



RETURN INFORMATION TO:

Parks Canada Agency
 National Contracting Services
 Calgary, AB
 Fax: 1-866-246-6893
 Email: Kirsten.sage@canada.ca

REQUEST FOR INFORMATION

Comments:

This is not a bid solicitation but an inquiry for the purpose of obtaining information for the goods, services, and construction specified herein. The information requested herein is for budgeting and planning purposes only. Contracts will not be entered into on the basis of suppliers' responses

Issuing Office:

Parks Canada Agency
 National Contracting Services
 Calgary, AB

Title: Request for Information – Wood Buffalo National Park Highway and Road Maintenance	
Solicitation No.: 5P420-21-0080/A	Date: August 23, 2021
Client Reference No.: n/a	
GETS Reference No.: PW-21-00966473	

Solicitation Closes: At: 14 :00 On: September 21, 2021	Time Zone MDT
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Address Enquiries to: Kirsten Sage		
Telephone No.: 587-436-5795	Fax No.: 1-866-246-6893	Email Address: Kirsten.sage@canada.ca

TO BE COMPLETED BY THE BIDDER

Vendor/ Firm Name:	
Address:	
Telephone No.:	Fax No.:
Name of person authorized to sign on behalf of the Vendor/ Firm (type or print):	
Signature:	Date:

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INSTRUCTION TO BIDDERS

SCOPE OF WORK

1. Purpose

Under the Parks Canada Act, Parks Canada Agency (PCA) is required to operate and maintain park assets including highways and roads within national parks. In some instances, PCA may elect to seek capacity and capability from non-PCA sources in order to meet these requirements.

PCA is launching a Request for Information (RFI) process inviting suppliers to review and respond to the scope of a proposed initiative to deliver operations and maintenance services on PCA highways and roads in Wood Buffalo National Park (WBNP) under contract. Responses received will inform and support the adopted contract scope should this initiative proceed. Operations and maintenance activities include winter / non-winter cyclical activities and elective activities necessary to maintain highways, roads, assets and the right-of-way in a manner that meets the desired service levels.

1.1. Background

WBNP is a remote national park and straddles the two jurisdictional boundaries of the Government of Alberta (Improvement District No. 24) and the Government of the Northwest Territories. The majority of the park is located in the northeast of the Province of Alberta and the balance is immediately above the southern border of the Northwest Territories. Lying between latitudes 58 degrees and 60.5 degrees north, the park is subject to sub-arctic winter conditions (including snow, ice, wind chill and extreme cold) typical of locations this far north.

Although the traffic volumes in this remote part of Canada are low, the highways and roads passing through the park provide critical all year access to the communities of Fort Smith, Hay Camp, Peace Point, Moose Island as well as summer access to key attractions in the park including Salt Plains, Pine Lake and Parson Lookout.

PCA has an internal workforce that delivers some maintenance activities on roads and highways within the park and other contractors are also engaged by PCA to complete renewal and other capital projects as and when required.

2. Nature of Request for Information

This is not a bid solicitation and this RFI will not result in the award of any contract. Procurement of the goods and services described in this RFI will not necessarily follow this request.

Respondents and potential suppliers of any goods or services described in this RFI should not earmark stock or facilities, nor allocate resources, as a result of any information contained in this RFI. This RFI will not result in the creation of any source list; therefore, whether or not any supplier responds to this RFI will not preclude that supplier from participating in any future procurement.

3. Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements described in the RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should list and explain any assumptions that they make in their responses.

4. Response Costs

PCA will not reimburse any respondent for expenses incurred in responding to this RFI.

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5. Treatment of Responses

- a) **Use of Responses:** Responses will not be formally evaluated. However, the responses received may be used by PCA to develop or modify procurement strategies or any draft documents. PCA may, in its discretion, review responses received after the RFI closing date.
- b) **Review Team:** A review team composed of representatives from PCA will review the responses. Canada reserves the right to use any Government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.
- c) **Confidentiality:** Respondents should clearly mark any portions of their response that they consider proprietary or confidential. Canada will treat those portions of the responses as confidential. Individual responses will not be shared with other respondents.
- d) **Post-Submission Review Meetings:** Canada may request individual Post-Submission Review Meetings with respondents to provide clarity on information provided. If required, requests will be handled via email and Canada will determine whether it requires additional information from any given respondent.

6. Contents of this RFI

Respondents are requested to note that the draft Statement of Work (SOW) referenced below, remains a work in progress and respondents should not assume that new clauses or requirements will not be added to any bid solicitation that is ultimately published by Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised. Comments regarding any aspect of the draft document are welcomed.

6.1 This RFI contains the following documents:

- a) Annex A – Requirement; and
- b) Annex B – Questions to the Industry

7. Format of Responses

Title Page

The name and address of the respondent;

- i. The name, address and telephone number of the responder's contract;
- ii. The date; and
- iii. The RFI number.

Annex A – Requirement Responses

- i. Provide information and responses following the numbering scheme if commenting on specific sections and/or providing responses to the questions.
- ii. Attach any additional pages for comments, technical specification explanations or additional details.

If applicable, an appendix containing additional graphs, product brochures, detailed technical specifications, etc.

8. Enquiries

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

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Contracting Authority: Kirsten Sage
Email: kirsten.sage@canada.ca
Tel: 587-436-5795

9. Submissions

Please submit your RFI electronically by email or fax.

ANNEX A

REQUIREMENT

Statement of Requirement – Operations and Maintenance of PCA Highways and Roads in Wood Buffalo National Park

1. Background and Objective:

PCA is mandated with ensuring the ecological and commemorative integrity of National Parks across Canada. To support this mandate, PCA administer the operation, maintenance and renewal of highway and road assets within National Park boundaries. Operations and maintenance activities include winter / non-winter cyclical activities and elective activities necessary to maintain highways, roads, assets and the right-of-way in a manner that meets the desired service levels.

WBNP is currently assessing options to deliver the operations and maintenance services within the boundaries of Wood Buffalo National Park (WBNP). The purpose of this RFI process is to give potential suppliers an opportunity to inform this assessment and positively influence how operations and maintenance services are procured and delivered.

WBNP is a remote national park and straddles the two jurisdictional boundaries of the Government of Alberta (Improvement District No. 24) and the Government of the Northwest Territories. The majority of the park is located in the northeast of the Province of Alberta and the balance is immediately above the southern border of the Northwest Territories. Lying between latitudes 58 degrees and 60.5 degrees north, the park is subject to sub-arctic winter conditions (including snow, ice, wind chill and extreme cold) typical of locations this far north.

Although the traffic volumes in this remote part of Canada are low, the highways and roads passing through the park provide critical all year access to the communities of Fort Smith, Hay Camp, Peace Point, Moose Island as well as summer access to key attractions in the park including Salt Plains, Pine Lake and Parson Lookout.

PCA has an internal workforce that delivers some maintenance activities on roads and highways within the park and other contractors are also engaged by PCA to complete renewal and other capital projects as and when required.

2. Project Requirements

2.1 Anticipated Scope of Contract – Highways and Roads

It is anticipated that the road network to be maintained under contract includes:

Hwy / Road	Chainage	Approx. Length (centreline km)	Width / Surface	Approximate Traffic Vol.	Availability
Hwy 5 – West NP Boundary (near Sandy Lake) to	Km 98 to Km 210	112.0	8.5m / chipseal	200 VPD	All season - open all year.

Hwy / Road	Chainage	Approx. Length (centreline km)	Width / Surface	Approximate Traffic Vol.	Availability
East NP Boundary (Little Buffalo River Bridge)					
Hwy 58 – Salt River Bridge to Pine Lake	Km 22.4 to Km 60	37.6	8m / gravel	<10 VPD	All season - open all year.
Hwy 58 – Pine Lake to Peace Point	Km 60 to Km 116	56	7m / gravel	<5 VPD	All season - open all year.
Hwy 59 – Peace Point to Moose Island	Km 0 to Km 56	56	7m / gravel	<1 VPD	All season - open all year.
Hwy 61 – Hay Camp Road – Park Boundary to Hay Camp	Km 0 to Km 45	45	7m / gravel	< 5 VPD	All season - open all year.
Salt Plains Access Road – Hwy 5 to end	Km 0 to Km 11	11	7m / gravel	< 10 VPD	Seasonal – closed in winter
Parson Lake Road – Hwy 58 to Salt Plains Access Road	Km 0 to Km 40	40	6m / gravel / dirt	< 1 VPD	Seasonal – closed in winter

Table 1: Schedule of Highways and Roads anticipated to be in the contract scope

The total length of chipsealed highway is 112km and the total length of gravel highways and roads is 245.6km. There are currently no plans to chipseal or pave any of the unpaved gravel highway and road network. Figure 1 illustrates the network spatially.

Km 0 on Highway 5 is located at the intersection of Hwy 5 and Hwy 6 (junction of Fort Smith Highway and Fort Resolution Highways).

2.2 Operations and Maintenance of Highways and Roads Adjacent to WBNP

Sections of Hwy 5 not located within the boundaries of WBNP are currently maintained by GNWT.

Other highways and roads in the southeastern corner of Northwest Territories not located within the boundaries of WBNP are currently operated and maintained by the GNWT or the Town of Fort Smith.

Non-PCA highways and roads that are in northeastern corner Alberta (such as Pine Lake Road / Hwy 58 from Fort Smith to the park boundary) are currently operated and maintained by Regional Municipality of Wood Buffalo / Alberta Transportation.

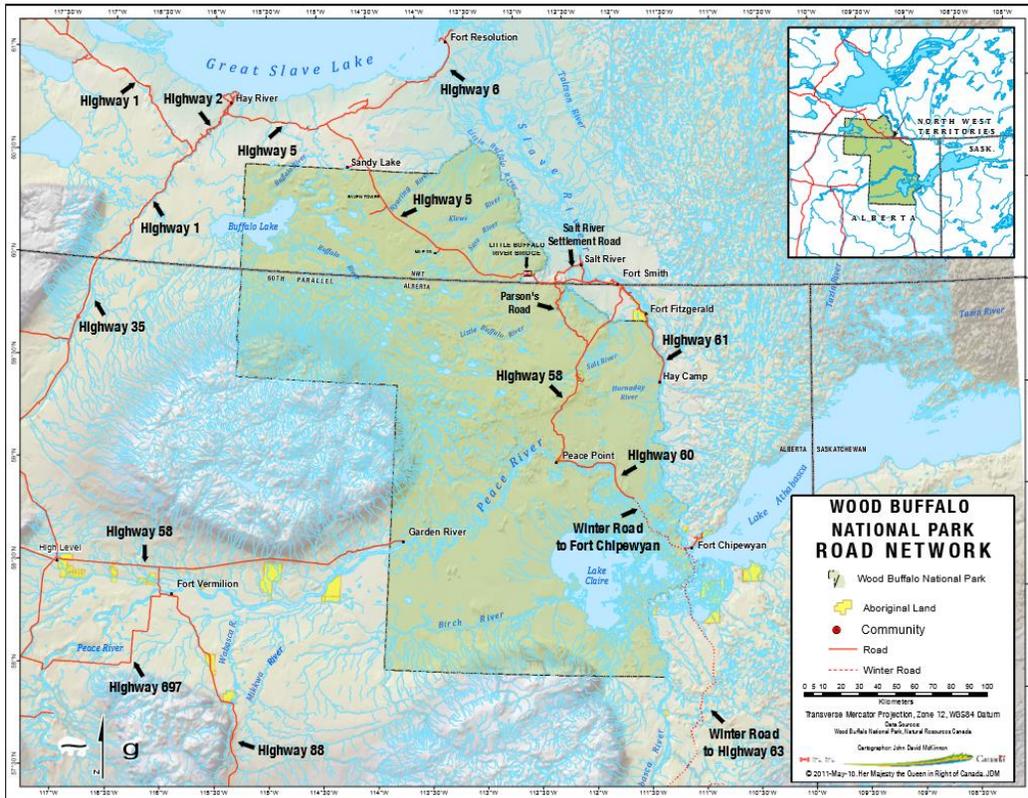


Figure 1: Map of Highways and Roads in Wood Buffalo National Park

2.3 Anticipated Scope of Contract – Assets and Components

It is anticipated that the assets and components to be maintained under contract include:

Asset / Components	Approx. Qty	Commentary
Signs	60	Sign inventory includes curve advisory signage (approx. 30), speed limit signs (approx. 10), destination confirmation signs (approx. 5), roadside turnout signs (15).

Asset / Components	Approx. Qty	Commentary
		PCA signs are not included in the above inventory.
Guardrail / Barrier	< 300m	Guardrail / barrier is currently limited to one bridge and bridge approaches.
Mileposts	56	Mileposts are located on the true RHS every 2 km.
Bridges	4	3 bridges on Hwy 5: Preble, Sass and Little Buffalo. 1 bridge on Hwy 58: Salt River.
Roadside Turnouts	~5	Roadside turnout litter bins and washrooms are maintained by PCA.
Delineation – Guideposts	> 200	Delineation is currently only located around turnouts.
Delineation – Painted Highway Lines	300km	Two edgelines and one centreline. Currently no limit lines on turnout approaches.
Culverts	~ 100	Typical culverts are CSP ranging from 800 – 1200mm diameter
Culverts – Markers	> 200	Each culvert has two markers – one at each end of the culvert.

Table 2: Schedule of Assets and Components anticipated to be in the contract scope

PCA has an internal workforce that maintains rest area assets including litter bins (emptying) and washrooms (cleaning and replacing consumables).

In addition to maintenance, renewal / replacement is completed on low value assets such as small signs, delineators, culvert markers and mileposts.

2.4 Anticipated Scope of Contract – Activities

It is anticipated that activities to be completed under contract include:

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Activity	Commentary
Winter Operations and Maintenance on all season Highways and Roads	<ul style="list-style-type: none">• Snow removal during a winter event (i.e.: plowing) on all season roads• Snow removal / cleanup after a winter event (i.e.: shoulder winging) on some all-season roads• Sanding / de-icing and traction control on Hwy 5 before, during and after a winter event• Supply, storage, handling and application of salt (sodium chloride)• Mixing, handling, storage and application of pickled sand (sand is provided by PCA at locations adjacent to Hwy 5 in WBNP)• Handling, transportation, storage and application of winter sand (sand is provided by PCA at locations adjacent to Hwy 5 in WBNP)• Weather forecasting• Pothole repairs on chipsealed roads• Winter patrols• Reporting
Spring Maintenance on chipsealed highways and roads	<ul style="list-style-type: none">• Sweeping to remove winter abrasion and traction materials• Bridge cleaning to remove ice control and winter traction materials• Sign cleaning and delineation cleaning• Clearing blocked culverts (mechanical or steaming – as required)
Summer Maintenance on select highways and roads	<ul style="list-style-type: none">• Routine maintenance including• Litter control (rest areas and right-of way)• Debris removal (including dead animals)

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Activity	Commentary
	<ul style="list-style-type: none">• Chipseal maintenance including crack sealing and pothole repairs• Grading and spot gravelling on unpaved roads• Dust control• Beaver dam removal• Minor guardrail repairs• Replacement of damaged delineators / reflectors• Sign cleaning• Culvert cleaning• Ditch cleaning• Drainage asset maintenance• Vegetation control (including mowing and brushing)• Painted highway lines and message markings
Network Surveillance on select highways and roads	<ul style="list-style-type: none">• Patrols (routine and emergency)• Incident response• Emergency duties (such as traffic control for a fire)
Administration on all highways and roads	<ul style="list-style-type: none">• Supervision• Reporting (weekly / monthly / quarterly / annually)• Attendance at planning committee meetings
Emergency Work	<ul style="list-style-type: none">• Responding to sink hole events

Table 3: Schedule of Activities anticipated to be in the contract scope

Work that is currently not anticipated to be in the contract scope, or may be priced separately, includes painted highway lines, culvert replacement, replacement of large signs, major sinkhole repairs, ditching, shoulder maintenance, regravelling of unpaved roads, major guardrail replacement (including terminals), chipsealing, major pavement repairs and major chipseal patching.

2.5 Additional Information

Additional information which may be useful for respondents when preparing their responses is provided in the following table:

Item	Discussion
<p>PCA Facilities</p>	<p>The following facilities are anticipated to be available for use during the term of contract:</p> <ul style="list-style-type: none"> • Salt storage facility on Hwy 5 at Km 160 with storage capacity for up to 5000 tonnes of salt / winter sand / pickled sand • Heated storage facility (grader shed) on Hwy 5 at Km 160 adjacent to salt storage facility
<p>PCA Pits and Materials</p>	<p>PCA operate several gravel pits throughout the park. These pits are used to produce aggregate to maintain the chipsealed and unpaved highways and roads within the park. Aggregate suitable for pothole patching material will be made available for use by the Contractor.</p> <p>A useful by-product of aggregate production is winter sand. As such, winter sand is available for use from select gravel pit locations each year.</p> <p>Surface gravel is also available.</p> <p>Pits (including location and inventory) are summarized below:</p> <ul style="list-style-type: none"> • Hwy 5 Km 113: Subbase, base, reject sand, chip seal aggregate • Hwy 5 Km 136: Base aggregate • Hwy 5 Km 162: Winter sand (adjacent to salt storage facility) • Hwy 5 Km 196: Base aggregate • Hwy 58 km 29: Base aggregate
<p>Work completed by others</p>	<p>Currently, the following work is completed by WBNP Asset Management group:</p>

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Item	Discussion
	<ul style="list-style-type: none">• Brushing on all highways and roads that are not Hwy 5 or Hwy 58• Road patrols on all highways and roads that are not Hwy 5 or Hwy 58• Sign replacement on all highways and roads <p>Currently the following work is completed by either WBNP Asset Management group or other Contractors:</p> <ul style="list-style-type: none">• Culvert repair / replacement• Guardrail repair / replacement• Chipsealing

Table 4: Additional Information

2.6 Other Factors

Additional information which may be useful for respondents when preparing their responses is provided in the following table:

Item	Discussion
Contract Model	<p>PCA is considering a “hybrid” contract model as a means to procure and compensate a contractor for highway operations and maintenance services. A “hybrid” contract model includes a blend of the following common contract models and payment mechanisms:</p> <ul style="list-style-type: none">• Time and materials input model – the Contractor is paid based on the quantities of specified labor, materials and equipment requested / used.• Unit of measure output model – the Contractor is paid based on the units of work achieved. The type of labor / equipment used to deliver the output is at the Contractors discretion however the materials are generally specified.• Performance based outcome model – the Contractor is paid based on the delivery of agreed outcomes. The type of material used and type /

Item	Discussion
	<p>frequency of labor / equipment used to deliver the output is at the Contractors discretion.</p> <p>It is anticipated that the O&M activities defined in Section 2.4 will be assigned to a model type based on the following criteria:</p> <ul style="list-style-type: none"> • Non-routine, high variability, complex activities would be contracted under an input model (including: crack sealing, BST/ chipseal surface repairs, granular pavement repairs, gravel surface grading, gravel surface pothole patching, gravel surface highway regravelling, dust control, debris removal, debris removal, beaver dam removal, guard rail and barrier maintenance, painted lines and message markings, ditching, drainage asset maintenance,. This is estimated to represent 30% of the total value of the scope of work. • Semi-cyclical, medium variability activities would be contracted under an output type model (including vegetation control, sweeping, and structures cleaning, snow removal, ice control and winter materials). This is estimated to represent 40% of the total value of the scope of work. • Routine, cyclical, well defined, low variability activities with easily monitored performance measures would be contracted under an outcome type model (such as patrols, highway incident response, highway inspections, communications, paved and chipseal highway pothole patching, litter control, sign system maintenance, culvert cleaning and bridge washing). This is currently estimated to represent 30% of the total value of the scope of work.
<p>Contract Duration</p>	<p>PCA is considering several contract duration options including:</p> <ul style="list-style-type: none"> • A 3, 5 or 7-year contract duration

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Item	Discussion
	<ul style="list-style-type: none">• A contract term > 5 years with additional years added based on performance in the first 5 years (i.e.: a 5 + 2-year contract model)• A contract term > 7 years with additional years based on performance in the first 7 years (i.e.: a 7 + 3-year contract model)
Mobilization Period	Mobilization is defined as the period of time between contract award and contract commencement. PCA is anticipating a mobilization period between 6 and 12 months.
Evaluation Process	PCA is considering all permissible evaluation process available under PSPC procurement rules. Options range from a single stage “lowest price conforming” bidding process to a two stage “quality / price” bidding process as a means to evaluate and select a service provider.
Service Delivery Risks	PCA has identified the following risks associated with the delivery of operations and maintenance activities on highways and roads in Wood Buffalo National Park: <ul style="list-style-type: none">• Remoteness, in particular, potential challenges with resourcing, materials, equipment and parts• Climate, in particular, extreme cold in the winter period• Geology subject to occasional sink holing• Critical nature of specific corridors and lack of alternative routes• Fire risk in the summer period
Indigenous People and Indigenous Firms	There are a number of Indigenous groups with interests in Wood Buffalo National Park. These First Nation and Métis groups include organizations from a number of communities, including: Fort Smith: Salt River First Nation, Fort Smith Métis Council and Smith's Landing First Nation. Hay River:

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Item	Discussion
	<p>Kát'odeeche First Nation and Hay River Métis Government Council.</p> <p>Fort Resolution: Deninu Kue First Nation and Fort Resolution Métis Council. Garden River Little Red River Cree First Nation.</p> <p>Fort Chipewyan: Mikisew Cree First Nation, Athabasca Chipewyan First Nation and the Fort Chipewyan Métis Local #125. It is expected that a future RFP would encourage Proponents to identify specific and agreed upon participation for Indigenous People and Indigenous Firms in the area of the Contract to support the delivery of the Contract outcomes.</p>
Industry Engagement	<p>Working within the framework of the federal procurement process, PCA may look to engage with industry prior to commencing any formal RFP process. This engagement may include giving RFI respondents an opportunity to review the draft specifications prior to the release of an RFP.</p>
Anticipated Annual Magnitude of Contract Scope	<p>Based on historical quantities, the anticipated <u>annual</u> magnitude of the contract scope for select activities is summarized below:</p> <ul style="list-style-type: none">• Snow and Ice Control: 1200-1400 equipment hours (including plowing, salting / sanding, grading / winging and loading / handling materials)• Ice Control Materials: 2500 – 3500 tonnes of sodium chloride treated sand, 600-800 tonnes of sodium chloride, 400-600 tonnes of untreated sand (handling only, material is provided by PCA)• Spring Cleanup: 80-120 equipment and labor hours of sweeping and bridge cleaning• Chipsealed Surface Maintenance: approx. \$50K to \$100K of a varying combination of cracksealing, pothole repairs, pavement patching (AC and

Item	Discussion
	<p>chipseal), granular repairs completed depending on condition.</p> <ul style="list-style-type: none"> • Gravel Road Maintenance: approx. 1100 to 1350 hours of surface blading (labor and equipment), 250 to 350 hours of spot gravelling (labor and equipment only, materials are provided by PCA) and 80-150 hours of gravel surface repairs (labor and equipment only, materials are provided by PCA). • Routine Maintenance: approx. 300 to 500 hours (labor and equipment) undertaking routine maintenance such as cleaning and straightening guideposts, removing litter from the Right-of-Way. • Patrols and Incident Response: approx. 45000 to 55000 km of summer and winter patrols, and 50-70 hours of incident response. • Vegetation Control: approx. 240 Ha of mowing and 5 Ha of on-highway spraying. Only small areas of brushing and hand spraying. • Sign Maintenance: approx. 2-5 sign replacements. • Culvert Maintenance: approx. 2-8 culverts requiring steaming or mechanical cleaning. <p>Note that not all activities in the contract scope are included above due to a lack of reliable historical information. The above information contains contract scope magnitude data on 90-95% of the anticipated contract scope.</p>

Table 5: Other Factors

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ANNEX B

QUESTIONS FOR INDUSTRY

Questions

No.	RFI Section	Question
1.0	Schedule of Highways and Roads anticipated to be in the contract scope	<p>1.1: Please state and explain any concerns or risks your organization has identified associated with the delivery of operations and maintenance activities on the corridors identified in Table 1.</p> <p>1.2: Please describe any opportunities your organization has identified to modify the schedule of highways and roads included in Table 1 in order to provide more cost-effective service delivery.</p>
2.0	Schedule of Assets and Components anticipated to be in the contract scope	<p>2.1: Please state and explain any concerns or risks your organization has identified associated with the delivery of operations and maintenance activities on the assets and components identified in Table 2.</p> <p>2.2: Please describe any opportunities your organization has identified to modify the schedule of assets and components included in Table 2 in order to provide more cost-effective service delivery.</p>
3.0	Schedule of Activities anticipated to be in the contract scope	<p>3.1: Please state and explain any concerns or risks your organization has identified associated with the operations and maintenance activities identified in Table 3.</p> <p>3.2: Please describe any opportunities your organization has identified to modify the operations and maintenance activities included in Table 3 in order to provide more cost-effective service delivery.</p>
4.0	Schedule of Activities currently completed by others	<p>4.1: Please state and explain any concerns or risks your organization has identified associated with the schedule of activities completed by others identified in Table 4.</p> <p>4.2: Please describe any opportunities your organization has identified to modify the schedule of activities completed by others included in Table 4 in order to provide more cost-effective service delivery.</p>

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5.0	Schedule of Other Factors	<p>5.1: Contract Model: Understanding the detailed perspective of respondents on the anticipated contract model for each activity is beneficial to PCA. Respondents are therefore encouraged to provide feedback on the proposed contract model for each activity and make any recommendations for ensuring the most cost-effective approach is implemented.</p> <p>5.2: Contract Duration: Respondents are encouraged to provide feedback on the proposed contract durations and recommend (with reasoning) the most cost-effective approach for PCA to take.</p> <p>5.3: Mobilization Period: Respondents are encouraged to provide feedback on the proposed mobilization period and recommend (with reasoning) the most cost-effective approach for PCA to take.</p> <p>5.4: Evaluation Process: Respondents are encouraged to provide feedback on the proposed evaluation processes and recommend (with reasoning) the most cost-effective approach for PCA to take.</p> <p>5.5: Service Delivery Risks: Respondents are encouraged to detail the risks they have identified regarding the delivery of operations and maintenance services in Wood Buffalo National Park as well as their proposed mitigation.</p>
6.0	Proponent Overview	<p>6.1: Have you done work for Parks Canada before?</p> <p>6.2: Do you have relationships and / or proven experience with working alongside indigenous groups, in particular indigenous groups located near Wood Buffalo National Park?</p> <p>6.3: Given the location and scope of work, is this a contract your company would be interested in bidding on and delivering?</p> <p>6.4: Based on the locations of your current operations, where would you most likely base your operations for this work?</p> <p>6.5: What experience do you have maintaining remote rural roads (chipsealed and unpaved / gravel) in northern Alberta, northeast British Columbia and southern Northwest Territories?</p> <p>6.6: Does your company meet the necessary regulatory requirements for working on Federal Land assets?</p>

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		<p>6.7: Would your company be able to perform all the maintenance services indicated or would you need to subcontract a portion of the services?</p> <p>6.8 When considering outcome and output payment mechanisms, would your company prefer equal payments throughout the year, or varied payments taking into account the seasonal fluctuation of activities being completed?</p> <p>6.9 Would your company be interested in participating in any future industry engagement process relating to the delivery of highway maintenance in operations in Wood Buffalo National Park?</p>
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