



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

Bid Receiving Public Works and Government
Services Canada/Réception des soumissions Travaux
publics et Services gouvernementaux Canada
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Vancouver, BC V6Z 0B9
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Revision to a Request for a Standing Offer

Révision à une demande d'offre à commandes

National Master Standing Offer (NMSO)

Offre à commandes principale et nationale (OCPN)

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

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

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Public Works and Government Services Canada -
Pacific Region
219 - 800 Burrard Street
800, rue Burrard, pièce 219
Vancouver, BC V6Z 0B9

Title - Sujet P3 Advisory Services		
Solicitation No. - N° de l'invitation EZ156-170002/A		Date 2018-03-22
Client Reference No. - N° de référence du client EZ156-170002		Amendment No. - N° modif. 004
File No. - N° de dossier VAN-7-40361 (580)	CCC No./N° CCC - FMS No./N° VME	
GETS Reference No. - N° de référence de SEAG PW-\$VAN-580-8297		
Date of Original Request for Standing Offer Date de la demande de l'offre à commandes originale		2018-02-07
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2018-04-09		Time Zone Fuseau horaire Pacific Daylight Saving Time PDT
Address Enquiries to: - Adresser toutes questions à: Navarro-Ocampo, Maria		Buyer Id - Id de l'acheteur van580
Telephone No. - N° de téléphone (604) 318-3684 ()	FAX No. - N° de FAX () -	
Delivery Required - Livraison exigée		
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction:		
Security - Sécurité This revision does change the security requirements of the Offer. Cette révision change les besoins en matière de sécurité de la présente offre.		

Instructions: See Herein

Instructions: Voir aux présentes

Acknowledgement copy required Accusé de réception requis	Yes - Oui <input type="checkbox"/>	No - Non <input type="checkbox"/>
The Offeror hereby acknowledges this revision to its Offer. Le proposant constate, par la présente, cette révision à son offre.		
Signature	Date	
Name and title of person authorized to sign on behalf of offeror. (type or print) Nom et titre de la personne autorisée à signer au nom du proposant. (taper ou écrire en caractères d'imprimerie)		
For the Minister - Pour le Ministre		

Amendment 004

This Amendment 004 is being raised to answer questions raised, and to revise the Solicitation.

A note to bidders: *Following the posting of Amendment 002, a number of requests to extend the solicitation were received. Amendment 003 extended the solicitation for a second time, and should provide Bidders sufficient time to prepare a response to the RFSO and RFSA.*

Following the posting of Amendment 002, a number of bidders submitted questions and comments with regards to the number of resources required. It should be noted that the intent from the original solicitation to the amended solicitation has not changed. In the original solicitation we stated a "suitable team" should include at the minimum an 'adequate' number of resources which we defined as: 3 Principals/Team Leads, 4-7 Managers/Lead Advisors and 3-4 Analysts. The numbers provided were intended as a minimum reference point for bidders in order to be considered 'adequate'. Therefore if bidders proposed the minimum number of resources within the stated numbers, then bidders would not have been able to reach maximum points for this criterion.

In Amendment 002 - Revision number 5, we revised this section to clearly state the exact number of required resources which we feel would satisfy the needs of our national client base.

As a result of comments from bidders, in this latest amendment we have reduced the number of managers and analysts required to six each with the required number of principals/team leads remaining at five resources. Please refer to response to Question 7 for more information.

I. QUESTIONS & ANSWERS

Q1 (a): As per G.3.1.B, Please confirm that as part of the evaluation of Relevant Corporate Experience, PWGSC will evaluate projects that have reached Financial Close?

A1 (a): Yes, PWGSC will evaluate projects that have reached Financial Close.

Q1 (b): Additionally, would PWGSC consider a project that has reached substantial completion to have entered the operations phase?

A1 (b): For evaluation purposes of this solicitation, if a project has reached substantial completion and if the activities, roles, and responsibilities performed by the Bidder are clearly activities associated with the operations and maintenance phase of the project, then the evaluation committee would consider the project to be in the operations phase.

Q2: As per G.3.3.B, Please confirm that as part of the evaluation of the Resource Profiles, PWGSC will only evaluate projects that exceed 100 million for all resource role categories. We are unclear of the reference to "**where applicable**" in following statement on P.50 the RFP document,

"...alternate delivery method and/or comparable projects having present value costs greater than one hundred million dollars (where applicable)."

A2: As per Amendment 002, "where applicable" has been removed; please refer to Revision item number five of Amendment 002.

Q3: Revision No. 5 (from Amendment 002) – based on the illustrative scoring methodology provided (e.g. for a Principal resource), it is not clear whether only a Bidder submitting the maximum number of resources (i.e. 5) will be able to score the maximum number of points for this criterion. If a Bidder submits the "adequate" number of resources (i.e. 3) will its maximum possible score against this criterion be 60% of the maximum scale rating (100)? Please clarify as this has an important bearing on whether we choose to propose a maximum or adequate number of resources.

A3: The previous reference to an "adequate" number of resources was removed from G.3.3.A in Amendment 002. Bidders must submit the maximum number of resources in order to potentially

achieve the maximum score. In the example stated in the question above, yes, 3 resources in the Principal category would only be able to achieve a maximum of score of 60%.

Q4: A15 (*from Amendment 002*) – our understanding is that resumes are no longer required and the amended resource profile only will be used to score resources. This change is illogical. In addition to requiring significant re-work in submissions for no apparent reason, how does PSPC expect to ascertain resource language capability and resource location based on the resource profile alone? Please revert back to the original requirement (2 page resume + resource profile).

A4: The decision to remove the requirement for resumes was in the interest of streamlining the information requested based on comments from prospective Bidders. It is recognized that this will require a re-work of submissions, which is part of the consideration for granting an extension to solicitation. The criteria of language capability has been added to G.6, Response Table 4: Resource Profile. Please refer to Annex G, G.6 of the Revised Solicitation.

Q5: A16 (*from Amendment 002*) – please confirm whether it is a requirement that Bidders must have resources located in both the National Capital and Vancouver (per Amendment 001) or whether having resources located in one or more of the following cities is sufficient (Vancouver, Ottawa, Montreal and Toronto).

A5: Please refer to Amendment 002, the line preceding Question 16, Bidders are asked to disregard the answer provided for Question 3 of Amendment 001. As this is a National Master Standing Offer, proposed resources should be located in the cities indicated, however it is not mandatory for Bidders to have offices in these cities. Contractor travel may be necessary and will require prior approval by the RFSO and RFSA Project Authority and be subject to the TBS Directive on Travel, Hospitality, Conference and Event Expenditures.

Q6: General – based on the number of revisions to both the RFSO and RFSA, please re-issue updated versions of both which include all revisions.

A6: Please refer to the revised Solicitation following the Questions & Answers section.

Q7: We understand and agree with the intent to have firms on the Standing Offer that have a full breadth and depth of resources and that it is necessary to consider resourcing in the context of potentially having multiple call ups at any one time. While we welcome the clarity around the resourcing that is contained in amendment 002 we note that in order to be able to score the maximum points for resourcing we will need to increase the number of resources we put forward at all three levels.

Prior to amendment 002 being issued 3 Principals, 4-7 Leads and 3-4 Analysts were considered adequate to service the expected call ups for values of up to \$400k per call up (i.e. a range of 10-14 resources in total). In order to attempt to get the maximum score we now need to identify a total 19 resources which is almost double what was previously considered to be adequate. We respectfully request that PWGSC fix the resource requirements at each level but make them consistent with the original adequacy, that is 3 Principals, 4 Leads and 3 Analysts. Given the nature and volume of the work we have experienced over the last two cycles of the P3 Standing Offer and the fact that there will also be a Supply Arrangement for larger projects a team of 10 resources would be more reasonable.

A7: As this is a National Master Standing Offer, the business volumes are expected to be higher than previous cycles of P3 contracting tools. The Standing Offer and Supply Arrangement will be available to all government departments, not just PSPC. Therefore bidders should have the capacity to handle multiple projects simultaneously.

The two tools are meant work together, i.e. should a requirement fall outside the scope of the SO then the SA will be used. Bidders may consider proposing the same resources for both tools and bidders will not be penalized for doing so.

Based on comments from Bidders, the maximum number of resources for both Managers and Analysts have been reduced to six each with the required number of principals/team leads

remaining at five resources. Please refer to the Revised Solicitation, to see the changes made to G.3.3.B, of Annex G.

Q8: Would PSPC please confirm that four relevant corporate projects and two written references are to be evaluated?

A8: Yes, for criterion G.3.1.B, Relevant Corporate Experience, Bidders are asked to provide four projects and two references, which will be evaluated.

Q9: The previous allowable length of the resource profile and resume, prior to amendment 002, was a combined total of 6 pages. Amendment 002 now combines all requested information into the resource profile with a limitation of 5 pages. Given the complexity of the response and extensive experience of our resources, we respectfully request that the page limitation of the resource profiles be increased to 7 pages.

A9: The requirement has been changed, Resource Profiles may be a maximum of 6 pages. Please refer to the Revised Solicitation to see the changes made to G.3.3.B, of Annex G.

Q10: Amendment number 2 states the required work history to include in the profiles for a Principal/Team Lead and a Manager Lead Advisor is the same at 15 years and the required work history for an analyst is 10 years. Would PWGSC consider making the required work history requirement align more closely to the required relevant experience and distinguish between the three different resource levels, specifically would PWGSC consider amending the work history experience requirements to the following?

Principal/Team Lead – no change – 15 years

Lead Advisor/Manager – reduce to 10 years from 15 years

Analyst – reduce to 5 years from 10 years

A10: There was no change to the relevant related work experience for any of the resource categories in Amendment 002. Please refer to the Revisions section of Amendment 2, Revision number 2, which changed the minimum number of years of demonstrated experience in areas outlined in the Statement of Work to six years from four years. Please refer to Answer 4 of this Amendment for more information.

II. Revisions

The RFSA closing date has been revised. Please note, the RFSA is a perpetual posting which allows suppliers to submit an arrangement at any time.

Bidders who are submitting an offer to the RFSO are asked to submit an arrangement to the RFSA at the same time. Our intent is to award up to five SOs and at least five SAs following the closing of the RFSO. Therefore, Bidders who are unsuccessful in the RFSO may still receive a SA. As stated in the Note to Bidders in Amendment 002, the SO and the SA are meant to work together to satisfy our requirement for P3 Advisory Services, thus the Technical Requirements are identical in each solicitation.

1. For consistency, all amendments have been captured in the revised Solicitation below.

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

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N° de l'invitation - Solicitation No.
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VAN-7-40361

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The Request for Standing Offers (RFSO) is divided into seven parts plus attachments and annexes, as follows:

- | | |
|--------|---|
| Part 1 | General Information: provides a general description of the requirement; |
| Part 2 | Offeror Instructions: provides the instructions applicable to the clauses and conditions of the RFSO; |
| Part 3 | Offer Preparation Instructions: provides offerors with instructions on how to prepare their offer 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 offer, and the basis of selection; |
| Part 5 | Certifications and Additional Information: includes the certifications and additional information to be provided; |
| Part 6 | Security, Financial and Insurance Requirements: includes specific requirements that must be addressed by offerors; and |
| Part 7 | 7A, Standing Offer, and 7B, Resulting Contract Clauses:

7A, includes the Standing Offer containing the offer from the Offeror and the applicable clauses and conditions;

7B, includes the clauses and conditions which will apply to any contract resulting from a call-up made pursuant to the Standing Offer. |

The Annexes include the Statement of Work, the Basis of Payment, the Electronic Payment Instruments, the Federal Contractors Program for Employment Equity - Certification and any other annexes.

1.2 Summary

1.2.1 This Standing Offer 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)**

Offerors must be able to provide consulting services for both the SO and the SA.

The intent of the solicitations is to award a Standing Offer and a Supply Arrangement to a maximum of five successful bids that meet and/or exceed the requirements of the RFSO and RFSA. **[AMD 001, Revision 2]**

Canada intends to issue up to five Standing Offers. There is no limit to the number of Supply Arrangements that can be issued.

~~Offerors that submit a response to the RFSO do not have to submit a response to the RFSA.~~ [AMD 001, Revision 3]

Please note that the term “**Bidder(s)**” will be used throughout this Request for Standing Offer to refer to Offerors. The term “**bid(s)**” will be used to refer to offers.

1.2.2 The Period of the Standing Offer

The period of the SO will be three years from the date of issuance with provisions to extend the period of the SO by up to two years.

1.2.3 Applicable 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 Standing Offers (RFSO) is to establish National Master Standing Offers for the delivery of the requirement detailed in the RFSO, 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 in any CLCA areas, therefore CLCAs do not apply.

1.2.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7A -Standing Offer, and Part 7B - Resulting Contract Clauses and the annex titled [Federal Contractors Program for Employment Equity - Certification](#).

1.3 Security Requirements

There are security requirements associated with the requirement of the Standing Offer. For additional information, see Part 6 - Security, Financial and Insurance Requirements, and Part 7 - Standing Offer and Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, offerors should refer to the [Contract Security Program](#) 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 Standing Offer Authority in advance of their intention to make public an announcement related to the issuance of a SO.

1.5 Debriefings

Offerors may request a debriefing on the results of the request for standing offers process. Offerors should make the request to the Standing Offer Authority within 15 working days of receipt of the results of the request for standing offers process. The debriefing may be in writing, by telephone or in person.

PART 2 - OFFEROR INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Standing Offers (RFSO) 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.

Offerors who submit an offer agree to be bound by the instructions, clauses and conditions of the RFSO and accept the clauses and conditions of the Standing Offer and resulting contract(s).

The [2006](#) (2017-04-27), Standard Instructions - Request for Standing Offers - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the RFSO. Subsection 5.4 of [2006](#), Standard Instructions - Request for Standing Offers - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 120 days

2.2 Submission of Offers

Offers 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 Standing Offers.

Due to the nature of the Request for Standing Offers, transmission of offers by facsimile to PWGSC will not be accepted.

2.3 Former Public Servant

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

Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#) R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits](#)

Act, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c. C-17, the Defence Services Pension Continuation Act, 1970, c. D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c. R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c. R-11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Offeror a FPS in receipt of a pension? **YES () NO ()**

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

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

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

Work Force Adjustment Directive

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

If so, the Offeror must provide the following information:

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

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

2.4 Enquiries - Request for Standing Offers

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

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

2.5 Applicable Laws

The Standing Offer and any contract resulting from the Standing Offer must be interpreted and governed, and the relations between the parties determined, by the laws in force in British Columbia.

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

PART 3 - OFFER PREPARATION INSTRUCTIONS

3.1 Offer Preparation Instructions

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

Canada requests that offerors provide their offer in separately bound sections as follows:

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

Section II: Financial Offer (1 hard copy)

Section III: Certifications (1 hard copy)

Section IV: 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 offerors follow the format instructions described below in the preparation of hard copy of their offer:

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

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, Offerors 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 Offer

In their technical offer, offerors should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work. **Offerors will be required to substantiate the requirements of proposed resources, and will also be required to provide detailed descriptions of past project experience. [AMD 002, Revision 1]** Detailed requirements can be found within Annex "G" – Offer Preparation, Evaluation Criteria and Basis of Selection.

Section II: Financial Offer

Offerors must submit their financial offer in accordance with the Annex B, Basis of Payment.

3.1.1 Electronic Payment of Invoices - Offer

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

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

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

3.1.2 Exchange Rate Fluctuation

SACC Manual clause [C3011T](#) (2013-11-06), Exchange Rate Fluctuation

3.1.3 Firm Price and/or Rates

SACC Manual clause [M0019T](#) (2007-05-25), Firm Price and/or Rates

Section III: Certifications Offerors must submit the certifications and additional information required under Part 5.

Section IV: Additional Information

3.1.4 Offeror's Proposed Sites or Premises Requiring Safeguarding Measures

3.1.4.1 As indicated in Part 6 under Security Requirements, the Offeror must provide the full addresses of the Offeror'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

3.1.4.2 The Company Security Officer must ensure through the [Contract Security Program](#) that the Offeror and proposed individual(s) hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

(a) Offers will be assessed in accordance with the entire requirement of the Request for Standing Offers including the technical and financial evaluation criteria.

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

4.1.1 Technical Evaluation

4.1.1.1 Mandatory Technical Criteria

See Annex "G" – Offer Preparation, Evaluation Criteria and Basis of Selection.

4.1.1.2 Point Rated Technical Criteria

See Annex "G" – Offer Preparation, Evaluation Criteria and Basis of Selection.

4.1.2 Financial Evaluation

4.1.2.1 See Annex "G" – Offer Preparation, Evaluation Criteria and Basis of Selection.

SACC Manual Clause [M0220T](#) (2016-01-28), Evaluation of Price

4.2 Basis of Selection

See Annex "G" – Offer Preparation, Evaluation Criteria and Basis of Selection.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Offerors must provide the required certifications and additional information to be issued a standing offer.

The certifications provided by offerors to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare an offer non-responsive, will have the right to set-aside a standing offer, or will declare a contractor in default if any certification made by the Offeror is found to be untrue whether made knowingly or unknowingly during the offer evaluation period, during the Standing Offer period, or during the contract period.

The Standing Offer Authority will have the right to ask for additional information to verify the Offeror's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Standing Offer Authority will render the offer non-responsive, result in the setting aside of the Standing Offer or constitute a default under the Contract.

5.1 Certifications Required with the Offer

Offerors must submit the following duly completed certifications as part of their offer.

5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all offerors must provide with their offer, **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 Standing Offer and Additional Information

The certifications and additional information listed below should be submitted with the offer, but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Standing Offer Authority will inform the Offeror 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 offer 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 Offeror must provide the required documentation, as applicable, to be given further consideration in the procurement process.

5.2.2 Federal Contractors Program for Employment Equity - Standing Offer Certification

By submitting an offer, the Offeror certifies that the Offeror, and any of the Offeror's members if the Offeror is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](#)" list) available at the bottom of the page of the [Employment and Social Development Canada-Labour's](#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#s4>).

Canada will have the right to declare an offer non-responsive, or to set-aside a Standing Offer, if the Offeror, or any member of the Offeror if the Offeror is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of issuing of a Standing Offer or during the period of the Standing Offer.

5.2.3 Additional Certifications Precedent to Issuance of a Standing Offer

5.2.3.1 Status and Availability of Resources

SACC Manual Clause [M3020T](#) (2016-01-28), Status and Availability of Resources – Offer

5.2.3.2 Education and Experience

SACC Manual Clause [M3021T](#) (2012-07-16), Education and Experience

PART 6 - SECURITY, FINANCIAL AND INSURANCE REQUIREMENTS

6.1 Security Requirements

1. Before issuance of a standing offer, the following conditions must be met:
 - (a) the Offeror must hold a valid organization security clearance as indicated in Part 7A - Standing Offer;
 - (b) the Offeror's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7A - Standing Offer;
 - (c) the Offeror must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
 - (d) the Offeror's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7A - Standing Offer;
 - (e) the Offeror 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. Offerors are reminded to obtain the required security clearance promptly. Any delay in the issuance of a standing offer to allow the successful Offeror to obtain the required clearance will be at the entire discretion of the Standing Offer Authority.
3. For additional information on security requirements, offerors should refer to the [Contract Security Program](#) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

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N° de réf. du client - Client Ref. No.
EZ156-170002

N° de la modif - Amd. No.
004
File No. - N° du dossier
VAN-7-40361

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

6.2 Insurance Requirements

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

If the information is not provided in the offer, the Standing Offer Authority will so inform the Offeror and provide the Offeror with a time frame within which to meet the requirement. Failure to comply with the request of the Standing Offer Authority and meet the requirement within that time period will render the offer non-responsive.

PART 7 - STANDING OFFER AND RESULTING CONTRACT CLAUSES

7A. STANDING OFFER

7A.1 Offer

7A.1.1 The Offeror offers to perform the Work in accordance with the Statement of Work at Annex "A".

7A.2 Security Requirements

7A.2.1 The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Standing Offer.

- i. The Offeror must, at all times during the performance of the Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET** with approved document Safeguarding at the level of **Protected B**.
- ii. The Offeror 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.
- iii. 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**.
- iv. Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of CISC/PWGSC.
- v. The Offeror 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).

7A.2.2 Offeror's Sites or Premises Requiring Safeguarding

7A.2.2.1 Where safeguarding measures are required in the performance of the Work, the Offeror must diligently maintain up-to-date the information related to the Offeror'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 completed at Standing Offer issuance)**

7A.2.2.2 The Company Security Officer must ensure through the Contract Security Program that the Offeror and individual(s) hold a valid security clearance at the required level.

7A.3 Standard Clauses and Conditions

All clauses and conditions identified in the Standing Offer 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) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

7A.3.1 General Conditions

[2005 \(2017-06-21\). General Conditions - Standing Offers - Goods or Services, apply to and form part of the Standing Offer.](#)

7A.3.2 Standing Offers Reporting

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

The Offeror 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 Offeror must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Standing Offer 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 Standing Offer Authority no later than 30 calendar days after the end of the reporting period.

7A.4 Term of Standing Offer

7A.4.1 Period of the Standing Offer

The period for making call-ups against the Standing Offer is from _____ to _____.
(Dates for three year period to be inserted at issuance.)

7A.4.2 Extension of Standing Offer

If the Standing Offer is authorized for use beyond the initial period, the Offeror offers to extend its offer for two additional one year periods, from _____ ***(to be inserted at issuance)*** to _____ ***(to be inserted at issuance)*** and from _____ ***(to be inserted at issuance)*** to _____ ***(to be inserted at issuance)*** under the same conditions and at the rates or prices specified in the Standing Offer, or at the rates or prices calculated in accordance with the formula specified in the Standing Offer. The Offeror will be advised of the decision to authorize the use of the Standing Offer for an extended period by the Standing Offer Authority 30 days before the expiry date of the Standing Offer. A revision to the Standing Offer will be issued by the Standing Offer Authority.

7A.4.3 Comprehensive Land Claims Agreements (CLCAs)

The Standing Offer (SO) is for the delivery of the requirement detailed in the SO 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).

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004
File No. - N° du dossier
VAN-7-40361

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

However, there will be no work or services performed or delivered into any CLCA areas, therefore CLCAs do not apply.

7A.5 Authorities

7A.5.1 Standing Offer Authority

The Standing Offer Authority is:

Maria Navarro-Ocampo
Supply Specialist
Public Works and Government Services Canada
Procurement Branch
219-800 Burrard Street, Vancouver, BC V6Z 0B9
Telephone: 604-318-3684
Facsimile: 604-775-7526
maria.navarro-ocampo@pwgsc-tpsgc.gc.ca

The Standing Offer Authority is responsible for the establishment of the Standing Offer, its administration and its revision, if applicable. Upon the making of a call-up, as Contracting Authority, he is responsible for any contractual issues relating to individual call-ups made against the Standing Offer by any Identified User.

7A.5.2 Project Authority

7A.5.2.1 The Project Authority for the Standing Offer is: **(To be completed at issuance)**

The Project Authority for the Standing Offer is a representative of the government of Canada. Their role will be to assist Identified Users determine which Supplier is next on the call-up rotation, help Identified Users define the requirement and offer general guidance.

7A.5.2.2 The Project Authority for the Work is identified in the Call-up against the Standing Offer.

The Project Authority is the representative of the department or agency for whom the Work will be carried out pursuant to a call-up against the Standing Offer and is responsible for all the technical content of the Work under the resulting Contract.

7A.5.3 Offeror's Representative **(To be completed at issuance)**

Name	
Title	
Organization	
Address	
Telephone	
Facsimile	
E-mail address	

7A.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be

reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

7A.7 Identified Users

7A.7.1 The Identified Users authorized to make call-ups against the Standing Offer include any government department, agency or Crown corporation listed in Schedules I, I.1, II, III, of the [Financial Administration Act](#), R.S., 1985, c. F-11.

7A.7.2 The Identified Users are required to contact the Project Authority. The Project Authority's role will be to assist Identified Users determine which Offeror is next on the call-up rotation, help define the requirement and offer general guidance.

7A.7.3 The Identified Users are required to complete the Contractor Performance Assessment as per article A.15.

7A.8 Call-up Procedures

The Standing Offer Holder acknowledges that multiple Standing Offers may have been issued for this requirement. Call-ups will be allocated among the SO Holders in accordance with the call-up process described below.

A Standing Offer does not guarantee the Offeror any amount of work. Furthermore, there is no guarantee that an Offeror will receive call-ups totalling the proportion dollar values by the end of the Standing Offer period.

The amounts of all call-ups issued will be tracked by both the Identified User and by the Standing Offer Project Authority.

Should multiple standing offers be issued, a ranking and corresponding proportion amount for each standing offer, as outlined in Annex "G", section G.5, will be included here in the issued Standing Offers, as follows:

Rank: _____ (to be inserted at Standing Offer award)

Proportion Amount: _____ (to be inserted at Standing Offer award)

7A.8.1 Selection Methodology

Call-ups will be issued to the Standing Offer holder that is furthest away from its identified proportion, based on the percentage of its identified proportion that has been expended. The following calculation will be performed for each Standing Offer holder, and the Standing Offer holder with the lowest score will be recommended for Call-up award:

(Value of all previous Call-ups for this Offeror) / (Standing Offer Value for this Offeror)

For example:

- Offeror 1 has a Standing Offer with an identified proportion of \$7,000,000;
- Offeror 1 has been issued Call-ups totalling \$2,000,000;
- Offeror 2 has a Standing Offer with an identified proportion of \$3,000,000;
- Offeror 2 has been issued Call-ups totalling \$1,500,000

Offeror 1: $\$2,000,000 / \$7,000,000 = 0.286$

Offeror 2: $\$1,500,000 / \$3,000,000 = 0.500$

In this case, Offeror 1's Standing Offer is only 28.6% expended, and Offeror 1 will be recommended for the next Call-up award.

7A.8.2 Price Offer and Schedule

- (a) The Project Authority will provide the following information to the selected Standing Offer holder:
- I. the Scope of Services;
 - II. the Official Language(s) required for the project;
 - III. schedule and deadlines to be performed under each individual Call-up.
- (b) The Standing Offer holder will quote a price offer which must include:
- i. the number of hours, by category, required to carry out the services based on the pre-established rates identified in the Basis Of Payment;
 - ii. any applicable estimated subcontractor costs;
 - iii. authorized travel and living expenses, if applicable;
 - iv. estimated direct costs;
 - v. basis and methods of payment as described in Section B "Resulting Contract Clauses", 7B.5 "Payment"; and
 - vi. delivery deadlines, progress or milestone schedules.
- (c) The Standing Offer holder must confirm in writing within two (2) working days of receiving the Call-up request as to the availability of the Standing Offer Holder to conduct the work requested. If the Standing Offer Holder does not submit a written response, the Project Authority will contact the next best ranked Standing Offer Holder. This process will be repeated until a Call-up is issued. If the Standing Offer Holder is available to conduct the work as requested, the Standing Offer Holder must indicate which resource(s) it will use in accordance with the Resources under Annex B, and provide subcontractor estimated costs if applicable within ten (10) working days. The Standing Offer Holder will not charge for preparation of the price offer. If Canada does not agree that the Price Offer represents good value for money, it reserves the right to use other supply methods for the requirement.
- (d) The Standing Offer Holder will be authorized by the Identified User, or the Standing Offer Authority to proceed with the Scope of Services by the issuance of a Call-up against a Standing Offer.
- (e) The delivery deadlines, progress or milestone schedules as negotiated and specified in the Call-up against a Standing Offer document must be adhered to.
- (f) The Standing Offer Holder shall not undertake any of the specified Scope of Services unless and until a Call-up against a Standing Offer is issued by the Identified User or the Standing Offer Authority.

7A.9 Call-up Instrument

The Work will be authorized or confirmed by the Identified User(s) using form PWGSC-TPSGC 942, Call-up Against a Standing Offer or electronic document.

7A.10 Limitation of Call-ups

Individual call-ups against the Standing Offer must not exceed **\$400,000.00** (Applicable Taxes included).

7A.11 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 call up against the Standing Offer, including any annexes;
- (b) the articles of the Standing Offer;
- (c) the general conditions 2005 (2017-06-21), General Conditions - Standing Offers - Goods or Services
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) Annex D, Insurance Requirements;
- (h) Annex E, Standing Offers Reporting; and
- (i) the Offeror's offer dated the Offeror's offer dated _____
(*insert date of offer*), (*if the offer was clarified or amended, insert at the time of issuance of the offer: "as clarified on _____" or "as amended on _____" and insert date(s) of clarification(s) or amendment(s) if applicable*).

7A.12 Certifications and Additional Information

7A.12.1 Compliance

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

7A.12.2 Status and Availability of Resources - Offer

SACC Manual Clause M3020C (2016-01-28), Status and Availability of Resources – Offer

7A.13 Applicable Laws

The Standing Offer and any contract resulting from the Standing Offer must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____.
(*insert the name of the province or territory as specified by the Offeror in its offer, if applicable*).

7A.14 Confirmation of Qualification

7A.14.1 The Offeror must continue to meet all the qualification requirements related to the Standing Offer (SO) during the entire period of the SO. Any certification provided by the Offeror must be true on the date of the issuance of the SO and remain true throughout the period of the SO. The Offeror must immediately notify the SO Authority if it no longer meets any of the qualification requirements of the SO.

7A.14.2 The SO Authority may require the Offeror to confirm its qualification at any time and provide evidence to support its confirmation. If the Offeror no longer meets any of the requirements for qualification, Canada may, at its option:

- a. suspend authority for the use of the SO until the Offeror has demonstrated, to the satisfaction of Canada, that it meets the requirements in respect of which it has been found deficient. During this time, no Call-ups will be made against the SO; and
- b. suspend the Offeror's qualification under specific categories of the SO until the Offeror has demonstrated, to the satisfaction of Canada, that it meets the requirements in respect of which it has been found deficient. During this time, no Call-ups will be made against the SO for those categories.

7A.15 Performance Assessment

1. Offerors must take note that the performance of the Offeror upon completion of the services will be evaluated by Canada. The evaluation includes the following criteria:
 - i quality (This is for the rating of the quality of not only the final deliverable but also the deliverables throughout the various stages of the project.);
 - ii time (This is the rating of time planning and schedule control.);
 - iii project management (This is the rating of how the project was managed including the project delivery, and overall consultant services.); and
 - iv contract management (This is the rating of quality of cost planning and control during the life of the project.) **[AMD 001, Revision 5]**
2. A weighting factor of 20 points will be assigned to each of the four 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 Offeror.
 - ii For an overall rating of between 51% and 84%, a standard, meets expectations letter, is sent to the Offeror.
 - iii For an overall rating of between 30% and 50%, a warning letter is sent to the Offeror indicating that if, within the next two contracts/call-ups, they receive 50% or less on another evaluation, the firm will automatically not be considered for the next requirement against the SO.
 - iv For an overall rating of less than 30%, a suspension letter is sent to the Offeror 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 Offeror 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.

7A.16 Suspension or Set Aside of Standing Offer by Canada

Canada may, by sending written notice to the Offeror, suspend or set aside the Standing Offer (SO) under any of the following circumstances:

- a. the Offeror no longer meets any of the required qualifications of the SO as provided for in the section titled "Confirmation of Qualification";
- b. the Offeror is in receipt of a suspension letter as per article 7A.15, Performance Assessment;
- c. the Offeror has made public any information that conflicts with the terms, conditions, pricing or availability of systems identified in this SO;
- d. the Offeror 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 Offeror is in default in carrying out any of its obligations under this SO;
- f. it is revealed Canada has imposed measures on the Offeror 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 SO 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 Call-up entered into before the issuance of the notice. The SO Authority will however remove the Offeror from the list of Offerors eligible to receive call ups against this SO for a minimum of 6 months to a maximum of one year from the date of the suspension letter.

7A.17 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, Offerors should:

a) Paper consumption:

- Provide and transmit draft reports, final reports 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 Offeror is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Offerors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, Offerors 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 Offerors.
- Use public transportation or another method of green transportation as much as possible.

7B. RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from a call-up against the Standing Offer.

7B.1 Statement of Work

The Contractor must perform the Work described in the call-up against the Standing Offer.

7B.2 Standard Clauses and Conditions

7B.2.1 General Conditions

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

- a. **Article 08** – Replacement of Specific Individuals 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.

- b. **Article 17** Interest on Overdue Accounts will not apply to payments made by credit cards. *(If applicable)*
c. **Article 30** Termination for Convenience, of General Conditions 2035, 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 Call-up
5. Where the Contracting Authority terminates the entire Call-up and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Call-up 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.

7B.2.2 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 Contract.](#)

7B.3 Term of Contract

B.3.1 Period of the Contract

The period of the Contract is from date of Contract to _____ inclusive
(To be inserted at Call-up issuance, fill in end date of the period).

7B.3.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to _____ ***(To be inserted at Call-up issuance)*** additional _____ ***(To be inserted at Call-up issuance)*** year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the

Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7B.4 Proactive Disclosure of Contracts with Former Public Servants

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

7B.5 Payment

7B.5.1 Basis of Payment

7B.5.1.1 Professional Fees

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price of \$ _____ (**Amount to be inserted at Call-up issuance**). Customs duties are included and Applicable Taxes are extra.

7B.5.1.2 Travel and Living Expenses

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal, private vehicle and incidental expense allowances specified in Appendices B, C (except 1.3 Incidental allowance) and D of the [Treasury Board Travel Directive](#), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All travel must have the prior authorization of the Project Authority. All payments are subject to government audit.

Estimated Cost: \$ _____

7B.5.1.3 Other Direct Expenses

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

Estimated Cost: \$ _____

Total Estimated Contract Price : _____ (The sum of the firm price and the limitation of expenditure to be inserted at Call-up award), Applicable Taxes extra.

7B.5.1.4 Option to Extend the Contract

During the extended period of the Contract, the Contractor will be paid the firm price of \$ _____ (**to be inserted at Call-up award**) to perform all the Work in relation to the contract extension.

7B.5.1.5 Subcontracted Services

Subcontracted Services must have prior authorization of the Project Authority and will be invoiced at cost with no allowance therein for overhead or profit.

For the approved Subcontracted Services as described in Annex B, section B.2, the Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work to a ceiling price of \$ _____ (**to be inserted at Call-up award**). Customs duties are included and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

The ceiling price is subject to downward adjustment so as not to exceed the actual costs reasonably incurred in the performance of the Work and computed in accordance with the Basis of Payment.

7B.5.1.6 Limitation of Price

SACC Manual clause C6000C (2011-05-16), Limitation of Price

7B.5.2 Method of Payment

Payment will be in accordance with the Method of Payment included in each Call-up issued under the Standing Offer. The Method of Payment may be Single Payment, Progress Payments, Monthly Payments, and/or Milestone Payments. Methods of Payment may be applicable to all Basis of Payment listed in 7B.5.1 "Basis of Payment".

7B.5.2.1 Single Payment

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

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

7B.5.2.2 Progress Payments

1. Canada will make progress payments in accordance with the payment provisions of the Contract, no more than once a month, for cost incurred in the performance of the Work, up to _____ **(to be inserted at Call-up award)** percent of the amount claimed and approved by

Canada if:

- (a) an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) the amount claimed is in accordance with the basis of payment;
- (c) the total amount for all progress payments paid by Canada does not exceed _____ **(to be inserted at Call-up award)** percent of the total amount to be paid under the Contract;
- (d) all certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives.

2. The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of all work required under the Contract if the Work has been accepted by Canada and a final claim for the payment is submitted.

3. Progress payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to make adjustments to the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

7B.5.2.3 Monthly Payment

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

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

7B.5.2.4 Milestone Payment – Subject to Holdback

1. Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract, up to _____ **(to be inserted at Call-up award)** percent of the amount claimed and approved by Canada if:
 - a. an accurate and complete claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
 - b. the total amount for all milestone payments paid by Canada does not exceed **(to be inserted at Call-up award)** _____ percent of the total amount to be paid under the Contract;
 - c. all the certificates appearing on form [PWGSC-TPSGC 1111](#) have been signed by the respective authorized representatives;
 - d. all work associated with the milestone and as applicable any deliverable required have been completed and accepted by Canada.
2. The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of all Work required under the Contract if the Work has been accepted by Canada and a final claim for the payment is submitted.

7B.5.2.5 Electronic Payment Invoices – Call-up (If applicable)

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

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

7B.5.3 SACC Manual Clauses

A9117C (2007-11-30), T1204 – Direct Request by Customer Department
C0705C (2010-01-11), Discretionary Audit
C0711C (2008-05-12), Time Verification
M3800C (2006-08-15), Estimates

7B.6 Invoicing Instructions

7B.6.1 The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses (if applicable);
- d. a copy of the monthly progress report (if applicable).

Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.
- c. one (1) copy must be forwarded to the consignee.

7B.6.2 Invoice Instructions - Progress Payment Claim – Supporting Documentation Required

1. The Contractor must submit a claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment.

Each claim must show:

- a. all information required on form [PWGSC-TPSGC 1111](#);
- b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
- c. a list of all expenses;
- d. expenditures plus pro-rated profit or fee;
- e. the description and value of the milestone claimed as detailed in the Contract.

Each claim must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the invoices, receipts, vouchers for all direct expenses, travel and living expenses (if applicable);
 - c. a copy of the monthly progress report (if applicable).
2. Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
3. The Contractor must prepare and certify one original and two (2) copies of the claim on form [PWGSC-TPSGC 1111](#), and forward it to the Project Authority identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place.
The Project Authority will then forward the original and two (2) copies of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.
4. The Contractor must not submit claims until all work identified in the claim is completed.

7B.7 No Responsibility to Pay for Work not performed due to Closure of Government Offices

- a. Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the

evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.

- b. If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises.

7B.8 Reorganization of Client

The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

7B.9 Contractor Furnished

The Contractor must furnish the following at no additional cost to the Call-up:

- a. Call-up related services that are administrative and management functions necessary to support the Call-up, and the hardware, software, and communications systems necessary to interface effectively and efficiently with Canada. These include, but are not limited to: financial management, recruiting, interviewing, training, payroll preparation, travel arrangements, Call-up proposal preparation, obtaining security clearances, contracting, and clerical support.
- b. Office and working space for Call-up related services, if necessary.
- c. Office equipment and expenses necessary to perform Call-up related services including: IT and network operations, hardware, software, printing, photocopying, communications, postage, express mail, paper and copying supplies, local and long distance telephone service, and other services, equipment and supplies required in support of the work.

7B.10 Timely Problem Identification

The Contractor must immediately advise the Contracting and Project Authorities in writing of any and all situations or difficulties that the Contractor considers will have a significant impact upon the scope of the Work, expected technical achievement, delivery schedule, person-power or cost to Canada. Notwithstanding the submission of any such report, the Contractor remains responsible for the completion of the Work in accordance with the terms of the Call-up.

- a. Such reports must include proposed detailed remedial action plans to resolve or alleviate the identified situations or difficulties. The plans must set out the Supplier's detailed estimates of any increase in time, consultants and cost to effect such plans. Such plans must include all reasonable options for consideration by Canada plus the costs and consequences to Canada of taking no remedial action and must also provide a reasonable amount of time for Canada to review these options and obtain any necessary funding authorization.
- b. The Supplier will be prohibited from claiming for any additional costs incurred in remedying a problem not reported as described above in a timely fashion, and will be required to remedy such problems at its own expense.

7B.11 Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor's Representatives) complies with the following self-identification requirements:

- a. Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if an individual is not a permanent employee of the Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Contractor permanent employee;
- b. During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- c. If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- d. If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have 5 working days to deliver the action plan to the Client and the Contracting Authority, and 20 working days to rectify the underlying problem.
- e. In addition to any other rights it has under the Call-up, Canada may terminate the Call-up for default if the corrective measures required of the Contractor described above are not met.

7B.12 Insurance Requirements

The Contractor must comply with the insurance requirements specified in Annex D. 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. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

7B.13 SACC Manual Clauses

A9062C (2011-05-16), Canada Forces Site Regulations
A9068C (2010-01-11), Government Site Regulations
B9028C (2007-05-25), Access to Facilities and Equipment

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 Standing Offer (SO).

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 SO, 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 each Call-Up issued against the Standing Offer.

In the context of this SO, 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

A.3.1	<u>Conceptualization / Pre-planning:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Project definition; - Real property asset / portfolio studies and strategic analysis; and - Preliminary options analysis.
A.3.2	<u>Feasibility / Options Exploration:</u> Financial / commercial and associated advice in support of : <ul style="list-style-type: none"> - 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 - Evaluation of all possible solutions and procurement options that meet project requirements.
A.3.3	<u>Investment Analysis / Business Case Development:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Financial and commercial advisory services; - Tax and accounting advisory services; - Support of business case development and documentation; - Support of Investment Analysis Reports; - Perform Value for Money (VFM) analysis*; - 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; - Perform public interest test; - Affordability and funding analysis; - Perform stand-alone multi-criteria analysis (MCA) or multi-attribute utility analysis (MAUT); and - Review of financial models. - Support with approval processes with central agencies and required Government of Canada authorities.

	*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.
A.3.4	<u>Procurement (Planning to Financial Close):</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Procurement strategy, planning and structuring through Financial Close for P3 or alternate delivery method projects, including P3 payment mechanisms; - Development of procurement documentation: Request For 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.
A.3.5	<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.
A.3.6	<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 Call-Up against the Standing Offer, 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>Experience: 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 six 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 (A.3.1 to A.3.5) 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). [AMD 002, Revision 2]</p> <p>Education: 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. Typical duties 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>

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Manager/Lead Advisor	<p>Experience: 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. Education: 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. Typical duties 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>Experience: 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. Education: 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. Typical duties 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.

ANNEX "B" – Basis of Payment

B.1 Professional Fees

The Offeror will be paid firm hourly rates as follows for work performed in accordance with the Contract. Goods and Services Tax or Harmonized Sales Tax (GST/HST) is extra.

The rates below are fixed/firm CAD currency for the duration of the Standing Offer and the Option periods. The hourly rates for each resource in a specific category of personnel must be the same.

Time worked which is more or less than an hour must be prorated to reflect actual time worked.

B.1.1 Initial Standing Offer Period (3-year from Standing Offer issuance)

Names and rates to be inserted at issuance

Resource Category	Names of Resources Identified for this Category	Year 1	Year 2	Year 3
Principal/Team Lead	1. 2. 3. 4.	\$ _____ /hr	\$ _____ /hr	\$ _____ /hr
Manager/Lead Advisor	1. 2. 3. 4.	\$ _____ /hr	\$ _____ /hr	\$ _____ /hr
Analyst	1. 2. 3. 4.	\$ _____ /hr	\$ _____ /hr	\$ _____ /hr

Separate rates for clerical support and other indirect support must not be included in the Basis of Payment. The rates of any such personnel must be incorporated into the rates of the team members being proposed.

Hourly rates include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only GST and HST if applicable. All expenses normally incurred in providing the services (i.e. project office space [including Offeror's hardware and software], word processing, reports, photocopying, courier and telephone charges, local travel and the like) are included in the hourly rates identified above, and will not be permitted as direct charges under any resulting Call-up. Time worked which is more or less than an hour must be prorated to reflect actual time worked.

B1.2 Option Period One (1 year period)

Names and rates to be inserted at issuance

Resource Category	Names of Resources Identified for this Category	Year 4
Principal/Team Lead	1. 2. 3. 4.	\$ _____ /hr
Manager/Lead Advisor	1. 2. 3.	\$ _____ /hr

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	4.	
Analyst	1. 2. 3. 4.	\$ _____ /hr

B1.3 Option Period Two (1 year period)
Names and rates to be inserted at issuance

Resource Category	Names of Resources Identified for this Category	Year 5
Principal/Team Lead	1. 2. 3. 4.	\$ _____ /hr
Manager/Lead Advisor	1. 2. 3. 4.	\$ _____ /hr
Analyst	1. 2. 3. 4.	\$ _____ /hr

B.2 Travel and Living Expenses

The Offeror is expected to use the most efficient, cost effective and environmentally sustainable means to interact with the client during the execution of tasks. This might include reduction in travel, use of teleconferencing and video-conferencing, use of electronic documents, etc.

Where out-of-town travel of the Offeror is required and authorized in a Task Authorization, for the services of the resources listed in Annex B, Section B.1, the Offeror will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without markup, in accordance with the meal and private vehicle allowances specified in Appendices B, C (except Article 1.3) and D of the National Joint Council Travel Directive, : <http://www.njccnm.gc.ca/directive/travel-voyage/index-eng.php>, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Charges for air travel must not exceed that for economy class.

All travel must have the prior authorization of the Project Authority. These expenses will be paid upon submission of an itemized statement supported by receipt vouchers.

All payments are subject to government audit.

These limits apply also to travel and living expenses of sub-contractors.

B.3 Subcontracted Services Over \$25,000.00 (GST/HST Included)

Subcontracted Services must have the prior authorization of the Project Authority and will be invoiced at cost with no allowance therein for overhead or profit.

For subcontracted services over \$25,000 (GST/HST included), the Offeror will solicit competitive bids from no less than three (3) outside suppliers. The Offeror must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results. A subcontracted service over \$25,000 (GST/HST included)

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applies to the total aggregate of the dollar value of each subcontracted service per resulting Call-up against the Standing Offer.

Subcontracted Services are for project-specific requirements that do not fall under the Resource Categories in B.1.

Offerors are encouraged to consider Aboriginal socio-economic benefits through the means of subcontracting with Aboriginal business where Aboriginal business capacity exists.

B.4 Addition of Resource(s) to a Category for a Specific Project

The Offeror may propose a new resource for specific project. The Offeror must follow the procedures and requirements detailed in the General Conditions 2035 at paragraph 08.

The resource will be approved for a specific project only. Separate approvals will be required for the resource to work on a different project.

In exceptional cases, a resource having all of the required experience and education for a specific Category but lacking the appropriate years of experience in P3 may be proposed. It will be at the sole discretion of the Project Authority and the Contracting Authority to determine, whether the proposed resource may be added to a Category for a specific project.

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ANNEX "C" – Security Requirements Check List



Government
of Canada

Gouvernement
du Canada

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 Non <input type="checkbox"/> Yes 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 Non <input type="checkbox"/> Yes 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 Non <input checked="" type="checkbox"/> Yes 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 Non <input type="checkbox"/> Yes 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 Non <input type="checkbox"/> Yes 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"/>	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"/>

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Security Classification / Classification de sécurité
UNCLASSIFIED

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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 SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	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
Non ☐ Yes
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
Non ☐ Yes
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 indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

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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:

Commentaires spéciaux :

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

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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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" – SAMPLE REPORTS

E.1 Detailed Report

Standing Offer Number	EZ156-170002/VAN/###
Organization	
Quarter	[year-month-day] to [year-month-day]

Line	Department	Project Authority (Name & Email)	Call-up Number*	Call-up Date	Call-up Value**
1		Name: Email:			
2		Name: Email:			
3		Name: Email:			

* If the line item is for an amendment, the Call-up Number must include both the Call-up 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 Call-up Value must only be the value of the amendment. For example, if a Call-up was issued for \$300,000 and then an amendment is issued for \$50,000, then the line item for the Call-up 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 Call-up is reported.

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ANNEX “F” – Electronic Payment Instruments
As per Part 3 of the Request for Standing Offers

As indicated in Part 3, clause 3.1.2, the Offeror must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.

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

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

ANNEX "G"

Offer Preparation, Evaluation Criteria and Basis of Selection

G.1	Evaluation Procedures
G.2	Mandatory Criteria
	G.2.1 Proposed Resources by Anticipated Work
	G.2.2 Proposed Resources by Resource Categories
	G.2.3 Single Rate Per Resource Category in Financial Offer
G.3	Point Rated Criteria
	G.3.1 Management Offer - Corporate Experience of the Offeror
	G.3.1.A Corporate Profile
	G.3.1.B Relevant Corporate Experience
	G.3.2 Technical Offer - Service Delivery Approach and Methodology
	G.3.2.A Understanding of SO Requirements
	G.3.2.B Management Structure, Quality Control and Risk Management Approach
	G.3.2.C Delivery Management Approach
	G.3.3 Technical Offer - Education, Accreditation and Demonstrated Experience of Proposed Resources
	G.3.3.A Suitable Team
	G.3.3.B Qualified Resources
	G.3.4 Technical Offer - Point Rated Tabulation
G.4	Financial Evaluation
G.5	Basis of Selection
G.6	Response Tables

G.1 Evaluation Procedures

Offers will be assessed in accordance with the entire requirement of the solicitation including the technical and financial evaluation criteria. An evaluation team composed of representatives of Canada will evaluate the offers.

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

The technical offer should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the offer will be evaluated. Simply repeating the statement contained in the solicitation is not sufficient. In order to facilitate the evaluation of the offer, Canada requests that Offerors address and present topics in the order of the evaluation criteria under the same headings.

Each responsive offer - that is, each offer that has met all of the mandatory requirements - will be evaluated against the point rated criteria. It is recommended that Offerors 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. Offerors 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 the offer, 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 solicitation close.

Please note that the term "**Bidder(s)**" will be used throughout this Request for Standing Offer to refer to Offerors. The term "**bid(s)**" will be used to refer to offers.

G.2 Mandatory Criteria

The Offeror must meet all of the following mandatory criteria in order to be considered. Failure to do so will result in the offer being non-responsive and not considered for standing offer issuance.

The Offeror must provide the following information in their offer:

G.2.1: Proposed Resources by Anticipated Work

The Offeror 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 offer at Section G.3.3. This information will also be pointed to determine the contribution of the named individuals towards the performance of the requirement. (See G.3. below.)

It is recommended that the Offeror submit this information in the format provided in **Response Table 1: Proposed Resources by Anticipated Work Activities**, to demonstrate the Offeror'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 G.

G.2.2: Proposed Resources by Resource Categories

The Offeror 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 Offeror 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	Experience: 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 six 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 (A.3.1 to A.3.5) 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). [AMD 002, Revision 3] Education: 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. Typical duties 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	Experience: 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. Education: 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. Typical duties 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	Experience: 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. Education: 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. Typical duties of the Analyst include analysis and document preparation under the oversight of the Manager/Lead Advisor.

G.2.3: Single Rate Per Resource Category in Financial Offer

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

G.3 POINT RATED CRITERIA

Each responsive offer will be evaluated against the criteria listed in the Points Summary Tables below. It is recommended that the Offeror 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. Offerors 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.

Offerors **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 Offeror to achieve the Minimum Total Score of 127 points will render the offer non-responsive and no further consideration will be given.

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

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

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

Section G.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 offer demonstrates that the Offeror exceeds the expectations of the criterion.
4	The offer demonstrates that the Offeror meets almost all or all aspects of the required criterion.
3	The offer demonstrates that the Offeror meets most aspects of the criterion.
2	The offer demonstrates that the Offeror meets some aspects to the criterion.
1	The offer demonstrates that the Offeror meets few aspects of the criterion.
0	The offer demonstrates that the Offeror meets no aspects of the criterion, or unable to evaluate.

Scale 2: Approach and Methodology	
Rating	Description
5	The offer demonstrates that the Offeror exceeds the criteria requirements. The Offeror demonstrates an approach that is highly relevant to the requirements of the criteria.
4	The offer demonstrates that the Offeror meets almost all or all of the criteria. The Offeror demonstrates an approach that is relevant to the requirements of the criteria.
3	The offer demonstrates that the Offeror meets most of the criteria. The Offeror demonstrates an approach that is sufficiently relevant to the requirements of the criteria.
2	The offer demonstrates that the Offeror meets some of the criteria. However, the Offeror demonstrates an approach that is of little relevance to the requirements of the criteria.
1	The offer does not demonstrate that the Offeror sufficiently meets the criteria. The Offeror demonstrates an approach that is of inadequate relevance to the requirements of the criteria.

0	The offer does not demonstrate that the Offeror addresses the requirements of the criteria, or unable to evaluate.
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Scale 3: Proposed Resources	
Rating	Description
5	The offer 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.
4	The offer 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.
3	The offer 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.
2	The offer demonstrates that the proposed resource meets some of the criteria. However, the Offeror demonstrates little capability and experience of little relevance to the requirements of the criteria.
1	The offer 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.
0	The offer does not demonstrate that the Offeror addresses the requirements of the criteria, or unable to evaluate.

G.3.1 Management Offer – Corporate Experience of the Offeror

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

Points Summary Table for G.3.1

Section G.3.1	Maximum Overall Score for Section G.3.1	50
Section	Criteria	Criterion Maximum Points
G.3.1.A	Corporate Profile The Offeror 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. >>> To demonstrate its corporate capacity, the Offeror should present a corporate profile of no more than 5 pages.	5

	Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 1: Capacity and Project Experience, as described in G.3.	
G.3.1.B	<p>Relevant Corporate Experience</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, G.3.1.B, has two parts: a) the description of four projects, worth 40 points and b) references, worth 5 points.</p> <p>>>> 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 10 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 three of the described projects should be P3s. [AMD 002, Revision 4]</p> <p>The Bidder should present its projects using the format of the Response Table 3: Relevant Corporate Experience. 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 G.3. This rating will be converted into a weighted score using the formula identified in G.3.</p> <ul style="list-style-type: none"> • All four individual scores will be added together for a Criterion Awarded Rating • Maximum Scale Rating = 20 • Maximum Points for the Evaluation Criterion = 40 <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 must 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>>>>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>	45

	<p>>>> 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 G.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 G.3.1.B be provided, using a similar format as the Response Table 3: Relevant Corporate Experience. 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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G.3.2 Technical Offer- Service Delivery Approach and Methodology

In its technical offer, Offerors must demonstrate an accurate understanding of the requirement and describe their intended management and delivery approach.

Points Summary Table for G.3.2

Section G.3.2	Maximum Overall Score for Section G.3.2	20
Section	Criteria	Criterion Maximum Points
G.3.2.A	<p>Understanding Opportunities and Challenges</p> <p>The Bidder should demonstrate a clear understanding of the goals, objectives, issues, challenges and opportunities with respect to this SO in the current government context.</p> <p>>>> The Bidder should:</p> <ol style="list-style-type: none"> 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 2) Given the requirements as defined in the SOW, identify and describe some of the issues, challenges and opportunities related to the SO, including special challenges of working with government entities (e.g. public scrutiny, budgetary constraints, socio-economic programs, trade agreements, sustainable development, Official Languages, etc.). <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in G.3.</p>	5
G.3.2.B	<p>Management Structure, Quality Control and Risk Management Approach</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 SO period.</p>	5

	<p>>>> 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 G.3.</p>	
G.3.2.C	<p>Delivery Management Approach</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>>>> The Bidder should describe:</p> <ol style="list-style-type: none"> 1) its service delivery management approach to demonstrate <ol style="list-style-type: none"> a. its adaptability to fluctuating workload, changing environment and bilingual capabilities; b. its ability to deal with and deliver multiple concurrent requirements / projects; and c. its commitment to environmental stewardship in the delivery of services. 2) its implementation process once the scope of work for a project is established, including <ol style="list-style-type: none"> a. communications; b. project management considerations and meeting deadlines; and c. quality monitoring and control for required services and deliverables including invoicing. <p>Scoring Methodology: Criteria will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in G.3. This rating will be converted into a weighted score using the formula identified in G.3.</p> <ul style="list-style-type: none"> • Criteria will be scored between 0 and 5 for a Criterion Awarded Rating • Maximum Scale Rating = 5 • Maximum Points for the Evaluation Criterion = 10 	10

G.3.3 Technical Offer - 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 G.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 (G.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 Offeror has earmarked to contribute to each Work Activity of the SOW.

Points Summary Table for G.3.3

[REV 001 – March 15, 2018]

[As per AMD 002, Revision 5]

Section G.3.3	Maximum Overall Score for Section G.3.3	100
Section	Criteria	Criterion Maximum Points
G.3.3.A	<p>Suitable Team 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, for the business volume forecasted in Article G.5.6 over the term of this contract.</p> <p>A "suitable team" should include at the minimum: 1) Adequate coverage* of resources for each Anticipated Work Activity; and 2) Indication that resources are located in major business centres across Canada (Vancouver, Ottawa, Toronto, Montreal).</p> <p>*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.</p> <p>Each Work Activity (A.3.1 to A.3.5) should have at least 2 Principal/Team Leads, 2 Manager/Lead Advisors, and 2 Analysts with relevant experience in the specified Work Activity to be considered adequate.</p> <p><i>Scoring Methodology</i> Adequate coverage and the location of resources will be scored separately, and each criterion will be scored between 0 and 5 using Scale 2: Approach and Methodology, as described in G.3. This rating will be converted into a weighted score using the formula identified in G.3.B [Amd 004]</p> <p>Adequate coverage will be scored as follows:</p> <ul style="list-style-type: none"> Criteria will be scored between 0 and 5 for a Criterion Awarded Rating Maximum Scale Rating = 5 Maximum Points for the Evaluation Criterion = 8 [Amd 004] <p>Location of resources will be scored as follows:</p> <ul style="list-style-type: none"> Criteria will be scored between 0 and 5 for a Criterion Awarded Rating Maximum Scale Rating = 5 Maximum Points for the Evaluation Criterion = 2 [Amd 004] 	10
G.3.3.B	<p>Qualified Resources 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</p>	90

costs greater than one hundred million dollars ~~(where applicable)~~. [AMD 002, Revision 5] 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.

>>>In addition to completing the mandatory information required in G.3.1, the Bidder must present a Resource Profile of no more than **six pages [AMD 004]** for each of the proposed resources and should use the appropriate profile template in **Response Table 4: Resource Profile**. 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.

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.

Canada reserves the right to validate any education, accreditation or work history documentation before the award of any contract, including requesting hard copy education and accreditation certifications.

Scoring Methodologies:

Principal/Team Lead Category:

A maximum of five resources should be submitted for this category. If more than five resources are submitted, the evaluation committee will score the first five resources presented in the bid.

Five resources in this category are necessary to potentially achieve the Maximum Scale Rating of 100.

Each resource must provide four projects. Each project will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in G.3. This rating will be converted into a weighted score using the formula identified in G.3.

- The score for each of the four projects will be added together for a total score for each resource out of 20. The total scores for each resource will be added together for a Criterion Awarded Rating
- Maximum Scale Rating = 100
- Maximum Points for the Evaluation Criterion = 30

For reference, a sample scoring matrix is provided below. Sample scores for each resource are provided for illustrative purposes only.

Principal	Total Score per Resource (4 projects with max 5 points each)
Resource 1	20
Resource 2	17
Resource 3	16

Resource 4	18
Resource 5	19
Criterion Awarded Rating	(Sum of all Total Scores) 90
Maximum Scale Rating	100
Weighted Score (max 30)	27

Manager/Lead Advisor Category: [AMD 004]
A maximum of six resources should be submitted for this category. If more than six resources are submitted, the evaluation committee will score the first six resources presented in the bid.

Six resources in this category are necessary to potentially achieve the Maximum Scale Rating of 120.

Each resource must provide four projects. Each project will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in G.3. This rating will be converted into a weighted score using the formula identified in G.3.

- The score for each of the four projects will be added together for a total score for each resource out of 20. The total scores for each resource will be added together for a Criterion Awarded Rating
- Maximum Scale Rating = 120 [Amd 004]
- Maximum Points for the Evaluation Criterion = 40

For reference, a sample scoring matrix is provided below. Sample scores for each resource are provided for illustrative purposes only.

Manager	Total Score per Resource (4 projects with max 5 points each)
Resource 1	17
Resource 2	18
Resource 3	20
Resource 4	19
Resource 5	16
Resource 6	18
Criterion Awarded Rating	(Sum of all Total Scores) 108
Maximum Scale Rating	120
Weighted Score (max 40)	36

Analyst Category: [AMD 004]
A maximum of six resources should be submitted for this category. If more than six resources are submitted, the evaluation committee will score the first six resources presented in the bid.

Six resources in this category are necessary to potentially achieve the Maximum Scale Rating of 60. [Amd 004]

	<p>Each resource must provide two projects. Each project will be scored between 0 and 5 using Scale 3: Proposed Resources, as described in G.3. This rating will be converted into a weighted score using the formula identified in G.3.</p> <ul style="list-style-type: none">• The score for each of the two projects will be added together for a total score for each resource out of 10. The total scores for each resource will be added together for a Criterion Awarded Rating• Maximum Scale Rating = 60 [Amd 004]• Maximum Points for the Evaluation Criterion = 20 <p>For reference, a sample scoring matrix is provided below. Sample scores for each resource are provided for illustrative purposes only.</p> <table><tr><th>Analyst</th><th>Total Score per Resource (2 projects with max 5 points each)</th></tr><tr><td>Resource 1</td><td>9</td></tr><tr><td>Resource 2</td><td>10</td></tr><tr><td>Resource 3</td><td>8</td></tr><tr><td>Resource 4</td><td>7</td></tr><tr><td>Resource 5</td><td>8</td></tr><tr><td>Resource 6</td><td>9</td></tr><tr><td>Criterion Awarded Rating</td><td>(Sum of all Total Scores) 51</td></tr><tr><td>Maximum Scale Rating</td><td>60</td></tr><tr><td>Weighted Score (max 20)</td><td>17</td></tr></table> <p>NOTE 1: If the Resource Profile is longer than six pages, [AMD 004] 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>	Analyst	Total Score per Resource (2 projects with max 5 points each)	Resource 1	9	Resource 2	10	Resource 3	8	Resource 4	7	Resource 5	8	Resource 6	9	Criterion Awarded Rating	(Sum of all Total Scores) 51	Maximum Scale Rating	60	Weighted Score (max 20)	17	
Analyst	Total Score per Resource (2 projects with max 5 points each)																					
Resource 1	9																					
Resource 2	10																					
Resource 3	8																					
Resource 4	7																					
Resource 5	8																					
Resource 6	9																					
Criterion Awarded Rating	(Sum of all Total Scores) 51																					
Maximum Scale Rating	60																					
Weighted Score (max 20)	17																					

G.3.4 Technical Bid - Point Rated Tabulation [REV 001 March 15, 2018]
[As per AMD 002, Revision 6]

Description	Scale Used	Maximum Scale Rating	Maximum Points
Management Bid – Corporate Profile	Scale 1	N/A	5
Management Bid – Relevant Corporate Experience	Scale 1	20	45
Technical Bid – Understanding of Contract Requirements	Scale 2	N/A	5
Technical Bid – Management Structure, Quality Control and Risk Management Approach	Scale 2	N/A	5
Technical Bid – Delivery Management Approach	Scale 2	5	10
Technical Bid – Suitable Team	Scale 2	5	10

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

Amd. No. - N° de la modif.
File No. - N° du dossier
xxxxx.XXXXXX-XXXXXX

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

Technical Bid – Qualified Resources: Principal/Team Lead Category	Scale 3	100	30
Technical Bid – Qualified Resources: Manager/Lead Advisor	Scale 3	120	40
Technical Bid – Qualified Resources: Analyst	Scale 3	60	20
TOTAL			170

G.4 FINANCIAL EVALUATION

The price of the offer will be evaluated in Canadian dollars, GST/HST excluded, Canadian customs duties and excise taxes included.

The Offerors must submit their financial offer in the following manner. Failure to do so will result in the offer being non-responsive and not considered further.

Hourly rates are to remain firm for the complete period of the SO and the option periods.

Rates must be quoted only for the generic resource categories described in Annex B. The currency of the quoted rates must be indicated. **Rates must be in Canadian dollars.**

The Financial Offer will be evaluated as follows for evaluation and offer selection purposes only:

A weighted average rate for all Resource Categories will be determined for each of Year 1, Year 2, Year 3, Year 4, and Year 5. The estimate weight is only an estimate and is provided for evaluation purposes only.

A	B	C	D	E	F	G	H	I	J	K	L
Resource Category	Weight	Year 1 Rate	Weight x Year 1 Rate (B x C)	Year 2 Rate	Weight x Year 2 Rate (B x E)	Year 3 Rate	Weight x Year 3 Rate (B x G)	Optional Year 4 Rate	Weight x Optional Year Rate (B x I)	Optional Year 5 Rate	Weight x Optional Year Rate (B x K)
Principal/Team Lead	20%	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____
Manager/Lead Advisor	40%	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____
Analyst	40%	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____	\$____/hr	\$____
Yearly Weighted Average Rate Subtotal			\$____		\$____		\$____		\$____		\$____
Five Year Total				\$____							

The Five Year Total will be established as Evaluated Price for the Basis of Selection.

G.5 BASIS OF SELECTION

Basis of Selection - Highest Combined Rating of Technical Merit (75%) and Price (25%)

G.5.1 To be declared responsive, a offer must:

- (a) comply with all the requirements of the solicitation;
 - (b) meet all the mandatory 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.

G.5.2 Offers not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive offer obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

G.5.3 The lowest evaluated price (LP) of all responsive offer will be identified and a pricing score (PS), determined as follows, will be allocated to each responsive offer (i): $PS_i = LP / P_i \times 25$. P_i is the evaluated price (P) of each responsive offer (i).

G.5.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive offer (i): $TMS_i = OS_i \times 75$. OS_i is the overall score (OS) obtained by each responsive offer (i) for all the point rated technical criteria specified in Annex G, determined as follows: total number of points obtained / maximum number of points available.

G.5.5 The combined rating (CR) of technical merit and price of each responsive offer (i) will be determined as follows: $CR_i = PS_i + TMS_i$.

Example:

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		153/170	140/170	149/170
Bid Evaluated Price		\$5,500.00	\$5,000.00	\$4,500.00
Calculations	Technical Merit Score	$153/170 \times 75 = 67.50$	$140/170 \times 75 = 61.76$	$149/170 \times 75 = 65.73$
	Pricing Score	$4500/5500 \times 25 = 20.45$	$4500/5000 \times 25 = 22.50$	$4500/4500 \times 25 = 25$
Combined Rating		87.95	84.26	90.73
Overall Rating		2 nd	3 rd	1 st

G.5.6 The responsive offers will be ranked in descending order of combined rating of technical merit and price; the responsive offer with the highest combined rating of technical merit and price being ranked first. Of the highest ranked responsive offers in descending order of combined rating of technical merit and price, up to five will be recommended to receive a Standing Offer. In the event two or more responsive offers have the same highest combined rating of technical merit and price, these offers will be ranked in ascending order of evaluated prices; the responsive offer with the lowest evaluated price being ranked the highest.

As the total estimated utilization of all the Call-ups combined under the Standing Offer is forecasted at up to \$5,000,000.00 during the initial three year period, \$1,000,000.00 during the first optional one year option period, and 1,000,000.00 during the second optional one year option period, the following calculation will be used to determine the resulting proportional value amounts.

G.5.6.A Proportional Allocation

Initial Three Year Period:

1) Where There Are Five or More Responsive Offers

Offer with the highest total score (30%):	\$1,500,000.00
Offer with the second-highest total score (25%):	\$1,250,000.00
Offer with the third-highest total score (20%):	\$1,000,000.00
Offer with the fourth-highest total score (15%):	\$750,000.00
Offer with the fifth-highest total score (10%):	\$500,000.00

2) Where There Are Only Four Responsive Offers

Offer with the highest total score (35%):	\$1,750,000.00
Offer with the second-highest total score (30%):	\$1,500,000.00
Offer with the third-highest total score (20%):	\$1,000,000.00
Offer with the fourth-highest total score (15%):	\$750,000.00

3) Where There Are Only Three Responsive Offers

Offer with the highest total score (40%):	\$2,000,000.00
Offer with the second-highest total score (35%):	\$1,750,000.00
Offer with the third-highest total score (25%):	\$1,250,000.00

4) Where There Are Only Two Responsive Offers

Offer with the highest total score (55%):	\$2,750,000.00
Offer with the second-highest total score (45%):	\$2,250,000.00

5) Where There is Only One Responsive Offer

Offer with the highest total score (100%):	\$5,000,000.00
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G.5.6.B Optional One Year Periods

First One Year Option Period:

1) Where There Are Five or More Responsive Offers

Offer with the highest total score (30%):	\$300,000.00
Offer with the second-highest total score (25%):	\$250,000.00
Offer with the third-highest total score (20%):	\$200,000.00
Offer with the fourth-highest total score (15%):	\$150,000.00
Offer with the fifth-highest total score (10%):	\$100,000.00

2) Where There Are Only Four Responsive Offers

Offer with the highest total score (35%):	\$350,000.00
Offer with the second-highest total score (30%):	\$300,000.00
Offer with the third-highest total score (20%):	\$200,000.00
Offer with the fourth-highest total score (15%):	\$150,000.00

3) Where There Are Only Three Responsive Offers

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

N° de la modif - Amd. No.
004
File No. - N° du dossier
VAN-7-40361

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

Offer with the highest total score (40%):	\$400,000.00
Offer with the second-highest total score (35%):	\$350,000.00
Offer with the third-highest total score (25%):	\$250,000.00

4) Where There Are Only Two Responsive Offers

Offer with the highest total score (55%):	\$550,000.00
Offer with the second-highest total score (45%):	\$450,000.00

5) Where There is Only One Responsive Offer

Offer with the highest total score (100%):	\$1,000,000.00
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Second One Year Option Period:

1) Where There Are Five or More Responsive Offers

Offer with the highest total score (30%):	\$300,000.00
Offer with the second-highest total score (25%):	\$250,000.00
Offer with the third-highest total score (20%):	\$200,000.00
Offer with the fourth-highest total score (15%):	\$150,000.00
Offer with the fifth-highest total score (10%):	\$100,000.00

2) Where There Are Only Four Responsive Offers

Offer with the highest total score (35%):	\$350,000.00
Offer with the second-highest total score (30%):	\$300,000.00
Offer with the third-highest total score (20%):	\$200,000.00
Offer with the fourth-highest total score (15%):	\$150,000.00

3) Where There Are Only Three Responsive Offers

Offer with the highest total score (40%):	\$400,000.00
Offer with the second-highest total score (35%):	\$350,000.00
Offer with the third-highest total score (25%):	\$250,000.00

4) Where There Are Only Two Responsive Offers

Offer with the highest total score (55%):	\$550,000.00
Offer with the second-highest total score (45%):	\$450,000.00

5) Where There is Only One Responsive Offer

Offer with the highest total score (100%):	\$1,000,000.00
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G.6 RESPONSE TABLES

Response Table 1: Proposed Resources by Anticipated Work Activities [Amd 004]

	Work Activity	Resource Names and Resource Category
A.3.1	<u>Conceptualization / Pre-planning:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Project definition; - Real property asset / portfolio studies and strategic analysis; and - Preliminary options analysis. 	
A.3.2	<u>Feasibility / Options Exploration:</u> Financial / commercial and associated advice in support of : <ul style="list-style-type: none"> - 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 - Evaluation of all possible solutions and procurement options that meet project requirements. 	
A.3.3	<u>Investment Analysis / Business Case Development:</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Financial and commercial advisory services; - Tax and accounting advisory services; - Support of business case development and documentation; - Support of Investment Analysis Reports; - Perform Value for Money (VFM) analysis*; - 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; - Perform public interest test; - Affordability and funding analysis; - Perform stand-alone multi-criteria analysis (MCA) or multi-attribute utility analysis (MAUT); and - Review of financial models. - Support with approval processes with central agencies and required Government of Canada authorities. <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>	
A.3.4	<u>Procurement (Planning to Financial Close):</u> Financial / commercial and associated advice in support of: <ul style="list-style-type: none"> - Procurement strategy, planning and structuring through Financial Close for P3 or alternate delivery method projects, including P3 payment mechanisms; 	

	<ul style="list-style-type: none"> - Development of procurement documentation: Request For 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. 	
A.3.5	Implementation / Operations: 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.	
A.3.6	Guidance / Results: 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 Bidder present a summary of the qualifications of the proposed individuals in this table, to demonstrate the Bidder'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 for each individual. Resumes will be used to substantiate the proposed resources' education and experience, as per Section G.3.3. [AMD 002, Revision 7]**

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.4	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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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?
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 RFSO:

**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

		Profile of Each Principal (Team Lead)
A.		Name of Principal, Bilingual Capability and Location [AMD 004]
B		Education , credentials, specializations
C.		Accreditations , organizations, jurisdiction, date accredited, current status
D.		Specialization , 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 six years [AMD 002, Revision 3] of experience in the area outlined in the Statement of Work.
E.		Demonstrated Expertise, Knowledge, and Skills gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	E.1	Project #1 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.1.1	Name and Description - 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	Roles and Responsibilities - 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	Project #2 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.2.1	Name and Description - 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	Roles and Responsibilities - 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	Project #3 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.3.1	Name and Description - 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	Roles and Responsibilities - 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	Project #4 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.4.1	Name and Description - 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).

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	E.4.2	Roles and Responsibilities - 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.		Professional Activities
	F.1	Professional Organizations - 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	Accolades / Awards - Personal awards / recognition that has been bestowed up on the principal.
G.		Work History [AMD 002, Revision 8]
	G.1	Work History – Provide a work history for the past ten years including position title; employer; start date (mm-yy) and end date (mm-yy) with each employer; and a brief description of responsibilities in each position.

		Profile of Each Manager (Lead Advisor)
A.		Name of Manager, Bilingual Capability and Location [AMD 004]
B.		Education , credentials, specializations
C.		Accreditations , organizations, jurisdiction, date accredited, current status
D.		Specialization , 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.		Demonstrated Expertise, Knowledge and Skills gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	E.1	Project #1 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.1.1	Name and Description - 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	Roles and Responsibilities - 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	Project #2 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.2.1	Name and Description - 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	Roles and Responsibilities - 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.3	Project #3 Name, Start Date (Month and Year) and End Date (Month and Year)

	E.3.1	Name and Description - 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	Roles and Responsibilities - 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.4	Project #4 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.4.1	Name and Description - 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	Roles and Responsibilities - 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).
F.		Professional Activities
	F.1	Professional Organizations - 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.
	F.2	Accolades / Awards - Personal awards / recognition that has been bestowed up on the manager.
G.		Work History [AMD 002, Revision 8]
	G.1	Work History – Provide a work history for the past ten years including position title; employer; start date (mm-yy) and end date (mm-yy) with each employer; and a brief description of responsibilities in each position.

		Profile of Each Analyst
A.		Name of Analyst, Bilingual Capability and Location [AMD 004]
B		Education , credentials, specializations
C.		Accreditations , organizations, jurisdiction, date accredited, current status
D.		Specialization , 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
E.		Demonstrated Expertise, Knowledge and Skills gained from past experience with recent P3 and/or alternative delivery method projects, each of which valued over \$100 million.
	E.1	Project #1 Name, Start Date (Month and Year) and End Date (Month and Year)
	E.1.1	Name and Description - 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	Roles and Responsibilities - 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.
	E.2	Project #2 Name, Start Date (Month and Year) and End Date (Month and Year)

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	E.2.1	Name and Description - 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	Roles and Responsibilities - 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	Professional Organizations - 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	Accolades / Awards - Personal awards / recognition that has been bestowed up on the analyst.
G.		Work History [AMD 002, Revision 9]
	G.1	Work History – Provide a work history for the past ten years including position title; employer; start date (mm-yy) and end date (mm-yy) with each employer; and a brief description of responsibilities in each position.

All other terms and conditions remain unchanged.