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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

Vendor/Firm Name and Address

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

Issuing Office - Bureau de distribution

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

Title - Sujet Cost, Time & Risk Consultant	
Solicitation No. - N° de l'invitation EP748-151888/C	Amendment No. - N° modif. 002
Client Reference No. - N° de référence du client 20151888	Date 2017-05-31
GETS Reference No. - N° de référence de SEAG PW-\$\$FQ-002-72882	
File No. - N° de dossier fq002.EP748-151888	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2017-06-13	
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: Bourret, Jean-Daniel	Buyer Id - Id de l'acheteur fq002
Telephone No. - N° de téléphone (613) 996-0077 ()	FAX No. - N° de FAX () -
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

Cost, Time and Risk Management Services (CTR)

EP748-151888/C

1. Bidders are advised that the RFP Amendment 002 is issued to :
 - a. Publish Questions and Answers 1 to 15; and
 - b. Publish revision 1 of the RFP.

Question 1: Is it possible to extend to July 6th. There is considerable information to be gathered in a short time.

Answer 1: The closing date was amended to June 13, 2017 as part of Amendment 001.

Question 2: Section 6.1.1 a) states "The Bidder must hold a valid organization security clearance as indicated in Part 7 – Resulting Contract Clauses;"

If all members of a joint venture will be working out of a single location that has document safeguarding / Facility Security Clearance at the level of Secret, does this meet the security requirements under Clause 7.3?

Answer 2: As part of the bid evaluation process, each member of the joint venture must individually meet the security requirements provided in PART 6, section 6.1 Security Requirements as well as Annex C of the RFP.

Once the evaluation process is complete and a contract is awarded, in the event that the successful bidder is a joint venture, each member of the joint venture must continue to meet the security requirements stipulated in PART 7, section 7.3 Security Requirements as well as Annex C.

Question 3: Section 6.1.1 b) states "In the case of a joint venture bidder, each member of the joint venture must meet the security requirements."

Does this refer to the security requirements for proposed individuals or organizational security clearance?

Answer 3: Please refer to the answer to Question 2. Additionally, for proposed individuals, referred to as resources in the RFP, resources must comply with the security clearance level stipulated in the Security Classification Guide in Annex C of the RFP.

Question 4: Section 5.3.1 Status and Availability of Resources (page 16)

If we propose an individual who is not an employee, can that individual be one of the individuals listed in MT 1.1 Resource Category?

Answer 4: Yes, in accordance with the second paragraph of 5.3.1 of PART 5.

Question 5: Section 5.3.1 Status and Availability of Resources (page 16)

We are to certify that every individual proposed must be available to undertake the work, except in circumstances beyond control of Bidder (i.e., death sickness, maternity leave, retirement, etc.). Please explain how our resources time can be always available if they are only called upon using TAs, which in theory, may have gaps of weeks or months in between call ups?

Answer 5: As stipulated in section 4.1 of the Statement of Work, the Contractor will be required to present the six-month work plan. If the resources are required within the timelines stipulated in the work plan, section 5.3.1 will apply.

Question 6: In several places through out the RFP there is mention of examples (e.g., page 109 5.1.1 b and page 117 RT4.X.1). Do you require us to provide actual examples of reports/estimates/schedules, etc. in our response and if so where should they be included? Also, would the examples count against the number of pages?

Answer 6: The Intent is for examples be used in narrative response to substantiate within the page limitation provided.

Question 7: Can the requirement for post secondary education certificate, diploma or degree for all proposed resources be moved from Mandatory Technical Requirement to Rated Technical Criteria.

Answer 7: No. RFP to remain unchanged.

Question 8: Could you please include a copy of the Security Checklist document.

Answer 8: A copy of the Security Requirements Checklist document has been provided as part of Amendment 001.

Question 9: Appendix A – Compliance Checklist indicates that there is a Requirement for MT1.2 Resource Requirements, however, the requirement is no longer listed in MT1 Proposed Resources Section on page 104-105 of the RFP. Can we update the Compliance Checklist and remove the MT1.2 line item?

Answer 9: Correction made. Please refer to the attached RFP Rev.1.

Question 10: In Annex D Technical Evaluation Criteria Section 3 Definitions (page 103, in the definition for "Project Value" it states: "... Bidders are requested to provide the Project Value in Canadian currency for the year completed. If Project Values are not provided in 2015 Canadian currency values, Canada will escalate the construction costs to 2015 Canadian currency values as identified in the table below..." Can PSPC clarify if the Bidder to provide Project Value in 2015 Canadian Currency or to provide Project Value for the year the project was completed.

Answer 10: The Bidder should provide both, the Project Value in 2015 Canadian Currency as well as the Project Value for the year the project was completed.

Question 11: The Definition of "Bidder" is as follows: "Bidder" means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or it's sub contractors.

However, in Annex D Technical Criteria, Section 3 Definitions, the definition of "Bidder's Team" allows the inclusion of the Bidder's parent, subsidiary or affiliate on the project Under MT3 or MT4 but explicitly excludes sub contractors. If the definition is being modified, it should either fully exclude the parent, subsidiaries or other affiliates, and sub contractors, or fully include the parent, subsidiaries or other affiliates, and sub contractors. Could PSPC explain the rationale for the exclusion of sub contractors in the definition of Bidder's Team?

Answer 11: RFP to remain unchanged. Additionally, sub-contractors may be changed on several occasions during the life of a contract whereas this is not usually the case with a parent companies, subsidiaries, or affiliates.

Question 12: MT5.10 c) states The Bidder has experience conducting risk and value management training or awareness on at least two project or programs and RT 4.10.4iii states the Bidder has to substantiate the proposed resource has more than 60 months or more on projects or programs conducting risk and value

management training or awareness sessions. Can PSPC clarify if the Bidder is to demonstrate both MT5.10c – two or more projects as well as demonstrate more than 60 months of experience conducting risk and value management training or awareness.

Answer 12: Correction made. Please refer to the attached RFP Rev.1.

Question 13: Section 4 Required Services has an "Error! Refences source not found". Is this paragraph missing information?

Answer 13: Correction made. Please refer to the attached RFP Rev.1.

Question 14: Would you consider an extension to June 20?

Answer 14: No. The closing date of June 13, 2017, amended as part of Amendment 001 to the RFP is to remain unchanged.

Question 15: At Annex D of the RFP (Solicitation No. EP748-151888/C), the defined term "Bidder's Team" is incorporated into MT2 and RT1. Can you please confirm the defined term "Bidder's Team" is not operative with respect to MT1, MT3, MT4, MT5, RT2, RT3 and RT4?

Answer 15: The defined term "Bidder's Team" applies only to MT2 and RT1.

End of Amendment 002

This bid solicitation cancels and supersedes previous bid solicitation number EP748-151888/B, dated November 25, 2016 with a closing of March 20, 2017 at 14:00 EDT.

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Solicitation No. - N° de l'invitation
EP748-151888/C

Amd. No. - N° de la modif.
Rev. 1

Buyer ID - Id de l'acheteur
FQ002

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

File No. - N° du dossier
EP748-151888

CCC No./N° CCC - FMS No./N° VME

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PART 1 – GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and 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, 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 Annexes include:

Annex A – Statement of Work;

Annex B – Basis of Payment;

Annex C – Security Requirements Check list;

Annex D – Technical Evaluation Criteria;

Annex E – Pricing Schedule;

Annex F to Part 3 of the Bid Solicitation – Electronic Payment Instruments;

Annex G to Part 5 of the Bid Solicitation – Integrity Provisions – Declaration of Convicted Offenses;

Annex H to Part 5 of the Bid Solicitation – Federal Contractors Program for Employment Equity Certification;

Annex I – Insurance Requirements.

1.2 Summary

1.2.1 This bid solicitation is being issued to satisfy the requirement of the Department of Public Works and Government Services. This requirement is for the provision of cost/time/risk management strategic advisory services to assist in developing,

implementing, and administering master cost, time and risk management plans used and developed by the Project Team; provide professional advice and guidance in the management of cost, time and risk within the developed integrated project framework; and provide independent cost advice (review, analysis, recommendations and estimates) to the DR. Those services will be used to inform decisions in support of the Centre Block Rehabilitation Project, and may also be used on other requirements within the Parliamentary Precinct Branch's mandate on as and when required basis through the use of task authorizations.

1.2.2 This bid solicitation is intended to result in the award of a Contract from the date of Contract award to December 31, 2021, plus options to exercise two 4-year extensions, as well as options to exercise four 1-year extensions.

1.2.3 There are security requirements 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>) website.

1.2.4 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), the Agreement on Internal Trade (AIT), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Colombia Free Trade Agreement (CCOFTA), the Canada-Panama Free Trade Agreement (Canada-Panama FTA), the Canada-Honduras Free Trade Agreement (CHFTA) and the Canada-Korea Free Trade Agreement (CKFTA).

1.2.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and Annex H titled Federal Contractors Program for Employment Equity - Certification.

1.3 Debriefings

1.3.1 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 from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

PART 2 – BIDDER INSTRUCTIONS

2.1. Standard Instructions, Clauses and Conditions

2.1.1. 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.

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

2.1.2.1. Subsection 4 of section 5 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: "60 days"
Insert: "120 days"

2.1.2.2. Section 8 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is **Deleted**.

2.2. SACC Manual Clauses

2.2.1. SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor) is incorporated by reference into and forms part of this bid solicitation.

2.2.2. SACC Manual clause A2001C (2006-06-16), Foreign Nationals (Foreign Contractor) is incorporated by reference into and forms part of this bid solicitation.

2.3. Submission of Bids

2.3.1. 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.

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

2.4. Enquiries - Bid Solicitation

2.4.1. All enquiries must be submitted in writing to the Contracting Authority no later than five (5) calendar days before the bid closing date. Enquiries received after that time may not be answered.

2.4.2. 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 question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5. Applicable Laws

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

2.5.2. Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

2.6. Improvement of Requirement during Solicitation Period

2.6.1. Should bidders consider that the specifications or Statement of Work 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 five (5) calendar days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7. Former Public Servant

2.7.1. 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 FPSs, 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
- 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.

2.7.2. 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 FPSs 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.

2.7.3. 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.

2.8. Ineligible Party

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

- a. Colliers Project Leaders Inc., TIREE Facility Solutions Inc. in Joint Venture
- b. PCL/ED joint venture
- c. Architectural and Engineering Consultant
- d. PricewaterhouseCoopers
- e. Samson & Associés
- f. The ReAlignment Group, Ltd

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

2.9. Limitation of bids

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

PART 3 – BID PREPARATION INSTRUCTIONS

3.1. Canada requests that Bidders provide their bid in separately bound sections and on separate media for soft copies, as follows:

Section I: Technical Bid five (5) hard copies and one (1) soft copy on USB.

Section II: Financial Bid one (1) hard copy and one (1) soft copy on USB.

Section III: Certifications one (1) hard copy.

3.2. 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.

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

3.4. 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. use a numbering system that corresponds to the bid solicitation.

3.5. 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:

- a. 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
- b. 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.

3.6. Section I: Technical Bid

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

3.6.2. The technical bid should 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.

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

3.7. Section II: Financial Bid

3.7.1. Bidders must submit their financial bid in accordance with the Pricing Schedule detailed in Annex E. The total amount of Applicable Taxes must be shown separately.

3.7.2. Electronic Payment of Invoices – Bid

3.7.2.1. If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex F Electronic Payment Instruments, to identify which ones are accepted.

3.7.2.2. If Annex F Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

3.7.2.3. Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.7.3. Exchange Rate Fluctuation

3.7.3.1. The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

3.8. Section III: Certifications

3.8.1. Bidders must submit the certifications and additional information required under Part 5 of this bid solicitation.

PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

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

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

4.1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Annex D.

4.1.2 Financial Evaluation

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

4.1.3 Number of Resources Evaluated

Only a certain number of resources per resource category will be evaluated as part of this bid solicitation as identified in Annex D. Additional resources will only be assessed after contract award once specific tasks are requested of the Contractor. After contract award, the Task Authorization process will be in accordance with Appendix C to Annex A. When a Task Authorization Form (TA Form) is issued, the Contractor will be requested to propose a resource to satisfy the specific requirement based on the TA Form's Statement of Work. The proposed resource will then be assessed against the criteria identified in the Contract's Statement of Work in accordance with Appendix E to Annex A

4.2 **Basis of Selection**

4.2.1 **To be declared responsive, a bid must:**

- a. comply with all the requirements of the bid solicitation; and
- b. meet all mandatory criteria; and
- c. obtain the required minimum of 520 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 1040 points.

- 4.2.2 Bids not meeting (a) or (b) or (c) will be declared non-responsive.
- 4.2.3 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.
- 4.2.4 To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
- 4.2.5 To establish the pricing score, the overall pricing score for each responsive bid will be determined as follows:

$$Pricing\ Score = 30 - \left(\frac{Price\ Proposal - Lowest\ Price\ Proposal}{Lowest\ Price\ Proposal \times 0.5} \times 30 \right)$$

- 4.2.6 In the event that the equation above yields a negative value, the Bidder will be given a pricing score of zero (0). No deductions will be applied by Canada to the technical score.
- 4.2.7 For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- 4.2.8 Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.
- 4.2.9 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

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

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	115/135 x 70 = 59.63	89/135 x 70 = 46.15	92/135 x 70 = 47.70

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	Pricing Score	$30 - [(55 - 45) / (45 \times 0.5) \times 30]$ = 16.67	$30 - [(50 - 45) / (45 \times 0.5) \times 30]$ = 23.33	$30 - [(45 - 45) / (45 \times 0.5) \times 30]$ = 30.00
	Combined Rating	76.30	69.48	77.70
	Overall Rating	2nd	3rd	1st

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.

Declaration of Convicted Offences can be found at Annex G to Part 5 of this bid solicitation or at the following website: Integrity Declaration Form (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>).

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* (<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.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

This form can be found at Annex H to Part 5 of this bid solicitation.

5.3 Additional Certifications Precedent to Contract Award

5.3.1 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

5.3.2 Education and Experience

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The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

PART 6 – SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

6.1.1 The following conditions must be met prior to Contract award, currently estimated during June, 2017:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) In the case of a joint venture bidder, each member of the joint venture must meet the security requirements
- (c) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (d) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;

6.1.2 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.

6.1.3 For additional information on security requirements, 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>) website.

6.2 Insurance Proof of Availability Prior to Contract Award

- (a) The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if awarded a contract as a result of the bid solicitation, can be insured in accordance with the Insurance Requirements specified in Annex I.
- (b) If the information is not provided in the bid, 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 bid non-responsive.

PART 7 – RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex A.

7.1.1 Task Authorization

7.1.1.1 Canada's Obligation - Portion of the Work - Task Authorizations

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the total amount of the actual tasks performed by the Contractor.

7.1.1.2 Task Authorization

- a) **As-and-when-requested Task Authorizations:** A portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- b) **Assessment of Resources Proposed at TA Stage:** Processes for issuing, responding to and assessing Task Authorizations are further detailed in Appendices C,D,E and F to Annex A.

7.1.1.3 Pre-Cleared Resources:

The Contractor must:

- a) ensure that the specific individuals named in Annex B of this Contract or acceptable alternatives remain available in appropriate quantities for work under the Task Authorizations to be issued in accordance with this Contract, and must also ensure that these individuals maintain any professional qualifications and security levels associated with the corresponding resource categories of the bid solicitation for which they are available; and
- b) avoid delays associated with the Contract's security requirements by initiating the assessment and security clearance of additional resources by Canada within 10 business days of Contract award and on an ongoing basis during the

Contract Period, in the quantities specified for each resource category in the Annex C. Each such resource must meet the minimum qualifications applicable to the resource category for which they are available, as well as the security requirements identified in the Contract. If accepted by Canada, the Contract will be amended to list each such resource by name.

The resources identified in the Contract must be maintained and available in the quantities specified throughout the Contract Period. There is no limit to the number of resources that the Contractor may submit for consideration and assessment on an ongoing basis; however, the submission of alternatives does not relieve the Contractor from its obligation to provide, for a given task, specific individuals agreed to be provided to Canada in a validly issued TA or elsewhere as required by the terms of this Contract.

7.2 General 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/standardacquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7.2.1 General Conditions (GC)

SACC Manual clause **2035** (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.3 Security Requirements

The following security requirements (*SRCL and related clauses provided by ISP*) apply and form part of the Contract.

7.3.1 SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).
2. The Contractor's personnel requiring access to secure work site(s) must, at all times during the performance of the Contract, EACH hold a valid personnel security screening at the level of **SECRET** and all others must have a valid **SITE ACCESS** clearance required, granted or approved CISD/PSPC.
3. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PSPC.
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).

7.3.2 SECURITY REQUIREMENT FOR FOREIGN SUPPLIER:

1. The contractor and/or any and all subcontractors must be from a country with which Canada has an international bilateral industrial security instrument. The Contract Security Program (CSP) has international bilateral industrial security instruments with the countries listed on the following PSPC website: <http://ssi-iss.tpsgc-pwgsc.gc.ca/gvrnmnt/risi-iisr-eng.html>
2. The Foreign recipient **Contractor / Subcontractor** shall, at all times during the performance of the **Contract**, hold a valid Facility Security Clearance, issued by the NSA/DSA of the supplier's country, at the equivalent level of **SECRET** in accordance with the national policies of the supplier's country.
3. All **CANADA CLASSIFIED** information / assets accessed by the Foreign recipient **Contractor / Subcontractor** shall NOT be safeguarded at the Foreign recipient's sites.
4. **CANADA CLASSIFIED** information/assets shall be released only to Foreign recipient **Contractor / Subcontractor** personnel, who have a need-to-know for the performance of the **Contract** and who have a Personnel Security Clearance at the level of **SECRET** as required, granted by their respective National Security Authority (NSA) or Designated Security Authority (DSA) of the supplier's country, in accordance with national policies of the supplier's country.
5. The Foreign recipient **Contractor / Subcontractor** must comply with the provisions of the Security Requirements Check List attached at Annex C.
6. In the event that a Foreign **Contractor / Subcontractor** is chosen as a supplier for this Contract, subsequent Country-Specific Foreign security requirement clauses shall be generated and promulgated by the Canadian DSA, and provided to the Government of Canada Contracting Authority, to ensure compliance with the security provisions, as defined by the Canadian DSA, in relation to equivalencies.

7.4 Term of Contract

7.4.1 Period of the Contract

7.4.1.1 The period of the Contract is from the date of Contract award to December 31, 2021 inclusive.

7.4.2 Option to Extend the Contract

7.4.2.1 The Contractor grants to Canada the irrevocable options to extend the term of the Contract under the same conditions as follows: Option 1 – from January 1, 2022 to December 31, 2025; Option 2 – from January 1, 2026 to December 31, 2029; Option 3 – January 1, 2030 to December 31, 2030; Option 4 – January 1, 2031 to December 31, 2031; Option 5 – January 1, 2032 to December 31, 2032; Option 6 – January 1, 2033 to December 31, 2033. 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.

7.4.2.2 Canada may exercise the respective individual options 1 through 6, as applicable, at any time by sending a written notice to the Contractor at least ninety (90) calendar days before the expiry date of the Contract. The options may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Jean-Daniel Bourret
Title: Director
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Centre Block Procurement
Address: 150 Wellington, 5th floor, 502e, Ottawa, Ontario

Telephone: 613-996-0077
E-mail address: jean-daniel.bourret@pwgsc-tpsgc.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.

7.5.2 Departmental Representative

The Departmental Representative for the Contract is:

Name: (Fill in at time of Contract award).

Title:

Address:

Telephone:

E-mail address:

The Departmental Representative 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 Departmental Representative; however, the Departmental Representative 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.

7.5.3 Contractor's Representative

(Fill in at time of Contract award).

7.6 Proactive Disclosure of Contracts with Former Public Servants

7.6.1 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.

7.7 Payment

7.7.1 Basis of Payment

7.7.1.1 The Contractor will be paid the firm all-inclusive hourly rate(s) subject to economic price adjustments, as specified in Annex B, for the Work performed in accordance with the Contract. Customs duties are included and Applicable Taxes are extra.

7.7.2 Limitation of Expenditure

7.7.2.1 Canada's total liability to the Contractor under the Contract must not exceed \$ **(To be Identified at contract award)** Customs duties are included and Applicable Taxes are extra.

- a. For the services requested by the Departmental Representative and listed below:

- translation services;
- printing services

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in Annex B, to a limitation of expenditure of \$_____ **(To be Identified at contract award)**. Customs duties and Applicable Taxes are included.

7.7.2.2 Canada's total liability to the Contractor under the Contract, including options, must not exceed \$_____ **(To be identified at contract award)**. Customs duties are included and Applicable Taxes are extra.

7.7.2.3 No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. 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. four (4) months before the contract expiry date, or
- c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.

7.7.2.4 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.

7.7.3 Method of Payment

7.7.3.1 Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

7.7.4 Payment by Reference

7.7.4.1 Pursuant to paragraph 221 (1)(d) of the Income Tax Act, R.S. 1985, c. 1 (5th Supp.), payments made by departments and agencies to contractors under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T1204 Government Service Contract Payments slip.

7.7.4.2 To enable departments and agencies to comply with this requirement, the Contractor must provide Canada, upon request, its business number or Social Insurance Number, as applicable. (These requests may take the form of a general call-letter to contractors, in writing or by telephone).

7.7.5 Electronic Payment of Invoices – Contract

(Below clause to remain or be removed as applicable at contract award).

7.7.5.1 The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);
- d. Electronic Data Interchange (EDI);
- e. Wire Transfer (International Only);
- f. Large Value Transfer System (LVTS) (Over \$25M)

7.7.6 Discretionary Audit

7.7.6.1 The following are subject to government audit before or after payment is made:

- a. The amount claimed under the Contract, as computed in accordance with the Basis of Payment, including time charged.
- b. The accuracy of the Contractor's time recording system.
- c. The estimated amount of profit in any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier, for which the Contractor has provided the appropriate certification. The purpose of the audit is to determine whether the actual profit earned on a single contract if only one exists, or the aggregate of actual profit earned by the Contractor on a series of negotiated contracts containing one or more of the prices, time rates or multipliers mentioned above, during a

particular period selected, is reasonable and justifiable based on the estimated amount of profit included in earlier price or rate certification(s).

d. Any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier for which the Contractor has provided a "most favoured customer" certification. The purpose of such audit is to determine whether the Contractor has charged anyone else, including the Contractor's most favoured customer, lower prices, rates or multipliers, for like quality and quantity of goods or services.

Any payments made pending completion of the audit must be regarded as interim payments only and must be adjusted to the extent necessary to reflect the results of the said audit. If there has been any overpayment, the Contractor must repay Canada the amount found to be in excess.

7.7.7 Travel and Living Expenses - National Joint Council Travel Directive

- 7.7.7.1 The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".
- 7.7.7.2 All travel must have the prior authorization of the Departmental Representative.
- 7.7.7.3 All payments are subject to government audit.
- 7.7.7.4 Estimated Cost: \$ 0.

7.8 Invoicing Instructions

The Contractor must submit invoices in accordance with the section entitled Invoice Submission of the General Conditions.

7.8.1 Additional Invoicing Instructions

- 7.8.1.1 Invoices cannot be submitted until all work identified in the invoice is completed.
- 7.8.1.2 Each invoice must be supported by:
 - a. a copy of time sheets to support the time claimed. Time sheets must contain a detailed log of activities performed during the time period covered on the invoice.
- 7.8.1.3 Invoices must be distributed as follows:

- a. The original must be forwarded to the following address for certification and payment.

DGCPfactures.PPBinvoices@pwgsc-tpsgc.gc.ca

- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.9 Certifications and Additional Information

7.9.1 Compliance

7.9.1.1 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.

7.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor

7.9.2.1 The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.10 Applicable Laws

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

7.11 Priority of Documents

7.11.1 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);
- c. the general conditions 2035 (2016-04-4);
- d. Annex A, Statement of Work;
- e. Annex B, Basis of Payment;
- f. Annex C, Security Requirements Check List;

- g. Annex I Insurance requirements;
- h. the Contractor's bid dated _____ (insert at time of contract award)

7.12 Foreign Nationals (Canadian Contractor and/or Foreign Contractor)

7.12.1 Foreign Nationals (Canadian Contractor)

7.12.1.1 The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

7.12.2 Foreign Nationals (Foreign Contractor)

7.12.2.1 The Contractor must comply with Canadian immigration legislation applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Canadian Embassy, Consulate or High Commission in the Contractor's country to obtain instructions, information on Citizenship and Immigration Canada's requirements and any required documents. The Contractor is responsible to ensure that foreign nationals have the required information, documents and authorizations before performing any work under the Contract in Canada. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.

7.13 Insurance Requirements

7.13.1 The Contractor must comply with the insurance requirements specified in Annex I - Insurance Requirements. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

7.13.2 The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

7.13.3 The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

ANNEX A - STATEMENT OF WORK

1. Terms, Acronyms and Abbreviations

The following terms are used in and apply to the Statement of Work:

Term	Description
Architectural and Engineering Consultant	The entity engaged by PWGSC to provide and manage architectural and engineering services for the Project.
Baseline	The original cost estimate and/or schedule and/or risks that is provided by the Departmental Representative.
Building Information Modeling	The process and technology used to create Models.
Class 'B'	A substantive cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on design development Drawings (i.e. 2D Drawings generated from the Model and traditional 2D Drawings not generated from the Model) and outline specifications, which include the design of all major systems and subsystems, as well as the results of all site/installation investigations.
Class 'C'	An indicative cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on a comprehensive list of requirements and assumptions, including a full description of the preferred schematic design option, construction/design experience, and market conditions.

Term	Description
Class 'D'	An indicative cost estimate to be in unit cost analysis format (such as cost per m ² or other measurement unit) based upon a comprehensive list of Project requirements (i.e. scope) and assumptions.
Construction Manager	The construction management firm engaged by PWGSC to provide construction related advice during the planning, design and Design Package documentation phases and to provide construction management services during the tendering, award and execution of multiple sub-contracts for construction and conservation.
Critical Activity	Any task/activity on a Critical Path.
Critical Path	A series of tasks/activities that determines the duration of the Project. The Critical Path is defined as those tasks/activities with Float less than or equal to a specified value, often zero.
Critical Path Method	A network analysis technique used to predict the Project duration by analyzing which sequence of activities (i.e. which path) has the least amount of scheduling flexibility (i.e. least amount of Float).
Design Package	The part of the overall work for the Project that is specific to a limited number of trades or even one trade and is prepared by the A&E Consultant to acquire or construct one or more building element and/or to acquire, construct and install one or more BCC element.

Term	Description
Float	A mathematical calculation that can change as the Project progresses and which measures the amount of time that an activity may be delayed from its start without delaying the Project finish date.
Heritage Assets	<p>The broad encompassing term used to describe tangible character defining elements and the integrated arts in the Centre Block. They include a range of cultural property managed and cared for by various custodians. They are divided into the following three categories:</p> <ul style="list-style-type: none">• Movable Heritage Assets: furnishings and other portable assets, e.g. movable furniture, wall-hung fine art, historical material culture and portable sculpture;• Fixed-removable Heritage Assets: heritage elements that are fastened to the base building fabric using screws or other fastening devices which can be easily unfastened, e.g. light fixtures, grilles, radiators, doors, demountable wood panels and wall mounted handrails; and• Fixed Heritage Assets: heritage elements which are fixed or embedded into the building fabric which, if possible to remove, would require extensive effort and careful disassembly, e.g. architectural carving and fine art relief sculpture, woodwork and paneling, decorative painted finishes such as stencil work, mural paintings including frescos, wrought iron metalwork and marble and stone finishes.
Information Technology and Project Management Office	Forms part of the House of Commons and provides services to the Senate, the House of Commons and the Library of Parliament.

Term	Description
Knowledgeable Client	Includes the Senate, the House of Commons, the Library of Parliament and the Privy Council Office.
Model	A digital representation of the physical and functional configuration, characteristics or attributes of the Project or a portion of the Project.
Monitoring or Monitor	The capture, analysis, and reporting of Project performance, usually as compared to a plan.
Near-Critical Activity	A task/activity that has low total Float.
Network Diagram	A schematic display of logical relationships of Project activities and is always drawn from left to right to reflect Project chronology.
Non-Critical Activities	Tasks/activities which when delayed do not affect the specified project duration.
Project	Refers to the Centre Block Rehabilitation Project and includes all services and work required to fulfill the work described in the Contract.
Project Team	The combined private sector and government sector teams responsible for delivering the Project including the design team (i.e. the combined forces of the Architectural and Engineering Consultant, the Information Technology and Project Management Office and security), the Project Management Support Services Consultant team, the Cost/Time/Risk Management Services Consultant, the Construction Manager, the Departmental Representative, members of the buildings in transition team and the Clients/Users representatives.

The following acronyms are used in this document:

Acronym	Description
A&E	Architectural and Engineering Consultant
BCC	Building Components and Connectivity
BIM	Building Information Model or Modeling
CB	Centre Block
CBUS	Centre Block Underground Services
CM	Construction Manager
DR	Departmental Representative
GoC	Government of Canada
IT	Information Technology
ITPMO	Information Technology and Project Management Office
KPI	Key Performance Indicators
LoP	Library of Parliament
LTVP	Long Term Vision and Plan
PDF	Portable Document Format

Acronym	Description
PWGSC	Public Works and Government Services Canada
SOW	Statement of Work
VWC	Visitor Welcome Centre
WBS	Work Breakdown Structure

2. Scope

2.1. Objective

To establish a comprehensive, efficient and fully integrated project framework that is adaptable to ever-changing conditions and designed to synchronize all aspects of the design and construction throughout the life of the project. This is essential to the project's ultimate success. Cost, Time and Risk are important considerations for both design and delivery of the Project, [and may also be used on other requirements within the Parliamentary Precinct Branch's mandate on as and when required basis through the use of task authorizations](#). The objective of this Contract is to engage the services of a cost/time/risk management strategic advisory team (referred to herein as the "Contractor") to complete the following:

- assist in developing, implementing, and administering master cost, time and risk management plans used and developed by the Project Team;
- provide professional advice and guidance in the management of cost, time and risk within the developed integrated project framework; and
- provide independent cost advice (review, analysis, recommendations and estimates) to the DR.

2.2. Background

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

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

2.3. Terminology

Specifically defined terms, acronyms and abbreviations used in this SOW are capitalized and defined in section 1 of this Annex.

2.4. Reference Documents

There are numerous reports and reference materials for the Project that will be made available to the CTR Contractor following Contract award. The CTR Contractor must ensure that its resources have reviewed and understand the reports and reference materials for the Project that are relevant to the tasks and duties of the particular resource. The reports and reference materials for the Project are listed in Appendix B to this Annex.

3. Contract Requirements

3.1. Response Time

The Contractor must be available to attend meetings in Ottawa within one business day of notice and respond to inquiries from the DR made during working hours within one business day of receipt of said inquiries.

3.2. Media

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

3.3. Official Languages

The Contractor's resources must be able to communicate effectively, both orally and in writing, in English.

3.4. Work Location

It is expected that the Contractor will be required to conduct most of the services at the Project Office in Ottawa, as determined through the ongoing update of the Contractor's work plan in accordance with section 4.1. Services not carried out in the Project Office will be

conducted at the Contractor's office. PWGSC will advise the Contractor of the Project Office location at Contract award.

PWGSC will provide and maintain the Project Office's basic office furniture, all computers, MS Office and corporate software, printers, and data lines for the Contractor for communication and interface with PWGSC's IT systems. PWGSC will not charge the Contractor rent for the workspace. Notwithstanding the foregoing, the Contractor must, for the duration of the Contract, provide and continually maintain dedicated computers and Primavera P6 licenses for all Contractor planning and scheduling resources, Palisades @Risk licences for all Contractor risk resources as well as any other specialized software necessary to fulfill the Contractor's contractual obligations.

4. Required Services

The services identified at sections 4.1 and ~~4.3~~4.2 are required at Contract award and for the duration of the Contract. The services identified at sections ~~Error! Reference source not found.4.2, 4.4, and 4.5, 4.3, and 4.4~~ will be requested through Task Authorization, as and when requested, in accordance with Taking Assessment Procedures available at Appendix C to this Annex. If the optional services identified at section ~~4.6~~4.5 are required, the option will be exercised through a Contract amendment.

4.1. Work Plan

The Contractor must:

- a) Within 15 Working Days of Contract award, schedule a meeting with the DR to discuss the development of the work plan;
- b) Within 30 Working Days of Contract award, submit the draft work plan to the DR for review and comments;
- c) Within 5 Working Days of receipt of comments from the DR, revise and resubmit the work plan, meeting the requirements of the DR; and
- d) Starting the 2nd calendar month after Contract award:
 - i. Submit work plan updates each calendar month to the DR showing the upcoming 6 months of services and deliverables;
 - ii. Schedule meetings each calendar month with the DR to discuss and review the updated work plan; and
 - iii. As required by the DR, within 5 Working Days of meeting each calendar month, revise and resubmit the work plan, meeting the requirements of the DR.

4.1.1. Work Plan Contents

At minimum, the work plan must clearly define the roles and responsibilities of the Contractor's resources and include a schedule showing all of the Contractor's services and deliverables pertaining to the Project.

4.2. Cost, Time and Risk Support Services

The Contractor will provide support services as the DR requires in monitoring, evaluating, and reporting on cost/time/risk management and deliverables supporting the Project, with the objective of ensuring that the Project has continuous, real time access to budget, schedule and risk trends. At the time of issuance of a Task Authorization, the DR may adjust the content or due date of the plans from the text of this section based on the evolution of the integrated design process.

4.1.2.4.2.1. Cost

4.1.2.1.4.2.1.1. Master Cost Plan

The Contractor must:

- a) Within 5 Working Days of request through Task Authorization, schedule a meeting with the DR to discuss the support services required to develop the master cost plan;
- b) Within 30 Working Days of request through Task Authorization, submit the draft master cost plan developed in consultation with the Project Team to the DR for review and comments;
- c) Within 10 Working Days of receipt of comments from the DR, revise and resubmit the master cost plan, meeting the requirements of the DR; and
- d) Starting the 4th month after request through Task Authorization:
 - i. Submit master cost plan updates each calendar month to the DR;
 - ii. Schedule meetings each calendar month with the Project Team and DR to discuss and review the updated master cost plan; and
 - iii. As required by the DR, within 5 Working Days of meeting each calendar month, revise and resubmit the master cost plan, meeting the requirements of the DR.

4.1.2.2.4.2.1.2. Master Cost Plan Contents

The master cost plan must continuously measure and assess the extent of Project costs progress and must include, but is not limited to:

- a) A cost planning section that contains a systematic methodology and definition of standardized master cost plan preparation and maintenance. The cost planning section must describe clear guidelines for using and inputting data into the master cost plan, and will be provided to the CM, A&E Consultant and ITPMO through the DR to ensure a consistent methodology and integrated reporting. At minimum, the section will integrate the information contained in the cost plans developed by the CM, A&E Consultant and ITPMO. The cost planning section must also describe how changes to the master cost plan will be administered;
- b) A cost estimating section that contains the Baseline cost estimate for the Project from which to measure Project progress, as provided by the DR. The cost estimating section must describe the references that synthesize the master cost plan with the master schedule and must adhere to the monitoring protocol. Throughout Project delivery, the cost estimating section must summarize and integrate all of the cost estimates internally

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- developed by the Contractor and/or received from the CM, A&E Consultant, ITPMO through the DR, including internal Government of Canada (GoC) expenditures budgeted for this Project, such that they are comparable to previous cost estimates;
- c) A cost controlling section that contains a monitoring protocol describing the cost controls for continuous cost Monitoring and maintenance, including cost control procedures, cost tracking systems, budget control principals, budget and contingency transfer procedures, budget revision procedures, cost allocation plan, invoicing and accounting plan, performance measurement, and cost forecasting. The cost controlling section must cover all Project phases, with the purpose of ensuring proper tabulation and cash flow of design and construction contingencies, escalation and risk allowances throughout Project implementation; and
 - d) A Monte Carlo simulation analysis of consolidated Project costs section, using distribution curves at 80% and 90% confidence levels and including a narrative discussing the impacts influencing future cost forecasts.

~~4.1.3.~~4.2.2. **Time**

~~4.1.3.1.~~4.2.2.1. **Master Schedule**

The Contractor must:

- a) Within 5 Working Days of request through Task Authorization, schedule a meeting with the DR to discuss the support services required to develop the master schedule;
- b) Within 30 Working Days of request through Task Authorization, submit the initial draft master schedule developed in collaboration with the Project Team to the DR for review and comments;
- c) Within 10 Working Days of receipt of comments from the DR, revise and resubmit the master schedule, meeting the requirements of the DR; and
- d) Starting the 3rd month after request through Task Authorization:
 - i. Submit the master schedule updates each calendar month to the DR;
 - ii. Schedule meetings each calendar month with the Project Team and DR to discuss and review the updated master schedule; and
 - iii. As required by the DR, within 5 Working Days of meeting each calendar month, revise and resubmit the master schedule, meeting the requirements of the DR.

~~4.1.3.2.~~4.2.2.2. **Master Schedule Contents**

The master schedule must continuously measure and assess the extent of Project schedule progress and must include, but is not limited to:

- a) A schedule planning section that contains a systematic methodology and definition of standardized master schedule preparation and maintenance. The schedule planning section must establish and describe clear guidelines for using Float, Critical Activity, near-Critical Activity and non-Critical Activity in the master schedule, which will be provided to the CM, A&E Consultant and ITPMO through the DR to ensure a consistent methodology and integrated reporting. At minimum, the schedule planning section must integrate the information contained in the time plans developed by the CM, A&E Consultant and ITPMO, as well as time requirements to achieve the Project's approved Treasury Board

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- parameters. The schedule planning section must also describe how changes to the master schedule will be administered;
- b) A schedule estimating section that contains the Baseline schedule for the Project from which to measure Project progress, as provided by the DR. The schedule estimating section must establish and describe the references that synthesize the master schedule with the master cost plan and must adhere to the monitoring protocol. Throughout Project delivery, the schedule estimating section must summarize and integrate all of the schedules internally developed by the Contractor and/or received from the CM, A&E Consultant and/or ITPMO and DR through the DR, including the schedules approved in the Project's Treasury Board submissions, such that they are comparable to previous schedules;
 - c) A schedule controlling section that contains a monitoring protocol describing the schedule controls for continuous schedule Monitoring and maintenance, including schedule control procedures, schedule tracking systems, schedule control principals, schedule revision procedures, time allocation plan, schedule verification plan, performance measurement, and schedule forecasting. Task and activity controls must be schematically displayed using Critical Path Method Network Diagrams. The schedule controlling section must include a minimum five level work breakdown structure (e.g. Project, stage, element/sub element, work packages and tender packages) to organise, define and graphically display pessimistic and optimistic task and activity durations; and
 - d) A Monte Carlo simulation analysis of consolidated Project schedules section, using distribution curves at 80% and 90% confidence levels, and include a narrative discussing the impacts influencing future schedule forecasts.

4.1.3.3.4.2.2.3. CM's and A&E Consultant's Work Breakdown Structures

The Contractor must:

- a) Within 5 Working Days of receipt of the A&E Consultant's and CM's WBSs from the DR:
 - i. Review and analyse the A&E Consultant's and CM's WBSs, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant and CM in developing their WBSs, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant and CM in developing their WBSs; and
 - ii. Provide WBS recommendations to the DR to close WBS gaps, establish common WBS work elements and establish common WBS definitions;
- b) Within 10 Working Days of receiving the A&E Consultant's and CM's WBSs from the DR, schedule a meeting with the DR, A&E Consultant and CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the A&E Consultant's and CM's in developing their WBSs; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the A&E Consultant's and CM's WBSs;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR, A&E Consultant and CM; and

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- d) As required by the DR during the Project, review and update the WBSs with the DR, A&E Consultant and CM using the process outline in (a) through (c) above or as directed by the DR.

4.1.3.4.4.2.2.4. CM's Draft Time Management Plan

The Contractor must:

- a) Within 5 Working Days of receiving the CM's draft time management plan (i.e. proposed construction schedule and stipulated milestones) from the DR:
- i. Review and analyse the CM's draft time management plan, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating timelines to avoid potential scheduling conflicts, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating timelines; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of CM's time management plan during the Project;
- b) Within 10 Working Days of receiving the CM's draft time management plan from the DR, schedule a meeting with the DR and CM to discuss and review:
- i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the CM in estimating timelines; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the CM's time management plan during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and CM using the process outline in (a) through (c) above or as directed by the DR.

4.1.3.5.4.2.2.5. A&E Consultant's Draft Time Management Plan

The Contractor must:

- a) Within 5 Working Days of receiving the A&E Consultant's draft time management plan (i.e. proposed BCC components procurement and installation design schedule, plus coordination/integration of ITPMO's BBC connectivity technical requirements design schedule) from the DR:
- i. Review and analyse the A&E Consultant's draft time management plan, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in estimating timelines to avoid potential scheduling conflicts, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating timelines;
 - ii. Conduct a gap analysis of the A&E Consultant's draft time management plan as compared to the CM's proposed construction schedule and the stipulated milestones contained in the CM's time management plan. Create a gap analysis of outstanding

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- scheduling variances between the A&E and CM time management plans, and draft recommendations to the DR to close A&E estimate and timeline gaps; and
- iii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of A&E Consultant's time management plan during the Project;
- b) Within 10 Working Days of receiving A&E Consultant's draft time management plan from the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the A&E Consultant in estimating timelines;
 - ii. The Contractor's gap analysis recommendations to come to a consensus or DR decision on how to close estimate and timeline gaps; and
 - iii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the A&E Consultant's time management plan during the Project;
 - c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant; and
 - d) As required by the DR during the Project, review and update the KPIs with the DR and A&E Consultant using the process outline in (a) through (c) above or as directed by the DR.

~~4.1.3.6.~~4.2.2.6. ITPMO's Draft Time Management Plan

The Contractor must:

- a) Within 5 Working Days of receiving ITPMO's draft time management plan (i.e. draft BBC connectivity technical requirements design schedule) from the DR:
 - i. Review and analyse ITPMO's draft time management plan, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in estimating timelines to avoid potential scheduling conflicts, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in estimating timelines; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of ITPMO's time management plan during the Project;
- b) Within 10 Working Days of receiving the ITPMO's draft time management plan from the DR, schedule a meeting with the DR and ITPMO to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by ITPMO in estimating timelines; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of ITPMO's time management plan during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and CM using the process outline in (a) through (c) above or as directed by the DR.

4.1.3.7.4.2.2.7. A&E Consultant's BCC Components Design Schedule Updates

At minimum, the Contractor will receive approximately 84 A&E Consultant BCC components design schedule updates from the DR, integrated with a minimum of 100 ITPMO BCC connectivity systems design schedule updates, each of which would be submitted at their 50%, 90%, 95%, and 100% development stages, for a minimum total of 336 submissions. The number of concurrent submissions at any one time is unknown.

The Contractor must:

- a) Within 5 Working Days of receiving each of the A&E Consultant's design schedule updates (i.e., includes BCC components design and coordination/integration of BCC connectivity design), from the DR:
 - i. Review and analyse the design schedules updates, and create a gap analysis identifying variances between the A&E Consultant's design schedule updates as compared with the Contractor's master schedule on a line-by-line basis, and provide recommendations to the DR to close estimated schedule gaps and reconcile variances between schedules;
- b) Within 10 Working Days of submitting the Contractor's recommendations to the DR, schedule a meeting with the DR, ITPMO and A&E Consultant to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances between schedules;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR, ITPMO and A&E Consultant.

4.1.3.8.4.2.2.8. CM's Construction Schedule Updates

At minimum, the Contractor will receive approximately 84 CM design schedule updates, each of which would be submitted at their 50%, 90%, 95%, and 100% design package development stages, for a minimum of 336 submissions. The number of concurrent submissions at any one time is unknown

The Contractor must:

- a) Within 5 Working Days of receiving each of the CM's design schedule updates from the DR:
 - i. Review and analyse the design schedules updates, and create a gap analysis identifying variances between the CM's design schedule updates as compared with the Contractor's master schedule on a line-by-line basis, and provide recommendations to the DR to close estimated schedule gaps and reconcile variances between schedules;
- b) Within 10 Working Days of submitting the Contractor's recommendations to the DR, schedule a meeting with the DR and CM to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances between schedules;

- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

4.1.4.4.2.3. Risk

4.1.4.1.4.2.3.1. Master Risk Management Plan

The Contractor must:

- a) Within 15 Working Days of request through Task Authorization, schedule a meeting with the DR to discuss the support services required to develop the master risk management plan;
- b) Within 30 Working Days of request through Task Authorization, submit the draft master risk management plan developed in collaboration with the Project Team to the DR for review and comments;
- c) Within 10 Working Days of receipt of comments from the DR, revise and resubmit the master risk management plan, meeting the requirements of the DR; and
- d) Starting the 3rd month after request through Task Authorization:
 - i. Submit the master risk management plan updates each calendar month to the DR;
 - ii. Schedule meetings each calendar month with the Project Team and DR to discuss and review the master risk management plan; and
 - iii. As required by the DR, within 5 Working Days of meeting each calendar month, revise and resubmit the master risk management plan, meeting the requirements of the DR.

4.1.4.2.4.2.3.2. Master Risk Management Plan Contents

The master risk management plan must continuously measure and assess the extent of Project risks and must include, but is not limited to:

- a) A risk management planning section that contains a systematic methodology and definition of standardized master risk management preparation and maintenance. The risk management planning section must establish and describe clear guidelines for using and inputting data into the master risk management plan, which will be provided to the CM, A&E Consultant and ITPMO through the DR, to ensure a consistent methodology and integrated reporting. At minimum, the risk management planning section must integrate the information contained in the risk management plans and risk registries developed by the CM, A&E Consultant and ITPMO, as well as risk information contained in the Project's approved Treasury Board submissions, to identify, analyze, plan, track, evaluate and control Project risks on a continuous basis. The risk management plan planning section must also describe how changes to the master risk management plan will be administered;
- b) A risk management assessment section that contains the Baseline risk assessment for the Project from which to measure Project progress, as provided by the DR. The risk management assessment section must adhere to the monitoring protocol. Throughout

Project delivery, the risk assessment section must summarize and integrate all of the risks internally identified by the Contractor and/or received from the CM, A&E Consultant and/or ITPMO and DR through the DR, including the risks identified in the Project's Treasury Board submissions;

- c) A risk management controlling section that contains a monitoring protocol describing the risk management controls for continuous cost Monitoring and maintenance and aligned with PWGSC's National Project Management System risk management processes (<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/ti-it/conn-know/risque-risk-eng.html>), including overall Project risks, including those internal and external to the Project Team, both economic and operational as well as the detailed risk registers and WBS dictionaries prepared by the A&E Consultant and the CM, risk control procedures, risk tracking systems, risk control principals, risk revision procedures, risk tolerance limits, risk allocation plan, risk verification plan, performance measurement, and risk forecasting;
- d) A risk management training section that contains details on how training sessions will be arranged by the Contractor for key members of the Project Team. Training sessions must occur semi-annually, or more often as directed by the DR. The training sessions must facilitate:
 - i. A heightened awareness of risk and value for money management;
 - ii. A review by all participants to identify existing and potential opportunities and areas of risk and losses;
 - iii. An assessment of ongoing risk registry documentation processes and their effectiveness;
 - iv. An update of risk and value management strategies; and
 - v. Other related Project implementation processes that enhance or impede performance;
- e) A risk communications plan section that includes, but is not limited to:
 - i. How risk information will be collected from stakeholders for continuous risk assessment;
 - ii. How the Contractor will work with and respond to auditors, through the DR, when they have questions or concerns regarding risk and value for money management;
 - iii. How the Contractor will work in conjunction with the Project Team to ensure risk management advice being provided to PWGSC management from all sources is consistent; and
 - iv. How the Contractor will prepare reports on current and emerging issues related to Project risk and value management for internal (i.e. Project) or external (e.g. PWGSC Corporate Services, Policy, Communications, etc.) publication including briefing materials, position papers, speaking points, policy research, corporate reporting, presentations, protocols and Treasury Board submissions.
 - i) All presentation material must be provided to the DR at least 72 hours in advance of delivering the presentation and follow up material must be submitted no later than 2 days following the delivery of the presentation, unless otherwise directed by the DR.

~~4.1.4.3.~~4.2.3.3. **CM's Draft Risk Management Plan and Risk Registry**

The Contractor must:

- a) Within 5 Working Days of receiving the CM's draft risk management plan and risk registry from the DR:
 - i. Review and analyse the CM's draft risk management plan and risk registry, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in determining Project risks, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating risks; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of the CM's risk management plan and risk registry during the Project:
 - 1. In identifying and quantifying potential opportunities and risks;
 - 2. For maximizing cost containment; and
 - 3. For minimizing activity durations and overall Project schedule;
- b) Within 10 Working Days of receiving the CM's draft risk management plan and risk registry from the DR, schedule a meeting with the DR and the CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the CM in estimating risks; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the CM's risk management plan and risk registry during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and CM using the process outline in (a) through (c) above or as directed by the DR.

4.1.4.4.4.2.3.4. A&E Consultant's Draft Risk Management Plan and Risk Registry

The Contractor must:

- a) Within 5 Working Days of receiving the A&E Consultant's draft risk management plan and risk registry from the DR:
 - i. Review and analyse the A&E Consultant's draft risk management plan and risk registry, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in determining Project risks, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in developing a risk management plan and risk register; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of the A&E Consultant's risk management plan and risk registry during the Project:
 - 1. In identifying and quantifying potential opportunities and risks;
 - 2. For maximizing cost containment; and
 - 3. For minimizing activity durations and overall Project schedule;
- b) Within 10 Working Days of receiving the A&E Consultant's draft risk management plan and risk registry from the DR, schedule a meeting with the DR and the A&E Consultant to discuss and review:

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- i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the A&E Consultant in developing its risks management plan and risk register; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the A&E Consultant's risk management plan and risk registry during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and A&E Consultant using the process outline in (a) through (c) above or as directed by the DR.

4.1.4.5.4.2.3.5. ITPMO's Draft Risk Management Plan and Risk Registry

The Contractor must:

- a) Within 5 Working Days of receiving ITPMO's draft risk management plan and risk registry from the DR:
 - i. Review and analyse ITPMO's draft risk management plan and risk registry, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in determining Project risks, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in developing its risk management plan and risk registry; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of ITPMO's risk management plan and risk registry during the Project:
 - 1. In identifying and quantifying potential opportunities and risks;
 - 2. For maximizing cost containment; and
 - 3. For minimizing activity durations and overall Project schedule;
- b) Within 10 Working Days of receiving ITPMO's draft risk management plan and risk registry from the DR, schedule a meeting with the DR and ITPMO to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by ITPMO in developing its risk management plan and risk registry; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of ITPMO's risk management plan and risk registry during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and ITPMO using the process outline in (a) through (c) above or as directed by the DR.

~~4.1.5.~~4.2.4. **Monthly Reports**

The Contractor must:

- a) Within 15 Working Days of request through Task Authorization, schedule a meeting with the DR to discuss the development of the integrated Project Team monthly reports;
- b) Within 5 Working Days of the meeting, submit the draft integrated monthly report developed in consultation with the Project Team to the DR for review and comments;
- c) Within 10 Working Days of receipt of comments from the DR, revise and resubmit the integrated monthly report, meeting the requirements of the DR; and
- d) Starting the 2nd month after request through Task Authorization:
 - i. Submit monthly report updates each calendar month to the DR for review and comments;
 - ii. As required by the DR, schedule meetings each calendar month with the Project Team and the DR to discuss and review the updated monthly report; and
 - iii. As required by the DR, within 5 Working Days of receiving comments each calendar month, revise and resubmit the integrated monthly report, meeting the requirements of the DR.

~~4.1.5.1.~~4.2.4.1. **Monthly Report Contents**

In order to meet its obligations with respect to the integrated monthly reports, the Contractor must ensure it acquires and maintains an in-depth understanding of the Project scope, cost, and schedule objectives. The Contractor's monthly reports must include, but are not limited to:

- a) A section that identifies and quantifies potential Project scope, cost and schedule improvement opportunities and risks, and that recommends how to ensure, at all times, that the design solution, Model, and construction is maintained within the approved scope, cost and schedule objectives of the Project;
- b) A section that summarizes changes to the master cost plan from the past month as well as overall variances in costs from Project inception to the current month;
- c) A section that summarizes changes to the master schedule from the past month as well as overall variances in schedule from Project inception to the current month;
- d) A section that summarizes changes to the master risk management plan from the past month as well as overall variances in risks from Project inception to the current month; and
- e) A section that summarizes changes to the A&E, CM and ITPMO's KPIs' established for cost, time and risk from Project inception to the current month, and then evaluates and recommends how to enhance or correct any observed performance issues.
- f) A section that recommends applicable updates to the Building Information Modeling (BIM) when directed by the DR; and
- g) A section that summarises the Contractor's review and validation of the CM's and A&E's monthly report submissions.

~~4.1.5.2.~~4.2.4.2. CM's and A&E Consultant's Monthly Reports

The Contractor, each calendar month, must:

- a) Within 5 Working Days of receiving each of the CM's monthly report and A&E Consultant's monthly report from the DR, review each report, conduct a gap analysis on each report as compared to the scope, milestones, cash flow, schedule and risks contained in the master cost plan, master schedule and master risk management plan, and provide recommendations to the DR to close gaps and reconcile variances between each of the CM's and A&E Consultant's monthly reports and the master cost plan, master schedule and master risk management plan;
- b) Within 15 Working Days of receiving each of the CM's and A&E Consultant's monthly reports from the DR, schedule a meeting with the DR to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR.

~~4.1.5.3.~~4.2.4.3. A&E Consultant's 50%, 90%, and 100% Schematic Design Reports

The Contractor must:

- a) Within 10 Working Days of receiving each of the A&E Consultant's 50%, 90%, and 100% schematic design reports from the DR, the Contractor must review each report, conduct a gap analysis on each report as compared to the scope, milestones, cash flow, and schedule and risks contained in the master cost plan, master schedule and master risk management plan, and provide recommendations to the DR to close gaps and reconcile variances between the A&E reports and the master cost plan, master schedule and master risk management plan;
- b) Within 15 Working Days of receiving each of the A&E Consultant's 50%, 90%, and 100% schematic design reports from the DR, schedule a meeting with the DR to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR.

~~4.1.5.4.~~4.2.4.4. A&E Consultant's 50%, 90%, and 100% Design Development Report

The Contractor must:

- a) Within 10 Working Days of receiving each of the A&E Consultant's 50%, 90%, and 100% design development reports from the DR, the Contractor must review each report, conduct

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- a gap analysis on each report as compared to the scope, milestones, cash flow, schedule and risks contained in the master cost plan, master schedule and master risk management plan, and provide recommendations to the DR to close gaps and reconcile variances between the A&E reports and the master cost plan, master schedule and master risk management plan;
- b) Within 15 Working Days of receiving each of the A&E Consultant's 50%, 90%, and 100% design development reports from the DR, schedule a meeting with the DR to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
 - c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR.

4.2.4.3. Cost Advisory Services

4.2.1.4.3.1. CM's Draft Construction Cost Plan

The Contractor must:

- a) Within 5 Working Days of receiving the CM's draft construction cost plan from the DR:
 - i. Review and analyse the CM's draft construction cost plan, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating costs, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating costs; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of the CM's construction cost plan during the Project;
- b) Within 10 Working Days of receiving the CM's draft construction cost plan from the DR, schedule a meeting with the DR and CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the CM in estimating costs; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of the CM's construction cost plan during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and CM using the process outline in (a) through (c) above or as directed by the DR.
- a) .

4.2.2.4.3.2. ITPMO's Draft BCC Connectivity Systems Design Cost Management Plan

The Contractor must:

- a) Within 5 Working Days of receiving ITPMO's draft BCC connectivity systems design cost management plan from the DR:
 - i. Review and analyse ITPMO's draft BCC connectivity systems design cost management plan, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in estimating costs, and provide recommendations to the DR to amend any of the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in estimating costs; and
 - ii. Draft recommendations substantiating KPIs to be used by the DR in evaluating the effectiveness of ITPMO's BCC connectivity systems design cost management plan during the Project;
- b) Within 10 Working Days of receiving ITPMO's draft BCC connectivity systems design cost management plan from the DR, schedule a meeting with the DR and ITPMO to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by ITPMO in estimating costs; and
 - ii. The Contractor's KPI recommendations to come to a consensus or DR decision on KPIs to be used in evaluating the effectiveness of ITPMO's BCC connectivity systems design cost management plan during the Project;
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and
- d) As required by the DR during the Project, review and update the KPIs with the DR and ITPMO using the process outline in (a) through (c) above or as directed by the DR.

~~4.2.3.4.3.3.~~ **4.3.3. CM and A&E Consultant's Fee Estimates**

The Contractor must:

- a) Within 5 Working Days of receiving the CM and A&E Consultant's fee estimates from the DR:
 - i. Review and analyse the CM and A&E Consultant's fee estimates, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM and A&E Consultant in determining their respective fee estimates; and
 - ii. Create a gap analysis identifying variances between the CM's and A&E Consultant's fee estimates respectively as compared with the Contractor's estimate contained in the master cost plan on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances between estimates;
- b) Within 10 Working Days of receiving the CM and A&E Consultant's fee estimates from the DR, schedule meetings with the DR and CM and with the DR and A&E Consultant, respectively, to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used by the CM and A&E Consultant in estimating their respective fees;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances between estimates;

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- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR, CM and A&E Consultant; and
 - e) At the 50% and 100% schematic design stages, 50% and 100% design development stages, and semi-annually thereafter until Project close-out or as directed by the DR, the Contractor must review and reconcile the CM's and A&E Consultant's fee estimates using the process outline in (a) through (d) above or as directed by the DR.

4.2.4.4.3.4. CM's Preliminary Construction Cost Estimate

The Contractor must:

- a) Within 5 Working Days of receiving the CM's preliminary construction cost estimate (i.e. the CM's summary-level CIQS elemental estimate) from the DR:
 - i. Review and analyse the CM's preliminary construction cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in estimating costs, paying particular attention to the scope and business case analysis of all Division 1 general expenses; and
 - ii. Create a gap analysis identifying variances between the CM's estimate as compared with the Contractor's analysis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 10 Working Days of receiving the CM's preliminary construction cost estimate from the DR, schedule a meeting with the DR and CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in estimating the internal Project expenditures cost;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM; and
- e) As required by the DR during the Project, review and reconcile the CM's construction cost estimate with the DR and CM using the process outline in (a) through (d) above or as directed by the DR.

4.2.5.4.3.5. A&E Consultant's Preliminary BCC Components Design Cost Estimate

The Contractor must:

- a) Within 5 Working Days of receiving the A&E Consultant's preliminary BCC components design cost estimate (i.e. the A&E Consultant's summary-level CIQS elemental estimate) from the DR:

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- i. Review and analyse the A&E Consultant's preliminary BCC components design cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in estimating costs; and
 - ii. Create a gap analysis identifying variances between the A&E Consultant's estimate as compared with the Contractor's analysis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 10 Working Days of receiving the A&E Consultant's preliminary BCC Components Design cost estimate from the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in estimating the internal Project expenditures cost;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
 - c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant; and
 - e) As required by the DR during the Project, review and reconcile the A&E Consultant's Preliminary BCC Components Design Cost Estimate with the DR and A&E Consultant using the process outline in (a) through (d) above or as directed by the DR.

4.2.6.4.3.6. ITPMO's Preliminary BCC Connectivity Systems Cost Estimate

The Contractor must:

- a) Within 5 Working Days of receiving ITPMO's preliminary BCC connectivity systems cost estimate (i.e. ITPMO's summary-level CIQS elemental estimate) from the DR:
 - i. Review and analyse ITPMO's preliminary BCC connectivity systems cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in estimating costs; and
 - ii. Create a gap analysis identifying variances between ITPMO's estimate as compared with the Contractor's analysis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 10 Working Days of receiving ITPMO's preliminary BCC connectivity systems cost estimate from the DR, schedule a meeting with the DR and ITPMO to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in estimating ITPMO's BCC connectivity systems cost estimates;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and

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- e) As required by the DR during the Project, review and reconcile ITPMO's BCC connectivity systems cost estimates with the DR and ITPMO using the process outline in (a) through (d) above or as directed by the DR.

~~4.2.7.~~4.3.7. Other Expenditures

The Contractor must:

- a) Within 5 Working Days of receiving other expenditures (i.e. expenditures outside of those outlined in above sections, for example: security, warehousing, utilities) from the DR:
- Review and analyse the expenditures, including challenging the assumptions, inclusions, exclusions and accuracy of the information used in estimating other expenditures; and
 - Create a gap analysis identifying variances between other expenditures as compared with the Contractor's analysis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 10 Working Days of receiving other expenditures from the DR, schedule a meeting with the DR to discuss and review:
- The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in estimating other expenditures;
 - The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR; and
- e) As required by the DR during the Project, review and reconcile other expenditures with the DR using the process outline in (a) through (d) above or as directed by the DR.

~~4.2.8.~~4.3.8. A&E Consultant's Indicative (Class 'D') BCC Components Design and Cost Estimate at 50% Schematic Design

The Contractor must:

- a) Within 20 Working Days of receiving the A&E Consultant's indicative (Class 'D') BCC components design at 50% schematic design from the DR, examine the design and prepare and submit to the DR an indicative (Class 'D') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's indicative (Class 'D') BCC components cost estimate to the DR:
- Review and analyse the A&E Consultant's indicative (Class 'D') BCC components design cost estimate at 50% schematic design, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in developing their indicative (Class 'D') cost estimate; and

- ii. Create a gap analysis identifying variances between the A&E Consultant's indicative (Class 'D') BCC components design cost estimate at 50% schematic design as compared with the Contractor's analysis of the indicative (Class 'D') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's indicative (Class 'D') BCC components design cost estimate to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'D') BCC components design cost estimate at 50% schematic design;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant.

4.2.9.4.3.9. ITPMO's Indicative (Class 'D') BCC Connectivity Systems Design and Cost Estimate at 50% Schematic Design

The Contractor must:

- a) Within 20 Working Days of receiving ITPMO's indicative (Class 'D') BCC connectivity systems design at 50% schematic design from the DR, examine the design and prepare and submit to the DR an indicative (Class 'D') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's indicative (Class 'D') BCC connectivity systems cost estimate at 50% schematic design to the DR:
 - i. Review and analyse ITPMO's indicative (Class 'D') BCC connectivity systems design at 50% schematic design, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in developing their indicative (Class 'D') cost estimate; and
 - ii. Create a gap analysis identifying variances between ITPMO's indicative (Class 'D') BCC connectivity systems design at 50% schematic design as compared with the Contractor's analysis of the indicative (Class 'D') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's indicative (Class 'D') BCC connectivity systems cost estimate to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'D') BCC connectivity systems estimate at 50% schematic design;

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- ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
 - d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
 - e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO.

~~4.2.10~~4.3.10. **CM's Indicative (Class 'D') Construction Cost Estimate at 50% Schematic Design**

The Contractor must:

- a) Within 20 Working Days of receiving the CM's indicative (Class 'D') construction cost estimate at 50% schematic design from the DR:
 - i. Review and analyse the CM's preliminary indicative (Class 'D') construction cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in developing their indicative (Class 'D') cost estimate; and
 - ii. Create a gap analysis identifying variances between the CM's indicative (Class 'D') construction cost estimate at 50% schematic design as compared with the Contractor's analysis of the indicative (Class 'D') cost estimate at 50% schematic design on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 25 Working Days of receiving the CM's indicative (Class 'D') construction cost estimate at 50% schematic design from the DR, schedule a meeting with the DR and CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'D') construction cost estimate at 50% schematic design;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.11~~4.3.11. **A&E Consultant's Indicative (Class 'C') BCC Components Design and Cost Estimate at 100% Schematic Design**

The Contractor must:

- a) Within 20 Working Days of receiving the A&E Consultant's indicative (Class 'C') BCC components design at 100% schematic design from the DR, examine the design and

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- prepare and submit to the DR an indicative (Class 'C') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's indicative (Class 'C') BCC components cost estimate to the DR:
- i. Review and analyse the A&E Consultant's indicative (Class 'C') BCC components design cost estimate at 100% schematic design, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in developing their indicative (Class 'C') cost estimate; and
 - ii. Create a gap analysis identifying variances between the A&E Consultant's indicative (Class 'C') BCC components design cost estimate at 100% schematic design as compared with the Contractor's analysis of the indicative (Class 'C') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's indicative (Class 'C') BCC components design cost estimate to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
- i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'C') BCC components design cost estimate at 100% schematic design;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant.

~~4.2.12~~.4.3.12. ITPMO's Indicative (Class 'C') BCC Connectivity Systems and Design Cost Estimate at 100% Schematic Design

The Contractor must:

- a) Within 20 Working Days of receiving ITPMO's indicative (Class 'C') BCC connectivity systems design at 100% schematic design from the DR, examine the design and prepare and submit to the DR an indicative (Class 'C') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's indicative (Class 'C') BCC connectivity systems cost estimate at 100% schematic design to the DR:
 - i. Review and analyse ITPMO's indicative (Class 'C') BCC connectivity systems design at 100% schematic design, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in developing their indicative (Class 'C') cost estimate; and
 - ii. Create a gap analysis identifying variances between ITPMO's indicative (Class 'C') BCC connectivity systems design at 100% schematic design as compared with the Contractor's analysis of the indicative (Class 'C') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;

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- c) Within 10 Working Days of submitting the Contractor's indicative (Class 'C') BCC connectivity systems cost estimate to the DR, schedule a meeting with the DR and ITPMO to discuss and review:
- i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'C') BCC connectivity systems estimate at 100% schematic design;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO.

~~4.2.13~~4.3.13. **CM's Indicative (Class 'C') Construction Cost Estimate at 100% Schematic Design**

The Contractor must:

- a) Within 20 Working Days of receiving the CM's indicative (Class 'C') construction cost estimate at 100% schematic design from the DR:
- i. Review and analyse the CM's preliminary indicative (Class 'C') construction cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in developing their indicative (Class 'C') cost estimate; and
 - ii. Create a gap analysis identifying variances between the CM's indicative (Class 'C') construction cost estimate at 100% schematic design as compared with the Contractor's analysis of the indicative (Class 'C') cost estimate at 100% schematic design on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 25 Working Days of receiving the CM's indicative (Class 'C') construction cost estimate at 100% schematic design from the DR, schedule a meeting with the DR and CM to discuss and review:
- i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the indicative (Class 'C') construction cost estimate at 100% schematic design;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.14~~.4.3.14. A&E Consultant's Substantive (Class 'B') BCC Components Design and Cost Estimate at 50% Design Development

The Contractor must:

- a) Within 20 Working Days of receiving the A&E Consultant's substantive (Class 'B') BCC components design at 50% design development from the DR, examine the design and prepare and submit to the DR a substantive (Class 'B') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's substantive (Class 'B') BCC components cost estimate at 50% design development to the DR:
 - i. Review and analyse the A&E Consultant's substantive (Class 'B') BCC components design cost estimate at 50% design development, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in developing their substantive (Class 'B') cost estimate; and
 - ii. Create a gap analysis identifying variances between the A&E Consultant's substantive (Class 'B') BCC components design cost estimate at 50% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's substantive (Class 'B') BCC components design cost estimate to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') BCC components design cost estimate at 50% design development;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant.

~~4.2.15~~.4.3.15. ITPMO's Substantive (Class 'B') BCC Connectivity Systems Design and Cost Estimate at 50% Design Development

The Contractor must:

- a) Within 20 Working Days of receiving ITPMO's substantive (Class 'B') BCC connectivity systems design at 50% design development from the DR, examine the design and prepare and submit to the DR a substantive (Class 'B') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's substantive (Class 'B') BCC connectivity systems cost estimate at 50% design development to the DR:

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- i. Review and analyse ITPMO's substantive (Class 'B') BCC connectivity systems design at 50% design development, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in developing their substantive (Class 'B') cost estimate; and
 - ii. Create a gap analysis identifying variances between ITPMO's substantive (Class 'B') BCC connectivity systems design at 50% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's substantive (Class 'B') BCC connectivity systems cost estimate to the DR, schedule a meeting with the DR and ITPMO to discuss and review:
- i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') BCC connectivity systems estimate at 50% design development;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO.

~~4.2.16.~~4.3.16. **CM's Substantive (Class 'B') Construction Cost Estimate at 50% Design Development**

The Contractor must:

- a) Within 20 Working Days of receiving the CM's substantive (Class 'B') construction cost estimate at 50% design development from the DR:
 - i. Review and analyse the CM's substantive (Class 'B') construction cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in developing their substantive (Class 'B') cost estimate; and
 - ii. Create a gap analysis identifying variances between the CM's substantive (Class 'B') construction cost estimate at 50% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate at 50% design development on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- b) Within 25 Working Days of receiving the CM's substantive (Class 'B') construction cost estimate at 50% design development from the DR, schedule a meeting with the DR and CM to discuss and review:
 - i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') construction cost estimate at 50% design development;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;

-
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.17.~~4.3.17. A&E Consultant's Substantive (Class 'B') BCC Components Design and Cost Estimate at 100% Design Development

The Contractor must:

- a) Within 20 Working Days of receiving the A&E Consultant's substantive (Class 'B') BCC components design at 100% design development from the DR, examine the design and prepare and submit to the DR a substantive (Class 'B') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
- b) Within 5 Working Days of submitting the Contractor's substantive (Class 'B') BCC components cost estimate at 100% design development to the DR:
 - i. Review and analyse the A&E Consultant's substantive (Class 'B') BCC components design cost estimate at 100% design development, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the A&E Consultant in developing their substantive (Class 'B') cost estimate; and
 - ii. Create a gap analysis identifying variances between the A&E Consultant's substantive (Class 'B') BCC components design cost estimate at 100% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
- c) Within 10 Working Days of submitting the Contractor's substantive (Class 'B') BCC components design cost estimate to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review:
 - i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') BCC components design cost estimate at 100% design development;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant.

~~4.2.18.~~4.3.18. ITPMO's Substantive (Class 'B') BCC Connectivity Systems Design and Cost Estimate at 100% Design Development

The Contractor must:

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- a) Within 20 Working Days of receiving ITPMO's substantive (Class 'B') BCC connectivity systems design at 100% design development from the DR, examine the design and prepare and submit to the DR a substantive (Class 'B') cost estimate to be in unit cost analysis format and based upon Project requirements (i.e. scope) and assumptions;
 - b) Within 5 Working Days of submitting the Contractor's substantive (Class 'B') BCC connectivity systems cost estimate at 100% design development to the DR:
 - i. Review and analyse ITPMO's substantive (Class 'B') BCC connectivity systems design at 100% design development, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by ITPMO in developing their substantive (Class 'B') cost estimate; and
 - ii. Create a gap analysis identifying variances between ITPMO's substantive (Class 'B') BCC connectivity systems design at 100% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;
 - c) Within 10 Working Days of submitting the Contractor's substantive (Class 'B') BCC connectivity systems cost estimate to the DR, schedule a meeting with the DR and ITPMO to discuss and review:
 - i. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') BCC connectivity systems estimate at 100% design development;
 - ii. The Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
 - d) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
 - e) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO.

~~4.2.19~~.4.3.19. CM's Substantive (Class 'B') Construction Cost Estimate at 100% Design Development

The Contractor must:

- a) Within 20 Working Days of receiving the CM's substantive (Class 'B') construction cost estimate at 100% design development from the DR:
 - i. Review and analyse the CM's substantive (Class 'B') construction cost estimate, including challenging the assumptions, inclusions, exclusions and accuracy of the information used by the CM in developing their substantive (Class 'B') construction cost estimate at 100% design development; and
 - ii. Create a gap analysis identifying variances between the CM's substantive (Class 'B') construction cost estimate at 100% design development as compared with the Contractor's analysis of the substantive (Class 'B') cost estimate at 100% design development on a line-by-line basis, and provide recommendations to the DR to close gaps and reconcile variances;

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- b) Within 25 Working Days of receiving the CM's substantive (Class 'B') construction cost estimate at 100% design development from the DR, schedule a meeting with the DR and CM to discuss and review:
- i. The Contractor's analysis and recommendations to come to a consensus or DR decision on assumptions, inclusions, exclusions and information to be used in finalising the substantive (Class 'B') construction cost estimate at 100% design development;
 - ii. The Contractor's analysis and recommendations to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.20~~.4.3.20. **A&E Consultant's BCC Components Design Packages**

At minimum, the Contractor will receive approximately 84 A&E Consultant design packages from the DR, each of which would be submitted at their 50%, 90%, 95%, and 100% development stages, for a minimum total of 336 submissions. The number of concurrent submissions at any one time is unknown.

The Contractor must:

- a) Within 5 Working Days of receiving each A&E Consultant design package from the DR:
 - i. Review and analyse the design package at a summary level and through random validation of elemental components of the design package and prepare and submit an A&E Consultant's BCC Components Design Package cost estimate to the DR; and
 - ii. Create a gap analysis identifying variances between the A&E Consultant's design package estimates as compared with the Contractor's analysis of the cost estimates on a line-by-line basis, and provide recommendations to the DR to close cost estimate gaps and reconcile variances;
- b) Within 10 Working Days of submitting the Contractor's estimates to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant; and
- e) On a case-by-case basis, as and when directed by the DR, perform a full quantity survey of the design package and reconcile the estimate using the process outlined in (a) to (e) above.

~~4.2.21~~4.3.21. ITPMO's BCC Connectivity Systems Design Packages

At minimum, the Contractor will receive 100 ITPMO BCC connectivity systems design packages from the DR. The number of concurrent submissions at any one time is unknown.

The Contractor must:

- a) Within 5 Working Days of receiving each ITPMO BCC connectivity systems design package from the DR:
 - i. Review and analyse the design package at a summary level and through random validation of elemental components of the design package and prepare and submit an ITPMO's BCC Connectivity Systems Design Packages cost estimate to the DR; and
 - ii. Create a gap analysis identifying variances between ITPMO design package estimate as compared with the Contractor's analysis of the cost estimate on a line-by-line basis, and provide recommendations to the DR to close cost estimate gaps and reconcile variances;
- b) Within 10 Working Days of submitting the Contractor's estimates to the DR, schedule a meeting with the DR and ITPMO to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and
- e) On a case-by-case basis, as and when directed by the DR, perform a full quantity survey of the design package and reconcile the estimate using the process outlined in (a) to (e) above.

~~4.2.22~~4.3.22. CM's Design Packages Construction Cost Estimate

At minimum, the Contractor will receive approximately 84 CM design package construction cost estimates, each of which would be submitted at their 50%, 90%, 95%, and 100% design package development stages, for a minimum of 336 submissions. The number of concurrent submissions at any one time is unknown.

The Contractor must:

- a) Within 5 Working Days of receiving each CM design package construction cost estimate from the DR:
 - i. Review and analyse the design package at a summary level and through random validation of elemental components of the design package. Each 95% design package estimate will be in trade format only, requiring the Contractor to cross-reference the estimate data to the CIQS elemental estimate format; and
 - ii. Create a gap analysis identifying variances between the CM design package construction cost estimate as compared with the Contractor's analysis of the design

- package cost estimate on a line-by-line basis, and provide recommendations to the DR to close cost estimate gaps and reconcile variances;
- b) Within 10 Working Days of submitting the Contractor's estimates to the DR, schedule a meeting with the DR and ITPMO to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
 - c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR;
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and ITPMO; and
 - e) On a case-by-case basis, as and when directed by the DR, perform a full quantity survey of the design package and reconcile the estimate using the process outlined in (a) to (e) above.

~~4.2.23~~4.3.23. **CM's Construction Tender Package Bid**

The Contractor must:

- a) Within 5 Working Days of receiving each of the CM's construction tender package bids, from the DR, review and analyse the bids, and provide recommendations to the DR on the actual bid trade pricing received.
- b) Within 10 Working Days of submitting the Contractor's recommendations to the DR, schedule a meeting with the DR and CM to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on pricing; and
- c) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.24~~4.3.24. **CM's Expenditure Authorizations or Change Orders**

At minimum, the Contractor will receive approximately 16,000 CM expenditure authorizations or change orders. The number of concurrent submissions at any one time is unknown

The Contractor must:

- a) Within 5 Working Days of receiving each of the CM's expenditure authorizations or change orders from the DR:
 - i. Review and analyse the expenditure authorizations or change orders, and create a gap analysis identifying variances between the CM's expenditure authorizations or change orders as compared with the Contractor's master cost plan, master schedule and Project scope as applicable on a line-by-line basis, and provide recommendations to the DR to close cost and schedule gaps and reconcile variances between cost plans and schedules, and between proposed change orders and approved scope;
- b) Within 10 Working Days of submitting the Contractor's recommendations to the DR, schedule a meeting with the DR and CM to discuss and review the Contractor's analysis

- and recommendations, and to come to a consensus or DR decision on how to reconcile the variances between cost plans and schedules and scope;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and CM.

~~4.2.25~~4.3.25. **A&E Consultant's Notices of Change**

At minimum, the Contractor will receive approximately 1,000 A&E Consultant notices of change. The number of concurrent submissions at any one time is unknown

The Contractor must:

- a) Within 5 Working Days of receiving each of the A&E Consultant's notices of change from the DR:
 - i. Review and analyse the notices of change, and create a gap analysis identifying variances between the A&E Consultant's notices of change as compared with the Contractor's master schedule and Project scope on a line-by-line basis, and provide recommendations to the DR to close schedule gaps and reconcile variances between schedules and between proposed changes and approved Project scope;
- b) Within 10 Working Days of submitting the Contractor's recommendations to the DR, schedule a meeting with the DR and A&E Consultant to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances between schedules and between proposed changes and approved scope;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR and A&E Consultant.

~~4.2.26~~4.3.26. **CM's and A&E Consultant's Progress Invoices**

The Contractor, each calendar month, must:

- a) Within 5 Working Days of receiving each of the CM's progress invoices and A&E Consultant's progress invoices from the DR, review each progress invoice, conduct a gap analysis on each progress invoice as compared to the scope, milestones, cash flow, and schedule contained in the master cost plan and master schedule, and provide recommendations to the DR to close gaps and reconcile variances between each of the CM's and A&E Consultant's progress invoices and the master cost plan and master schedule;
- b) Within 15 Working Days of receiving each of the CM's and A&E Consultant's progress invoices from the DR, schedule a meeting with the DR to discuss and review the

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- Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
 - d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR.

~~4.2.27~~4.3.27. **Other Invoices**

The Contractor, each calendar month, must:

- a) Within 10 Working Days of receiving an invoice from the DR for other expenditures not included in section ~~4.3.26~~4.2.26, or of receiving a request from the DR, review each invoice, conduct a gap analysis on each as compared to the scope, milestones, cash flow, and schedule contained in the master cost plan and master schedule, and provide recommendations to the DR to close gaps and reconcile variances between each of the other invoices and the master cost plan and master schedule;
- b) Within 15 Working Days of receiving each of the other invoices from the DR, schedule a meeting with the DR to discuss and review the Contractor's analysis and recommendations, and to come to a consensus or DR decision on how to reconcile the variances;
- c) Within 2 Working Days of meeting, prepare and distribute meeting minutes of the reconciliation process to the DR; and
- d) Within 5 Working Days of the meeting, revise and resubmit to the DR the analysis and recommendations, meeting the requirements of the DR as established at the meeting with the DR.

~~4.2.28~~4.3.28. **Other Invoice Types**

These other invoices types referred to at ~~4.3.27~~4.2.27 may include, but are not limited to:

- a) ITPMO's and Knowledgeable Client fees;
- b) BCC contracts led by PWGSC;
- c) Project related internal government expenditures; and
- d) Other Project related expenditures.

~~4.3.4.4~~. **Integrated Project Management Plan**

The Contractor must:

- a) Within 15 Working Days of request through Task Authorization, schedule a meeting with the DR to discuss the development of the integrated project management plan;
- b) Within 30 Working Days of request through Task Authorization, submit the draft integrated project management plan to the DR for review and comments;
- c) Within 5 Working Days of receipt of comments from the DR, revise and resubmit the integrated project management plan, meeting the requirements of the DR; and

- d) Starting the 2nd calendar month after request through Task Authorization:
 - i. Submit integrated project management plan updates each calendar year on a quarterly basis to the DR;
 - ii. Schedule meetings each quarter with the DR to discuss and review the integrated project management plan; and
 - iii. As required by the DR, within 5 Working Days of meeting each quarter, revise and resubmit the integrated project management plan, meeting the requirements of the DR.

4.3.1.4.4.1. Integrated Project Management Plan Content

The integrated project management plan must include, but is not limited to:

- a) Reviewing reports, documents and reference material related to the planning and implementation of other Long Term Vision and Plan (LTVP) projects and determining the impacts, if any, they may have on the Project;
- b) Analysing national and international trends in the construction industry and determining the impacts, if any, they may have on the Project;
- c) Identifying, forecasting and analysing market conditions for the design, construction and manufacturing industries (shortages or oversupply of labour and materials) and potential price fluctuations and the impacts, if any, they may have on the Project;
- d) Assessing the impacts of all of the above on the planning and implementation of the CB Project, including:
 - i. A description of the impacts;
 - ii. Identifying options that will eliminate/minimize the impacts; and
 - iii. Providing an option recommendation with supporting justification.

4.4.4.5. Meetings, Workshops, and Sessions Attendance and Participation

The Contractor must have at least one senior representative attend and participate in person within a half Working Day notice in the following meetings, workshops and sessions as a strategic advisor on time, cost and risk as directed by the DR, to be held at the Project Office or at a location in Ottawa as directed by the DR:

- a) Project construction meetings, held every two weeks;
- b) Weekly Project design meetings;
- c) Weekly BIM meetings;
- d) Monthly constructability workshops;
- e) Monthly cost and time workshops;
- f) Risk workshops, held twice per year;
- g) Lessons learned workshops, held twice per year; and
- h) Value engineering sessions, as directed by the DR.

4.4.1.4.5.1. Meetings, Workshops and Sessions Attendance and Participation Preparatory Work

Prior to attending and participating at meetings/workshops/sessions, the Contractor must:

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- a) Review the agenda as provided by the DR;
 - b) Prepare any material required to support topic(s) for which strategic advice from the Contractor will likely be required;
 - c) Ensure any Contractor action item(s) from previous meetings/workshops/sessions have been addressed; and
 - d) Be prepared to provide status updates on any requirement under this SOW.

4.5.4.6. Optional Services

4.5.1.4.6.1. BIM Compliance Reports

The Contractor must:

- a) At minimum on a weekly basis, or as directed by the DR, enter the Model and complete an analysis, testing and evaluation of the BIM to ensure that its content complies with the approved BIM Project execution plan, as provided to the Contractor by the DR; and
- b) Within 5 Working Days of entering the Model, prepare and submit a one page BIM compliance report to the DR that includes, but is not limited to:
 - i. 4D scheduling and construction sequencing information that complies with the approved Project schedule;
 - ii. 4D scheduling and construction sequencing that complies with the approved Project scope; and
 - iii. 5D cost information that complies with the approved Project cost.

4.6.4.7. Format

All formal communications must carry the Contract name and number, PWGSC Project title, PWGSC Project number and a date in the format of year-month-day (i.e. 2016-11-22).

Unless otherwise specified by the DR, deliverables must be in native and portable document format (PDF). Summaries, schedules and reports will vary in size from letter to e-size format to suit the type and content of the information presented. All deliverables must be prepared in English.

Formatting by type of deliverable is specified as follows:

Deliverable	Required Format
Written reports and studies	MS Word and Adobe PDF
Spreadsheets and budgets	MS Excel and Adobe PDF
Presentations	MS PowerPoint and Visio and Adobe PDF

Solicitation No. - N° de l'invitation
EP748-151888/C

Amd. No. - N° de la modif.
Rev. 1

Buyer ID - Id de l'acheteur
FQ002

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

File No. - N° du dossier
EP748-151888

CCC No./N° CCC - FMS No./N° VME

Deliverable	Required Format
Schedules	Primavera P6 and Adobe PDF
Risk Analysis	Primavera P6, Palisades @Risk, and Adobe PDF
Diagrams	Adobe Illustrator or MS Visio and Adobe PDF

APPENDIX A – Project Background

1.0 Project Objectives

The objectives of the Project are to:

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

2.0 Project Culture

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

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

This Project culture:

- a) Promotes team integration and the elimination of silos;
- b) Promotes healthy constructive dialogue of engagement;
- c) Streamlines and simplifies approval processes in all organizations;
- d) Delegates authority to team members where possible;
- e) Leverages technology for enhanced communications;
- f) Accepts the ongoing development and refinement of requirements;
- g) Respects the inevitable reality of change;
- h) Encourages innovation within the design;
- i) Encourages ownership and responsibility of tasks; and
- j) Ensures reactive problem solving and risk based decision making.

3.0 Location

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

As shown in Figure 1, the proposed location of the primary work extends from the main lawn of Parliament Hill, south of the Vaux Wall, to the north edge of the escarpment overlooking the Ottawa River, and from the west edge of the escarpment to the east edge of the escarpment. Other work will be carried out at remote locations yet to be determined.

Significant construction is anticipated to start in 2019, after obtaining numerous design approvals. During the construction period the House of Commons of Canada (House of Commons) will conduct their parliamentary operations from the West Block, with a public entrance from the Visitor Welcome Centre, Phase 1 (VWC1). The Senate of Canada (Senate) will conduct their parliamentary operations from the Government Conference Centre, adjacent to the Rideau Canal. The Senate will also retain and constantly use offices and parliamentary committee rooms in the East Block. The Library of Parliament and Centre Block Underground Services (CBUS) buildings will also be operational during the construction period. Library of Parliament staff will operate from other locations.

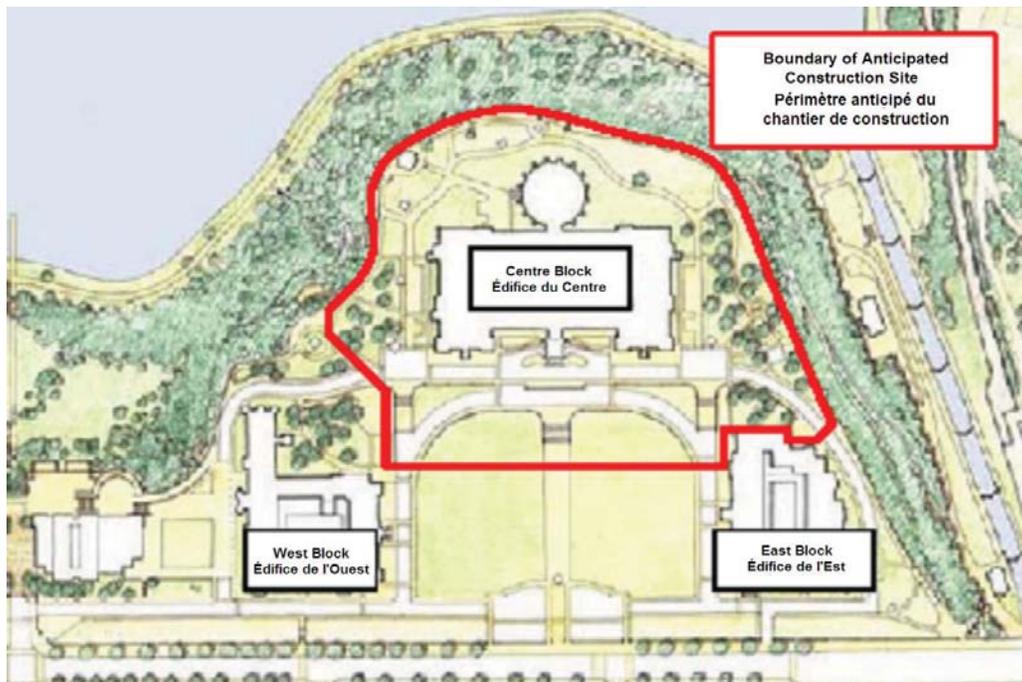


Figure 1 - Anticipated Construction Site

4.0 Parliamentary Precinct and its Long Term Vision and Plan

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

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

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

- a) The Internet contains information about the Parliamentary Precinct at:
<http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/index-eng.html>;
- b) Information about Centre Block as well as informative videos at:
<http://www.parl.gc.ca/Visitors/index-e.html>;
- c) The Long Term Vision and Plan (LTVP) publication Building on a Solid Foundation at:
http://publications.gc.ca/collections/collection_2013/tpsgc-pwgsc/P4-51-2007-eng.pdf;
- d) The National Project Management System (NPMS) model which PWGSC follows:
<http://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/mdl-description-eng.html>
- e) Information for the Federal Heritage Buildings Review Office (FHBRO) can be found at the following websites:
 - i. Parliament Hill, Centre Block:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2833
 - ii. Parliament Buildings National Historic Site of Canada:
http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=471
 - iii. Public Grounds of the Parliament Buildings National Historic Site of Canada:
http://www.pc.gc.ca/apps/dfhd/page_nhs_eng.aspx?id=470
 - iv. Parliament Hill, Complex:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2834
 - v. Parliament Hill, Grounds:
http://www.pc.gc.ca/apps/dfhd/page_fhbro_eng.aspx?id=2835

5.0 Project Description

The Centre Block is at the very heart of Canada's political and cultural landscape. It represents the rich history of this country, as well as its contemporary hopes and dreams. As the institutional home of Canada's system of parliamentary democracy, it embodies the

achievements and challenges of a bilingual, pluralistic society. Its setting, within the extraordinary landscape of Parliament Hill, reminds us of the powerful intersection of history and geography that define Canada's identity, and that compel us to consider an ecological and sustainable future for this place and for the world.

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

The Centre Block is the core component within the Parliament Hill complex, occupying a central position between the East Block, the West Block, the Library of Parliament and the emerging Visitor Welcome Centre. The Gothic Revival style of the original mid-19th Century building was specifically chosen to allow a rich and complex relationship between the wilderness escarpment to the north and the great lawn to the south. In its rebuilding after the disastrous 1916 fire, the exterior style was maintained and a new Beaux-Arts interior created to update the building and allow an increased public presence. It displays a multitude of stone carvings, including gargoyles, grotesques and friezes in keeping with the Victorian High Gothic style. The building is connected with the Peace Tower, built between 1919 and 1927, and the Library of Parliament. It houses the Senate and House of Commons Chambers and offices of numerous Senators, Members of Parliament and senior administration or both legislative houses, as well as many ceremonial spaces such as the Hall of Honour, the Memorial Chamber and Confederation Hall.

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

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

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

6.0 Project Elements

6.1 Centre Block

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

6.1.1 Security/Asset Condition

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

6.1.2 Building Operations

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

6.1.3 Functional Requirements

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

6.1.4 Heritage Requirements

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

6.2 Visitor Welcome Centre Complex

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

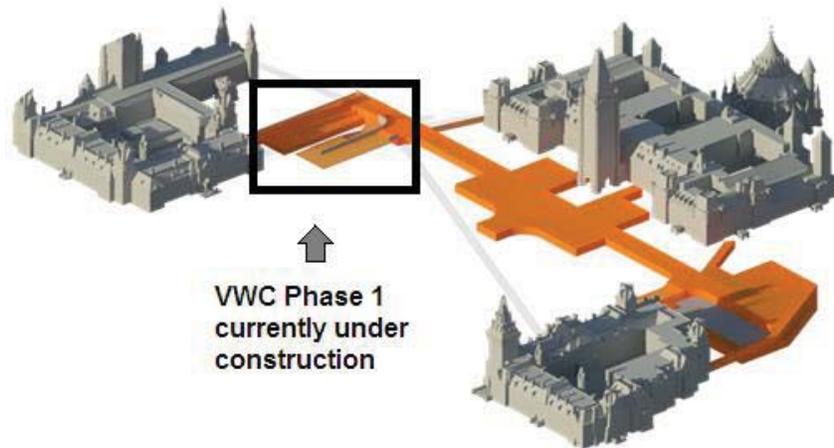


Figure 2 - Visitor Welcome Centre Complex

6.2.1 Functional Requirements

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

6.2.2 Building Operations

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

6.3 Site Requirements

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

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

6.4 Construction Management Project Delivery

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

Project implementation must enhance critical decision making in order to prioritize the design and interim approvals, allowing construction to start early and in an optimized sequence. The cost benefit of this approach has a significant impact to the cash flow and overall Project cost. This implementation approach is routinely adopted in industry through public-private-partnerships and design-build projects, which are variants of construction management, and is central to the success of the Centre Block Rehabilitation Project.

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

6.5 Investigations

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

6.6 Enabling Projects

The Project Team must complete approximately 15-20 enabling projects by early 2019, in advance of performing any substantive construction. These projects range from approximately \$1 million to \$20 million each and have various degrees of complexity and involve a multidisciplinary and multi-trade effort. Many of these projects have a direct relationship with and will occur concurrently with investigation work necessary to inform the main design and obtain design approval. They will include civil and building infrastructure

and fit-up within or around Centre Block, as well as other locations in the Parliamentary Precinct and National Capital Region.

6.7 Building Information Modeling

PWGSC is currently creating a 3D BIM Model of Centre Block. The BIM is intended to be updated and enhanced by the entire design team (i.e. the combined forces of the Architectural and Engineering Consultant, the Information Technology and Project Management Office and security) over the duration of the Project.

6.8 Building Components and Connectivity Program

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

6.9 Project Duration

This significant Project will take between 8 - 12 years to complete depending on the options approved for implementation. Regardless of the options approved, the first two years of the Project are critical when the schematic design must be completed and approved in about 36 months from the award of the A&E Consultant and CM contracts. Formative seismic/structural design options, inclusive of architectural and security impacts, must be completed within 24 months for presentation to approval bodies.

6.10 Project Size

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

APPENDIX B – REFERENCE DOCUMENTS

The DR will provide the Contractor the following documents after Contract award:

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

The following websites are also available for online research:

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

APPENDIX C – TASKING ASSESSMENT PROCEDURE

- 1 Where a requirement for a specific task is identified, a draft Task Authorization Form (TA Form) as attached at Appendix D to Annex A will be provided to the Contractor. Once a draft TA Form is received the Contractor must submit to the Departmental Representative proposed resources to supply the requested Resource Categories based on the information identified in the TA Form. The quotation must be signed and submitted to Canada within the time for response identified in the TA Form. The Contractor will be given a minimum of 5 business day turnaround time to submit a quotation.
- 2 For each proposed resource the Contractor must supply a résumé, the requested security clearance information and must meet the Mandatory Resource Assessment Criteria identified at Appendix E to Annex A applicable to the Resource Categories identified in the draft TA. The same individual must not be proposed for more than one Resource Category. The résumés must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
 - a) Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the Work. (Refer to Appendix F to Annex A, Certifications).
 - b) For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource before the date the draft TA was first issued to the Contractor.
 - c) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of draft TA issuance and must continue, where applicable, to be a member in good standing of the profession or membership throughout the assessment period and Contract Period. Where the designation or membership must be demonstrated through a certification diploma or degree, such document, must be current, valid and issued by the entity specified in this Contract or if the entity is not specified the issuer must have been an accredited or otherwise recognized body, institution or entity at the time the document was issued.
 - d) 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.
 - e) For any requirements that specify a particular time period (e.g., 24 months) of work experience, Canada will disregard any information about experience if the résumé does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start

date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.

- f) A résumé must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. Only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, or reusing the same wording as the TA Form, will not be considered "demonstrated" for the purposes of the assessment. The Contractor should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications / experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience.
- 3 The qualifications and experience of the proposed resources will be assessed against the requirements set out in Appendix E to Annex A to determine each proposed resource's compliance with the mandatory and rated criteria. Canada may request proof of successful completion of formal training, as well as reference information. Canada may conduct reference checks to verify the accuracy of the information provided. If reference checks are done, they will be conducted in writing by e-mail (unless the contact at the reference is only available by telephone). Canada will not assess consider a mandatory criteria met unless the response is received within 5 working days. On the third working day after sending out the e-mails, if Canada has not received a response, Canada will notify the Contractor by e-mail, to allow the Contractor to contact its reference directly to ensure that it responds to Canada within 5 working days. Wherever information provided by a reference differs from the information supplied by the Contractor, the information supplied by the reference will be the information assessed. A mandatory criteria will not be considered as met if the reference customer is not a customer of the Contractor itself (for example, the customer cannot be the customer of an affiliate of the Contractor). Nor will a mandatory criteria considered as met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Contractor. Crown references will be accepted.
- 4 During the assessment of the resources proposed, should the references for two or more resources required under that TA either be unavailable or fail to provide evidence to support that the required qualifications of the proposed resources to perform the required services, the Contracting Authority may find the quotation to be non-responsive.
- 5 Once the quotation has been accepted by the Departmental Representative, the TA Form will be signed by Canada and provided to the Contractor for signature. The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a validly issued TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

APPENDIX D – Task Authorization Form

TASK AUTHORIZATION (TA) FORM				
Contractor:		Contract Number:		
Commitment: #		Financial Coding:		
Task Number (Amendment):		Issue Date:	Response Require By:	
1. Statement of Work (Work Activities, Certifications and Deliverables)				
See attached for Statement of Work and Certifications required.				
2. Period of Service:	From (Date)		To (Date)	
3. Work Location:				
4. Travel Requirements:				
5. Language Requirement:				
6. Other Conditions/Constraints:				
7. Level of Security Clearance required for the Contractor Personnel:				
8. Contractor's Response:				
Category and Name of Proposed Resource	PWGSC Security File Number	Firm All Inclusive Hourly Rate	Estimated # of Days	Total Cost

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TASK AUTHORIZATION				
(TA) FORM				
Estimated Cost				
Applicable Taxes				
Total Labour Cost				
Total Travel & Living Cost				
Firm Price or Maximum TA Price				
Contractor's Signature				
Name, Title and Signature of Individual Authorized to sign on behalf of the Contractor (type or print)		Signature:		
_____		_____		
		Date:		

Approval – Signing Authority				

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TASK AUTHORIZATION (TA) FORM	
Signatures (Client)	Signatures (PWGSC)
Name, Title and Signature of Individual Authorized to sign: Departmental Representative: _____ Date: _____	Contracting Authority: _____ Date: _____
You are requested to provide to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.	

APPENDIX E – RESOURCES ASSESSMENT CRITERIA AND RESPONSE TABLE

1.0 To facilitate resource assessment, the Contractor must prepare and submit a response to a draft Task Authorization using Mandatory Resource Assessment Criteria provided in this Appendix. When completing the response, the specific information which demonstrates the requested criteria and reference to the page number of the résumé should be incorporated so that the assessor can verify this information. The response should not contain all the project information from the resume. Only the specific answer should be provided.

2.0 Mandatory Resource Assessment Criteria:

The Contractor must Substantiate that the proposed resource meets the mandatory requirement listed below for the resource category for which they are being proposed.

2.1 Resources

2.1.1 For the purpose of this section:

“Complex”: For the purpose of the solicitation evaluation, a Complex project is one that:

- a) Is in one location only (where location refers to one or multiple construction site(s) in a town, city, municipality, county, province, or territory for a distinct design mandate of a standalone project(for example a subway system that includes three stations is acceptable although there are multiple construction sites, but construction of multiple retail stores in one city will not be accepted) and includes a minimum of three of the following complexity characteristics:
 - i. Public infrastructure (e.g. subway or tunnel system, airport, bridge, etc.);
 - ii. Constrained spatial environment (e.g. downtown metropolitan area, limited land mass area, etc.);
 - iii. Security requirement of an entire facility (e.g. courthouse, laboratory level 3 or above, airport, prison, etc.);
 - iv. Layers of circulation or technical programming (e.g. pedestrian impact, public transportation, multiple user groups, separating the public from principle occupant or client/user, etc.); or
 - v. Government or public process (e.g. numerous approval bodies, ministerial or equivalent approval, etc.).

“Construction Cost Estimate” Types includes:

“Class A”: A substantive cost estimate to be in both elemental cost analysis format as well as trade divisional format latest edition issued by the Canadian Institute of Quantity Surveyors and based on completed construction Drawings and specifications prepared prior to calling competitive tenders. The Class 'A' estimate is generally expected to be within 5% to 10% of the actual contract award price for new construction.

“Class B”: A substantive cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on

design development Drawings and outline specifications, which include the design of all major systems and subsystems, as well as the results of all site/installation investigations.

"Class C": An indicative cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on a comprehensive list of requirements and assumptions, including a full description of the preferred schematic design option, construction/design experience, and market conditions.

"Class D": An indicative cost estimate to be in unit cost analysis format (such as cost per m² or other measurement unit) based upon a comprehensive list of Project requirements (i.e. scope) and assumptions.

"Heritage Project" is defined as a heritage site, building, or monument that has the following characteristics:

- a) Recognized either locally, nationally or internationally for its historic or cultural significance; and
- b) Predominantly an adaptive re-use, restoration or rehabilitation, with or without spatial expansion.

"Project Value" means the actual cost or estimate, including the design cost and construction cost associated to a project or program, submitted by the Bidder. For completed projects or programs, Bidders are requested to provide the Project Value in Canadian currency for the year completed. If Project Values are not provided in 2015 Canadian currency values, Canada will escalate the construction cost to 2015 Canadian currency values as identified in the table below. Project Values in currencies other than Canadian currency will be converted to Canadian currency by Canada based on the rate of exchange published by the Bank of Canada at the time of the completion date of the project or program submitted by the Bidder.

"Substantiate", "Substantiated", or "Substantiation" is defined as: to provide evidence to support

2.1.2 Experience

Unless specified otherwise, all work experience must have been obtained within the 180 months prior to and excluding the stipulated month of any request for the Senior positions, and within the 120 months prior to and excluding the stipulated month of any request for all other positions.

2.1.3 Education

Academic certification(s) (e.g. degrees, diplomas etc.) for each proposed resource must have been obtained through a recognized academic institution. Proof of academic

certification(s) education must be provided. Such proof can be in the form of a photocopy.

If applicable, the proposed resource(s) must meet the education requirements detailed in this Appendix for the resource category for which they are being proposed. Where the criteria requests the Contractor to provide information about the education of the proposed resource, the individual must have obtained their education from a recognized Canadian university, college or high school. In the event the proposed resource studied at an institution outside Canada, only an equivalency assessment issued by a Canadian academic credentials assessment service* will be accepted.

*The agencies and organizations performing this service are listed on the Web site of the Canadian Information Centre for International Credentials at

(<http://www.cicic.ca/2/home.canada>).

2.2 Additional - Senior Cost Consultant

- 2.2.1 A minimum of 120 months of experience as a cost consultant providing cost management services (e.g. planning, estimating, monitoring) including a minimum of two real property projects, each with a minimum Project Value of \$100M in Canadian currency
- 2.2.2 Experience preparing at least two of the Construction Cost Estimate Types , for at least one project:
 - 2.2.2.1 Class D;
 - 2.2.2.2 Class C;
 - 2.2.2.3 Class B; and
 - 2.2.2.4 Class A
- 2.2.3 A post-secondary education certificate, diploma or degree; and
- 2.2.4 A Professional Quantity Surveyor designation in good standing registered with the Canadian Institute of Quantity Surveyors (CIQS) or equivalent. The list of equivalents can be found on the Canadian Institute of Quantity Surveyors website.
<http://www.ciqs.org/english/professional-quantity-surveyor>

2.3 Additional – Intermediate Cost Consultant

- 2.3.1 A minimum of 60 months of experience as a cost consultant providing cost management services (e.g. cost monitoring, reporting) including a minimum of two real property projects, each with a minimum Project Value of \$100M in Canadian currency; and
- 2.3.2 A post-secondary education certificate, diploma or degree.

2.4 Optional – Junior Cost Consultant

- 2.4.1 A minimum of 24 months of experience providing cost management services; and
- 2.4.2 A post-secondary education certificate, diploma or degree.

2.5 Additional - Senior Planner

- 2.5.1 A minimum of 120 months of experience providing time management services (e.g. planning, scheduling, monitoring, etc.) including a minimum of two real property projects or programs, each having a minimum Project Value of \$100M in Canadian currency; and
- 2.5.2 A post-secondary education certificate, diploma or degree.

2.6 Additional - Intermediate Scheduler

- 2.6.1 A minimum of 60 months of experience providing time management services (e.g. progress updating and managing schedules) including a minimum of two real property projects or programs, each with a minimum Project Value of \$100M in Canadian currency; and
- 2.6.2 A post-secondary education certificate, diploma or degree.

2.7 Optional - Junior Scheduler

- 2.7.1 A minimum of 24 months of experience providing time management services; and
- 2.7.2 A post-secondary education certificate, diploma or degree.

2.8 Additional - Senior Risk and Value Management Specialist

- 2.8.1 A minimum of 120 months of experience providing risk management services (e.g. conducting risk assessments) including a minimum of one project or program with a minimum Project Value of \$100M in Canadian currency;
- 2.8.2 A minimum of experience on two projects conducting risk and value management training or awareness sessions; and
- 2.8.3 A post-secondary education certificate, diploma or degree.

2.9 Optional - BIM resource

- 2.9.1 A minimum of 60 months of experience working on building information modeling (BIM) projects or programs; and
- 2.9.2 A post-secondary education certificate, diploma or degree.

APPENDIX F – CERTIFICATIONS AT THE TA STAGE

The following Certifications are to be used, as applicable. If they apply, they must be signed and attached to the Contractor's quotation when it is submitted to Canada.

1. CERTIFICATION OF EDUCATION AND EXPERIENCE

The Contractor certifies that all the information provided in the résumés and supporting material proposed for completing the subject work, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Contractor to be true and accurate. Furthermore, the Contractor warrants that every individual proposed by the Contractor for the requirement is capable of performing the Work described in the Task Authorization.

Print name of authorized individual & sign above

Date

2. CERTIFICATION OF AVAILABILITY OF PERSONNEL

The Contractor certifies that, should it be authorized to provide services under this Task Authorization, the persons proposed in the quotation will be available to commence performance of the work within a reasonable time from the date of issuance of the valid Task Authorization, or within the time specified in the TA Form, and will remain available to perform the work in relation to the fulfillment of the requirement.

Print name of authorized individual & sign above

Date

3. CERTIFICATION OF STATUS OF PERSONNEL

If the Contractor has proposed any individual who is not an employee of the Contractor, the Contractor certifies that it has permission from that individual to propose his/her services in relation to the Work to be performed under this TA and to submit his/her résumé to Canada. At any time during the Contract the Contractor must, upon request from the Contracting Authority, provide the written confirmation, signed by the

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individual, of the permission that was given to the Contractor of his/her availability. Failure to comply with the request may result in a default under the Contract in accordance with the General Conditions.

Print name of authorized individual & sign above

Date

ANNEX B – Basis of Payment

A- Contract Period (From Contract award date to December 31, 2021)

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

A-1 Professional Fees

Only travel requested by the Departmental Representative outside of the NCR will be reimbursed. There will be no travel time or travel and living expenses (including commute and parking) payable for services rendered within National Capital Region (NCR) as defined in the National Capital Act (R.S.C., 1985, c. N-4), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>).

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources to the NCR required to satisfy the contractual obligations.

A-1.1 Resource contracted from the date of Contract award to December 31, 2021 inclusive and in accordance with Annex A

Resource	Name of Resource	Estimated level of Effort (in days)	Firm All-Inclusive Hourly Rate
Senior Cost Consultant #1		1035	

A-1.2 Applicable rates for additional and optional resources as and when requested through task authorizations

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Resource	Name	Firm All-Inclusive Hourly Rate
Senior Cost Consultant #2		
Intermediate Cost Consultant #1		
Intermediate Cost Consultant #2		
Intermediate Cost Consultant #3		
Senior Planner #1		
Senior Planner #2		
Intermediate Scheduler #1		
Intermediate Scheduler #2		
Senior Risk and Value Management Specialist		
Additional - Senior Cost Consultant		
Additional - Intermediate Cost Consultant		
Optional - Junior Cost Consultant		
Additional - Senior Planner		

Resource	Name	Firm All-Inclusive Hourly Rate
Additional - Intermediate Scheduler		
Optional - Junior Scheduler		
Additional - Senior Risk and Value Management Specialist		
Optional- BIM Resources		

For the purpose of this Contract, a day is defined as 7.5 hours of work.

B- Option Periods

B-1 Option to Extend the Term of the Contract – Option Period 1 (January 1, 2022 to December 31, 2025)

This section is only applicable if option 1 to extend the term of the Contract is exercised by Canada. The rates will be established based on the hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During option period 1 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

B-2 Option to Extend the Term of the Contract – Option Period 2 (January 2026 to December 31, 2029)

This section is only applicable if option 2 to extend the term of the Contract is exercised by Canada. The rates will be established based on the hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During option period 2 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

B-3 Option to Extend the Term of the Contract – Option Period 3 (January 1, 2030 to December 31, 2030)

This section is only applicable if option 3 to extend the term of the Contract is exercised by Canada. The rates will be established based on the firm all-inclusive hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During the option period 3 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

B-4 Option to Extend the Term of the Contract – Option Period 4 (January 1, 2031 to December 31, 2031)

This section is only applicable if option 4 to extend the term of the Contract is exercised by Canada. The rates will be established based on the firm all-inclusive hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During option period 4 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

B-5 Option to Extend the Term of the Contract – Option Period 5 (January 1, 2032 to December 31, 2032)

This section is only applicable if option 5 to extend the term of the Contract is exercised by Canada. The rates will be established based on the firm all-inclusive hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During option period 5 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

B-6 Option to Extend the Term of the Contract – Option Period 6 (January 1, 2033 to December 31, 2033)

This section is only applicable if option period 6 to extend the term of the Contract is exercised by Canada. The rates will be established based on the firm all-inclusive hourly rates specified in section A-1 of Annex B and will be adjusted in accordance with section C of Annex B Economic Price Adjustment.

During option period 6 of the Contract, the Contractor will be paid as specified above for Work performed in accordance with the Contract.

C- Economic Price Adjustment (EPA)

C-1 The firm all-inclusive hourly rates indicated in Annex B - Basis of Payment will be subject to an annual upward or downward EPA as detailed below:

The initial EPA will be effective January 1, 2019 and all subsequent price adjustments will come into effect January 1 of every respective Contract year and thereafter apply to the services provided for the period from January 1 to December 31 of that Contract year.

An adjustment to the firm all-inclusive hourly rates will be based upon the procedures and formula specified below:

a) Initial EPA: the firm all-inclusive hourly rates adjustments effective on January 1, 2019 will be equal to the applicable Consumer Price Index (CPI) Ottawa-Gatineau for 2018 divided by applicable CPI Ottawa-Gatineau for the month of bid closing.

b) Subsequent EPA:

The EPA effective on January 1, 2020 and for any subsequent Contract years (including option periods, if exercised) will be equal to the applicable CPI Ottawa-Gatineau for the previous calendar year divided by the applicable CPI Ottawa-Gatineau for the penultimate calendar year. For example, the EPA effective on January 1, 2020 will be equal to the applicable CPI Ottawa-Gatineau for the calendar year 2019 divided by the applicable CPI Ottawa-Gatineau for the calendar year 2018.

$$R_C = \left(\frac{CPI_B}{CPI_A} \times R_B \right)$$

where:

R_C = Total EPA factor applied to correct the firm all-inclusive hourly rates for the services provided between the period of January to December of any specific year of the Contract

R_B = Firm all-inclusive hourly rates applicable for the calendar year preceding the calendar year for which EPA is being calculated.

CPI_A = For the initial EPA, the actual CPI (Table 326-0020 Ottawa-Gatineau, 2002-100) published by Statistics Canada, for the month of bid closing; or

For subsequent EPAs, the actual annual average of the CPI (Table 326-0021 Ottawa-Gatineau, 2002-100) published by Statistics Canada, for the penultimate calendar year for which R_C is being calculated. Annual average indexes are obtained by averaging the indexes for the 12 months of the calendar year.

CPI_B = The actual CPI (Table 326-0021 Ottawa-Gatineau, 2002-100) published by Statistics Canada, for the calendar year preceding the period for which R_C is being calculated. Annual average indexes are obtained by averaging the indexes for the 12 months of the calendar year.

Example of calculation for January 1 to December 31, 2021 hourly rate (R_C) :

$$R_B = \text{Hourly rate 2020} = \$111.25$$

$$CPI_A = \text{CPI 2019} = 132.1$$

$$CPI_B = \text{CPI 2020} = 134.3$$

$$R_C = \left(\frac{134.3}{132.1} \times \$111.25 \right) = \$113.10$$

- C-2** In the event of the discontinuance or suspension of the index by Statistics Canada, the Parties must agree upon an appropriate substitute for the discontinued or altered index for use under this clause and amend the Contract accordingly.
- C-3** All EPA calculations must be carried out to two decimal places with the third decimal being rounded up if third decimal is equal to or greater than 5 and rounded down if third decimal is less than or equal to 4.
- C-4** In the event that the applicable CPI is not available at the time of the invoice, a retroactive adjustment without interest will be applied on the first monthly invoice submitted after the publication of the applicable CPI.

Solicitation No. - N° de l'invitation
EP748-151888/C

Amd. No. - N° de la modif.
Rev. 1

Buyer ID - Id de l'acheteur
FQ002

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

File No. - N° du dossier
EP748-151888

CCC No./N° CCC - FMS No./N° VME

ANNEX C – Security Requirement Check List

Security Requirement Check List (SRCL) is attached as a separate document

Centre Block Rehabilitation Project

SECURITY CLASSIFICATION GUIDE

for

Time/Cost Risk Management Services: EP748-15-1888

Revised September 12, 2016

CTR Contractor Resources	When clearance is required	Security level
Senior Cost Consultant #1	Contract Award	Secret
Senior Cost Consultant #2	Prior to commencing work	Site Access
Intermediate Cost Consultant #1	Prior to commencing work	Site Access
Intermediate Cost Consultant #2	Prior to commencing work	Site Access
Intermediate Cost Consultant #3	Prior to commencing work	Site Access
Senior Planner #1	Prior to commencing work	Secret
Senior Planner #2	Prior to commencing work	Site Access

CTR Contractor Resources	When clearance is required	Security level
Intermediate Scheduler #1	Prior to commencing work	Site Access
Intermediate Scheduler #2	Prior to commencing work	Site Access
Senior Risk and Value Management Specialist	Prior to commencing work	Site Access
Total CTR Contractor Resources	10	

CTR Contractor Additional Resources	When clearance is required	Security level
Senior Cost Consultant	Prior to commencing work	Site Access
Intermediate Cost Consultant	Prior to commencing work	Site Access
Junior Cost Consultant	Prior to commencing work	Site Access
Senior Planner	Prior to commencing work	Site Access
Intermediate Scheduler	Prior to commencing work	Site Access

CTR Contractor Additional Resources	When clearance is required	Security level
Junior Scheduler	Prior to commencing work	Site Access

CTR Contractor Optional Resources	When clearance is required	Security level
Senior Risk and Value Management Specialist	Prior to commencing work	Site Access
BIM Resource	Prior to commencing work	Site Access

ANNEX D – Technical Evaluation Criteria

1. Experience

The experience of the proposed resources must be demonstrated and be directly related to the required category. The Bidders should provide complete details of its experience and the experience of its proposed resources as to where, timeframe (start to end dates including months and years), and how (through which activities/responsibilities), the stated qualifications/experience were obtained. Experience gained by a proposed resource during formal education will not be considered work experience. All requirements for work experience must be obtained in a legitimate work environment as opposed to an educational setting. Co-op terms are considered work experience provided they are related to the required services. Where the Bidder indicates its experience or the experience of a proposed resource has been obtained on a project whose timeframe overlaps that of another referenced project, the months that overlap will only be counted once toward the experience of the Bidder on one project.

The qualifications and experience of the Bidders and its proposed resource(s) will be assessed against the requirements set out in the Request for Proposal (RFP). The evaluation team may request reference information. If applicable, the proposed resource(s) must meet the minimum experience requirements detailed in the RFP for the category for which they are being proposed.

Unless specified otherwise, all work experience must have been obtained within the 180 months prior to and excluding the stipulated month of bid closing for the Senior positions, and within the 120 months prior to and excluding the stipulated month of bid closing for all other positions.

2. Education

Academic certification(s) (e.g. degrees, diplomas etc.) for each proposed resource must have been obtained through a recognized academic institution. Proof of academic certification(s) education must be provided. Such proof can be in the form of a photocopy.

If applicable, the proposed resource(s) must meet the education requirements detailed in the RFP for the resource category for which they are being proposed. Where the RFP requests the Bidder to provide information about the education of the proposed resource, the individual must have obtained their education from a recognized Canadian university, college or high school. In the event the proposed resource studied at an institution outside Canada, only an equivalency assessment issued by a Canadian academic credentials assessment service* will be accepted.

*The agencies and organizations performing this service are listed on the Web site of the Canadian Information Centre for International Credentials at:

(<http://www.cicic.ca/2/home.canada>).

3. Definitions

For the purpose of Annex D, the following definitions apply:

"Bidder's Team": For the purpose of the solicitation evaluation, the Bidder's Team includes:

- a) The Bidder as defined in Standard Instructions - Goods or Services - Competitive Requirements 2003 05 – Definition of Bidder; and
- b) The Bidder's parent, subsidiaries or other affiliates if the Bidder Substantiate the implication of the parent, subsidiary or affiliate on the project either:
 - i) Under MT3 – Approach and Methodology by providing expertise on the project; or
 - ii) Under MT4 – Capacity by providing resources on the project.

The Bidder's Team does not include subcontractors

"Complex": For the purpose of the solicitation evaluation, a Complex project is one that:

- a) Is in one location only (where location refers to one or multiple construction site(s) in a town, city, municipality, county, province, or territory for a distinct design mandate of a standalone project (for example a subway system that includes three stations is acceptable although there are multiple construction sites, but construction of multiple retail stores in one city will not be accepted) and includes a minimum of three of the following complexity characteristics:
 - i. Public infrastructure (e.g. subway or tunnel system, airport, bridge, etc.);
 - ii. Constrained spatial environment (e.g. downtown metropolitan area, limited land mass area, etc.);
 - iii. Security requirement of an entire facility (e.g. courthouse, laboratory level 3 or above, airport, prison, etc.);
 - iv. Layers of circulation or technical programming (e.g. pedestrian impact, public transportation, multiple user groups, separating the public from principle occupant or client/user, etc.); or
 - v. Government or public process (e.g. numerous approval bodies, ministerial or equivalent approval, etc.).

"Construction Cost Estimate" Types includes:

"Class A": A substantive cost estimate to be in both elemental cost analysis format as well as trade divisional format latest edition issued by the Canadian Institute of Quantity Surveyors and based on completed construction Drawings and specifications prepared prior to calling competitive tenders. The Class 'A' estimate is generally

expected to be within 5% to 10% of the actual contract award price for new construction.

"Class B": A substantive cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on design development Drawings and outline specifications, which include the design of all major systems and subsystems, as well as the results of all site/installation investigations.

"Class C": An indicative cost estimate as per the latest edition of the elemental cost analysis format issued by the Canadian Institute of Quantity Surveyors and based on a comprehensive list of requirements and assumptions, including a full description of the preferred schematic design option, construction/design experience, and market conditions.

"Class D": An indicative cost estimate to be in unit cost analysis format (such as cost per m² or other measurement unit) based upon a comprehensive list of Project requirements (i.e. scope) and assumptions.

"Heritage Project" is defined as a heritage site, building, or monument that has the following characteristics:

- a) Recognized either locally, nationally or internationally for its historic or cultural significance; and
- b) Predominantly an adaptive re-use, restoration or rehabilitation, with or without spatial expansion.

"Project Value" means the actual cost or estimate, including the design cost and construction cost associated to a project or program, submitted by the Bidder. For completed projects or programs, Bidders are requested to provide the Project Value in Canadian currency for the year completed. If Project Values are not provided in 2015 Canadian currency values, Canada will escalate the construction cost to 2015 Canadian currency values as identified in the table below. Project Values in currencies other than Canadian currency will be converted to Canadian currency by Canada based on the rate of exchange published by the Bank of Canada at the time of the completion date of the project or program submitted by the Bidder.

"Substantiate", "Substantiated", or "Substantiation" is defined as: to provide evidence to support

Escalation Calculation - 2015 Value of Construction Costs after 2001

Non-Residential Building Construction Price Index (NRBCPI) Table 327-0043 escalation for Ottawa/Gatineau, annual average

* Example: Assumes project completion in December 2001

Year Count	Year	Example* Construction Cost	StatsCan Escalation Values %	Annual Escalation	Cumulative Escalated Value	Cumulative Escalation
1	2001	\$78,000,000				
2	2002		1,73	\$ 1,348,932	\$ 79,348,932	1,73%
3	2003		3,60	\$ 2,808,000	\$ 82,205,493	5,39%
4	2004		5,41	\$ 4,216,216	\$ 86,649,034	11,09%
5	2005		4,40	\$ 3,428,571	\$ 90,457,782	15,97%
6	2006		5,88	\$ 4,584,211	\$ 95,774,161	22,79%
7	2007		6,71	\$ 5,234,466	\$ 102,201,424	31,03%
8	2008		8.70	\$ 6,782,609	\$ 111,088,505	42,42%
9	2009		0.00	\$ 0	\$ 111,088,505	42,42%
10	2010		3.21	\$ 2,507,143	\$ 114,659,207	47,00%
11	2011		5.05	\$ 3,940,485	\$ 120,451,679	54,43%
12	2012		2.64	\$ 2,055,336	\$ 123,625,636	58,49%
13	2013		-0.19	-\$ 150,193	\$ 123,387,589	58,19%
14	2014		1.35	\$ 1,053,376	\$ 125,053,917	60,33%
15	2015		1.40	\$ 1,088,832	\$ 126,799,593	62,56%

4. Mandatory Technical Criteria

The Bidder must meet the mandatory technical (MT) criteria specified below. The Bidder must provide the necessary documentation to support compliance with these requirements.

A Bidder who fails to meet all the mandatory technical criteria will be declared non-responsive and their proposal given no further consideration. Each mandatory technical criteria should be addressed separately.

The Bidder should complete and submit the cross reference column in the Compliance Checklist as included in Appendix A to this Annex. Cross reference(s) to the section(s), page number(s) or paragraph number(s) in the Bidder's proposal should be provided for each criteria. The columns met and not met of the Compliance Checklist will be completed by the evaluators to evaluate bids.

MT1 Proposed Resources (MT1.1)

MT1.1 Resource Category

The Bidder must propose the specified number of resources in each of the following required categories **only**. Any individual resource may be proposed for no more than one resource category.

- a) Senior Cost Consultant (2);
- b) Intermediate Cost Consultant (3);
- c) Senior Planner (2);
- d) Intermediate Scheduler (2); and
- e) Senior Risk and Value Management Specialist (1).

MT2 Project Experience (MT2.1 & MT2.4)

The Bidder must provide details of the Bidder's Team experience and achievements in three projects or programs it delivered that involved provision of cost, time or risk management services within the last 120 months prior to and excluding the stipulated month of bid closing on a **maximum of three pages per project/program**. If a Bidders submits more than three projects/programs, only the first three will be evaluated. On each project, the Bidder must Substantiate the approach and methodology the Bidder's Team used in delivering cost, time or risk. The Bidder should identify which project is submitted for which discipline (i.e. cost, time and risk)

MT2.1 At least one project/program provided at MT2 must have included provision of cost management services by the Bidder's Team.

MT2.2 At least one project/program provided at MT2 must have included provision time management services by the Bidder's Team.

MT2.3 At least one project/program provided at MT2 must have included provision of risk management services by the Bidder's Team.

MT2.4 At least two of the three project/program examples provided at MT2 must have had a Project Value of at least \$500M each in 2015 Canadian currency

MT3 Approach and Methodology

The Bidder must demonstrate the approach and methodology to be used to meet the contract requirements (i.e. services and deliverables) for cost, time and risk management services in a **maximum of six pages**. The Bidder must include a communications management plan and a long term strategy for managing changes in Project scope, costs, schedule, and associated Project risks. If applicable, the Bidder must Substantiate how the parents, subsidiaries and affiliates will provide expertise on the project.

MT4 Capacity

The Bidder must demonstrate its capacity to assemble, direct, support and maintain the cost, time, risk management services team throughout the term of the Project in a **maximum of three pages**. The Bidder must include a resource replacement strategy as well as a plan for adapting and maintaining service delivery with changes in industry practices, tools and technology. If applicable, the Bidder must Substantiate the implication that the Bidder's parents, subsidiaries and affiliates will have on the project.

MT5 Proposed Resources (MT5.1 to MT5.10)

The Bidder must Substantiate the experience and expertise of each proposed resource to be assigned to this Project by providing the relevant information for each resource category below as it pertains to MT5. This information must be provided on a summary résumé **no longer than 4 pages** for the senior Risk and Value Management Specialist, and **no longer than 3 pages** for the other positions.

MT5.1 & MT5.2 Senior Cost Consultants

The Bidder must Substantiate that:

- a) Each proposed resource has a minimum of 120 months of experience as a cost consultant providing cost management services (e.g. planning, estimating, monitoring) including a minimum of two real property projects, each with a minimum Project Value of \$100M in 2015 Canadian currency;
- b) Each proposed resource has experience preparing at least two of the Construction Cost Estimate Types , for at least one project:
 - i. Class D;
 - ii. Class C;
 - iii. Class B; and
 - iv. Class A;
- c) Each proposed resource has a post-secondary education certificate, diploma or degree; and
- d) Each proposed resource has a Professional Quantity Surveyor designation in good standing registered with the Canadian Institute of Quantity Surveyors (CIQS) or equivalent. The list of equivalents can be found on the Canadian Institute of Quantity Surveyors website. <http://www.ciqs.org/english/professional-quantity-surveyor>

MT5.3, MT5.4 & MT5.5 Intermediate Cost Consultants

The Bidder must Substantiate that each proposed resource has:

- a) A minimum of 60 months of experience as a cost consultant providing cost management services (e.g. cost monitoring, reporting) including a minimum of two real property projects, each with a minimum Project Value of \$100M in 2015 Canadian currency; and
- b) A post-secondary education certificate, diploma or degree.

MT5.6 & MT5.7 Senior Planners

The Bidder must Substantiate that:

- a) Each proposed resource has a minimum of 120 months of experience providing time management services (e.g. planning, scheduling, monitoring, etc.) including a minimum of two real property projects or programs, each having a minimum Project Value of \$100M in 2015 Canadian currency; and
- b) Each proposed resource has a post-secondary education certificate, diploma or degree.

MT5.8 & MT5.9 Intermediate Schedulers

The Bidders must Substantiate that each proposed resource has:

- a) A minimum of 60 months of experience providing time management services (e.g. progress updating and managing schedules) including a minimum of two real property projects or programs, each with a minimum Project Value of \$100M in 2015 Canadian currency; and
- b) A post-secondary education certificate, diploma or degree.

MT5.10 Senior Risk and Value Management Specialist

The Bidders must Substantiate that the proposed resource has:

- a) A minimum of 120 months of experience providing risk management services (e.g. conducting risk assessments) including a minimum of one project or program with a minimum Project Value of \$100M in 2015 Canadian currency;
- b) A minimum of 60 months of experience conducting risk-based analysis using Monte Carlo simulations or equivalent;
- c) Experience conducting risk and value management training or awareness sessions on at least two projects or programs; and
- d) A post-secondary education certificate, diploma or degree.

5. Rated Technical Criteria

Bidders who meet all of the mandatory technical criteria will move on to be evaluated and scored on the point rated technical (RT) criteria.

Bidders should indicate where the information is located (i.e. cross reference page, section and paragraph) in their written proposal using the following table:

RT No.	Point Rated Technical Criteria	Available Points	Cross Reference
Bidders Evaluation:			
RT1	Experience and Achievements	180	
RT2	Approach and Methodology	290	
RT3	Capacity	145	
Resources Evaluation:			
RT4	Experience and Expertise		
RT4.1	Senior Cost Consultant #1	50	
RT4.2	Senior Cost Consultant #2	50	
RT4.3	Intermediate Cost Consultant #1	35	
RT4.4	Intermediate Cost Consultant #2	35	
RT4.5	Intermediate Cost Consultant #3	35	

RT No.	Point Rated Technical Criteria	Available Points	Cross Reference
RT4.6	Senior Planner #1	50	
RT4.7	Senior Planner #2	50	
RT4.8	Intermediate Scheduler #1	35	
RT4.9	Intermediate Scheduler #2	35	
RT4.10	Senior Risk and Value Management Specialist	50	
Experience and Expertise Subtotal:		425	
Grand Total:		1040	

5.1 General Basis of Evaluation

Elements of the Bidder's response to each point rated technical criteria will be evaluated on content and quality using the following criteria and scale.

5.1.1 Content of Response

- Completeness – the response provided includes all the information sought, making the necessary links to information provided in the Statement of Work (SOW).; and
- Use of examples – the response provided includes the use of directly related examples.

5.1.2 Quality of Response

- Structure – the arrangement and organization of the material presented, including key themes and objectives with supporting details and evidence (i.e. logical sequence, chronological order, and ability to follow); and
- Clarity and conciseness – the clarity and conciseness of the written response in addressing the question asked.

RT	Unsatisfactory	Poor	Fair	Very Good	Excellent
Content	Response is inadequate or information is not provided	Response is poor with many gaps or missing information, minimally relevant response with major shortfalls, with few or no examples or links to the SOW	Response is fair with some information gaps, uses some related examples and links to the SOW, with some minor inconsistencies	Response is very good with no or minor information gaps, effectively uses directly related examples and links to the SOW, and meets SOW requirements	Response is excellent with no or minor information gaps, includes innovative ideas or methods, effectively uses directly related examples and links to the SOW, exceeds SOW requirements
Quality	Quality of the Response is inadequate, i.e. no structure, unclear and/or wordy	Response is poorly structured, making it difficult to follow and understand, leaving the reader with questions. Response lacks clarity and conciseness	Response is reasonably structured in a logical sequence that is somewhat easy to follow. Response is reasonably clear and concise but lacks refinement	Response is well structured in a logical sequence that is mostly easy to follow. Response is clear and concise	Response is excellent and response does not contain any errors of any kind. Response is clear and concise

Bidder's Evaluation (RT1, RT2 & RT3)

RT1 Experience and Achievements on Projects

Criteria

Within the **maximum number of pages submitted under MT2 Project Experience**, the response of the Bidder's Team will be evaluated in accordance with the evaluation table RT1 below as well as for its content and quality and the Bidder should:

RT 1.1.1: For the project or program submitted at MT2.1, Substantiate the cost management services rendered by the Bidder's Team. For projects undertaken as a joint-venture, consortium or in association, clearly specify the other participants, whether or not they are part of the Bidder's Team under this RFP, and a description of the respective involvement and responsibilities of those other participants on the projects submitted by the Bidder under Project Experience (MT2.1);

RT 1.1.2: For the project or program submitted at MT2.2, Substantiate the time management services rendered by the Bidder's Team for each project. For projects undertaken as a joint-venture, consortium or in association, clearly specify the other participants, whether or not they are part of the Bidder's Team under this RFP, and a description of the respective involvement and responsibilities of those other participants on the projects submitted by the Bidder under Project Experience (MT2.2);

RT 1.1.3: For the project or program submitted at MT2.3, Substantiate the risk management services rendered by the Bidder's Team for each project. For projects undertaken as a joint-venture, consortium or in association, clearly specify the other participants, whether or not they are part of the Bidder's Team under this RFP, and a description of the respective involvement and responsibilities of those other participants on the projects submitted by the Bidder under Project Experience (MT2.3); and

RT 1.2: For each project or program, Substantiate how the cost/time/risk management services rendered contributed to the project's success, including quantifiable (e.g. cost, time or risk monitoring and reporting, etc.) and intangible elements (e.g. active leadership, team motivation, positive work environment, etc.).

Evaluation table RT1

RT1	0%	15%	50%	75%	100%	Available Points
RT1.1.1	No cost management services have been Substantiated	Poor Substantiation of cost management services	Fair Substantiation of cost management services	Very good Substantiation of cost management services	Excellent Substantiation of cost management services	30
RT1.1.2	No time management services have been Substantiated	Poor Substantiation of time management services	Fair Substantiation of time management services	Very good Substantiation of time management services	Excellent Substantiation of time management services	30

RT1	0%	15%	50%	75%	100%	Available Points
RT1.1.3	No risk management services have been Substantiated	Poor Substantiation of risk management services	Fair Substantiation of risk management services	Very good Substantiation of risk management services	Excellent Substantiation of risk management services	30
RT1.2	Substantiation of how the cost/time/risk services rendered (intangible OR quantifiable) contributed to project success not provided or unsatisfactory	Poor Substantiation provided of how the cost/time/risk services rendered (intangible OR quantifiable) contributed to project success	Fair Substantiation provided of how the cost/time/risk services rendered (intangible AND quantifiable) contributed to project success	Very good Substantiation provided of how the cost/time/risk services rendered (intangible AND quantifiable) contributed to project success	Excellent Substantiation provided of how the cost/time/risk services rendered (intangible AND quantifiable) contributed to project success	60 (20 points per project)
RT1	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	30
Total:						180

RT2 Approach and Methodology

Approach and Methodology (RT2)

Within the **maximum number of pages submitted under MT3 Approach and Methodology**, the Bidder should elaborate, on how they would foster an integrated and seamless implementation strategy of Contract requirements. The response should demonstrate the Bidder's understanding of cost, time and risk management as applied to this Project.

Criteria

For the purpose of RT2, the response of the Bidder will be evaluated in accordance with the evaluation table RT2 below as well as for its content and quality and the Bidder should:

RT2.1 Substantiate the cost management approach and methodology to be used to meet the contract requirements (i.e. services and deliverables), including application of experience with preparing, assessing, updating and reporting on the master cost plan;

RT2.2 Substantiate the time management approach and methodology to be used to meet the contract requirements (i.e. services and deliverables), including application of experience with preparing, assessing, updating and reporting on the master schedule;

RT2.3 Substantiate the risk management approach and methodology to be used to meet the contract requirements (i.e. services and deliverables), including application of experience with preparing, assessing, updating and reporting on Project risks;

RT2.4 Substantiate how it would create an integrated and seamless implementation strategy of technical requirements;

RT2.5 Substantiate the communications management approach and methodology to be used for seamless, effective and efficient Project decision making and transparent information sharing; and

RT2.6 Substantiate the long term strategy for managing changes in Project scope, costs and/or schedule and associated risks.

Evaluation table RT2

RT2	0%	15%	50%	75%	100%	Available Points
RT2.1	Approach and methodology to cost management is not provided or unsatisfactory	Poor approach and methodology to cost management provided	Fair approach and methodology to cost management provided	Very good approach and methodology to cost management provided	Excellent approach and methodology to cost management	50
RT2.2	Approach and methodology to time management is not provided or unsatisfactory	Poor approach and methodology to time management provided	Fair approach and methodology to time management provided	Very good approach and methodology to time management provided	Excellent approach and methodology to time management	50
RT2.3	Approach and methodology to risk management is	Poor approach and methodology to risk	Fair approach and methodology to risk	Very good approach and methodology to risk	Excellent approach and methodology to risk management	50

RT2	0%	15%	50%	75%	100%	Available Points
	not provided or unsatisfactory	management provided	management provided	management provided		
RT2.4	Approach and methodology for an integrated and seamless implementation strategy of technical requirements is not provided or unsatisfactory	Poor approach and methodology for an integrated and seamless implementation strategy of technical requirements provided	Fair approach and methodology for an integrated and seamless implementation strategy of technical requirements provided	Very good approach and methodology for an integrated and seamless implementation strategy of technical requirements provided	Excellent approach and methodology for an integrated and seamless implementation strategy of technical requirements provided	30
RT2.5	Approach and methodology to communications management, decision making and transparent information sharing is not provided or unsatisfactory	Poor approach and methodology to communications management, decision making and transparent information sharing provided	Fair approach and methodology to communications management, decision making and transparent information sharing provided	Very good approach and methodology to communications management, decision making and transparent information sharing provided	Excellent approach and methodology to communications management, decision making and transparent information sharing provided	30
RT2.6	Long term strategy for managing changes in Project scope, costs and/or schedule is not provided or is unsatisfactory	Poor long term strategy for managing changes in Project scope, costs and/or schedule provided	Fair long term strategy for managing changes in Project scope, costs and/or schedule provided	Very good long term strategy for managing changes in Project scope, costs and/or schedule provided	Excellent long term strategy for managing changes in Project scope, costs and/or schedule provided	50
RT2	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	30

RT2	0%	15%	50%	75%	100%	Available Points
Total:						290

RT3 Capacity

Criteria

Within the **maximum number of pages submitted under MT4 Capacity**, the Bidder should elaborate, on how they would ensure sufficient capacity to assemble, direct, support and maintain the cost, time and risk management services team throughout the term of the Project.

For the purpose of RT3, the response of the Bidder will be evaluated in accordance with the evaluation table RT3 as well as on content and quality and the Bidders should:

RT3.1 Substantiate the number of Bidder's employees with cost, time and risk management capability;

RT3.2 Substantiate their strategy for assembling, managing supporting and maintaining the required quality, experience and specialty skillsets of resources forming the Bidder's cost, time and risk management team during initial contract period;

RT3.3 Substantiate their resource replacement strategy over the term of the Contract; and

RT3.4 Substantiate their plan for adapting and maintaining service delivery with changes in industry practices, tools and technology over the term of the Contract.

Evaluation table RT3

RT3	0%	15%	50%	75%	100%	Available Points
RT3.1	Cost, time and risk management capability not Substantiated and/or no capability in-house	10 employees Substantiated with cost, time and risk management capability	20 employees Substantiated with cost, time and risk management capability	30 employees Substantiated with cost, time and risk management capability	40 or more employees Substantiated with cost, time and risk management capability	50
RT3.2	Long term strategy for assembling, directing, supporting and maintaining the required quality, experience and specialty skillsets of resources is not provided or is unsatisfactory	Poor long term strategy for assembling, directing, supporting and maintaining the required quality, experience and specialty skillsets of resources	Fair long term strategy for assembling, directing, supporting and maintaining the required quality, experience and specialty skillsets of resources	Very good long term strategy for assembling, directing, supporting and maintaining the required quality, experience and specialty skillsets of resources	Excellent long term strategy for assembling, directing, supporting and maintaining the required quality, experience and specialty skillsets of resources	50
RT3.3	Resource replacement strategy is not provided or is unsatisfactory	Poor resource replacement strategy	Fair resource replacement strategy	Very good resource replacement strategy	Excellent resource replacement strategy	10

RT3	0%	15%	50%	75%	100%	Available Points
RT3.4	Plan for adapting and maintaining service delivery with changes in industry practices, tools and technology is not provided or is unsatisfactory	Poor plan for adapting and maintaining service delivery with changes in industry practices, tools and technology	Fair plan for adapting and maintaining service delivery with changes in industry practices, tools and technology	Very good plan for adapting and maintaining service delivery with changes in industry practices, tools and technology	Excellent plan for adapting and maintaining service delivery with changes in industry practices, tools and technology	10
RT3	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	25
Total:						145

RT4 Resource Evaluation

RT4.1 through RT4.10 Experience and Expertise

Criteria

Within the **maximum number of pages submitted under MT5 Proposed Resources**, the Bidder should substantiate the experience and expertise of the proposed resource to be assigned to this Project by providing the information as it pertains to the criterion listed below and as indicated in the resource evaluation table in RT4.

For the purpose of RT4, the response of the Bidder will be evaluated in accordance with the evaluation table RT4 as well as on content and quality and the resume should include:

RT4.X.1 As identified within the evaluation grids listed under evaluation table RT4, the experience of the individual in the proposed role, specifying cost, time or risk specialties as required for the proposed role, including the use of project, program or employment examples;

RT4.X.2 As identified within the evaluation grids listed under evaluation table RT4, the dollar value of the projects/programs identified;

RT4.X.3 As identified within the evaluation grids listed under evaluation table RT4, experience providing management services on a Heritage Project; and

RT4.X.4 As identified within the evaluation grids listed under evaluation table RT4, the number of projects/programs identified that meet the minimum Project Value indicated in the evaluation table RT4.

Evaluation table RT4

Senior Cost Consultants						
RT4.1- RT4.2	0%	15%	50%	75%	100%	Available Points
RT4.1.1 & RT4.2.1	Bidder has Substantiated that the proposed resource has 120 months or less experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 120 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 144 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 168 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has 180 months of experience providing cost management services	20 per resource

Senior Cost Consultants						
RT4.1- RT4.2	0%	15%	50%	75%	100%	Available Points
RT4.1.2 & RT4.2.2	Project or program submitted with the largest Project Value is not Substantiated or is equal to or less than \$100 million	Project or program submitted with the largest Project Value is greater than \$100 million	Project or program submitted with the largest Project Value is greater than \$300 million	Project or program submitted with the largest Project Value is greater than \$400 million	Project or program submitted with the largest Project Value exceeds \$500 million	10 per resource
RT4.1.3 & RT4.2.3	Bidder has not substantiated that the proposed resource provided cost management services on at least 1 one Heritage Project		Bidder has substantiated that the proposed resource provided cost management services on one Heritage Project	Bidder has substantiated that the proposed resource provided cost management services on two Heritage Projects	Bidder has substantiated that the proposed resource provided cost management services on three or more Heritage Projects	5 per resource
RT4.1.4 & RT4.2.4	One project or program submitted has a Project Value equal to or greater than \$100 million that included preparing at least two construction	Two projects or programs submitted have a Project Value equal to or greater than \$100 million that included preparing at least two construction	Three projects or programs submitted have a Project Value equal to or greater than \$100 million that included preparing two or three	Four projects or programs submitted have a Project Value equal to or greater than \$100 million that included preparing two or three construction	Five or more projects or programs submitted have a Project Value equal to or greater than \$100 million that included preparing two to four	10 per resource

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Senior Cost Consultants						
RT4.1- RT4.2	0%	15%	50%	75%	100%	Available Points
	cost estimate types	cost estimate types	construction cost estimate types	cost estimate types	construction cost estimate types	
RT4.1 & RT4.2	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	5 per resource
Total:						50 per resource

Intermediate Cost Consultants						
RT4.3 – RT4.5	0%	15%	50%	75%	100%	Available Points
RT4.3.1, RT4.4.1 & RT4.5.1	Bidder has Substantiated that the proposed resource has 60 months or less experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 60 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 72 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has 84 months of experience providing cost management services	Bidder has Substantiated that the proposed resource has more than 84 months of experience providing cost management services	15 per resource
RT4.3.2, RT4.4.2 & RT4.5.2	Project or program submitted with the largest Project Value is not Substantiated or is equal to or less than \$100 million	Project or program submitted with the largest Project Value is greater than \$100 million	Project or program submitted with the largest Project Value is greater than \$300 million	Project or program submitted with the largest Project Value is greater than \$400 million	Project or program submitted with the largest Project Value exceeds \$500 million	8 per resource
RT4.3.4, RT4.4.4 & RT4.5.4	One project or program Submitted has a Project Value equal to or greater than \$100 million that included cost	Two projects or programs Submitted have a Project Value equal to or greater than \$100 million that included cost	Three projects or programs Submitted have a Project Value equal to or greater than \$100 million that included cost	Four projects or programs Submitted have a Project Value equal to or greater than \$100 million that included cost	Five or more projects or programs Submitted have a Project Value equal to or greater than \$100 million that included cost	8 per resource

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Intermediate Cost Consultants						
RT4.3 – RT4.5	0%	15%	50%	75%	100%	Available Points
	monitoring or reporting	monitoring or reporting	monitoring or reporting	monitoring or reporting	monitoring or reporting	
RT4.3, RT4.4 & RT4.5	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	4 per resource
Total:						35 per resource

Senior Planners						
RT4.6-RT4.7	0%	15%	50%	75%	100%	Available Points
RT4.6.1 & RT4.7.1	Bidder has Substantiated that the proposed resource has 120 months or less experience providing time management services	Bidder has Substantiated that the proposed resource has more than 120 months of experience providing time management services	Bidder has Substantiated that the proposed resource has more than 144 months of experience providing time management services	Bidder has Substantiated that the proposed resource has more than 168 months of experience providing time management services	Bidder has Substantiated that the proposed resource has 180 months of experience providing time management services	20 per resource
RT4.6.2 & RT4.7.2	Project or program submitted with the largest Project Value is not Substantiated or is equal to or less than \$100 million	Project or program submitted with the largest Project Value is greater than \$100 million	Project or program submitted with the largest Project Value is greater than \$300 million	Project or program submitted with the largest Project Value is greater than \$400 million	Project or program submitted with the largest Project Value exceeds \$500 million	10 per resource
RT4.6.3 & RT4.7.3	Bidder has not substantiated that the proposed resource provided planning management services on at least 1 one Heritage Project		Bidder has substantiated that the proposed resource provided planning management services on one Heritage Project	Bidder has substantiated that the proposed resource provided planning management services on two Heritage Projects	Bidder has substantiated that the proposed resource provided planning management services on three or more	5 per resource

Senior Planners						
RT4.6- RT4.7	0%	15%	50%	75%	100%	Available Points
					Heritage Projects	
RT4.6.4 & RT4.7.4	One project or program submitted has a Project Value equal to or greater than \$100 million or were not Substantiated	Two projects or programs submitted have a Project Value equal to or greater than \$100 million	Three projects or programs submitted have a Project Value equal to or greater than \$100 million	Four projects or programs submitted have a Project Value equal to or greater than \$100 million	Five or more projects or programs submitted have a Project Value equal to or greater than \$100 million	10 per resource
RT4.6 & RT4.7	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	5 per resource
Total:						50 per resource

Intermediate Schedulers						
RT4.8 – RT4.9	0%	15%	50%	75%	100%	Available Points
RT4.8.1 & RT4.9.1	Bidder has Substantiated that the proposed resource has 60 months or less experience providing time management services	Bidder has Substantiated that the proposed resource has more than 60 months of experience providing time management services	Bidder has Substantiated that the proposed resource has 72 months of experience providing time management services	Bidder has Substantiated that the proposed resource has more than 72 months of experience providing time management services	Bidder has Substantiated that the proposed resource has more than 84 months of experience providing time management services	15 per resource
RT4.8.2 & RT4.9.2	Project or program submitted with the largest Project Value is not Substantiated or is equal to or less than \$100 million	Project or program submitted with the largest Project Value is greater than \$100 million	Project or program submitted with the largest Project Value is greater than \$300 million	Project or program submitted with the largest Project Value is greater than \$400 million	Project or program submitted with the largest Project Value exceeds \$500 million	8 per resource
RT4.8.4 & RT4.9.4	One or no project or program submitted has a Project Value equal to or greater than \$100 million	Two projects or programs submitted have a Project Value equal to or greater than \$100 million	Three projects or programs submitted have a Project Value equal to or greater than \$100 million	Four projects or programs submitted have a Project Value equal to or greater than \$100 million	Five or more projects or programs submitted have a Project Value equal to or greater than \$100 million	8 per resource

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Intermediate Schedulers						
RT4.8 – RT4.9	0%	15%	50%	75%	100%	Available Points
RT4.8 & RT4.9	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	4 per resource
Total:						35 per resource

Senior Risk and Value Management Specialist						
RT4.10	0%	15%	50%	75%	100%	Available Points
RT4.10.1	Bidder has Substantiated that the proposed resource has 120 months or less experience providing risk management services	Bidder has Substantiated that the proposed resource has more than 120 months of experience providing risk management services	Bidder has Substantiated that the proposed resource has more than 144 months of experience providing risk management services	Bidder has Substantiated that the proposed resource has more than 168 months of experience providing risk management services	Bidder has Substantiated that the proposed resource has 180 months of experience providing risk management services	20
RT4.10.2	Project or program submitted with the largest Project Value is not Substantiated or is equal to or less than \$100 million	Project or program submitted with the largest Project Value is greater than \$100 million	Project or program submitted with the largest Project Value is greater than \$300 million	Project or program submitted with the largest Project Value is greater than \$400 million	Project or program submitted with the largest Project Value exceeds \$500 million	5
RT4.10.4i	One project or program submitted has a Project Value equal to or greater than \$100 million that included conducting risk assessments.	Two projects or programs submitted have a Project Value equal to or greater than \$100 million that included conducting risk assessments	Three projects or programs submitted have a Project Value equal to or greater than \$100 million that included conducting	Four projects or programs submitted have a Project Value equal to or greater than \$100 million that included conducting risk assessments	Five or more projects or programs submitted have a Project Value equal to or greater than \$100 million that included conducting	10

Senior Risk and Value Management Specialist						
RT4.10	0%	15%	50%	75%	100%	Available Points
			risk assessments		risk assessments	
RT4.10.4ii	Bidder has Substantiated that the proposed resource has 60 months projects or programs experience conducting risk-based analysis using Monte Carlo simulations	Bidder has Substantiated that the proposed resource has 72 months projects or programs experience conducting risk-based analysis using Monte Carlo simulations	Bidder has Substantiated that the proposed resource has 84 months projects or programs experience conducting risk-based analysis using Monte Carlo simulations	Bidder has Substantiated that the proposed resource has 96 months projects or programs experience conducting risk-based analysis using Monte Carlo simulations	Bidder has Substantiated that the proposed resource has 108 months or more projects or programs experience conducting risk-based analysis using Monte Carlo simulations	5
RT4.10.4iii	Bidder has Substantiated that the proposed resource has 60 months <u>two or less</u> projects or programs experience conducting risk and value management training or awareness sessions	Bidder has Substantiated that the proposed resource has 72 months <u>three</u> projects or programs experience conducting risk and value management training or awareness sessions	Bidder has Substantiated that the proposed resource has 84 months <u>four</u> projects or programs experience conducting risk and value management training or awareness sessions	Bidder has Substantiated that the proposed resource has 96 months <u>five</u> projects or programs experience conducting risk and value management training or awareness sessions	Bidder has Substantiated that the proposed resource has 108 months <u>six</u> or more projects or programs experience conducting risk and value management training or awareness sessions	5

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Senior Risk and Value Management Specialist						
RT4.10	0%	15%	50%	75%	100%	Available Points
RT4.10	Quality of response is unsatisfactory	Quality of response is poor	Quality of response is fair	Quality of response is very good	Quality of response is excellent	5
Total:						50

Appendix A - Compliance Checklist

As indicated in Section 4 of Annex D, The Bidder should submit a completed checklist.

MT No.	Mandatory Technical Criteria	Bid Preparation Instructions		Cross Reference
		MET	NOT MET	
Bidder's Evaluation:				
MT1	Proposed Resources			
MT1.1	Resource Category			
MT1.2	Resource Requirements			
MT2	Project Experience:			
MT2.1	Project 1			
MT2.2	Project 2			
MT2.3	Project 3			
MT3	Approach and Methodology			
MT4	Capacity			
Resources Evaluation:				
MT5	Key Resources:			

MT No.	Mandatory Technical Criteria	Bid Preparation Instructions		Cross Reference
		MET	NOT MET	
MT5.1	Senior Cost Consultant #1			
MT5.2	Senior Cost Consultant #2			
MT5.3	Intermediate Cost Consultant #1			
MT5.4	Intermediate Cost Consultant #2			
MT5.5	Intermediate Cost Consultant #3			
MT5.6	Senior Planner #1			
MT5.7	Senior Planner #2			
MT5.8	Intermediate Scheduler #1			
MT5.9	Intermediate Scheduler #2			
MT5.10	Senior Risk and Value Management Specialist			

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ANNEX E – Pricing Schedule

Identification

Cost, Time and Risk Management services for the Centre Block Rehabilitation project.

Name of Bidder

Name: _____

(add lines if necessary)

Address: _____

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

City, Province, Territory

Postal Code

PBN: _____

Name of Bidder's Representative: _____

(add lines if necessary)

Telephone Number: (____) ____-____

E-Mail: _____

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In the event of a Joint Venture, the Bidder is requested to list below the legal name of each member of the Joint Venture:

Name: _____

(add lines if necessary)

*Joint Venture PBN: _____

**this information may be provided precedent to contract award*

Declaration

The Bidder represents that the person identified above as the Bidder's representative is fully authorized to represent the Bidder in all matters related to its bid, including but not limited to providing clarifications and additional information that may be requested in association with its bid.

The Bidder also hereby agrees and acknowledges that:

- i. This declaration form has been duly authorized and validly executed;
- ii. The Bidder has received, read, examined, understood and agrees to be bound by, the entire RFP including all amendment(s) thereto;
- iii. The Bidder is bound by all statements and representations in its RFP bid; and
- iv. The Bidder acknowledges that information provided above will be used to support the evaluation of its bid.

I, the undersigned, being a representative of the Bidder, have the authority to bind the corporation, partnership, sole proprietorship, or Joint Venture as applicable, and hereby certify that the information given on this form and in the submitted bid is accurate to the best of my knowledge.

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.....

name signature

.....

title

I have authority to bind the Corporation / Partnership / Sole Proprietorship / Joint Venture

Bidder to add additional signatories and lines as necessary

Firm All Inclusive Hourly Rate

1. The Bidder must complete this pricing schedule and include it in its financial bid once completed. As a minimum, the Bidder must respond to this pricing schedule by including in its financial bid its quoted all-inclusive hourly rate (in Can \$) for each of the resource categories identified.
2. The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.
3. Only travel requested by the Departmental Representative outside of the NCR will be reimbursed. There will be no travel time or travel and living expenses (including commute and parking) payable for services rendered within National Capital Region (NCR) as defined in the National Capital Act (R.S.C., 1985, c. N-4), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>).
4. Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources to the NCR required to satisfy the contractual obligations
5. The estimated level of effort listed in the tables above is not to be interpreted as a commitment on the part of Canada for future business. All tables must be completed in order to be considered compliant.
6. All resources within the same category must be given the same hourly rate (example: the rates of all Senior Cost Consultants must be the same). In the event of any discrepancy, Canada will enforce the lowest hourly rate within the given category.
7. The hourly rate of an intermediate resource must not be greater than the hourly rate of a senior resource in related categories.
8. No estimated level of effort is required for option periods 5 & 6 as they are extensions in time only (if required).

CTR Contractor Required, Optional and Additional Resource

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TOTAL BID PRICE FOR EVALUATION (BIDDER'S EVALUATED PRICE)

= (I) \$ _____

(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	Total Cost = (C) + (D) + (E) + (F) + (G) x (H) x 7.5 hrs
Resource Category	Name(s) of Proposed Resource(s)	LOE Contract (in Days)	LOE Option Period 1	LOE Option Period 2	LOE Option Period 3	LOE Option Period 4	Firm All-Inclusive Hourly Rate	
Senior Cost Consultant		2588	2300	2300	575	575	\$	\$
Intermediate Cost Consultant		3105	2760	2760	690	690	\$	\$
Junior Cost Consultant		1294	1150	1150	288	288	\$	\$
Senior Planner		2588	2300	2300	575	575	\$	\$
Intermediate Scheduler		2588	2300	2300	575	575	\$	\$
Junior Scheduler		1294	1150	1150	288	288	\$	\$
Senior Risk & Management		1035	920	920	230	230	\$	\$
BIM Resource		1035	920	920	230	230	\$	\$
Total Estimated Cost (I):								\$

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ANNEX F to PART 3 OF THE BID SOLICITATION – Electronic Payment Instruments

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- VISA Acquisition Card;
- MasterCard Acquisition Card;
- Direct Deposit (Domestic and International);
- Electronic Data Interchange (EDI);
- Wire Transfer (International Only);
- Large Value Transfer System (LVTS) (Over \$25M).

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ANNEX G to PART 5 OF THE BID SOLICITATION – Integrity Declaration Form

An Integrity Declaration Form must be submitted **only** when:

1. the supplier, one of its affiliates¹ or a proposed first-tier subcontractor² has been charged with or convicted of a criminal offence in a country other than Canada that, to the best of the supplier's knowledge and belief, may be similar to one of the listed offences in the Ineligibility and Suspension Policy (the "Policy"); and/or
2. the supplier is unable to provide any of the certifications required by the Integrity Clauses.

Instructions for Submitting an Integrity Declaration Form

1. Please complete the Integrity Declaration Form by providing the information requested in the table, below. Put the completed Form in a sealed envelope labeled, "Protected B," and addressed to:

Integrity, Departmental Oversight Branch
Public Works and Government Services Canada
11 Laurier Street, Place du Portage, Phase III, Tower A, 10A1 – room 105
Gatineau (Québec), Canada K1A 0S5

2. Include the sealed envelope with your bid submission, offer or lease.

SECTION 1: SUPPLIER INFORMATION

Name of party with charge or conviction	
---	--

¹ Please refer to the Policy for the definition of affiliate. An affiliate of a business entity includes persons, such as the senior officers of the business entity, and associated entities such as parent companies and subsidiaries.

² The term "first-tier subcontractor" is defined in section 16(a) of the Policy. A proposed first-tier subcontractor is a first-tier subcontractor that is identified by name in a bid submission, offer, lease, etc. by a supplier in a procurement process or real property transaction.

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Relationship of party to supplier	
Foreign country and jurisdiction where charge/conviction occurred	
Specify whether charge or conviction	
Section number and law under which charge/conviction occurred	
Date of charge/conviction (YYYY-MM-DD)	
Domestic offence that may be similar	
Additional Comments:	
Supplier's legal name:	
Supplier's address:	
Supplier's procurement business number (PBN):	
Lease or solicitation number:	
Date of bid, offer submission date or closing date of Invitation to Offer: (YYYY-MM-DD)	

SECTION 2: FOREIGN CRIMINAL OFFENCES

If applicable, please provide a complete list of all foreign criminal charges and convictions pertaining to yourself, your affiliates and your proposed first-tier subcontractors that, to the best of your knowledge and belief, may be similar to one of the domestic criminal offences listed in the Policy.

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Name of party with charge or conviction	
Relationship of party to supplier	
Foreign country and jurisdiction where	
Specify whether charge or conviction	
Section number and law under which	
Date of charge/conviction (YYYY-MM-DD)	
Domestic offence that may be similar	
Additional Comments:	

If there is more than one potentially similar foreign charge or conviction, please identify all additional charges and convictions, including the information below, in a separate document under the heading Foreign Criminal Offences, to be included with this Form.

Additional charges/convictions are identified in a separate document included with this Form: **Yes** **No**

SECTION 3: INABILITY TO PROVIDE A CERTIFICATE

A. INABILITY TO CERTIFY AS TO FOREIGN CRIMINAL CHARGES AND CONVICTIONS

If you are unable to certify that you have provided the required list of all foreign criminal charges and convictions, you must explain why. The explanation should be provided in a separate document under the heading Inability to Certify as to Foreign

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Criminal Charges and Convictions, to be included with this Form. PWGSC may request additional information from you.

An explanation regarding foreign criminal charges and convictions is provided in a separate document included with this Form: **Yes** **No**

B. INABILITY TO CERTIFY AS TO DOMESTIC CRIMINAL OFFENCES AND OTHER CIRCUMSTANCES

If a criminal offence or other circumstance described in the Policy applies to you, one of your affiliates or a proposed first-tier subcontractor, you must identify that offence or circumstance, below. By marking a box beside an offence, you are acknowledging that the identified party, be it you, an affiliate or a first-tier subcontractor, has been charged with, convicted of or pleaded guilty to, that offence. In the row titled Comments, you must identify the affected party by name and specify how the particular offence you have identified applies to the named party.

Offence	Supplier	Affiliate	Subcontractor
<i>Financial Administration Act</i>			
80(1)(d): False entry, certificate or return	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
80(2): Fraud against Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
154.01: Fraud against Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Criminal Code</i>			
121: Frauds on the government and contractor subscribing to election fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
124: Selling or purchasing office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
380: Fraud – committed against Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
418: Selling defective stores to Her Majesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Criminal Code			
119: Bribery of judicial officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
120: Bribery of officers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
346: Extortion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
367: Punishment for forgery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
368: Use, trafficking or possession of a forged document	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
382: Fraudulent manipulation of stock exchange transactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
382.1: Prohibited insider trading	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
397: Falsification of books and documents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
422: Criminal breach of contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
426: Secret commissions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
462.31: Laundering proceeds of crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
467.11: Participation in activities of criminal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
467.12: Commission of offence for criminal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
467.13: Instructing commission of offence for criminal organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition Act			
45: Conspiracies, agreements or arrangements between competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46: Foreign directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47: Bid rigging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49: Agreements or arrangements of federal financial institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52: False or misleading representation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53: Deceptive notice of winning a prize	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corruption of Foreign Public Officials Act			
3: Bribing a foreign public official	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4: Accounting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5: Offence committed outside Canada	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<i>Controlled Drugs and Substances Act</i>			
5: Trafficking in substance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6: Importing and exporting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7: Production of substance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Lobbying Act</i>			
Registration of Lobbyists			
5: Consultant Lobbyists	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7: In-house Lobbyists (Corporations and Organizations)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Income Tax Act</i>			
239: False or deceptive statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Excise Tax Act</i>			
327: False or deceptive statements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Circumstances (Specify):			
Comments:			

C. INABILITY TO CERTIFY AS TO A DETERMINATION OF INELIGIBILITY OR SUSPENSION

If you are aware of a determination of ineligibility or suspension with respect to yourself, one of your affiliates or a proposed first-tier subcontractor, you should explain the circumstances of your participation in the competitive process. With respect to an ineligible or suspended subcontractor, then you should include a copy of the written consent to propose the ineligible or suspended subcontractor.

If you are otherwise unable to certify that you are unaware of a determination of ineligibility or suspension with respect to yourself, one of your affiliates or a proposed first-tier subcontractor you must explain why.

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All required explanations should be provided in a separate document under the heading Inability to Certify as to a Determination of Ineligibility or Suspension, to be included with this Form. PWGSC may request additional information from the supplier.

An explanation regarding a determination of ineligibility or suspension is provided in a separate document included with this Form: **Yes** **No**

Declaration

I, (name) _____, (position) _____, of (supplier's name) _____ declare that the information provided in this Form is, to the best of my knowledge and belief, true, accurate and complete. I am aware that a false or misleading certification or declaration will result in my proposal or offer being deemed non-responsive. I am also aware that Canada may terminate a contract or real property agreement for default when a supplier has provided a false or misleading certification or declaration and, further to the Policy, the supplier will be ineligible for award of a contract or real property agreement for 10 years.

Signature

With Thanks

We appreciate your interest in doing business with the Government of Canada and your understanding of the additional steps that must be taken to protect the integrity of Canada's procurement and real property processes.

Guidance Document for the Declaration Form

This Integrity Declaration Form (the "Form") is for use by bidders in procurement processes and by vendors, purchasers, tenants and lessors in real property transactions. In this Form, the term "supplier" includes bidders, vendors, purchasers, tenants and lessors. The term "party" is used in this Form to include suppliers, affiliates and first-tier subcontractors.

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The Integrity Clauses contained in instruments involved in procurement processes and real property transactions (the "Integrity Clauses") require a supplier to submit an Integrity Declaration Form in two circumstances:

1. when the supplier, one of its affiliates³ or a proposed first-tier subcontractor⁴ has been charged with or convicted of a criminal offence in a country other than Canada that, to the best of the supplier's knowledge and belief, may be similar to one of the listed offences in the *Ineligibility and Suspension Policy* (the "Policy"); and
2. when the supplier is unable to provide any of the certifications required by the Integrity Clauses.

An Integrity Declaration Form must be submitted only when one or both of these circumstances apply to the supplier. When no Form is submitted, it will be understood to mean that neither of these two circumstances apply to the supplier.

A supplier that provides a false or misleading certification or declaration will have its proposal or offer deemed non-responsive. Canada may also terminate a contract or real property agreement for default in such circumstances. Moreover, further to the Policy, a supplier will be ineligible for award of a contract or real property agreement for 10 years.

1. Foreign Criminal Offences

The Policy provides, among other things, that a supplier may be ineligible for award of a contract or real property agreement when the supplier or one of its affiliates has been convicted of an offence listed in the Policy or of a similar offence in a foreign jurisdiction. The Integrity Clauses require a supplier to provide a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates and its proposed first-tier subcontractors that, to the best of its knowledge and belief, may be similar to one of the domestic criminal offences listed in the Policy. The domestic offences listed in the Policy, including their section numbers, are identified in section

³ Please refer to the Policy for the definition of affiliate. An affiliate of a business entity includes persons, such as the senior officers of the business entity, and associated entities such as parent companies and subsidiaries.

⁴ The term "first-tier subcontractor" is defined in section 16(a) of the Policy. A proposed first-tier subcontractor is a first-tier subcontractor that is identified by name in a bid submission, offer, lease, etc. by a supplier in a procurement process or real property transaction.

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B of this form, under the heading Inability to Certify as to Domestic Criminal Offences and Other Circumstances. PWGSC determines whether a foreign offence and an offence listed in the Policy are similar. PWGSC may seek additional information from a supplier for purposes of making this determination.

If there is more than one potentially similar foreign charge or conviction, please identify all additional charges and convictions, including all necessary information, in a separate document under the heading Foreign Criminal Offences, to be included with this Form.

2. Inability to Provide a Certificate

The Integrity Clauses provide that, by submitting a bid or offer, a supplier is certifying to the truth of six statements. Generally speaking, a supplier is certifying that:

1. it has read and understands the Policy, including that it may be declared ineligible to enter into a contract or real property agreement with Canada in certain circumstances;
2. none of those circumstances that will or may result in the supplier being ineligible to enter, or suspended from entering, a contract or real property agreement apply to it; and
3. it has provided a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates and its proposed first-tier subcontractors that, to the best of its knowledge and belief, may be similar to one of the domestic offences listed in the Policy.

When a supplier is unable to provide any of the six certifications required by the Integrity Clauses, it must complete and submit this Form with its bid or offer.

A. Inability to Certify as to Foreign Criminal Charges and Convictions

As noted above, the Integrity Clauses require a supplier to provide a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates and its proposed first-tier subcontractors that, to the best of its knowledge and belief, may be similar to one of the domestic criminal offences listed in the Policy. The complete list of foreign criminal charges and convictions, if any, must be submitted using this

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Form. By submitting a bid or offer, a supplier is certifying that it has provided a complete list of all such foreign criminal charges and convictions, if any.

If a supplier is unable to certify that it has provided the required list of all foreign criminal charges and convictions, it must explain why. The explanation should be provided in a separate document under the heading Inability to Certify as to Foreign Criminal Charges and Convictions, to be included with this Form. PWGSC may request additional information from the supplier.

B. Inability to Certify as to Domestic Criminal Offences and Other Circumstances

The Integrity Clauses require a supplier to certify that none of the domestic criminal offences listed in sections 6(a) to (c) of the Policy, as identified in section 3.B of this form, and other circumstances described in the Policy, that will or may result in a determination of ineligibility or suspension, apply to it, one of its affiliates or a proposed first-tier subcontractor. A criminal offence applies to a party where the party has been charged with, convicted of or pleaded guilty to, the offence in the past three years and has not received a pardon for the offence.⁵ Other circumstances identified in the Policy that will or may result in ineligibility or suspension include entering into a first-tier subcontract with an ineligible or suspended supplier [Policy, s. 6(d)], providing a false or misleading certification or declaration [Policy, s.6(e)] and breaching a term or condition of an Administrative Agreement with PWGSC [Policy, s. 7(c)].

When a criminal offence or other circumstance described in the Policy applies to a supplier, one of its affiliates or a proposed first-tier subcontractor, the supplier must identify that offence or circumstance. By marking a box beside an offence, a supplier is acknowledging that the identified party, be it the supplier, an affiliate or a first-tier subcontractor, has been charged with, convicted of or pleaded guilty to, that offence. In the row titled Comments, the supplier must identify the affected party by name and specify how the particular offence it has identified applies to the named party.

C. Inability to Certify as to a Determination of Ineligibility or Suspension

The Integrity Clauses require a supplier to certify that it is not aware of a determination of ineligibility or suspension issued by PWGSC that applies to it, one of its affiliates or

⁵ See, Policy, section 8, for information on pardons. A pardon would apply only to a conviction.

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a proposed first-tier subcontractor. The process for determining the status of a party under the Policy is described in section 16(b) of the Policy. When a supplier is unable to provide this certification, it must complete this Form.

Under section 15 of the Policy, titled Public Interest Exception ("PIE"), a contracting authority may enter into a contract or real property agreement with an ineligible or suspended supplier in narrow circumstances if the relevant Deputy Head or equivalent considers that doing so is in the public interest. Subject to receiving a PIE, an ineligible or suspended supplier that participates in a competitive solicitation or real property transaction will be declared non-responsive [Policy, s. 13(c)]. A supplier seeking a PIE in a competitive process would be unable to certify as to the absence of a determination with respect to itself.

Similarly, under section 16(e) of the Policy, a supplier may seek, in advance, the written consent of the relevant Deputy Head or equivalent to propose an ineligible or suspended first-tier subcontractor in a competitive process. Such request should be made through the named contracting or real property authority. A supplier that has obtained, in advance, written consent to use an ineligible or suspended first-tier subcontractor would be unable to certify as to the absence of a determination with respect to the subcontractor.

It should be noted, however, that a Deputy Head or equivalent cannot provide consent to contract with a supplier that has lost its capacity to contract with Canada, further to subsection 750(3) of the *Criminal Code*. Similarly, consent cannot be provided for a supplier to enter into a first-tier subcontract with a subcontractor that has lost its capacity to receive any benefit under a contract between Canada and any other person, further to subsection 750(3) of the *Criminal Code*.

When a supplier is aware of a determination of ineligibility or suspension with respect to itself, one of its affiliates or a proposed first-tier subcontractor it should explain the circumstances of its participation in the competitive process. If the supplier is seeking a PIE, it should explain why it is in the public interest to be awarded the contract. With respect to an ineligible or suspended subcontractor, the supplier should include a copy of the written consent to propose the ineligible or suspended subcontractor.

When a supplier is otherwise unable to certify that it is unaware of a determination of ineligibility or suspension with respect to itself, one of its affiliates or a proposed first-tier subcontractor it must explain why.

All required explanations should be provided in a separate document under the heading Inability to Certify as to a Determination of Ineligibility or Suspension, to be included with this Form. PWGSC may request additional information from the supplier.

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**ANNEX H to PART 5 OF THE BID SOLICITATION – Federal Contractors
Program for Employment Equity - Certification**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's website](#).

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

OR

- A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract

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award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

B1. The Bidder is not a Joint Venture.

OR

B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

ANNEX I – Insurance Requirements

1 Commercial General Liability Insurance

- a. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- b. The Commercial General Liability policy must include the following:
 - i. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - ii. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - iii. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - iv. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - v. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - vi. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
 - vii. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - viii. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - ix. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - x. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.

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- xi. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- xii. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.

1.1 Errors and Omissions Liability Insurance

- i. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- ii. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- iii. The following endorsement must be included:
 - a. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.