



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

**Bid Receiving - PWGSC / Réception des soumissions
- TPSGC**

11 LaurierSt./ 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

SOLICITATION AMENDMENT

MODIFICATION DE L'INVITATION

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

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

Comments - Commentaires

This document contains a security requirement.

Ce document contient une condition de sécurité.

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Maintenance & Professional Consulting Services

Division (FK)

11 Laurier St./ 11, rue Laurier

3C2, Place du Portage, Phase III

Gatineau

Québec

K1A 0S5

Title - Sujet Tunney's Pasture Redevelopment - In	
Solicitation No. - N° de l'invitation EP168-170312/A	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client 20170312	Date 2016-08-30
GETS Reference No. - N° de référence de SEAG PW-\$\$FK-289-71383	
File No. - N° de dossier fk289.EP168-170312	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-10-14	
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: Maquiling(fk div), Amalia O.	Buyer Id - Id de l'acheteur fk289
Telephone No. - N° de téléphone (873) 469-4886 ()	FAX No. - N° de FAX (819) 956-3600
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:	

Instructions: See Herein

Instructions: Voir aux présentes

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

This solicitation amendment 002 is issued to revise solicitation closing date, revise the list of buildings and to answer questions raised from the industry.

1) **Revise the solicitation closing date from September 19, 2016 to October 14, 2016.**

2) Questions and answers:

Q1 Can you please clarify the difference between the deliverables listed in Table A.2 Section A.2.5 “Master Servicing and Stormwater Management Plan” and A.2.7 “Master Servicing Plan”? This is also referenced on pages 32 and 34 of the TOR. They are shown as two separate deliverables, but are they in fact the same thing?

R1 *Please see attached amended Term of Reference, with corrections confirming one deliverable for the Master Servicing and Stormwater Management Study and Plan.*

Q2 Can you please confirm that the scope of the Noise and Vibration Study shown as deliverable A.2.9 is in relation to the potential impacts from the future Confederation Line?

R2 *The Noise and Vibration Study will be largely related to the potential impacts of the Confederation Line.*

Q3 Please confirm which deliverables in Table A.1 must be provided in both official languages.

R3 *As per section 9.9 of the Terms of reference all deliverables in Appendix A must be provided in both official languages.*

Q4 Please confirm which deliverables in Table A.2 must be provided in both official languages.

R4 *As per section 9.9 of the Terms of reference all deliverables in Appendix A must be provided in both official languages.*

Q5 Please confirm which deliverables in Table A.3 must be provided in both official languages.

R5 *As per section 9.9 of the Terms of reference all deliverables in Appendix A must be provided in both official languages.*

Q6 Can PSPC provide a list of existing Building Condition Assessments done for the site?

R6 *This information will be provided upon contract award.*

Q7 Can PSPC provide a list of existing bio-physical and soil & groundwater studies done for the site?

R7 *This information will be provided upon contract award.*

Q8 Can PSPC provide a data room to view the above-referenced studies?

R8 *Data room access and information provided as part of this tender process are outlined on page (9 of 33) of the RFP under Section I: Technical Bid and also on page 7 of the Terms of Reference.*

Q9 Please explain the difference between PAR Report – Technical Workshop: Environmental (deliverable A.4.4) and PAR Report – Technical Workshop: Environmental Sustainability (deliverable A.4.5).

R9 *Please refer to Appendices C and D of the Terms of Reference as a guideline. A4.4 will focus on environmental regulatory compliance and A.4.5 will focus on sustainability conformance.*

Q10 Please confirm that the 8 Technical Workshops under the Infrastructure Integration and Divestiture Strategy listed as deliverable A.4.10 are in addition to the eight meetings identified in deliverables A.4.2 to A.4.9? If so, please clarify the intent of holding eight separate meetings.

R10 *The 8 meetings listed for A.4.10 are in addition to those listed for A.4.2 to A.4.9. The intent of the eight meetings was to ensure that the bidders accounted for enough meeting time to review, analyze,*

discuss and present one of the largest and most complex aspects of the contract with various stakeholders.

Q11 On page 32 of the TOR (section 7.1.3), there is a bullet under Servicing/Infrastructure that says "Survey plans/ as-built plans / cross sections". Can PSPC please clarify what is expected in this task? Is PSPC looking for a compilation of existing data, or is PSPC requiring detailed survey and underground investigations to confirm the location of existing infrastructure?

R11 The intent of this task is for the compilation of all existing information, addition of missing information and completion of any drawings, plans and cross-sections required for future development.

Q12 On page 16 of 33 of the RFP, MT3 lists the categories for the lead specialists and indicates that names and resumes are to be included for these leads. Are these specialists in addition to the two senior personnel for the Key Disciplines listed in RT1 on page 17? Or are they included in the RT1 senior personnel?

R12 The specialists identified in MT3 can also be used for RT1.

Q13 On page 18 of 33 of the RFP, RT2 Experience and expertise of proposed supplemental personnel says "Select a maximum of one project undertaken within the last 15 years per person". Is this to be included in their CV? Or is this to be a project description write-up? If so, what should be included in the project description write-up?

R13 It is the responsibility of the bidder to provide all of the information requested, including the project description, within a two page CV. The project description should demonstrate how it meets the criterion described in RT2 along with its relation to this project.

Q14 On page 19 of 33 of the RFP, RT3 a) requests a maximum of three projects to be provided. Section a) vii) asks for two projects that the proponent feels best represents the required services outlined in the RFP. Please confirm if we are to provide two or three projects.

R14 Three projects are to be provided. Please see correction on page 19 of 33.

No other changes apply.

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The Attachments include

Attachment 1 to Part 4, Technical Mandatory and Rated Criteria

Attachment 1 to Part 5, Certifications Precedent to Contract Award

List of Annexes:

Annex A	Terms of Reference
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Annex D	Contractor disclosure of foreground information
Annex E	Non-disclosure Agreement
Annex F	Declaration

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus annexes as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements; includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include

Attachment 1 to Part 4, Technical Mandatory and Rated Criteria
Attachment 1 to Part 5, Certifications Precedent to Contract Award

The Annexes includes:

Annex A	Terms of Reference
Annex B	Basis of Payment
Annex C	SRCL
Annex D	Contractor disclosure of foreground information
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1.2. Summary

1.2.1 Public Works and Government Services Canada (PWGSC) is soliciting proposals from Proponents to conduct the next phase of development planning for the Tunney's Pasture Campus lands. PWGSC desires an innovative scheme that builds upon the Tunney's Pasture Master Plan (TPMP) to create an exemplary development plan of the highest quality, appropriate to the objectives of the Government of Canada and responsive to the surroundings.

The project has two major components that define the work to be accomplished. These are the Tunney's Pasture Investment Program Plan, and the Tunney's Pasture Phase 1 Redevelopment Project. The desired outcome of the Program and the Project is a development phasing strategy that will guide future investment and divestiture decisions for Tunney's Pasture through the continued implementation of the overall Tunney's Pasture Master Plan (TPMP).

The work required must be completed in accordance with Annex A, Terms of Reference (ToR).

1.2.1.1 The requirement is for Major Crown Projects, Real Property Branch of Public Works and Government Services Canada (PWGSC) for Tunney's Pasture, Ottawa, Ontario.

1.2.1.2 The period of the contract shall be for two (2) years with Canada retaining an irrevocable option to extend the Contract by up to one (1) additional one (1) year period under the same conditions.

1.2.2 There is a security requirement associated with this requirement. For additional information, consult Part 6 – Security, Financial and Other Requirements and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Industrial Security Program (ISP) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>).

1.2.3 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT).

1.2.4 Non-disclosure Requirement

A non-disclosure requirement as detailed at Article 7.5 of Part 7 herein applies to this procurement in order to access the Data Room for background documentation related to this solicitation.

1.3. Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

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PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

- The text under Subsection 4 of Section 05 - Submission of Bids of 2003 referenced above is amended as follows:
Delete: sixty (60) days
Insert: one hundred eighty (180) days

2. Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

3. Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (a) an individual;
- (b) an individual who has incorporated;
- (c) a partnership made of former public servants; or

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(d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970 c. D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c. M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

YES () NO ()

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

- (a) name of former public servant;
- (b) date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? YES () NO ()

If so, the Bidder must provide the following information:

- (a) name of former public servant;
- (b) conditions of the lump sum payment incentive;
- (c) date of termination of employment;
- (d) amount of lump sum payment;
- (e) rate of pay on which lump sum payment is based;
- (f) period of lump sum payment including start date, end date and number of weeks;
- (g) number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

4. Enquiries - Bid Solicitation

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All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

5. Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

6. Improvement of Requirement during Solicitation Period

Should bidders consider that the specifications or Terms of Reference contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must 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 provided they are submitted to the Contracting Authority at least ten (10) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions. Accepted suggestions may be incorporated into an amendment to the solicitation.

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PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (6 hard copies and 6 soft copies on DVD);
Section II: Financial Bid (1 hard copy and one soft copy on DVD); and
Section III: Certifications (1 hard copy).

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

1.1 Presentation instructions

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper; and
- (b) minimum font size: 11 point Times or equal
- (c) minimum margins: 12 mm left, right, top, and bottom
- (d) one (1) 'page' means one side of a 216 mm x 279 mm (8.5" x 11") sheet of paper.
- (e) 279 mm x 432 mm (11" x 17") fold-out sheets for spreadsheets, organization charts etc. will be counted as two pages.
- (f) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

1.2 Specific Requirements for Proposal Format

The maximum number of pages (including text and graphics) to be submitted for the Rated Requirements under Part 4 is one-hundred (100) pages.

The following are not part of the page limitation mentioned above;

- Covering letter
- Declaration/Certifications Forms
- Integrity Provisions – Associated Information
- Front page of the Request for Proposal document
- Front page of revision(s) to the Request for Proposal document
- Price Proposal Form (Annex B)

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- CVs of personnel (3 pages maximum per CV)

Consequence of non-compliance: any pages which extend beyond the above page limitation and any other attachments will be extracted from the proposal and will not be forwarded to the PWGSC Evaluation Board members for evaluation.

1.2 Limitation of bids

1. A Bidder may not submit more than one bid. This limitation also applies to the component persons or entities in the case of a joint venture. If more than one bid is received from a Bidder (or, in the case of a joint venture, from the component persons or entities), all such bids shall be rejected and no further consideration shall be given.
2. An arrangement whereby Canada contracts directly with a prime consultant who may retain sub-contractors to perform portions of the services is not a joint venture arrangement. A sub-contractor may, therefore, be proposed as part of the Consultant Team by more than one Bidder.
3. Notwithstanding paragraph 2. above, in order to avoid any conflict of interest, or any perception of conflict of interest, no person or entity acting as an individual Bidder or as part of a joint venture Bidder, shall be proposed as a member of another Bidder's Contractor Team, either as a sub-contractor or as part of another joint venture Bidder. Failure to comply with this limitation will result in all bids so involved being rejected.
4. Any joint venture entered into for the provision of professional services or other services must be in full compliance with the requirements of any provincial or territorial law pertaining thereto in the Province or Territory in which the project is located.

Section I: Technical Bid

In their technical bid, bidders must demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders must demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid must address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Bidders will be provided access to Background Information reference documents upon signing a Non-disclosure Agreement identified at 1.2.4 and 7.5. Access to the Data Room will be provided through an FTP site. Bidders can request access by sending an e-mail to the Contracting Authority. Access will be provided to a maximum of 10 persons per bidder.

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

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Section II: Financial Bid

1.1 Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Annex B, Basis of Payment. The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST) must be shown separately, as applicable.

1.2 When preparing their financial bid, bidders should review the basis of payment in Annex B.

1.3 The firm all inclusive prices in the pricing schedule detailed in Annex B must include profit, overhead expenses such as administrative support, facsimile, courier, photocopying, mail, word processing, office supplies, other operating costs and the total cost of all travel and living expenses that may need to be incurred for Work described in Part 7, Resulting Contract Clauses, of the bid solicitation. No additional amounts will be paid by Canada.

1.4 GST / HST: any applicable GST and HST are to be shown separately.

1.5 Bidders should include the following information in their financial bid:

1. Their legal name;
2. Their Procurement Business Number (PBN); and
3. The name of the contact person (including this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to:
 - a. their bid; and
 - b. any contract that may result from their bid.

1.6 SACC Manual Clauses

C3011T(2010-01-11), Exchange Rate Fluctuation

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.

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PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.

(b) An evaluation team composed of representatives of Canada will evaluate the bids.

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

Refer to Attachment 1 to Part 4.

1.1.2 Point Rated Technical Criteria

Refer to Attachment 1 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

1.2 Financial Evaluation

1.2.1 Evaluation of Price

The price of the bid will be evaluated in Canadian dollars, the Goods and Services Tax or the Harmonized Sales Tax excluded, FOB destination, Canadian customs duties and excise taxes included.

For bid evaluation and contractor selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Annex B, Basis of Payment.

2. Basis of Selection

2.1 Basis of Selection - Highest Combined Rating of Technical Merit (70 %) and Price (30%)

2.1.1 To be declared responsive, a bid must:

(a) comply with all the requirements of the bid solicitation;

(b) meet all the mandatory evaluation criteria; and

(c) obtain the required minimum of 36 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 60 points.

2.1.2 Bids not meeting (a) or (b) or (c) will be declared non-responsive.

2.1.3 The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30 % for the price.

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2.1.4 A Best Value Pricing Score (BVPS) will be allocated to each responsive bid using the following method. The average price (AP) of all responsive bids will be determined by adding together the Total Price for Evaluation (from the Annex B Pricing Schedule) of all of the responsive bids and dividing by the number of responsive bids, except that bid prices that are greater than twice or less than half the average responsive bid price will not be included in the calculation. Note that this recalculation, if required, will only be done once.

A Price Score (PS) for each responsive bid will be determined as follows:

$PS = (AP / P) \times 30$ (to a maximum of 30 points) where P is the firm price (P) of each responsive bid identified in the Annex B Pricing Schedule.

A Best Value Factor (BVF) for each Price Score will be created by determining the percentage of the Total Technical Requirements Points (TTRP) received by each bid as determined in Attachment 1 to Part 4. The BVF is determined as follows:

$BVF = TTRP / 70$ (total number of points obtained / maximum number of points available)

2.1.5 The Best Value Pricing Score will be determined as follows:

$BVPS = PS \times BVF$

2.1.6 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

2.1.7 The combined rating (CR) of technical merit and price of each responsive bid will be determined as follows: $CR = BVPS + TTRP$.

2.1.8 The responsive bid with the highest combined rating of technical merit and price (CR) will be recommended for award of a contract. In the event of a tie in combined rating of technical merit and price, the responsive bid with the lowest Total Price for Evaluation will be recommended for award of contract.

Due to this scoring methodology, neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be awarded the contract.

2.1.9 The table below illustrates an example where the selection of the contractor is determined by a 70/30 ratio of the technical merit and price, respectively.

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Basis of Selection - Highest Combined Rating of Technical Merit (70%) and Price (30%)

Bidder (i)	Bidder 1	Bidder 2	Bidder 3	Bidder 4
Total Technical Requirement Points (TTRPi)	50	56	66	66
Bid Total Price for Evaluation	\$125,000.0	\$175,000.00	\$300,000.00	\$600,001.00
Average Bid Price (AP)	$475,000/2 = \$237,500.00$	$475,000/2 = \$237,500.00$	$475,000/2 = \$237,500.00$	$475,000/2 = \$237,500.00$
Price Score (PSi)	$237/160 \times 30 = 30$ (max points)	$237/175 \times 30 = 30$ (max points)	$237/300 \times 30 = 23.75$	$237/600 \times 30 = 11.87$
Best Value Factor (BVFi)	$50/70 = 0.71$	$56/70 = 0.80$	$66/70 = 0.94$	$66/70 = 0.94$
Best Value Pricing Score (BVPSi)	$30 \times 0.71 = 21.30$	$30 \times 0.80 = 24.00$	$23.75 \times 0.94 = 22.33$	$11.87 \times 0.94 = 11.16$
Combined Rating (CRi)	$50 + 21.30 = 71.30$	$56 + 24.00 = 80.00$	66 + 22.33 = 88.33	$66 + 11.16 = 77.16$

In this example Bidder 3 would be declared the winner of the competition. Note that the calculation of Average Bid Price in the example above was originally determined to be \$300,000.25. Since Bidder 1's price was less than half the average price and Bidder 4's price was more than double the average price, Bidder 1 and Bidder 4's Total Price for Evaluation were removed from the calculation, and a new Average Bid Price was calculated to be \$237,500.00 once Bidder 1 and Bidder 4's price were removed from the calculation.

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ATTACHMENT 1 to PART 4 TECHNICAL CRITERIA

- 1) For the mandatory and point rated criteria, the experience described in the bid must be the experience of the Bidder itself and or its subcontractors (which includes the experience of any companies that formed the Bidder by way of a merger and includes any experience acquired through a purchase of assets or an assignment of contract). The experience of the Bidder's affiliates (i.e. parent, subsidiary or sister corporations) will not be considered. For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal co-operative programme at a post-secondary institution.
- 2) Joint venture submissions are not to exceed the maximum number of projects. To be considered, a project must have been carried out by at least one of the joint venture parties. If the Bidder is a joint venture, made up of firms A and B, for example, the project presented may be projects involving the AB joint venture or projects involving firm A or firm B only.
- 3) The Bidder should describe its overall role in each of the projects presented, and should demonstrate that the work undertaken in the context of that project is relevant to the work assigned in the Terms of Reference of this contract.
- 4) The Bidder should provide complete details as to where, when and how (through which activities/responsibilities) the stated qualifications/experience were obtained. In order to demonstrate when experience was obtained, the Bidder should indicate the duration of such experience, specifying the start and end dates (month and year at a minimum).
- 5) Bidders are advised that listing experience only without providing any supporting data to describe when, where and how such experience was obtained will not be considered to be "demonstrated" for the purpose of the evaluation. All professional experience must be fully documented and demonstrated in the proposal.
- 6) For requirements relating to professional designation or membership the Bidder must demonstrate that resources are accredited, or able to be accredited, certified or authorized, to offer the required professional services as prescribed in the provincial laws of the province of Ontario and must continue, where applicable, to be a member in good standing of the profession's governing body throughout the evaluation and Contract Period. The Bidder must indicate how it intends to respect the license and authorization requirements of the province of Ontario.
- 7) **Submission of Evidence**
Submission of Evidence as described below must be included with the bid at time of solicitation closing. Failure by the bidder to provide the required evidence will result in the bid being disqualified and no further consideration will be given to the bidder and the bid will be deemed non responsive.

However, if licenses and certifications as described in MT3 are not submitted with the bid by the solicitation closing date, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the offer non-responsive

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The evidence provided by the bidder may be verified. PWGSC reserves the right to verify information for completeness and accuracy and to confirm reference satisfaction with services provided. In the event where any of the information cannot be confirmed by the client contacts named in the bid, the bid will be considered non-responsive and no further consideration will be given to the bidder.

1.1.1 Mandatory Technical Criteria

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Any bid which fails to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion must be addressed separately.

The Bidder must clearly cross reference each mandatory technical criterion to the Bid.

The Bidder can use the same project(s) to address the requirements for different criterion.

MANDATORY CRITERIA

	Mandatory Technical Criterion	Bid Preparation Instructions
MT1	<p>The Proposal must demonstrate that within the past ten (10) years (as of closing date of RFP), the Proponent has completed at least one project demonstrating they have experience delivering development plans for services of a scope and nature similar to those required under this RFP for a site that is a minimum of 15 hectares.</p> <p>The Proponents must provide: (preferably in point form)</p> <ul style="list-style-type: none"> i. A brief description of the project. ii. For the above project, include the name/s of senior personnel and/or project personnel who were/was involved as part of the project team. iii. The start date and completion date the services were provided for the listed project to demonstrate that projects were rendered from the past 10 years; iv. Scope of services rendered and deliverables; and v. Client references - name, phone and e-mail of a client contact at working level per project. Reference checks may be completed if deemed necessary. The reference must confirm that the Proponent has provided the services stated. 	<p>The proponent must indicate which of the projects described under the Rated Technical Criteria meets this Mandatory requirement.</p>
MT2	<p>The Proponent must complete and submit a signed Declaration form.</p>	<p>Complete and sign Annex F to the RFP, Declaration.</p>

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<p>MT3</p>	<p>The Proponents must provide proof of the current licenses or certifications for the following experts:</p> <ul style="list-style-type: none"> i. Project Leader name and resume. Person who will be the point of contact for PWGSC, responsible for managing and delivery of the work; ii. Names and resumes of the following specialists: <ul style="list-style-type: none"> a. Lead Urban Designer b. Lead Urban Planner c. Lead Architect d. Lead Landscape Architect e. Lead Municipal Engineer <p><i>*Valid copies of current licenses and certifications must be submitted with the bid. However, if the following is not submitted with the bid by the solicitation closing date, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the offer non-responsive.*</i></p>	<p>Provide proof of the current licenses or certifications demonstrating that the individuals identified under this requirement MT3 meet the requirements to practice in the province of Ontario.</p>
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1.1.2 Point Rated Technical Criteria (RT)

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

Bids which fail to obtain the required minimum number of points specified will be declared non-responsive. Each point rated technical criterion should be addressed separately.

The Bidder must clearly cross reference each point rated technical criteria to the Bid.

The Bidder can use the same project(s) to address the requirements for different criterion.

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POINT RATED CRITERIA

RATED CRITERIA	Points to be considered by evaluation committee	Scoring Guide
<p>RT1 Experience and expertise of proposed personnel</p> <p>A demonstration that the Proponent's proposed personnel have the capability, capacity, expertise and relevant experience to provide the required services and deliverables.</p>	<p>This criterion assesses the capability (education, knowledge, experience, expertise and completeness of skill sets) of the principal personnel assembled to carry out the proposal. Select a maximum of two (2) projects undertaken within the last fifteen (15) years per person. The Proponents should provide:</p> <ul style="list-style-type: none"> a) Name of the person responsible for project delivery (the project leader) who will act as the single point of contact with PWGSC, their years of experience in the provision of the services required, the number of years with the Proponent, and why they are qualified to deliver this work, and the same information for a back-up project leader; b) Demonstration of experience in management of consultation process; c) for each of the deliverables listed in Article 7 of the ToR, an organization chart of the team that will produce the deliverable including the availability of back-ups for key personnel, and why they are qualified to deliver this work; d) the level of effort and the deliverables that they will be assigned to for each of the following key disciplines: <ul style="list-style-type: none"> i. Urban Planning ii. Urban Design iii. Landscape Architecture iv. Architecture v. Financial Modeling and Cost Analysis vi. Cost Estimation vii. Transportation and Traffic Engineering viii. Commercial and Retail Real Estate Consulting ix. Sustainability and Environmental Consulting x. Municipal Engineering e) For each discipline above, submit a maximum of two (2) curriculum vitae of senior personnel who will perform the majority of the services. Each curriculum vitae should be no longer than three (3) pages and should clearly demonstrate that the Specialist has the capability, capacity and expertise to complete the work required; f) Professional accreditation and accomplishments/ achievements/ awards for named personnel; Include brief project descriptions with design philosophy, challenges and resolutions, and sustainability approaches utilized, and clearly demonstrate how the selected projects are comparable and relevant to this project. g) Demonstrate availability of key personnel; j) Provide Client references - name, phone and e-mail of a client contact at working level per project. Reference checks may be completed if deemed necessary. The reference must confirm that the Proponent has provided the services stated. provided the services stated. 	<p>Maximum 10 points Weighting Factor 1.5</p> <p>10 personnel are highly qualified and experienced. Strong team presented that has worked successfully together on comparable projects</p> <p>8 personnel are qualified and experienced. Team presented covers all components and some members have worked successfully together</p> <p>6-7 personnel have an acceptable level of qualifications and experience. Team covers all of the components and will likely meet the requirements</p> <p>4 personnel have some qualifications and experience, but lack adequate response in some of the required areas. Team does not cover all of the requirements or its overall experience is weak</p> <p>1-2 personnel do not possess qualifications and experience required. Team is not likely able to meet the requirements</p>

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RATED CRITERIA	Points to be considered by evaluation committee	Scoring Guide
<p>RT2 Experience and expertise of proposed supplemental personnel</p> <p>A demonstration that the Proponent has available to it the Specialists required for the work, and that they have the capability, capacity, expertise and relevant experience to provide the required services and deliverables.</p>	<p>This criterion assesses the capability (education, knowledge, experience, expertise and completeness of skill sets) of the personnel assembled to carry out the proposal. Select a maximum of one (1) project undertaken within the last fifteen (15) years per person.</p> <p>The Proponents should provide for each of the following sub-consultants or specialists:</p> <ul style="list-style-type: none"> Engineering Consultants Energy Modeling P3 Advisor Legal Advisor for title concerns Security Expert for Building Design and Street Security Micro-Climate Consulting Telephone, Cable, etc. Life and Safety Code Advisor Heritage Advisor including Aboriginal Heritage Others as required <p>For each Specialist above, submit a maximum of one (1) curriculum vitae of senior personnel who will perform the majority of the services. Each curriculum vitae should be no longer than two (2) pages and should clearly demonstrate that the Specialist has the capability, capacity and expertise to complete the work required, and should indicate:</p> <ul style="list-style-type: none"> a) Names of personnel, years of experience the senior personnel have in the provision of the services specified in the RFP, and which deliverable teams they will be part of; b) Identify the personnel's years of experience, the number of years working with the firm; c) Professional accreditations and licenses; and d) Accomplishments/achievements/awards. 	<p>Maximum 10 points Weighting Factor 0.5</p> <p>10 personnel are comprehensively qualified and experienced.</p> <p>8 personnel are substantially qualified and experienced.</p> <p>6-7 personnel have an acceptable level of qualifications and experience for most of the work.</p> <p>4 personnel lack qualifications or experience for some of the work.</p> <p>1-2 personnel do not possess qualifications and experience required.</p>

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RATED CRITERIA	Points to be considered by evaluation committee	Scoring Guide
<p>RT3 Experience and past performance of the proponent:</p> <p>A demonstration that the Proponent has participated in a range of projects demanding the full scope of the activities required to complete this project.</p>	<p>The Proponent should demonstrate that it and its team has proven experience in successful urban development; competence in performing planning, design and compliance responsibilities; demonstrated ability to manage various stakeholders through the assessment process; ability to meet the needs of the assignment in terms of workload; and availability of experience qualified personnel.</p> <p>What the proponent should provide:</p> <p>a) A brief description of a maximum of three (3) significant projects completed or undertaken over the last ten (10) years by the Proponent, including objective, scope of work, project size, portion of the project completed by Proponent, outcome, name of client. This criterion assesses the capacity of the Proponent and its team, as a entity, to complete the required work. Clearly indicate how the projects are relevant to this project, with a discussion of the design philosophy and approach taken to meet the clients overall planning solution, design challenges, and resolutions provided including sustainability approaches utilized. Information provided should include examples of:</p> <ul style="list-style-type: none"> i. Feasibility studies, including an urban design, urban planning study; ii. Projects in the province of Ontario, involving multiple levels of government, intensification of land usage, and revamping of municipal services in a brown field urban environment; iii. A planning project – preference is for a planning exercise that fits with the program of work that is required; iv. A project that includes a transportation node; v. Projects that include transfer and divestiture of lands; vi. A project that was completed for a public sector entity including office and municipal mixed use neighbourhood developments. Preference is for a government project although a public institution project is acceptable; vii. Projects that the Proponent feels best represent the required services outlined in this RFP. <p>b) For the above projects, include the names of senior personnel and project personnel who were involved as part of the project team and their respective responsibilities, as well as the scope, and budget per discipline;</p> <p>c) Indicate the dates the services were provided for the listed projects;</p> <p>d) Scope of services rendered, project objectives, constraints and deliverables;</p> <p>e) Lessons learned – Positive and negative;</p> <p>f) Client references - name, phone and e-mail of a client contact at working level per project. Reference checks may be completed if deemed necessary. The reference must confirm that the Proponent has provided the services stated.</p> <p>The Proponent must possess the knowledge on the above projects. Past project experience from entities other than the Proponent will not be considered in the evaluation unless these entities form part of a joint venture Proponent.</p> <p>Indicate those projects which were carried out in joint venture and the responsibilities of each of the involved entities in each project.</p>	<p>Maximum 10 points Weighting Factor 1.0</p> <p><i>10 all projects are directly relevant to the work and demonstrate that the proponent has successfully delivered projects encompassing all aspects of the work. All key members of the team has worked successfully together on comparable projects.</i></p> <p><i>8 all projects are directly relevant to the work and demonstrate that the proponent has successfully delivered projects encompassing most of the aspects of the work. Many of the key members of the team have worked successfully together on comparable projects.</i></p> <p><i>6-7 projects presented are generally related to the work, and some of the key personnel have worked successfully together.</i></p> <p><i>4 projects do not cover all of the work, or overall experience is weak.</i></p> <p><i>1-2 projects are generally not related to the requirements.</i></p> <p><i>0 did not submit projects.</i></p>

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RATED CRITERIA	Points to be considered by evaluation committee	Scoring Guide
<p>RT4 Comprehension of the statement of work and its appendices:</p> <p>A demonstration that the Proponent understands the overall requirements for the services described in the RFP, including specific deliverables, expected approaches, technical expectations, and coordination requirements, especially in delivering federal government planning and site development projects.</p>	<p>This criterion assesses the degree to which the proposal identifies and substantiates in detail the underlying requirements and technical principles, and the thoroughness of the demonstration. Describe the approach and methodology that you would employ to deliver the project.</p> <p><i>What the Proponent should provide:</i></p> <ul style="list-style-type: none"> a) a description of the project including objectives b) a Preliminary Project Plan demonstrating how the approach and methodology proposed to accomplish the work are comprehensive and will successfully complete the work. It should include a summary of your proposed work breakdown structure, i.e. resources assigned, time schedule, level of effort. It should demonstrate that the assignment of personnel, allocation of responsibilities, and level of effort for each team member are appropriate to the work; c) a description of the deliverables that demonstrates the proponent's understanding of them and how they are inter-related; d) a description of the firm's approach to responding and undertaking all the feasibility studies that will be required and or result from the gap analysis; e) a description of the workshops to be conducted; f) a demonstration of an understanding of broader goals (federal image, sustainable development, sensitivities, innovation); g) a demonstration of an understanding of the stakeholder environment. 	<p>Maximum 10 points Weighting factor 2.0</p> <p>10 demonstrates an excellent understanding of the requirements. Strong team presented that has worked together successfully together on comparable projects</p> <p>8 demonstrates a very good understanding of the requirements. Team presented covers all components and some members have worked successfully together</p> <p>6-7 demonstrates a reasonable understanding of the requirement. Team covers all of the components and will likely meet the requirements</p> <p>4 lacks adequate understanding of the requirements in some areas. Team does not cover all of the requirements or its overall experience is weak</p> <p>1-2 lacks complete or almost complete understanding of the requirement. Team is not likely able to meet the requirements</p>

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RATED CRITERIA	Points to be considered by evaluation committee	Scoring Guide
<p>RT5 Proponent's project management approach and methodology</p> <p>How the Proponent's team will be organized in its approach and methodology in the delivery of the services required to complete this project. The clarity, completeness and brevity of the proposal will be assessed as well.</p>	<p><i>What the Proponent should provide:</i></p> <ul style="list-style-type: none"> a) roles and responsibilities, with hierarchal organization chart; b) assignment of the resources, availability of back-up personnel and an alternate to the project manager and other key personnel; c) management and organization (reporting structure); d) risk management strategy, demonstrating effectiveness; e) quality control techniques, including document control; f) a schedule, and a demonstration of how the team intends to meet the schedule for each deliverable, including a critical path analysis, and a Milestone Chart; g) a breakdown of costs including PM overhead and individual Deliverable level of effort, and a completed Milestone Table; h) conflict resolution strategy; i) draft Communications Plan including how and to whom information will be communicated within the project team, and how and to whom information will be communicated externally with stakeholders and with the public; i) project management approach to working with PWGSC (understanding of PWGSC management structure, Client environment, RFP process, other procurement processes, working with the government in general); 	<p>Maximum 10 points Weighting Factor 1.0</p> <p>10 superior capability, should ensure very effective results with no apparent weaknesses. Presentation accurate, clear and brief.</p> <p>8 satisfactory capability, should ensure acceptable results. Some accuracy or clarity absent.</p> <p>6-7 acceptable capability, should ensure adequate results. Presentation may be inconsistent.</p> <p>4 inadequate capability, likely to not meet performance requirements. Numerous inconsistencies in presentation.</p> <p>1-2 extremely poor, insufficient to meet performance requirements. Presentation difficult to assess.</p>

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Proposals that are responsive (i.e. which meet all the mandatory requirements set out in the Request for Proposal) will be reviewed, evaluated and rated by a PWGSC Evaluation Board. In the first instance, price envelopes will remain sealed and only the technical components of the proposal will be evaluated in accordance with the following to establish Technical Ratings:

Criterion	Weight Factor	Rating	Weighted Rating	Minimum Score
Proponent's Key Personnel Expertise and Experience	1.5	0-10	0 - 15	8
Proponent's Supplemental Personnel Expertise and Experience	0.5	0 - 10	0 - 5	3
Past Experience of Proponent	1.0	0 - 10	0 - 10	6
Project Understanding	2.0	0 - 10	0 - 20	12
Project Management and Control	1.0	0 - 10	0 - 10	6
Total Rated Requirements Points	6.0		0 - 60	36

Bidders not achieving the pass mark of thirty six (36) points, or Bidders not achieving the minimum score for any of the individual criteria identified in the Table above will be declared non-responsive and no further consideration will be given to the bids. All the bidders that achieve a rated technical score greater than thirty six points and receive above a minimum score in each individual criteria will be invited to make a presentation.

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ORAL PRESENTATION (10 points)

RATED CRITERIA	<i>Points to be considered by evaluation committee</i>	Scoring Guide
<p>RT6 Proponent's Oral Presentation</p> <p>A presentation made by the project leader and key personnel, not to exceed 60 minutes, that describes the philosophy, approach and methodology that you would employ to deliver the project.</p>	<p><i>Questions that the Proponent will be asked to answer:</i></p> <ul style="list-style-type: none"> a) Briefly describe your past experience and key accomplishments relevant to this project; b) Briefly introduce the key Consortium personnel to be employed on the project; c) Demonstrate an understanding of the project, the broader government objectives, significant issues, challenges and constraints, functional and technical requirements, and project context; d) How will you manage the scope of the work, including the governance context?; e) Describe the urban planning and design philosophy and methodology that you will employ; f) What Communications, both internal to the project and external to stakeholders and the public, do you feel will be required?; and g) How will you control the quality of the work? 	<p>Maximum 10 points Weighting Factor 1.0</p> <p>10 demonstrates an excellent understanding of the requirements. Strong team presented that has worked successfully together on comparable projects</p> <p>8 demonstrates a very good understanding of the requirements. Team presented covers all components and some members have worked successfully together</p> <p>6-7 demonstrates a reasonable understanding of the requirement. Team covers all of the components and will likely meet the requirements</p> <p>4 lacks adequate understanding of the requirements in some areas. Team does not cover all of the requirements or its overall experience is weak</p> <p>1-2 lacks complete or almost complete understanding of the requirement. Team is not likely able to meet the requirements</p>

Total Technical Requirements Points will be sum of the **Total Rated Requirements Points** and the **Oral Presentation Points**, with a maximum of 70 points possible.

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PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default, if any certification made by the Bidder is found to be untrue whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the *Ineligibility and Suspension Policy* (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.2.1 Integrity Provisions – Required Documentation

In accordance with the Ineligibility and Suspension Policy, the Bidder must provide the required documentation, as applicable. Consult sections 4.21, 5.16 and 8.70.2 of the Supply Manual for additional information.

In accordance with the Ineligibility and Suspension Policy (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

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5.2.3 Additional Certifications Precedent to Contract Award

5.2.3.1 Status and Availability of Resources

SACC Manual clause A3005T (2010-08-16) Status and Availability of Resources

5.2.3.2 Education and Experience

SACC Manual clause A3010T (2010-08-16) Education and Experience

5.2.3.3 Licensing Requirements

5.2.3.3.1 Contractor and (or) sub-contractor Team members shall be, or be eligible to be licensed, certified or otherwise authorized to provide the necessary professional services to the full extent that may be required by provincial or territorial law in the Province of Ontario.

5.2.3.3.2 By virtue of submission of a bid, the Bidder certifies that the Bidder's Contractor and (or) sub-contractor Team are in compliance with the requirements of subsection 5.1 above. The Bidder acknowledges that PWGSC reserves the right to verify any information in this regard and that false or erroneous certification may result in the proposal being declared non-responsive.

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PART 6 – SECURITY and FINANCIAL REQUIREMENTS

6.1 Security Requirement

1. Before award of a contract, the following conditions must be met:
 - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 – Resulting Contract Clauses;
 - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in part 7 – Resulting Contract Clauses;
 - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites-
2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
3. For additional information on security requirements, bidders should refer to the Canadian Industrial Security Directorate (CISD), Industrial Security Program of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.

6.2 Employee Information for Security

The Bidder should specify the following information regarding employees proposed in Part 3, Section I (Technical Bid) to provide services against any resulting contract:

LEGAL NAME (First and Last)	DATE OF BIRTH	CURRENT CLEARANCE HELD

6.3. Financial Capability

SACC Manual clause A9033T(2012-07-16), Financial Capability

Article 1 of clause A9033T (2012-07-16), Financial Capability, is amended as follows:

Delete: fifteen (15) days

Insert: seven (7) calendar days

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7.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

2035 (2016-04-04), General Conditions - Services, apply to and form part of the Contract.

7.2.2 Supplemental General Conditions

4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information apply to and form part of the Contract.

7.3 Security Requirement

7.3.1 The following security requirement (SRCL and related clauses) applies and form part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Division (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to sensitive work site(s) must **EACH** hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
3. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
4. The Contractor must comply with the provisions of the:
 - a. Security Requirements Check List and security guide (if applicable), attached at Annex C;
 - b. *Industrial Security Manual* (Latest Edition).

7.4 Disclosure Certification

At the end of the work, the Contractor must provide the Technical Authority and the Contracting Authority with a copy of the disclosure certification in Annex C, to confirm that all applicable disclosures have been submitted or that there were no disclosures to submit in accordance with section 2 of Supplemental General Conditions 4007.

7.5 Non-disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex D, and provide it to the Technical Authority before they are given access to information by or on behalf of Canada in connection with the Work.

7.6 Term of Contract

7.6.1 Period of Contract

The period of the Contract is from _____ to _____ inclusive.

7.6.2 Option to Extend Contract

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The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to one (1) additional option year period under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.7. Authorities

7.7.1 Contracting Authority

The Contracting Authority for the Contract is:

Amalia Maquiling
Supply Team Leader
Public Works and Government Services Canada
Acquisition Branch
Real Property Contracting Directorate
Place du Portage, Phase III, 3C2
11 Laurier Street
Gatineau, Quebec K1A 0S5
Telephone: 873-469-4886
Facsimile: 819-956-3600
E-mail address: amalia.maquiling@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

7.7.2 Technical Authority

"TO BE PROVIDED AT CONTRACT AWARD"

The Technical Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone: _____-_____-_____
Facsimile: _____-_____-_____
E-mail address: _____.

The Technical Authority named above is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

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7.7.3 Contractor's Representative Project Leader

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone: ___ - ___ - ___
Facsimile: ___ - ___ - ___
E-mail address: _____

The Project Leader must be a resource assigned to this Contract. This resource will be managing the implementation of the overall project, including the identification, analysis, planning, tracking and control of the progress on a continuous basis.

7.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7.9 Payment

7.9.1 Limitation of Expenditure

The Contractor will supply the services under the Contract to an estimated total expenditure that must not exceed \$ (to be determined) (Applicable Taxes included) of which \$ (to be determined) (Applicable Taxes included) is for goods and/or services enumerated or described in Pricing Schedule 1, and \$ (to be determined) (Applicable Taxes) included) is for additional goods and/or services that may be requested on an "As and When Requested" basis at the prices and/or rates set out in Pricing Schedule 2.

7.9.2 Basis of Payment - Firm Prices and "As and When" including Option Year

The Basis of Payment for the Contract will be in accordance with Annex B, Basis of Payment.

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid firm prices, in accordance with General Conditions 2035 16 (2016-04-04) 'Payment Period' and the following tables. Applicable Taxes are extra, if applicable.

- a) Firm rates will be paid in accordance with Pricing Schedule 1 as per milestone schedule.
- b) Firm daily rates for "As and When Requested" Work and Option Year Work will be paid in accordance with Pricing Schedule 2 as per Tables 1 and 2:

Any costs incurred for Extra Work, including during the Option Year, will be paid, in accordance with Pricing Schedule 2 and the Terms of Reference, Annex A, on an "as and when requested" basis, after completion, inspection and acceptance of the work performed.

Canada's total liability to the Contractor under the "as and when requested" portion of the Contract must not exceed **(to be determined)**. Applicable Taxes are extra, if applicable.

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The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) if the Contractor considers that the said sum may be exceeded, the Contractor must promptly notify the contracting Authority

whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

7.9.2 Method of Payment

7.9.2.1 Milestone Payments – Not subject to holdback

H3010C (2016-01-28) - Milestone Payments – Not subject to holdback

7.9.2.2 Schedule of Milestones

The schedule of milestones will be in accordance with Annex B, Basis of Payment.

7.9.2.3 As and When Requested Payments

H1000C (2008-05-12), Single Payment

7.9.3 SACC Manual Clauses

C2000C (2007-11-30), Taxes - Foreign-based Contractor

7.9.4 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

7.9.5 Invoicing Instructions - Progress Payment Claim - Supporting Documentation not required

1. The Contractor must submit a claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment.
Each claim must show:
 - a. all information required on form PWGSC-TPSGC 1111;
 - b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions; and

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- c. the description and value of the milestone claimed as detailed in the Contract.
2. Applicable Taxes, must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
3. The Contractor must prepare and certify one original and two (2) copies of the claim on form PWGSC-TPSGC 1111, and forward it to the Technical Authority identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place.
The Technical Authority will then forward the original and two (2) copies of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.
4. The Contractor must not submit claims until all work identified in the claim is completed.

7.9.5.2 Invoicing Instructions - Option Year and As and When Requested Work

7.9.5.2.1 The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

7.9.5.2.2 The original and one (1) copy must be forwarded to the following address for certification and payment: **(to be identified at contract award)**.

7.10. Certifications

7.10.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor, in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

7.11 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

7.12 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the supplemental general conditions 4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information apply to and form part of the Contract.
- (c) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity - Services;
- (d) Annex A, Terms of Reference;
- (e) Annex C, SRCL;
- (f) Annex B, Basis of Payment;

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- (g) Annex D, Contractor disclosure of foreground information
- (h) Annex E, Non-disclosure Agreement
- (i) the Contractor's bid dated on _____ **(will be inserted at contract award)**

7.13 Foreign Nationals (Canadian Contractor)

SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor)

7.14 Insurance

SACC Manual clause G1005C (2008-05-12), Insurance



Serving
GOVERNMENT,
Serving
CANADIANS.

Tunney's Pasture Redevelopment Annex A Terms of Reference



1.0 Foreword

Public Works and Government Services Canada (PWGSC) is soliciting proposals from Proponents to provide planning and implementation advisory services to conduct the next phase of infill development planning for the Tunney's Pasture campus lands. PWGSC desires development and infrastructure implementation planning services that build upon the design principles and land uses identified in the Tunney's Pasture Master Plan (TPMP), and aligns with the objectives of the Government of Canada.

The Tunney's Pasture campus is a federally owned property primarily under the administration of PWGSC in the City of Ottawa, in the National Capital Region, that is comprised of approximately 49 hectares. The Tunney's Pasture campus is a major federal government employment node given its strategic location near the Parliament of Canada, with nineteen (19) buildings presently housing various federal departments and agencies. The Tunney's Pasture Master Plan was approved in September 2014 by the National Capital Commission, the federal approval authority, to guide the development of the site into a sustainable, transit-oriented urban mixed-use community and federal employment node over the next 25 years.

There are two major components that define the work to be accomplished: The Tunney's Pasture Investment Program Plan, and the Tunney's Pasture Phase 1 Redevelopment Project.

The desired outcome of the Investment Program Plan is an implementation phasing strategy to provide direction on short and long-term development and infrastructure requirements to guide future investment and divestiture decisions for the entire campus. The Investment Program Plan will ensure coordinated development and divestiture at Tunney's Pasture, including a phasing strategy for the municipalisation of the road infrastructure as enabler to the mixed land use as envisioned in the Tunney's Pasture Master Plan. In accordance with its federal mandate, PWGSC provides office accommodation to federal departments and its role in the development of Tunney's Pasture is that of an enabler for the other land uses as envisioned in the TPMP resulting from the advancement of the federal portfolio requirements.

The desired outcome of the Phase 1 Redevelopment Project is an implementation strategy for the first phase of development identified in the Investment Program Plan. The first phase of development will provide federal office accommodation in a mixed use development integrated with the City of Ottawa's new Light Rail Transit system to the campus.

This Request for Proposal process will select a Proponent with experience, in Canada, in office and municipal mixed-use infill neighbourhood redevelopment which incorporates existing urban built form and infrastructure. The Proponent is expected to have capability and experience in multi-level government (municipal, provincial and federal) approval requirements. Furthermore, the Proponent must be capable of providing all of the services needed to complete the studies and analyses required, as outlined in this document.



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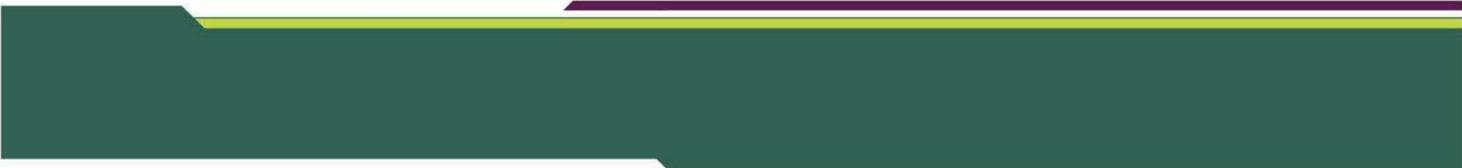
Appendix D Environmental Regulatory Requirements Report

Appendix E District Energy and the Energy Services Acquisitions Project

Appendix F Cost Proposal Form “As and When”

Acronyms

APEC	Areas of Potential environmental Concern
BBS	Base Building Standard
BGIS	Brookfield Global Integrated Solutions
CADD	Computer Aided Drafting and Design
CDP	Community Design Plan
CHCP	Central Heating and Cooling Plant
COC	Contaminant of Concern
CPTED	Crime Prevention Through Environmental Design
DES	District Energy Services
ESAP	Energy Services Acquisition Project
ESA	Environmental Site Assessment
FHBRO	Federal Heritage Buildings Review Office
FSDS	Federal Sustainable Development Strategy
FTP	File Transfer Protocol
IAR	Investment Analysis Report
ICOD	Investment Close Out Document
IIP	Integrated Investment Plan (PWGSC document)
IPP	Investment Program Plan
LRT	Light Rail Transit
LTHW	Low Temperature Hot Water
MOU	Memorandum of Understanding
NCA	National Capital Area
NCC	National Capital Commission
NIS	National Investment Strategy (PWGSC)
NPMS	National Project Management System (PWGSC)
PPP	Preliminary Project Plan
ORP	Ottawa River Parkway
P3 NCOE	Public Private Partnership National Center of Expertise
PSPC	Public Services and Procurement Canada
PWGSC	Public Works and Government Services Canada
QMS	Quality Management System
REFIT	Real Estate Financial Investment Toolkit
RPB	Real Property Branch
RSC	Record of Site Condition
STO	Société de transport de l'Outaouais
TOD	Transit Oriented Development
TPMP	Tunney's Pasture Master Plan
WP2.0	Workplace 2.0



Reference Documents

Two key reference documents containing background Information will be made available to Proponents in a Data Room hosted in an on-line FTP site. Proponents may send an e-mail to the Contract Authority requesting access to the FTP site, which will be granted on signing a non-disclosure agreement form.

The two key Reference Documents are:

- a) The Tunney's Pasture Master Plan
- b) The Tunney's Pasture Master Plan Technical Appendix

Additional reference Documents are listed in Appendix B.

1.0 Site Description and Existing Conditions

1.1 Site Description

The 49 hectare Tunney's Pasture campus consists of two (2) Crown-owned parcels under the federal administration of PWGSC (approximately 95% of land area) and Canada Lands Company Limited, a federal Crown corporation. The parcel is generally described as Part of Lots 34, 35, 36, and Part of the Road Allowance between Lots 35 and 36 (as closed), Concession "A", (Ottawa Front), part of Registered Plan M-26 and Part of Registered Plan 396, all in the City of Ottawa.

1.2 Site Location

Tunney's Pasture is a federal government workplace campus in the City of Ottawa, in the National Capital Region (NCR), that currently accommodates approximately 10,000 employees. Located four kilometres west of Parliament Hill and the City of Ottawa's downtown core, the 49-hectare site is well serviced by its surrounding vehicular transportation network and is located one kilometre north of the Trans-Canada Highway (Highway 417) Parkdale Avenue exit. Its location is adjacent to the Sir John A. Macdonald Parkway, as well as the Trans-Canada Trail which provides multi-use connections within the region for pedestrians and cyclists. The site is also a primary destination within the existing public transportation network (Bus Rapid Transit and future Light Rail Transit) located along the southern boundary.

In the local site context, the northern edge of the site is bounded by the Ottawa River and the Sir John A. Macdonald Parkway to the north, Scott Street and the communities of West Wellington and Hintonburg to the south, Parkdale Avenue and the community of Laroche Park (Mechanicsville) to the east, and the community of Champlain Park to the west. The site is also bounded on the south by the City of Ottawa transitway and Light Rail Transit. The surrounding neighbourhoods land uses are mixed use and residential to the south of Scott Street, mixed density residential to the east, and predominately single family residential to the west.

Online Resources:

<http://www.ligneconfederationline.ca/category/builders-blog/>

<http://ottawa.ca/en/city-hall/public-consultations/confederation-line-west-light-rail-transit-lrt-extension>

Figure 1: Site Location



Figure 2: Aerial and Site Photographs



AERIAL OF TUNNEY'S PASTURE



COLOMBINE DRIVEWAY



TUNNEY'S PASTURE

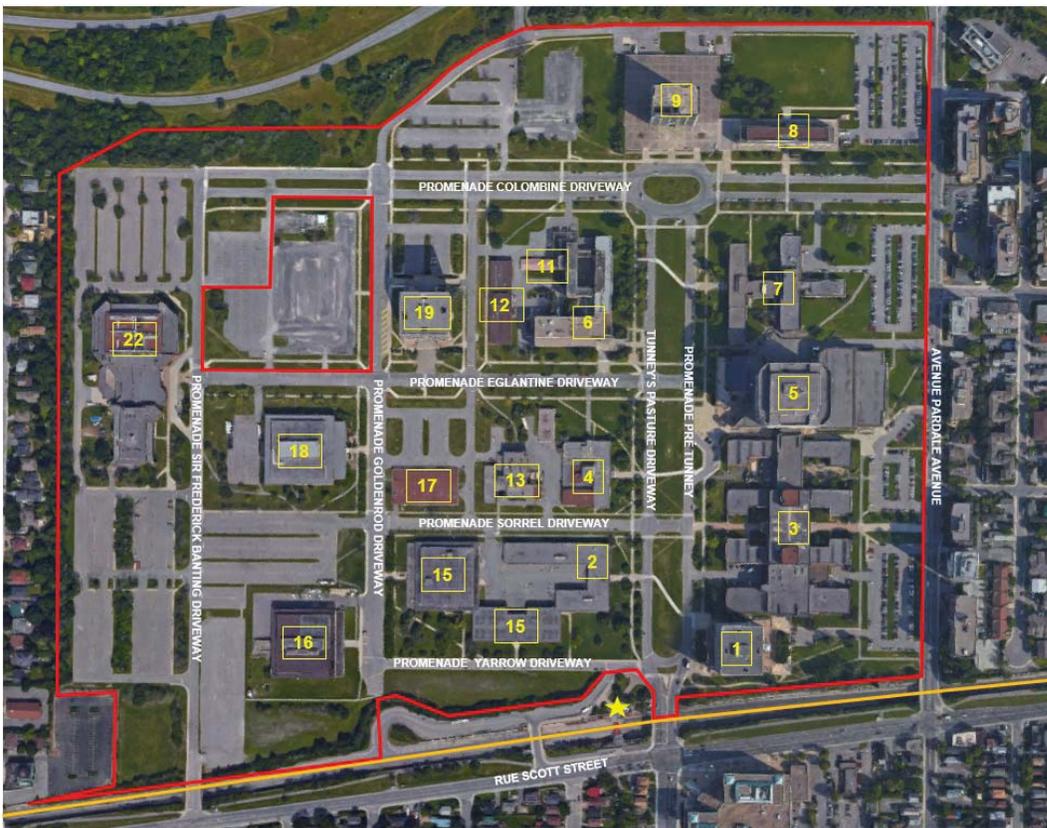


PARKDALE AVENUE

1.3 Site Context

The Tunney's Pasture site is comprised of nineteen buildings in varying conditions, the majority of which fall under the custodianship of PWGSC. The principal uses of the existing buildings are office space, storage and laboratories, with other office support services. Several federal government departments and agencies are currently located on site including Health Canada, Statistics Canada and National Defence. The site can be viewed on the Google Maps website by entering "Tunney's Pasture, Ottawa" in the search box.

Figure 3: Tunney's Pasture Existing Site



- Legend:**
- PSPC Property Boundary
 - OC Transpo Transitway
 - ★ Tunney's Pasture Station

1.4 Site Services and Roads

Onsite water, storm and sanitary services are federally owned and under the administration of PWGSC. The Tunney's Pasture Central Heating and Cooling Plant (CHCP), under the administration of PWGSC, currently provides high pressure steam and chilled water via pipes in tunnels to the nineteen (19) buildings on site. Management of the sewer and water distribution systems is provided by a third party service provider on behalf of the Government of Canada. The following utilities are also present on the site, but are owned by the utility companies: Enbridge, Hydro Ottawa and communication cabling with varying ownerships.

2.0 Background

Tunney's Pasture was originally envisioned within the Jacques Gréber's 1950 Plan for the National Capital as an employment campus in a park-like setting. The suburban-styled campus was designed with wide avenues and boulevards, lined with modern, classically-inspired buildings, built with similar materials, massing and scale. The heart of Tunney's Pasture is centred on the main north-south axis or grand boulevard, and terminates at the Brooke Claxton Building (#9), which is a Federal Heritage Building Review Office (FHBRO) Classified Building. There are also three FHBRO Recognized Buildings: the Statistics Canada Main Building (#3), the Health Protection Building (#7) and the Central Heating and Cooling Plant (#13), all having historical relevance to the site.

During the 1950's and 1960's, approximately eighteen low-rise buildings, most of which were combined research and office structures, were erected consistent with Gréber's vision. The 1970's introduced new styles and scales of architecture, including additions to original buildings, with construction of some of these buildings over the original grid of avenues and boulevards, blurring the original concept for the site. Today the site includes a mature park amenity but is largely defined by aging buildings, underutilized open spaces, and a disconnected grid of oversized blocks and streets. The distances between buildings, extensive surface parking, relative remoteness from Tunney's Pasture transit station and exposed siting of the campus result in an uncomfortable pedestrian environment. The isolation of Tunney's Pasture as a suburban-like business park is increasingly at odds with the mature and changing city fabric that adjoins the site.

As part of its strategic long-term planning, and recognizing the untapped development potential of the site, PWGSC has created the Tunney's Pasture Master Plan (TPMP) to meet the federal government's current and future office accommodation needs. As part of the development of the TPMP, public consultations were held to ensure that the objectives of the Plan were aligned with the expectations of the local community. The final Master Plan was endorsed by the National Capital Commission (NCC) in September 2014 as the way-ahead vision for the campus that will guide redevelopment over the 25 year planning horizon into a sustainable, transit-oriented urban mixed-use community.

Figure 4: Tunney's Pasture Boulevard – North View and Brooke Claxton Building



With the completion of the TPMP, and the added accessibility provided by the soon to be completed Ottawa Light Rail Transit system to the campus, PWGSC determined that two major initiatives would form the next step in the redevelopment of Tunney's Pasture: firstly, an Investment Program Plan and, secondly, a Phase 1 Redevelopment Project.

3.0 Purpose and Intent

The desired outcome of this Contract is an Investment Program Plan (IPP) for the entire Tunney's Pasture Campus and an implementation strategy for the Phase 1 Redevelopment Project. To be of value, both the IPP and the Phase 1 implementation strategy must be supported by both the City of Ottawa and the National Capital Commission.

The IPP will guide future investment and land divestiture decisions for the Tunney's Pasture campus, following the guiding principles as laid out in the Tunney's Pasture Master Plan (TPMP) and Section 5.0, Urban Design Principles for Tunney's Pasture, and will provide a strategic multi-phased development plan for the entire campus. Incorporated into the implementation plan analysis of the IPP will be the road infrastructure redevelopment phasing strategy and road divestiture plan for the eventual transfer of the roadways and infrastructure (above and below grade) to the City of Ottawa as municipal rights-of-ways to provide opportunities for private sector development.

The implementation strategy for the Tunney's Pasture Phase 1 Redevelopment Project will be based on the recommendation provided in the IPP, and will provide further detailed feasibility and implementation phasing options analysis specific to the Phase 1 Redevelopment lands. The Phase 1 Redevelopment Project will provide the initial planning for new federal office accommodation as part of a mixed-use employment hub centred on the Tunney's Pasture Light Rail Transit Station.

The high-level objectives of the Contract generally include the following:

1. Undertake all due diligence studies for land, infrastructure planning and design to support the overall long-term campus development that will allow for development approvals and implementation;
2. Develop an infrastructure redevelopment plan and road divestiture phasing plan for the divestiture of the roadways as municipal rights-of-ways (public highways) for the entire campus and the first phase project site;
3. Create a strategic multi-phase area development implementation and land divestiture plan for the entire campus over the 25 year planning horizon with the Government of Canada acting in the role of enabler for the eventual creation of the mixed use urban community resulting from the advancement of the federal portfolio requirements, and which will include the identification of the preferred area and site boundaries of the Phase 1 Redevelopment Project. The creation of a mixed use environment will be enabled by the transfer of infrastructure to the City of Ottawa, and the divestiture of land to other entities. To accomplish this, it is essential that the plan meets the by-law and zoning requirements of the City of Ottawa;
4. Create a development plan and implementation strategy for the Phase 1 Redevelopment Project site;
5. Respect the vision, design principles and guidelines inherent in the TPMP; and
6. Be in accordance with all federal, provincial and municipal legislation and by-laws applicable to the provision of real property development.

The principal components of the Investment Program Plan and the Phase 1 Redevelopment Project are outlined in Figure 5 below and defined further in Section 6.0 Contract Objectives. The details of each component are provided in Section 7, Scope of Work.

Figure 5: Tunney’s Pasture Investment Program Plan and Phase 1 Redevelopment Project

Investment Program Plan	Project Analysis Report
	Strategic Building Condition Review Report
	Infrastructure Integration and Divestiture Strategy Report
	Investment Program Plan Feasibility Study Report
	Investment Program Plan Executive Summary

**Phase 1
Redevelopment
Project**

Phase 1 Redevelopment Project Feasibility Report

Phase 1 Redevelopment Project Investment Analysis Report

4.0 Project Context

4.1 Federal Government Context

4.1.1 Strategic Direction of Public Works and Government Services Canada (PWGSC) – Real Property Branch (RPB)

Through its real property business line, PWGSC provides federal departments and organizations with affordable, productive work environments and a full range of real property services, as well as strategic and expert advice that supports the Government of Canada in the delivery of programs to Canadians.

PWGSC is finding ways to deliver real property and procurement services smarter, faster and at reduced cost to Canadians. The real estate market has become increasingly sophisticated in recent years, and a number of public and private organizations in Canada and abroad have studied or implemented innovative approaches to real estate management that have generated substantial accommodation savings. As part of its mandate of providing best value to Canadians, PWGSC intends to make use of some of these innovative approaches when they can be demonstrated to reduce the cost of providing accommodation services to other federal departments.

The Objectives of the Real Property Branch include:

- Lowering the cost of accommodation;
- Ensuring that productive work space is available for client departments that meets modern accommodation standards in terms of health and safety, efficiency, accessibility, and sustainability;
- Reducing the Crown's exposure to real estate risk and significant capital funding requirements;
- Accelerating the redevelopment or rehabilitation of Crown owned properties;
- Introducing innovative and cost effective approaches, such as public private partnerships and sale leasebacks, to managing the government's accommodation requirements.

There is increased value in considering innovative approaches for the delivery of accommodation in order to achieve the Real Property Branch objectives and such approaches may be applied to the Tunney's Pasture site if the analysis can demonstrate value to the Crown.

4.1.2 Strategic Direction of the National Capital Area (NCA) Federal Portfolio

As part of PWGSC's real property management framework, regional portfolio strategies are developed to support and facilitate ongoing portfolio planning and to guide real property investment decisions. The National Capital Area (NCA) strategy is to develop the portfolio in the context of broader priorities and initiatives of the Real Property Branch within the applicable federal policy framework. The aim is to achieve a responsive and sustainable portfolio that supports the short and long-term needs of the Government of Canada program objectives, in such a way as to provide best value and sound stewardship. As such, the NCA portfolio strategy is rooted in providing modern, green, flexible and affordable office accommodation solutions to federal organizations.

The strategic direction of the portfolio follows three streams of focus:

1. **AGILITY:** Be responsive to and flexible to demand.
2. **QUALITY:** Rejuvenate and modernize the portfolio.
3. **AFFORDABILITY:** Maximize the use of resources.

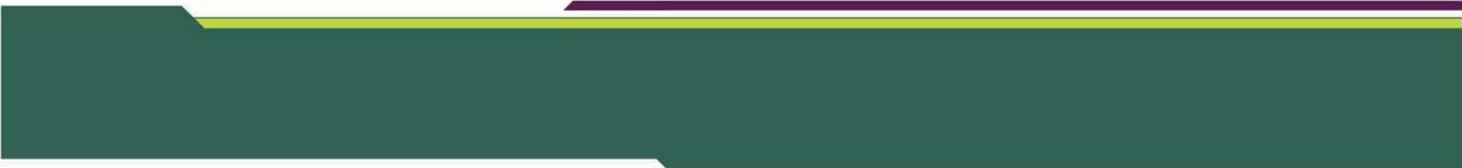
The NCA portfolio drivers that will guide in the development phasing of Tunney's Pasture include:

- Align supply with long, medium and short-term demand;
- Intensify development of Crown-owned land at Tunney's Pasture;
- Renovate or replace aging assets;
- Apply greening / sustainability standards;
- Reduce greenhouse gas emissions;
- Innovate the workplace through the implementation of Workplace 2.0 approach;
- Reduce the cost of accommodation; and
- Increase project delivery capacity by seeking alternative financing solutions including public/ private partnership arrangements.

4.1.3 The Tunney's Pasture Master Plan

As part of its strategic long-term planning, PWGSC has created the Tunney's Pasture Master Plan (TPMP) to meet the federal government's current and future office accommodation needs. As one of the primary federal employment nodes in the National Capital Region (NCR), Tunney's Pasture will play a central role in meeting future office accommodation demand.

The TPMP, a long-term (25-year) vision to redevelop and realize the value of the site, was approved in September 2014 by the National Capital Commission (NCC). The TPMP vision is to



transform the present single-use office site into a vibrant, mixed-use and complete community where people can live, work and shop. The TPMP key objectives and features of the plan are articulated in this vision which contains built-in flexibility for changing portfolio and real estate market needs, and are summarized as follows:

- Transit-oriented, mixed-use site;
- Mixed-use employment, retail, residential hub at Tunney's Pasture Light Rail Train (LRT) Station as a community focal point and entrance gateway;
- Increased employment opportunities through office and retail spaces (over 20,000 employees);
- Flexible enough to meet evolving federal accommodation requirements and variations in real estate market demands;
- Promotes a high quality, healthy work environment that fully supports optimum work productivity, with compliance to the National Design Brief for Office Buildings and Workplace 2.0;
- Providing opportunities for private sector development and reuse of federal lands;
- Better integration with surrounding neighbourhoods and enhanced connectivity to the Ottawa River lands;
- A site that is safe, with an efficient organization of connectivity between buildings and services, that allows for easy and convenient walkability between buildings and encourages a greater use of public transit and cycling for daily transportation;
- Enhanced interface with surrounding communities and connectivity through a finer urban street grid;
- Includes major public open spaces for active community use; and
- Promotes sustainable development.

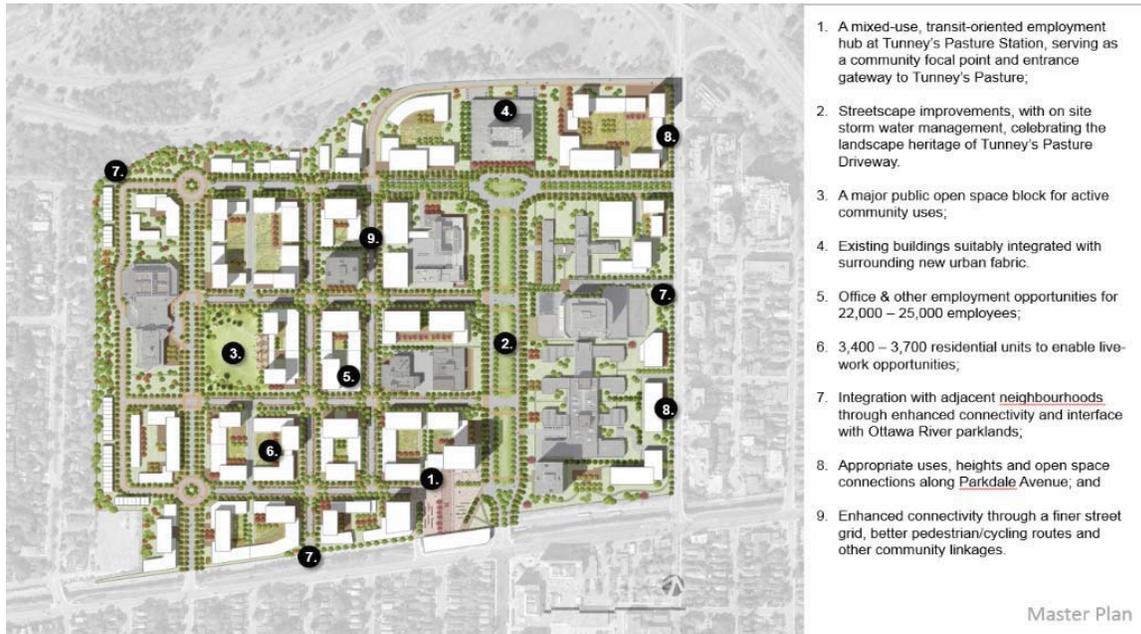
Figure 6: Tunney's Pasture Master Plan 25-year Vision



Figure 7: Tunney's Pasture Master Plan - Land Use Plan



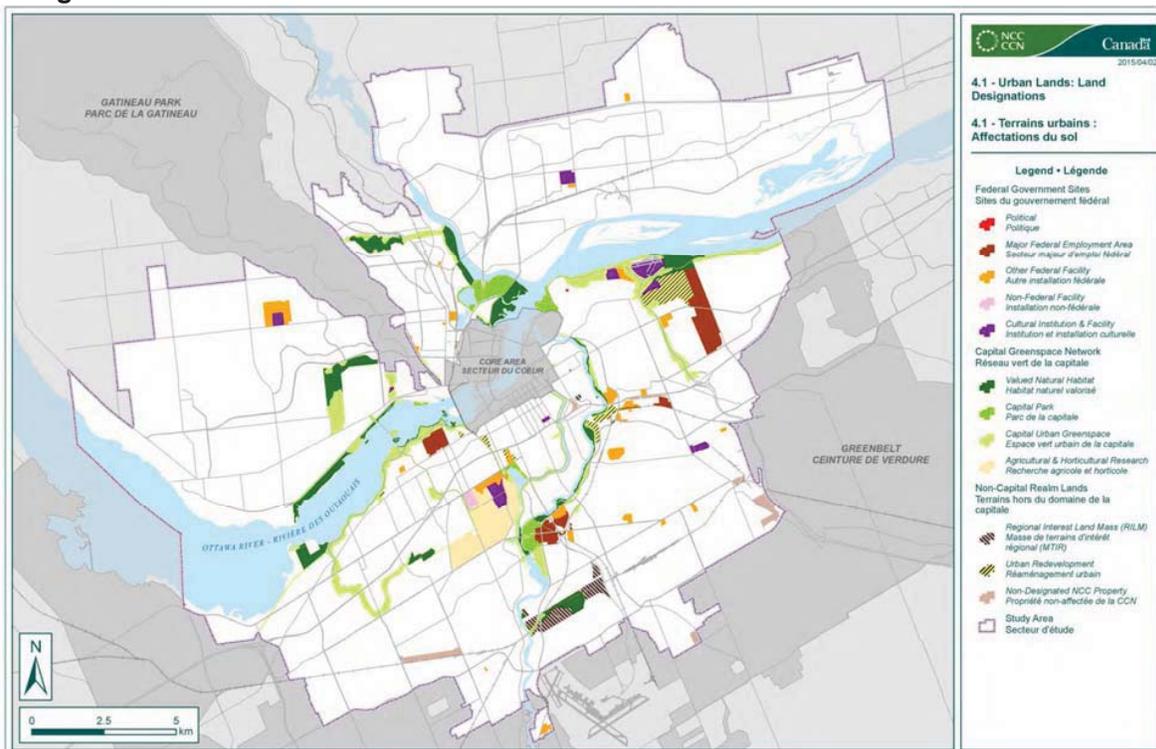
Figure 8: Tunney's Pasture Master Plan – Key Features



4.2 National Capital Commission Context

Tunney's Pasture is designated a "Federal Office Node" on the National Capital Commission's (NCC) *Plan for Canada's Capital Land Use Concept Plan* and is subject to the policies that apply to federal office and research facilities. The goal for federal accommodations located in the non-core area of the Capital (such as Tunney's Pasture) is to ensure that federal employment nodes and facilities meet the program needs of federal departments and that the functions and character are compatible with surrounding communities. The site is further designated in the *Capital Urban Lands Plan* as a "Major Federal Employment Area". These areas are consolidated federal employment sites supporting multi-building complexes or several buildings in a campus-like setting. The *Plan* recognized that introducing non-employment uses at traditional Federal Employment Nodes contributes to supporting local growth management objectives and significant opportunities to support the development of compact, mixed-use employment centres located near rapid transit infrastructure. Approvals with respect to the use or disposition of federal land are accomplished through the National Capital Commission (NCC), Federal Land Use, Design and Land Transaction Approval Processes. All proposals will be reviewed for conformity with policies of the *Plan* in addition to any Master Plans, Sector or Area Plans that may apply.

Figure 9: National Capital Commission Capital Urban Lands Plan – Urban Land Designations



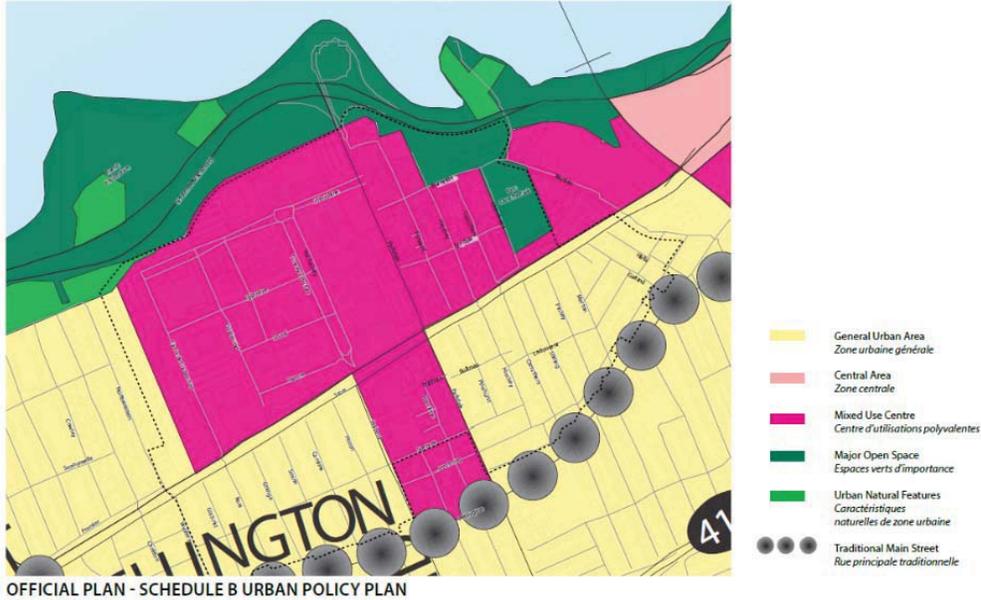
Online Resources:

- <http://www.ncc-ccn.gc.ca/sites/default/files/pubs/Plan-For-Canadas-Capital-1999.pdf>
- <http://www.ncc-ccn.gc.ca/sites/default/files/pubs/culp-ptuc-en-optimized.pdf>

4.3 The City of Ottawa Context

Due to Tunney’s Pasture’s strategic location on the City of Ottawa’s Light Rail Transit (LRT) system and its close proximity to the downtown core, the Campus is designated as part of a “Mixed-Use Centre” in the City of Ottawa’s Official Plan. Mixed-Use Centres are areas of the City with potential for substantial growth in the form of vibrant, mixed-use communities at relatively high densities. To better promote development within Mixed-Use Centres, the City considers these areas to be priority locations for increased building heights and permitted density, the development of air rights over rapid transit stations, and improved City infrastructure where required. The City acknowledges that Tunney’s Pasture represents a federal employment concentration that is expected to continue in the long-term. However, the stated intent in the Official Plan would see the evolution of Tunney’s Pasture as a federal employment centre within the larger Mixed-Use Centre, but with an improved interface (improved linkages, additional community serving uses) with the surrounding community.

Figure 10: City of Ottawa Official Plan – Urban Land Designations



The City of Ottawa's *Scott Street Community Design Plan (CDP)*, January 2014, incorporates the land use concept envisioned for the long-term redevelopment of Tunney's Pasture for federal offices, labs, mixed-use development, including residential, office, commercial and open space. The street network connections identifies the potential to convert the streets now under federal land ownership to public streets with appropriate sidewalk and bicycling infrastructure to provide vehicle travel and to allow Tunney's Pasture to evolve into a more mixed-use area.

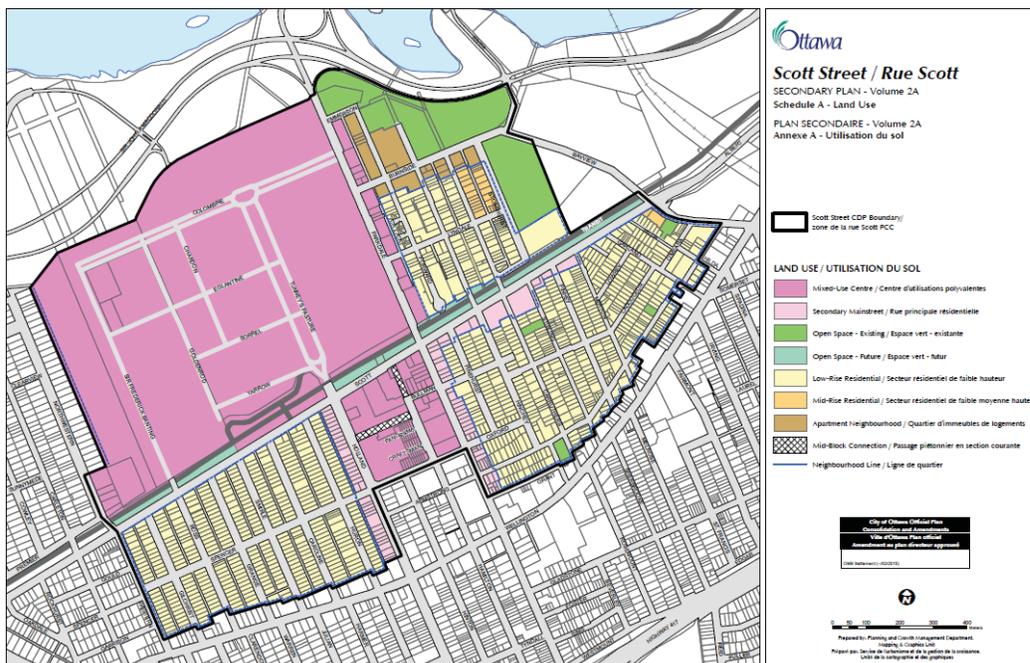
Figure 11: City of Ottawa – Scott Street Community Design Plan Area



The Scott Street Secondary Plan recognizes the Tunney's Pasture Master Plan as informing the development of the CDP on the future direction of the site to evolve into a more mixed-use area that is compatible with the surrounding neighbourhoods and being supportive of the Tunney's Pasture LRT Transit Station. The Secondary Plan states that, in the future, if any areas of Tunney's Pasture become publicly accessible and/or privately owned, the TPMP and the Scott Street CDP will be used as guiding documents to implement future development within the TPMP boundaries in addition to the policies stipulated in the Secondary Plan, generally summarized as follows:

- Public realm features including the location and extent of linear parks, greenways, cycling and pedestrian pathways and publicly accessible open spaces will develop generally in accordance with the TPMP and the Scott Street CDP.
- The location and size of any future neighbourhood parks will develop generally in accordance with the TPMP and the Scott Street CDP.
- Building heights, uses, street layouts and any new intersections will develop generally in accordance with the TPMP and the Scott Street CDP.
- The City of Ottawa will encourage and support a variety of housing, including affordable housing, and mixed use development that is transit supportive.
- Development will have regard for the historic significance of any existing streets, building and open space areas identified in the TPMP.
- If required, the City of Ottawa will update the Scott Street DCP and the Secondary Plan to reflect any future changes to the TPMP.

Figure 12: City of Ottawa Scott Street Secondary Plan – Land Designations



Online Resources:

<http://ottawa.ca/en/official-plan-0/volume-1-official-plan/pdf-version>

http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/schedule_b_urban_policy_plan_en.pdf

<http://ottawa.ca/en/city-hall/planning-and-development/official-plan-and-master-plans/official-plan/scott-street>

<http://ottawa.ca/en/city-hall/planning-and-development/community-plans-and-design-guidelines/community-plans-and-stu-286>

5.0 Urban Design Principles for Tunney's Pasture

The following design principles, in conjunction with the TPMP, are provided as a guide to the development of the Investment Program Plan and Phase 1 implementation strategy. As the contract progresses, further discussion will be required with key stakeholders to further develop and finalize the objectives below.

- be a landmark environmentally sustainable employment site based on tested and proven sustainable technology and design;
- be an attractive, safe, and complete employment site;
- be a connected and public transit-oriented development;
- provide a diverse mix of uses and arrangement of buildings;
- be integrated with adjacent neighbourhoods through enhanced connectivity and interface with Ottawa River parklands;
- provide appropriate uses, heights and open space connections along Parkdale Avenue and throughout the campus;
- enhance connectivity through a finer street grid, better pedestrian/cycling routes and other community linkages;
- be in accordance with all federal, provincial and municipal legislation and by-laws applicable to the provision of real property development;
- establish locations for significant future public spaces while preserving the historic landscape of Tunney's Pasture Driveway;
- establish a high quality employment community that attracts the next generation of federal and private sector workers, offers live-work opportunities and showcases high-productivity worksites;
- provide environmental benefits through a reduced carbon footprint, lower per capita energy and water use and enhanced urban ecology; and
- provide an opportunity for the reuse of federal properties that offers private sector development opportunities while maintaining long-term federal interests.

6.0 Contract Objectives

As noted in Section 3.0, Purpose and Intent of the Contract, the Contract has two major components that define the work to be accomplished. These are the Tunney's Pasture Investment Program Plan (IPP), and the Tunney's Pasture Phase 1 Redevelopment Project. The Contractor will be responsible for ensuring that, on delivery of all of the required documentation, the Technical Authority will have all of the plans and reports that would be required by municipal, provincial and federal authorities for the upgrade and divestiture of the infrastructure including roads for the purpose of redeveloping the campus, and all of the plans and reports that would be required for the divestiture or transfer of land, that can reasonably be prepared from the information obtained or developed under this Contract.

It is also important to note and understand when reviewing the objectives of the Tunney's Pasture Investment Program Plan and the Phase 1 Redevelopment Project, that in accordance with its federal mandate, PWGSC provides office accommodation to federal departments, and therefore its role in the development of Tunney's Pasture beyond the provision of office space is that of an enabler for the other land uses (commercial, residential, open space, public roads, and public pathways) as envisioned in the TPMP.

6.1 Tunney's Pasture Investment Program Plan

The main objective of the Tunney's Pasture Investment Program Plan component is to undertake the front-end planning work and due diligence studies that will allow for development approvals and will define the multi-phase and multi-year implementation and investment strategies for the co-ordinated infill development and land divestiture at Tunney's Pasture. The IPP will also include a strategy for the transfer of roads and infrastructure to the City of Ottawa.

The desired outcome is a development phasing strategy that will guide future investment and divestiture decisions for Tunney's Pasture. The IPP will remain flexible in its application of the planning horizons over the 25-year TPMP implementation, while still maintaining the overall intent of the approach so as not to limit PWGSC's development potential for the future of Tunney's Pasture. The IPP will include the following objectives:

1. A strategic multi-phase development subdivision plan for the entire Tunney's Pasture campus, including the identification of the Phase 1 Redevelopment Project site. The multi-phased subdivision plan must integrate the following:
 - a. Land planning, environmental sustainability, transportation and infrastructure planning and design based on the land uses, development potential and design guidelines inherent in the Tunney's Pasture Master Plan;
 - b. Development of an infrastructure redevelopment plan and road divestiture phasing plan for the divestiture of the roadways as municipal rights-of-ways for the entire campus and the site of the first phase of the project;
 - c. Identification of, and divestiture strategy for, lands surplus to the requirements of the Crown for the provision of office accommodation;

- d. An investment strategy, which will demonstrate the high-level economics of the development, and the integration of disposal revenue towards new office accommodations;
 - e. Incorporation of all applicable municipal, provincial and federal laws and by-laws; and
 - f. Incorporation of the objectives of PWGSC in the provision of office accommodation.
2. An infrastructure redevelopment integration plan and road divestiture plan for the transfer of the municipal rights-of-way to the City of Ottawa, to include the entire campus, and the Phase 1 Redevelopment Project site requirements.
 3. Respect the vision, design principles and standards inherent in the TPMP.

6.2 Tunney's Pasture Phase 1 Redevelopment Project

The Tunney's Pasture Phase 1 Redevelopment Project is to examine the provision of federal office accommodation within the next ten year planning horizon through a mixed-use development of office, commercial and residential, that is integrated with the City of Ottawa's Light Rail Transit Station at the site. While the site potential, project parameters and site boundaries have yet to be determined, the estimated development potential is as follows:

- An approximately 4.3 hectare development located adjacent to and integrated with the Tunney's Pasture Light Rail Transit (LRT) station as a community focal point and a gateway to the Tunney's Pasture campus;
- A mixed-use employment hub consisting of approximately between 35,000 m² and 80,000 m² of office space, between 5,000 m² and 20,000 m² of commercial space and 100 to 155 residential units, along with public road access for private sector and partnership development opportunities to begin the transformation of the Tunney's Pasture site into a mixed-use and complete community.

The Tunney's Pasture Phase 1 Redevelopment Project should include, but not be limited to, integrating the following objectives:

- Deliver office supply as part of a mixed-use employment hub centered on the Tunney's Pasture Light Rail Transit Station;
- Leverage the Light Rail Transit investment which will begin serving the Tunney's Pasture site by 2018, through the development and integration of office space within 600 metres of the station;
- Act as a catalyst for further redevelopment to occur throughout the Tunney's Pasture campus through the successful delivery of the first phase of development;
- Improve affordability and quality of the Government of Canada's real estate portfolio;
- Provide modern and sustainable development and office accommodation;

- Begin to unlock the value of the heavily under-utilized lands at Tunney's Pasture;
- Introduce residential, retail and other commercial development as appropriate, considering innovative and cost effective approaches to manage the government's accommodation requirements;
- Leverage opportunities for partnerships with the municipality, public utilities, and private business (alternative funding and public-private partnerships) in the delivery of the Phase 1 Redevelopment Project; and
- Ensure that other current, approved and planned development initiatives during the vision period are taken into consideration in the market rationale and viability of the components of the early phases of development.

6.3 Contractor Guidance

The following questions are offered to help guide the Contractor to understand the high-level objectives of the Investment Program Plan and Phase 1 Project objectives. As part of the analysis for the IPP and the Phase 1 Project, the Contractor must consider the answers to these questions, among others. It should be noted that these questions are not exhaustive, nor are they in any particular order, and specific answers may not reflect the completeness of the requirements by the Contractor for real estate land planning, development, financial capability and knowledge.

- Does the mix of uses and space identified in the TPMP for the campus and the Phase 1 Redevelopment Project site achieve value for innovative and cost effective approaches to develop and to manage the government accommodation requirements?
- What technical and due diligence studies and designs are required to meet federal, provincial and municipal legislation to allow for the development of Tunney's Pasture and the first phase?
- What infrastructure is required to support both the entire campus and the Phase 1 Redevelopment Project site, as envisioned in the TPMP?
- What is the best option for phasing of the development for the Campus and the Phase 1 site to achieve the objectives of RPB and obtain the best value for the Crown?
- What are the land boundaries/limits and roadways required for the first phase of development?
- What are the economic, commercial and market drivers that would guide in the phasing of development and the strategy for the Phase 1 redevelopment?
- What land activities (e.g. divestitures, transfers, etc.) must occur to support the Phase 1 Redevelopment Project and the entire Campus as envisioned in the TPMP?

- What is required to transfer the roads and infrastructure to the City of Ottawa for municipal rights-of-way on a phased basis and how will this occur?
- What service level partnership agreements would be required (if any) to allow for the implementation of the TPMP?

7 Scope of Work

The two main components that define the work are:

1. Tunney’s Pasture Investment Program Plan; and,
2. Tunney’s Pasture Phase 1 Redevelopment Project.

7.1 Tunney’s Pasture Investment Program Plan

The Contractor must create an Investment Program Plan (IPP) that will provide guidance to the Government of Canada for the co-ordinated infill redevelopment of the land and the divestiture phasing strategy for the entire Tunney’s Pasture Campus.

The IPP component will consist of the five sections identified in Figure 13 below. These five sections should not be considered sequential as the real estate and land planning work and analysis required in meeting the objectives may be interconnected and linked to other work and analysis that may be defined in the sections. The Contractor must develop an organised approach to the work. All work must be completed in a manner such that the work will meet all Federal, Provincial and Municipal legislation and by-laws to ensure that implementation of any of the plan’s elements by an entity other than the federal government will meet the applicable municipal and provincial requirements for redevelopment and roadway divestiture.

Figure 13: Investment Program Plan

Investment Program Plan	Program Analysis Report
	Strategic Building Condition Review Report
	Infrastructure Integration and Divestiture Strategy Report
	Investment Program Plan Feasibility Study Report
	Investment Program Plan Executive Summary

Once the IPP has been accepted by the Technical Authority, the Contractor must complete the Phase 1 Redevelopment Project component as outlined in Section 7.2. This will consist of a Phase 1 Redevelopment Project Feasibility Report and a Phase 1 Redevelopment Project Investment Analysis Report (IAR).

7.1.1 Program Analysis Report

Overview:

The purpose of the Program Analysis Report is to undertake a comprehensive review and analysis of all existing pertinent background information in order to determine current baseline conditions. The Contractor will use this information to determine what gaps exist in the background information required for the approvals necessary to allow for development of lands under federal, provincial and municipal laws and for the divestiture of the roadways as municipal rights-of-way.

Once identified, the Contractor will present the gaps, and upon approval from the Technical Authority, complete any additional studies by way of the as and when portion of this Contract. The results of these new studies are to be incorporated into this report.

The following questions are offered to guide the Contractor in understanding the objectives of this section and are not exhaustive and specific answers may not reflect the completeness of the requirements by the Contractor.

- What technical, environmental and planning due diligence studies and designs are required to meet federal, provincial and municipal legislation to allow for the development of Tunney's Pasture into a mixed-use community, and for the transfer of roads and infrastructure as municipal rights-of-ways?
- What are the gaps in the existing technical information from the TPMP and what needs to be completed to achieve the objectives this contract?
- Which environmental requirements apply, and how can they be phased over on the development process?
- If district energy were to be used as part of the redevelopment strategy for Tunney's Pasture, is there any conflict with existing infrastructure and the proposed TPMP development plan?
- Does the mix of land uses and space identified in the Tunney's Pasture Master Plan achieve value as innovative and cost effective approaches to managing the government's accommodation requirements?
- What is the commercial capacity available by type for development at Tunney's Pasture given the current, approved and planned development in the surrounding community?

The Contractor is expected to use its knowledge and experience to ensure that this analysis is comprehensive and complete.

Scope and Activities:

Review:

1. Organize and attend a **Start-Up Meeting** with stakeholders to clarify the scope of this deliverable.
2. Review all appropriate existing material related to the infrastructure, traffic, environmental, urban design and land use of the Tunney's Pasture campus.
3. Visit the site to investigate and analyze the existing site conditions, equipment/ systems;
4. Undertake a TPMP land use monitoring review to determine if assumptions underpinning the TPMP and proposed land uses continue to respond to changing conditions and new data and analysis pertaining to the City of Ottawa's local plans and LRT system;
5. Undertake an initial traffic and urban design analysis of the urban plaza commercial hub and integration of the City of Ottawa's preliminary Tunney's Pasture LRT Station Stage 2 bus terminal design to provide feedback and guidance to the Project Team;
6. Complete a gap analysis summarizing the state of the existing baseline conditions and also identifying additional information required to move forward with redevelopment planning and implementation strategies;

Consult:

7. Prepare a communication plan identifying and outlining how stakeholders will be engaged for this deliverable.
8. Organize and lead a **Technical Workshop** with stakeholders to present the summary of existing conditions and findings and to confirm any assumptions, potential impacts and constraints arrived at, along with the results of the gap analysis including reasons why further study and analysis is required. The outcome of the workshop must be a list of additional recommended studies to be completed and incorporated into this report by the Contractor. The Contractor will not commence work on these additional studies until provided approval by the Technical Authority by way of the As and When Requested portion of this Contract.
9. Organize and lead a **Strategic Visioning Workshop** with stakeholders to define and confirm the federal portfolio drivers, urban design principles and sustainability principles that will provide a framework and guide in the development phasing options of the campus and the first phase site;
10. Undertake a commercial space study to determine the commercial capacity available by type given the current, approved and proposed development in the service area of influence, and based on population growth and demographics, provide recommendations on site locations, phasing for rate of development of sites, and possible applicable municipal zoning and by-law requirements;
11. Organize and lead ~~a~~ **two Technical Workshops** with stakeholders to review and define the environmental and sustainability requirements under federal, provincial and municipal legislation to determine the implementation methodology for the development. Appendices C and D will be used as a guideline for these discussions. The outcome of the workshop must be a list of additional recommended studies to be completed and incorporated into this report by the Contractor. The Contractor will not commence work

on these additional studies until provided approval by the Technical Authority by way of the As and When Requested portion of this Contract.

12. Undertake a comprehensive analysis, in consultation with the regulatory and approval agencies and authorities, to determine the requirements for development approval and divestiture of lands; and
13. In consultation with the regulatory and approval agencies, define a review, acceptance and approval process of required plans and documents that will allow for development and the transfer of the roads and infrastructure to the City of Ottawa;

Summary and Recommendations:

14. Organize and lead a **Strategic Visioning Workshop** with stakeholders to present findings, conclusions and recommendations of the 99% draft report;
15. Identify the areas of uncertainty with respect to the feasibility of development and the strategies to mitigate these uncertainties; and
16. Submit the final report

Program Analysis Report Deliverables

- 1) The Contractor must prepare a detailed **Project Analysis Report** that will contain, as a minimum, the following elements:
 - a) Executive summary;
 - b) For each section:
 - a) Background research and review;
 - b) Summary of gap analysis performed on the background information;
 - c) Summary of issues, opportunities and constraints that affect the future development and divestiture;
 - d) Summary of consultations with stakeholders and regulatory and approval bodies including analysis and recommendations;
 - e) Summary overview of workshops undertaken, including recommendations and final conclusions on urban design principles, sustainability and environmental requirements, and portfolio drivers that will guide in the review of development phasing options for the campus and first phase site.
 - f) Summary of additional studies performed;
 - g) Risk assessment and risk plan; and
 - h) Conclusions and recommendations.
- 2) The Contractor must provide the commercial space study as a separate report attached to the Program Analysis Report. This study is to include background research and review of current, approved and proposed development in the area of influence, consultations undertaken, data and analysis, population projections and demographics, conclusions and recommendations.

7.1.2 Strategic Building Condition Review Report

Overview

The purpose of this section is to conduct an assessment, based on completed building condition reports, of the following Crown-owned buildings at Tunney's Pasture. These buildings were identified in the TPMP to be retained over the medium and long term 25-year planning horizon. The Contractor must determine the life-cycle financial costs of the asset and portfolio risks in order to outline the best options for achieving the objectives of RPB for the redevelopment of the campus.

The buildings/ assets to be assessed as part of this review are as follows:

- R.H. Coats Building (Building # 1 in Figure 3)
- Statistics Canada Main Building (Building # 3 in Figure 3)
- Jean Talon Building (Building # 5 in Figure 3)
- Health Protection Building (Building # 7 in Figure 3)
- Brooke Claxton Building (Building # 9 in Figure 3)
- Standards Lab Building (Building # 4 in Figure 3)
- Jeanne Mance Building (Building # 19 in Figure 3)
- Public Archives Personnel Records Centre (Building #18 in Figure 3)

The Brooke Claxton building is recognized as a "Classified Building" by the Federal Heritage Review Office (FHBRO), and the Statistics Canada Main Building, the Health Protection Building and the Central Heating and Cooling Plant have all been designated as "Recognized".

The following questions are provided solely as guidance to help the Contractor understand the objectives of this report. The guidance is in the form of some of the questions that the section should address, but they are not exhaustive and specific answers may not completely cover the requirements by the Contractor..

- What are the major capital investments required in each asset, and the life-cycle costs/benefits within the planning horizon of the TPMP?
- Will the assets' life-cycle, or disposal, affect the land use design and resulting infrastructure requirements in the overall phasing implementation plan for the infill development at Tunney's Pasture?
- What are the factors that contribute to the major capital pressures and challenges related to the maintenance and management of the identified assets at Tunney's Pasture?
- What are the heritage implications for these assets?
- What is the required major renovation, or disposal, within the long-term planning horizon for the assets identified?

Scope and Activities:

The Contractor must conduct an assessment of the condition, life-cycle cost and building efficiency of the identified assets listed above based on Building Condition Reports and Asset Management Plans provided to the Contractor by the Technical Authority. The Contractor will

provide recommendations and an action plan on the portfolio long-term planning of each asset against the principles and objectives of the TPMP and the RPB. To complete this assessment, the Contractor must:

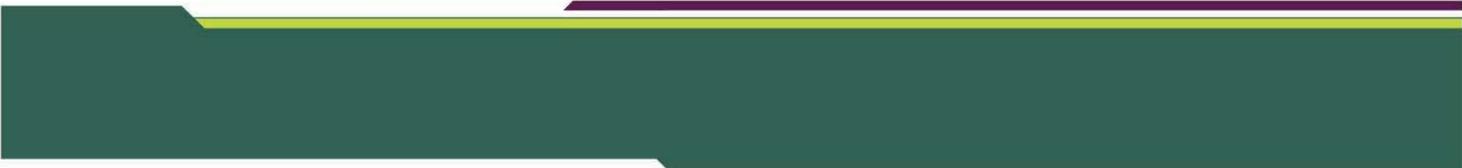
1. Organize and attend a **Start-up meeting** with stakeholders to clarify scope and activities objectives for this section;
2. Review all appropriate building condition reports and related studies
3. Review O&M and life-cycle costing;
4. Review efficiency of existing office accommodations within the buildings;
5. Review efficiency of existing base building systems;
6. Organize and manage a **Workshop** with stakeholders to clarify the scope and objectives of the Strategic Building Condition Review;
7. Analyze the design principles and land use designations of the TPMP, including the FHBRO designations and heritage character statements, and the Real Property portfolio drivers, to determine the highest and best use for each building and the surrounding lands;
8. Organize and lead a **Technical Workshop** with stakeholders to review and clarify assumptions of the highest and best use, cost benefit analysis, and to validate recommendations against the federal portfolio drivers, urban design principles, sustainability principles framework;
9. Undertake a cost benefit analysis so as to demonstrate the financial viability and the various options on the life-cycle costs of the assets in the planning horizons
10. Determine whether major renovation or disposal is appropriate within the long-term planning horizon for the assets identified,
11. Organize and lead a **Strategic Visioning Workshop** with federal stakeholders to present findings and confirm the Real Property portfolio objectives and targets;

Deliverables:

- 1) The Contractor must prepare a high-level summary **Strategic Building Condition Review Report** that will contain, as a minimum, the following elements:
 - Executive summary;
 - A brief summary of the initiative undertaken
 - A brief summary of each building outlining the existing conditions, along with analysis and discussion on future highest and best use possibilities with a recommendation.
 - Summarize consultations undertaken in the formulation of the analysis and recommendations;
 - Risk assessment and risk plan; and
 - Conclusions and recommendations.

7.1.3 Infrastructure Upgrade and Divestiture Strategy Report

Overview:



The purpose of the Infrastructure Integration and Divestiture Strategy Report is to undertake the required technical studies and design plans needed to determine the following:

- required infrastructure works
- phasing strategy
- integrations strategy
- implementation approach

The completion of the above list must allow for the divestiture of roadways as municipal rights-of-way for the development of the office accommodation requirements of PWGSC and as an enabler for the mixed-use development of residential, commercial and public open space.

The Infrastructure Integration and Divestiture Strategy Report will include the following five general areas of technical analysis to determine the phasing implementation and divestiture plan:

- servicing/ infrastructure
- district energy
- transportation
- environmental and
- landscape design

The technical studies and design plans prepared under these five areas of technical analysis must be completed in a manner such that the work will meet all federal, provincial and municipal legislation and by-laws to allow for development and implementation as recommended in the Investment Program Plan phasing plans for redevelopment and roadway divestiture.

The following generally outlines the components of the Infrastructure Integration and Divestiture Report. The components listed below will be submitted as standalone documents and summarized as part of this report. The Contractor is expected to use its knowledge and experience to ensure that this analysis is comprehensive and complete.

- Servicing / Infrastructure:
 - Assessment of existing services study
 - Master servicing and storm water management study and plan
 - Master grading plan
 - Geotechnical investigation
 - Noise / vibration study
 - Composite utility plan
 - Erosion and sediment control plan (for Phase 1 only)
 - Survey plans / as-built plans / cross-sections
 - Infrastructure Repair, Upgrade and Divestiture Plan
- District Energy:
 - District Energy Strategy Report
- Transportation:

- Community transportation plan
- Roadway modification plan (for Phase 1 only)
- Landscape Design
 - Cultural heritage impact statement
 - Archeological resource assessment
 - Landscape design guidelines

The following questions are offered to guide the Contractor in understanding the objectives of the work and activities under this section. They are not exhaustive and specific answers may not reflect the completeness of the requirements by the Contractor for real estate land planning, development and financial capability and knowledge

- What are the infrastructure requirements, due diligence studies and plans required to meet federal, provincial and municipal legislation to allow for the development of Tunney's Pasture and the first phase?
- How can the services be phased and transferred to allow for phased development and divestiture of lands and roads that would meet the acceptance of the City of Ottawa and public utilities?
- What are the landscape design guidelines and sustainability framework that will guide in the drainage plan options for the campus and the infrastructure implementation?
- What are the cost estimates and timing of the infrastructure investment that would be consistent with the phasing plan?
- What are the landscape design guidelines and requirements for the redevelopment?
- How can the services be phased and transferred to the City of Ottawa in order to allow for phased development and divestiture of lands/roads and that would meet with the acceptance of the City of Ottawa and public utilities?
- What is the parking strategy for the Campus and how will it be phased with development?
- Are there any impacts from the noise and vibration of the Confederation Line (Light Rail Transit) on future development?

Scope and Activities:

The Infrastructure Integration and Divestiture Report will be made up of the following subsections: Servicing / Infrastructure, District Energy, Transportation, Environmental, and Landscape Design. Each of the subsections as defined will be comprise of completed standalone reports and studies, and added as appendices to the Infrastructure Integration and Divestiture Report and summarized within the appropriate sections. The Contractor is expected to use its knowledge and experience to ensure that this analysis is comprehensive and complete.

- 1) Organize and attend a **Start-Up Meeting** with stakeholders to clarify scope and activities objectives for this section;

- 2) Review findings from the Project Analysis Report, Commercial Space Study, the Strategic Building Condition Review Report, and the Sustainability Compliance and Environmental Regulatory Report and all appropriate existing material and new data related to the campus and incorporate the findings into this analysis;
- 3) Organize and lead a minimum of eight (8) **Technical Workshops** in the development of the Infrastructure Integration and Divestiture Report with stakeholders to present findings and to confirm the data assumptions, and to identify potential impacts or constraints on the technical studies, plans and strategies;
- 4) Organize and lead a **Strategic Visioning Workshop** with federal stakeholders to present findings, conclusions and recommendations of the Infrastructure Integration and Divestiture Report and to confirm the Real Property Branch and NCA portfolio objectives and targets.
- 5) Resulting from the analysis of information from Subsections 1 to 5 below, prepare a development proforma based on Class D cost estimates to analyze options for development costs and charges based on land area, linear frontage or use/flow capacity and provide recommendations on a strategy to be applied to future development and land divestiture; and
- 6) Resulting from the analysis and discussion undertaken with the appropriate stakeholders in the formulation of the development of the phasing plan of subdivision, prepare draft partnership service level agreements and strategies outlining key factors that will enable development implementation. The draft partnership service level agreements will be considered by the Crown and will be the responsibility of PWGSC to obtain all necessary internal approvals.

Subsection 1: Servicing / Infrastructure

- 7) Prepare the following documents and plans, in consultation with the appropriate stakeholders to verify all applicable federal, provincial and municipal legislation requirements, codes, standards and guidelines and must identify any impacts or constraints on development:
 - a) Assessment of existing services study:
 - i) Study to demonstrate infrastructure capacity, inspections records, building connections, age and life cycle of existing infrastructure, identification of potential overflow connections in infrastructure (storm and sanitary), identification of infrastructure replacement and probable costs.
 - b) Master servicing and storm water management study and plan
 - c) Master grading plan
 - d) Geotechnical investigation study
 - e) Noise / vibration study
 - f) Composite utility plan
 - g) Erosion and sediment control plan (for Phase 1 only)
 - h) Survey plans of road rights-of-ways and road cross-sections and profiles

- 8) In consultation with appropriate stakeholders prepare a multi-phased Infrastructure Repair, Upgrade and Divestiture Plan that meets the requirements for development approval for federal, provincial and municipal legislation. This plan will identify a sequence of repair and upgrade projects, and act as an infrastructure integration strategy and phasing plan that defines the phasing approach for infrastructure upgrades and decommissioning to meet municipal requirements for transfer. The Infrastructure Repair, Upgrade and Divestiture Plan must consider all aspects of the Tunney's Pasture infrastructure including, but not limited to:

- Condition of existing infrastructure, required repairs and maintenance, life-cycle risk of failure
- Services (stormwater, sanitary, water)
- Utilities (Bell, Hydro, natural gas)
- Electrical (High and Low Voltage)
- IT Networks / telecommunication lines / fiber optics
- Street Lighting and Pathway Lighting
- Pedestrian Sidewalks and Cycling Pathways
- District Energy
- Roadways – Surface and Subsurface
- Integration of existing services and new infrastructure services requirements

In addition the Infrastructure Repair, Upgrade and Divestiture Plan must include the following:

- a) Phasing plan that would define the strategy, approach and sequencing for infrastructure upgrades, decommissioning and infrastructure integration for the campus that would meet with municipal requirements for transfer and which aligns with the Investment Program Plan (IPP) Report;
- b) Order of magnitude cost estimates and the timing for infrastructure investments consistent with the recommended approach of the Investment Program Plan (IPP) phasing plans, including risks and mitigation measures, for both the long-term requirements and the first phase of redevelopment.
- c) An indication of how existing infrastructure conditions are to be managed and incorporated into the municipal system based on the analysis undertaken;
- d) Identify all authorities having jurisdiction over the infrastructure, and if there are any areas of uncertainty with respect to approval of studies, plans or phasing strategies, these uncertainties must be identified with appropriate mitigation measures and an action plan identifying requirements/tasks for consideration in the phased divestiture;
- e) Identify all applicable municipal, provincial and federal codes, standards and guidelines;
- f) In consultation with appropriate stakeholders, for all the roadways prepare typical cross-section designs that would meet with approval by the municipality for transfer and, wherever possible, utilize existing upgraded services, incorporating into the designs the landscaping design guidelines analysis from Section 1 and the district energy distribution analysis from Section 6;

Subsection 2: District Energy Integration Strategy Report

- 9) Prepare a District Energy Integration Strategy Report utilizing the background information provided (in Appendix E) to determine how District Energy could be used as part of the redevelopment of Tunney's Pasture.
 - a) Review all appropriate existing material related to the District Energy at Tunney's Pasture, and organize and manage a workshop with stakeholders to review how District Energy can be implemented into the mixed-use infill redevelopment for Tunney's Pasture;
 - b) In consultation with appropriate stakeholders, in particular the Energy Services Acquisition Project (ESAP), prepare a strategy report that will describe how district energy could be used as part of the redevelopment of Tunney's Pasture, including the opportunities, constraints, issues, risks and mitigation measures;
 - c) In consultation with appropriate stakeholders, determine the potential distribution corridors to development sectors of the Campus, along with the criteria for possible line locations within typical cross-sections of the municipal rights-of-way or easements, making recommendations on the best routing.
 - d) In consultation with the industry determine the interest of developers in using district energy; and
 - e) If district energy were to be used as part of the redevelopment, determine how it would it be tied into the infrastructure integration and divestiture strategy.

Subsection 3 Transportation

- 10) Prepare the following documents for the campus to a standard that would meet the requirements for development approval by federal, provincial and municipal authorities, and identify any impacts or constraints to development phasing.
 - a) Community Transportation Study;
 - b) Roadway Modification Plan for Phase 1 Redevelopment;
 - c) Business case to analyze the connection to Sir John A. Macdonald Parkway and Ottawa River lands to identify and evaluate suitable options for this connection, how each option will enhance the community connectivity with the Ottawa River lands and provide justification for recommendations; and,
 - d) Parking Strategy based on the transportation analysis and phasing plan that will identify the parking provisions for each phase, investment requirements, recommended strategies for development, municipal zoning by-law and demand requirements and solutions. The Parking Strategy will allow for flexible approaches so as to address both site-generated traffic and tenant requirements based on the available road capacity and desired level of transit ridership. The Parking Strategy should provide the recommended approach and parking ratio for the campus and for the phase 1 redevelopment site.

- 11) Organize and lead a **Strategic Visioning Workshop** with stakeholders on the integration of modal split transportation elements (pedestrian, cycling, Light Rail Transit system) to validate against the RPB objectives, portfolio drivers etc .

Subsection 4 Landscape Design

- 1) Organize and lead a **Strategic Visioning Workshop** with stakeholders on the landscape design guidelines and plan to define the guiding principles, landscape elements, roadway cross-section design, and integration of modal split transportation elements (pedestrian, cycling, Light Rail Transit system);
- 2) Based on the results of the workshop, prepare landscape design guidelines for the Campus, including microclimate conditions (ie sunlight, wind, and year round precipitation management) and analysis, landscape elements, roadway cross-sections (including district energy corridors), as well as incorporating the design principles inherent in the TPMP, the sustainability objectives determined under Section 5, and the principles of Crime Prevention Through Environmental Design (CPTED);
- 3) Prepare an Archeological Resource Assessment;

Deliverables

The Contractor must prepare a detailed Infrastructure Upgrade and Divestiture Strategy Report as outlined above that will contain, as a minimum, the following elements:

- a) Executive summary;
- b) For each section:
 - a) Introduction;
 - b) Background;
 - c) Summary of any requested plans, reports, studies or strategies undertaken;
 - d) Summary of issues, opportunities and constraints that affect the future development;
 - e) Summary of consultations with stakeholders and regulatory and approval bodies including analysis and recommendations;
 - f) Summary statements of the application of the design guidelines, Real Property portfolio objectives and sustainability principles in the phasing strategy and infrastructure plans;
 - g) Summary of workshops completed;
 - h) Risk assessment and risk plan; and
 - i) Conclusions and recommendations.

7.1.4 Investment Program Plan Feasibility Study Report

Overview:

The purpose of the Investment Program Feasibility Study is to determine the order, or phasing, of development of the entire Tunney's Pasture Campus, incorporating all of the objectives, and determining the land boundaries of the Phase 1 Redevelopment Project, including roadway and other infrastructure requirements and roadway divestiture. The feasibility study will include all technical analysis, undertaking an analysis of the real estate economics and viability of the market capacity for residential, commercial and office uses in the development of a preferred option for the phased development implementation and the divestiture of surplus lands and roads. The sequencing of the phasing plan must also provide agility to the federal portfolio and flexibility to the long-term holdings so as to provide ready development sites when required. The phasing plan must examine an infrastructure system or groups of related projects in order to outline a framework for planning for subsequent projects and land development.

The Contractor must deliver an Investment Program Feasibility Study Report that outlines the viability and practicality of options, and recommends a preferred option, for the redevelopment phasing and transfer of roads to the municipality for the entire campus. The report will highlight any special issues and requirements while analyzing the economic, financial, market, regulatory, environmental, and technical issues. The report must contain a comprehensive summary of existing conditions, the feasibility research and subsequent analysis of the potential options, all assumptions made and constraints discovered, and any issues or conflicts identified. It will conclude with a recommended preferred option that will combine the results and summarize the key findings of the options analysis and the reasons why it was recommended.

Scope and Activities:

The Contractor must use the PWGSC NPMS format to complete the Investment Program Plan Feasibility Study Report. The report must follow the details and guidance provided in the following link: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/faisa-feasi/rfprb-frap-eng.html>

1) Options Analysis Additional Requirements:

In addition to the details required by the link above, for each option the Contractor must provide the following:

- a) Undertake a comprehensive analysis of the market viability of the commercial and residential capacity at Tunney's Pasture and the Phase 1 mixed use development
- b) Prepare a distinctly different conceptual development phasing plan for each option. Each phasing plan will outline the sequencing of development and provide a focus on federal office accommodation. The preferred option will provide agility to the federal portfolio and flexibility to the long-term holdings for ready development sites and real estate market fluctuations.

Each Development Plan Option must include the following:

- i) Be capable of meeting the requirements of all applicable Federal, Provincial and Municipal standards.
- ii) Outline the methodology and timing of the development over the next 25 years;
- iii) Determination of the land boundaries of the Phase 1 Redevelopment Project;
- iv) An incorporation and summary of the analysis performed in Sections 7.1.1, 7.1.2 and 7.1.3 regarding buildings, infrastructure and divestiture. There should be a direct link between the development plan phasing and previous sections, technical studies and analysis undertaken for the campus in the determination of the options;
- v) Road divestiture strategy and surplus lands in each phase as enabler for the mixed use development;
- vi) Summary of issues, opportunities and constraints that affect the phasing options, including property, infrastructure, federal buildings, costing and revenue potential, project delivery/demand capacity, environmental impacts;
- vii) An investment strategy, which demonstrates the high level economics (Class D estimate) and proforma costing of the development and potential application of disposal revenue towards new office accommodations;
- viii) Market impacts/feasibility and rationale, describing the viability of both residential and commercial developments;
- ix) Conceptual development designs;
- x) Urban design and sustainability principles to guide future development for the site;
- xi) A Sustainability Conformance Report in accordance with Appendix C for new and existing Federal Office Accommodations including a Sustainability Strategy identifying how to encourage and maintain the Sustainability Guidelines developed in the Project Analysis Report in any land parcels that are divested and disposed of;
- xii) An Environmental Regulatory Requirements Report in accordance with Appendix C;
- xiii) A Strategic Environmental Assessment in accordance with the following link: <http://www.ceaa.gc.ca/default.asp?lang=En&n=b3186435-1>; and
- xiv) Conclusions and recommendations.

2) Workshops

As part of the Investment Program Plan Feasibility Study Report development, the Contractor must host, organize and manage a minimum of 4 (four) half day workshops. The Technical Authority will approve the dates for the workshops and will ensure that appropriate Crown personnel are invited. These workshops will act as collaboration and review sessions with applicable stakeholders, and will include, but not be limited to, the following topics:

- a) Strategic Visioning – Urban Design Guidelines
- b) An alignment of NCA Portfolio drivers with the Feasibility Study
- c) Confirmation of office accommodation requirements for the Phase1 and Investment Program Plan
- d) Options Analysis development workshops

- e) Options Analysis Final Review and Presentation
- f) Sustainability workshops focusing on proven technology offering Value For Money
- g) Stakeholder review

Guidance Questions

The following questions are offered to guide the Contractor in understanding the objectives of this stage. As part of the analysis for the IPP the Contractor must consider the answers to these questions, among others. It should be noted that these interrogative reflections are not exhaustive, nor are they in any particular order, and answering them will not completely meet all of the requirements for real estate land planning, development, financial capability and knowledge.

- What are the key components of the successful implementation plan?
- What are the economic and market drivers that would guide in the phasing of development and the strategy for development of the Phase 1 site?
- What is the program of works that will yield the highest returns on investment (i.e. leverage dollars for outcome)?
- What are the revenue potential and cost savings driving the economics of space type for the campus and phase?
- What are the challenges and opportunities in funding to support the intensification goals of the TPMP?
- What is the base cost development pro-forma to determine land value and revenue generators for each phase of road and development implementation?
- What are the demand and absorption capacities for commercial and residential development at Tunney's Pasture given the current and approved development in the surrounding area?
- What are the opportunities, constraints and risks of the recommended phased development?

Deliverables:

The Contractor must deliver:

- 1) A Strategic Environmental Assessment
- 2) A Sustainability Conformance Report
- 3) An Environmental Regulatory Requirements Report
- 4) An Investment Program Plan Feasibility Study Report that follows the outline provided as per: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/faisa-feasi/rfprb-frap-eng.html> and incorporates the additional requirements outlined in this Section 7.1.4;
- 5) The workshops required in this Section 7.1.4 along with a summary of the results of each workshop.

7.1.5 Investment Program Plan Executive Summary

Overview:

The purpose of the Investment Program Plan is to provide a concise, succinct, high-level strategic executive summary document tailored for presentation to the Government of Canada executive management.

Scope and Activities:

The Contractor must prepare a high-level strategic summary document targeted at upper management. The document must provide the following:

- a) Serve as a brief high-level product summary of all of the deliverables being produced under this Contract;
- b) Clearly demonstrate the way forward for the Tunney's Pasture Redevelopment and provide justification for the options chosen;
- c) Include a 3-D video of the recommended option; and
- d) Outline the program of projects and phasing of works for the first phase and for the future delivery of subsequent projects.

Deliverable:

1. An Investment Program Plan Executive Summary.

7.2 Tunney's Pasture Phase 1 Redevelopment Project

The Tunney's Pasture Phase 1 Redevelopment Project is to examine the provision of federal office accommodation within the next ten year planning horizon through a mixed-use development of office, commercial and residential buildings integrated with the City of Ottawa's Light Rail Transit Station within the Phase 1 land boundaries identified in Section 7.1.4. While the site potential, project parameters and site boundaries have yet to be determined, the estimated development potential is as follows:

- An approximately 4.3 hectare development located adjacent to and integrated with the Tunney's Pasture Light Rail Transit (LRT) station as a community focal point and a gateway to the Tunney's Pasture Campus;
- A mixed-use employment hub consisting of approximately between 35,000 m² and 80,000 m² of office space, between 5,000 m² and 20,000 m² of commercial space and 100 to 155 residential units, along with public road access for private sector and partnership development opportunities to begin the transformation of the Tunney's Pasture site into a mixed-use and complete community.

Figure 14: Phase 1 Redevelopment Project

**Phase 1
Redevelopment
Project**

Phase 1 Redevelopment Project Feasibility Report

Phase 1 Redevelopment Project Investment Analysis Report

7.2.1 Phase 1 Redevelopment Project Feasibility Report

The purpose of the Tunney's Pasture Phase 1 Redevelopment Project is to undertake a feasibility analysis to determine the comprehensive make up of what will be included within the Phase 1 Redevelopment Project. The analysis will demonstrate how it achieves the project objectives and will follow from the Investment Program Plan Feasibility Study.

The Contractor must deliver a Phase 1 Redevelopment Project Feasibility Report that outlines the viability and practicality of the redevelopment project for the Phase 1 site recommended in the Investment Program Plan. The report will highlight any special issues and requirements while analyzing the economic, financial, market, regulatory, environmental, and technical issues. The report must contain a comprehensive summary of existing conditions, the feasibility research and subsequent analysis of the potential options, all assumptions made and constraints discovered, and any problems or conflicts identified. It must consider the proper phasing of the divestiture of any lands, and how best to reinvest the revenues in Crown office accommodations, whether new or refurbished. It must include an analysis of proper proportions of office, residential and commercial space. It will conclude with a Recommended Option for Further Analysis that will combine the results and summarize the key findings of the options analysis, and identify which option is recommended for analysis in the Investment Analysis Report.

Scope and Activities:

To complete the Phase 1 Redevelopment Project Feasibility Report, the Contractor must use the PWGSC NPMS format for the report and follow the details and guidance provided here: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/faisa-feasi/rfprb-frap-eng.html>

1) Phase 1 Redevelopment Feasibility Report Additional Requirements

In addition to the details provided in the links above, for each option the Contractor must provide the following:

A development options analysis for site development (site development plan) based on municipal zoning and by-law requirements. The analysis must include the following:

- a. Determination of site development potential;
- b. Implementation strategy for the Phase 1 (determine whether the implementation will be single or multi-phase) to provide the optimal solution;
- c. A more detailed disposal and land divestiture strategy specific to Phase 1;
- d. Conceptual renderings displaying the detailed makeup of Phase 1;
- e. Establishment of program requirements and considerations in options analysis;
- f. Undertake costing analysis of the site development plan, including Class D building cost estimates, and undertake a cost benefit analysis so as to demonstrate the financial viability of the proposed option;
- g. Recommendations on how to structure the subsequent project and real estate transactions in a way that maximizes the benefits to PWGSC and the federal government as a whole;
- h. Analyze all relevant factors for the project, and any other elements that could potentially impact the selection of the optimal solutions. This analysis must include as a minimum the following factors:
 1. The real estate and financial markets
 2. The macro-economic environment
 3. The local development trends and official plan
- i. Alignment of new office accommodations with NCA portfolio requirements and drivers;
- j. An incorporation and summary of the analysis performed in Sections 7.1.1, 7.1.2, and 7.1.3 regarding infrastructure and divesture. There should be a direct link between the development plan phasing and previous sections, technical studies and analysis undertaken for the campus in the determination of the options;
- k. A Sustainability Conformance Report in accordance with Appendix C;
- l. An Environmental Regulatory Requirements Report in accordance with Appendix D; and
- m. A comparison of each option identifying the advantages and disadvantages of each approach with a recommendation of a preferred option.

2) Workshops

As part of the Phase 1 Redevelopment Feasibility Report Options Analysis development, the Contractor must host, organize and manage a minimum of 4 (four) half day workshops. These workshops will act as collaboration and review sessions with applicable stakeholders, and will include but are not limited to the following topics specific to Phase 1:

- a) Strategic Visioning
- b) An alignment of NCA Portfolio drivers with the Feasibility Study
- c) Confirmation of office accommodation requirements for the Phase1 and Investment Program Plan

- d) Development site plan options
- e) Feasibility options of procurement
- f) Risk Workshops
- g) Municipal and provincial requirements
- h) Options Analysis development workshops
- i) Options Analysis Final Review and Presentation
- j) Options Analysis Sustainability workshops
- k) Stakeholder review of preferred option

Deliverables:

The Contractor must deliver:

- 1) A detailed Phase 1 Redevelopment Feasibility Report containing three options that follows the outline provided as per: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/faisa-feasi/rfprb-frap-eng.html> and incorporates the additional requirements outlined in this Section 7.2.2;
- 2) A Phase 1 Sustainability Conformance Report;
- 3) A Phase 1 Environmental Regulatory Requirements Report;
- 4) A 3-D video of the recommended option; and
- 5) The workshops required to develop the Feasibility Report for Phase 1. A summary of the results of each workshop must be included in the Phase 1 Feasibility Report.

7.2.2 Investment Analysis Report

The Investment Analysis Report (IAR) further studies the recommended Phase 1 Redevelopment option to analysis the potential procurement methodologies, investigating the pros and cons of each by evaluating them against a set of criteria developed by the Contractor and approved by the Technical Authority, and making a final recommendation of a single preferred option. The process of writing the IAR includes a series of financial and non-financial evaluations. These serve to justify the rationale behind the recommendation. The analysis of the options must be objective, open and transparent.

Once the option recommended by the Contractor in Section 7.2.2 above has been approved by the Technical Authority, the Contractor must provide the following:

Scope and Activities:

To complete the Investment Analysis Report, the Contractor must use the PSPC NPMS format for the report and follow the details and guidance provided here: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/invest/iar-eng.html>

- 1) In addition to the details provided in the links above the Contractor must provide the following for the analysis of the preferred option:
 - a) A risk adjusted discounted cash flow analysis for all procurement options using an industry recognized value-for-money (VFM) methodology.

- i) The analysis should include an assessment of alternative forms of project delivery options, which may include among others Design-Bid-Build, Construction Management, Sale Lease-back, Lease Lease-back Design-Build-Finance-Maintain, and Design-Build-Finance;
 - b) Conduct a market sounding of suitable private sector developers once the draft IAR has been reviewed by the Technical Authority in order to explore feasible and acceptable partnering solutions to address the Tunney's Pasture Phase 1 Redevelopment requirements. The market sounding will be conducted in open and transparent manner.
 - i) The objective of this market sounding will be to obtain feedback from the development community as to the viability, feasibility, opportunities, and overall interest of private developers entering into an alternative construction delivery arrangement;
 - ii) The Contractor will provide a Market Sounding Report comprised of industry feedback based on the market sounding purpose, objective, and the scope of work. The report will also include a description of the methodology employed to conduct the market sounding, the developers that were questioned, the questions that were posed to the developers, and it must also provide recommendations for changes to the draft IAR if appropriate;
 - c) A Sustainability Conformance Report in accordance with Appendix C for new federal office accommodations only;
 - d) A Sustainability Strategy within the Sustainability Conformance Report identifying how to encourage and maintain the Sustainability Guidelines developed in Section 7.1 above in the parcels that are divested and disposed of;
 - e) An Environmental Compliance Report in accordance with Appendix D.
- 2) Workshops: Presentation of Preferred Option Sustainability
- As part of the Phase 1 Redevelopment Investment Analysis Report development, the Contractor must host, organize and manage a minimum of 4 (four) half day workshops. These workshops will act as collaboration and review sessions with applicable stakeholders, and will include but are not limited to the following topics specific to Phase 1 IAR development:
- a) Confirmation of office accommodation requirements for the Phase1 and Investment Program Plan
 - b) Risk Workshops
 - c) Options Analysis development workshops
 - d) Options Analysis Final Review workshops
 - e) Stakeholder review

Deliverables:

The Contractor must deliver:

- 1) A detailed Investment Analysis Report that outlines the analysis leading to the recommendation and that follows the outline provided as per: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/invest/iar-eng.html> and the guidance provided in this link: <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp->

- npms/bi-rp/livra-deliv/invest/raiprbapp-iarabpppa-eng.html#a5 and that contains the additional requirements outlined in this Section 7.2.3; and
- 2) A Market Sounding Report, which includes submitting a draft report and allowing time for comments, revisions, and discussions with the project team and P3 NCOE prior to finalizing the report.
 - 3) The workshops required to develop the IAR. A summary of the results of each workshop must be included in the IAR.

7.3 Other Deliverables

7.3.1 Project Complexity and Risk Assessment

A Project Complexity and Risk Assessment (PCRA) for the Phase 1 Redevelopment Project must be prepared by the Contractor in accordance with Treasury Board's guidance for PCRA's found at <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>, including an appropriate risk response for each option that is considered for financial analysis, along with a risk management plan for the preferred option for inclusion in the IAR.

7.3.2 Identification Close-Out Document (ICOD)

Within 30 days of final submission and approval of the Phase 1 IAR by the Technical Authority, the Contractor must develop and submit the Identification Close-Out Document in accordance with the following link:

<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/dcipr-icodap-eng.html> .

The document will include Lessons Learned. The Contractor will meet with the Technical Authority to discuss preliminary findings and recommendations that will form part of the ICOD. The Contractor must make a presentation to the Technical Authority outlining findings, conclusions, possible courses of action and recommendations. The Contractor will revise the ICOD, as required, to incorporate the changes/revisions approved by the Technical Authority within ten (10) working days after the meeting with the Technical Authority.

8 Additional Requirements and Services

In addition to the Scope of Work described in section 7, the Contractor will also be responsible for providing the following as part of the firm price:

8.1 Project Plan

The Contractor must provide a Preliminary Project Plan (PPP), submitted as part of its bid. The PPP describes the management philosophy of the Contractor, and must confirm the approach and methodology that will be implemented to perform the work required by this TOR. The PPP

must be based on the PWGSC National Project Management System (NPMS). The following link provides content guidance:

<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/plan/guide-eng.html>

The PPP defines the objectives and scope of the work, as well as how it is to be executed, monitored, and controlled during the Delivery Stage. The PPP details project activities from the planning phase to project completion, and ensures that the project objectives and requirements provide sufficient detail to allow for the preparation of complete project instruction to the project team. The PPP will describe the level of effort and the team composition that will be employed in managing the work, and must include a Roles and Responsibilities Matrix.

In the PPP provided as part of the bid submission, the Contractor will omit the following sections:

- 5.0 Cost Management
- 6.0 Financial Management
- 9.0 Procurement Management
- 10.1 Project Document File Management
- 10.2 Project Reviews
- 10.5 Commissioning
- 11.0 Safety Management
- 14.0 Environmental Management

After Contract award, the Contractor must further develop the PPP into a Project Management Plan (PMP) and maintain the PMP throughout the duration of the Contract, adding the above omitted sections where appropriate. The PMP will include a list approved by the Technical Authority of the workshops to be conducted by the Contractor.

8.2 Meetings

Regular formal project meetings with the Technical Authority and any appropriate stakeholders will be required on a bi-weekly basis. The Contractor will be responsible for overall logistics and coordination of the meetings. The Contractor will prepare and distribute the meeting agenda in advance of the meetings and will complete meeting minutes, which will be due 48 hours after the meeting takes place.

The regular project meetings will generally be a summary of work completed over the past period and will be referenced to the Project Schedule. A look ahead schedule for the next two-week period will also be provided, along with discussion of any pressing issues.

All meetings will be held in the National Capital Area (NCA). Meetings will be held in the Contractor's facility unless otherwise requested or agreed to by the Technical Authority.

The Contractor must host a Kick-off meeting to be held within 5 days of Contract Award, on a date coordinated with the Technical Authority, to review with the Technical Authority the Preliminary Project Plan (PPP) provided as part of the bid. Key Contractor personnel must attend the meeting in person to support their involvement in the work. The Contractor must present its plan for carrying out the project and addressing all significant issues. The presentation must contain the following information as a minimum:

1. Review major assumptions for the work;
2. Review contract deliverables;
3. Review Preliminary Project Plan;
4. Expected cash flow; and
5. Other items.

In addition to formal project meetings outlined above, the Contractor will also be responsible for the start-up meetings and workshops as outlined throughout Section 7 and summarized in Appendix A.

8.3 Scheduling

The Contractor must develop and maintain a detailed critical path schedule for the work of the entire team, and develop and maintain a schedule for the work required to achieve all project objectives. The Contractor must also develop and maintain a high level schedule demonstrating the feasibility of the plan for the work on the overall site to achieve the 25 year vision. The Contractor must prepare, monitor, update and maintain the Schedule for the duration of the Contract.

8.4 Quality Management

The Contractor must develop, deploy and maintain a Quality Management System (QMS) for the work done by the Contractor. The Contractor must use its QMS to ensure a clear, concise, traceable quality control implementation so as to provide the best service quality and the best delivery.

8.5 Risk Management

The Contractor must develop and maintain a risk register for the project that identifies all risks and issues, both within the project and outside the control of the project. The Technical Authority will be responsible for providing input to the Contractor for risks and issues outside the control of the Contractor Project Leader. The register must define how all project related issues will be reported, logged, tracked, escalated, and resolved. The Contractor will maintain an Action Item Log that records all activities and decisions associated with risk and issue management. The Action Item Log lists, in chronological order, all items for which some action is required, allows tracking of the action, and in the end provides a permanent record of those Action Items. The Action Item Log must be in a tabular form, with the following headings in this order:

1. Item Number;
2. Item Title;
3. Open Date;
4. Source of Action Item;
5. Originator;
6. Office of Primary Interest;
7. Person Responsible for taking action;
8. Target/Actual Date of Resolution;
9. Status (open/closed); and
10. Remarks.

8.6 Communications Plan

The Contractor must develop and deliver a Communications Plan that describes what information should be shared, how often, by whom, to whom, and by what methods to ensure that the most effective means are used for various audiences. The plan must address both communications within the project offices and externally to stakeholders and the general public. The plan must describe the Stakeholder management process that will be used. The plan must recommend documents to be published on both federal government internal websites and external public websites, and the identified documents must be provided in a “web-ready” format in addition to required digital and print versions.

8.7 Monthly Report

A report on the accomplishments to date and the work planned for the future must be submitted each month to the Contracting Authority and the Technical Authority. This report must also include a Risk and Issues Section, a Quality Management Section, an updated schedule, and an updated cost report. It informs key project stakeholders of the critical aspects of the project's health, including schedule, scope and cost.

8.8 Final Data Package

A Final Data Package must be delivered by the Contractor to the FTP site described in Section 9.1. The Final Data Package is a collection of all documents delivered to the Technical Authority by the Contractor by the end of the Contract period (excludes optional year). The Final Data Package must consist of the final versions of all deliverables required under the Contract. It must include, as a minimum, all presentations, minutes, progress reports, studies, reports, and other required deliverables in their final version form, along with a disclosure of intellectual property (if any).

9 Administration

9.1 Document Management

The Contractor must utilize an online FTP site to manage, maintain and submit all deliverables and related documentation. Access to the FTP site will be provided to the Contractor by the Project Authority.

9.2 Location of the Work

All work will be performed at the Contractor's facilities, unless requested otherwise by the Technical Authority.

9.3 Period of the Work

The Contractor must provide the services required under this Contract for the period required to deliver the Project Deliverables identified in Appendix A, with an option to extend the services for an additional year.

9.4 Optional Work

9.4.1 **One Year Option Period:** The Contractor grants to Canada the irrevocable option to extend the term of the Contract by one (1) additional one (1) year period under the same terms and conditions if the Technical Authority requires the services of the Contractor after all of the Project Deliverables have been accepted (with the exception of the ICOD). The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment and Canada may exercise this option at any time by sending a written notice to the Contractor at least seven (7) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment. The work during this period is anticipated to be the following:

1. Support to the Technical Authority in its activities to obtain Treasury Board approval for the Phase 1 Redevelopment Project; and
2. Support to the Technical Authority in developing or managing the Phase 1 Implementation Contract.

All work must be authorized by the Technical Authority. All work under the Option Year portion of the Contract will be paid in accordance with Pricing Schedule 2 – Annex B Basis of Payment.

When requested by the Technical Authority, the Contractor must complete Appendix F, Tunney's Pasture Redevelopment Cost Proposal Form "As and When", and submit it to the Technical Authority as a proposal. The Contractor will commence work on the tasking once the Technical Authority has accepted the proposal in writing.

9.4.2 **As and When:** A portion of the work to be performed under the Contract may be required on an "as and when requested basis". The work described must be in accordance with the scope of the Contract. All work must be authorised in writing by the Technical Authority. All work under the "As and When" portion of the Contract will be paid in accordance with Pricing Schedule 2 – Annex B - Basis of Payment.

When requested by the Technical Authority, the Contractor must complete Appendix F, Tunney's Pasture Redevelopment Cost Proposal Form "As and When", and submit it to the Technical Authority as a proposal. The Contractor will commence work on the tasking once the Technical Authority has accepted the proposal in writing.

9.5 Format of Deliverables

All deliverables must be initially provided to the Technical Authority as final drafts that have been reviewed for quality. Where applicable deliverables are to be produced in accordance with PWGSC National CADD Standard.

<http://www.tpsgc-pwgsc.gc.ca/biens-property/cdao-cadd/index-eng.html>

All final versions of documents must be delivered in the following electronic formats, as applicable: Microsoft Office Word, Microsoft Power Point, Visio or Excel, with the exception of CAD files which will be provided in the format that they were created in. Editable versions of all documentation must be provided, without password protection or restrictions on printing, and raw data must be made available to the Technical Authority if requested. In addition to the electronic copy, the Contractor will deliver the number of print copies identified in Appendix A, Deliverables List.

All reports must include a glossary of terms, a bibliography and a list of figures and illustrations identifying sources. All plans and reports are to be stamped by the appropriate expert where required by Ontario legislation. All plans and reports must contain the names of the contributing team members and be dated.

9.6 Delivery Schedule

The Contractor must deliver the documents required by this TOR in accordance with the schedule provided by the Contractor in Annex B – Basis of Payment and the Preliminary Project Plan, which will include delivery dates and deliverables that the Contractor proposes in addition to those detailed in Appendix A, the Deliverables List.

9.7 Inspection and Acceptance

The Technical Authority will inspect and accept the work.

9.8 Assumptions and Constraints

1. The implementation methods for the Master Plan must be as dynamic and flexible as the Plan itself allowing PWGSC to adapt to changing political environments, market conditions and development trends over the Plan's 25 year horizon.
2. The NCC Federal Land Use Approval Process will apply to all Tunney's Pasture redevelopment activities.
3. Heritage characteristics of the site must be taken into consideration.
4. Phase 1 Redevelopment Plans must be flexible enough to accommodate the Light Rail Project schedule as it unfolds. Phase 1 site access may be restricted by OC Transpo until 2023 due to the LRT temporary terminus and LRT Station construction. Phasing and construction of the Phase 1 site will have to be co-ordinated with the City of Ottawa's Rail Implementation Office and a working group established by the Contractor to ensure collaboration and dialogue is on-going.
5. Phase 1 Development Plans must be flexible enough to accommodate both stand-alone heating and cooling and District Heating/Cooling.
6. There is a requirement for collaboration with the NCC and the City of Ottawa for the divestiture of roads and infrastructure to allow for the mix of uses and partnership opportunities with the private sector development. As such, early engagement of stakeholders at the initial planning stages resulting in memorandums of agreements will be required to ensure collaboration.
7. There is a requirement for collaboration with the public utilities for the divestiture of private utilities and the condition/location of services and ability to divest under the Federal Real Property Act and policies. There will be a requirement to engage Real Estate Services and UMS throughout the planning and negotiating stage with the public utilities.
8. Change in technology requirements and changing government priorities on initiatives (such as ESAP, High Voltage Distribution, etc.) will affect the technical study requirements. Continued feedback will be required on the development of the technical studies to ensure that options for alternative technology are encompassed in the plans.
9. While PWGSC will provide the Contractor with all the documentation in their possession that would be relevant to this ToR, the Contractor must devote reasonable efforts to search for additional data and documentation should they be required.

9.9 Official Languages

All deliverables as outlined in Appendix A must be provided in both official languages.

The Contractor must make all presentations and conduct all workshops in English, but must be prepared to perform them in both official languages. Furthermore, any documentation and or media regarding the presentations must be provided in both official languages.

9.10 Support Provided by Canada

PWGSC will:

- a) provide access to all relevant documentation, policies, guidelines, procedures, publications, reports, and studies that are available to Canada that may be required by the Contractor. If required, the Contractor will be given access to an FTP site for all relevant documents; and
- b) ensure reasonable availability of staff and other stakeholders with whom the Contractor may need to consult or meet with.

9.11 Licensing, Certification or Authorization

As a minimum the contractor is to provide proof of licences and or certifications for the following members of their team:

- a. Lead Urban Designer
- b. Lead Urban Planner
- c. Lead Architect
- d. Lead Landscape Architect
- e. Lead Municipal Engineer

9.12 Travel

Travel will not be reimbursed on this project. The Contractor will be expected to attend meetings in the National Capital Area as required by the Project Authority. Any travel time and travel-related expenses are to be included in the firm price.

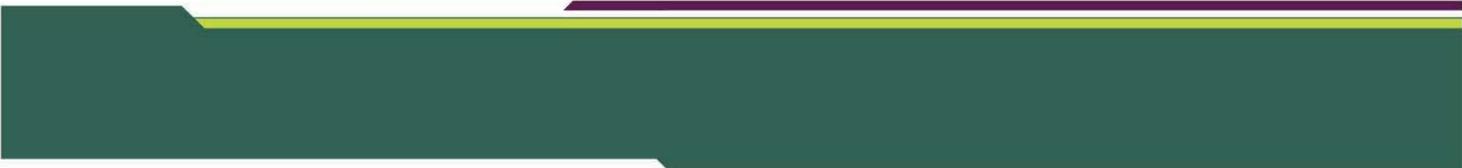
9.13 Independent Verification and Validation

At the sole discretion of Canada, the Project Authority may request a review by an Independent Verification and Validation Team (IV & V). The Contractor must provide access to the Project Authority and Independent Verification and Verification agents. The Independent Verification and Validation process will assist the Project Authority in the review of the Contractor's deliverable documents for;

- (i) Completeness, consistency and conformance to the TOR requirements; and
- (ii) Assessment of the level of effort to complete the Work

It is agreed that the Contractor must support the performance of the verification and validation services by any IV & V contractor so engaged. The terms of communication will be as follows:

- (i) the IV & V contractor reports to, receives direction from and provides recommendations to the Project Authority only;
- (ii) the Contractor must designate a point of contact for the IV & V Contractor personnel, and shall notify the Project Authority in writing of any change; and
- (iii) the IV & V Contractor must not be required to furnish the Contractor with work plans or schedules, or with any other documentation or information.



The Contractor must make available to the IV & V Contractor both the use of temporary workspace for a maximum of three (3) people, and access to Project working materials such as documentation, software and schedules, as are normally available to the Contractor's Quality Assurance personnel.



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Appendix A

Deliverables

(V 1.2)

Table A.1 Project Management Deliverables Table

Document Number	Document Title	Version	Delivery Date	Number of Paper Copies
A.1.1	Kickoff Meeting	Final	Within 5 working days of Contract Award	NA
A.1.2	Meeting Agendas	Final	3 working days prior to meeting	NA
A.1.3	Meeting Minutes	Final	Within 2 working days of meeting	NA
A.1.4	Monthly Program Review Meetings		Once a month	NA
A.1.5	Monthly Report	Final	Within 5 working days after month end	NA
A.1.6	Preliminary Project Plan	Draft	With bid	5
A.1.7	Project Management Plan	Draft	10 working days after Kickoff Meeting	5
		Final	20 working days after Kickoff Meeting	5
A.1.8	Risk and Issues Registry	Initial	15 working days after Kickoff Meeting	5
A.1.9	Communications Plan	Draft	With bid	5
		Final	10 working days after Kickoff Meeting	5
A.1.10	Final Data Package			NA
A.1.11	Identification Close Out Document (ICOD)	Draft	20 days from final Phase 1 IAR Submission and Approval	NA
		Final	30 days from final Phase 1 IAR Submission and Approval	NA
A.1.12	ICOD Presentation			NA

Table A.2 Investment Program Plan Deliverables Table

Document/ Task Number	Document Title	Version	Delivery Date	Number of Paper Copies
A.2.1	Program Analysis Report	Draft		5
		Final		5
A.2.2	Commercial Space Study	Draft		5
		Final		5
A.2.3	Strategic Building Condition Review Report	Draft		5
		Final		5
A.2.4	Infrastructure Integration and Divestiture Strategy	Draft		5
		Final		5
A.2.5	Master Servicing and Storm Water Management Study and Plan			5
A.2.6	Master grading plan			5
A.2.7	Geotechnical investigation			5
A.2.8	Noise and vibration study			5
A.2.9	Composite Utility Plan			5
A.2.10	Erosion and sediment control plan			5
A.2.11	Survey plans of rights of way and road cross sections and profiles			5
A.2.12	District Energy Integration Strategy Report			5
A.2.13	Community Transportation Study			5
A.2.14	Business Case for connection to Sir John A Macdonald parkway			5
A.2.15	Parking Strategy			5
A.2.16	Archeological Resource Assessment			5
A.2.17	Investment Program Plan Feasibility Report	Draft		5
		Final		5
A.2.18	IPP Strategic Environmental Assessment			5

Document/ Task Number	Document Title	Version	Delivery Date	Number of Paper Copies
A.2.19	IPP Sustainability Conformance Report			5
A.2.20	IPP Environmental Regulatory Requirements Report			5
A.2.21	IPP Executive Summary	Draft		5
		Final		5

Table A.3 Phase 1 Redevelopment Project Deliverables Table

Document Number	Document Title	Version	Delivery Date	Number of Paper Copies
A.3.1	Phase 1 Project Feasibility Report	Draft		5
		Final		5
A.3.2	Phase 1 Sustainability Conformance Report			5
A.3.3	Phase 1 Environmental Regulatory Requirements Report			5
A.3.4	Investment Analysis Report	Draft		5
		Final		5
A.3.5	Market Sounding Report			5

Table A.4 Start-Up Meetings and Workshops Summary

Meeting/ Workshop Number	Meeting/ Workshop Title	Number of Meetings/Workshops Required
A.4.1	Program Analysis Report Start-Up Meeting	1
A.4.2	Program Analysis Report Tech Workshop – Summary of Existing Conditions	1
A.4.3	Program Analysis Report Strategic Visioning – Portfolio Drivers / Urban Design Principals	1
A.4.4	Project Analysis Report Tech Workshop – Environmental	1

A.4.5	Project Analysis Report Tech Workshop – Environmental Sustainability	1
A.4.5	Program Analysis Report Strategic Visioning Workshop – Summary and Findings	1
A.4.6	Strategic Building Condition Review Report - Start-Up Meeting	1
A.4.7	Strategic Building Condition Review Report - Tech Workshop –	1
A.4.8	Strategic Building Condition Review Report Strategic Visioning Workshop – Summary and Findings	1
A.4.9	Infrastructure Integration and Divestiture Strategy Report – Start-Up Meeting	1
A.4.10	Infrastructure Integration and Divestiture Strategy Report - Tech Workshops	8
A.4.11	Infrastructure Integration and Divestiture Strategy Report Strategic Visioning Workshop – Transportation	1
A.4.12	Infrastructure Integration and Divestiture Strategy Report Strategic Visioning Workshop – Landscape Design	1
A.4.13	Infrastructure Integration and Divestiture Strategy Report Strategic Visioning Workshop – Summary and Findings	1
A.4.14	IPP Feasibility Study Report Strategic Visioning Workshop	4
A.4.15	Phase 1 Feasibility Report Strategic Visioning Workshop	4

A.4.16	Phase 1 Investment Analysis Report Strategic Visioning Workshop	4
	Total	33



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Appendix B

List of Reference Documents

The following reference documents can be found can be found at the internet links indicated:

1. Treasury Board Business Case Guide
<http://www.tbs-sct.gc.ca/emf-cag/business-rentabilisation/bcg-gar/bcg-gar-eng.pdf>
2. Guide to the Management of Real Property
<http://www.tbs-sct.gc.ca/hgw-cgf/gap-big/frpm-gbif/gmrp-ggbi/gmrp-ggbitb-eng.asp>
3. Project Complexity and Risk Assessment Tool
<http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/itpm-itgp/pm-gp/doc/pcra-ecrp-eng.asp>
4. PWGSC National Project Management System (NPMS)
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/index-eng.html>
5. Guide and Format for Feasibility Reports:
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/faisa-feasi/rfprb-frap-eng.html>
6. Guide for the Preparation of Investment Analysis Reports (IAR): <http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/invest/iar-eng.html>
7. Format for the Investment Analysis Report (IAR):
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/livra-deliv/invest/raiprbapp-iarabpppa-eng.html#a5>
8. Guide for the Identification Close Out Document (ICOD):
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/dcipr-icodap-eng.html>
9. Plan for Canada's Capital, National Capital Commission.
http://www.capcan.ca/data/2/rec_docs/198_PlanCdasCptlSumm_e.pdf (English)
http://www.capcan.ca/data/2/rec_docs/826_PlanCdasCptlSumm_f.pdf (French)
10. PWGSC Sustainable Development Strategies, 2003 and 2007.
<http://www.pwgsc.gc.ca/sd-env/text/home-e.html> (English)
<http://www.tpsgc.gc.ca/sd-env/text/home-f.html> (French)
11. City of Ottawa Official Plan.
http://ottawa.ca/city_hall/ottawa2020/official_plan/index_en.html (English)
http://ottawa.ca/city_hall/ottawa2020/official_plan/index_fr.html (French)
12. Federal Sustainability Development Strategy (FSDS):
<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/renouvelable-sustainable-eng.html>

13. PWGSC Green Building Implementation Guide:
http://www.gcpeia.gc.ca/wiki/Strategic_framework_guidance_general
14. Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals:
<http://www.ceaa.gc.ca/default.asp?lang=En&n=b3186435-1>
15. NCC: Plan for Canada's Capital
<http://www.ncc-ccn.gc.ca/sites/default/files/pubs/Plan-For-Canadas-Capital-1999.pdf>
16. NCC: Capital Urban Land Plans
<http://www.ncc-ccn.gc.ca/sites/default/files/pubs/culp-ptuc-en-optimized.pdf>
17. National Capital Commission (NCC), Federal Land Use, Design and Land Transaction Approval Process
<http://www.ncc-ccn.gc.ca/property-management/how-to-use-federal-lands/federal-land-use-transaction-design-approvals>
18. City of Ottawa Official Plan Schedule B:
http://documents.ottawa.ca/sites/documents.ottawa.ca/files/documents/schedule_b_urban_policy_plan_en.pdf
19. Scott Street Secondary Plan:
<http://ottawa.ca/en/city-hall/planning-and-development/official-plan-and-master-plans/official-plan/scott-street>
20. Scott Street Community Design Plan:
<http://ottawa.ca/en/city-hall/planning-and-development/community-plans-and-design-guidelines/community-plans-and-stu-286>
21. Workplace 2.0
<http://www.tpsgc-pwgsc.gc.ca/biens-property/mt-wp/mt-wp-eng.html>
22. PWGSC "Doing Business with NCA"
<http://pwgscclinks.blogspot.ca/2015/04/doing-business-in-nca-pwgsc.html>
23. PWGSC National CADD Standard
<http://www.tpsgc-pwgsc.gc.ca/biens-property/cdao-cadd/index-eng.html>



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Appendix C

**Sustainability Conformance Report
(V 1.0)**

Description:

PWGSC must ensure that every project it undertakes conforms to the Federal Sustainable Development Strategy (FSDS) and PWGSC's past and present Sustainability Commitments. More specifically, the options explored for the Tunney's Pasture Redevelopment Project must conform to PWGSC's Real Property Sustainability Framework and be devised to best support the sustainability guidelines developed and presented within the Urban Design Guidelines from the Tunney's Pasture Master Plan. To ensure conformance with these sustainable development requirements, the Contractor will complete a cross-disciplinary report, developing a matrix that details and assesses the sustainability requirements for each option (as part of the options analysis for the IPP and Phase 1 Redevelopment), including but not limited to the related cost and scheduling implications, and implementation and coordination requirements. These results will be included in the Feasibility Report and the Investment Analysis Report as appropriate.

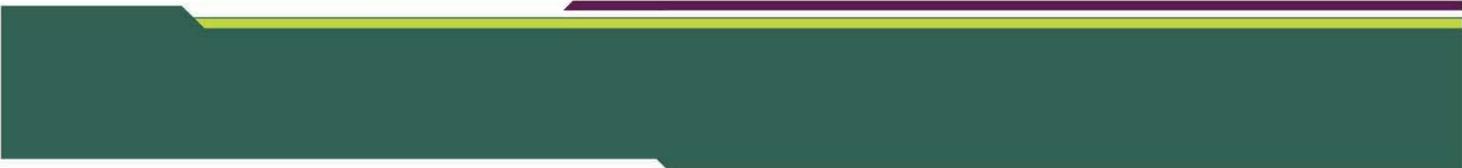
Purpose:

The **Sustainability Conformance Report** will:

- a. Assess and confirm how the project options meet, at minimum, the government wide requirements set forth in the Federal Sustainable Development Strategy, and conform with the specific green building commitments established by PWGSC in its Real Property Sustainability Framework (v 2015 or most recent version).
- b. Assess and confirm how the various options will enable the implementation of the sustainability guidelines set forth in the Tunney's Pasture Master Plan (TPMP). It must identify the integrated strategies and high-level activities required.
- c. Document industry best practices and innovative approaches that can or have been applied in other similar campus/neighborhood development projects that will allow this project to meet its objectives of encouraging a reduced carbon footprint, lower per capita energy and waste use, and enhanced urban ecology, creating a national showcase for environmental sustainability.
- d. Organize results in a matrix incorporating all relevant sustainability requirements, providing a framework for assessing the sustainability of various options and phases of development, further helping decision makers to guide future development as it pertains to sustainability and reducing the ecological footprint of the overall redevelopment project at Tunney's Pasture.
- e. Identify associated projects, project features, or broader programs of work for prioritization as well as the strategies required to support the sustainability commitments and guidelines that are linked across phases including those impacting the equipment/system requirements identified in Sections 7.1.2, 7.1.3 and 7.1.4 of the TOR.

Objectives:

1. Ensure that sustainability options are integrated into the Redevelopment Project for Tunney's Pasture:
 - Research and identify applicable sustainable development commitments, guidelines and strategies in the context of the project
 - Investigate and assess potential for conformance with applicable FSDS commitments and TPMP sustainability guidelines
 - Identify and assess the sustainability opportunities that may require coordinated and integrated strategies across all phases of development
 - Explain how these sustainable development commitments, strategies and guidelines, and urban design guidelines, can be best incorporated throughout the project, making high level recommendations for consideration during Phase 1 and across the 25 year plan for the entire site
 - Align with reports identified in Sections 7.1.1, 7.1.2, 7.1.3 and 7.1.4 of this TOR
 - Identify outstanding issues requiring further investigation that will help decision makers guide future development to support sustainability commitments and guidelines
2. Encourage an integrative approach to project design enabling system synergies and healthier and more productive environments
3. Encourage project teams to gather data, conduct analyses, and develop an understanding of key issues to be considered before decisions are made regarding site and project design/built form to support integrative approaches aimed at achieving a high level of sustainability performance.
4. Compare proposed options' relative sustainability and sustainability links to environmental compliance.
5. Determine the scope and level of involvement from various stakeholders and other professional resources of the Consortium both before and after the preferred option has been determined. This may include consultation sessions on sustainability requirements, planning sessions to establish/confirm the sustainability indicators/commitments/guidelines and scope of involvement expected from the partners.
6. Outside stakeholders may have completed internal sustainability guidance documentation and/or policy including but not limited to those identified by the NCC and City of Ottawa (including the Scott Street Community Design Plan). This documentation must be reviewed and its effect on the sustainability of the options included.
7. The requirements under PWGSC's Real Property Sustainability Framework and the sustainability guidelines within the Urban Design Guidelines from the Tunney's Pasture Master Plan are to be incorporated into all Tunney's Pasture Redevelopment Options where practical, and reasons given where considered impractical.
8. There may be occasions where the specific Real Property FSDS environmental performance commitments for projects cannot be met (or cannot yet be assessed as applicable) the intent behind the commitment should be accounted for.

- 
9. Provide guidance on how to uphold the sustainability principals established herein to future divested lands.

Deliverable

The Sustainability Conformance Report must outline and compare all of the specific sustainability commitments and guidelines that must be considered for the various options within the Tunney's Pasture redevelopment, making high level recommendations for consideration during Phase 1 and across the 25 year plan for the entire site. The report should also identify outstanding issues requiring further investigation that may impact cost and schedule, and those sustainability requirements that are intrinsically linked across developmental phases of the project.

The report must contain a matrix as described within the Environmental Regulatory Requirements Report, outlining the sustainability commitments as well as TPMP sustainability guidelines and the activities necessary to be in conformance with those specific sustainability commitments and guidelines, the costs to conform with said activities, the effect on the time schedule of the activities, the risk in proceeding with those activities, and the risk in not proceeding with the activities.



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Appendix D

**Environmental Regulatory Requirements Report
(V 1.0)**

Description

PWGSC must ensure that every project it undertakes complies with Federal Environmental Laws and Regulatory requirements. Federally, most of these laws and regulations are governed by Environment Canada, Department of Fisheries and Oceans, and Transport Canada, and provincially in Ontario, most are regulated by the Ontario Ministry of the Environment and Climate Change. They include requirements relating to soil, water and air quality as they relate to varying land uses and receptors.

The Environmental Regulatory Requirements Report must ensure that all applicable guidelines, regulations, and by-laws are identified and addressed and their effect on the project cost, scope, schedule and risk is identified and quantified. For example, as part of doing business in the Province of Ontario and the City of Ottawa, PWGSC considers compliance with the environmental laws, regulations and bylaws pertaining to these jurisdictions particularly crucial to this project as divestiture of some Tunney's Pasture lands to a provincially regulated developer is likely. In addition, the City of Ottawa has adopted a provincial approach to assessing the environmental condition of a property when considering development plans and issuing permits. As such, provincial regulations and City of Ottawa bylaws are to be identified, and compliance costs, scope, schedule and risks to the project identified and quantified. Mitigation measures are also to be identified for the inherent risks identified for the project.

The Contractor must identify all applicable environmental federal, provincial, and municipal guidelines, regulations and/or bylaws that will apply to this project, and indicate how and when they would apply, the scope of work and time frame/schedule to complete the required environmental work and associated costs to undertake that work. These factors must be used in the assessment of options in the feasibility study.

Each option is to be assessed based on the risk, cost, and effect on project schedule and the complexity of the implementation of compliance to each law, regulation and/or bylaw. This document must be aligned with the Sustainability Conformance Requirements Report.

Report Objectives

1. Ensure that the feasibility study identifies all Federal Environmental Laws and Regulations, in particular Environment Canada, Department of Fisheries and Oceans and Transport Canada that may apply to the Tunney's Pasture Redevelopment Project.
2. Identify the activities that could or should be undertaken to comply with the environmental laws and regulations of the Province of Ontario.
3. Identify the activities that could or should be undertaken to comply with the bylaws of the City of Ottawa.
4. Identify the activities that could or should be undertaken for conformance with the Canadian Council of the Ministers of the Environment (CCME).

5. Identify the effect on the project cost, schedule, scope of work, sequence of activities and risks of undertaking these activities, including any change in land use to a more stringent land use.
6. In the case of activities relating to compliance with the Province of Ontario environmental laws and regulations and compliance with City of Ottawa bylaws, identify the risk and cost of noncompliance.
7. For each risk, identify the likelihood versus the severity of an activity resulting in an adverse environmental outcome, and identify early mitigation measures to limit the severity of the identified adverse outcomes.
8. Identify mitigation measures for each identified environmental effect that is a result of a planned activity.
9. Provide a weighting of environmental risks versus benefits for each planned activity.

Consideration should be made, while weighting the above, to the proposed phasing of the divestiture or redevelopment of the campus, as this affects costs, schedule, scope, etc. It will also need to be recognized early on in the process that redeveloping the campus in phases may require independent provincially filed RSCs, meaning that legal land severance may be required, among other things. This consideration, along with the environmental condition and any risks that are identified, may affect the order of redevelopment and divestiture of Tunney's Pasture since, for example, less environmentally impacted lands may pose a lower risk for divestiture and redevelopment, and therefore may be considered higher priority for divestiture. All of these aspects must be identified, assessed, and weighed in the deliverable matrix discussed below.

Deliverable

The Environmental Regulatory Requirements Report must outline all of the environmental laws, regulations and bylaws that should be considered for the various options within the Tunney's Pasture Redevelopment Project. The report must contain a matrix, aligned with the matrix within the Sustainability Conformance Report, outlining the environmental law, regulation or bylaw considered for each option, activities necessary to comply with that specific law, regulation or bylaw, the costs to comply with that law, regulation or bylaw, the effect on the schedule of the activity, the order of the required activities, the risks in proceeding with that activity, and the risk in not proceeding with the activity. Risk mitigation measures are to also be identified.

Additional considerations to be made include the interim use of the land as the redevelopment is underway (several on-site structures are slated for demolition, with parkland land use proposed in the interim until final redevelopment is completed as per the TPMP).



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Appendix E

District Energy and the Energy Services Acquisitions Project

Background:

PWGSC as part of its custodial authority, is responsible for providing heating services to 85 buildings in the NCA (total floor space of 1.915M m²) and cooling services to 71 of these buildings (total floor space of 1.816M m²), which house more than 55 000 public servants. The remainder of the inventory has integrated heating and cooling systems in each building. The heating/cooling is provided by six Central Heating and Cooling Plants (CHCPs) and five distribution networks, which forms five District Energy Systems (DESs).

A DES consists of a CHCP with distribution piping systems to one or more buildings. The DES generally ends at the heat exchangers in the Energy Transfer Station or isolation valves at each serviced building. DESs are more cost effective and environmentally friendly than integrated systems. Two of the six plants (Cliff and NRC) are interconnected. The remaining plants operate independently of each other and have isolated distribution systems. PWGSC has the responsibility to plan, acquire, operate and maintain the full heating and cooling configuration for the DES and serviced buildings.

The Tunney's Pasture DESs generates heat using natural gas or oil and currently distributes the heat using steam. For cooling, water is chilled by steam-driven or electric chillers. Steam and chilled water are distributed throughout the complex through a network of multiple tunnels and pipe systems.

The Tunney's Pasture CHCP was completed in 1953 to provide heating and cooling services to all future federal facilities at Tunney's and preceded the construction of all other buildings on the campus. At that time 2 coal fired boilers and associated equipment were installed. Major additions to the building were completed in 1961 and 1996. Two boilers originally installed in 1961 were replaced with natural gas and oil fired boilers in 2005 and 2008 and the two other boilers installed in 1969 are still in operation. The plant was extended to accommodate chillers and natural gas fired superheaters, and a condenser river water intake structure and pump house were constructed at the riverfront 1.2 km from the plant. In 2005, the CHCP's heritage was recognized by the Federal Heritage Buildings Review Office (FHBRO).

The plant currently houses four boilers with a total steam production capacity of 93.8 MWt, and five chillers with a total 40.7 MWt chilled water production capacity. The most pressing capital requirement for this CHCP is an upgrade of the plant building and the replacement of one natural gas boiler and replacement of two steam chillers with electric drive units.

The plant currently supplies heating and cooling to 18 government buildings in the

Tunney's Pasture complex via a main tunnel running from the basement level at the southeast corner of the plant. The tunnel is a reinforced concrete structure approximately 2.13 meters wide and 1.83 meters high. Existing tunnel condition is leading to studies which may conclude that the tunnels required for distribution piping should be decommissioned and replaced with a new direct buried distribution system.

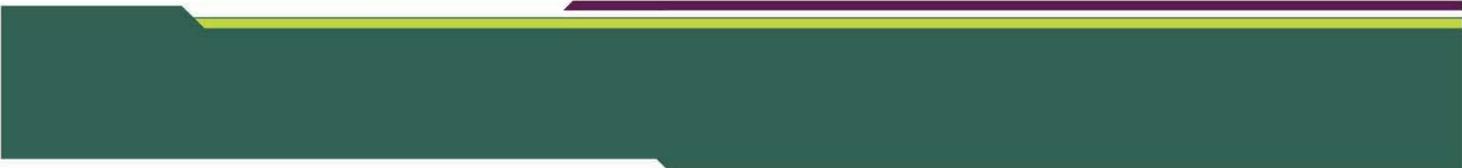
Any recapitalization of the Tunney's DES will require coordination with the Tunney's Pasture redevelopment plan and the Infrastructure Master Plan. A possible improvement to the Ottawa River water intake system to improve cooling is currently being studied. A seismic upgrade is required as well.

The Energy Services Acquisition Project (ESAP) is mandated to take a holistic approach to managing its energy services infrastructure. In response to their mandate, PWGSC developed a proposal to fundamentally redefine and improve the delivery of heating and cooling services in the NCA, including Tunney's Pasture. The main objectives include:

- Reduce the costs of heating and cooling services for the federal Government;
- Increase the safety and reliability of heating and cooling operations;
- Improve the Government of Canada's environmental performance; and,
- Leverage the private sector's innovation, capacity, and expertise.

In order to achieve these objectives, PWGSC is recommending partnering with a private sector service provider to operate and recapitalize the plants in a more environmentally sustainable, energy efficient and cost effective manner. In order to assure this transition, the project will proceed with the conversion of the CHCPs and serviced buildings from high-pressure steam to a Low Temperature Hot Water (LTHW) heating technology. This conversion is anticipated to be in operation within five years of the ESAP contract award. The new technology will result in the replacement of existing steam and condensate distribution piping with low temperature (between 70°C and 100°C supply temperature) heating water supply and return to each building served. Some of this piping will be installed in tunnels with some in a direct shallow buried arrangement. The existing chilled water supply and return piping will not require replacement to meet the objectives of ESAP.

In order to provide the most efficient and effective plant operation, expansion of existing services to as many buildings as practicable on the Tunney's Pasture Site is desirable, and ESAP is seeking to implement mandatory connection to the CHCP heating and cooling services for all existing and future building development.



A preliminary assessment of the DES distribution for the site was conducted in February 2015, to estimate the potential future peak demand and requirement for hot water and chilled water distribution. Based on the assumptions from the 2014 Tunney's Pasture Master Plan, the undiversified total demand for hot water was 41.6 MWt and 38.7 MWt for chilled water. To feed the site, assuming a 4-pipe shallow buried distribution, primary corridors were assumed with trench width requirements between 2m and 3.5m in width. These assumptions would be verified and assumptions refined in the current study.



**Tunney's Pasture Redevelopment
Consortium Contract**

Request for Proposal

Appendix F

Cost Proposal Form "As and When"

(V 1.0)

Tunney's Pasture Redevelopment Cost Proposal Form "As and When"

Description of Work and Deliverables:

(Please attach a separate sheet if required)

I Direct Costs

i Direct Labour	No. of Hours	Hourly Rate	Total
Labour Category (as required)			
Total Direct Labour			\$ _____ (i)

ii Direct equipment, equipment maintenance, software, software licensing, materials and supplies			
Direct equipment and equipment maintenance			
Materials and supplies			
Other			
Total Direct Material Costs			\$ _____ (ii)

iii Other Costs (if applicable)			
Disbursements at cost			
Total Other Costs			\$ _____ (iii)
Total Costs for "As and When" (i + ii + iii) (GST/HST extra if applicable)			\$ _____

The firm all inclusive rates submitted above must include labour and equipment as well as profit, overhead, employee benefits and other anticipated and unanticipated costs.

Project Leader: _____ Signature: _____

(Please print)

Technical Authority: _____ Signature: _____