



RETURN BIDS TO:

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Bid Receiving - PWGSC/Réception des soumissions
- TPSGC

11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2

Gatineau

Quebec

K1A 0S5

Bid Fax: (819) 997-9776

LETTER OF INTEREST

LETTRE D'INTÉRÊT

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

P3 Procurement Directorate/Direction des
approvisionnements en P3

11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III

Gatineau QC

Quebec

K1A 0S5

Title - Sujet 875 Heron Road Project 875 Heron Road Rehabilitation Project	
Solicitation No. - N° de l'invitation EP095-220899/A	Date 2021-07-28
Client Reference No. - N° de référence du client 20220899	GETS Ref. No. - N° de réf. de SEAG PW-\$\$NB-002-80244
File No. - N° de dossier nb002.EP095-220899	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2021-09-15 Heure Avancée de l'Est HAE	
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: St-Louis, Josée	Buyer Id - Id de l'acheteur nb002
Telephone No. - N° de téléphone (613) 853-2430 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein – Voir ci-inclus	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



1) GENERAL INFORMATION

Letter of Interest (LOI): 875 Heron Road Rehabilitation Project

This Letter of Interest (“LOI”) is released by the Government of Canada to announce an upcoming procurement process for the design, build, finance and maintenance of 875 Heron Road Rehabilitation Project (the “Project”), to be delivered under a Public-Private Partnership (“P3”).

This LOI is not a bid solicitation, it will not result in the award of any contract, or result in the creation of any source list; therefore, whether or not any potential supplier responds to this LOI, it will not preclude that supplier from participating in any future procurement. The information obtained pursuant to this LOI may or may not be used in any Request for Qualifications (RFQ) or Request for Proposals (RFP) at a future date. The Government of Canada will not reimburse any respondent for expenses incurred in responding to this LOI and does not intend to have in-person meetings during this LOI.

BACKGROUND

875 Heron Road (the “Facility”) is a 66,000 m² office accommodation building constructed in 1970 located at Confederation Heights, Ottawa. It is located at the intersections of Data Centre Road, Heron Road, and the Airport Parkway. The Facility is considered a prominent gateway site acting as one of the first visible Federal Buildings upon entering the Ottawa Downtown core from the Ottawa Airport.

Since its construction in 1970, the Facility has been occupied by longstanding tenant, the Canada Revenue Agency (“CRA”). The CRA, will continue to occupy the site post-modernization and rehabilitation. The Facility was identified as a Recognized Heritage Building in July 2017 by the Federal Heritage Building Review Office.

While the Facility has served its purpose over the past five (5) decades, the vast majority of the building systems are at the end of their service life. Furthermore, the complex as a whole, including the site development, no longer aligns with current Government of Canada policy for office accommodation and sustainable design.



OBJECTIVES OF THE LOI

- Highlight the Project Objectives
- Outline the approach to the P3 procurement to ensure a fair, open and transparent process
- Identify associated contracts for the Project
- Inform the industry and industry associations of potential upcoming contracting opportunities
- Seek Feedback from Industry

ENQUIRIES

Respondents with questions regarding this LOI may direct their enquiries to the Contracting Authority identified herein. Since this is not a bid solicitation, Canada will not necessarily respond to all enquiries in writing or by circulating answers to all potential suppliers. Enquiries may be submitted in either official language of Canada.

FEEDBACK FROM INDUSTRY

USE OF FEEDBACK/INDUSTRY INFORMATION

Feedback will not be evaluated. However, the feedback received may be considered by Canada to refine any subsequent draft solicitation documentation. Canada will consider all feedback received in response to this LOI.

REVIEW TEAM

A review team composed of Government of Canada (Canada) representatives and independent consultant advisors will review the feedback. All team members will be subject to confidentiality provisions or non-disclosure agreements.

CONFIDENTIALITY

Suppliers should mark any portions of their feedback that they consider proprietary or confidential. Canada will treat those portions of the feedback as confidential to the extent permitted by the *Access to Information Act*.

CLARIFICATIONS

Canada may, at its discretion, contact any suppliers to follow up with additional questions or for clarification of any aspect of feedback.

FAIRNESS MONITOR

To ensure the openness, fairness, transparency and integrity of the procurement process, a third-party fairness monitor has been engaged from the beginning of the process and will continue to be engaged for the entire process of this planned multi-phased procurement, including the LOI. The fairness monitoring services are provided by: *RFP Solutions Inc.*

POINT OF CONTACT FOR THE LOI (Contracting Authority)

Josée St-Louis

Supply Team Leader, P3 Procurement Directorate

Public Works and Government Services Canada (PWGSC)_operating as *Public Services and Procurement Canada (PSPC)*

Email: TPSGC.PA875Heron-AP875Heron.PWGSC@tpsgc-pwgsc.gc.ca

CLOSING DATE



Comments, answers, enquiries, suggestions and any other feedback are requested to be provided via e-mail to the Contracting Authority at TPSGC.PA875Heron-AP875Heron.PWGSC@tpsgc-pwgsc.gc.ca **on or before 2:00 PM (Eastern Daylight Time) on Wednesday, September 15, 2021.**

Each supplier should ensure that its name and return address are provided and that the LOI number appears in the subject line of the email. Each supplier is solely responsible for ensuring its feedback is delivered on time via email to the Contracting Authority.

2) PROJECT INFORMATION

Project scope:

The purpose of the Project is to rehabilitate and modernize the 875 Heron Road Ottawa Taxation Campus Headquarters and Data Centre assets in order to extend their life expectancy, and Government of Canada occupancy for an additional 30 + years.

Required work includes upgrades or outright replacements to all major systems and building elements including:

- Building structure;
- Interiors;
- Building Envelope;
- Mechanical and electrical systems;
- Site work; and
- Demolitions as required to facilitate the above.

In addition, the Government of Canada is committed to becoming a leader in climate change resolution and overall sustainability. In response to priorities set out in the Federal Sustainable Development Strategy (FSDS) 2021 (<https://www.fds-sfdd.ca>) and the TBS Greening Government Strategy 2020 (<https://www.canada.ca/en/treasury-board-secretariat/services/innovation/greening-government/strategy.html>), PWGSC has released its Real Property Sustainable Development and Environmental Strategy (RPSDES) 2018 (<https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/smdd-dsds-eng.html>). The Strategy identifies long-term strategic goals that explicitly address sustainability and demonstrates the long-term sustainable future for real property.

Given the recent roll-out of enhanced greening initiatives for federal buildings, and in accordance with the goals of Canada's Federal Sustainable Development Strategy, Treasury Board's Greening Government Strategy (TB GGS, 2020), and Real Property's Sustainable Development and Environment Strategy (PWGSC RP SDES 2018), the rehabilitation of the Project has been identified as a candidate for demonstrating opportunities for enhanced sustainability performance and investments in clean technologies. The Project will therefore lead by example and head innovative solutions that effectuate real change and reduce carbon dependencies. The Project has been identified by PWGSC as a flagship to achieve a higher benchmark for sustainability, as one that promotes social livability, an improved work environment, and short and long-term efficiencies founded in good building science, as well as sound economic life-cycle values. Sustainability is to be integrated as an overarching driver to connect and advance innovative strategies.

As a result, the scope of this Project includes improvements in building performance over and above current minimum standards of LEED Gold sustainability (RPSF, 2015), and sustainability opportunities explored will not be confined or limited to those identified under any specified tool and/or performance level. In addition, resilient and adaptable design will support an understanding of change drivers, strong

and weak signals for the development of credible foresight/futurism in the design of the Project, inclusive of reducing vulnerability to outside forces/events and future-proofing for localized climate change impacts and anticipated community growth.

Project Objectives

The Project **Sustainable Design** Objectives include:

- Compliance with minimum commitments identified in Real Property Sustainability Framework (RPSF), v2015 or most recent version; 3.5.1.2;
- Compliance with minimum commitments identified in TBS Greening Government Strategy: Real Property Guidance, revised 2020; 3.5.1.3;
- Achievement of zero carbon ready construction; i.e., Design to achieve 100% reduction in operating GHG emissions compared to the 2005-2006 baseline, where full carbon neutrality may be achieved in future when utility companies such as Hydro Ottawa and ESAP implement GHG reduction/elimination strategies;
- Certification to LEED v4.1 Platinum and at least WELL Silver v2; and
- 74% reduction in energy consumption based on NECB 2011 performance;

The prime objective for the Government of Canada is to deliver modern **accommodations** to meet the CRA's organizational and consolidation needs. Interior plans are based on the Functional Program, including Special Purpose Space (SPS), and further developed by comments from the CRA. The net result is an Autonomous Occupant Profile characterized by GC Workplace as best suited to organizations with limited interaction among colleagues and the highest proportion of individual work points. This is the outcome preferred by CRA.

Project Requirements:

There are a number of key requirements that drive the Project, including:

- The **NCA Portfolio Strategy** (2012) (<https://www.tpsgc-pwgsc.gc.ca/biens-property/notrehistoire-ourstory-eng.html>) and the **NCA Portfolio Vision and Strategy** (2017);
- **Government of Canada policies and directives** related to environment and sustainability, including but not limited to:
 - The National Carbon Neutral Portfolio Plan (2017) (https://buyandsell.gc.ca/cds/public/2018/07/05/0a5d8ab5360ef32e82a6e1f47a8405a4/ABES.PROD.PW__ZQ.B018.E33604.ATTA001.PDF);
 - The Real Property Services Sustainable Development and Environmental Strategy (2018) (<https://www.tpsgc-pwgsc.gc.ca/rapports-reports/rrm-drr/2018-2019/smdd-dsds-eng.html>);
 - The Federal Sustainable Development Strategy for Canada (2021);
 - The Treasury Board Greening Government Strategy (2020); and
 - The Real Property Sustainability Handbook (2020) which references the requirement for LEED and WELL.



- The **functional requirements** of the CRA for office accommodation through compliance with GC Workplace and the Technical Reference for Office Building Design;
- Government of Canada **policies related to the environment and hazardous building materials**, particularly asbestos;
- **Heritage considerations**, identified through the Standards and Guidelines for the Conservation of Historic Places in Canada(<https://www.historicplaces.ca/en/pages/standards-normes.aspx>), which both delimit the range of possible design solutions and create the opportunity to preserve and enhance the cultural value of the complex; and
- The application of **contemporary codes and standards** to the building complex (for example, contemporary seismic design requirements will require the building structure be rehabilitated to resist these forces).

<p>Modernizing & Developing a Space</p>  <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Meets Functional Needs of CRA <input checked="" type="checkbox"/> Complies with GC Workplace 	 <p>30+ YEARS GoC Occupancy and Life Expectancy Extension</p>
<p>REHABILITATION AND MODERNIZATION OF 875 HERON ROAD FACILITY</p>  <p>LEED™ PLATINUM CERTIFICATION</p> <p>WELL™ SILVER CERTIFICATION</p>	 <p>ENERGY TARGETS</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Energy performance to exceed the 2011 NECB baseline building performance by <p>74%</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Alignment with Sustainable & Greening Government Strategies
<p>100%</p> <p>¹GHG emission reduction compared to 2005-2006</p> 	<p>Reduce Carbon emissions to</p> <p>¹CARBON NEUTRAL READY</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Production of Clean on-site Carbon-free renewable Energy Generation to offset GHG emission

¹ A Carbon-Neutral building requires full implementation of Clean Electricity program & ESAP district energy Stage 2 implementation

3) OVERVIEW OF PROCUREMENT PROCESS

PROCUREMENT PROCESS

A Procurement Options Analysis (POA) was performed to confirm the optimal procurement method for the Project. Based on the qualitative and quantitative analysis of the POA, the design, build, finance, and maintenance (DBFM) is the preferred delivery model to be procured through a Public-Private Partnership (P3) process. Due to the complexity of the Project, the procurement may be conducted through one continuous process consisting of two separate and sequential stages:

Stage 1 – Request for Qualifications – Autumn 2021

- Process open to any Canadian or international company or consortium

- Respondents are expected to be evaluated according to specific criteria in the following categories:
 - Team Partnering
 - Design
 - Construction
 - Maintenance
 - Financing

- No more than the three highest ranked qualified respondents would be identified and invited to proceed to the Request for Proposals stage (“Proponents”).

Stage 2 – Request for Proposals – Spring 2022

- The Proponents identified in Stage 1 will be invited to submit technical and financial proposals
- A Project Agreement will be signed between the selected Private Partner and the Government of Canada

4) INFORMATION FOR PROSPECTIVE BIDDERS

PRIVATE PARTNER TEAMING

The Private Partner shall be comprised of Prime Members. A Prime Member is an individual, corporation, partnership or other legal entity, exclusive to one Respondent for the purposes of the Project. It is expected that the Private Partner team would be comprised of the following Prime Members;

- **Project Lead Prime Member** is expected to lead all Team Members in the delivery of the Project, and may also hold another Prime Member or Equity Member role;
- **Construction Prime Member** is expected to undertake 30% or more of the construction work based on total estimated construction costs of the Project.
- **Design Prime Member** is expected to play the lead design role for the Project and undertake over 50% of the design work.
- **Maintenance Prime Member** is expected to play the lead maintenance role for the Project and undertake over 50% of the maintenance work based on total estimated maintenance costs of the Project.
- **Financing Prime Member** is expected to be responsible for arranging the financing of the Project, including the management and coordination of lenders.

Respondent **Equity Member(s)** are expected to be named and evaluated in the RFQ. Equity Members include individuals, corporations, partnerships or other legal entities, exclusive to one Respondent for the purposes of the Project, who will have an ownership interest in the Private Partner.

KEY INDIVIDUALS

It is anticipated that the following key individuals will be included in the Prime Member teams:

Project Lead Prime Member Key Individuals
Up to three (3) with roles designated by the Respondent
Design Prime Member Key Individuals
Principal/Lead
Senior Lead Project Manager
Senior Lead Design Architect
Senior Lead Landscape Architect
Senior Lead Structural Engineer
Senior Lead Mechanical Engineer
Senior Lead Electrical Engineer
Senior Lead Civil Engineer
Senior Lead Interior Designer
Senior Lead IT Engineer
Senior Lead Sustainability Specialist
Quality Manager
Heritage Expert
Indigenous Advisors
Food Services Designer
WELL specialist
LEED specialist
Construction Prime Member Key Individuals
Director of Construction
Senior Lead Project Manager
Construction Manager
Quality Manager
Health & Safety Officer
Site Superintendent
Maintenance Development Prime Member Key Individuals
Facility Manager

Operational Start-up Manager
Heritage Expert
Financing Prime Member Key Individuals
Up to three (3) with roles designated by the Respondent

5) LIMITATIONS AND CONSIDERATIONS

ASSOCIATED CONTRACTS FOR THE PROJECT

Contracts have been awarded, or are expected to be awarded, for the following requirements in association with the Project. Suppliers should be aware that being awarded any of the following contracts would preclude their participation as a member of the prospective consortia in the project P3 Procurement Process. Other contracts that are not listed below may also be awarded and would preclude the contract holder from participating as a member of the prospective consortia. Suppliers affiliate listed above can request the Contracting Authority for eligibility to participate as a member of the prospective consortia. Any request for eligibility must be submitted in writing to the Contracting Authority listed above.

Expertise	Company	Objective
Technical Advisor	GRC Architects + Dialog Architects in joint venture -Adjellian Allen Rubeli -Applied Security Research Associates -Comtech -Davidson Violette -EXP -Morrison Hershfield -P3 Advisors -Pageau Morel -State of the Art Acoustic -Cini Little International -Rooney, Irving and Associates Ltd	<ul style="list-style-type: none"> • Perform studies and technical analysis for the project (e.g., architectural) • Present recommendations to inform Canada of options and alternatives, and assess options (pros/cons) • Prepare the necessary indicative design drawings to effectively guide designs by the proponents in order to meet the objectives of the Project • Prepare performance specifications and service specifications • Provide technical advice and assistance during the P3 RFQ and RFP process • Advise on the content of technical evaluation submission requirements and criteria • Participate in technical evaluation committees (as required) • Provide expertise during the P3 Design, Construction, phases and Operating Period • Provide general P3 advice and support • Support the procurement team in the development of Procurement documents
Cost Consultant	Hanscomb	<ul style="list-style-type: none"> • Develop preliminary and Class "C" Cost Estimates in conjunction with the indicative designs developed by the Technical Advisor

Expertise	Company	Objective
		<ul style="list-style-type: none"> • Provide cost analysis in support of a risk workshop forming part of the procurement options analysis conducted by Deloitte
Support Service	Tiree Facility Solution inc. Innovation Seven	<ul style="list-style-type: none"> • Provide expertise in architectural review and project management services • Advisory services on project controls • Support the procurement team in the development of Procurement documents • Assist the client in the development of Indigenous requirement
Facility Management	BGIS	<ul style="list-style-type: none"> • Operations and maintenance of the facilities
Fairness Monitor	RFP Solutions	<ul style="list-style-type: none"> • Provide oversight of the procurement process to ensure fairness, transparency, and integrity.
Financial Advisor	Deloitte	<ul style="list-style-type: none"> • Provide input to project planning and development of the Project's Procurement Options Analysis, including Market Sounding, Risk Workshop • Support the procurement team in the development of Procurement documents • Develop and provide advice on the Project's Payment Mechanism and insurance requirements • Support Project's Financial Close
Legal Advisor	Norton Rose Fulbright	<ul style="list-style-type: none"> • Provide legal advice • Contract negotiation • Preparation of legal documents associated with the procurement process (e.g., Project Agreement, Schedules)
Independent Certifier	Expected at contract award	<ul style="list-style-type: none"> • Joint appointment with duty of care obligations to both Canada and the Private Partner. • Verify the compliance of work performed by the Private Partner • Monitor the Project's progress against the Project Agreement • Certify substantial completion in accordance with the Project Agreement • Provide monthly reporting to the Authority and Private Partner through construction • Services required throughout Design and Construction

GOVERNMENT OF CANADA'S INTEGRITY REGIME

The Government of Canada is committed to open, fair and transparent contracts and real property agreements. A strong government-wide Integrity Regime has been put in place to ensure that the Government conducts business with ethical suppliers in Canada and abroad. It will foster ethical business practices, ensure due process for suppliers and uphold the public trust in the procurement process. All respondents will be required to comply with the Integrity Regime (<http://www.tpsgc-pwgsc.gc.ca/ci-if/ci-if-eng.html>)

SECURITY REQUIREMENTS

There will be security requirements in the RFQ and/or RFP phase at Reliability level; Secret might be required for access to certain areas.

INDIGENOUS CONSIDERATIONS

The Project will include requirements for Indigenous participations which aligns with PWGSC objectives.

SOCIAL PROCUREMENT

The Project may include requirements for Social Procurement.

APPENDIX A

QUESTIONS ASSOCIATED WITH THE REQUIREMENT

Objective	Question	Answer
Risk Allocation – Value for Money	1. Identify risks that are typically in P3 projects that would create better value for money if they were retained by the Authority, including quantifiable and qualitative benefits and other information that may be useful for the Authority to consider;	
Risk Allocation – Attracting Proponents	2. Identify risks that are typically in P3 projects that would heavily weigh on your willingness to participate in the procurement process, including identifying the risk and describing processes that the Authority could (a) implement to improved its acceptability and/or (b) to reduce the risk;	
Risk Allocation – Existing Facility	3. Identify inputs, such as reports, that would be helpful to receive in a project that includes an existing facility ;	
Risk Allocation – integration	4. Provide input on what would be useful to have within the technical requirements related to integration to district energy system (DES) for supply of peak and seasonal load, so that there is clarity;	
ESG - Indigenous Participation	5. Provide input on whether the market has the capacity or ability to support government on social responsibilities in this project, including indigenous participation .	
Permits, Licenses, Approvals and Agreements	6. Given this is a federal project within the City of Ottawa and that has received concept approval by the National Capital Commission, provide input on approaches that could be considered for the permits, licenses and approvals, including federal and applicable municipal requirements	
Risk Allocation - Heritage	7. The Authority is considering the best approach to transfer responsibility of heritage components to the Private Partner, including the replacement of structural components that are in poor condition, please comment on the following: <ul style="list-style-type: none"> • Would you prefer to receive prescriptive requirements on more complex items or is it better 	

Objective	Question	Answer
	<p>to provide flexibility so that the Proponents can introduce Innovations? Please provide your rationale.</p> <ul style="list-style-type: none"> • Are there any long-lead time inputs (e.g., studies, reports) that would be beneficial to receive and, if so, what are they? • What information would be useful to support the Proponents in the development of the Proposal? 	
Procurement - Evaluation	<p>8. As the Authority considers the evaluation methodology at the RFP phase, the Authority is seeking to better understand the risks and opportunities of adopting an approach where the technical submission has a higher weight, please comment on the following:</p> <ul style="list-style-type: none"> • The degree to which this approach increases or decreases your interest in the procurement over a lowest cost compliant approach • The inclusion of an Affordability Cap, in order to mitigate the risk that the proposed solution will not be affordable; 	
Sustainability Objectives	<p>9. PSPC is considering various options in order to achieve the federal sustainable development strategy. Please provide comments each of the following:</p> <p>Delivery strategy related to cooling and heating:</p> <ul style="list-style-type: none"> • Relying on an on-site PSPC or third-party district energy system for peak and seasonal load and on a geo-exchange solution provided through this P3 for the remainder (<i>current anticipated scope</i>); • Fully relying on an on-site PSPC or third party “green” district energy system for all heating and cooling outside of this P3 (<i>potential alternate scope</i>) • Any other ideas that could improve performance against the target <p>Future proofing the Project to achieve enhanced targets during the Term:</p> <ul style="list-style-type: none"> • Measures or processes that could be included to Project Agreement to facilitate the adoption of potential future enhanced targets, if the government is seeking to do so • Technical requirements that could include in the P3 that could improve the readiness of future initiative 	

Objective	Question	Answer