

\*\*\*THIS DOCUMENT CONTAINS A SECURITY REQUIREMENT\*\*\*

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The Request for Supply Arrangements (RFSA) is divided into six parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides Suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided; and
- Part 6 6A, Supply Arrangement, 6B, Bid Solicitation, and 6C, Resulting Contract Clauses:
- 6A, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
  - 6B, includes the instructions for the bid solicitation process within the scope of the SA;
  - 6C, includes general information for the conditions which will apply to any contract entered into pursuant to the SA.

The Annexes include the Statement of Work, the Basis of Payment and any other annexes.

### **1.2 Summary**

1.2.1 This Supply Arrangement will fulfill the requirement for expert consulting services in the area of Public Private Partnerships (P3) across Canada.

The consulting services are separated into 6 business stages: Conceptualization/Pre-planning; Feasibility/Options Exploration; Investment Analysis/ Business Case Development; Procurement (Planning to Financial Close); Implementation/Operations and Guidance/Results. A definition for each Anticipated Work Activity can be found within article A.3 of Annex "A", Statement of Work.

**There are two (2) separate solicitation documents on BuyandSell.gc.ca for this requirement:**

- **Solicitation EZ156-170002/A, Request for Standing Offer (RFSO)**
- **Solicitation EZ156-170002/B Request for Supply Arrangement (RFSA)**

There is no limit to the number of Supply Arrangements that can be issued.

Please note that the term "**Bidder(s)**" will be used throughout this Request for Supply Arrangement to refer to Suppliers. The term "**bid(s)**" will be used to refer to arrangements.

**Bidders that submit a response to the RFSO do not have to submit a response to the RFSA.**

#### 1.2.2 The Period of the Supply Arrangement

The Supply Arrangement has no defined end-date and will remain valid until such time as Canada no longer considers it to be advantageous to use it.

#### 1.2.3 Trade Agreements

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 Canada-European Union Comprehensive Economic and Trade Agreement (CETA), Canada-Peru Free Trade Agreement (CPFTA) and the Canadian Free Trade Agreement (CFTA).

1.2.4 The Request for Supply Arrangements (RFSA) is to establish supply arrangements for the delivery of the requirement detailed in the RFSA to the Identified Users across Canada. The studies and analysis required as part of the Work may include buildings and infrastructure that are located in areas subject to Comprehensive Land Claims Agreements (CLCAs). However, there will be no work or services performed or delivered into any CLCA areas, therefore CLCAs do not apply.

#### 1.2.5 Clients/Identified Users

Any resulting SA may be used by any Federal Government Departments, Agencies or Crown Corporations as described in the **Financial Administration Act** (as amended from time to time) or any other party for which the Department of Public Works and Government Services may be authorized to act from time to time under Section 16 of the **Department of Public Works and Government Services Act** (each a "Client" or "Identified User"). Only "pre-qualified suppliers" awarded a SA via this RFSA solicitation will be eligible to provide the requested services to the Identified Users.

### 1.3 Security Requirements

1. Before issuance of a supply arrangement, the following conditions must be met:
  - (a) the Supplier must hold a valid organization security clearance as indicated in Part 6A - Supply Arrangement;
  - (b) the Supplier's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 6A - Supply Arrangement;
  - (c) the Supplier must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
  - (d) the Supplier's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 6A - Supply Arrangement; and
  - (e) the Supplier must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.
2. Suppliers are reminded to obtain the required security clearance promptly. Any delay in the issuance of a supply arrangement to allow the successful Supplier to obtain the required clearance will be at the entire discretion of the Supply Arrangement Authority.
3. For additional information on security requirements, Suppliers should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

#### 1.4 Communications Notification

As a courtesy, the Government of Canada requests that successful Bidders notify the Supply Arrangement Authority in advance of their intention to make public an announcement related to the issuance of the SA.

#### 1.5 Debriefings

Suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

### PART 2 - SUPPLIER INSTRUCTIONS

#### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) 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) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The [2008](#) (2017-04-27) Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

Subsection 5.4 of [2008](#), Standard Instructions - Request for Supply Arrangements - Goods or Services, is amended as follows:

Delete: 60 days

Insert: 120 days

##### 2.1.1 SACC Manual Clauses

- a) S0030T (2014-11-27), Financial Viability
- b) S1010T (2008-12-12), Education and Experience
- c) S3005T (2008-12-12), Status and Availability of Resources

#### 2.2 Submission of Arrangements

Arrangements 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 Request for Supply Arrangements.

Due to the nature of the Request for Supply Arrangements, transmission of arrangements by facsimile to PWGSC will not be accepted.

This RFSA will be posted on Buyandsell.gc.ca to allow new Suppliers to become qualified. Suppliers will have an on-going opportunity for qualification during the RFSA validity period. Existing qualified Suppliers, who have already been issued a supply arrangement [EZ156-170002 series] will not be required to submit a new arrangement.

#### 2.3 Evaluation Period

Throughout the period of the RFSA, arrangements will be evaluated upon reception.

## **2.4 Former Public Servant - Notification**

Service contracts awarded to former public servants in receipt of a pension or a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. Therefore, the bid solicitation will require that you provide information that, were you to be the successful bidder, your status with respect to being a former public servant in receipt of a pension or a lump sum payment, will be required to report this information on the departmental websites as part of the published proactive disclosure reports generated in accordance with Treasury Board policies and directives on contracts with former public servants, [Contracting Policy Notice 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

## **2.5 Federal Contractors Program for Employment Equity - Notification**

The Federal Contractors Program (FCP) for employment equity requires that some contractors make a formal commitment to Employment and Social Development Canada (ESDC) - Labour to implement employment equity. In the event that this Supply Arrangement would lead to a contract subject to the Federal Contractors Program (FCP) for employment equity, the bid solicitation and resulting contract templates would include such specific requirements. Further information on the Federal Contractors Program (FCP) for employment equity can be found on [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

## **2.6 Enquiries - Request for Supply Arrangements**

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than 10 calendar days before the Request for Supply Arrangements (RFSa) closing date. Enquiries received after that time may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSa to which the enquiry relates. Care should be taken by Suppliers 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 Suppliers do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all Suppliers. Enquiries not submitted in a form that can be distributed to all Suppliers may not be answered by Canada.

## **2.7 Applicable Laws**

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in British Columbia.

Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, 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 Suppliers.

# **PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS**

## **3.1 Arrangement Preparation Instructions**

Due to the nature of the RFSa, arrangements transmitted by epost Connect service and by facsimile will not be accepted.

Canada requests that suppliers provide their arrangement in separately bound sections as follows:

Section I: Technical Arrangement (2 hard copies) and 1 soft copy on USB key)

**Section II: Certifications (1 hard copy)**

**Section III: Additional Information (1 hard copy)**

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

Canada requests that suppliers follow the format instructions described below in the preparation of hard copy of their arrangement:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the RFSA.

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) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, suppliers should:

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

**Section I: Technical Arrangement**

In the technical arrangement, Suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Any missing certifications or proofs as defined by Policy Notification 117 (PN-117) may be submitted within two business days upon notification from the Contracting Authority.

**Section II: Certifications**

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

**Section III: Additional Information**

**3.1.1 Supplier's Proposed Sites or Premises Requiring Safeguarding Measures**

- 3.1.1.1** As indicated in Part 1 under Security Requirements, the Supplier must provide the full addresses of the Supplier's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

***(To be inserted at Supply Arrangement issuance)***

- 3.1.1.2** The Company Security Officer must ensure through the [Contract Security Program](#) that the Supplier and proposed individual(s) hold a valid security clearance at the required level, as indicated in Part 1, clause 1.3, Security Requirements.



## **PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **4.1 Evaluation Procedures**

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements.

**If you have already submitted a response RFSO EZ156-170002/A then you do not have to submit a response to the RFSA.**

#### **4.1.1 Technical Evaluation**

In their technical proposal, Bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work. Bidders will be required to provide not only resumes which support and substantiate the requirements of proposed resources, but will also be required to provide detailed descriptions of past project experience. Detailed requirements can be found within Annex "F" – Bid Preparation, Evaluation Criteria and Basis of Selection.

##### **4.1.1.1 Mandatory Technical Criteria**

See Annex "F" – Arrangement Preparation, Evaluation Criteria and Basis of Selection.

##### **4.1.1.2 Point Rated Technical Criteria**

See Annex "F" – Arrangement Preparation, Evaluation Criteria and Basis of Selection.

### **4.2 Basis of Selection**

#### **4.2.1 Basis of Selection – Minimum Point Rating**

- 1. To be declared responsive, an arrangement must:
  - a. comply with all the requirements of the Request for Supply Arrangements; and
  - b. meet all mandatory technical evaluation criteria; and
  - c. obtain the required minimum of 127 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 170 points.
- 2. Arrangements not meeting (a), (b) or (c) above will be declared non-responsive.

## **PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION**

Suppliers must provide the required certifications and additional information to be issued a supply arrangement (SA).

The certifications provided by Suppliers to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare an arrangement non-responsive, or will declare a contractor in default if any certification made by the Supplier is found to be untrue whether made knowingly or unknowingly during the arrangement evaluation period, or during the period of any supply arrangement arising from this RFSA and any resulting contracts.

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

## 5.1 Certifications Required with the Arrangement

Suppliers must submit the following duly completed certifications as part of their arrangement.

### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all suppliers must provide with their arrangement, **if applicable**, the declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

## 5.2 Certifications Precedent to the Issuance of a Supply Arrangement and Additional Information

The certifications and additional information listed below should be submitted with the arrangement, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Supply Arrangement Authority will inform the Supplier 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 provided will render the arrangement non-responsive.

### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Supplier must provide the required documentation, as applicable, to be given further consideration in the procurement process.

### 5.2.2 Additional Certifications Precedent to Issuance of a Supply Arrangement

#### 5.2.2.1 Status and Availability of Resources

5.2.2.1.1 SACC Manual clause [S3005T](#) (2008-12-12), Status and Availability of Resources.

#### 5.2.2.2 Education and Experience

5.2.2.2.1 SACC Manual clause [S1010T](#) (2008-12-12), Education and Experience

#### 5.2.2.3 Insurance Requirements

The Bidder must provide a letter from an insurance broker or an insurance company licensed to operate in Canada stating that the Bidder, if issued a SA as a result of the RFSA, can be insured in accordance with the Insurance Requirements specified in Annex "D".

If the information is not provided in the bid, the SA 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 SA Authority and meet the requirement within that time period will render the bid non-responsive.

## PART 6 - SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

### 6A. SUPPLY ARRANGEMENT

#### 6A.1 Arrangement

The Supply Arrangement covers the Work described in the Statement of Work at Annex A.

## 6A.2 Security Requirements

**6A.2.1** The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Supply Arrangement.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of SECRET with approved document Safeguarding at the level of Protected B.
2. The Contractor personnel requiring access to CLASSIFIED information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of Reliability & SECRET, granted or approved by the CISC/PWGSC.
3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store any sensitive CLASSIFIED information until CISC/PWGSC has issued written approval. After approval has been granted, these tasks may be performed at the level of Protected B.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISC/PWGSC.
5. 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).

### 6A.2.2 Supplier's Sites or Premises Requiring Safeguarding Measures

**6A.2.2.1** Where safeguarding measures are required in the performance of the Work, the Supplier must diligently maintain up-to-date the information related to the Supplier's and proposed individuals' sites or premises, for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country **(To be inserted at Supply Arrangement issuance)**

**6A.2.2.2** The Company Security Officer must ensure through the Contract Security Program that the Contractor and individual(s) hold a valid security clearance at the required level.

## 6A.3 Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) 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.

### 6A.3.1 General Conditions

2020 (2017-09-21), General Conditions – Supply Arrangement – Goods or Services, apply to and form part of the Supply Arrangement.

### 6A.3.2 Supplemental General Conditions

**4007** (2010-08-16), Supplemental General Conditions – Canada to Own Intellectual Property Rights in Foreground Information, apply to and form part of the Supply Arrangement.

### 6A.3.3 Supply Arrangement Reporting

The Supplier must compile and maintain records on its provision of goods, services or both to the federal government under contracts resulting from the Supply Arrangement. This data must include all purchases, including those paid for by a Government of Canada Acquisition Card.

The Supplier must provide this data in accordance with the reporting requirements detailed in Annex "E". If some data is not available, the reason must be indicated. If no goods or services are provided during a given period, the Supplier must still provide a "NIL" report.

The data must be submitted on a quarterly basis to the Supply Arrangement Authority.

The quarterly reporting periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31;
- 4th quarter: January 1 to March 31.

The data must be submitted to the Supply Arrangement Authority no later than 20 calendar days after the end of the reporting period.

### 6A.4 Term of Supply Arrangement

**6A.4.1** The Supply Arrangement has no defined end-date and will remain valid until such time as Canada no longer considers it to be advantageous to use it.

The period for awarding contracts under the Supply Arrangement begins \_\_\_\_\_. **(To be completed at issuance)**

### 6A.4.2 Comprehensive Land Claims Agreements (CLCAs)

The Supply Arrangement (SA) is for the delivery of the requirement detailed in the SA to the Identified Users across Canada. The studies and analysis required as part of the Work may include buildings and infrastructure that are located in areas subject to Comprehensive Land Claims Agreements (CLCAs). However, there will be no work or services performed or delivered into any CLCA areas, therefore CLCAs do not apply.

### 6A.5 Authorities

#### 6A.5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Name: Maria Navarro-Ocampo  
Title: Supply Specialist  
Public Works and Government Services Canada  
Acquisitions Branch  
Directorate: Procurement Branch – Pacific Region  
Address: Room 219, 800 Burrard Street, Vancouver, BC V6Z 0B9

N° de l'invitation - Solicitation No.  
**EZ156-170002/B**  
N° de réf. du client - Client Ref. No.  
**EZ156-170002**

N° de la modif - Amd. No.  
  
File No. - N° du dossier  
**VAN-7-40361**

Id de l'acheteur - Buyer ID  
**VAN580**  
N° CCC / CCC No./ N° VME - FMS

Telephone: 604-318-3684  
E-mail address: maria.navarro-ocampo@pwgsc-tpsgc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable.

#### **6A.5.2 Supplier's Representative**

Name	
Title	
Company	
Address	
Telephone	
Email	

#### **6A.6 Identified Users**

The Identified Users include any government department, agency or Crown Corporation listed in Schedules I, I.1, II, III, of the [Financial Administration Act](#), R.S.C., 1985, c. F-11.

#### **6A.7 On-going Opportunity for Qualification**

A perpetual Notice will be posted on the Government Electronic Tendering Service (GETS) to allow new Suppliers to become qualified. Existing qualified Suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

#### **6A.8 Priority of Documents**

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

- a) the articles of the Supply Arrangement;
- b) the general conditions [2020](#) (2017-09-21), General Conditions - Supply Arrangement - Goods or Services;
- c) the supplemental conditions [4007](#) (2010-08-16), Supplemental General Conditions – Canada to Own Intellectual Property Rights in Foreground Information;
- d) Annex A, Statement of Work;
- e) Annex B, Resources;
- f) Annex C, Security Requirements Check List;
- g) Annex D, Insurance;
- h) Annex E, Reports; and
- i) the Supplier's arrangement dated \_\_\_\_\_.

#### **6A.9 Certifications and Additional Information**

##### **6A.9.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Supplier in its arrangement or precedent to issuance of the Supply Arrangement (SA), and the ongoing cooperation in providing additional information are conditions of issuance of the SA and failure to comply will constitute the Supplier in default. Certifications are subject to verification by Canada during the entire period of the SA and of any resulting contract that would continue beyond the period of the SA.

#### **6A.9.2 Suspension or Cancellation by Canada**

In addition to the circumstances identified in 2020 09 (2017-09-21) General Conditions, Supply Arrangements – Good or Services, Canada may, by sending written notice to the Supplier, suspend or cancel the SA where the Supplier has made public any information that conflicts with the terms, conditions, pricing or availability of systems identified in this SA, or where the Supplier is in default in carrying out any of its obligations under this SA.

#### **6A.10 Applicable Laws**

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in British Columbia. ***(Insert the name of the province or territory as specified by the Supplier in the arrangement, if applicable).***

#### **6A.11 Confirmation of Qualification**

**6A.11.1** The Supplier must continue to meet all the qualification requirements related to the SA during the entire period of the SA. Any certification provided by the Supplier must be true on the date of the issuance of the SA and remain true throughout the period of the SA. The Supplier must immediately notify the SA Authority if it no longer meets any of the qualification requirements of the SA.

**6A.11.2** The SA Authority may require the Supplier to confirm its qualification at any time and provide evidence to support its confirmation. If the Supplier no longer meets any of the requirements for qualification, Canada may, at its option suspend authority for the use of the SA until the Supplier has demonstrated, to the satisfaction of Canada, that it meets the requirements in respect of which it has been found deficient. During this time, Contracts will be made under the SA; and

#### **6A.12 Performance Assessment**

1. Suppliers must take note that the performance of the Supplier upon completion of the services will be evaluated by Canada. The evaluation includes the following criteria:
  - i quality
  - ii time
  - iii project management
  - iv contract management
2. A weighting factor of 20 points will be assigned to each of the five criteria as follows:
  - i unacceptable: 0 to 5 points
  - ii not satisfactory: 6 to 10 points
  - iii satisfactory: 11 to 16 points
  - iv superior: 17 to 20 points
3. The consequences resulting from the performance evaluation are as follows:
  - i For an overall rating of 85% or higher, a congratulation letter is sent to the Supplier.
  - ii For an overall rating of between 51% and 84%, a standard, meets expectations letter, is sent to the Supplier.
  - iii For an overall rating of between 30% and 50%, a warning letter is sent to the Supplier indicating that if, within the next two contracts, they receive 50% or less on another evaluation, the firm will automatically not be considered for the next requirement against the SA.

- iv For an overall rating of less than 30%, a suspension letter is sent to the Supplier indicating that the firm is suspended for a minimum of 6 months to a maximum of one year from the date of the suspension letter.
- v For a rating of 5 points or less on any one criterion, a suspension letter is sent to the Supplier indicating that the firm is suspended for a minimum of 6 months to a maximum of one year from the date of the suspension letter.

#### **6A.13 Suspension or Set Aside of Supply Arrangement by Canada**

Canada may, by sending written notice to the Supplier, suspend or set aside the Supply Arrangement (SA) under any of the following circumstances:

- a. the Supplier no longer meets any of the required qualifications of the SA as provided for in the section titled "Confirmation of Qualification";
- b. the Supplier is in receipt of a suspension letter as per article 6A.12, Performance Assessment;
- c. the Supplier has made public any information that conflicts with the terms, conditions, pricing or availability of systems identified in this SA;
- d. the Supplier is in default in carrying out any of its obligations under any resulting call up and Canada has exercised its contractual right to terminate the contract for default;
- e. the Supplier is in default in carrying out any of its obligations under this SA;
- f. it is revealed Canada has imposed measures on the Supplier under the Vendor Performance Corrective Measures Policy (or such similar policy that may be in place at that time).

Suspension or set aside of the SA will not affect the right of Canada to pursue other remedies or measures that may be available. It will not, on its own, affect any Contract entered into before the issuance of the notice. The SA Authority will however remove the Supplier from the list of Suppliers eligible to receive contracts under this SA for minimum of 6 months to a maximum of 1 year from the date of suspension notice.

#### **6A.14 Environmental Considerations**

As part of Canada's policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired, Suppliers should:

- a) Paper consumption:
  - Provide and transmit draft reports, final reports and bids in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
  - Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainably managed forest.
  - Recycle unneeded printed documents (in accordance with Security Requirements).
- b) Travel requirements:
  - The Supplier is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
  - Use of Properties with Environmental Ratings: Suppliers to the Government of Canada may access the [PWGSC Accommodation directory](#), which includes Eco-Rated properties. When searching for accommodation, Suppliers can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honour the pricing for Suppliers.

## 6B. BID SOLICITATION

### 6B.1 Bid Solicitation Documents

Canada will use the following bid solicitation template based on the estimated dollar value and complexity of the requirement:

- High Complexity (HC)

A copy of the template(s) can be provided upon request by contacting the Procurement Process Tools Division by sending a query to [TPSGC.Outilsdapprovisionnement-ProcurementTools.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.Outilsdapprovisionnement-ProcurementTools.PWGSC@tpsgc-pwgsc.gc.ca).

**Note:** References to the HC template in PWGSC Requests for Supply Arrangements are provided as an example only. The latest versions of the template and terms and conditions will be used at time of bid solicitation.

The bid solicitation will contain as a minimum the following:

- a) security requirements (*if applicable*);
- b) a complete description of the Work to be performed;
- c) 2003, Standard Instructions - Goods or Services - Competitive Requirements

Subsection 3.a) of Section 01, Integrity Provisions - Bid of the Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

at the time of submitting an arrangement under the Request for Supply Arrangements (RFSA), the Bidder has already provided a list of names, as requested under the Ineligibility and Suspension Policy. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of directors.

- d) bid preparation instructions:
  - i. instructions for the submissions of bids (address for submission of bids, closing date and time)
  - ii. evaluation procedures and basis of selection
  - iii. certifications;
- e) Federal Contractors Program (FCP) for Employment Equity – Notification;
- f) *SACC Manual Clauses*
  - S1010T (2008-12-12), Education and Experience
  - S3005T (2008-12-12), Status and Availability of Resources
- g) Integrity Provisions – Declaration of Convicted Offences; and
- h) conditions of the resulting contract.



## **6B.2 Bid Solicitation Process**

### **6B.2.1** Bids will be solicited for specific requirements within the scope of the Supply Arrangement from qualified active suppliers who have been issued a Supply Arrangement.

Multiple Arrangements Exist: Multiple Supply Arrangements have been issued for this requirement. Bids will be solicited in accordance with the processes described under 6B.2.3 below within the specified monetary limitations.

Each Contract issued as a result of a bid solicitation under the Supply Arrangement results in a separate contract between Canada and the Supplier.

### **6B.2.2 Issuing Office**

Bids will be issued by Identified Users with the possibility of multiple RFPs issued against this SA concurrently.

Bid solicitations will be issued using PWGSC Form 9400-3 or electronic document.

Contracts will be issued using PWGSC Form 9400-4 or electronic document.

[Electronic Forms Catalogue](http://publiservice-app.tpsgc-pwgsc.gc.ca/forms/text/search_for_forms-e.html): [http://publiservice-app.tpsgc-pwgsc.gc.ca/forms/text/search\\_for\\_forms-e.html](http://publiservice-app.tpsgc-pwgsc.gc.ca/forms/text/search_for_forms-e.html)

### **6B.2.3 Bid Solicitation Thresholds**

6B.2.3.1 Requirements valued below the North American Free Trade Agreement (NAFTA) threshold, the bid solicitation will be sent directly to all Suppliers for a minimum period of 5 days.

6B.2.3.2 Requirements valued above the NAFTA threshold but below \$2 million, a notice of proposed procurement (NPP) will be posted and the bid solicitation will either be sent directly to all Suppliers or be posted on the Government Electronic Tendering Service (GETS) for a minimum period of 15 days.

6B.2.3.3 Requirements valued above \$2 million, a NPP will be posted and the bid solicitation will be posted on GETS for a minimum period of 20 days.

### **6B.2.4 Ceiling Price**

The prices offered under the associated P3 Standing Offer are the ceiling price for each of the listed Resource Categories. Suppliers, therefore, have the ability to provide downward adjustments to their financial proposals.

### **6B.2.5 Disclosing of Incumbent Information**

By submitting a bid, the Supplier agrees that during a solicitation under this SA, if the Supplier has performed services for Canada under any current or past requirement, Canada may disclose such fact (including the previous contract value and date of issuance) during any such solicitation for replacement or follow-on services.

## 6C. SUPPLY ARRANGEMENT- RESULTING CONTRACT CLAUSES

### 6C.1 General

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

For any contract to be awarded using the template:

**HC** (for High Complexity requirements), general conditions 2035 (2016-04-04) General Conditions – Higher Complexity – Services will apply to the resulting contract.

A copy of the template(s) can be provided upon request by contacting the Procurement Process Tools Division by sending a query to [TPSGC.Outilsdapprovisionnement-ProcurementTools.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.Outilsdapprovisionnement-ProcurementTools.PWGSC@tpsgc-pwgsc.gc.ca).

#### 6C.1.1 Standard Clauses and Conditions

##### 6C.1.1 General Conditions

2035 (Identified User insert most recent date), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

- **Section 08** – Replacement of Specific Individuals, of 2035 (Identified User insert most recent date) General Conditions – Higher Complexity – Services - is deleted and replaced with the following:

1. if the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - b. security information on the proposed replacement as specified by Canada, if applicable.

Any assessment of the information provided will occur as per 2 (b) below.

2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - a. exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Article titled "Default of the Contractor"; or
  - b. assess the information provided under 1 (a) and (b) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2 (a) above, or require the Contractor to propose another replacement within five working days' notice.
3. Where an Excusable Delay applies, Canada may require 2 (b) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource

- unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.
4. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
  5. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

***Insert the following clause when payment by credit cards is accepted in the Bid.***

- **Section 17:** Interest on Overdue Accounts, of 2035 *(Identified User insert most recent date)*, General Conditions - Higher Complexity – Services will not apply to payments made by credit cards.
- **Section 30:** Termination for Convenience, of 2035 *(Identified User insert most recent date)* - General Conditions - Higher Complexity - Services, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:
  4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.
  5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
    - a. the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or
    - b. the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
  6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

#### **6C.1.2 Supplemental General Conditions**

4007 *(Identified User insert most recent date)*, Canada to Own Intellectual Property Rights in Foreground Information

#### **6C.2 Professional Services**

The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, language proficiency and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

If the Contractor fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract the law, Canada may

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notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

**Note 1:** References to the HC Simple templates in PWGSC Requests for Supply Arrangements are provided as examples only. The latest versions of the template and terms and conditions will be used at time of bid solicitation.

**Note 2:** Pricing for Resources must not exceed the firm rates offered under the associated P3 Standing Offer.

## **ANNEX "A" – Statement of Work**

### **A.1 Overview**

Public Works and Government Services Canada (PWGSC), Portfolio and Asset Management, anticipates requirements for consulting services in the area of alternative delivery methods for the procurement and management of capital and real estate assets and services, including solutions that may involve the use of Public-Private Partnership (P3) methodologies and/or other alternative delivery methods. Examples of capital and real estate assets include commercial real estate, special purpose facilities, government housing, correctional/policing institutions, science infrastructure, information management, information technology, utilities, energy, transportation, etc.

It is anticipated that provision of consulting services will take place in different cities across Canada. The studies and analysis required as part of the Work may include buildings and infrastructure that are located in areas subject to Comprehensive Land Claims Agreements (CLCAs). However, there will be no work or services performed or delivered into any CLCA areas, therefore CLCAs do not apply. The required services will include conceptualization, assessment, planning, development, and implementation activities of alternative delivery methods potentially involving the following approaches:

- Alternative procurement methodologies for a range of asset types with various financing options for delivery of projects and operations of assets, including potential or established Public-Private Partnership (P3) projects and variations of what is termed P3 arrangements as defined in section A.2.1 below; and
- Alternative delivery methods as defined in section A.2.2 below.

### **A.2 Definitions**

The following definitions are provided in the context of services required under this Supply Arrangement (SA).

#### **A.2.1 Public-Private Partnership (P3):**

In the context of the Government of Canada, Public-Private Partnership refers to a long-term contractual relationship between a public authority and the private sector that involves:

- the provision of capital assets and associated services to meet a defined output specification (i.e., a specification that defines what is required rather than how it is to be done);
- the integration of multiple project phases (e.g., design [D], build [B], finance [F], operate [O], maintain [M]);
- a transfer of risk to the private sector anchored with private sector capital at risk; and
- a performance-based payment mechanism.

Common P3 models include:

- Design-Build-Finance-Maintain (DBFM): The private sector designs, builds, and finances an asset and provides hard facility management (hard fm) or maintenance services under a long-term agreement.
- Design-Build-Finance-Operate-Maintain (DBFOM): The private sector designs, builds, and finances an asset, provides hard and/or soft facility management services, as well as operations under a long-term agreement.

#### A.2.2 Alternative Delivery Methods:

In the context of this SA, an alternative delivery method refers to a contractual relationship between a public authority and the private sector where the private sector partner is subject to performance standards and a payment mechanism that is linked to the Contractor's ability to meet performance specifications.

An example of an alternative delivery method may be a project whereby any combination of the design, construction, operations, and/or maintenance is subject to output-based performance specifications and payment is linked to the private sector's ability to meet these performance specifications.

### A.3 Anticipated Work

The Contractor will be called upon to provide services for one or more of the following Work Activities. A detailed description of the Work Activities will be included in the specific Statement of Work for any Request for Proposals issued against the Supply Arrangement.

In the context of this SA, A.3.1 to A.3.5 below outline the five Work Activities when investment advisory services are required; however, activities that are typically carried out in one Work Activity might still be required in another Work Activity. A.3.6 relates to the development of policies and other guidance documents and tools.

#### Work Activities

<b>A.3.1</b>	<u>Conceptualization / Pre-planning:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"><li>- Project definition;</li><li>- Real property asset / portfolio studies and strategic analysis; and</li><li>- Preliminary options analysis.</li></ul>
<b>A.3.2</b>	<u>Feasibility / Options Exploration:</u> Financial / commercial and associated advice in support of : <ul style="list-style-type: none"><li>- Feasibility and procurement options studies and analyses for P3 models and/or alternative delivery methods, including but not limited to: soft market sounding, development of risk matrices and risk allocation strategies, qualitative, quantitative, socioeconomic and other relevant analyses and evaluations; and</li><li>- Evaluation of all possible solutions and procurement options that meet project requirements.</li></ul>
<b>A.3.3</b>	<u>Investment Analysis / Business Case Development:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"><li>- Financial and commercial advisory services;</li><li>- Tax and accounting advisory services;</li><li>- Support of business case development and documentation;</li><li>- Support of Investment Analysis Reports;</li><li>- Perform Value for Money (VFM) analysis*;</li><li>- Provision of project advice for new and existing services, assets, and facilities along the P3 spectrum including hybrid models and/or models using alternative delivery methods;</li><li>- Perform public interest test;</li><li>- Affordability and funding analysis;</li><li>- Perform stand-alone multi-criteria analysis (MCA) or multi-attribute utility analysis (MAUT); and</li><li>- Review of financial models.</li><li>- Support with approval processes with central agencies and required Government of Canada authorities.</li></ul>

	*VFM analysis is understood to include: options analysis, market soundings, qualitative multi-criteria analysis (MCA), risk analysis (including risk identification, development of a risk register, conducting a risk workshop, and risk quantification), quantitative analysis (including financial modeling and development of public sector comparators and shadow bids), and final conclusion/recommendation.
<b>A.3.4</b>	<u>Procurement (Planning to Financial Close):</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> <li>- Procurement strategy, planning and structuring through Financial Close for P3 or alternate delivery method projects, including P3 payment mechanisms;</li> <li>- Development of procurement documentation: Request For Information, Request For Qualifications, Request For Proposals, proposal evaluation criteria, evaluation reports, Project Agreement, etc.;</li> <li>- Development of procurement documentation for hiring owner's advocate and fairness monitoring services;</li> <li>- Review of proposals and evaluations;</li> <li>- Subject matter expert advice on tax, accounting, cost estimating, insurance, risk management, facilities management, etc.; and</li> <li>- Support to project teams in all activities of P3 delivery, from procurement through to Financial Close.</li> </ul>
<b>A.3.5</b>	<u>Implementation / Operations:</u> Financial / commercial and associated advice post-Financial Close, during construction and operations phase, including updates and technical amendments to the Project Agreement and advice on performance monitoring.
<b>A.3.6</b>	<u>Guidance / Results:</u> Advice and support on the development of policy, best practices, outreach, lessons learned, guidance documents and/or analytical tools related to P3 and/or alternative delivery method projects.

#### A.4 Resource Categories

For each Proposal submitted for any Request for Proposals against the Supply Arrangement, the Contractor must draw from the proposed individuals to provide a suitable team of professional resources with the appropriate knowledge, skills, expertise, and experience to complete the Anticipated Work.

The three categories of required resources are as follows:

Resource	Criteria / Duties
Principal/Team Lead	<p><b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects with capital costs in excess of \$100M, with a minimum of ten years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience in areas outlined in this Statement of Work and must have led a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development described in Article A.3, Anticipated Work. The resource must have led activities described in A.3.4. Procurement (Planning to Financial Close). <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Principal/Team Lead include the overall accountability for the provision of expert advice, assignment of resources, contract oversight and approval, quality assurance and monitoring, key point of contact for contract and administrative purposes.</p>

Manager/Lead Advisor	<p><b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects with capital costs in excess of \$100M, with a minimum of six years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience at a lead advisor level in areas outlined in this Statement of Work. The resource must have participated in multiple Work Activities of P3 and/or alternative delivery method project development as described in Article A.3, Anticipated Work, and led one or more Work Activities of P3 and/or alternative delivery method project development at the lead advisor level. The resource must also have participated in multiple phases of the Procurement (Planning to Financial Close) Work Activity as outlined in A.3.4, and led activities described in A.3.4 Procurement (Planning to Financial Close) at the lead advisor level. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Manager/Lead Advisor include: being the key point of technical contact, provision of expert advice, coordination of all advisory services and resources, submission of invoices and deliverables, quality assurance and monitoring.</p>
Analyst	<p><b>Experience:</b> This resource must have a minimum of three years of relevant related work experience in the last ten years, including a minimum of two years of demonstrated experience participating in one or more Work Activities of P3 and/or alternative delivery method project development, conducting activities in support of the services outlined in A.3, Anticipated Work. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with a specialization in accounting, finance, business administration, public administration, commerce, economics, or other related field. <b>Typical duties</b> of the Analyst include analysis and document preparation under the oversight of the Manager/Lead Advisor.</p>

## A.5 Official Languages

Contractors must provide verbal communication, written communication, reports, and presentations in either or both of the Official Languages of Canada, as and when required.



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### **ANNEX “B” – Resources**

Identify resources for each of the Resource Categories, meeting all requirements as described in article A.4, Resource Categories, of Annex A, Statement of Work.

<b>Resource Category</b>	<b>Names of Resources</b>
<b>Principal/Team Lead</b>	<div>1. _____</div> <div>2. _____</div> <div>3. _____</div> <div>4. _____</div> <div>5. _____</div>
<b>Manager/Lead Advisor</b>	<div>1. _____</div> <div>2. _____</div> <div>3. _____</div> <div>4. _____</div> <div>5. _____</div>
<b>Analyst</b>	<div>1. _____</div> <div>2. _____</div> <div>3. _____</div> <div>4. _____</div> <div>5. _____</div>

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## ANNEX "C" – Security Requirements Check List

 Government of Canada Gouvernement du Canada	 DEC 04 2017	Contract Number / Numéro du contrat EZ156-170002/A
		Security Classification / Classification de sécurité UNCLASSIFIED

### SECURITY REQUIREMENTS CHECK LIST (SRCL)

### LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine Public Works and Government Services Canada	2. Branch or Directorate / Direction générale ou Direction Real Property / PAM	
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Professional consulting services for Public-Private Partnership (P3) projects.		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Non Oui		
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui		
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET SECRET <input checked="" type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>		TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

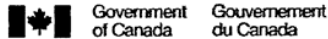
Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

N° de l'invitation - Solicitation No.  
EZ156-170002/B  
N° de réf. du client - Client Ref. No.  
EZ156-170002

N° de la modif - Amd. No.  
File No. - N° du dossier  
VAN-7-40361

Id de l'acheteur - Buyer ID  
VAN580  
N° CCC / CCC No./ N° VME - FMS



Contract Number / Numéro du contrat EZ156-170002/A
Security Classification / Classification de sécurité UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? ☒ No ☐ Yes  
Non Oui

If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité:

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? ☒ No ☐ Yes  
Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel:  
Document Number / Numéro du document:

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

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

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input checked="" type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET-- SIGINT TRÈS SECRET -- SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments: Personnel with Reliability Status will provide support to the senior consultants & will only have access up to Protected B documents.  
Commentaires spéciaux:

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

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? ☒ No ☐ Yes  
Non Oui

If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté? ☒ No ☐ Yes  
Non Oui

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

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

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

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

**PRODUCTION**

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

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

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

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

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Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

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

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COMSEC TOP SECRET COMSEC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens		✓														
Production																
IT Media / Support TI		✓														
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No ☐ Yes  
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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Security Classification / Classification de sécurité  
UNCLASSIFIED

Canada

## **ANNEX "D" – Insurance Requirements**

The Contractor must comply with the insurance requirements specified below. 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.

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.

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. Coverage must be placed with an Insurer licensed to carry out business in Canada. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

### **D1. Commercial General Liability Insurance**

D1.1 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.

D1.2 The Commercial General Liability policy must include the following:

- a. 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.
- b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
- c. 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.
- d. 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.
- e. 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.
- f. 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.
- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
- h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
- i. 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.
- j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- k. 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.

- l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- m. Non-Owned Automobile Liability - Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
- n. Litigation Rights: Pursuant to subsection 5(d) of the [\*Department of Justice Act\*](#), S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

**For the province of Quebec, send to:**

*Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8*

**For other provinces and territories, send to:**

*Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower  
Ottawa, Ontario K1A 0H8*

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

## **D.2 Errors and Omissions Liability Insurance**

D.2.1 The Contractor must obtain Errors and Omissions Liability (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.

D.2.2 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.

D.2.3 The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

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## ANNEX "E" – Supply Arrangement Reporting

### E.1 Detailed Report

Suppliers must submit the following information for every Contract and Contract Amendment against this Supply Arrangement.

<b>Supply Arrangement Number</b>	EZ156-170002/VAN/###
<b>Organization</b>	
<b>Quarter</b>	[year-month-day] to [year-month-day]

Line	Department	Project Authority (Name & Email)	Contract Number*	Contract Date	Contract Value**
<b>1</b>		Name: Email:			
<b>2</b>		Name: Email:			
<b>3</b>		Name: Email:			

\* If the line item is for an amendment, the Contract Number must include both the Contract number and the amendment number in three digits, separated hyphen. For example, the third amendment for Contract EZ156-180001 would be labeled "EZ156-180001-003".

\*\* If the line items is for an amendment, the Contract Value must only be the value of the amendment. For example, if a Contract was issued for \$300,000 and then an amendment is issued for \$50,000, then the line item for the Contract would \$300,000, and the separate line item for the amendment would be \$50,000 (not \$350,000). Amendments must be listed in the quarter they are issued, so amendments may appear in reports months or years after the initial Contract is reported.

## **ANNEX "F" – Arrangement Preparation, Evaluation Criteria and Basis of Selection**

<b>F.1</b>	<b>Evaluation Procedures</b>
<b>F.2</b>	<b>Mandatory Criteria</b>
	<b>F.2.1</b> Proposed Resources by Anticipated Work
	<b>F.2.2</b> Proposed Resources by Resource Categories
	<b>F.2.3</b> Single Rate Per Resource Category in Financial Bid
<b>F.3</b>	<b>Point Rated Criteria</b>
	<b>F.3.1 Management Response - Corporate Experience of the Supplier</b>
	F.3.1.A Corporate Profile
	F.3.1.B Relevant Corporate Experience
	<b>F.3.2 Technical Arrangement - Service Delivery Approach and Methodology</b>
	F.3.2.A Understanding of SA Requirements
	F.3.2.B Management Structure, Quality Control and Risk Management Approach
	F.3.2.C Delivery Management Approach
	<b>F.3.3 Technical Arrangement - Education, Accreditation and Demonstrated Experience of Proposed Resources</b>
	F.3.3.A Suitable Team
	F.3.3.B Qualified Resources
	<b>F.3.4 Technical Arrangement - Point Rated Tabulation</b>
<b>F.4</b>	<b>Basis of Selection</b>
<b>F.5</b>	<b>Response Tables</b>

### **F.1 Evaluation Procedures**

Arrangements 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 responses.

As noted in Part 3, Section I: Technical Arrangement, in their technical arrangement, Suppliers should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Suppliers should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the Work.

The technical arrangement 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 Suppliers address and present topics in the order of the evaluation criteria under the same headings.

Each responsive arrangement - that is, each arrangement that has met all of the mandatory requirements - will be evaluated against the point rated criteria. It is recommended that Suppliers address the selection criteria in sufficient detail and depth to demonstrate a clear understanding of the requirements and the services to be provided, so as to allow a complete assessment by the evaluation team. Suppliers should clearly identify in their submission document the specific criteria addressed by each section, and indicate clearly if additional supporting information for one section is provided in another section of their response, to enable the evaluators to easily find and score the information.

For each rated criterion, where a maximum number of points is shown, evaluators may award any whole or partial point from zero up to the maximum number of points.



The words "must", "shall", "essential" and "will" are to be interpreted as mandatory requirements. This may include documents to be supplied or types of information to be provided. Statements that contain the words "should", "would", "may" and "desirable" are to be interpreted as preferred but not mandatory at bid close.

Please note that the term "**Bidder(s)**" will be used throughout this Request for Supply Arrangement to refer to Suppliers. The term "**bid(s)**" will be used to refer to arrangements.

## F.2 Mandatory Criteria

The Supplier must meet all of the following mandatory criteria in order to be considered. Failure to do so will result in the arrangement being non-responsive and not considered for further evaluation.

The Supplier must provide the following information in their bid:

### F.2.1: Proposed Resources by Anticipated Work

The Supplier must identify resources with the experience and expertise to perform the activities in each of the work activity sections identified in Article A.3, Anticipated Work, of Annex A, Statement of Work. Each identified resource must also be listed in the respective category in **Response Table 2: Proposed Resources by Resource Categories**.

The experience and expertise for each identified resource will be verified using the completed Resource Profile and supporting material presented in the bid at Section F.3.3. This information will also be pointed to determine the contribution of the named individuals towards the performance of the requirement. (See F.3. below.)

It is recommended that the Supplier submit this information in the format provided in **Response Table 1: Proposed Resources by Anticipated Work Activities**, to demonstrate the Supplier's ability to provide expertise related to all activities in the Statement of Work.

Note: All Response Tables are listed at the end of Annex F.

### F.2.2: Proposed Resources by Resource Categories

The Supplier must identify resources for each of the Resource Categories, meeting all requirements as described in article A.4, Resource Categories, of Annex A, Statement of Work (reproduced below for ease of reference). It is requested that the Supplier use **Response Table 2: Proposed Resources by Resource Categories** for their responses.

#### Resource Categories (As per Article A.4 – Statement of Work)

Resource	Criteria / Duties
Principal/Team Lead	<b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects with capital costs in excess of \$100M, with a minimum of ten years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience in areas outlined in this Statement of Work and must have led a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development described in Article A.3, Anticipated Work. The resource must have led activities described in A.3.4. Procurement (Planning to Financial Close). <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public

	administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Principal/Team Lead include the overall accountability for the provision of expert advice, assignment of resources, contract oversight and approval, quality assurance and monitoring, key point of contact for contract and administrative purposes.
Manager/Lead Advisor	<b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects with capital costs in excess of \$100M, with a minimum of six years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience at a lead advisor level in areas outlined in this Statement of Work. The resource must have participated in multiple Work Activities of P3 and/or alternative delivery method project development as described in Article A.3, Anticipated Work, and led one or more Work Activities of P3 and/or alternative delivery method project development at the lead advisor level. The resource must also have participated in multiple phases of the Procurement (Planning to Financial Close) Work Activity as outlined in A.3.4, and led activities described in A.3.4 Procurement (Planning to Financial Close) at the lead advisor level. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Manager/Lead Advisor include: being the key point of technical contact, provision of expert advice, coordination of all advisory services and resources, submission of invoices and deliverables, quality assurance and monitoring.
Analyst	<b>Experience:</b> This resource must have a minimum of three years of relevant related work experience in the last ten years, including a minimum of two years of demonstrated experience participating in one or more Work Activities of P3 and/or alternative delivery method project development, conducting activities in support of the services outlined in A.3, Anticipated Work. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with a specialization in accounting, finance, business administration, public administration, commerce, economics, or other related field. <b>Typical duties</b> of the Analyst include analysis and document preparation under the oversight of the Manager/Lead Advisor.

### F.2.3: Single Rate Per Resource Category in Financial Bid

A single rate must be identified in the Financial Bid (Annex B – Basis of Payment) for each Resource Category.

### F.3 POINT RATED CRITERIA

Each responsive arrangement will be evaluated against the criteria listed in the Points Summary Tables below. It is recommended that the Supplier address these criteria in the following order and in sufficient detail and depth to demonstrate a clear understanding of the requirements and the services to be provided, so as to allow a complete assessment by the evaluation team. Suppliers should clearly identify in their submission document the specific criteria addressed by each section.

For each rated criterion, where a maximum number of points is shown, evaluators may award any whole or partial point from zero up to the maximum number of points.

Suppliers **MUST** achieve a **Minimum Total Score of 127 points** out of the **total 170 points** available in order to be considered responsive. Failure by the Supplier to achieve the Minimum Total Score of 127 points will render the Supplier's arrangement non-responsive and no further consideration will be given.

The evaluation of point rated criteria will use the following scales and scoring methodologies.

Section F.3.1 will be scored using Scale 1: Capacity and Project Experience.

Section F.3.2 and F.3.3.A will be scored using Scale 2: Approach and Methodology.

Section F.3.3.B will be scored using Scale 3: Proposed Resources.

Some response ratings will be converted into a weighted score using the following formula. Criteria that will be converted into a weighted score are identified below in the Point Summary Tables.

## F.2 Mandatory Criteria

The Supplier must meet all of the following mandatory criteria in order to be considered. Failure to do so will result in the response being non-responsive and not considered for further evaluation.

The Supplier must provide the following information in their arrangement:

### F.2.1: Proposed Resources by Anticipated Work

The Supplier must identify resources with the experience and expertise to perform the activities in each of the work activity sections identified in Article A.3, Anticipated Work, of Annex A, Statement of Work. Each identified resource must also be listed in the respective category in **Response Table 2: Proposed Resources by Resource Categories**.

The experience and expertise for each identified resource will be verified using the completed Resource Profile and supporting material presented in the arrangement at Section F.3.3. This information will also be point rated to determine the contribution of the named individuals towards the performance of the requirement. (See F.3. below.)

It is recommended that the Supplier submit this information in the format provided in **Response Table 1: Proposed Resources by Anticipated Work Activities**, to demonstrate the Supplier's ability to provide expertise related to all activities in the Statement of Work.

Note: All Response Tables are listed at the end of Annex F.

### F.2.2: Proposed Resources by Resource Categories

The Supplier must identify resources for each of the Resource Categories, meeting all requirements as described in article A.4, Resource Categories, of Annex A, Statement of Work (reproduced below for ease of reference). It is requested that the Supplier use **Response Table 2: Proposed Resources by Resource Categories** for their responses.

#### Resource Categories (As per Article A.4 – Statement of Work)

Resource	Criteria / Duties
Principal/Team Lead	<b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects

	<p>with capital costs in excess of \$100M, with a minimum of ten years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience in areas outlined in this Statement of Work and must have led a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development described in Article A.3, Anticipated Work. The resource must have led activities described in A.3.4. Procurement (Planning to Financial Close). <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Principal/Team Lead include the overall accountability for the provision of expert advice, assignment of resources, contract oversight and approval, quality assurance and monitoring, key point of contact for contract and administrative purposes.</p>
Manager/Lead Advisor	<p><b>Experience:</b> This resource must be able to draw on their experience leading large complex P3, alternative delivery method, and / or comparable projects with capital costs in excess of \$100M, with a minimum of six years of relevant related work experience in the last 15 years, including a minimum of four years of demonstrated experience at a lead advisor level in areas outlined in this Statement of Work. The resource must have participated in multiple Work Activities of P3 and/or alternative delivery method project development as described in Article A.3, Anticipated Work, and led one or more Work Activities of P3 and/or alternative delivery method project development at the lead advisor level. The resource must also have participated in multiple phases of the Procurement (Planning to Financial Close) Work Activity as outlined in A.3.4, and led activities described in A.3.4 Procurement (Planning to Financial Close) at the lead advisor level. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with specialization in accounting, finance, economics, statistics, business, public administration, sociology, architecture, engineering, law, or other related field. <b>Typical duties</b> of the Manager/Lead Advisor include: being the key point of technical contact, provision of expert advice, coordination of all advisory services and resources, submission of invoices and deliverables, quality assurance and monitoring.</p>
Analyst	<p><b>Experience:</b> This resource must have a minimum of three years of relevant related work experience in the last ten years, including a minimum of two years of demonstrated experience participating in one or more Work Activities of P3 and/or alternative delivery method project development, conducting activities in support of the services outlined in A.3, Anticipated Work. <b>Education:</b> Completion of post-secondary education from a recognized educational institution with a specialization in accounting, finance, business administration, public administration, commerce, economics, or other related field. <b>Typical duties</b> of the Analyst include analysis and document preparation under the oversight of the Manager/Lead Advisor.</p>

### F.3 POINT RATED CRITERIA

Each responsive arrangement will be evaluated against the criteria listed in the Points Summary Tables below. It is recommended that the Supplier address these criteria in the following order and in sufficient detail and depth to demonstrate a clear understanding of the requirements and the services to be provided, so as to allow a complete assessment by the evaluation team. Suppliers should clearly identify in their submission document the specific criteria addressed by each section.

For each rated criterion, where a maximum number of points is shown, evaluators may award any whole or partial point from zero up to the maximum number of points.

Suppliers **MUST** achieve a **Minimum Total Score of 127 points** out of the **total 170 points** available in order to be considered responsive. Failure by the Supplier to achieve the Minimum Total Score of 127 points will render the Supplier's arrangement non-responsive and no further consideration will be given.

The evaluation of point rated criteria will use the following scales and scoring methodologies.

Section F.3.1 will be scored using Scale 1: Capacity and Project Experience.

Section F.3.2 and F.3.3.A will be scored using Scale 2: Approach and Methodology.

Section F.3.3.B will be scored using Scale 3: Proposed Resources.

Some response ratings will be converted into a weighted score using the following formula. Criteria that will be converted into a weighted score are identified below in the Point Summary Tables.

$$\text{Weighted Score} = \frac{\text{Criterion Awarded Rating}}{\text{Maximum Scale Rating}} \times \text{Maximum Points for the Evaluation Criterion}$$

Scale 1: Capacity and Project Experience	
Rating	Description
5	The arrangement demonstrates that the Supplier exceeds the expectations of the criterion.
4	The arrangement demonstrates that the Supplier meets almost all or all aspects of the required criterion.
3	The arrangement demonstrates that the Supplier meets most aspects of the criterion.
2	The arrangement demonstrates that the Supplier meets some aspects to the criterion.
1	The arrangement demonstrates that the Supplier meets few aspects of the criterion.
0	The arrangement demonstrates that the Supplier meets no aspects of the criterion, or unable to evaluate.

Scale 2: Approach and Methodology	
Rating	Description
5	The arrangement demonstrates that the Supplier exceeds the criteria requirements. The Supplier

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File No. - N° du dossier  
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	demonstrates an approach that is highly relevant to the requirements of the criteria.
<b>4</b>	The arrangement demonstrates that the Supplier meets almost all or all of the criteria. The Supplier demonstrates an approach that is relevant to the requirements of the criteria.
<b>3</b>	The arrangement demonstrates that the Supplier meets most of the criteria. The Supplier demonstrates an approach that is sufficiently relevant to the requirements of the criteria.
<b>2</b>	The arrangement demonstrates that the Supplier meets some of the criteria. However, the Supplier demonstrates an approach that is of little relevance to the requirements of the criteria.
<b>1</b>	The arrangement does not demonstrate that the Supplier sufficiently meets the criteria. The Supplier demonstrates an approach that is of inadequate relevance to the requirements of the criteria.
<b>0</b>	The arrangement does not demonstrate that the Supplier addresses the requirements of the criteria, or unable to evaluate.

<b>Scale 3: Proposed Resources</b>	
<b>Rating</b>	<b>Description</b>
<b>5</b>	The arrangement demonstrates that the proposed resource exceeds the criteria requirements. The proposed resource demonstrates an excellent level of capability and experience that is highly relevant to the requirements of the criteria.
<b>4</b>	The arrangement demonstrates that the proposed resource meets almost all or all of the criteria. The proposed resource demonstrates good capability and experience that is relevant to the requirements of the criteria.
<b>3</b>	The arrangement demonstrates that the proposed resource meets most of the criteria. The proposed resource demonstrates sufficient capability and experience that is sufficiently relevant to the requirements of the criteria.
<b>2</b>	The arrangement demonstrates that the proposed resource meets some of the criteria. However, the proposed resource demonstrates little capability and experience of little relevance to the requirements of the criteria.
<b>1</b>	The arrangement does not demonstrate that the proposed resource sufficiently meets the criteria. The proposed resource demonstrates insufficient capability and experience of inadequate relevance to the requirements of the criteria.
<b>0</b>	The response does not demonstrate that the Supplier addresses the requirements of the criteria, or unable to evaluate.

### F.3.1 Management Response – Corporate Experience of the Supplier

In its management response, the Supplier should describe its capability and experience, present the project management team and provide reference projects and project references.

#### Points Summary Table for F.3.1

Section F.3.1	Maximum Overall Score for Section F.3.1	50
Section	Criteria	Criterion Maximum Points
<b>F.3.1.A</b>	<p><b>Corporate Profile</b></p> <p>The Bidder has the corporate capacity to provide the respective services required by PWGSC for the diverse types of work related to P3 and/or alternate delivery method approaches.</p> <p>&gt;&gt;&gt; To demonstrate its corporate capacity, the Bidder should present a corporate profile of no more than 5 pages.</p> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 1: Capacity and Project Experience, as described in G.3.</p>	<b>5</b>
<b>F.3.1.B</b>	<p><b>Relevant Corporate Experience</b></p> <p>The Bidder has the relevant experience and proven ability to complete assignments for large complex P3, alternate delivery method, and/or comparable projects, each with present value costs greater than one hundred million dollars.</p> <p>Please note, this criterion, F.3.1.B, has two parts: a) the description of four projects, worth 40 points and b) references, worth 5 points.</p> <p>&gt;&gt;&gt;The Bidder should provide a brief description of four projects, each with present value costs greater than one hundred million dollars, undertaken within the last 15 years by the Bidder, as proof of its ability to deliver advisory services, including but not limited to activities identified in Article A.3 of Annex A, for P3 and/or alternate delivery method projects; from conceptualization and pre-planning to implementation and operations. At least two of the described projects should be P3s.</p> <p>The Bidder should present its projects using the format of the <b>Response Table 3: Relevant Corporate Experience</b>. Please note that only four projects will be evaluated. In the event that the Bidder submits more than four projects, the first four projects presented will be the ones evaluated.</p> <p>Scoring Methodology: Each of the four projects will be scored between 0 and 5 using Scale 1: Capacity and Project Experience, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"> <li>All four individual scores will be added together for a Criterion Awarded Rating</li> <li>Maximum Scale Rating = 20</li> </ul>	<b>45</b>

	<ul style="list-style-type: none"> <li>Maximum Points for the Evaluation Criterion = 40</li> </ul> <p>Note: Projects provided should demonstrate experience in the five Work Activities, A.3.1 to A.3.5, identified in Article A.3, Anticipated Work of the SOW. Within each project, Bidders may choose to demonstrate one or multiple Work Activities. However, the combination of all four projects <b>must</b> collectively demonstrate experience in all five Work Activities A.3.1 to A.3.5.</p> <p>Projects that demonstrate experience in P3 procurement at the federal government level will receive one bonus point per project, in addition to the 40 points available.</p> <p>Additionally, Bidders are encouraged to submit projects that have a high present value cost.</p> <p>&gt;&gt;&gt;References: This section should also include references; this is the opportunity for the Bidder to demonstrate its credibility as a provider of advisory services.</p> <p>&gt;&gt;&gt; It is requested that the Bidder provide written references from two different past/current projects. These could be from projects described in the response to F.3.1.B or from other projects. If they are from other projects, it is requested that a project summary with all of the details requested for F.3.1.B be provided, using a similar format as the <b>Response Table 3: Relevant Corporate Experience</b>. The written references can be in the format of either a letter or an e-mail, and should detail the work completed and degree of success accomplished, the names of the key personnel delivering the services, as well as information regarding the Bidder's ability to deliver project requirements on-time and on-budget.</p> <p>Bidders are permitted to use the PWGSC as a reference.</p> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 1: Capacity and Project Experience, as described in G.3.</p>	
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### F.3.2 Technical Arrangement - Service Delivery Approach and Methodology

In its technical arrangement Suppliers must demonstrate an accurate understanding of the SA requirements and describe their intended management and delivery approach.

#### Points Summary Table for F.3.2

Section F.3.2	Maximum Overall Score for Section F.3.2	20
Section	Criteria	Criterion Maximum Points
F.3.2.A	<b>Understanding Opportunities and Challenges</b> The Bidder should demonstrate a clear understanding of the goals,	5



	<p>objectives, issues, challenges and opportunities with respect to this SA in the current government context.</p> <p>&gt;&gt;&gt; The Bidder should:</p> <ol style="list-style-type: none"> <li>1) Discuss the key success factors that should be considered in order to address the issues, challenges and opportunities within the P3 project environment; and</li> <li>2) Given the requirements as defined in the SOW, identify and describe some of the issues, challenges and opportunities related to the SA, including special challenges of working with government entities (e.g. public scrutiny, budgetary constraints, socio-economic programs, trade agreements, sustainable development, Official Languages, etc.).</li> </ol> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in F.3.</p>	
<b>F.3.2.B</b>	<p><b>Management Structure, Quality Control and Risk Management Approach</b></p> <p>The Bidder should demonstrate a sound approach in structuring and managing project team(s), quality control and risk management for service delivery during the SA term.</p> <p>&gt;&gt;&gt; The Bidder should describe its approach to structure and manage project team(s) to deliver the Work Activities issued for this requirement, including project team management structure, reporting relationship and organization chart, and its approach to quality control and risk management as it relates to delivery of services. The Bidder is to include a description of the escalation process should conflicts, delays or inadequate work be encountered.</p> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in F.3.</p>	<b>5</b>
<b>F.3.2.C</b>	<p><b>Delivery Management Approach</b></p> <p>The Bidder should demonstrate a sustainable approach in service delivery management and a clear methodology in managing multiple concurrent requirements / projects.</p> <p>&gt;&gt;&gt; The Bidder should describe:</p> <ol style="list-style-type: none"> <li>1) its service delivery management approach to demonstrate <ol style="list-style-type: none"> <li>a. its adaptability to fluctuating workload, changing environment and bilingual capabilities;</li> <li>b. its ability to deal with and deliver multiple concurrent requirements / projects; and</li> <li>c. its commitment to environmental stewardship in the delivery of services.</li> </ol> </li> <li>2) its implementation process once the scope of work for a project is established, including <ol style="list-style-type: none"> <li>a. communications;</li> <li>b. project management considerations and meeting deadlines; and</li> <li>c. quality monitoring and control for required services and</li> </ol> </li> </ol>	<b>10</b>

	<p>deliverables including invoicing.</p> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"> <li>Criteria will be scored between 0 and 5 for a Criterion Awarded Rating</li> <li>Maximum Scale Rating = 5</li> <li>Maximum Points for the Evaluation Criterion = 10</li> </ul>	
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### **F.3.3 Technical Arrangement - Education, Accreditation and Demonstrated Experience of Proposed Resources**

While it is mandatory to provide a suitable team with adequate knowledge and expertise as well as education and demonstrated experience to do the work (as detailed in F.2, Mandatory Criteria), the composition of the team and the specific contribution of each of the proposed resources will be point rated first for its suitability as a team for this requirement (F.3.3.A) and secondly the education, expertise, and demonstrated experience of the Proposed Resources will be assessed to determine the strength of the contribution of the identified resources towards each section of the Anticipated Work Activities.

**Response Table 1: Proposed Resources by Anticipated Work Activities** will be used by the evaluation team to guide their analysis to the resources that the Bidder has earmarked to contribute to each Work Activity of the SOW.

#### **Points Summary Table for F.3.3**

<b>Section F.3.3</b>	<b>Maximum Overall Score for Section F.3.3</b>	<b>100</b>
<b>Section</b>	<b>Criteria</b>	<b>Criterion Maximum Points</b>
<b>F.3.3.A</b>	<p><b>Suitable Team</b></p> <p>The Bidder should propose a suitable team that will be composed of Principals, Managers, and Analysts capable of performing the various Work Activities outlined in Article A.3 of Annex A, Statement of Work.</p> <p>A "suitable team" should include at the minimum:</p> <ol style="list-style-type: none"> <li>1) Adequate number of resources* in each resource category to deliver the Work over the term of the SA;</li> <li>2) Adequate coverage** for each Anticipated Work Activity; and</li> <li>3) Indication that resources are available in major business centres across Canada (Vancouver, Ottawa, Toronto, Montreal)</li> </ol> <p>*Adequate resources in each resource category is defined as follows:</p> <p>3 Principals/Team Leads is considered adequate.</p> <p>4-7 Managers/Lead Advisors is considered adequate.</p> <p>3-4 Analysts is considered adequate.</p>	<b>10</b>

	<p><b>**Adequate coverage for each Anticipated Work Activity (A.3.1 to A.3.5 identified in Article A.3, Annex A, Statement of Work) is defined as follows.</b></p> <p>Each Work Activity (A.3.1 to A.3.5) should have at least 1 Principal/Team Lead, 1 Manager/Lead Advisor, and 1 Analyst with relevant experience to be considered adequate.</p> <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"> <li>Criteria will be scored between 0 and 5 for a Criterion Awarded Rating</li> <li>Maximum Scale Rating = 5</li> <li>Maximum Points for the Evaluation Criterion = 10</li> </ul>	
<b>F.3.3.B</b>	<p><b>Qualified Resources</b></p> <p>The Bidder should provide a clear description of the proposed resources' educational background, accreditation, relevant work experience, knowledge and demonstrated ability to complete assignments on P3, alternate delivery method and/or comparable projects having present value costs greater than one hundred million dollars (where applicable). The Bidder should demonstrate that each proposed resource meets all the requirements described in the applicable Resource Category specified in Article A.4 of Annex A, Statement of Work.</p> <p>&gt;&gt;&gt;In addition to completing the mandatory information required in F.3.1, the Bidder must present a Resource Profile of no more than four pages for each of the proposed resources and should use the appropriate profile template in <b>Response Table 4: Resource Profile</b>. If the template is not used, the evaluators may not find the required information and may be unable to appropriately score the resource's qualification and contribution. Each Resource Profile for Principal/Team Lead and for Manager/Lead Advisor is to include a description of four projects that the resource is working on or has worked on within the last ten years. Each Resource Profile for Analyst is to include a description of two projects that the resource is working on or has worked on within the last ten years.</p> <p>The Resource Profile must provide evidence to clearly describe and substantiate the individual resource's roles and responsibilities on a project, not just what the firm delivered on a project.</p> <p>Scoring Methodologies:</p> <p>Principal/Team Lead Category: Each of the four projects will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"> <li>All four individual scores will be added together for a Criterion Awarded Rating</li> <li>Maximum Scale Rating = 20</li> <li>Maximum Points for the Evaluation Criterion = 30</li> </ul>	<b>90</b>

	<p>Manager/Lead Advisor Category: Each of the four projects will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"><li>• All four individual scores will be added together for a Criterion Awarded Rating</li><li>• Maximum Scale Rating = 20</li><li>• Maximum Points for the Evaluation Criterion = 40</li></ul> <p>Analyst Category: Each of the two projects will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in F.3. This rating will be converted into a weighted score using the formula identified in F.3.</p> <ul style="list-style-type: none"><li>• Both individual scores will be added together for a Criterion Awarded Rating</li><li>• Maximum Scale Rating = 10</li><li>• Maximum Points for the Evaluation Criterion = 20</li></ul> <p>The Bidder must also include a resume for each of the proposed resources no more than two pages long, which includes:</p> <ul style="list-style-type: none"><li>• All post-secondary educational institutes, credentials obtained, and any specializations;</li><li>• Accreditation organization, jurisdiction, date accredited, current status; and</li><li>• Summary work history with employer names, dates, job titles, and description of responsibilities.</li></ul> <p>Canada reserves the right to validate any education, accreditation or work history documentation before SA issuance, including requesting hard copy education and accreditation certifications.</p> <p>NOTE 1: If the Resource Profile is longer than four pages (plus two pages of resume), the additional pages will not be reviewed, and points will not be awarded for material that is deemed to be in excess of that requested.</p>	
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#### F.3.4 Technical Arrangement - Point Rated Tabulation

Description	Scale Used	Maximum Scale Rating	Maximum Points
<b>Management Response</b> – Corporate Profile	<b>Scale 1</b>	<b>N/A</b>	<b>5</b>
<b>Management Response</b> – Relevant Corporate Experience	<b>Scale 1</b>	<b>20</b>	<b>45</b>
<b>Technical Arrangement</b> – Understanding of SA Requirements	<b>Scale 2</b>	<b>N/A</b>	<b>5</b>
<b>Technical Arrangement</b> – Management Structure, Quality Control and Risk Management Approach	<b>Scale 2</b>	<b>N/A</b>	<b>5</b>
<b>Technical Arrangement</b> – Delivery Management Approach	<b>Scale 2</b>	<b>5</b>	<b>10</b>
<b>Technical Arrangement</b> – Suitable Team	<b>Scale 2</b>	<b>5</b>	<b>10</b>
<b>Technical Arrangement</b> – Qualified Resources: Principal/Team Lead Category	<b>Scale 3</b>	<b>20</b>	<b>30</b>
<b>Technical Arrangement</b> – Qualified Resources: Manager/Lead Advisor	<b>Scale 3</b>	<b>20</b>	<b>40</b>
<b>Technical Arrangement</b> – Qualified Resources: Analyst	<b>Scale 3</b>	<b>10</b>	<b>20</b>
<b>TOTAL</b>			<b>170</b>

#### F.4 BASIS OF SELECTION – MINIMUM POINT RATING

F.4.1 To be declared responsive, an arrangement must:

- comply with all the requirements of the Request for Supply Arrangements; and
- meet all mandatory technical evaluation criteria; and
- obtain the required minimum of 127 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 170 points.

F.4.2 Arrangements not meeting (a), (b) or (c) above will be declared non-responsive.

## F.5 RESPONSE TABLES

**Response Table 1: Proposed Resources by Anticipated Work Activities**

	<b>Work Activity</b>	<b>Resource(s) Name</b>
<b>A.3.1</b>	<u>Conceptualization / Pre-planning:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> <li>- Project definition;</li> <li>- Real property asset / portfolio studies and strategic analysis; and</li> <li>- Preliminary options analysis.</li> </ul>	
<b>A.3.2</b>	<u>Feasibility / Options Exploration:</u> Financial / commercial and associated advice in support of : <ul style="list-style-type: none"> <li>- Feasibility and procurement options studies and analyses for P3 models and/or alternative delivery methods, including but not limited to: soft market sounding, development of risk matrices and risk allocation strategies, qualitative, quantitative, socioeconomic and other relevant analyses and evaluations; and</li> <li>- Evaluation of all possible solutions and procurement options that meet project requirements.</li> </ul>	
<b>A.3.3</b>	<u>Investment Analysis / Business Case Development:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> <li>- Financial and commercial advisory services;</li> <li>- Tax and accounting advisory services;</li> <li>- Support of business case development and documentation;</li> <li>- Support of Investment Analysis Reports;</li> <li>- Perform Value for Money (VFM) analysis*;</li> <li>- Provision of project advice for new and existing services, assets, and facilities along the P3 spectrum including hybrid models and/or models using alternative delivery methods;</li> <li>- Perform public interest test;</li> <li>- Affordability and funding analysis;</li> <li>- Perform stand-alone multi-criteria analysis (MCA) or multi-attribute utility analysis (MAUT); and</li> <li>- Review of financial models.</li> <li>- Support with approval processes with central agencies and required Government of Canada authorities.</li> </ul> <p>*VFM analysis is understood to include: options analysis, market soundings, qualitative multi-criteria analysis (MCA), risk analysis (including risk identification, development of a risk register, conducting a risk workshop, and risk quantification), quantitative analysis (including financial modeling and development of public sector comparators and shadow bids), and final conclusion/recommendation.</p>	
<b>A.3.4</b>	<u>Procurement (Planning to Financial Close):</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> <li>- Procurement strategy, planning and structuring through Financial Close for P3 or alternate delivery method projects, including P3 payment mechanisms;</li> <li>- Development of procurement documentation: Request For</li> </ul>	

	Information, Request For Qualifications, Request For Proposals, proposal evaluation criteria, evaluation reports, Project Agreement, etc.; - Development of procurement documentation for hiring owner's advocate and fairness monitoring services; - Review of proposals and evaluations; - Subject matter expert advice on tax, accounting, cost estimating, insurance, risk management, facilities management, etc.; and - Support to project teams in all activities of P3 delivery, from procurement through to Financial Close.	
<b>A.3.5</b>	<u>Implementation / Operations:</u> Financial / commercial and associated advice post-Financial Close, during construction and operations phase, including updates and technical amendments to the Project Agreement and advice on performance monitoring.	
<b>A.3.6</b>	<u>Guidance / Results:</u> Advice and support on the development of policy, best practices, outreach, lessons learned, guidance documents and/or analytical tools related to P3 and/or alternative delivery method projects.	

## Response Table 2: Proposed Resources by Resource Categories

It is requested that the Supplier present a summary of the qualifications of the proposed individuals in this table, to demonstrate the Supplier's ability to provide appropriate resources for each of the resource categories specified. This is in addition to providing the appropriate Resource Profile and background information including a resume for each individual. Resumes will be used to substantiate the proposed resources' education and experience, as per Section F.3.3.

Please add the appropriate number of rows for the number of individuals proposed. Education and experience will be confirmed in the individual's Resource Profile and other supporting information.

Resource Category	A Name	B Education/ Accreditation	C # years general relevant experience	D # years P3 and/or alternative delivery method experience
Principal/ Team Lead		Completion of post-secondary education from a recognized educational institution as described in Table A.4	a minimum of ten years of relevant related work experience in the last 15 years	a minimum of four years of demonstrated experience in the last 15 years
Example	Jane Smith	BA (Fin), MBA CGA	11 years	4.5 years
Manager/ Lead Advisor		Completion of post-secondary education from a recognized educational institution as described in Table	a minimum of six years of relevant related work experience in the last 15 years	a minimum of four years of demonstrated experience at a lead advisor level in the last 15 years

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Id de l'acheteur - Buyer ID  
**VAN580**  
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		A.4		
Analyst		Completion of post-secondary education from a recognized educational institution as described in Table A.4	a minimum of three years of relevant related work experience in the last ten years	a minimum of two years of demonstrated experience in the last ten years

- A. Name: An individual may only be listed under ONE RESOURCE CATEGORY ONLY. The resource must meet the Resource Criteria identified.
- B. Education/Accreditation: Highest level and all relevant certificates, diplomas, degrees obtained. Identify professional designation and other relevant credentials, if any, and the jurisdiction to which the accreditation applies (i.e. Ontario, Quebec, British Columbia, etc).
- C. Years of general relevant experience: Identify the number of years within the past 15 years for Principal/Team Leads and Manager/Lead Advisors, and the past 10 years for Analysts, which the individual has worked in his/her discipline relevant to the scope of services requested in Annex A.
- D. Years of P3 and/or alternate delivery method experience: Identify the number of years within the past 15 years for Principal/Team Leads and Manager/Lead Advisors, and the past 10 years for Analysts, which the individual has worked in different Work Activities of P3 and/or alternate delivery method projects.

### Response Table 3: Relevant Corporate Experience

Project #___ Name of the Project:
Client:
Start Date (Month and Year) and End Date (Month and Year): On time? : Yes or No
General Description, including Project Cost*: On budget? Scope of Project: Complexity: Project stages/phases of Bidder's involvement: Role of Bidder: Name and role of Bidder's assigned resources: Scope of services provided: Key deliverables:
Expertise Provided:
Expertise Acquired:
Contribution by Resources Proposed for this RFSA:



\*Note: Should the project cost be confidential, bidders should indicate an estimate or the cost range to substantiate that the project meets the requirement to be greater than one hundred million dollars.

**Response Table 4: Resource Profile**

		<b>Profile of Each Principal (Team Lead)</b>
A.		<b>Name of Principal and Location</b>
B.		<b>Education</b> , credentials, specializations
C.		<b>Accreditations</b> , organizations, jurisdiction, date accredited, current status
D.		<b>Specialization</b> , experience in the specific activities detailed in article A.3 of Annex A. To be considered a specialization, the proposed resource must have at least four years of experience in the area outlined in the statement of work.
E.		<b>Demonstrated Expertise, Knowledge, and Skills</b> gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	E.1	<b>Project #1</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.1.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.1.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the principal in the project. Describe knowledge, expertise, and skills that the principal gained through the project. This should be a clear display of the Principal's ability to lead a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4. Procurement (Planning to Financial Close). Statements must be substantiated with evidence of the resource's knowledge, expertise, and skills.
	E.2	<b>Project #2</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.2.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.2.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the principal in the project. Describe knowledge, expertise, and skills that the principal gained through the project. This should be a clear display of the Principal's ability to lead a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4. Procurement (Planning to Financial Close). Statements must be substantiated with evidence of the resource's knowledge, expertise, and skills.
	E.3	<b>Project #3</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.3.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.3.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the principal in the project. Describe knowledge, expertise, and skills that the principal gained through the project. This should be a clear display of the Principal's ability to lead a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4. Procurement (Planning to

		Financial Close). Statements must be substantiated with evidence of the resource's knowledge, expertise, and skills.
	E.4	<b>Project #4</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.4.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.4.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the principal in the project. Describe knowledge, expertise, and skills that the principal gained through the project. This should be a clear display of the Principal's ability to lead a minimum of four of the five Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4. Procurement (Planning to Financial Close). Statements must be substantiated with evidence of the resource's knowledge, expertise, and skills.
F.		<b>Professional Activities</b>
	F.1	<b>Professional Organizations</b> - Name the organization; Describe the roles and activities the principal had in the organization; and describe the contributions made by the principal to the organization.
	F.2	<b>Accolades / Awards</b> - Personal awards / recognition that has been bestowed up on the principal.

		<b>Profile of Each Manager (Lead Advisor)</b>
A.		<b>Name of Manager and Location</b>
B.		<b>Education</b> , credentials, specializations
C.		<b>Accreditations</b> , organizations, jurisdiction, date accredited, current status
D.		<b>Specialization</b> , experience in the specific activities detailed in article A.3 of Annex A. To be considered a specialization, the proposed resource must have at least four years of experience in the area outlined in the statement of work
E.		<b>Demonstrated Expertise, Knowledge and Skills</b> gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	E.1	<b>Project #1</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.1.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.1.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the manager in the project. Describe knowledge, expertise, and skills that the manager gained through the project. This should be a clear display of the Manager's ability to lead one or more Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4., Procurement (Planning to Financial Close).
	E.2	<b>Project #2</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	E.2.1	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.2.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the manager in the project. Describe knowledge, expertise, and skills that the manager gained through the project. This should be a clear display of the Manager's ability to lead one or more Work Activities of P3 and/or alternative delivery method project development as outlined

		in Article A.3, including A.3.4., Procurement (Planning to Financial Close).
	<b>E.3</b>	<b>Project #3</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	<b>E.3.1</b>	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	<b>E.3.2</b>	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the manager in the project. Describe knowledge, expertise, and skills that the manager gained through the project. This should be a clear display of the Manager's ability to lead one or more Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4., Procurement (Planning to Financial Close).
	<b>E.4</b>	<b>Project #4</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	<b>E.4.1</b>	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	<b>E.4.2</b>	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the manager in the project. Describe knowledge, expertise, and skills that the manager gained through the project. This should be a clear display of the Manager's ability to lead one or more Work Activities of P3 and/or alternative delivery method project development as outlined in Article A.3, including A.3.4., Procurement (Planning to Financial Close).
<b>F.</b>		<b>Professional Activities</b>
	<b>F.1</b>	<b>Professional Organizations</b> - Name the organization; Describe the roles and activities the manager had in the organization; and describe the contributions made by the manager to the organization.
	<b>F.2</b>	<b>Accolades / Awards</b> - Personal awards / recognition that has been bestowed up on the manager.

		<b>Profile of Each Analyst</b>
<b>A.</b>		<b>Name of Analyst and Location</b>
<b>B</b>		<b>Education</b> , credentials, specializations
<b>C.</b>		<b>Accreditations</b> , organizations, jurisdiction, date accredited, current status
<b>D.</b>		<b>Specialization</b> , experience in the specific activities detailed in article A.3 of Annex A. To be considered a specialization, the proposed resource must have at least two years of experience in the area outlined in the statement of work
<b>E.</b>		<b>Demonstrated Expertise, Knowledge and Skills</b> gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	<b>E.1</b>	<b>Project #1</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	<b>E.1.1</b>	<b>Name and Description</b> - Identify client, location, brief description of project (scope, value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	<b>E.1.2</b>	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the analyst in the project. Describe knowledge, expertise, and skills that the analyst gained through the project. This should be a clear display of the analyst's ability to conduct activities in support of the services for one or more Work Activities of P3 and/or alternative delivery method project development as outlined in A.3.1 to A.3.6 of Article A.3.
	<b>E.2</b>	<b>Project #2</b> Name, Start Date (Month and Year) and End Date (Month and Year)
	<b>E.2.1</b>	<b>Name and Description</b> - Identify client, location, brief description of project (scope,

N° de l'invitation - Solicitation No.  
**EZ156-170002/B**  
N° de réf. du client - Client Ref. No.  
**EZ156-170002**

N° de la modif - Amd. No.  
  
File No. - N° du dossier  
**VAN-7-40361**

Id de l'acheteur - Buyer ID  
**VAN580**  
N° CCC / CCC No./ N° VME - FMS

		value, objective(s); project outcome - i.e. what kind of contract was issued; and what procurement methodology was used to develop the project (e.g. design build, lease, lease purchase, DBFOM, etc).
	E.2.2	<b>Roles and Responsibilities</b> - Describe the roles and responsibilities of the analyst in the project. Describe knowledge, expertise, and skills that the analyst gained through the project. This should be a clear display of the analyst's ability to conduct activities in support of the services for one or more Work Activities of P3 and/or alternative delivery method project development as outlined in A.3.1 to A.3.6 of Article A.3.
F		Professional Activities
	F.1	<b>Professional Organizations</b> - Name the organization; Describe the roles and activities the principal had in the organization; and describe the contributions made by the analyst to the organization.
	F.2	<b>Accolades / Awards</b> - Personal awards / recognition that has been bestowed up on the analyst.