Statement of Work (SOW)

Annex B - A list of Questions to Industry

A.8. Questions to Industry

- (a) Respondents are requested to provide comments and recommendations for consideration in the definition of the requirement and the procurement strategy.
- (b) Respondents are requested to provide answers to the Questions in Annex B in the order that they appear and maintain the same lettering sequence
- (c) Respondents may also include any other additional information, documentation and brochures at their own discretion.

A.9. Format of Responses

- (a) **Submission of Response:** Canada requests that Responses be provided by email as an attachment in Microsoft Word.
- (b) **Language:** Responses may be in English or French, at the preference of the respondent.

A.10. Enquiries

Because this is not a bid solicitation, Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their enquiries to:

Public Works and Government Services Canada
Acquisitions Branch
Center Block Directorate
185 Sparks Street
Ottawa, Ontario, K1A 0S5
Attention: Dwight Yachuk, Contracting Authority
Telephone: (613) 219-4553
E-mail address: dwight.yachuk@tpsgc-pwgsc.gc.ca

A.11. Submission of Responses

(a) **Time and Place for Submission of Responses:** Suppliers interested in providing a response should email it to the Contracting Authority listed below by August 8, 2016.

Public Works and Government Services Canada
Acquisitions Branch
Center Block Directorate
185 Sparks Street
Ottawa, Ontario, K1A 0S5
Attention: Dwight Yachuk, Contracting Authority
Telephone: (613) 219-4553
E-mail address: dwight.yachuk@tpsgc-pwgsc.gc.ca

(b) **Responsibility for Timely Delivery:** Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.

(c) **Identification of Response:** Each respondent should ensure that its name and return address, the solicitation number and the closing date appear legibly on their response.

ANNEX XXX
STATEMENT OF WORK
Project Management Support Services

Statement of Work Amendment Table			
Amendment Number	Issued Date	Page(s) Changed	Description of Change(s)
			Example "Deleted para xxxx" and replaced with "amended text".

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1.0 SCOPE

1.1 Objective

The objective of this statement of work (SOW) is to engage the expertise of a Project Management Support Services (PMSS) Contractor to provide project management and administrative services for the delivery of the Centre Block (CB) Rehabilitation Project on-schedule, within budget and to the level of quality required for a building of this stature.

1.2 Background

The CB is the core component within the Parliament Hill complex, occupying a central position between the East and West Block buildings, Library of Parliament (LoP) and the emerging Visitor Welcome Centre (VWC). It is at the very heart of Canada's political and cultural landscape and contains many overlapping identities including as a place of governance, a forum for public engagement, a place of pilgrimage, a setting for national rituals and celebrations, and as a monument to Canadian achievements and sacrifices.

Both the CB building and adjoining Peace Tower require significant rehabilitation in the very near-term as many of their major systems and components will be at risk of critical failure by 2019. The Project is complex and multi-faceted, with an aggressive schedule, defined budget and high quality standards. The project will be implemented in a fast tracked construction management delivery model. Integrated and proactive delivery of project management support services from Contract Award to Project completion is essential to the Project's ultimate success. Additional background information regarding the Project can be found in Appendix A to this Annex.

1.3 Terms, Acronyms and Abbreviations

Specifically defined terms, acronyms and abbreviations used in this SOW are capitalized and defined in Appendix B to this Annex. Words that are not uppercase or italicised have standard definitions as defined in the Oxford Concise English Dictionary.

1.4 Reference Documents

There are numerous reports and reference materials for the Project that will be made available to the PMSS Contractor when under Contract. The resources working under the PMSS Contractor need to review and understand them. The reports and reference materials for the Project are listed in Appendix C to this Annex.

2.0 KEY PROJECT DETAILS

2.1 Project Scope

The scope of the Project includes:

- a) The full rehabilitation of CB, approximately 55,000 square meters;
- b) Integration of existing and new building systems with the CB underground services (CBUS) and the previously rehabilitated LoP;
- c) The construction of the approximately 23,000 square meters of phases 2 and 3 of a multi-level (public concourse, infrastructure and materials handling) VWC Complex that connects phase 1 located near the West Block with the CB and East Block, including the modification of space and systems as required for the operations of the East Block;
- d) Site and building elements in accordance with approved master plans, including alterations as needed in West Block, VWC phase 1, East Block, LoP, and the grounds; and
- e) All enabling projects.

In fulfilling the PMSS function, the PMSS Contractor must proactively provide services to Public Works and Government Services Canada (PWGSC) to ensure the Construction Manager (CM) and Architectural and Engineering (A&E) Consultant services are being fulfilled as per their respective contracts. The PMSS Contractor reports to the Departmental Representative (DR) and other PWGSC Project Team members as directed by the DR.

Implementation for the Project will be achieved through holistic, prioritized, integrated, coordinated and managed design with sequential tendering and construction of multiple Design Packages (DP). Design decisions will require substantiated assessment of the viability of the design proposal and cost and schedule benefit established by the CM. The ideology of integrated project delivery and lean construction will be applied throughout the delivery of the Project. Active management by all members of the Project Team must provide an ongoing assessment and when required revision to workflow and processes.

2.2 Constraints and Challenges

The Project schedule is highly compressed. The construction aspect of the schedule is the most vulnerable element. The Project Team must do everything within its ability to achieve every planning and approval milestone to meet or shorten the overall schedule. Attention to detail and daily follow-up during design, construction, building components and connectivity (BCC) implementation, commissioning, and Project close-out is essential.

2.3 Cost Management Objectives

Deliver the Project within the limits of its authorized funding, and, while substantiating the viability and cost benefits of design choices, respect and enhance

the building and associated landscape symbolic values while utilizing best practice conservation standards.

2.4 Time Management Objectives

Deliver the Project within the established time limits to allow CB re-occupancy, permitting the full function of Parliament in its traditional location, and deliver an integrated Project where the Project Team proactively prioritizes its work and manages its resources to achieve the prescribed milestones.

2.5 Quality Objectives

The rehabilitated CB must meet the functional and operational needs and standards of the Clients/Users. The entire design, rehabilitation and construction must allow for efficient and economical repairs, with particularly close attention being paid to heritage details. Maintaining the iconography and balancing cost with quality work to preserve and maintain the various heritage aspects of the building is extremely important.

2.6 Project Team Roles and Organization

The Project Team must manage and implement the Project in a collaborative manner. All members of the Project Team are required to work cooperatively at every stage of the design and construction process to ensure a successful end result. All team members are responsible for establishing and maintaining a professional relationship.

2.6.1 Clients/Users

The Clients/Users include the Senate of Canada (Senate), the House of Commons (HoC), the LoP and PWGSC.

2.6.1.1 The Senate

The Senate is represented by a Senior Project Advisor who is responsible for the coordination of occupancy planning, functional programming, design, fit-up, BCC and move management. This person is the single point of contact responsible for all internal management and communication of the Project within the Senate. The Senate has exclusive authority to establish its internal accommodation standards and requirements as per the *Parliament of Canada Act*.

2.6.1.2 The House of Commons

The HoC is represented by a Senior Program Coordinator who is responsible for the coordination of occupancy planning, functional programming, design, fit-up, BCC and move management. This person is the single point of contact responsible for all internal management and communication of the Project within the HoC. The HoC has exclusive authority to establish its internal accommodation standards and requirements as per the *Parliament of Canada Act*.

2.6.1.3 The Library of Parliament

The LoP is represented by the Senior Director, Public Education Programs, who is responsible for the coordination of occupancy planning, functional programming, design, fit-up, BCC and move management. This person is the single point of contact responsible for all internal management and communication of the Project within the LoP. The LoP has exclusive authority to establish its internal accommodation standards and requirements as per the *Parliament of Canada Act*.

2.6.1.4 PWGSC Property Manager

The PWGSC Property Manager is the building operator and manager. The PWGSC Property Manager and members of the Buildings in Transition (BIT) team are present on the Project Team to ensure the PWGSC facility management requirements are identified and incorporated into the Project. The PWGSC Property Manager and BIT team will play an active role during the functional programming and commissioning of the Project.

2.6.2 Parliamentary Precinct Security Office

The PWGSC Parliament Precinct Security Office (PPSO) will be the central point of contact for security clearances. All personnel employed on this Project will be subject to a security check and must conform to the security requirements stipulated in the Contract. Only personnel with a valid security clearance will be permitted to provide services for this Project.

2.6.3 PWGSC Design Manager

The PWGSC Design Manager is responsible to lead a team of technical resources, which includes a broad range of professional disciplines. These resources will be embedded within the Project Office.

The Design Team provides expert advice on coordination and quality assurance for architectural, conservation, engineering and interior design and other disciplines.

2.6.4 Conservation Management Team

The conservation management team (CMT) is the interdepartmental advisory group, reporting to the DR, consisting of representatives from PWGSC'S Heritage Conservation Directorate (HCD), the Canadian Conservation Institute (CCI) and the Dominion Sculptor (DS).

The CMT will review and validate all decisions associated with in-situ and off-site work to Heritage Assets, as well as any new work that impacts heritage values and character defining elements associated with the site and the building. Through the DR, it will provide clarification and direction to the A&E Consultant and the CM, including direction to address the recommendations received from review and approval authorities as it pertains to heritage conservation.

2.6.5 PWGSC Commissioning Manager

The PWGSC Commissioning Manager is responsible to oversee all base building commissioning activities during the design, implementation and post-construction stages of the Project, assuring that all Project issues are addressed. Responsibilities include the review and input into the approval of the commissioning reports, commissioning plans and input into the evaluation reports.

2.6.6 Cost/Time/Risk Management Services Consultant

Cost/Time/Risk Management Services Consultant's (i.e. Cost/Time/Risk Consultant) role is to support PWGSC with managing the Project schedule and costs, respectively. They act as independent third party assessors of the A&E Consultant and CM's cost and schedule management services, under the direction of the DR.

2.6.7 Third-Party Design Review

The A&E Consultant's structural and seismic design, heritage conservation strategy, and other aspects of its design will be reviewed throughout the Project by a board of third-party peer review experts retained by PWGSC. Approval of any aspect of the design, overall design and conservation strategy is contingent on the consensus approval between the A&E Consultant, third-party peer review panel, and PWGSC.

2.6.8 Carleton Immersion Media Studio

PWGSC has engaged the Carleton Immersion Media Studio (CIMS) in order to initiate and support innovation in design and construction. CIMS is an interdisciplinary research group at Carleton University, reporting to the DR. CIMS will work with PWGSC in developing new applications, workflows and training for the use of digital technologies in A&E rehabilitation and conservation.

2.6.9 Architectural and Engineering Consultant

The A&E Consultant is responsible to provide design and engineering services for the Project to PWGSC as set forth in the A&E Project Brief and in accordance with the A&E contract. The A&E Consultant will obtain, or cause to be obtained, all federal, municipal and other government regulatory requirements and approvals necessary for the Project.

2.6.10 Construction Manager

The CM is responsible to provide the construction related advice during the planning, design and DP documentation phases, and to provide construction management during tendering, award and execution. The CM is leading the construction team that is composed of its own forces, all sub-trades and specialty conservation trades retained by the CM, as set forth in the CM Terms of Reference and in accordance with the CM contract. Tendering and award of all trade, conservators and selected BCC packages is the CM's responsibility.

The CM is in charge of the construction sites. Construction site health and safety rules will be established and enforced by the CM. All individuals working on the site, including members of the Project Team, must respect the health and safety rules established by the CM and must participate in a site training and orientation program before being permitted access to the site.

The CM formally reports to the DR in all contractual matters. The CM forms part of the Project Team and participates in meetings and workshops, provides constructability advice and provides the requirements for construction phasing and DP content and sequencing.

3.0 REQUIREMENTS

3.1 Scope

The PMSS Contractor must proactively provide project management and support services on a daily basis for the Project as set forth in this SOW, under the direction of the DR. While this requires direct communication to enable the discussion and resolution of technical issues, no communication shall alter the terms of the Project scope, budget or schedules unless provided directly in writing by the DR.

The delivery philosophy for the Project is one of shared commitment to collaboration, open communication, mutual respect and trust, early involvement of key members and collaborative decision making. The PMSS Contractor is expected to take the initiative to work in a leadership role, making decisions and directing others when required to ensure that the Project moves forward on-schedule and on-budget while respecting this philosophy.

The PMSS Contractor must remain professional at all times while carrying out its role of ensuring the smooth and orderly communication of Project requirements throughout Contract duration. The PMSS Contractor will foster a culture of open and collaborative dialogue that supports innovative ideas and continual information sharing in order to achieve project goals and objectives (see Appendix A to this Annex).

The PMSS Contractor reports to the DR and other PWGSC Project Team members as directed by the DR. If conflicting information is provided or if issues arise that cannot be resolved, then the PMSS Contractor must seek clarification from the DR.

The PMSS Contractor must be comprised of qualified expertise with extensive relevant experience to provide all of the services identified in this SOW. These services include:

- a) Comprehensive Project leadership, management and administration services;
- b) Quality assurance management;
- c) Change order management and control support, including unique Parliamentary Precinct Branch (PPB) approval processes;
- d) Comprehensive Project monitoring and reporting;
- e) Communications and technical writing for written reports and presentations;
- f) Documents and records management;
- g) Support security clearance and building access processes; and
- h) Collaboration tool management, such as Buzzsaw, or other similar systems.

3.2 Media

The PMSS Contractor and any entity or person contracted or employed by the PMSS Contractor must not respond to any requests for information, interview, or questions directly or indirectly from the media pertaining to any aspect of the Project unless specifically requested to do so by the DR. All such inquiries must be directed to the DR without response to the inquiry.

3.3 Security of Project Information

The PMSS Contractor, and any entity or person contracted or employed by the PMSS Contractor, must not discuss issues pertaining to the Project and this Contract, specifically including the Project's scope, cost, schedule, building layout, design, content and security provisions, except as they relate to the direct provision of PMSS services under this Contract. The PMSS personnel must not publish pictures or videos of any portion of the work in progress without written permission from the DR.

3.4 Response Time

The PMSS Contractor must respond to inquiries from the DR within a half day notice.

3.5 Official Languages

While services are primarily in English, at minimum the PMSS Contractor must be able to provide bilingual (English and French) services orally. These services include, but are not limited to, presentations, interviews and meetings. To fulfill this obligation, the PMSS Contractor must have at minimum one senior and one support person who are fluent in French (written and spoken).

For written material, the PMSS Contractor is required to ensure that deliverables requested to be produced in both official languages are of a professional standard, and is responsible for the accuracy, completeness and consistency of translation. Both languages are considered equal in status, that is, neither is considered to be of lesser standing because it is a translation of the other. Translation, if and when required, will be a disbursement to the Contract.

3.6 Project Office

The Project Team will be co-located and work full time in a shared Project Office located in Ottawa, Ontario, in order to collaborate and establish strong lines of communication. PWGSC will advise the PMSS Contractor of the office location at Contract Award. PMSS resources at less than 100% level of effort are not expected to work in the Project Office all of the time.

The Project Team will be provided with the necessary technology to proactively manage the Project design and construction to advance the Project, while ensuring that security of information and personnel are maintained. Basic office furniture, all computers, software, and printers will be provided for the Project Team while working in the Project Office, at the discretion of the DR. PWGSC will not charge the PMSS Contractor rent for the work space. The PMSS Contractor must provide all resources

working under this Contract with cellular phones, inclusive of phone and data services.

The Project Office will be the central area for Building Information Modeling (BIM) coordination and management. A BIM technology-enabled room will be provided for the Project Team's use and review of the Model being designed for CB and its surrounding site. Coordination and planning activities will take place in an integrated environment. The BIM Room will be in the Project Office on or near the site, depending on the phase of the Project and available options.

3.7 Level of Effort

From time to time, overtime will be required. Similarly, some resources will be required to work shift work (evenings and weekends).

3.8 Resources Requirements

The following table outlines the categories of required resources, the estimated level of effort (i.e. time commitment requirement) per category, the phased approach for bringing personnel on-board the Project Team, and the estimated total number of PMSS personnel for the duration of the Contract. Required resources will be engaged via a phased in approach and will remain available for the duration of the Contract.

The extent of service requirements will increase or decrease in accordance with the needs of PWGSC and in order to respond to requests from Central Agencies. At times, resources will be required to work evenings and weekends and/or shift work. This may result in a change to the overall required level of effort of the PMSS Contractor resources.

Section 3.9, Tasks by Required Resource, contains the description of tasks for each required resource category. Optional resources, if needed, are described in section 3.10, Tasks by Optional Resource; their numbers and level of effort will be determined on an as and when needed basis.

Required resource category	% Level of Effort	Phased approach for engaging resources in initial Contract years				Total estimated number of resources
		2016/2017	2017/2018	2018/2019	2019/2020	
Team Leader	100	1	0	0	0	1
Senior Project Manager	100	2	2	1	2	7
Senior Mechanical and Commissioning Project Managers	50	1	0	1	0	2

Required resource category	% Level of Effort	Phased approach for engaging resources in initial Contract years				Total estimated number of resources
		2016/2017	2017/2018	2018/2019	2019/2020	
Intermediate Project Manager	100	0	2	0	2	4
Intermediate Technical Project Administrator / Information Management Specialist	100	2	0	2	0	4
Senior Technical Writer	50	0	1	0	0	1
Intermediate Technical Writer	100	1	0	0	0	1
Senior Art Handling Specialist	100	0	1	1	0	2
Professional Photographer	20	0	0	1	0	1
Total required resources		7	6	6	4	23

3.9 Tasks by Required Resource

3.9.1 Team Leader

The PMSS Team Leader is the PMSS Contractor's main point of contact with the DR. The Team Leader report to and is required to work closely with the DR to ensure that the Project objectives are met. All personnel identified in the PMSS team report to the Team Leader.

The Team Leader will take an active management approach to providing overall leadership, direction and support. The Team Leader will be responsible for overseeing the quality of services and deliverables, and not simply overseeing processes set forth for the Project by PWGSC. The Team Leader will be responsible for the coordination of all PMSS Contractor services, ensuring the team's required expertise is maintained for the duration of the Contract.

Through and with the approval of the DR, this resource is responsible for:

- a) Actively managing, planning and directing PMSS personnel using a strong team leadership approach to human resource management;
- b) Prioritizing and assigning PMSS tasks while reviewing the coordination of these tasks during Project delivery, and assessing and leveraging efficiencies by creating and maintaining a responsibility assignment matrix, or RACI matrix for short (responsible, accountable, consulted and informed), to assist with providing analysis and expert advice for integrated Project management;
- c) Assessing PMSS personnel performance;
- d) Motivating and communicating with the PMSS team to ensure commitment to the Project's objectives;
- e) Being the main point of contact for the PMSS personnel with the DR and working closely with the PWGSC project managers;
- f) Resolving any internal PMSS team conflicts that may arise;
- g) Developing work plans, analyzing and managing schedules, monitoring and reporting on Project progression, developing and implementing approved measures to respond to changing circumstances and ensuring achievement of scope and quality requirements;
- h) Preparing and presenting findings, status and other relevant matters regarding the Project as required (e.g. reports for Treasury Board, presentations for senior management, briefing notes, etc.);
- i) Formulating and preparing Project approval documents, identifying and defining the details, the optimum solution and required controls;
- j) Developing communication products and plans;
- k) Chairing meetings with Clients/Users, team members and other managers, consultants and Project Team to review and analyze the delivery of Project requirements;
- l) Managing the implementation of the Project, in conjunction with the A&E Consultant, CM, and **Cost/Time/Risk Consultant**, to identify, analyze, plan, track and control the Project's progress and risk on a continuous basis;
- m) Managing Project changes in accordance with the change management process, adjusting to meet changing requirements, minimizing risk and optimize resource utilization;
- n) Providing advice and leadership in the development and assessment of potential options on the Project development, recommending a preferred option and developing an implementation strategy through the preparation of a business case or feasibility study, if required;
- o) Obtaining, analyzing and synthesizing information from various parties involved in the delivery of the Project and developing reports and briefing materials, including identification of issues together with recommendations, to address identified issues;

- p) Ensuring that Clients/Users are aligned on key performance metrics, establishing realistic business goals, and providing accountability through reporting and analytics, and providing optimized strategies moving forward;
- q) Formally raising problems, issues or concerns encountered during any stage of the Project, establishing mechanisms, processes, procedures or options to solve these issues and obtain any necessary approvals;
- r) Advising PWGSC management on a range of issues affecting the organization's ability to achieve the Project's business objectives; and
- s) Supporting the DR and PWGSC project managers with providing updates and briefings to senior management on Project progress and concerns.

3.9.2 Senior Project Manager

The Senior Project Manager(s)'s role is to provide direct project management of the more complex aspects of the Project. The Senior Project Manager will work closely with PWGSC project managers, as well as the CM, the A&E Consultant and their sub-contractors. The Senior Project Manager reports to the Team Leader and functionally support the PWGSC project managers on specific aspects of the design, construction and conservation.

The Senior Project Manager will participate in Project development, Project identification, Project delivery, technical project management and technical administration support by working with the Project Team to provide integrated project management services.

Responsibilities include:

- a) Executing assigned PMSS tasks in an efficient and effective manner, making decisions as required within the PMSS Contractor's authority in order to move the Project forward;
- b) Supporting and assisting the Team Leader as required;
- c) Developing necessary Project documentation (e.g. briefing notes, status reports, project plans, etc.) as required for the PWGSC Project Team;
- d) Developing crisis and emergency communication and/or management planning strategies;
- e) Leading and managing aspects of the Project (enabling projects, DPs, etc.);
- f) Assisting the PWGSC project managers and the A&E Consultant Design Team in interpreting and in understanding departmental and/or other government departmental standards and policies;
- g) Coordinating and integrating the input of and reporting from the **Cost/Time/Risk Consultant** throughout the delivery of the Project;
- h) Coordinating and ensuring the complete integration of scope throughout the design process and within all DPs; Working with the DR and PWGSC project managers, A&E Consultant, CM and Clients/Users for the timely delivery of the Project in accordance with approved deadlines and milestones;

- i) Reviewing and inspecting design documents as well as construction and conservation work that are in progress and ensuring compliance with applicable mandates;
- j) Assessing and recommending to the DR the CM and A&E Consultant progress for value of services or work completed and recommending payment; and
- k) Investigating changed conditions for requested design, construction or conservation changes and making recommendations on the issuance of contemplated change notices (i.e. potential changes to the original scope which may result in additional costs) to the CM and A&E Consultant contracts.

3.9.3 Senior Mechanical and Commissioning Project Managers

The Senior Mechanical and Commissioning Project Managers role is to provide support and services to the PWGSC Project Team in all of the Senior Project Manager's responsibilities, activities and reporting duties as listed under section 3.9.2, Senior Project Manager, where specific subject matter require the role of a specialized and experienced professional in the areas of mechanical design, controls, and holistic building systems commissioning.

3.9.4 Intermediate Project Manager

The Intermediate Project Manager(s) role is to provide support and services to the Project Team in all of the Senior Project Manager's responsibilities and activities as listed under section 3.9.2, Senior Project Manager, where judgment and experience to Project situations do not require the level of analysis and interpretation of a Senior Project Manager.

3.9.5 Intermediate Project Administrator/Information Management Specialist

The Intermediate Technical Project Administrator(s) and the Information Management Specialist(s) will work interchangeably to provide seamless, direct administrative and information management support to the Project Team.

Responsibilities include:

- a) As directed by the Team Leader, revising and updating the PMSS team resource work plans at minimum semi-annually;
- b) Arranging and managing project meetings, including taking and distributing meeting notes and minutes in accordance with section 3.10, Deliverables. Most meeting discussions will be technical in nature, requiring some technical background and project management knowledge/experience;
- c) Assisting with the preparation of Treasury Board submissions, project briefing notes, progress status reports, project quality reports, monthly reports, quarterly reports, formal statements of work, work breakdown structures and evaluation materials;
- d) Using and managing on-line collaboration tools;

- e) Preparing and coordinating documentation in response to reports and observations to update management on Project progress;
- f) Contributing to research and analysis and carrying out fact finding activities for Project and/or discipline areas;
- g) Acquiring, reviewing, recording, verifying and maintaining input extracts, various data and information;
- h) Coordinating responses to internal and external inquiries, performing administrative tasks and participating in decision-making related discussions related to the planning and organization of work activities;
- i) Coordinating Access to Information and Privacy Act requirements;
- j) Providing support services for various office management processes and e-business applications using the MS Office suite, MS Visio, etc.;
- k) Developing an information management framework and system for managing the different types of information generated from the Project, including:
 - i. Identifying the Project's information management requirements and working with PWGSC to develop a framework and system that will allow for ease of information flow between all parties;
 - ii. Ensuring mechanisms are in place to protect document security;
 - iii. Assessing data to determine the best methodology for data synchronization, sharing and standardization; and
 - iv. Interacting with the Project Team to ensure all needs are addressed and any new requirements are appropriately added to the framework. The framework and system will be respectful of section 3.11.7, Format and Frequency, and PWGSC's records management requirements for maintaining, storing, preserving, disposing and destroying information;
- l) Preparing a process manual and procedures on how to efficiently and effectively use the information management system once it's developed;
- m) Developing and providing information sessions to the Project Team on the information management framework and system;
- n) Implementing the information management framework and system, including:
 - i. Managing and maintaining electronic files for the Project Team, such as historical recording type work, office documents, meeting minutes, reports, files, Drawings (as-built records, etc.);
 - ii. Providing advice to the Project Team on record keeping processes, policies and regulations;
 - iii. Coordinating information storage requirements and interface with Information Technology (IT); and
 - iv. Maintaining a library of reference materials;
- o) Managing and updating information requirements as Project delivery requirements change throughout the Project's lifecycle.

3.9.6 Senior Technical Writer

The Senior Technical Writer role is to support the Team Leader and DR, as required. Responsibilities include:

- a) Assisting with the preparation of draft Treasury Board submissions and Project briefing notes;
- b) Providing advice and developing documents on current and emerging issues, including briefing materials, position papers, speaking points, policy research, corporate reporting, protocols, media information and presentations related to the Project implementation; and
- c) Evaluating and developing National Project Management System (NPMS) approval documentation such as Project Review Advisory Committee (PRAC) presentations and investment analysis reports (IAR).

3.9.7 Intermediate Technical Writer

The Intermediate Technical Writer role is to support the Senior Technical Writer and PWGSC project managers, as required, with the tasks and responsibilities as outlined in section 3.9.6, Senior Technical Writer, during the various NPMS stages of the overall Project.

Responsibilities include:

- a) Assisting with the preparation, specifically technical content, of Project briefing notes, progress status reports, Project quality reports, weekly reports, monthly reports, quarterly reports, formal statements of work, work breakdown structures and evaluation materials;
- b) Preparing and coordinating documentation in response to Project reports and observations for PWGSC project managers;
- c) Contributing to research and analysis and carrying-out fact finding activities for the Project and/or various discipline areas;
- d) Acquiring, reviewing, recording, verifying and maintaining inputs, extracts, various data and information and ensuring conformance to established standards;
- e) Drafting written material for PWGSC project managers to respond to internal and external inquiries;
- f) Analyzing material, such as specifications (technical statements of work or requirements), notes, Drawings, manuals, user guides and other documents to clearly and concisely explain the requirements; and
- g) Gathering information, analyzing the subject and the audience, and producing clear documentation.

3.9.8 Senior Art Handling Specialist

The Senior Art Handling Specialist(s) (SAHS) role is to work with the DR and CMT to identify and manage stabilization, crating and moving challenges related to the moveable and fixed-moveable Heritage Assets in CB. The SAHS function is for a short-term period only, during the periods of the Heritage Assets move in and move-out.

Responsibilities include:

- a) Analyzing, monitoring and reporting on the A&E Consultant's inventory and related documentation of the CB Heritage Assets;
- b) Providing advice and recommendations related to Heritage Assets database management;
- c) Analyzing, monitoring and reporting on the Heritage Assets move plan and the actual stabilization, crating and move process (logistics, asset tracking, etc.); and
- d) Coordinating Heritage Asset stabilization, crating, and move process as well as the move of the Library of Parliament's main collection.

3.9.9 Professional Photographer

The Professional Photographer role is to support the DR and document the progress of the Project implementation.

Responsibilities include:

- a) Conducting field reviews of the construction site(s) in order to understand the progress of construction;
- b) Planning and coordinating photographic work with the Team Leader and DR to ensure daily, weekly, monthly and seasonal Project activities, events, operational situations are documented at the optimal time – day, night, dawn, or dusk;
- c) Planning and taking photography (quality will be that of high resolution and suitable for use in media) and videos to capture unique lighting, construction, conservation, design and other relevant Project activities or situations on or around the construction site(s);
- d) Planning, creating and maintaining a photographic database using a format compatible with the BIM; and
- e) Preparing presentation decks and, as a disbursement, mounting/framing photographs as and when required by the DR.

3.10 Tasks by Optional Resource

The number and level of effort for the following optional resources will be determined by the DR on an as and when needed basis.

3.10.1 Senior Heritage Conservation Specialist

The Senior Heritage Conservation Specialist will work with the DR and CMT to identify and manage potential design, construction and conservation issues.

Responsibilities include:

- a) Providing heritage conservation advice for proposed conservation work and new contemporary work;
- b) Analyzing, evaluating, monitoring and reporting on the proposed heritage conservation options considering the tangible and intangible values of CB, Parliament Hill, its history and possible future in accordance with the *Standards and Guidelines for the Conservation of Historic Places in Canada*;
- c) Performing continual on-site inspection, assessment and reporting of all approved conservation work and in-situ protection of Heritage Assets in CB, documenting and reporting to the DR any instance where the scope of conservation work is beyond what is approved;
- d) Performing continual inspection, assessment and reporting of conservation work at the off-site storage and conservation facility; and
- e) Preparing and presenting documents, presentations and or briefing notes related to the heritage conservation work for the Project.

3.10.2 Intermediate Heritage Conservation Specialist

The Intermediate Heritage Conservation Specialist will provide support and services to the Senior Heritage Conservation Specialist in all of its responsibilities and activities as listed under section 3.10.1, Senior Heritage Conservation Specialist, where judgment and experience to Project situations do not require the level of analysis and interpretation of a Senior Heritage Conservation Specialist.

3.10.3 Senior Site Inspector (Electrical, Mechanical, Structural, Architectural, Civil, Municipal, Geotechnical, Environmental, etc.)

The Senior Site Inspector(s) will support the DR and PWGSC project managers and Clients/Users on the construction site(s).

Responsibilities of each specific discipline include:

- a) Conducting field reviews and reporting on construction;
- b) Participating in construction meetings;
- c) Reviewing and analyzing Drawings and specifications;
- d) Providing technical analysis and advice on functionality, component and systems integration, and commissioning;

- e) Reviewing site and supplementary instructions, contemplated change orders, change orders, expenditure authority requests, and submittals; and
- f) Providing daily, weekly and monthly reports on construction progress, including verifying compliance with construction requirements.

3.10.4 Intermediate Expenditure Management Administrator

The Intermediate Expenditure Management Administrator will support the Team Leader and DR in the role of expenditure management for the Project.

Responsibilities include:

- a) Verifying and validating if invoices, amendments and change orders are in accordance with the scope and services for all Project contracts (except this PMSS Contract), bringing to the attention of the DR all invoicing errors or anomalies;
- b) Developing to the approval of the DR and then maintaining on a continual basis a detailed expenditure management system for the Project. The system must include a detailed summary per contract on a fiscal year basis documenting:
 - i. Financial commitments, contract durations, contracted personnel, special conditions, and disbursement allowances;
 - ii. Amendments or change orders;
 - iii. Actual expenditures;
 - iv. Fiscal year-end and total contract forecasts; and
 - v. Value of work done monthly, annually and over the life of the contract. The 'black book' will be made available upon request from the PWGSC Project Manager or Director and included as an annex to each monthly report;
- c) Analyzing the PWGSC financial system and validating with the DR and PPB finance personnel that the contract commitments and expenditures are properly reflected PWGSC's financial system;
- d) Meeting with the DR and PWGSC project managers monthly, or more often as needed, to discuss and document the progress of each contract and the overall Project;
- e) Preparing customized expenditure management reports on a monthly basis, reconciling and summarizing overall Project financial authorities with actual and forecasted expenditures;
- f) Working with and responding to auditors, through the DR, when they have questions or concerns regarding the Project expenditures; and
- g) Providing the DR with electronic copies of the expenditure management system on a semi-annual basis.

3.10.5 Senior Interior Designer

The Senior Interior Designer will work closely with the Clients/Users and A&E Consultant to move the functional program forward. The Senior Interior Designer is

expected to attend meetings as per direction of the PSPC project managers, ensuring the Project vision and guiding principles are upheld.

Responsibilities include:

- a) Reviewing the functional program deliverables and providing technical and design advice;
- b) Providing quality assurance reviews of interior design;
- c) Providing advice on alternate interior design strategies based on state of the art techniques available;
- d) Participating in workshops and Clients/Users group meetings, ensuring that the functional program remains compliant with codes and government policies;
- e) Reviewing and facilitating the development of BCC building component DPs and their procurement; and
- f) Facilitating receipt of Clients/Users requirements effectively and efficiently.

3.10.6 Food Services Specialist

The Food Services Specialist will work closely with the Clients/Users and A&E Consultant to refine functional and operation requirements and validate proposed design solutions that provide value for money, integrating with existing parliamentary food service operations. The Food Service Specialist is expected to attend food service related meetings as directed by the DR or by other PWGSC Project Team members as directed by the DR.

Responsibilities include:

- a) Reviewing the food services functional and operational criteria and providing technical and design advice;
- b) Providing quality assurance reviews of the food services design;
- c) Providing advice on alternate food services design strategies based on state of the art systems as well as component and system integration requirements with existing food service operations;
- d) Participating in workshops and Clients/Users group meetings, ensuring that the food services program remains compliant with codes and government policies and is fully compatible with existing systems;
- e) Validating construction of and participating in the commissioning of food services systems; and
- f) Facilitating receipt of Clients/Users requirements effectively and efficiently.

3.10.7 Senior Financial/Cost Specialist

The Senior Financial/Cost Specialist role is to support the Team Leader and DR in the role of financial analysis, and with evaluating financial and investment risks.

Responsibilities include:

- a) Advising the Team Leader and DR on economic and operational risks;

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- b) Developing documents on current and emerging financial issues;
 - c) Developing models to analyze, explain and forecast Project related economic behaviour;
 - d) Conducting research, monitoring data, analyzing information, preparing plans and reports to identify business options related to Project implementation;
 - e) Conducting a business case analysis that includes providing the necessary data, descriptions, investment, cost/benefit and risk analysis, present value cost of accommodation for each identified option and a supportable recommendation of the most appropriate selection;
 - f) Providing economic analysis through the real estate financial investment toolkit (REFIT) software;
 - g) Identifying, quantifying and analyzing risks, in conjunction with the risk and value management specialist, including;
 - i. Performing financial and risk analysis;
 - ii. Preparing and facilitating risk workshops which will identify and qualify all risks;
 - iii. Assessing risks using a triangular distribution of impacts and probabilities;
 - iv. Preparing a financial assessment of the risks using a Monte Carlo simulation; and
 - v. Generating statistical results to be used in calculating risk allocation;
 - h) Evaluating, developing and maintaining NPMS approval documentation;
 - i) Assisting the DR in developing government approval documentation outlining Project funding requirements and economic impacts;
 - j) Monitoring actual or expected Project costs against previously budgeted costs and preparing variance analysis; and
 - k) Supporting the Team Leader and DR as needed with financial analysis, and with evaluating financial and investment risks.

3.11 Deliverables

3.11.1 Meetings

The PMSS Contractor resources must attend meetings, workshops and working groups on a regular basis, as required by the DR throughout the duration of the Contract. The Team Leader must ensure the appropriate PMSS resources are in attendance and must ensure the recording and issuing of meeting minutes unless another party is mandated to prepared minutes. The frequency of meetings, workshops and working groups will vary and will be dependent on deliverables, stage of Project, etc.

Types of meetings may include:

- a) PWGSC Project Team and Project Team meetings;
- b) PWGSC senior management meetings (i.e. executive level);

- c) Project cost, schedule, risk, scope, administration, approval documents, or finance meetings and workshops;
- d) Clients/Users meetings, workshops, and working groups;
- e) Project design meetings or workshops, and working groups;
- f) Project construction meetings or workshops, and working groups;
- g) Presentations;
- h) Project status and update meetings; and
- i) Other meetings as required.

3.11.2 Work Plan

The PMSS Contractor must prepare a work plan that meets the requirements set out in section 3.11.7, Format and Frequency, and will regularly meet with the DR throughout the Contract to identify and review the overall Project status and upcoming monthly activities and service requirements.

The initial work plan must include the forecasted PMSS services, resource commitments and deliverables for the first three months, a roles and responsibilities matrix for PMSS resources and PWGSC project managers, as well as propose the expected contents of the monthly project management reports (see section 3.11.3, Project Management Reports).

Subsequent work plan updates must include, at minimum:

- a) The forecasted services, deliverables, PMSS resource schedules (including evenings and weekends) and PMSS Contract cash flow for the next three, six and 12 months of services;
- b) Changes to the roles and responsibilities matrix;
- c) The resource succession plan, looking ahead 12, 24 and 36 months;
- d) Documented reasons for delayed deliverables or extra costs to date; and
- e) Any forecasted extra costs or unanticipated roadblocks, and deliverables that are at risk for the upcoming months.

If the option to engage an optional resource is invoked, the work plan must be updated and provided to the DR immediately. Otherwise, the work plan will be updated on a quarterly basis.

3.11.3 Project Management Reports

The monthly project management reports must adhere to the following requirements and characteristics, and must at minimum:

- a) Include an executive summary of key points, suitable to be utilized as a Project briefing document for the HoC, Senate, LoP and PWGSC senior management;
- b) Consolidate Project activities, highlighting those that are completed, late, ahead of schedule and any new activities that have arisen including: overall progress, key accomplishments, key issues, financial summary, schedule summary and risk summary;

- c) Summarize key Project activities for the current completed month, as well as identify tasks and anticipated deliverables for the next 30, 60 and 90 day periods;
- d) Provide a relevant summary of PMSS activities and project management topics related to the delivery of the Project (e.g. integration, scope management, time management, cost management, quality, PMSS human resources, communications, risk management, procurement, safety, security, environmental, financial and claims), and include copies of updated schedules, plans or other relevant project management documents;
- e) Identify of any contractual issues; and
- f) Incorporate relevant Project delivery issues from the A&E Consultant, **Cost/Time/Risk Consultant**, CM and Clients/Users outlining how this affects:
 - i. The progress to date from each PMSS team member;
 - ii. The top five risk elements encountered by each PMSS team member with respect to their work due to these issues;
 - iii. Mitigation measures and the anticipated period for mitigation for these risk elements; and
 - iv. Foreseeable resource demands/changes for the PMSS Contractor stemming from these issues.

The structure of the monthly project management reports will be used for the entire Project and must be approved by the DR with the initial work plan. The content of the reports may vary according to each Project phase and the corresponding scope and activities.

3.11.4 Scope Management

The PMSS Contractor must develop, implement and manage a change control procedure inclusive of the Project Team that reflects the unique approval and documentation requirements in PPB, to the approval of the DR. Through the Team Leader, the PMSS team must:

- a) Define and implement reporting mechanisms for proposed and actual change; and
- b) Implement a change management process that allows information to be gathered and disseminated in support of timely decision-making. The process must incorporate Clients/Users change requests and their approval, contract amendments, contemplated change notices, site instructions, change orders and other PWGSC and industry standard scope documentation.

3.11.5 Quality Management

The PMSS Contractor must establish a quality management (QM) program to the approval of the DR, modifying the program over the life-cycle of the Project as and when required as directed by the DR. Through the Team Leader, the PMSS resources must:

- a) Define, monitor and report on the expectations and actual performance or non-performance of the QM program for each Project phase; and
- b) Create, maintain and report on a project-specific decision making log that captures all key decisions, related documentation, dates, individuals responsible for decisions making and, when applicable, dependencies to other Project activities.

3.11.6 Communications

The Team Leader must develop a Project communications strategy to keep the Project Team and stakeholders informed during all Project stages (i.e. inception, construction, close-out), this strategy must:

- a) Articulate the communications roles and responsibilities (i.e. who is responsible for communicating what) including how the Project Team and stakeholders will be kept informed (i.e. how);
- b) Describe the planned frequency of communications (i.e. when);
- c) Describe the process to be employed when unplanned issues arise;
- d) Describe consensus building approaches; and
- e) Describe the process for preparing responses to inquiries from media or outside agencies.

3.11.7 Format and Frequency

A PWGSC document management system (i.e. GCDOCS) and a Project Team information management system (e.g. Buzzsaw or similar system) will be used to save, share, and access project documents. Depending on the type of document, documents will either be stored in one of these systems, or in both.

All formal communications must carry the Contract name and number, PWGSC Project title, PWGSC Project number and a date in a non-ambiguous format (e.g. 01/09/02 is ambiguous and is not acceptable).

Formatting by type of deliverable is specified as follows:

Deliverable	Required Format
Written reports and studies	MS Word and Adobe PDF
Spreadsheets and budgets	MS Excel and Adobe PDF
Presentations	MS PowerPoint, Visio and Adobe PDF
Schedules	Primavera and/or Microsoft Project
Internet	HTML, Macromedia Flash
Photos	High resolution, jpeg format

Deliverable	Required Format
Videos	High resolution, jpeg format

The table below outlines the frequency of required deliverables from all resources.

Frequency	Deliverable	Due Date
Initial	Schedule meeting with DR to discuss work plan development	Within 10 Working Days of Contract Award
	Draft work plan forecasting the next three months of services and deliverables	Within 20 Working Days of Contract Award
	Revised work plan (if required)	Within five Working Days of receipt of comments from the DR on Work Plan
	Sample of monthly project management report	Within 20 Working Days of Contract Award
	Revised sample of monthly project management report	Within five Working Days of receipt of comments from the DR on sample project management report
Monthly	Project management report summarizing the actual services and deliverables for the past period	Within five Working Days of the last day of each month commencing the first month after receipt of approval from the DR of the revised sample monthly project management report
Quarterly	Updated work plan forecasting the next three, six, and 12 months of services, deliverables, revisions to PMSS resource schedules and PMSS Contract cash flow work	Commencing the first month after receipt of approval from the DR of the revised work plan and quarterly thereafter
	Resource succession plan looking ahead 12, 24 and 36 months	Commencing six months after Contract Award and quarterly thereafter

Frequency	Deliverable	Due Date
	Updated risk management plan and detailed risk register	Within five Working Days of the risk management session
	Updated quality management program report	Submitted with the applicable monthly report
	Updated decision making log	Submitted with the applicable monthly report
Annual	Consolidated report of services and deliverables over the preceding year	At the completion of every 12 month Contract period commencing the first 12 month period after Contract Award
As Required	Meeting minutes	Within two working days of the meeting
	Create and submit any required documentation, reports, analysis, briefing notes etc. deemed necessary by the DR	Within the agreed-upon delivery date with the DR
	Produce deliverables as deemed necessary from any working group activities	Within the agreed-upon delivery date of the working group, to the approval of the DR.
	Prepare draft Treasury Board submissions or supporting documentation for Treasury Board submissions deemed necessary by the DR	Within the agreed-upon delivery date with the DR
	Preparing options analyses and scenarios deemed necessary by the DR	Within the agreed-upon delivery date with the DR
	Preparing reports, analysis, plans or communications related to risk deemed necessary by the DR	Within the agreed-upon delivery date with the DR
	Preparing feasibility studies, IAR or other NPMS or Project documentation deemed necessary by the DR	Within the agreed-upon delivery date with the DR

APPENDIX A – PROJECT BACKGROUND

1.0 Project Objectives

The objectives of the Project are to:

- a) 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;
- b) 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;
- c) Ensure the rehabilitation is consistent with the long-term development plans for Parliament Hill;
- d) 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;
- e) Rehabilitate Centre Block so that it respects and reflects the dignity and integrity of the Parliament of Canada;
- f) Ensure rehabilitation reflects, responds and enhances historic and contemporary Canadian identities and values; and
- g) 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.

2.0 Project Culture

PWGSC will manage this Project within a heightened culture of open, collaborative dialogue that fosters innovative ideas and continual information sharing in order to achieve the Project's goals and objectives. The daily activities and actions of all Project Team members must be performed in accordance with this culture.

Active participation of all Project Team members within a forum that promotes creativity, resourcefulness, collaboration, integration is essential to create a 'can do' approach of doing things.

This Project culture:

- a) Promotes team integration and the elimination of silos;
- b) Promotes healthy constructive dialogue of engagement;
- c) Streamlines and simplifies approval processes in all organizations;
- d) Delegates authority to team members where possible;
- e) Leverages technology for enhanced communications;

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- f) Accepts the ongoing development and refinement of requirements;
 - g) Respects the inevitable reality of change;
 - h) Encourages innovation within the design;
 - i) Encourages ownership and responsibility of tasks; and
 - j) Ensures reactive problem solving and risk based decision making.

3.0 Location

The Centre Block Rehabilitation Project is located on a National Historic Site of Canada located in downtown Ottawa, Ontario. It is adjacent to The Rideau Canal, a registered UNESCO World Heritage Site.

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. Other work will be carried out at remote locations yet to be determined.

Significant construction is anticipated to start in 2019, 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.

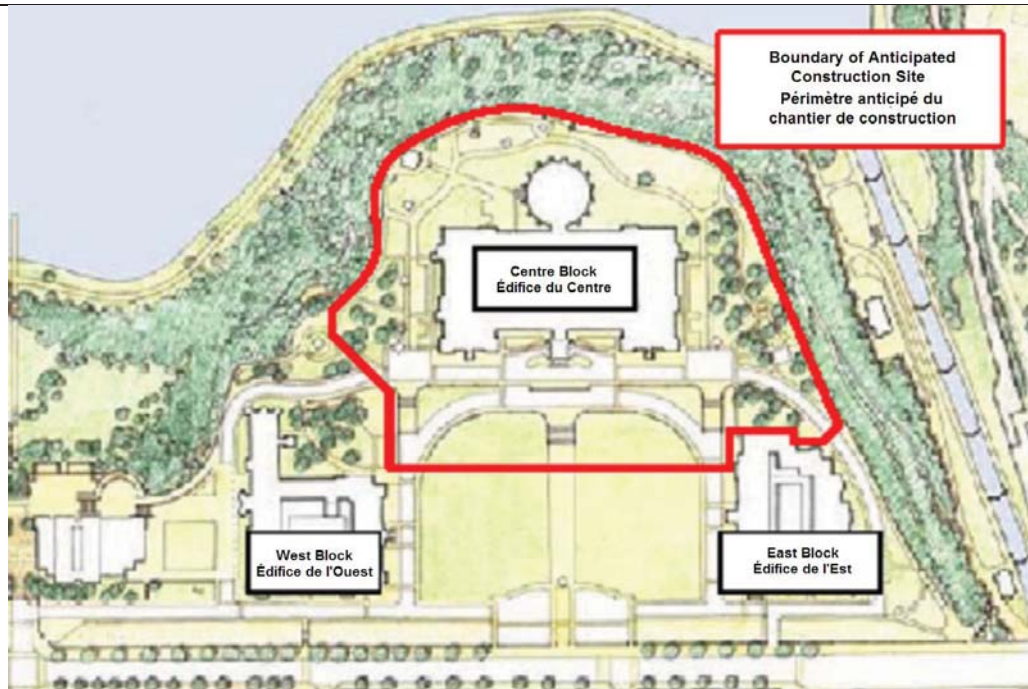


Figure 1 - Anticipated Construction Site

4.0 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.

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

- d) The National Project Management System (NPMS) model which PWGSC follows:
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/mdl-description-eng.html>
- e) Information for the Federal Heritage Buildings Review Office (FHBRO) can be found at the following websites:
 - i. Parliament Hill, Centre Block:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2833
 - ii. Parliament Buildings National Historic Site of Canada:
http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=471
 - iii. Public Grounds of the Parliament Buildings National Historic Site of Canada:
http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=470
 - iv. Parliament Hill, Complex:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2834
 - v. Parliament Hill, Grounds:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2835

5.0 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, 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 LTVP's direction for a connecting concourse spine for pedestrian movement and independent but connected material handling facilities.

6.0 Project Elements

6.1 Centre Block

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:

a) Security/Asset Condition

- i. Restoration of the building envelope, including selective security mitigation measures to the extent possible given the building's heritage designation; and
- ii. 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 width 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;
 - b) Building Operations
 - i. Excavation of the basement subject to viability and cost benefit to add space for building support functions; and
 - ii. New mechanical, electrical, and vertical transportation systems.
 - c) Functional Requirements
 - i. New information technology (IT), multimedia and security systems;
 - ii. Additional parliamentary office suites and additional broadcast capable committee rooms;
 - iii. Adjustment to the Senate Chamber and the House of Commons Chamber to allow for additional seating;
 - iv. Complete fit-up of the building, including special purpose space (e.g. Chambers, Committee Rooms, and support space, cafeteria, etc.); and
 - v. Furniture, fixtures and equipment;
 - d) Heritage Requirements
 - i. Restoration of more than 50 designated heritage spaces such as Salle de la Francophonie, Hall of Honour, Reading Room, etc.;
 - ii. Specialized art handling for the removal, storage and return of over 20,000 Heritage Assets and the main collection of the Library of Parliament;
 - iii. Conservation of fixed and moveable Heritage Assets; and
 - iv. Significant conservation of exterior and interior masonry, wood, plaster, paint, art glass, fabric and metals.

6.2 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 will 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.

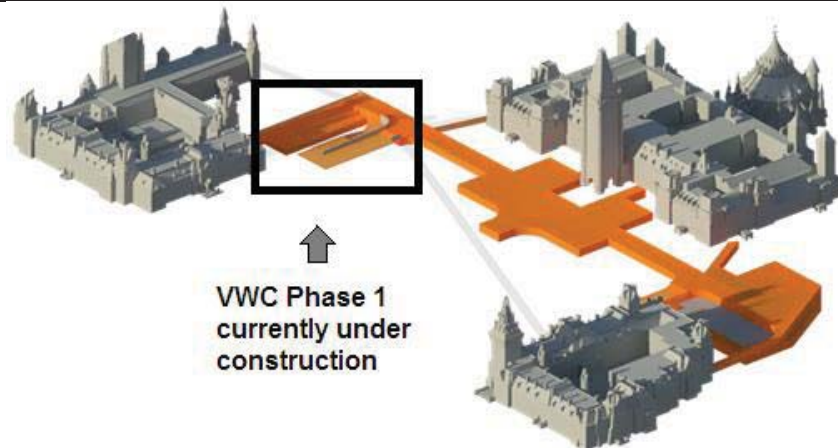


Figure 2 - Visitor Welcome Centre Complex

- a) Functional Requirements
 - i. Visitor services (information and orientation, security screening and marshalling, education and public programs and other services;
 - ii. Material handling connecting the buildings of the Parliamentary triad; and
 - iii. Building support services;
- b) Building Operations
 - i. Utility corridor; and
 - ii. Building systems for the VWC Complex, Centre Block, Peace Tower, East Block and the broader Parliamentary Precinct.

6.3 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:

- a) Decommissioning of site systems and the completion of numerous interconnected enabling Projects, including signage and wayfinding in downtown Ottawa;
- b) Extensive architectural landscaping and architectural lighting for Parliament Hill; and
- c) Security requirements.

6.4 Construction Management Project Delivery

PWGSC has opted for a fast-tracked Construction Management 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 on the cash flow and overall Project cost. This implementation approach is routinely adopted in

industry through public-private-partnerships (P3) and design-build (D-B) projects, which are variants of construction management, 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.

6.5 Investigations

Significant investigation work will be performed concurrently with the progression of the schematic design. Investigations will be carefully planned and implemented in a prescribed manner that maintains the operations of Parliament and provides the necessary information to develop design solutions. Investigations will primarily be limited to occur when Parliament is not sitting.

6.6 Enabling Projects

The Project Team must complete approximately 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. Many of these projects have a direct relationship with and will occur concurrently with investigation work necessary to inform the main design and obtain design approval. 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.

6.7 Building Information Modeling

PWGSC is currently creating a 3D 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 A&E Project Brief will identify BIM requirements throughout the phases of the Project.

6.8 Building Components and Connectivity Program

The BCC Program delivers precinct-wide projects that provide the infrastructure and services to implement the connectivity requirements for the Precinct. Components include building fixtures, furnishings and equipment. Connectivity includes interconnected systems for networking, security, multimedia and other electronic communications. BCC is to be installed as part of the Centre Block Rehabilitation Project.

6.9 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 about 36 months from the award of the A&E Consultant and CM contracts. Formative seismic/structural design options, inclusive of architectural and security impacts, must be completed within 24 months for presentation to approval bodies.

6.10 Project Size

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).

APPENDIX B – TERMS, ACRONYMS AND ABBREVIATIONS

The following terms are used in this document:

A&E Project Brief	Document detailing the requirements and expectations of the Architectural and Engineering Consultant.
Building Information Modeling or Modeling	The process and technology used to create Models.
Central Agencies	Includes the Prime Minister's Office, the Privy Council Office, the Treasury Board of Canada Secretariat, and the Department of Finance.
Centre Block	Includes the Centre Block and Peace Tower as an integrated building assembly, unless the Peace Tower is specifically excluded or singled out as a Project element in this statement of work.
Conservation	All actions or processes that are aimed at safeguarding the tangible character-defining elements and intangible heritage values of a heritage place to retain its heritage value and extend its physical life. They may involve preservation, rehabilitation, restoration, or a combination of these actions and processes.
Contract Award	Refers to that date on page one of the original Contract, and means as of which date, all the rights, duties and obligations of the Parties set forth in the Contract commence and are in full force and effect.
Design Package	The part of the overall Work for the Project that is specific to a limited number of trades or even one trade and is prepared by the A&E Consultant to acquire or construct one or more building element and/or to acquire, construct and install one or more BCC element.

Design Team	The combined forces of the Architectural and Engineering Consultant, the Information Technology and Project Management Office, and security.
Drawings	The 2D Drawings generated from the Model and traditional 2D Drawings not generated from the Model.
GCDOCS	Government of Canada system for saving, finding and sharing electronic information.
Heritage Assets	<p>The broad encompassing term used to describe tangible character defining elements and the integrated arts in the Centre Block. They include a range of cultural property managed and cared for by various custodians. They are divided into the following three categories:</p> <ul style="list-style-type: none"> • Movable Heritage Assets: furnishings and other portable assets, e.g. movable furniture, wall-hung fine art, historical material culture and portable sculpture; • Fixed-removable Heritage Assets: heritage elements that are fastened to the base building fabric using screws or other fastening devices which can be easily unfixed, e.g. light fixtures, grilles, radiators, doors, demountable wood panels and wall mounted handrails; and • Fixed Heritage Assets: heritage elements which are fixed or embedded into the building fabric which, if possible to remove, would require extensive effort and careful disassembly, e.g. architectural carving and fine art relief sculpture, woodwork and paneling, decorative painted finishes such as stencil work, mural paintings including frescos, wrought iron metalwork and marble and stone finishes.
Information Technology and Project Management Office	Forms part of the House of Commons and provides services to the Senate, the House of Commons and the Library of Parliament.

Long Term Vision and Plan	The 25-year plan to conserve the existing historic assets and to provide new facilities and infrastructure to meet the needs of a modern Parliament and the public.
Model	A digital representation of the physical and functional configuration, characteristics or attributes of the Project or a portion of the Project.
National Project Management System	The National Project Management System is Public Works and Government Services Canada's project management framework for Real Property Projects and Information Technology-enabled projects. The NPMS framework defines key principles and provides the directives, roadmaps, deliverables and tools needed to successfully deliver projects on scope, on time and on budget.
Parliamentary Precinct Branch	The sector of Public Works and Government Services Canada who acts as the custodian of the buildings and grounds on Parliament Hill on behalf of Canadians.
Project	Refers to the Centre Block Rehabilitation Project and includes all services and work required to fulfill the work described in the Contract.
Project Team	The combined private sector and government sector teams responsible for delivering the Project including the Design Team, the Project Management Support Services Contractor, the Schedule and Cost Consultant, the Construction Manager, the Departmental Representative, members of the Buildings in Transition team and the Clients/Users representatives.
Public Works and Government Services Canada	The Department of Public Works and Government Services of Canada as established by the Department of Public Works and Government Services of Canada Act, S.C. 1996, c. C.16.

Public Works and Government Services Canada Project Team	The PWGSC employees working on the Centre Block Rehabilitation Project.
Cost/Time/Risk Management Services Consultant	The entity contracted by Public Works and Government Services Canada to provide independent planning, scheduling, monitoring, control, cost planning, estimating, and quality assurance services directly to Public Works and Government Service Canada.
Working Day	A day other than a Saturday, Sunday, or a statutory holiday that is observed by the construction industry in the area of the place of the Work.
Visitor Welcome Centre	A multi-level underground structure located immediately south of Centre Block and extending from the West Block to the East Block, including all required building support systems, functions, and operations for the parliamentary triad- Centre Block, East Block and West Block, as well as visitor services.

The following acronyms and abbreviations are used in this document:

A&E	Architectural and Engineering Consultant
BCC	Building Components and Connectivity
BIM	Building Information Model or Modeling
BIT	Buildings in Transition
CB	Centre Block
CBUS	Centre Block Underground Services
CCI	Canadian Conservation Institute
CIMS	Carleton Immersion Media Studio
CM	Construction Manager
CMT	Conservation Management Team
DD	Design Development
DP	Design Package
DR	Departmental Representative
DS	Dominion Sculptor
FHBRO	Federal Heritage Buildings Review Office
HCD	Heritage Conservation Directorate
HoC	House of Commons
IAR	Investment Analysis Report
IT	Information Technology
LoP	Library of Parliament
LTVP	Long Term Vision and Plan
NPMS	National Project Management System
PDF	Portable Document Format
PMSS	Project Management Support Services

PWGSC	Public Works and Government Services Canada
SCC	Schedule and Cost Consultant
SD	Schematic Design
Senate	Senate of Canada
SHCS	Senior Heritage Conservation Specialist
SOW	Statement of Work
SPM	Senior Project Manager
VWC	Visitor Welcome Centre

APPENDIX C – REFERENCE DOCUMENTS

The DR will provide the PMSS Contractor the following documents after Contract Award:

- a) A&E Project Brief;
- b) Construction Manager Terms of Reference;
- c) Cost and Time Management Services Statement of Work;
- d) Information Technology Consultant Statement of Work;
- e) Feasibility Report – Centre Block Rehabilitation Project;
- f) Baseline Investment Analysis Report;
- g) Parliamentary Building – Building Information Report;
- h) Master Schedule and Master Cost Plan;
- i) Implementation scenarios;
- j) Structural, geotechnical and other feasibility studies; and
- k) Supporting CB and LTVP information.

The following websites are also available for online research:

- a) General information about the Parliamentary Precinct: <http://www.tpsgc-pwgsc.gc.ca/citeparlementaire-parliamentaryprecinct/index-eng.html>
- b) General information about the National Project Management System: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>
- c) Information Management Planning Template: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/ti-it/mpgi-impt-eng.html>.

Project Management Support Services

Request for Information

Canada will shortly undertake the rehabilitation project of the Centre Block (CB) on Parliament Hill. Requirements for rehabilitation projects such as this generally require consultants for Project Management Support Services.

In order to make an informed decision, Canada wishes to consult with industry on this approach. To this end, Canada has the following questions for industry:

1. Does the work requested in the attached Statement of Work align with industry standards and practices?
2. Could your company provide all the resources requested or would you have to team up with another company to provide all the resources requested?
3. What would be the ideal team composition to fulfill the work requested in the SOW?
4. Would it be preferable to request a fixed monthly fee basis of payment or should an hourly rate be used?
5. Do you have any recommendations that would result in increased competition?
6. Do you have any recommendations that would reduce the risk to Canada?
7. Do you have any recommendations that would reduce cost to Canada?
8. What is a reasonable approach to economic price adjustment of the duration of this subsequent contract.
9. Is there Aboriginal capacity to perform the work requested?