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**LETTER OF INTEREST  
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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  
Ontario Region  
10th Floor, 4900 Yonge Street  
Toronto  
Ontario  
M2N 6A6

<b>Title - Sujet</b> RFI - Design Build Standing Offers	
<b>Solicitation No. - N° de l'invitation</b> EP008-210016/A	<b>Date</b> 2020-04-30
<b>Client Reference No. - N° de référence du client</b> 20210016	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$PWL-041-2519
<b>File No. - N° de dossier</b> PWL-0-43002 (041)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2020-05-22</b>	
<b>F.O.B. - F.A.B.</b> Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Chan, Ricky	<b>Buyer Id - Id de l'acheteur</b> pwl041
<b>Telephone No. - N° de téléphone</b> (647) 530-7185 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

Instructions: See Herein

Instructions: Voir aux présentes

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



REQUEST FOR INFORMATION (RFI)

# Design-Build Standing Offers (DBSO) for Office Fit-ups



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# REQUEST FOR INFORMATION (RFI) FOR DESIGN-BUILD STANDING OFFERS FOR FIT-UPS OF FEDERAL OFFICE BUILDINGS ACROSS CANADA

## 1 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 federal departments and agencies. PSPC provides approximately 6.1 million square metres (m<sup>2</sup>) of office space nationally, as a program of government, to support the operations of 99 federal government departments and agencies. The portfolio consists of 1,524 locations, with a mixture of Crown-owned, leased, and lease-purchase solutions. PSPC provides project management services within its own real property portfolio, and as an optional service to other federal government custodians. The total Government of Canada portfolio, held by 72 departments, agencies, and Crown corporations, consists of some 37,000 buildings (including leases) and approximately 27 million m<sup>2</sup> of space.

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 m<sup>2</sup> of space. In addition to services sourced through the RP-1 contracts, PSPC continues to source project-related 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.).

For the last few years, PSPC has explored the potential for developing new contracting vehicles or modifying existing ones to augment its capacity to deliver projects. This Request for Information (RFI) is a follow-up to two RFI's to that effect that were issued to explore potential integration of services that have traditionally been acquired separately. The RFI for RP-n (EP008-152053/C), which closed on March 29, 2019, sought information on how specific real property services are delivered by industry. The RFI Project Planning and Advisory Services and Project Execution Services (EP008-193269/A), which closed on August 9, 2019, sought feedback regarding a new approach to soliciting and contracting for project-related services.

Based on industry feedback and an evolving government environment, PSPC is contemplating the establishment of Design-Build Standing Offers (DBSOs) to deliver a full range of office fit up projects, in the National Capital Area and potentially across Canada, and is seeking information from respondents with interest, individually or as part of a consortium/joint venture, in one or more aspects of the proposed approach. The scope of work under the Standing Offers will include the design and construction phases potentially including the provision and installation of furniture and information technology infrastructure.

PSPC is looking to achieve the following outcomes through the use of this approach:

- Full project delivery (design and construction) reducing the overall project lifecycle timeline, increasing the overall quality of work while reducing overall project risk;
- Enabling risk to be assumed and managed by the parties best positioned to do so;
- Consistency in the delivery of the program of work to be delivered via this arrangement by leveraging qualified vendors;
- Increased efficiency in the award of individual work packages;
- Increased overall project delivery capacity; and
- Cost certainty including fixed or per unit pricing wherever possible.

Estimates for individual fit-up work packages (inclusive of design and construction) vary but maximums are estimated to be upwards of \$60M (including taxes) per project. Individual projects will normally be within the same office

building/complex and will take place on one or more floors. PSPC would consider the possibility of pre-qualifying different groups of design-builders based on cost scope ladders segregated by construction values (e.g. <\$10M, \$10-\$25M, \$25-\$60M). These figures are provided for context only and does not reflect any commitment regarding the opportunities that will be solicited or contracts that will be awarded.

## 2 PURPOSE OF THE REQUEST FOR INFORMATION

The purpose of this Request for Information is to:

- a) seek information and feedback from industry in this matter solely for the benefit of PSPC;
- b) seek ideas related to the proposed approach that might result in efficiencies and cost savings to Canadians;
- c) assess industry interest and readiness; and
- d) understand the impacts this approach may have on industry.

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 in Appendix A will assist the department in assessing the merits and practicality of developing and utilizing this integrated approach for project delivery for fit-up projects.

## 3 NATURE OF REQUEST FOR INFORMATION

This is not a bid solicitation. This RFI and any responses thereto do not impose any obligation or constitute any commitment on the part of Canada to issue a Request for Standing Offer (RFSO) Design-Build requirement or to make any award of business to any respondent. Responding to this RFI will not preclude respondents from participating in any future procurement. This RFI is simply intended to solicit feedback from industry with respect to the matters described in this RFI; however, Canada is not bound to accept any suggestions or to incorporate feedback in any future solicitation development.

## 4 DESIGN BUILD STANDING OFFER

### 4.1 Scope of Work/Services

For the effective delivery of various office fit-up projects across Canada, the Design-Builder (DB) will provide and furnish all of the following Work and services:

- DB administration, contract and management services;
- Design;
- Construction including the potential for IT infrastructure and furniture;
- Commissioning; and
- Post-construction.

The DB will also be responsible for the provision and procurement of all of its subcontracted goods, services and construction as applicable.

The DB, as an expert in matters of design and construction planning and implementation, must, while respecting Government of Canada and PSPC standards and guidelines, and with respect to the PSPC Project Brief:

- Provide comprehensive and continuous planning, analysis, management and implementation services and Work from Contract award until the receipt of an approved/signed certificate of completion for the entirety of each project;

- Provide design services including design development, drawing and specifications preparation, services during and after construction;
- Prioritize the design services, design packages and construction to optimize the project schedule into the shortest duration possible;
- Provide Design-Builder services and Work that include any warranty related call-backs and repairs until the expiry of the warranty period;
- Perform the duties of a Constructor, administering, coordinating and controlling subcontractors and suppliers, including other suppliers Canada may require to perform services or Work on the Project Site(s);
- Coordinate with the asset's Building Control Authority including the RP-1 Contractor, Brookfield Global Integrated Solutions, where required for Health and Safety, access control, commissioning oversight, and other related requirements; and
- Actively participate with PSPC's project team to establish and maintain an interactive and collaborative Project culture, placing decision making for the Project first.

## 4.2 Type of Work

The Government of Canada Workplace Fit-up Standards provide PSPC Real Property Services employees, and accommodations professionals in federal departments, agencies and the private sector working with PSPC on workplace design projects with direction and guidance on the fit-up of government of Canada office accommodations. The Standards apply to all office accommodation provided to government departments and agencies for which PSPC administers office space. Fit-up work is done in compliance with the Government of Canada Workplace Fit-up Standards, the mandatory GCworkplace Design Guide (the Guide) and the GCworkplace Space Planning Workbook (the Workbook). The Guide, Workbook and associated design process tools are included in the GCworkplace Design Roadmap. For reference purposes Appendix B.1 contains the Government of Canada Workplace Fit-up Standards while Appendix B.2 contains the GCWorkplace Design Roadmap, which includes the Workbook and the Guide.

The fit-up work that will be implemented under such Standing Offers could include, but is not limited to:

- Demolition of existing space including treatment of designated substances;
- Full architectural, mechanical, and electrical fit-up of space; this could include interior construction (e.g. walls, doors, cabinetry/millwork), interior finishes (e.g. flooring, ceilings), and services (e.g. HVAC, electrical supply, fire protection);
- Connection of fit-up space systems to the base building systems;
- Life safety, security and building code modification and/or upgrades within the fit-up space;
- Fit-up and coordination of Building Components and Connectivity (BCC) including coordination of information technology infrastructure and pathways;
- Provision and installation of required workpoints and workstation furniture, vertical panels, etc.; and
- Replacement/modification/installation of base building equipment and/or systems including mechanical, electrical and life safety systems.

Work will require a variety of trades and specialties. Some work may take place in high finish and heritage areas which must be protected at all time. Work may also take place in occupied and secured spaces where special measures will have to be taken to minimize impacts on the occupants and coordinate with building operation and maintenance activities. High quality work and workmanship will be expected throughout this contract and all workers will have to possess proper security clearance. Time will be a key factor in the delivery of projects. This vehicle will not be used to build new large facilities.

## 4.3 Basis of Payment

To help facilitate the development of a consistent Basis of Payment that can be applied for all call-ups, PSPC is contemplating that for the proposed Request for Standing Offer (RFSO), a Project Brief for a planned project will be provided containing details of the services required and project site information. The work included is described in Section 4.2 above, exclusive of replacement/modification/installation of base building equipment and/or systems. This will be a representative project which adheres to PSPC standard fit-up requirements and represents situationally a typical fit-up project that could be executed under the RFSO. As part of the RFSO, it is anticipated that Proponents will be requested to

provide pricing for the entirety of the representative project with a breakdown for each part of work. The total cost for the work will be divided by the total square metres of the project site to determine a unit price per square metre. This unit price will subsequently be used for not only the RFSO evaluation purposes to determine who will be issued Standing Offers but also to determine the total price for this portion of the work for future Call-ups against those Standing Offers for various project sites.

For example, if Site A, which is the representative project provided in the RFSO, results in a total unit price of \$1,000 per square metre in the respondent's bid, and the total area of Site B, which is the call-up-specific project, is 5,000 square metres, the total estimated cost for this portion of the work in the call-up would be \$5,000,000.

If PSPC determines that there is more than one representative project, they will solicit multiple unit rate prices.

**REQUIRED SERVICES (EXAMPLE)**

<b>Requirement</b>	<b>Firm Lot Price</b>
Project Management – Administration	
Design	
Demolition	
Building Site Work, Substructure and Shell	
Interior Construction	
Electrical Systems	
Mechanical Systems	
Plumbing, Heating, Ventilation, Air Conditioning, Fire Protection	
Windows and Signage	
IT/Telecommunications	
<b>Total Price (A)</b>	
<b>Total Applicable Area (m<sup>2</sup>) (B)</b>	<b>Provided by PSPC in Representative Project</b>
<b>Total Unit Price per Square Metre (A ÷ B)</b>	

In addition to the unit rate portion of the work given above, the cost of other work described herein will be negotiated on a lump sum basis for each call-up. This work could include:

- Replacement/modification/installation of base building equipment and/or systems including mechanical, electrical and life safety systems;
- Treatment, removal and disposal of designated substances (e.g. asbestos, ACM's, lead painted surfaces);
- Work that exceeds or is outside that described within the given fit-up standard; for example, tenant specific security requirements, special purposes space, and non-standard workspaces.

The total price for purposes of each project-specific call-up will therefore consist of the unit-based price (i.e. unit price x area of the fit-up project) plus the lump sum price.

## 5 PROPOSED PROCUREMENT APPROACH

### 5.1 Request for Standing Offer

A RFSO is used to solicit offers from firms (in this case, Design-Builders) for the establishment of Standing Offer. A standing offer itself is not a contract. A separate contract is formed each time a call-up for the provision of services is made against a standing offer. When a call-up is made, it constitutes an unconditional acceptance by Canada of the Design-Builder's offer for the provision of services described in the standing offer. Canada's liability is limited to the actual value of the call-ups made by the identified user(s) within the period the standing offer is valid.

Only successful Standing Offer holders would receive call-ups under the Standing Offer.

### 5.2 Proposed Call-Up Procedure and Rotation

Services will be called-up as follows:

The Departmental Representative will establish the scope of services to be performed. For each individual call-up, Design-Builders will be considered using a computerized distribution system. This system will track all call-ups assigned to each Design-Builder and will maintain a running total of the dollar value of business distributed. The system will contain for each Design-Builder an ideal business distribution percentage. An example business distribution percentage could be as follows; 34% of the business for the top ranked Design-Builder, 24% for the 2nd ranked Design-Builder, 19% for the 3rd ranked Design-Builder, 14% for the 4th ranked Design-Builder, and 9% for the 5th. In the event fewer than the desired number of Design-Builders are successful, the undistributed % of business will be redistributed amongst the remaining offerors being recommended using the following formula rounded to the nearest percentage:

$$\text{Revised Distributions \%} = \frac{\text{pre-established \%}}{100 \text{ less the non distributed \%}} \times 100$$

For each new call-up the Design-Builder who is furthest under their respective ideal business distribution percentage in relation to the other Design-Builders would be selected for that next call-up.

## 6 INDUSTRIAL SECURITY REQUIREMENT

There is no security requirement for this RFI. However, if an RFSO is issued, there is a strong possibility that some Call-ups against a Standing Offer may require that the Proponents and their personnel possesses a Designated Organization Security (DOS) at the RELIABILITY level or Facility Security Clearance (FSC) at the SECRET level issued by the Canadian Industrial Security Directorate (CISD) of PSPC.

Should a proponent not have the levels of security indicated above, the Proponent can initiate the security clearance process by contacting the RFI Authority at the coordinates in Section 8.4. Please be advised that due to COVID-19, there may be delays to processing any security clearance requests.

## 7 INFORMATION REQUESTED

**PLEASE REFER TO APPENDIX A.**

## 8 INSTRUCTIONS TO RESPONDENTS

### 8.1 Format of Responses Requested

- a) Format: Respondents are requested to submit one electronic copy of their response by email directly to the Contracting Authority, preferably in Portable Document Format (PDF).
- b) Cover Page: Respondents are requested to indicate on the cover page the title of the response, the solicitation number, and the full legal name and contact information of the respondent.
- c) Language: Documents may be submitted in either official language of Canada.

### 8.2 Response Costs

The Government of Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

### 8.3 Treatment of Responses

- a) Use of Responses: Responses will not be formally evaluated. However, the responses received may be used by the Government of Canada to develop or modify procurement strategies or related policies. The Government of Canada will review all responses received by the RFI closing date. The Government of Canada may, in its discretion, review responses received after the RFI closing date.
- b) Confidentiality: Responses will be kept confidential, subject to the provisions of the Access to Information Act, and will be retained to support further development of internal planning documents and decisions, and possibly any future RFSO or solicitation. Any findings made public will protect commercially sensitive information in accordance with federal policies. Responses will not be returned.

### 8.4 Enquiries

Because this is not a bid solicitation, the Government of Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential respondents. However, respondents with questions regarding this RFI may direct their enquiries to the RFI Authority identified herein.

#### RFI AUTHORITY

The Authority for this RFI is:

RFI Authority: Ricky Chan  
E-mail Address: ricky.chan@tpsgc-pwgsc.gc.ca  
Telephone: 647-530-7185

### 8.5 Submission of Responses

Responses to this RFI will be accepted until 02:00 PM EDT on May 22, 2020.

Feedback to the RFI is to be submitted electronically (by email) to the RFI Authority. The information received after that date will be considered only to the extent reasonable, in the sole opinion of Canada, given the progress of the Work at the time of the receipt of the said information.

Canada may require clarification of written responses received and may contact the respondent at any time after receipt of the response to request clarification.

## APPENDIX A – INFORMATION REQUESTED

<b>Company Legal and Operating Name:</b>	
<b>Address:</b>	
<b>Contact Name:</b>	<b>Contact Title:</b>
<b>Email Address:</b>	<b>Phone Number:</b>
<p>Please provide a general profile of your organization including Provinces or Territories served within Canada, years of experience in your field and in design-build and expertise (e.g. architecture, engineering and/or construction). Your response should also include any information that could be helpful in demonstrating your organization’s expertise in the context of design-build methodologies.</p>	
<b>Expertise and Services Provided:</b>	
<input type="checkbox"/> <b>Architectural Design</b> Years of Experience ___	<input type="checkbox"/> <b>Construction</b> Years of Experience ___
<input type="checkbox"/> <b>Engineering Design</b> Years of Experience ___	
<b>Provinces or Territories Served:</b>	
<input type="checkbox"/> <b>Alberta</b> <input type="checkbox"/> <b>British Columbia</b> <input type="checkbox"/> <b>Manitoba</b> <input type="checkbox"/> <b>New Brunswick</b> <input type="checkbox"/> <b>Newfoundland</b> <input type="checkbox"/> <b>Northwest Territories</b>	<input type="checkbox"/> <b>Nova Scotia</b> <input type="checkbox"/> <b>Nunavut</b> <input type="checkbox"/> <b>Ontario</b> <input type="checkbox"/> <b>Prince Edward Island</b> <input type="checkbox"/> <b>Quebec</b> <input type="checkbox"/> <b>Saskatchewan</b> <input type="checkbox"/> <b>Yukon</b>
1. <b>Would you have the capacity to respond to the RFSO on your own or would you need a partner? If you were to partner, what form might that take? Does your firm have in-house design capabilities? If so, please describe them.</b>	
2. <b>Partnerships</b> a) <b>How much time would it take for you to find partners?</b> b) <b>Would the formation of formal partnerships occur before or after successful qualification?</b> c) <b>What is the capacity within your particular region(s) to establish a partnership/joint venture in order to respond to a DB Request for Standing Offer?</b> d) <b>Are there certain elements of the requirement that may be more challenging to source than others (e.g. furniture, cabling, etc.)? Please elaborate.</b>	
3. <b>Design Build Standing Offer</b> a) <b>In a DB Standing Offer, who should lead: the designer or the construction contractor (or another party)? Why?</b> b) <b>Who would carry the professional liability insurance for the design?</b>	

4. Does the design-build approach have any impacts on your ability to obtain contract security (e.g. Performance Bond and Labour and Material Payment Bond)? If yes, please elaborate.
5. What is your team's capacity to handle one or multiple \$10M requirements at the same time? \$10M-\$25M requirements? \$25-\$60M requirements? Figures include taxes.
6. What would you recommend as a suitable period for the Standing Offer with the expectation that the team be the same throughout the *entire* duration of the Standing Offer? Would you be able to maintain the same team for 3 to 5 years?
7. Request for Standing Offer Submission
  - a) What challenges would you face in submitting proposals? What can PSPC do to reduce or eliminate these challenges?
  - b) Are there any areas of work within design and construction that your team would not have the capacity and suitability to complete or would prohibit your team from submitting a response to the RFSO?
  - c) To encourage the participation of local design-builders, what steps do you recommend PSPC take? If there is sufficient demand, are there any advantages or disadvantages of PSPC establishing separate lists for specific sub-regions of Canada (e.g. divide Ontario (excluding NCA) into four separate sub-regions such as the North, Southwest, Central and East.)
8. What is the capacity of your firm to incorporate employment and/or contracting opportunities for indigenous communities? Please elaborate.
9. How do you see PSPC evaluating and selecting Design-Builders? What combination of technical evaluation and price competition do you believe would yield best value for PSPC?
10. Sample Basis of Payment
  - a. Could a unit price per square metre for one site be used and enforced as a Basis of Payment for other sites? If not, please elaborate.
  - b. What comments do you have on the sample Basis of Payment?
  - c. As per the sample Basis of Payment, for the RFSO, PSPC is considering providing an actual project for Proponents to develop a cost proposal that will be evaluated during the RFSO. This cost proposal could form the basis of the terms of payment for all call-ups under the resulting SOs. Do you see any concerns with this approach? What information (standards, level of design, site conditions etc.) would the DB need to be able to provide a unit price per square metre?
  - d. How do you propose individual construction changes be priced (on what basis) and how can we obtain this pricing during the RFSO?
  - e. How do you propose other work described above (i.e. base building, treatment of designated substances, fit-up work exceeding the standard) be priced under a Standing Offer?
  - f. Which aspects of base building work attributed to fit-up does your firm typically sub contract versus deliver with own forces?
11. Accounting for your response to the previous question, do you have any other recommendations or considerations for PSPC's development of a basis of payment under a design-build methodology, given Canada's objective of achieving cost certainty where possible?
12. Managing Design Revisions

- a) **Handling client changes:** How would you propose to effectively manage client-driven changes after contract award if the parties cannot agree on costs to accommodate these changes?
- b) How would you propose to manage situations where, once the design is complete, the cost is determined to be higher than the contracted price, excluding any client requested changes?
- c) If an agreement cannot be reached, would it be acceptable for PSPC to buy the design and proceed with another contractor?

13. **Risks and Concerns:** Accounting for your responses to the prior questions, are there any other challenges, issues or risks (technical, environmental, operational, organizational, financial, etc.) that you believe could impact the success of the DBSO? Do you have any suggestions on other types of contracting vehicles that could address Canada's requirements?

14. **If restrictions on movements and social distancing stay in place is your firm able to prepare a response? Are your teams able to work from home? Could you participate in bidder conferences etc. via video conference?**

15. **Is there other information, specific to this RFI that is deemed important by your organization or is there any additional information you wish to provide regarding the proposed Design – Build procurement approach?**

## APPENDIX B – REFERENCE DOCUMENTS

B.1 Government of Canada Workplace Fit-up Standards (attached)

B.2 GCWorkplace Design Roadmap (attached)