

Real Property Services Management Contracting Directorate

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Request for Information (RFI)

Department of National Defence – Canadian Forces Station Alert

1. Purpose and Nature of this RFI

This RFI is an engagement initiative by which Public Services and Procurement Canada (PSPC) is requesting industry feedback with regards to re-procurement of the Site Support Services requirement on behalf of the Department of National Defence (DND) for the Canadian Forces Station (CFS) Alert located in Ellesmere Island, Nunavut. This feedback is intended to enable the effective and economical sustainment of the Site Support Services in CFS Alert.

Presently there is a contract in place which was awarded in 2012 and will expire in May 2022. The Request for Proposal (RFP) for a replacement contract is now being developed and this RFI is intended to support this process.

2. Background Information

CFS Alert is, primarily, a military communications station, located in Nunavut on the north-eastern tip of Ellesmere Island. The station is approximately 817 kms from the North Pole and is the most northern permanently inhabited settlement in the world. The nearest settlement is the Inuit community of Grise Fiord, about 725 kms to the south. Communication from Alert to southern Canada is provided through DND's facilities in Eureka in central Ellesmere Island.

The primary activity of the station is to support military communications activities for the Canadian Forces. Secondly, CFS Alert supports other government sponsored activities, including the operation of an Environment and Climate Change Canada (ECCC) weather station and associated scientific research projects. DND anticipates that Government activity at Alert will continue to increase, both in military and non-military areas.

The CFS Alert Station is composed currently of approximately ninety (90) buildings, with some nineteen (19) major structures in the core complex. These were built between 1960 and 1998, and total approximately 22,500 square meters of facilities. The collective facilities provide all the necessary capability to live and work in the Arctic environment on a permanent basis. There is a 5500 ft gravel runway (103 122 m²), several kilometres of roads (150 000 m²), a quarry operation, landfills, fuel farms, scientific labs, and antenna farms in the local area.

3. Inuit Benefits Plan

This requirement has Inuit considerations as per the Nunavut Tunngavik Inc. (NTI) Comprehensive Land Claim Agreement (CLCA). As a result, any resulting contract will include an Inuit Benefits Plan (IBP), which is a mechanism designed to meet the Government of Canada's objectives of encouraging Aboriginal/Inuit socio-economic development through federal contracting opportunities. The IBP is designed to develop long-term sustainable and meaningful socio-economic benefits for Aboriginal/Inuit people, businesses and communities.

The Inuit benefits that apply to this procurement are contained in Article 24 - Government Contracts of the Nunavut Land Claims Agreement (NLCA), section:

Whenever practicable, and consistent with sound procurement management, and subject to Canada's international obligations, all of the following criteria, or as many as may be appropriate with respect to any particular contract, shall be included in the bid criteria established by the Government of Canada for the awarding of its government contracts in the Nunavut Settlement Area:

- a. the existence of head offices, administrative offices or other facilities in the Nunavut Settlement Area;
- b. the employment of Inuit labour, engagement of Inuit professional services, or use of suppliers that are Inuit or Inuit firms in carrying out the contracts; or
- c. the undertaking of commitments, under the contract, with respect to on-the-job training or skills development for Inuit

In the planning and design phase of a proposed project, Canada recommends that interested potential bidders and potential subcontractors engage early with Inuit firms to create meaningful relationships and beneficial partnerships with Inuit peoples. Inuit firms and communities are very receptive to respectful working relationships where partners understand their interests.

Early engagement can benefit all concerned by: enhancing relationships; ensuring a common understanding of the project requirements; determining Inuit firm capacity for the procurement of goods and services; and identifying skills and training gaps for employment of Inuit peoples. As a result, potential bidders and potential subcontractors that engage with Inuit community and firms in the development of their project plans may be in a better position to meet the outcomes as outlined in the IBP Inuit firms and employment growth.

4. Statement of Work Overview

See Annex “A”

5. Engagement Activities

This RFI is being posted on buyandsell.gc.ca to allow for industry to review the requirement and provide feedback. The responses received will be used to assist Canada in finalizing the requirement and in developing achievable objectives and deliverables.

5.1 Proposed Engagement Approach

Four phases are planned for the industry engagement process. However, as the process evolves, additional activities could be incorporated into the engagement schedule or engagement phases may be combined, modified, or eliminated depending on timelines and feedback from industry.

Please note that participation in any of the engagement activities is not a mandatory requirement for eventual submission of a bid; industry representatives that do not participate in the engagement process will remain eligible to submit a bid in response to any future RFP.

Engagement Phase 1

Request for Information – This RFI is being posted on buyandsell.gc.ca to allow for industry and Inuit Communities to review the requirement and provide feedback. The responses received will be used to assist Canada in finalizing the requirement and in developing achievable objectives and deliverables.

Engagement Phase 2

Draft Request for Proposal-A Draft RFP is anticipated to be posted on BuyandSell.gc.ca in spring 2019. Industry and Inuit Communities will have the opportunity to review and provide comments on the Draft RFP including the Statement of Work (SOW).

Engagement Phase 3

Industry Engagement Information Session- The session will be held in the National Capital Region (NCR) during summer of 2019. The event will include a presentation by DND and PSPC on the draft RFP as well as individual one-on-one sessions. Additional details on this event will be posted on buyandsell.gc.ca.

Engagement Phase 4

Summary of feedback-The summary of feedback report is anticipated to be on buyandsell.gc.ca in fall 2019. This document will provide the feedback and outcomes from the Industry Engagement Process, including one-on-one meetings, related to the RFI and the outcomes on the draft RFP.

6. Fairness Monitor

The tendering process will include the services of a Fairness Monitor.

7. Recommendations from Industry

Recommendations from stakeholders that do not restrict the level of competition nor favour a particular solution or stakeholder will be given consideration; however, Canada will have the right to accept or reject any or all recommendations.

Canada will analyze and summarize stakeholder input and post responses on buyandsell.gc.ca. Canada reserves the right to request additional information for clarification purposes during the review of the responses to this RFI, and/or to consider a subsequent modification of the response put forward by a stakeholder.

8. No Obligation

The issuance of this RFI does not create an obligation for Canada to issue a subsequent RFP and does not bind Canada legally or otherwise, to enter into any agreement or to accept any suggestions from stakeholders.

This Stakeholder Engagement Process is not a bid solicitation and a contract will not result from this request.

Stakeholders are advised that any information submitted to Canada in response to this stakeholder engagement process may be used by Canada in the development of a subsequent competitive RFP. However, Canada is not bound to accept any expression of interest or to consider it further in any associated documents such as a RFP.

No payment will be made for costs incurred in the preparation and submission of a response to the RFI or participation in the industry engagement event. Costs associated with preparing and submitting a response, as well as any costs incurred by the stakeholder associated with the

evaluation of the RFI, are the sole responsibility of the stakeholder.

9. Overview of Schedule

The following schedule can be used as a baseline for the process:

- RFI released to www.buyandsell.gc.ca - October 2018
- Closing date of RFI responses: January 22nd 2019.
- Draft RFP released to www.buyandsell.gc.ca - Spring 2019
- Industry Engagement Session in the National Capital Region or CFB Trenton plenary session and individual meetings - Summer 2019
- Closing date for Draft RFP - Summer 2019
- Issue RFP to www.buyandsell.gc.ca - Spring 2020
- Site visit to CFS Alert - Summer 2020
- Closing date for RFP – Fall 2020
- Contract award - Spring 2021

10. RFI Questions for Industry

Please refer to Annex “B” for a list of questions to Industry.

11. Contact Information

Respondents may submit their responses and questions via email to:

David Sullivan
Supply Team Leader
Public Services Procurement Canada
Real Property Services Management Contract Directorate
David.Sullivan@tpsgc-pwgsc.gc.ca

12. Format of Responses

The questions contained in Annex “B” are intended to elicit feedback of interest to Canada and provide guidance to interested suppliers in participating in one-on-one meetings, to be carried out during Engagement Phase 3. It is not expected that all questions will elicit a response from participants, but neither should submissions from participants be constrained by the questions.

Participants are requested to submit a response to the industry engagement questions in electronic format (compatible with MS Word 2013 or Adobe PDF) is preferable as long as copy/paste or printing of text functions are not restricted in any way by the RFI closing date to permit proper consideration.

Respondents are requested to review the questions provided in Annex “B” and respond utilizing the same numbering format. Any additional questions, comments and concerns that potential bidders may have should be submitted as well and identified as “Other Questions, Comments and Concerns”.

Responses may be provided in either English or French.

Respondents should submit only pertinent information in response to this request. The inclusion of general marketing or technical manuals is discouraged, unless they provide specific information that has been requested in this document. A point of contact for the respondent should be included in the package. Changes to this RFI may occur and will be advertised on buyandsell.gc.ca. Canada asks Respondents to visit buyandsell.gc.ca regularly to check for changes, if any.

Any questions received will be reviewed and considered for the final RFP and consequently presented in the summary feedback report.

13. Closing Date

Responses to this RFI will be accepted until 02:00 PM Eastern Standard Time (EST) on the 22nd of January 2019. Canada may, at its discretion, review and consider responses received after the RFI closing date.

Although the information collected may be provided as commercial-in-confidence (and, if identified as such, will be treated accordingly by Canada), PSPC may use the information to assist in drafting future solicitation or contract documents.

Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary, third-party or personal. Please note that Canada may be obligated by law (e.g. in response to a request under the Access of Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: <http://lawslois.justice.gc.ca/eng/acts/a-1/>).

Participation in this RFI is encouraged, but is not mandatory. Participation in this RFI is not a

condition or prerequisite for the participation in any potential subsequent solicitation.

Annex “A”

Statement of Work Overview

The following is an overview of the activities anticipated by Canada to be undertaken by the successful contractor.

1. Management & Administration

The contractor must develop and implement a Quality Plan (QP) which must describe in detail the Contractor’s proposed quality control and assurance practices. The QP must identify items of work, which will be subjected to quality assurance measures, and list all inspections, checks and tests which are to be performed for each corresponding item during the performance of the work. The QP must also indicate the frequency of inspections, checks and tests, and milestones at which they are to be carried out for the duration of the contract. The QP will specify written reports describing the outcome of quality assurance activities are to be provided to the Project Authority on a quarterly basis.

The Contractor must develop and implement a Preventive Management Plan (PM) which must describe in detail the Contractor’s proposed inspections, corrective actions and PM maintenance practices. The PM must identify items of work, which will be subjected to quality assurance measures, and list all inspections, checks and tests which are to be performed for each corresponding item during the performance of the work. The PM must also indicate the frequency of inspections, checks and tests, and milestones at which they are to be carried out for the duration of the contract. The PM will specify that written reports describing the outcome of PM activities are to be provided to the Project Authority on a quarterly basis.

The Contractor must deliver and implement a General Safety Plan (SP). The SP is to be developed and maintained in accordance with Federal, Provincial, Territorial and DND regulations. The plan is to be submitted for review and approval during Phase-In and as required.

2. Buildings and Structures Operational Maintenance

The Contractor must provide inspection, monitoring, operation, maintenance and repair of all dynamic and static systems related to building operations in CFS Alert. Currently all buildings are considered active facilities and receive planned maintenance in accordance with normal schedules as detailed in the Annual Inspection Plan. The Contractor must perform Preventive

Maintenance on the systems described below:

- a. Electrical Systems
- b. Plumbing Systems
- c. Mechanical Systems
- d. Fire Protection and Reporting Devices
- e. Elevators and Lifting Systems, and
- f. Locks and Intrusion Alarm System

3. Airfield Operations, Equipment and Systems Maintenance

The Contractor must provide inspection, monitoring, operation, maintenance and repair of all Airfield Equipment and Systems. The runway at CFS Alert is a graded gravel-based airstrip, 5500 feet long and 150 feet wide on a true bearing of 050/230 true -110/290 magnetic -110 grid. While there are no hangars for aircraft the station has limited parking for overnighiting aircraft, electrical outlets, refueling capabilities, de-icing capabilities, meteorological services, medical services, crash/rescue vehicles, loading/unloading heavy aircraft, friction testing and Canada Customs and Excise facilities which the Contractor will provide, or assist with. The airfield electrical distribution system is 5 kV and is fed from the main power plant.

4. Roads and Grounds Services

The Contractor must provide inspection, monitoring, operation, maintenance and repair of all the roads and grounds in CFS Alert. The runway at CFS Alert is a graded, gravel-based airstrip, 5500 feet long and 150 feet wide. The total unpaved airfield surfaces are 103,122.10 m² and there are 150,000 m² of unpaved road surfaces, which include station roads plus the road to the water pump house; the road to the transmitter and the road to the Environment Canada Global Atmospheric Weather lab. This will include:

- a. Surface drainage,
- b. Snow and Ice Control (SNIC)
- c. Signage
- d. Road repair, and
- e. Soil erosion control

Services also include Quarry work with the annual production of 10 000 m³ crushed gravel. This consists of hole drilling, rock blasting, crushing, screening and hauling of various gravel

aggregate sizes using the existing equipment to a designated stockpiling area or to other locations across the CFS Alert site in support of regular maintenance requirements, as well as, the annual Engineering Works Program. Sufficient gravel must be accessible for use before the 2nd week in June. Gravel is to remain available for use until 31 Aug.

5. Environmental Protection, Waste Management

The Contractor must provide management and inventory of all domestic, industrial, and Hazardous Materials (HAZMAT) wastes to keep a sanitary and neat environment. In addition, the Contractor must clean and maintain equipment and waste containers.

In regard to the transport of Hazardous Waste, the Contractor is considered to be acting on behalf of Canada insofar as the title and ultimate responsibility for the Hazardous Waste produced by DND remains with DND even though interim handling and storage is effected by the Contractor. This statement does not absolve the Contractor from liability should it be demonstrated that the Contractor did not follow all applicable regulations during the process of removing and disposing of the material. DND will coordinate the transport of various specified Hazardous Waste from CFS Alert to CFB Trenton. The Hazardous Waste at the station is to be accurately monitored and inventoried in order to minimize risk to personnel and the environment.

The garbage is characterized according to whether it can be recycled south, used as landfill without hurting the environment, incinerated or flushed away. The general categories and how garbage is presently disposed of are: wet garbage, dry garbage, plastic, tin, glass, pop and beer cans, metal and wood products, aerosol cans, and HAZMAT.

The CFS Alert Environmental Baseline study can be provided as reference. This report details the known areas of contamination within the Station site. The Contractor must ensure that its activities do not create new sites and, within these known contaminated sites, do not create an additional negative environmental impact.

6. Water and Sewage System

The Contractor must provide inspection, monitoring, operation, maintenance and repair of the entire Potable Water System and Sewage System in CFS Alert.

The Alert Potable Water System supplies water to an historical population of 100 people (Jan to Jun) with the population increasing to over 250 people during certain activities such as Op BOXTOP. The Water Treatment Plant in CFS Alert was constructed in 1979 with a capacity for

a population greater than 200 people. Since construction, there have been various updates to the Plant. Water is fed to the Plant through a heat-traced 75mm supply line from Dumbell Lake, situated approximately 2.5 km from the Plant. Water is then filtered at the Plant through an anthracite coal pressure filtration system and is treated with calcium hypochlorite. Of the treated water, approximately 40% is re-circulated through a 50 mm line to prevent freezing. The plant has an estimated reserve capacity of 1000 m3 and produces an average of 165 m3 of water per day.

The Contractor must produce potable water daily with Chlorine residue less than 0.4 mg/L throughout the re-circulated distribution system water, or in storage tanks while meeting the water needs of the station. The use of laboratory equipment is provided to conduct water quality tests. The Contractor is to monitor and report flows (discharge and return), pressure and temperature measured at the lower pump house. The Alert CO is to be advised immediately if and when results of testing are not meeting Federal or Territorial guidelines for drinking water.

The sewage system is a gravity flow system, with 100mm heat traced sewer laterals servicing each building. The laterals converge at the edge of the Station and outflow into a terraced natural filtration system. Currently, there is no other additional treatment of the sewage but an upgrade is planned for the near future. The terraced sewage treatment system must have the discharge sampled monthly from May to September inclusive.

7. Power generation and Heating System

The Contractor must provide inspection, monitoring, operation, maintenance and repair of the entire Main and Standby Power Plant, Co-Generation and dispersed heating systems, and related ancillary equipment.

The electrical power generation facilities at CFS Alert consist of a main power plant with 4 x 600V, 800kw (JP8 rated) generators and a stand-by power plant with 2 x 1500kw (JP8 rated) generators in case of main plant failure. The system operating voltage at CFS Alert is a 120/208v 3 phase, 4 wire, and 347/600v, 3 phase, 4 wire system with distribution capability to 4160V.

Currently, the switch is made to two-generator operation when the site load reaches 750kw. For much of the time the load is low enough that one generator can supply the entire demand. With runway lights on full intensity, the load peaks between 700 KW and 1000 KW. In the winter the load increases 20%-30%. When two generators are online the load is split equally between them; i.e., at 800kw demand, each generator supplies 400kw. However, if the power plant requires the use of Z-duct electric forced-air furnaces, a second unit is placed on line, as the



furnace elements will provide an 85kw load.

During weekly Sustainment flight arrivals and Op BOXTOP two generators are operated to meet the load demand needs as a safety measure for the incoming aircraft. However, DND is actively pursuing a reduction to the electrical and heating fuel usage on the station.

The Contractor must operate the Main and Standby Power Plants to provide continuous electrical power and distribute the load on generating units in accordance with their respective ratings 24 hours a day, 365 days a year. The emphasis must be on economy of operation, but not to the exclusion of continuity of service. This includes operation of the Co-Generation and Dispersed Heating System to provide heat and hot water to the station 24 hours a day, 365 days a year

All operational abnormalities that negatively affect station operations are to be reported to the CO Alert at the time of failure.

8. Supply

The Contractor is responsible to order and obtain supplies, material or equipment required to perform the services in the SOW, which is not provided as part of the Government Furnished Equipment or Material.

The Government provides equipment, material and items to fulfil Contractor work responsibilities which include replenishment, replacement and un-forecasted items. The Contractor will coordinate and integrate the ordering and tracking of material, equipment and supplies through the DND Supply system utilizing DND approval and procurement processes.

The Contractor will minimize the logistical effort with respect to the shipment of material, equipment and supplies by maximizing bulk shipments and minimizing individual packaging.

There are two types of procurement:

1. Weekly sustainment Flights, and
2. Yearly Op BOXTOP replenishment (usually Sept/Oct)

9. Food Services

The Contractor must provide the services in this section including the provision of meals using healthy recipes in a cafeteria style self-service style 365 days a year. The Contractor is

responsible:

1. for the ordering,
2. warehouse management,
3. preparing and serving, and
4. accounting for all food including
 - a. box meals, and
 - b. hot dispersed meals.

The Contractor is also responsible for producing:

1. the weekly food order, and
2. the annual forecast including
 - a. a list of non-perishable food,
 - b. non-food material (i.e. small wares and disposables), and
 - c. replacement of equipment required to operate and maintain the kitchen.

The Contractor's operations will minimize the logistical burden of shipping pre-made / packaged material from the south (e.g. baking of bread / pastries vs shipment of pre-made loaves and packaged baked goods), and to maximize the shipment of long shelf life items in bulk. This includes organizing food supplies to stock the kitchen units in the quarters and support of Operations at Fort Eureka where the Contractor must organize bulk food supplies on a weekly basis in May, June & July.

10. Accommodation and Janitorial services

The Contractor must provide the services required to the established standards. This also includes producing the list of material spares, and replacement equipment required to operate and maintain the Facilities. The Contractor must utilize environmentally friendly products to the extent possible.

The cleaning services are to be provided to common areas, with the occupant being responsible for cleaning within their assigned room. Upon departure of an occupant, the Contractor will be required to clean the room before re-occupation. DND will coordinate the room allocations.

There are three large commercial washers provided to assist the Contractor Personnel in laundering requirements.

Janitorial services must be carried out during times that accommodate operational requirements, but barracks must be cleaned during DND core hours, whenever possible.

11. Transportation and Vehicle Maintenance

The Contractor must provide personnel movement and vehicle maintenance services (fleet management services). This includes Contractor maintenance of ECCC vehicles as part of the Contractor bid. ECCC will be responsible for procurement of their vehicles and parts.

The Government provides several vehicle fleets for maintaining CFS Alert operations which the Contractor will support. The scope of work includes at a minimum:

1. Vehicle maintenance services (including interior cleaning),
 - a. Including heavy equipment,
2. Provision of the movement of personnel,
3. Material and equipment as required by DND and operations,
4. Driver training,
5. Accident investigation,
6. Aircraft de-icing and de-snowing, and
7. Maintenance and servicing of all small engines and related accessories and attachments.

This applies to all vehicles, equipment, and related attachments provided (as GFE, GFV and GFM) for DND, Contractor and government employee use in CFS Alert and permanent DND vehicles and equipment in AFB Thule, Greenland. This requirement includes producing the list of material, spares replacement and equipment required to operate and maintain the equipment.

12. Fire Brigade Members

The Contractor must assign no less than six suitable personnel as Fire Brigade Members. These members will be placed on a 24-hour on-call schedule on a rotational basis, reacting as required to incidents. Fire Brigade duty is to be considered a secondary duty for all Contractor Personnel who are identified for the Fire Brigade.

Annex “B”

Request for Information (RFI) Questions for Industry

1. Canada is considering including a Performance Incentive Fee (PIF) amount for each year, to reward performance above contract requirements.
 - a. What SOW elements do you think would lend themselves to measurements of performance?
 - b. What other areas not directly SOW related should Canada consider within the PIF measurement?
 - c. Is there a PIF model that industry can recommend and if so, please provide examples.
 - d. Understanding the location of Alert, and the present climate, environmental consideration is a priority. Would industry have any issues or recommendations for linking environmental stewardship to the PIF? If so explain why.
2. Canada is considering that the first two years of the Contract will be fixed price and for the remaining period of the Contract the prices with exception of PIF will be subject to an economic price adjustment. Canada is proposing to use the Canadian Consumer Price Index. Can industry provide other suggestions where a different mechanism would be considered for ensuring equitable economic price adjustments over the life of the contract?
3. The contract will include provisions to encourage the Contractor to propose mechanisms to reduce the cost of site support services such as generating cost savings through innovation or improving processes.
 - a. How would industry consider managing such initiatives to both the benefit of Canada and the contractor?
 - b. Could having such a mechanism have a negative impact from a government perspective (ie: political sensitivities) and from a corporate perspective (ie: impact on labour force or unions)?
4. Understanding the abridged SOW elements presented in the front of this document.
 - a. Does your company have experience managing similar long term Site Support

Services Contracts? and

- i. If yes, does your company intend to bid?
 - ii. Based on the above, what length of contract would be considered optimal and how would industry prefer option periods to be managed?
5. Based on the remoteness of CFS Alert:
 - a. What complications can you identify that would prevent you from engaging in this process?
 - b. How can Canada encourage more participation from suppliers regardless of the logistical difficulties related to the location of service delivery?
 - c. What ideas can industry offer on managing environmental issues?
6. The present requirement is subject to the Nunavut Land Claim Agreement (NLCA) and has Inuit considerations as per Article 24 of the Nunavut Land Claim Agreement. What challenges and opportunities does industry identify to increase or enhance Inuit participation in this contract?
7. The contract foresees that any successful bidder will need to be cleared at the Secret level while most contractor resources would need to be cleared at the Enhanced Reliability Level. Based on this:
 - a. Does industry foresee any issues establishing security clearance requirement?
 - b. Potential bidders may use this RFI process as a means to be sponsored should they not have the appropriate security clearances.
8. The contract will include provisions regarding the Controlled Goods Program (CGP) and will include information about controlled goods that are subject to the Defence Production Act, R.S. 1985, c. D-1. Therefore, Bidders must be registered, exempt or excluded under the CGP before receiving the complete bid solicitation. Does industry foresee any issues establishing the controlled goods program?
9. Canada is interested in exploring online bid submission tools (such as Epost) for this submission. Understanding this, is there a tool that industry recommends for submission as well as for bid evaluation?
10. Based on the information provided in this RFI, does your company intend to bid? If not, why?