



**RETURN BIDS TO:**

**RETOURNER LES SOUMISSIONS À:**

Bid Receiving - PWGSC / Réception des soumissions -  
TPSGC

11 LaurierSt./ 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**SOLICITATION AMENDMENT  
MODIFICATION DE L'INVITATION**

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

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

**Comments - Commentaires**

THIS REQUIREMENT CONTAINS A SECURITY  
CLAUSE.

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

Infrastructure Maintenance and Solution Services

Division (FK)

L'Esplanade Laurier,

East Tower 4th Floor

L'Esplanade Laurier,

Tour est 4e étage

140 O'Connor, Street

Ottawa

Ontario

K1A 0R5

<b>Title - Sujet</b> PROJECT MANAGEMENT SUPPORT SERVICES REAL PROPERTY PROJECTS- NATIONAL CAPITAL AREA	
<b>Solicitation No. - N° de l'invitation</b> EN439-211126/A	<b>Amendment No. - N° modif.</b> 004
<b>Client Reference No. - N° de référence du client</b> 20211126	<b>Date</b> 2021-01-07
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$FK-292-79460	
<b>File No. - N° de dossier</b> fk292.EN439-211126	<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> Eastern Standard Time EST <b>on - le 2021-02-05</b> Heure Normale de l'Est HNE	
<b>F.O.B. - F.A.B.</b>	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Mirza, Bushra	<b>Buyer Id - Id de l'acheteur</b> fk292
<b>Telephone No. - N° de téléphone</b> (613) 296-8782 ( )	<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>

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**THIS AMENDMENT 004 IS RAISED TO ANSWER THE FOLLOWING BIDDERS' QUESTIONS:**

**QUESTION 1**

*RTC2.1 The Bidder should substantiate that one of the projects submitted as part of MT1 included project management services and had a contract value for project management services of \$5M or higher (5 Points).  
RTC2.2 One of the projects submitted by the Bidder as part of MT1 included project management services and had a contract value for project management services of \$20M or higher (5 Points).*

*The statements refer to the value of the contract. Is your client asking if the value of the contract between us and the Federal client is \$5+ or \$20+M or the value of the construction project that our resource is working on for the client?*

**ANSWER 1**

RTC2.1 and RTC2.2 are referring to the contract value that the Bidder had with either the public or private sector, not the construction project value.

**QUESTION 2**

*In regard to **Workstream 2**, #15 Risk management specialist, Mandatory requirement 7 (MT7 pg 46/154) – this requirement is not relevant to a risk management consultant. We believe this requirement should be changed to suit the role.*

**ANSWER 2 (changes in yellow)**

**DELETE in its entirety:** MT7 in ATTACHMENT 2 TO PART 4, TABLE 1, MANDATORY TECHNICAL CRITERIA (MT)

**REPLACE WITH** the following:

**MT7** The proposed "Risk Management Specialist – Senior" must:

- a) Have experience in undertaking risk assessments, undertaking strength, weakness, opportunity and threat (SWOT) analysis, developing risk registers and risk management/mitigation strategies and plans in the last ten (10) years prior the solicitation closing date for at least 3 Projects valued at \$5M or more.

**DELETE in its entirety:** 1.2.15 Tasks and Responsibilities - Risk Management Specialist – Senior, ANNEX A – STATEMENT OF WORK, RS 1 General Services, 1.2 Typical Required Services (RS) Support Activities and Optional Resources

**REPLACE WITH** the following:

1.2.15 Tasks and Responsibilities - Risk Management Specialist – Senior

The required services may include, but are not limited to, the following:

- Undertaking risk assessments, developing risk registers and risk management/mitigation strategies and plans;
- Tracking project related risks through entire project Lifecycles;
- Recommending adjustments to residual risk allowances based on the evolution of the risk management plan (closing extinguished risks and incorporating new emerging risks and associated mitigation measures);
- Undertaking and preparing reports associated with SWOT analysis;

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- Reviewing and auditing claims;
  - Recommending alternative solutions, methodologies and strategies for risk mitigation and management;
  - Assisting in prioritization and assignment of risks;
  - Assisting in the development and/or implementation of Risk Management Plans;
  - Developing and managing the implementation of Risk Management Plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the Project life cycle;
  - Coaching, mentoring and training project teams in risk mitigation techniques;
  - Developing and implementing business continuity plans;
  - Developing crisis and emergency communication and/or management planning strategies;
  - Reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms;
  - Providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies;
  - Documenting process improvements;
  - Preparing reports for internal and external publications (Corporate Services, Policy, Communications);
  - Liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in order to coordinate and manage the Risk Assessment Process;
  - Identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced;
  - Identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, and feasibility studies;
  - Identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risk) that threaten the objectives and priorities;
  - Utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur, and the impact if the risk event occurs;
  - Recommending a ranked-order for risks and opportunities identified;
  - Recommending and documenting suggested Risk Responses necessary to manage the likelihood and impact of the identified risks;
  - Performing Control Risk Assessments and analysis, which may include statistical sampling and analysis of existing controls;
  - Assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies;
  - Preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating Risk Management Plans; and
  - Providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

### **QUESTION 3**

*Is it assumed each resource category is one resource? For example #5 project manager (pg 15/154 – attachment 1 to part 3 table 1) has an estimated 70,000 hours over 3 years which would equate to roughly 11 resources. Should just one resume be put forward for categories such as this?*

### **ANSWER 3**

The number of required and optional resources for this project are indicated in ANNEX A, TABLE 1, REQUIRED AND OPTIONAL RESOURCES. As stated in PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION: Bid evaluation will be on only one (1) proposed resource per category/level.

### **QUESTION 4**

*Given the recent amendment removing the need for projects to be substantially complete, can you confirm it is the Crown's intent that the bidder demonstrate a minimum of two years of continuous project experience, where bidders have experience in all phases of the project as listed on page 85?*

### **ANSWER 4 ((changes in yellow):**

**DELETE MT1 in its entirety, ATTACHMENT 2 TO PART 4, TABLE 1, MANDATORY TECHNICAL CRITERIA**

**REPLACE WITH** the following:

MT1: The Bidder must submit information related to three (3) real property projects the Bidder has worked on within the last fifteen (15) years prior to the solicitation closing date. Minimum work duration for each project must be two (2) continuous years or more **in each of the various project phases identified in Annex A at RS 2, RS 3, RS 4 and RS 5**. Joint venture submissions are not to exceed the maximum number of projects. Only the first three (3) real property projects listed in sequence will receive consideration.

### **QUESTION 5**

*On page 105 of the RFP, there is a table that speaks to the estimated number of resources required. Using Workstream 1 as an example, the estimated number of resources (required and optional) is 84 but the proposal submission only asks for one (1) resource. Given that Canada only intends to award one contract per stream, it is incumbent on Canada to ensure that the firm that is awarded the contract has the capability to provide those resources. In order to minimize the risk to Canada through this process, we recommend that PSPC include a rated section where bidders can clearly demonstrate their understanding and capability to respond to the resource requirements. This is not requested as part of RTC1 but will clearly be the difference between a successful procurement and an unsuccessful procurement. Will Canada consider amending the RFP to include an additional rated section and if not, how will Canada evaluate the bidders ability to meet the resourcing requirements?*

### **ANSWER 5**

Refer to 5.3.1 of the RFP:

#### 5.3.1 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the

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services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity or parental leave, retirement, resignation, dismissal for cause, or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his or her services in relation to the Work to be performed and to submit his or her resume to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his or her availability.

Refer to General conditions of the contract:

2035 05 (2012-03-02) Conduct of the Work  
2035 08 (2008-05-12) Replacement of specific individuals  
2035 29 (2014-09-25) Default by the Contractor

#### **QUESTION 6**

*Canada has requested an estimate of 30 Senior Project Managers and 19 Intermediate Project Managers in Workstream 1 with minimal technical qualifications (College Diploma, CAPM, and 8-10 years of relevant experience). Given salary costs are higher for technical resources including Architects and Engineers, can you please confirm that upon contract award to the successful bidder, the Crown will not request any resources with requirements greater than what is requested for the evaluation of these resource categories?*

#### **ANSWER 6**

All resources that will be working on the resulting contracts, will be evaluated in accordance with the evaluation criteria of the RFP.

#### **QUESTION 7**

*MT7 requests the Risk Management Specialist have experience delivering threat and risk assessments in the last 10 years prior to the solicitation closing date for at least three projects valued at \$5M or more. A Threat and Risk Assessment is typically associated to physical or IT Security whereas the tasks and responsibilities stated on page 123 align with typical project risk assessment activities. Can the Crown clarify the intent of this requirement?*

#### **ANSWER 7**

See ANSWER 2 above.

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## **QUESTION 8**

*How can a supplier issue an epost Connect conversation email to be able to bid?*

## **ANSWER 8**

**As detailed in Standard Instructions 2003, or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect, see below:**

Bids transmitted by facsimile to PWGSC will not be accepted.

### **2003 08 (2019-03-04) Transmission by epost Connect**

#### 2. epost Connect

- a. Unless specified otherwise in the bid solicitation, bids may be submitted by using the [epost Connect service](#) provided by Canada Post Corporation.
  - i. PWGSC, National Capital Region: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC headquarters is: [tps-gc.dgareceptiondessoumissions-abbidReceiving.pwgsc@tps-gc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidReceiving.pwgsc@tps-gc-pwgsc.gc.ca), or, if applicable, the email address identified in the bid solicitation.
  - ii. PWGSC regional offices: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.
- b. To submit a bid using epost Connect service, the Bidder must either:
  - i. send directly its bid only to the specified PWGSC Bid Receiving Unit, using its own licensing agreement for epost Connect provided by Canada Post Corporation; or
  - ii. send as early as possible, and in any case, at least six business days prior to the solicitation closing date and time, (in order to ensure a response), an email that includes the bid solicitation number to the specified PWGSC Bid Receiving Unit requesting to open an epost Connect conversation. Requests to open an epost Connect conversation received after that time may not be answered.
- c. If the Bidder sends an email requesting epost Connect service to the specified Bid Receiving Unit in the bid solicitation, an officer of the Bid Receiving Unit will then initiate an epost Connect conversation. The epost Connect conversation will create an email notification from Canada Post Corporation prompting the Bidder to access and action the message within the conversation. The Bidder will then be able to transmit its bid afterward at any time prior to the solicitation closing date and time.
- d. If the Bidder is using its own licensing agreement to send its bid, the Bidder must keep the epost Connect conversation open until at least 30 business days after the solicitation closing date and time.
- e. The bid solicitation number should be identified in the epost Connect message field of all electronic transfers.
- f. It should be noted that the use of epost Connect service requires a Canadian mailing address. Should a bidder not have a Canadian mailing address, they may use the Bid Receiving Unit address specified in the solicitation in order to register for the epost Connect service.
- g. For bids transmitted by epost Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the bid including, but not limited to, the following:

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- i. receipt of a garbled, corrupted or incomplete bid;
  - ii. availability or condition of the epost Connect service;
  - iii. incompatibility between the sending and receiving equipment;
  - iv. delay in transmission or receipt of the bid;
  - v. failure of the Bidder to properly identify the bid;
  - vi. illegibility of the bid;
  - vii. security of bid data; or,
  - viii. inability to create an electronic conversation through the epost Connect service.
- h. The Bid Receiving Unit will send an acknowledgement of the receipt of bid document(s) via the epost Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or the Bid Receiving Unit. This acknowledgement will confirm only the receipt of bid document(s) and will not confirm if the attachments may be opened nor if the content is readable.
- i. Bidders must ensure that that they are using the correct email address for the Bid Receiving Unit when initiating a conversation in epost Connect or communicating with the Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the epost Connect system.
  - j. A bid transmitted by epost Connect service constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.

#### **QUESTION 9**

*In reviewing the requirements in Attachment 3 to Part 4, which includes rated requirements for an Indigenous Participation Plan (IPP), can you share whether this is something we will see as a 'standard' for future RFPs? That is, will the requirements always look like this, or will they change with each solicitation?*

#### **ANSWER 9**

IPP may be included to all future PMSS requirements.

**OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.**