



RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:

LETTER OF INTEREST
LETTRE D'INTÉRÊT

Comments - Commentaires

Title - Sujet Integrated Project Execution	
Solicitation No. - N° de l'invitation EP008-193269/A	Date 2019-06-17
Client Reference No. - N° de référence du client 20193269	GETS Ref. No. - N° de réf. de SEAG PW-\$\$GB-009-77303
File No. - N° de dossier gb009.EP008-193269	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-07-15	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Beauchamp, Laura	Buyer Id - Id de l'acheteur gb009
Telephone No. - N° de téléphone (613) 736-2983 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA MAIN STATS BLDG WING 2400 TUNNEYS PASTURE AFD SECTOR/ SECTEUR AFPS OTTAWA Ontario K1A0S5 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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/Travaux
publics et Services gouvernementaux Canada
AFD Contracting Services Division
2720 Riverside Dr.
Ottawa
K1A 0M2

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



Request for Information

Project Planning and Advisory Services and Project Execution Services

Background

Public Services and Procurement Canada's (PSPC) Real Property Services (RPS) Branch manages one of the largest and most diverse real estate portfolios in the country and provides real property services for twenty-three federal departments. The total Government of Canada portfolio consists of some 37,000 buildings (including leases) and approximately 27 million m² of space. PSPC accommodates some 260,000 federal employees in 1,554 locations, with 56% of employees being located in the National Capital Area. It is custodian of 359 buildings, valued at \$7.5B as well as having twelve lease-purchase arrangements and holding 1,183 leases. The total amount of office floor space occupied is approximately 6.96 million m². PSPC is also responsible for a variety of non-building assets, such as bridges, dams and highways. Meanwhile, the value of real property services provided to other government departments has increased from \$1.3B in 2016 to \$2B in 2018.



In 2018, PSPC was involved in the planning, delivery and provision of advisory services for over 3000 projects ranging in size from \$25,000 to over \$100M. The private sector provided services in support of project delivery through the RP-1 and RP-2 contracts, or on a service by service basis, through PSPC contracts for project management services, design services and for construction.

Since 1998, PSPC has procured integrated project services, consisting of planning, design, construction and project management, through three generations of asset-based Property Management and Project Delivery Service contracts, with increases in scope and enhancements in each successive generation. The current generation consists of six contracts (referred to as RP-1) across Canada that provide a comprehensive range of real property services for 3,800 PSPC and other government departments' owned and leased assets, totalling approximately 4.5 million m² of space. In addition to services sourced through the RP-1 contracts, PSPC continues to source project services including planning, design, construction and project management services through separate contracts using traditional contracting approaches (Standing Offers, Requests for Proposals, Invitations to Tender, etc.)

Objective

PSPC is now turning its attention to new contracting vehicles to augment its capacity to deliver projects, specifically addressing projects where PSPC obtains private sector support through individual service specific contracts. This transactional means of acquiring services creates pressure on our ability to have projects quickly started and delivered in a timely manner.

The objective of this Request for Information (RFI) is to seek feedback regarding a new approach to soliciting and contracting for project services. The feedback provided will help PSPC plan future solicitations and to prepare related solicitation and contract documents.

Context

PSPC aims to leverage the private sector to enhance its ability to get projects started faster, completed sooner, speeding up the project delivery process from planning through execution, and increasing overall project delivery capacity. Other targeted results include reduced costs, and risk transfer.

To achieve these objectives, PSPC is considering a new approach in which it would use two separate contracts to obtain the full range of required project services. PSPC would use the two contract approach to obtain the services on a project-by-project basis or as large contracts for bundles of projects or programs of work.

For each project, bundle of projects or program of work, PSPC would solicit:

1. An integrated **Planning and Advisory Services Contract** including: technical studies, feasibility studies, functional programming, cost estimating, scheduling, solution options analysis, life-cycle assessments, business case preparation, pre-design concepts, and owner's advisor/advocate professional services and other related services;

And,

2. An integrated **Project Execution Services Contract** for project management, design and construction services.

The Planning and Advisory Services Contract would be used to commence the project with the planning work, as well as to oversee the execution of the project, while the execution would be undertaken via the Project Execution Services Contract. This approach is anticipated to be used for projects where the work is limited to a specific geographical region, in select federally-owned office buildings, and where the expected value of individual projects would be in the range of \$1M to \$75M. For example, the following is a possible scenario and is provided in order to give context to the questions posed below.

Scenario:

- In the National Capital Area;
- Average project valued in the range of \$30M to \$40M;
- Estimated total value of all projects using the approach of \$1B to \$1.5B;
- For projects commencing over a five to seven-year period.

The above region and figures are provided for context only. They do not reflect any commitment regarding the opportunities that will be solicited or contracts that will be awarded.

Respondents may make other assumptions in order to provide further context or clarity to their responses. Any such assumptions should be clearly explained.

Your responses to the following questions will assist the department in assessing the merits and practicality of developing and utilizing this integrated approach for project delivery.

RFI Questions for Industry

Please refer to Appendix A for the list of questions for which information is requested.

Engagement Activities

This RFI is being posted on [BuyandSell.gc.ca](https://buyandsell.gc.ca) to enable interested parties to review the requirement and provide feedback. The responses received may be used to assist Canada in furthering the potential requirement and in developing achievable objectives and deliverables. Canada may request additional information for clarification purposes during the review of responses to this RFI.

No Obligation

The issuance of this RFI does not create an obligation for Canada to issue a subsequent Request for Proposal (RFP) and does not bind Canada legally or otherwise, to enter into any agreement or to accept any suggestions from Respondents. This RFI is not a bid solicitation and a contract will not necessarily result from this request.

Respondents are advised that any information submitted to Canada in response to this RFI may be used by Canada in the development of a subsequent competitive RFP; however, Canada is not bound to accept any suggestions or to incorporate feedback in any future RFP development.

No payment will be made for costs incurred in the preparation of responses to the RFI or participation in any associated Industry Engagement event. Costs associated with preparing and submitting a response are the sole responsibility of the Respondent.

Closing Date

It is requested that responses to this RFI be submitted prior to 02:00 PM Eastern Standard Time (EST) on Monday, July 15th, 2019. Canada may review and consider responses received after the RFI closing date.

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.

Format of Responses

The questions contained in this RFI are intended to elicit feedback to Canada from interested Respondents. It is understood that some questions will not elicit a response from all Respondents.

Respondents are requested to submit a response to the questions in electronic format through the online site (Appendix A). Alternatively, an electronic response (compatible with MS Word 2013 or Adobe PDF) can be submitted by email, to the contact identified in section “Submission of Responses and Questions” below. Search, copy/paste or printing of text functions should not be restricted in any way. Respondents are requested to respond utilizing the same numbering format as that used in Appendix A. Additional comments and concerns beyond those asked may be presented but 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.

Responses may be provided in either English or French.

Submission of Responses and Questions:

Respondents may submit their responses and questions via email to:

Laura Beauchamp
Supply Specialist
Or
Martin Auger
Supply Team Leader
Public Services and Procurement Canada
Real Property Services Management Contract Directorate
TPSGC.PABiensImmobiliersN-APRealPropertyN.PWGSC@tpsgc-pwgsc.gc.ca

Treatment of Commercially Sensitive Information

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.

Appendix A – Questions

Note – the following Questions can be answered directly within an on-line questionnaire at: <https://www.surveymonkey.com/r/PESeng> or they can be answered and e-mailed to TPSGC.PABiensImmobiliersN-APRealPropertyN.PWGSC@tpsgc-pwgsc.gc.ca.



Project Planning and Advisory Services and Project Execution Services

Background and Objective

Public Services and Procurement Canada's (PSPC) Real Property Services (RPS) Branch manages one of the largest and most diverse real estate portfolios in the country and provides real property services for twenty-three federal departments. The total Government of Canada portfolio consists of some 37,000 buildings (including leases) and approximately 27 million m² of space. PSPC accommodates some 260,000 federal employees in 1,554 locations, with 56% of employees being located in the National Capital Area. It is custodian of 359 buildings, valued at \$7.5B as well as having twelve lease-purchase arrangements and holding 1,183 leases. The total amount of office floor space occupied is approximately 6.96 million m². PSPC is also responsible for a variety of non-building assets, such as bridges, dams and highways. Meanwhile, the value of real property services provided to other government departments has increased from \$1.3B in 2016 to \$2B in 2018. In 2018, PSPC was involved in the planning, delivery and provision of advisory services for over 3000 projects ranging in size from \$25,000 to over \$100M. The private sector provided services in support of project delivery through the RP-1 and RP-2 contracts, or on a service by service basis, through PSPC contracts for project management services, design services and for construction.

Since 1998, PSPC has procured integrated project services, consisting of planning, design, construction and project management, through three generations of asset-based Property Management and Project Delivery Service contracts, with increases in scope and enhancements in each successive generation. The current generation consists of six contracts (referred to as RP-1) across Canada that provide a comprehensive range of real property services for 3,800 PSPC and other government departments' owned and leased assets, totalling approximately 4.5 million m² of space. In addition to services sourced through the RP-1 contracts, PSPC continues to source project services including planning, design, construction and project management services through separate contracts using traditional contracting approaches (Standing Offers, Requests for Proposals, Invitations to Tender, etc.)

Objective

PSPC is now turning its attention to new contracting vehicles to augment its capacity to deliver projects, specifically addressing projects where PSPC obtains private sector support through individual service specific contracts. This transactional means of acquiring services creates pressure on our ability to have projects quickly started and delivered in a timely manner.

The objective of this Request for Information (RFI) is to seek feedback regarding a new approach to soliciting and contracting for project services. The feedback provided will help PSPC plan future solicitations and to prepare related solicitation and contract documents.



Project Planning and Advisory Services and Project Execution Services

Context and Scenario

Context

PSPC aims to leverage the private sector to enhance its ability to get projects started faster, completed sooner, speeding up the project delivery process from planning through execution, and increasing overall project delivery capacity. Other targeted results include reduced costs, and risk transfer.

To achieve these objectives, PSPC is considering a new approach to contracting for project services from the private sector in which it would use two separate contracts to obtain the full range of required project services. PSPC would use the two contract approach to obtain the services on a project-by-project basis or as large contracts for bundles of projects or programs of work.

For each project, bundle of projects or program of work, PSPC would solicit:

An integrated Planning and Advisory Services Contract including: technical studies, feasibility studies, functional programming, cost estimating, scheduling, solution options analysis, life-cycle assessments, business case preparation, pre-design concepts, and owner's advisor/advocate professional services and other related services;

And,

An integrated Project Execution Services Contract for project management, design and construction services.

The Planning and Advisory Services Contract would be used to commence the project with the planning work, as well as to oversee the execution of the project, while the execution would be undertaken via the Project Execution Services Contract. This approach is anticipated to be used for projects where the work is limited to a specific geographical region, in select federally-owned office buildings, and where the expected value of individual projects would be in the range of \$1M to \$75M. For example, the following is a possible scenario and is provided in order to give context to the questions posed below.

Scenario:

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For projects commencing over a five to seven-year period.

The above region and figures are provided for context only. They do not reflect any commitment

regarding the opportunities that will be solicited or contracts that will be awarded.

Respondents may make other assumptions in order to provide further context or clarity to their responses. Any such assumptions should be clearly explained.

Your responses to the following questions will assist the department in assessing the merits and practicality of developing and utilizing this integrated approach for project delivery.

*****Please use Previous and Next buttons within the survey only*****



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Project Planning and Advisory Services and Project Execution Services

General questions to help determine if the new approach is feasible and appropriate

For a Planning and Advisory Services Contract

1. Would a new type of Planning and Advisory Services Contract(s) that integrates services such as technical studies, feasibility studies, functional programming, cost estimating, scheduling, solutions options analysis, life-cycle assessments, business case preparation, pre-design concepts, owner's advisor/advocate professional services, etc., be appropriate and feasible? Explain the pros and cons of having service providers integrate these services under one contract.

2. With respect to question 1, please provide feedback concerning the following?

- Would the integration of multiple different services into one contract cause challenges for the assignment of responsibility and liability?
- Are there potential conflicts of interest?
- Would there be challenges with managing professional liability or certifications?
- Is the proposed approach appropriate for projects of the size and number in the scenario provided?
- Do you see any limitations to the proposed value of project for which this type of contract would be appropriate?
- Are there advantages and disadvantages to bundling projects into a single Planning and Advisory Services Contract, or would contracting for individual projects be more feasible/advantageous?
- What type of financial security and/or guarantee would be appropriate for this type of contract?

3. Is there any additional feedback you wish to provide regarding the proposed Planning and Advisory Services Contract?



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General questions to help determine if the new approach is feasible and appropriate

For a Project Execution Services Contract

4. Would a new type of Project Execution Services Contract(s) that integrates project management, design and construction be desirable and feasible? Explain the pros and cons of having service providers integrate these services under one contract.

5. With respect to question 4, please provide feedback concerning the following:

- Would the integration of multiple different services into one contract cause challenges for the assignment of responsibility and liability?
- Are there potential conflicts of interest?
- Would there be challenges with managing professional liability?
- Is the proposed approach appropriate for projects of the size and number in the scenario provided?
- Do you see any limitations to the proposed value of project for which this type of contract would be appropriate?
- Are there advantages and disadvantages to bundling projects into a single Project Execution Services Contract, or would contracting for individual projects be more feasible/advantageous?
- What type of financial security and/or guarantee would be appropriate for this type of contract?

6. Is there any additional information you wish to provide regarding the proposed Project Execution Services Contract?



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Project Planning and Advisory Services and Project Execution Services

Questions to assist in the development of procurement and contract documents

For a Planning and Advisory Services Contract

7. What challenges would organizations face to organize themselves to provide proposals for the proposed Planning and Advisory Services Contract(s) and to respond to PSPC's objectives? What can PSPC do to reduce or eliminate these challenges?

8. Would the creation of a Supply Arrangement, Standing Offer or Pre-Qualified list of proponents be advantageous to industry and/or to PSPC? (In this scenario submission of proposals in response to Requests for Proposals would be limited to Supply Arrangement holders, call-ups against a Standing Offer or Pre-Qualified firms.) Why or why not?

9. Considering how you might organize yourself to provide all of the integrated services, how might the work be paid for? What might the terms of payment be?

10. How do you see PSPC evaluating and selecting contractors? What combination of technical evaluation and price competition do you believe would yield best value for PSPC? Please speak to fee-based versus lump-sum pricing.

11. Given your analysis of the approach and your responses, is there anything else PSPC should consider in developing its future procurements that would ensure interest from qualified suppliers?



Project Planning and Advisory Services and Project Execution Services

Questions to assist in the development of procurement and contract documents

For a Project Execution Services Contract

12. What challenges would organizations face to organize themselves to provide proposals for the proposed Project Execution Services Contract(s) and to respond to PSPC's objectives? What can PSPC do to reduce or eliminate these challenges?

13. Would the creation of a Supply Arrangement or Pre-Qualified list of proponents be advantageous to industry and/or to PSPC? (In this scenario submission of proposals in response to Requests for Proposals would be limited to Supply Arrangement holders or Pre-Qualified firms.) Why or why not?

14. Traditionally, project management, design and construction services are contracted using different bases of payment. How can these bases of payments be coordinated under a single basis of payment for this integrated services contract?

15. How do you see PSPC evaluating and selecting contractors? What combination of technical evaluation and price competition do you believe would yield best value for PSPC? For the various services considered, is fee-based versus lump-sum pricing preferred?

16. What might be appropriate performance measurement targets and methods?

17. Given your analysis of the approach and your responses, is there anything else PSPC should consider in developing its future procurements that would ensure interest from qualified suppliers?



Project Planning and Advisory Services and Project Execution Services

Questions to assist in the development of procurement and contract documents

For both Planning and Advisory Services and/or Project Execution Services

For context, under-represented groups include businesses owned by women, Indigenous Peoples/Groups, persons with disabilities, and visible minorities. See the mandate letter of the Minister of Public Services and Procurement for additional information

(<https://pm.gc.ca/eng/minister-public-services-and-procurement-mandate-letter>)

18. Does your organization make specific efforts to provide opportunities to under-represented groups through your employment and subcontracting practices?

☐ Yes

☐ No

19. What do these efforts consist of, and have they been successful?

20. How can PSPC's solicitations and contracts ensure that appropriate attention is given to social objectives that can be achieved through its contracting?



Project Planning and Advisory Services and Project Execution Services

Respondent information and profile

21. Please provide the following contact information:

Company	<input type="text"/>
Address	<input type="text"/>
Address 2	<input type="text"/>
City/Town	<input type="text"/>
State/Province	<input type="text"/>
ZIP/Postal Code	<input type="text"/>
Country	<input type="text"/>
Email Address	<input type="text"/>
Phone Number	<input type="text"/>

22. Are you an Industry Association or a Firm?

- ☐ Industry Association
- ☐ Firm



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Project Planning and Advisory Services and Project Execution Services

Respondent information and profile

23. What is your company size?

24. What is your typical annual project business volume in dollars and number of projects?

25. Provinces or Territories served:

- ☐ British Columbia
- ☐ Alberta
- ☐ Saskatchewan
- ☐ Manitoba
- ☐ Ontario
- ☐ Quebec
- ☐ Newfoundland and Labrador
- ☐ Nova Scotia
- ☐ New Brunswick
- ☐ Prince Edward Island
- ☐ Yukon
- ☐ Northwest Territories
- ☐ Nunavut



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Project Planning and Advisory Services and Project Execution Services

Respondent information and profile

26. What is your length of service (in years) of the following services?

	Not Applicable	< 5 years	5 - 10 years	> 10 years
Project Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design - Engineering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design - Architecture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fit-up - Design Space Layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fit-up - Accommodation Space Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. How are the following services delivered?

	In-House Employees	Subcontracted	Combination
Project Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advocacy Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Project Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design - Engineering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design - Architecture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fit-up - Design Space Layout	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fit-up - Accommodation Space Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. How do you complete the following project types?

	N/A	In-House	Sub-Contracted	Combination
Buildings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fit-ups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
IT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Furniture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engineering Assets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contaminated Sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Do you provide services in remote locations?

- ☐ Yes
- ☐ No

30. If yes, please list locations:

31. List the associations with which your firm is registered:

Project Planning and Advisory Services and Project Execution Services

Thank you

Public Services and Procurement Canada would like to thank you for your interest in this file and the time you will spend in responding to the questions and providing your ideas. It is important to have industry input to make any future solicitation document and resulting contract the best it can be. Thank you