



**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**

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

This solicitation contains security requirement

<b>Title - Sujet</b> PMSS Project management support services	
<b>Solicitation No. - N° de l'invitation</b> EP758-210388/A	<b>Date</b> 2021-11-16
<b>Client Reference No. - N° de référence du client</b> 20210388	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$FK-326-80585	
<b>File No. - N° de dossier</b> fk326.EP758-210388	<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 2022-01-11</b> Heure Normale du 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> Nicastro, Meriem	<b>Buyer Id - Id de l'acheteur</b> fk326
<b>Telephone No. - N° de téléphone</b> (343) 574-2648 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

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>Delivery Required - Livraison exigée</b> See Herein – Voir ci-inclus	<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/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

## TABLE OF CONTENTS

<b>PART 1 - GENERAL INFORMATION .....</b>	<b>3</b>
1.1 INTRODUCTION.....	3
1.2 SUMMARY .....	3
1.3 DEBRIEFINGS .....	5
<b>PART 2 - BIDDER INSTRUCTIONS .....</b>	<b>6</b>
2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS.....	6
2.2 SUBMISSION OF BIDS.....	6
2.3 FORMER PUBLIC SERVANT.....	6
2.4 ENQUIRIES - BID SOLICITATION.....	8
2.5 APPLICABLE LAWS.....	8
2.6 IMPROVEMENT OF REQUIREMENT DURING SOLICITATION PERIOD .....	8
2.7 BID CHALLENGE AND RECOURSE MECHANISMS.....	9
2.8 INDIGENOUS PARTICIPATION COMPONENT (IPC).....	9
<b>PART 3 - BID PREPARATION INSTRUCTIONS.....</b>	<b>10</b>
3.1 BID PREPARATION INSTRUCTIONS .....	10
3.2 SECTION I: TECHNICAL BID.....	10
3.3 SECTION II: INDIGENOUS COMPONENT PLAN .....	11
3.4 SECTION III: FINANCIAL BID .....	11
3.5 SECTION IV: CERTIFICATIONS .....	11
3.6 SECTION V: ADDITIONAL INFORMATION.....	11
<b>PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION .....</b>	<b>16</b>
4.1 EVALUATION PROCEDURES.....	16
4.2 BASIS OF SELECTION.....	21
<b>ATTACHMENT 1 TO PART 4.....</b>	<b>24</b>
FLEXIBLE GRID.....	24
<b>ATTACHMENT 2 TO PART 4.....</b>	<b>27</b>
TECHNICAL CRITERIA.....	27
<b>PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION .....</b>	<b>41</b>
5.1 CERTIFICATIONS REQUIRED WITH THE BID.....	41
5.2 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD AND ADDITIONAL INFORMATION .....	41
<b>ATTACHMENT 1 TO PART 5.....</b>	<b>43</b>
ADDITIONAL CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD .....	43
<b>ATTACHMENT 2 TO PART 5.....</b>	<b>45</b>
INDIGENOUS PARTICIPATION COMPONENT (IPC) CERTIFICATION .....	45
<b>ATTACHMENT 3 TO PART 5.....</b>	<b>46</b>
INDIGENOUS PARTICIPATION COMPONENT CERTIFICATION .....	46
<b>ATTACHMENT 4 TO PART 5.....</b>	<b>47</b>
LIST OF NAMES FOR INTEGRITY PROVISIONS - REQUIRED DOCUMENTATION .....	47
<b>ATTACHMENT 5 TO PART 5.....</b>	<b>48</b>

---

COVID-19 VACCINATION REQUIREMENT CERTIFICATION.....	48
<b>PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS.....</b>	<b>50</b>
6.1 SECURITY REQUIREMENTS .....	50
6.2 FINANCIAL CAPABILITY .....	51
<b>PART 7 - RESULTING CONTRACT CLAUSES .....</b>	<b>53</b>
7.1 STATEMENT OF WORK.....	53
7.2 STANDARD CLAUSES AND CONDITIONS.....	57
7.3 SECURITY REQUIREMENTS .....	57
7.4 TERM OF CONTRACT .....	59
7.5 AUTHORITIES .....	59
7.6 PAYMENT .....	60
7.7 METHODS OF PAYMENT – AUTHORIZED TASK AUTHORIZATION (TA).....	62
7.8 ELECTRONIC PAYMENT OF INVOICES – CONTRACT.....	62
7.9 DISCRETIONARY AUDIT .....	63
7.10 INVOICING INSTRUCTIONS .....	63
7.11 CERTIFICATIONS .....	63
7.12 APPLICABLE LAWS.....	63
7.13 PRIORITY OF DOCUMENTS .....	63
7.14 FOREIGN NATIONALS.....	64
7.15 INSURANCE – SPECIFIC REQUIREMENTS .....	64
7.16 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS, IF APPLICABLE .....	64
7.17 GOVERNMENT SITE REGULATIONS .....	64
7.18 INDIGENOUS PARTICIPATION COMPONENT .....	64
7.19 DISPUTE RESOLUTION.....	66
7.20 PERFORMANCE EVALUATION .....	66
<b>ANNEX “A” .....</b>	<b>66</b>
STATEMENT OF WORK .....	66
<b>ANNEX “B” .....</b>	<b>98</b>
BASIS OF PAYMENT .....	98
<b>ANNEX “C” .....</b>	<b>100</b>
SECURITY REQUIREMENTS CHECK LIST .....	100
<b>ANNEX “D” .....</b>	<b>101</b>
INSURANCE REQUIREMENTS COMMERCIAL GENERAL LIABILITY INSURANCE.....	101
<b>ANNEX “E” .....</b>	<b>104</b>
<b>ANNEX “F” .....</b>	<b>106</b>
TEMPLATE FOR REPORTING ON THE RESULTS OF THE INDIGENOUS PARTICIPATION COMPONENT (IPC) .....	106
<b>ANNEX “G” TO PART 3 OF THE BID SOLICITATION .....</b>	<b>107</b>
ELECTRONIC PAYMENT INSTRUMENTS .....	107

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Security Requirements Checklist, the Electronic Payment Instruments, the Federal Contractors Program for Employment Equity-Certification, the Insurance Requirements, the Task Authorization Form 572 and any other annexes.

#### **IMPORTANT NOTICE TO BIDDERS:**

A fairness monitor has been engaged to support the procurement process, and will provide written reports to the Departmental Oversight Branch (DOB), in accordance with the statement of work included in the fairness monitor's contract, attesting to the fairness of the procurement process.

### **1.2 Summary**

1.2.1 The Project Management and Delivery (PMD) Sector of the Science and Parliamentary Infrastructure Branch (SPIB) requires Project Management Support Services (PMSS) to be provided by highly experienced service providers in the field of project leadership, project management, and project administration. The mandate would consist in assisting the PMD Sector with the day-to-day project management duties during the planning, design, and implementation stages of its Program of Work. This Program of work includes the project inception/identification stages of future major projects for the rehabilitation of the Parliamentary Precinct, West Sector; as well as the project inception to delivery stages for the Recapitalization and Building Components and Connectivity programs of the Parliamentary Precinct, the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, as well as the implementation of the Energy Services Acquisition Program's (ESAP) User Building Conversion Program (UBCP) within the Parliamentary Precinct.

The Contractor's services will support the responsibilities of the PSPC Program Director and his/her project management staff. Together, the Contractor and PSPC project management staff will function as an integrated project management team (PM Team) for this Program of Work. The Contractor will also be required to provide its services in coordination with those of other consultants and contractors hired separately by PSPC.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

The Contractor must provide a full range of administrative, managerial, professional project management, project leadership, and technical expertise required to deliver this Program of Work.

As the Program of Work progresses, the level of effort for service requirements may vary in accordance with the needs of PSPC.

1.2.2 There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Services and Procurement Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

1.2.3 This solicitation is intended to result in the award of a maximum of three (3) contracts for four (4) years.

1.2.4 The resulting Contract is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be processed individually.

1.2.5 The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the annex titled Federal Contractors Program for Employment Equity - Certification.

1.2.6 This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

1.2.7 The Phased Bid Compliance Process applies to this requirement.

1.2.8 Further to this request for proposal, Canada plans to award a maximum of three (3) contracts to be delivered using task authorizations:

The responsive bid with the highest combined score will be recommended for award of Contract /001.

The responsive bid with the second highest combined score will be recommended for award of Contract /002.

The responsive bid with the third highest combined score will be recommended for award of Contract /003.

If only one responsive bid is received, only one contract will be awarded. If only two responsive bids are received, two contracts will be awarded.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

(i) In the event that only one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion.

(ii) Where three contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

- (A) the Bidder with the highest Total Bidder Score will receive 45% of the funding initially allocated;
- (B) the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated;
- and,
- (C) the Bidder with the next highest Total Bidder Score will receive 25% of the funding initially allocated.

OR

(iii) Where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:

- (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated; and,
- (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated.

#### **1.2.9 COVID-19 vaccination requirement**

This requirement is subject to the COVID-19 Vaccination Policy for Supplier Personnel. Failure to complete and provide the COVID-19 Vaccination Requirement Certification as part of the bid will render the bid non-responsive.

#### **1.3 Debriefings**

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## **PART 2 - BIDDER INSTRUCTIONS**

### **2.1 Standard Instructions, Clauses and Conditions**

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Services and Procurement Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003 \(2020-05-28\)](#) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 180 days

### **2.2 Submission of Bids**

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date and time indicated on page 1 in the bid solicitation.

Note: To submit using epost Connect for bids closing at the Bid Receiving Unit in the National Capital Region (NCR) the email address is:

[tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca)

**Bidders must 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.**

Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, 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.

Facsimile number: 819-997-9776

### **2.3 Former Public Servant**

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

## Definitions

For the purposes of this clause, "*former public servant*" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. An individual;
- b. An individual who has incorporated;
- c. A partnership made of former public servants; or
- d. A sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"Lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"Pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

## Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes ( )                      No ( )

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a. Name of former public servant; and
- b. Date of termination of employment or retirement from the Public Service.

By providing this information, bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

### **Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

Yes ( )                      No ( )

If so, the Bidder must provide the following information:

- a. Name of former public servant;
- b. Conditions of the lump sum payment incentive;
- c. Date of termination of employment;
- d. Amount of lump sum payment;
- e. Rate of pay on which lump sum payment is based;
- f. Period of lump sum payment including start date, end date and number of weeks; and
- g. Number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

### **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority **no later than seven (7) calendar days before the bid closing date**. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

### **2.5 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

### **2.6 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline and justify the suggested improvements. Suggestions that do not restrict the level of competition nor favour a particular Bidder will be given consideration provided they are submitted to the Contracting Authority **at least seven (7) calendar days before the bid closing date**. Canada will have the right to accept or reject any or all suggestions.

## 2.7 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
- Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

## 2.8 Indigenous Participation Component (IPC)

(a) The IPC is a mechanism designed to meet the Government of Canada's objectives of encouraging Indigenous socio-economic development through federal contracting opportunities. The IPC is also designed to encourage Industry Respondents to contribute to creating long-term sustainable and meaningful socio economic benefits for Indigenous people, businesses and communities.

(b) Example of acceptable Indigenous Component Plans:

(i) The IPC's main goal consists of **Indigenous Business Development** and encourages prime contractors to contribute and invest in building and developing viable business capacity by procuring goods and services from qualified Indigenous firms. Prime contractors or its subcontractor(s) are also encouraged to demonstrate how they intend to maximize the use of Indigenous firms such as identify the work intended to be carried out by Indigenous firms including contract and supply chain management. Industry Respondents should refer to Annex F for information that can help identify Indigenous business capacity, for contracting and sub-contracting purposes.

(ii) The IPC also encourages the use of **Indigenous Employment**; prime contractors are encouraged to demonstrate how Indigenous employment will be maximized and include details pertaining to Indigenous recruitment and retention strategies and related job activities such as the work to be carried out by each position. Industry Respondents may wish to contact Employment and Social Development Canada (ESDC) to find out about Indigenous Labour Programs.

(iii) The IPC also consists of **Indigenous Training and Skills Development**; prime contractors are encouraged to demonstrate how training opportunities and skills development will be maximized for Indigenous persons such as how they intend to provide on-the job training, in-house training as well as succession plans.

(iv) When there is a lack of Indigenous business capacity, the prime contractor may consider **other relevant measures** such as, but not limited to specialized training, career development, scholarships and community outreach to help Indigenous communities in meeting their economic development needs. In support of the IPC, Industry Respondents are encouraged to reach out to Indigenous businesses and communities.

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

(a) Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

The bid must be gathered per section and separated as follows:

Section I: Technical Bid  
Section II: Indigenous Component Plan  
Section III: Financial Bid  
Section IV: Certifications  
Section V: Additional Information

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

#### **(b) Submission of Only One Bid:**

- (i) A Bidder, including related entities, will be permitted to submit only one bid in response to this bid solicitation. If a Bidder or any related entities participate in more than one bid (participating means being part of the Bidder, not being a subcontractor), Canada will provide those bidders with 2 working days to identify the single bid to be considered by Canada. Failure to meet this deadline will result in all the affected bids being disqualified.
- (ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc.), an entity will be considered to be "related" to a Bidder if:
  - (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
  - (B) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
  - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
  - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
- (iii) Individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture.

### **3.2 Section I: Technical Bid**

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that

bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

### **3.3 Section II: Indigenous Participation Component**

As part of Canada's commitment to support its Indigenous First Nations population, this procurement contains a point rated Indigenous Participation Component (IPC) that aims to provide socio-economic benefits to Indigenous Peoples and Indigenous Firms in Canada. As a result, bidders should submit a draft IPC as part of their RFP response. Instructions on how to prepare an IPC can be found in **Attachment 3 - Part 4**.

### **3.4 Section III: Financial Bid**

**3.4.1** Bidders must submit their financial bid in accordance with the Pricing Schedule detailed in Attachment 1 to part 3.

#### **3.4.2 Electronic Payment of Invoices – Bid**

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex "G" Electronic Payment Instruments, to identify which ones are accepted.

If Annex "G" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

#### **3.4.3 Exchange Rate Fluctuation**

**The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.**

### **3.5 Section IV: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

### **3.6 Section V: Additional Information**

- a) In Section V of their bid, bidders should provide:
1. their legal name;
  2. their Procurement Business Number (PBN);
  3. the name of the contact person (provide also this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid;
  4. for Part 2, article 2.3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;
  5. for Part 6, Article 1, Security Requirement, of the bid solicitation:

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

- a. The name of each individual who will require access to classified or protected information, assets or sensitive work sites; and (include Date of Birth and/or Security ID number)
- b. The full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

6. Bidders who bid as a joint venture must indicate clearly that it is a joint venture and provide the following information:
  - a. The name of each member of the joint venture;
  - b. The Procurement Business Number (PBN) of each member of the joint venture;
  - c. The name of the representative of the joint venture, i.e. the member chosen by the other members to act on their behalf, if applicable; and
  - d. The name of the joint venture, if applicable.
7. The Company Security Officer must ensure through the [Contract Security Program](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

### **ATTACHMENT 1 TO PART 3 PRICING SCHEDULE**

The Bidder must complete this pricing schedule and include it in its financial bid. Once completed, its quoted all-inclusive fixed hourly rate (in Canadian \$) will be identified for each of the resource categories and levels.

The pricing schedule consist in the firm all-inclusive hourly rate including: profit; overhead expenses such as administrative support, courier, photocopying, mail, word processing, office supplies; other operating costs; and any travel and living expenses that may need to be incurred for the work described in Part 7 of the bid solicitation required to be done, delivered or performed inside the National Capital Region (NCR) defined in the *National Capital Act* (R.S.C., 1985, c. N-4), available on the Justice Canada website (<https://laws-lois.justice.gc.ca/eng/acts/N-4/page-4.html#docCont>). Applicable taxes are extra.

The volumetric data included in this pricing schedule are provided for bid evaluation price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.

Within each resource category:

- (i) the rate bid for level Senior must be the same or higher than that bid for level Intermediate; and,
- (ii) the rate bid for level Intermediate must be the same or higher than the rate bid for level Junior.
- (iii) The hourly all-inclusive rate for any given category of personnel cannot be \$0 or nil value.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

### Pricing Schedule\*

*\*Includes optional resources.*

<b>Resource Category</b>	<b>Annual Estimated level of effort (hours) (A)</b>	<b>Firm all-inclusive hourly rate by category (B)</b>	<b>Estimated Total (C) (C=AXBX4 years<sup>1</sup>)</b>
Project Management Team Leader for Real Property – Senior	5,400 hours <sup>2</sup> (1,800 hours per contract)		
Project Manager for Real Property – Senior	27,000 hours		
Project Manager for Real Property – Intermediate	12,600 hours		
Project Administrator for Real Property - Intermediate	9,000 hours		
<b>TOTAL BID PRICE FOR EVALUATION (BIDDER'S EVALUATED PRICE) (D)</b>			<b>\$</b>

<sup>1</sup> This is based on the assumption that three contracts are awarded through this Request for Proposal, and that each contract is for an estimated duration of four (4) years. Should less than three (3) contracts be awarded, the estimated level of effort will be adjusted according to the initial funding allocated. Refer to section 1.2.8 and 4.2.10 b).

<sup>2</sup> In the case where multiple contracts were to be awarded (up to three), each contractor would be required to provide an estimated level of effort of 1,800 hours per year for the Project Management Team Leader for Real Property for the duration of the contract (estimated at four (4) years). For the remaining resource categories (i.e., Project Manager for Real Property – Senior / Project Manager for Real Property – Intermediate / Project Administrator for Real Property – Intermediate), the estimated level of effort would be distributed in accordance with the Contract Funding Allocation.

Solicitation No. - N° de l'invitation  
EP758-210388/A  
Client Ref. No. - N° de réf. du client  
210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
EP758-210388

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

**IN THE CASE OF ERROR IN THE EXTENSION OF PRICES, THE UNIT PRICE WILL GOVERN.  
CANADA MAY ENTER INTO CONTRACT WITHOUT NEGOTIATION.**

**ESCALATION CLAUSE**

The firm hourly rates detailed in above table will be adjusted annually on the start date of each new contract year (starting with contract year 2 and for the whole period of the contract) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index for Canada, all-items (not seasonally adjusted), published in Statistics Canada Catalogue no.62-001-X, Table 5, for the 12-month period ending 2 months prior to the new contract year start date. <https://www150.statcan.gc.ca/n1/daily-quotidien/200819/cg-b001-eng.htm>

Example:

Contract Start Date: March 1, 2016

At the start of contract year 2 (i.e. March 1, 2017), the contract year 1 rates as stated in the additional bidders services table would be increased by 1.3% based on the following assumptions:

% Change in Monthly CPI	
February 2016	1.1%
March 2016	1.2%
April 2016	0.9%
May 2016	0.9%
June 2016	1.1%
July 2016	1.0%
August 2016	1.4%
September 2016	1.6%
October 2016	1.6%
November 2016	1.7%
December 2016	1.5%
January 2017	1.7%
$15.7\% / 12 = 1.3\%$	

To determine the Contract Year 3 rates, the Contract Year 2 rates calculated above would be adjusted using the same Statistics Canada Table and same formula with data for the February 2017 - January 2018 12-month period.

## **PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION**

### **4.1 Evaluation Procedures**

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.
- (c) Canada will use the Phased Bid Compliance Process (PBCP) described below.

#### **4.1.1 Phased Bid Compliance Process**

##### **4.1.1.1 (2018-07-19) General**

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY.

REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE.

THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2020-05-28) Standard Instructions – Goods or Services – Competitive

Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).

- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### **4.1.1.2 (2018-03-13) Phase I: Financial Bid**

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.

- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### **4.1.1.3 (2018-03-13) Phase II: Technical Bid**

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.

- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### **4.1.1.4 (2018-03-13) Phase III: Final Evaluation of the Bid**

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

## 4.1.2 Technical Evaluation

### 4.1.2.1 Joint-Venture Experience

- a) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.

- b) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

- c) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submitted this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- o Contracts all signed by A;
- o Contracts all signed by B; or
- o Contracts all signed by A and B in joint venture, or
- o Contracts signed by A and contracts signed by A and B in joint venture, or
- o Contracts signed by B and contracts signed by A and B in joint venture.

that show in total 100 billable days.

- d) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

### 4.1.2.2 Mandatory Technical Criteria

**The Phased Bid Compliance Process will apply to all mandatory technical criteria.**

Refer to Attachment 1 and 2 to Part 4.

#### 4.1.2.3 Point Rated Technical Criteria

Refer to Attachment 2 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

#### 4.1.2.4 Reference Checks

Reference checks for the purpose of this evaluation are used to verify and validate the bidder's response. In the event of contradiction between the information provided by the reference and the one provided by the bidder, the information provided by the reference will be retained for evaluation purposes. If the information provided by the Bidder cannot be verified or validated, the information will not be evaluated and the bid will receive a score of zero OR not met the criteria in question. Crown references will be accepted.

#### 4.1.2.5 Indigenous Participation Component

Refer to **Attachment 3 to Part 4**, INDIGENOUS COMPONENT PLAN (IPC)

#### 4.1.3 Financial Evaluation

For bid evaluation and Contractor selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

#### 4.2 Basis of Selection

The basis of selection is the highest combined rating of Technical Merit (70%), Price (25%) and Indigenous Participation Component (IPC) (5%).

##### a) Evaluation of Bid – Multiple Contracts Awarded

4.2.1 To be declared responsive, a bid must:

- a) Comply with all the requirements of the bid solicitation;
- b) Meet all the mandatory technical evaluation criteria; and
- c) Obtain the required minimum of 325 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 465 points

4.2.2 Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

4.2.3 The lowest evaluated price (LP) of all responsive bids will be identified and a pricing score (PS), determined as follows, will be allocated to each responsive bid (i):  $PS_i = LP / P_i \times 25$ .  $P_i$  is the evaluated price (P) of each responsive bid (i).

4.2.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive bid (i):  $TMS_i = OS_i \times 70$ .  $OS_i$  is the overall score (OS) obtained by each responsive bid (i) for all the point rated technical criteria specified in **Attachment 2 to Part 4**, determined as follows: total number of points obtained / maximum number of points available.

4.2.5 In addition, the IPC is worth up to 5%, as specified in Attachment 3 to Part 4, and will then be added to the combined rating.

4.2.6 The Overall Technical and Financial Score (OTFS) is determined as follows:  
 $OTFS = PS_i + TMS_i + IPC$ .

4.2.7 Further to the request for proposal, Canada plans to award up to three (3) contracts to be delivered using task authorizations:

- The responsive bid with the highest combined score of technical merit, price and Indigenous Participation Component (IPC) will be recommended for award of Contract /001.
- The responsive bid with the second highest combined score of technical merit, price and Indigenous Participation Component (IPC) will be recommended for award of Contract /002.
- The responsive bid with the third highest combined score of technical merit, price and Indigenous Participation Component (IPC) will be recommended for award of Contract /003.

4.2.8 In the event of identical Total Bidder Scores, then the bid with the highest for the combination of the IPC and the point rated technical criteria will become the top-ranked bidder.

4.2.9 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/25/5 ratio of the technical merit, price, and the IPC respectively.

<b>Basis of Selection – Highest Combined Rating of: Technical Merit (70%) Price (25%) and Indigenous Participation Component (IPC) (5%)</b>			
Bidder on Workstream 1	Bidder 1	Bidder 2	Bidder 3
Overall Score for All the Point Rated Technical Criteria	OS1: 400/465	OS2: 330/465	OS3: 420/465
Bid Evaluated Price	P1: C\$27,000,000	P2: C\$27,500,000	LP and P3: C\$25,500,000
Indigenous Participation Component (IPC)	3.75	0	5
Calculations	Technical Merit Score (OSi x 70 = TMSi)	Pricing Score (LP/Pi x 25 = PSi)	Overall Technical and Financial Score (OTFS) (TMSi + PSi + IPC= OTFS)
Bidder 1	$400/465 \times 70 = 60.22$	$255/270 \times 25 = 23.61$	$(60.22+23.61+3.75) = 87.58$
Bidder 2	$330/465 \times 70 = 49.68$	$255/275 \times 25 = 23.18$	$(49.68+23.18+0) = 72.86$
Bidder 3	$420/465 \times 70 = 63.23$	$255/255 \times 25 = 25$	$(63.23+25+5) = 93.23$
Rank	2	3	1

**b) Contract Funding Allocation:**

Where more than one contract is awarded, each contract will be issued with an amount of funding specified in the article titled "Limitation of Expenditure" calculated based on the following:

- (i) in the event that only one contract is awarded, the amount of the Limitation of Expenditure will be determined at Canada's discretion;
  
- (ii) where three contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
  - (A) the Bidder with the highest Total Bidder Score will receive 45% of the funding initially allocated;
  - (B) the Bidder with the next highest Total Bidder Score will receive 30% of the funding initially allocated; and,
  - (C) the Bidder with the next highest Total Bidder Score will receive 25% of the funding initially allocated.
  
- (iii) where two contracts are awarded, the amount of the Limitation of Expenditure of each contract will be determined in accordance with the following:
  - (A) the Bidder with the highest Total Bidder Score will receive 55% of the funding initially allocated; and
  - (B) the Bidder with the next highest Total Bidder Score will receive 45% of the funding initially allocated.

**c)** Bidders should note that all contract awards are subject to Canada's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Despite the fact that the Bidder may have been recommended for contract award, a contract will only be awarded if internal approval is granted according to Canada's internal policies. If approval is not granted, no contract will be awarded.

## ATTACHMENT 1 TO PART 4

### FLEXIBLE GRID

#### **Flexible Grid – Resources**

The flexible grid indicates the minimum level of points required to qualify for each Level of Expertise. Various amounts of points are given for relevant education, professional certification and relevant experience. The flexible grid must be used for all categories unless otherwise specified.

#### **Experience**

The experience must be demonstrated and be directly related to the resource category.

Bidders should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications/experience were obtained. Experience gained during formal education will not be considered work experience. All requirements for work experience will be obtained in a legitimate work environment as opposed to an educational setting. Co-op work terms are considered work experience provided they are related to the required services. The month(s) of experience listed for a project whose time frame overlaps that of another referenced project, will only be counted once.

The qualifications and experience of the proposed consultant(s) will be assessed against the requirements set out in the tasks and responsibilities for each respective resource category as outlined in the Statement of Work of this RFP. PSPC, may request reference information. Canada reserves the right to request references from a bidder to conduct a reference check to verify the accuracy of the information provided. The resource(s) proposed must meet the minimum experience requirements detailed in this RFP for the category for which they are being proposed.

#### **Education**

Academic Certification (Degree, *etc.*) must be obtained through a recognized academic institution in the field of expertise. Points will only be awarded for the highest level of education achieved by the resource.

A recognized academic institution refers to Canadian university, college or high school, or the equivalent as established by a recognized\* Canadian academic credentials assessment service, if obtained outside Canada.

\*The list of recognized organizations can be found under the Canadian Information Centre for International Credentials web site (<http://www.cicic.ca/2/home.canada>).

#### **Relevant Professional Certification**

The professional certification must be valid and relevant to the specific resource category. A maximum of one (1) certification will receive points.

The Certification must be relevant to the field of application. Acceptable certifications include but are not limited to those on the following list. Whether listed or not, it is incumbent upon the offeror to demonstrate the relevance of professional certification(s) to the proposed work.

- Project Management Professional (PMP)
- Portfolio Management Professional (PfMP)
- Program Management Professional (PgMP)
- PRINCE 2 Practitioner

### How to use the Flexible Grid

Points will be allocated to each resource proposed by the bidder for the education, the certification and the experience. The total of points will determine if the resource is considered as a junior, intermediate or senior.

PSPC will specify what level of expertise (junior, intermediate or senior) needed for their requirement and the bidder will have to propose a resource meeting the minimum of points required to obtain that level. The bidder can propose a resource with a higher level of expertise, but the hourly rate of the level of expertise required by PSPC will apply.

Also, if needed, PSPC, has the discretion to add mandatory requirements for type and quantity of education, certification or experience and the bidder must propose a resource meeting the PSPC's requirement.

PSPC will have the responsibility to assess if the education, certification and experience are related to the resource category.

The flexible grid to be used is the following:

Flexible Grid – Resources									
	Category	Level	Language of Work	Name	Relevant Education	Professional Certification	Relevant Experience	Total Score	Minimum Points
1	Project Management Team Leader for Real Property	Senior	English or French						100 pts
2	Project Manager for Real Property #1	Senior	English or French						100 pts
3	Project Manager for Real Property #2	Senior	English or French						100 pts
4	Project Manager for Real Property	Intermediate	English and French						80 pts
5	Project Administrator for Real Property	Intermediate	English or French						70 pts

### **RESOURCE'S CATEGORIES – FLEXIBLE GRID**

#### 1) Project Management Team Leader for Real Property Flexible Grid

##### **Levels of Expertise**

**Minimum 100 pts**

##### **Relevant Education to the Resource Category**

University (PhD, Graduate, Undergraduate, degree): 35 pts

Or

College or CEGEP Diploma/Certificate: 25 pts

##### **Professional Certification**

Relevant Professional Certification: 15 pts

##### **Relevant Experience in Resource Category**

≥1 yrs and <2 yrs: 12-23 months — 10 pts

≥2 yrs and <4 yrs: 24-47 months — 20 pts  
≥4 yrs and <6 yrs: 48-71 months — 30 pts  
≥6 yrs and <8 yrs: 72-95 months — 35 pts  
≥8 yrs and <10 yrs: 96-119 months — 55 pts  
≥10 yrs: 120 + months — 65 pts

2) Project Manager for Real Property Flexible Grid

**Levels of Expertise**

Senior: **Minimum 100 pts**

Intermediate: **Minimum 80 pts**

**Relevant Education to the Resource Category**

University (PhD, Graduate, Undergraduate, degree): 35 pts

Or

College or CEGEP Diploma/Certificate: 25 pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yrs and <2 yrs: 12-23 months — 10 pts

≥2 yrs and <4 yrs: 24-47 months — 20 pts

≥4 yrs and <6 yrs: 48-71 months — 30 pts

≥6 yrs and <8 yrs: 72-95 months — 35 pts

≥8 yrs and <10 yrs: 96-119 months — 55 pts

≥10 yrs: 120 + months — 65 pts

3) Project Administrator for Real Property Flexible Grid

**Levels of Expertise**

Intermediate: **Minimum 70 pts**

**Relevant Education to the Resource Category**

College or CEGEP Diploma/Certificate: 35 pts

Or High School Diploma: 25pts

**Professional Certification**

Relevant Professional Certification: 15 pts

**Relevant Experience in Resource Category**

≥1 yrs and <2 yrs: 12-23 months — 10 pts

≥2 yrs and <4 yrs: 24-47 months — 20 pts

≥4 yrs and <6 yrs: 48-71 months — 30 pts

≥6 yrs and <8 yrs: 72-95 months — 35 pts

≥8 yrs and <10 yrs: 96-119 months — 55 pts

≥10 yrs: 120 + months — 65 pts

## ATTACHMENT 2 to PART 4

### TECHNICAL CRITERIA

It is recommended that the bidder include a grid in their proposals, cross-referencing statements of compliance with the supporting data in their proposals. Note: the compliance grid, by and of itself does not constitute demonstrated evidence. The bidder must submit a detailed curriculum vitae (CV) for each of the proposed resources. CVs must be 10 pages maximum (additional pages will not be evaluated).

#### Interpretation of the Requirement by the Evaluation Team

1. The statements and requirements in this article apply to the information provided by the bidder for each of its proposed personnel (*i.e. resource(s)*).
2. To demonstrate the experience (as defined in **Attachment 1 to part 4** "Experience" of personnel), the bidder should provide complete project details as to where, when (month and year) and how (through which activities/responsibilities) the stated qualifications/experience were obtained specifically for the category the resource is being proposed. The bidder is advised that only listing position or assignment titles without providing any supporting data to describe responsibilities, duties, and relevance to the requirements will not be considered "demonstrated" for the purpose of this evaluation.
3. The bidder is advised that the month(s) of valid experience listed for a project whose timeframe overlaps that of another referenced project will only be counted once. For example: Project 1 timeframe is July 2001 to December 2001; Project 2 timeframe is October 2001 to January 2002; the total months of experience for these two project references is seven (7) months.
4. The bidder is advised that, if the experience description only contains years, and does not specify any months within the year, then a maximum of only one month of experience will be allowed by the evaluation team if the experience starts and ends in the same year; and if the experience starts and ends in different years, only one month for the beginning year and one month for the end year of the range specified.
5. For example, if the experience description states that a particular position or assignment was undertaken during:
  - (a). "2004", then only one month will be allowed for 2004, provided that the experience is applicable;
  - (b). "2004-2005", then only one month will be allowed for 2004, and one month for 2005, for a total of two months, provided that the experience is applicable;
  - (c). "2003-2005", then only one month will be allowed for 2003, and one month for 2005, and 12 for 2004, for a total of 14 months, provided that the experience is applicable. In cases where the number of years is longer, the first and last year will still be counted as one month each, provided that the experience is applicable.
6. Phrases such as "within the last sixty (60) months" are used mean "within the sixty (60) months preceding the closing date of the RFP". In the event that the RFP closing date is changed after the initial publication of the RFP, the bidder may choose to interpret the phrase as being measured from either the initial closing date or the final closing date, unless otherwise directed in an RFP amendment.

7. Phrases such as "experience working as a Manager" (or other resource category title) mean that the experience must match, to the satisfaction of the evaluation team, the requirements for such a resource category as stated in the Statement of Work provided with this RFP.
8. Phrases such as "experience dealing with matters related to the Statement of Work" mean that the experience must match, to the satisfaction of the evaluation team, the nature of the requirements for the work being done by PSPC as described throughout the Statement of Work, including but not limited to background and introductory and other descriptive information.
9. The bidder's proposed resources must not exceed the required number per resource category and level. In some cases, more than one resource is required to be proposed for a category (e.g. five (5) Senior Project Managers are required to be proposed). In such cases, the bidder may NOT propose the same individual for more than one of these Resource Categories. Additional resources will not be evaluated.
10. Definitions:
  - "federal"** means working within the legislative framework of the Canadian federal government.
  - "public sector"** means municipal and/or provincial and/or federal government.
  - "heritage projects"** means a project where the asset is either "classified" or recognised (usually older than 40 years old) and interventions were aimed at preserving the heritage aspect. In this context, the definition of heritage building shall follow the Canadian Historic Places Register or any equivalent national level designation for projects outside Canada.

## 1. MANDATORY TECHNICAL CRITERIA

The bid must meet the mandatory technical criteria specified below. The bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet all of the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion must be addressed separately.

MANDATORY TECHNICAL CRITERIA (MT)			
#	Description	Met/Not Met	Substantiation
MT1	It is a mandatory requirement that the bidder meet the minimum requirements of the flexible grid. a. The bidder must submit resumes for a base team, including all resource categories. The base team must be composed as follows: one (1) project management team leader, two (2) senior project managers, one (1) intermediate project manager, and one (1) project administrator. All resumés for the balance of required resources would have to be submitted upon contract award. Résumés for optional resources would be requested as required. Refer to Table 1 in sub-section 1.2, section RS		

	<p>1 General Services, Annex "A" Statement of Work for a complete list.</p> <p>b. In order to obtain points for education and professional accreditations, the bidder must include photocopies of certificates for ALL resources listed as part of the base team.</p> <p>Any individual may be proposed for no more than ONE resource category.</p>		
<b>MT2</b>	<p>The proposed «Project Management Team Leader for Real Property» must demonstrate the following:</p> <p>a) Be a certified professional engineer or architect in good standing in Canada. Photocopies of certification as proof must be submitted with the bid;</p> <p>To demonstrate proof of good standing with a professional order, bidders must provide, in addition to copies of certification, a copy of the resources membership card for the current year or other similar proof.</p>		
<b>MT3</b>	<p>The proposed «Project Manager for Real Property – Senior 1&amp;2» must demonstrate the following:</p> <p>a) Be a certified professional engineer or architect in good standing in Canada. Photocopies of certification as proof must be submitted with the bid.</p> <p>One (1) of the «Project Manager for Real Property – Senior» of the base team to be assessed as per the flexible grid above must demonstrate the following:</p> <p>To demonstrate proof of good standing with a professional order, bidders must provide, in addition to copies of certification, a copy of the resources membership card for the current year or other similar proof.</p>		
<b>MT4</b>	<p>The proposed "Project Manager for Real Property – Intermediate" of the base team to be assessed as per the flexible grid above must demonstrate the following:</p> <p>a) Be a certified professional engineer or architect in good standing in Canada. Photocopies of certification as proof must be submitted with the bid.</p> <p>To demonstrate proof of good standing with a professional order, bidders must provide, in addition to copies of certification, a copy of the resources membership card for the current year or other similar proof.</p>		

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

<b>MT5</b>	The bidder must submit information related to three (3) projects that have been completed within the last fifteen (15) years prior to the solicitation closing date, or that have attained substantial completion of construction within the last (15) years, prior to the solicitation closing date if contracts are not fully invoiced. Minimum duration for each project has to be six (6) continuous months or more. Joint venture submissions are not to exceed the maximum number of projects. Only the first three (3) projects listed in sequence will receive consideration.		
------------	---	--	--

## 2. **POINT RATED TECHNICAL CRITERIA - Written**

**Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.**

Bids which fail to obtain the required minimum number of points specified will be declared non-responsive. Each point rated technical criterion should be addressed separately.

### **Instructions to bidders for responding to point rated technical criteria:**

1. In addressing the point rated evaluation criteria, the bidder should supplement the information supplied in response to the rated requirements with details outlining the depth and extent of the relevant experience, qualifications and specialized expertise of the proposed resource. All claims with regard to resource experience, qualifications or expertise must be substantiated through the provision of detailed project descriptions of how and where the claimed experience, qualifications or expertise were gained. Unsubstantiated claims of experience, qualifications or expertise will not be considered by the evaluation team during the point rated evaluation.
2. The bidder's score will be based on the evaluation scale provided below for the following Point Rated Technical Criteria – Written (RTW):
  - RT1 – Management of Services
  - RT2 – Achievement of Bidders on Projects
  - RT3 – Achievement of Resources on Projects

The maximum number of pages (including text and graphics) to be submitted for responding to the parts RT1 and RT2 of the Point Rated Technical Criteria – Written is ten (10) pages (including text and graphics).

The following are not part of the page limitation mentioned above:

- Attachment 1 to Part 3, Pricing Schedule
- Certifications and proof of education
- Integrity Provisions - Associated Information

Any pages which extend beyond the above page limitation and any other attachments will be extracted from the proposal and will not be forwarded to the PSPC Evaluation Board members for evaluation.

3. As applicable, the bidder should indicate the location in the proposed resources' resumes of supporting information to substantiate relevant experience for each point rated evaluation criteria.
4. A minimum required score of 325 points out of 465 applies to the sum of the Point Rated Technical Criteria – Written. Proposals for which evaluated scores fail to achieve this pass mark, as a minimum, will be deemed non-responsive.

**POINT RATED TECHNICAL CRITERIA – WRITTEN (RTW)**

**The Bidder:**

#	Description	Max Score	Demonstrated Experience (CONTRACTOR TO INSERT DATA)	Insert Page # of Resume (WHEN APPLICABLE)
<b>RT1</b>	<p><b>MANAGEMENT OF SERVICES</b></p> <p>The bidder should substantiate:</p> <ul style="list-style-type: none"> <li>a) How it proposes to organize the PMSS Team, and how the PMSS Team will fit within the Project Team identified in section PA 2 of Annex “A” – Statement of Work. <b>(40 Points)</b></li> <li>b) How it proposes to effectively manage communication between the PMSS Team and the members of the Project Team identified in section PA 2 of Annex “A” – Statement of Work. <b>(40 Points)</b></li> <li>c) How it proposes to manage a program of work, including multiple interrelated projects at different phases of implementation and delivering all of them on scope, on time and on budget. <b>(40 Points)</b></li> <li>d) Its proposed quality management processes that will be in place for this requirement. <b>(40 Points)</b></li> </ul> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"> <li>➤ The Generic Evaluation Table at the end of Attachment 2 to Part 4 – Technical Criteria will be used to evaluate each of the criterion in this section RT1.</li> </ul>	<b>160 Points</b>		
<b>RT2</b>	<p><b>ACHIEVEMENTS OF BIDDER ON PROJECTS</b></p> <p>The intent of this section RT2 is to evaluate the bidder’s accomplishments, and experience in the project management, planning, and delivery of real property projects which should be of similar scope, complexity, and scale as the projects stated in Annex “A” Statement of Work. This will be evaluated using criterion RT2.1 to RT2.4 below.</p> <p><b>RT 2.1</b> Bidders must substantiate the experience using the three (3) projects submitted as part of MT5. A combination of information from these three (3) projects can be used in response to the criterion below.</p> <p>The bidder should substantiate that one of the projects submitted as part of MT5 included project management services and had a contract value for project management services of \$1 million or higher. <b>(15 Points)</b></p> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"> <li>➤ Contract included relevant project management support services and the contract value is under \$250K = 0 points</li> </ul>	<b>135 Points</b>		

<p>➤ Contract included relevant project management support services and the contract value is between \$250K to 500K = 3 points</p> <p>➤ Contract included relevant project management support services and the contract value is between \$500K to \$1M = 6 points</p> <p>➤ Contract included relevant project management support services and the contract value is of \$1M or higher = 15 points</p> <p><b><u>RT 2.2 One of the projects submitted by the bidder as part of MT5 should have a project dollar value of \$10 million or higher. (15 Points)</u></b></p> <p>Submissions will be scored in the following manner:</p> <p>➤ Project value under \$3M = 0 points</p> <p>➤ Project value between \$3M and \$5M = 3 points</p> <p>➤ Project value between \$5M and \$10M = 6 points</p> <p>➤ Project value of \$10M or higher = 15 points</p> <p><b><u>RT 2.3 Information to be supplied for each project submitted by the bidder as part of MT5 should include, the following: (30 Points)</u></b></p> <ol style="list-style-type: none"><li>1. Title of the project / program;</li><li>2. Name of the client;</li><li>3. Location;</li><li>4. Duration (start and completion dates – minimum 6 months);</li><li>5. Scope summary (short description);</li><li>6. Final cost of the project;</li><li>7. Value of the bidder's contract for real property project management services;</li><li>8. Role and responsibilities of the bidder in the project;</li><li>9. Client references - name, address, phone, and email of client contact at working level - references may be checked.</li></ol> <p>Submissions will be scored in the following manner:</p> <p>➤ Two (2) points per project will be awarded for each of items number 5 to 8 that is clearly identified (<i>i.e.</i> 2 points per item per project, for a maximum of 30 points).</p> <p>➤ If any of items 1, 2, 3, 4 or 9 is missing, 5 points per project will be deducted.</p> <p><b><u>2.4 One of the projects submitted by the bidder as part of MT5 should also clearly substantiate their experience pertinent to:</u></b></p> <p>a) <b><u>Bidder's experience to manage rehabilitation project(s) over a continuous duration of six months or longer. (15 Points)</u></b></p>			
---	--	--	--

	<p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"><li>➤ Substantiated relevant experience for six (6) months or more = 15 points</li><li>➤ Substantiated relevant experience for less than six (6) months years = 0 points</li></ul> <p>b) <u>Bidder's experience to manage project(s) related to the renovation or construction of a building in the public sector over a continuous duration of six months or longer. (15 Points)</u></p> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"><li>➤ Substantiated relevant experience for six (6) months or more = 15 points</li><li>➤ Substantiated relevant experience for less than six (6) months = 0 points</li></ul> <p>c) <u>Bidder's experience in managing project(s) within demanding environments (e.g. high visibility, public setting, multiple stakeholders, time pressure, etc.) over a continuous duration of six (6) months or longer. (15 Points)</u></p> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"><li>➤ Substantiated relevant experience for six (6) months or more = 15 points</li><li>➤ Substantiated relevant experience for less six (6) months = 0 points</li></ul> <p>d) <u>Bidder's experience in managing project(s) with multiple conflicting objectives (e.g. heritage conservation, sustainability and accessibility targets, etc.) over a continuous duration of six (6) months or longer. (15 Points)</u></p> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"><li>➤ Substantiated relevant experience for six (6) months or more = 15 points</li><li>➤ Substantiated relevant experience for less than six (6) months = 0 points</li></ul> <p>e) <u>Bidder's experience over a continuous duration of six (6) months or longer in managing project(s) in an occupied building, with construction occurring at the same time as the building was being used by tenants. (15 Points)</u></p> <p>Submissions will be scored in the following manner:</p> <ul style="list-style-type: none"><li>➤ Substantiated relevant experience for six (6) months or more = 15 points</li></ul>			
--	--	--	--	--

	<p>➤ Substantiated relevant experience for less than two (2) years = 0 points</p>			
<p><b>RT3</b></p>	<p><b>ACHIEVEMENTS OF RESOURCES ON PROJECTS</b>  <u>For each of the resources in the base team identified by the bidder that meet the minimum points from the Flexible Grid in Attachment 1 to Part 4, the bidder should clearly substantiate experience that is pertinent to the following criteria, and that has been acquired over a duration of at least six (6) months within the past fifteen (15) years prior to the solicitation closing date.</u>          Submissions will be scored in the following manner:          For each criterion (i.e. (a), (b), (c), and d) listed under each of the Required Resource categories identified in RT3:</p> <ul style="list-style-type: none"> <li>a) Substantiated relevant experience for six (6) months or more = full points</li> <li>b) Substantiated relevant experience for less than six (6) months = 0 points</li> </ul> <p><b>RT 3.1 Project Management Team Leader for Real Property (as per the Flexible Table in Attachment 1 To Part 4):</b></p> <ul style="list-style-type: none"> <li>c) Experience working as a “Project Management Team Leader for Real Property – Senior” in real property projects of similar scope and complexity as the projects stated in Annex “A” Statement of Work. <b><u>(10 Points)</u></b></li> <li>d) Experience working as a “Project Management Team Leader” on project valued over \$10M. <b><u>(7 Points)</u></b></li> <li>e) Experience working as a “Project Management Team Leader” on <i>public sector</i> project. <b><u>(7 Points)</u></b></li> <li>f) Experience working as a “Project Management Team Leader” on a project including a heritage component valued over \$3M. <b><u>(7 points)</u></b></li> <li>g) Experience working as a « Project Management Team Leader» on a project including a sustainability component/targets valued over \$3M. <b><u>(7 points)</u></b></li> <li>h) Experience working as a « Project Management Team Leader» on a project including an accessibility component/targets valued over \$3M. <b><u>(7 Points)</u></b></li> </ul> <p><b>RT 3.2 Project Manager for Real Property – Senior #1 (as per the Flexible Table in Attachment 1 To Part 4):</b></p> <ul style="list-style-type: none"> <li>i) Experience working as a “Project Manager – Senior” in real property projects of similar scope and complexity as the projects stated in Annex “A” Statement of Work. <b><u>(10 Points)</u></b></li> <li>j) Experience working as a “Project Manager” on projects valued over \$10M. <b><u>(7 Points)</u></b></li> <li>k) Experience working as a “Project Manager” on <i>public sector</i> projects. <b><u>(7 Points)</u></b></li> <li>l) Experience working as a “Project Manager” on a project including a heritage component valued over \$3M. <b><u>(7 points)</u></b></li> </ul>	<p><b>170 points</b></p>		

	<p>m) Experience working as a «Project Manager» on a project including a sustainability component/targets valued over \$3M. <b><u>(7 points)</u></b></p> <p>n) Experience working as a «Project Manager» on a project including an accessibility component/targets valued over \$3M. <b><u>(7 Points)</u></b></p> <p><b>RT 3.3 Project Manager for Real Property – Senior #2 (as per the Flexible Table in Attachment 1 To Part 4):</b></p> <p>o) Experience working as a “Project Manager – Senior” in real property projects of similar scope and complexity as the projects stated in Annex “A” Statement of Work. <b><u>(10 Points)</u></b></p> <p>p) Experience working as a “Project Manager” on projects valued over \$10M. <b><u>(7 Points)</u></b></p> <p>q) Experience working as a “Project Manager” on <i>public sector</i> projects. <b><u>(7 Points)</u></b></p> <p>r) Experience working as a “Project Manager” on a project including a heritage component valued over \$3M. <b><u>(7 points)</u></b></p> <p>s) Experience working as a «Project Manager» on a project including a sustainability component/targets valued over \$3M. <b><u>(7 points)</u></b></p> <p>t) Experience working as a «Project Manager» on a project including an accessibility component/targets valued over \$3M. <b><u>(7 Points)</u></b></p> <p><b>RT 3.4 Project Managers for Real Property - Intermediate (as per the Flexible Table in Attachment 1 To Part 4):</b></p> <p>u) Experience working as a “Project Manager” on real property projects valued over \$5M. <b><u>(7 Points)</u></b></p> <p>v) Experience working as a “project Manager” on public sector projects. <b><u>(7 Points)</u></b></p> <p><b>RT 3.5 Project Administrator for Real Property – Intermediate (as per the Flexible Table in Attachment 1 To Part 4):</b></p> <p>w) Experience working as a “Project Administrator” in real property projects of similar scope and complexity as the projects stated in Annex “A” Statement of Work. <b><u>(7 Points)</u></b></p> <p>x) Experience working as a “Project Administrator” on projects valued over \$1M. <b><u>(7 Points)</u></b></p> <p>y) Experience working as a “Project Administrator” on <i>public sector</i> projects. <b><u>(7 Points)</u></b></p>		
--	---	--	--

**Point Rated Technical Criteria Evaluation Scale:**

Point Rated Technical Criteria and Scores	Required Minimum Number of Points	Maximum Number of Points
Technical Proposal – Written (RTW)	325 points	465 points

**GENERIC EVALUATION TABLE**

PWGSC Evaluation Board members will use the generic evaluation table below to evaluate the strengths and weaknesses of the Bidder's response to evaluation criterion RTC1.

Scores will be distributed as follows:

- 0 – receives 0% of the weighting assigned to a criterion
- 2 – receives 20% of the weighting assigned to a criterion
- 4 – receives 40% of the weighting assigned to a criterion
- 6 – receives 60% of the weighting assigned to a criterion
- 8 – receives 80% of the weighting assigned to a criterion
- 10 – receives 100% of the weighting assigned to a criterion

<b>ATTACHMENT 2 TO PART 4 TABLE 3 GENERIC EVALUATION TABLE</b>					
Did not submit information which could be evaluated = 0 point					
	<b>INADEQUATE</b>	<b>WEAK</b>	<b>ADEQUATE(6)</b>	<b>FULLY SATISFACTORY</b>	<b>STRONG</b>
	<b>2 points</b>	<b>4 points</b>	<b>6 points</b>	<b>8 points</b>	<b>10 points</b>
<b>Understanding of Requirements</b>	Lacks complete or almost complete understanding of the requirements.	Has some understanding of the requirements but lacks adequate understanding in some areas of the requirements.	Demonstrates a good understanding of the requirements.	Demonstrates a very good understanding of the requirements.	Demonstrates an excellent understanding of the requirements.
<b>Weaknesses</b>	Weaknesses cannot be corrected	Generally doubtful that weaknesses can be corrected	Weaknesses can be corrected	No significant weaknesses	No apparent weaknesses
<b>Qualifications and Experience</b>	Bidder does not possess qualifications and experience	Bidder lacks qualifications and experience	Bidder has an acceptable level of qualifications and experience	Bidder is qualified and experienced	Bidder is highly qualified and experienced
<b>Team Work</b>	Team proposed is not likely able to meet requirements	Team does not cover all components or overall experience is weak	Team covers most components and will likely meet requirements	Team covers all components - some members have worked successfully together	Strong team - has worked successfully together on comparable projects
<b>Relevant Sample Projects</b>	Sample projects not related to this requirement	Sample projects generally not related to this requirement	Sample projects generally related to this requirement	Sample projects directly related to this requirement	Leads in sample projects directly related to this requirement
<b>Capability Performance</b>	Extremely poor, insufficient to meet performance requirements	Little capability to meet performance requirements	Acceptable capability, should ensure adequate results	Satisfactory capability, should ensure effective results	Superior capability, should ensure very effective results

### **ATTACHMENT 3 to PART 4 – INDIGENOUS PARTICIPATION COMPONENT (IPC) INDIGENOUS PARTICIPATION COMPONENT (IPC)**

To meet the Government of Canada's objectives of encouraging Indigenous socio-economic development through federally funded opportunities, bidders are strongly encouraged to submit a draft Indigenous Participation Component (IPC) as part of their RFP response.

Over the term of the contract, the IPC is intended to develop long-term capacity and sustainable and meaningful socio-economic benefits for Indigenous professionals and businesses in the fields of the Project Management Support Services as well as the various specialized professions covered under this project.

The IPC covers direct and non-direct benefits. For this RFP, direct benefits refers to Indigenous employment, including opportunities as the Contractor, one of its Sub-Contractors, or employees and/or personnel within the Bidders team members. Non-direct benefits refer to measures where there is a lack of Indigenous business capacity which can be developed by specialized training, internships and/or apprenticeships among others.

#### **Indigenous Business Capacity**

To identify Indigenous business capacity, for contracting or subcontracting purposes, you can review the list of Indigenous businesses registered in the Indigenous Business Directory (IBD). A link to the database has been provided below:

[http://www.ic.gc.ca/eic/site/ccc\\_bt-rec\\_ec.nsf/eng/h\\_00011.html](http://www.ic.gc.ca/eic/site/ccc_bt-rec_ec.nsf/eng/h_00011.html)

In addition to the IBD, other directories are available for Aboriginal Businesses including:

- Canadian Council for Aboriginal Business [www.ccab.com](http://www.ccab.com)
- Province of Ontario Aboriginal Directory [www.sac-isc.gc.ca/eng/1100100033057/1610797769658](http://www.sac-isc.gc.ca/eng/1100100033057/1610797769658)

#### **Indigenous Business definition:**

For the purpose of this IPC, an Indigenous business can be:

- a band as defined by the *Indian Act*;
- a sole proprietorship;
- a limited company;
- a co-operative;
- a partnership;
- a not-for-profit organization in which Indigenous persons have at least 51 percent ownership and control;
- a joint venture consisting of two or more Indigenous businesses or an Indigenous business and a non-Indigenous business(es), provided that the Indigenous business(es) has at least 51 percent ownership and control of the joint venture. When an Indigenous business has six or more full-time employees at the date of submitting the bid, at least thirty-three percent of them must be Indigenous persons, and this ratio must be maintained throughout the duration of the contract. The bidder must certify in its submitted bid that it is an Indigenous business or a joint venture constituted as described above.

#### **Indigenous Person definition:**

An Indigenous person is an Indian, Metis or Inuit who is ordinarily resident in Canada.

Evidence of being an Indigenous person will consist of such proof as:

- Indian registration in Canada;

- Membership in an affiliate of the Metis National Council or the Congress of Indigenous Peoples, or other recognized Aboriginal organizations in Canada;
- Acceptance as an Indigenous person by an established Indigenous community in Canada;
- Enrolment or entitlement to be enrolled pursuant to a comprehensive land claim agreement, or membership or entitlement to membership in a group with an accepted comprehensive claim.

Please refer to the link below for further information on Eligibility:  
<http://www.aadnc-aandc.gc.ca/eng/1100100033060/1100100033061>

## **Indigenous Participation Component (IPC)**

### **1- Human Resources Plan (1.25 pts)**

The IPC should include a Human Resource Plan that details how the Bidder intends to maximize the use of Indigenous employment within the fields of Project Management Support Services (refer to "Attachment 1 to part 4" and "RS1 - General Services").

The Human Resource Plan should address how the employment of Indigenous people will be managed.

The Human Resource Plan should:

- 1- Identify the Indigenous team members currently within the Bidder Team/their qualifications/their position;
- 2- Provide the strategies to recruit and retain additional Indigenous persons.

### **2- Business Plan (1.25 pts)**

The IPC should include a Business Plan that details how the Bidder intends to maximize the use of Indigenous firms within the fields of Project Management Support Services (refer to "Attachment 1 to part 4" and "RS1 - General Services").

The Business Plan should:

- 1- Identify the work intended to be carried out by Indigenous firms, as well as the dollar value of the work,
- 2- Detail how business with Indigenous firms will be managed and
- 3- Detail on any development of new capabilities.

### **3- Training and Skills Development Plan (1.25 pts)**

The IPC should include a Training and Development Plan that details how the Bidder intends to maximize the training and skills development of Indigenous persons within the fields of Project Management Support Services (refer to "Attachment 1 to part 4" and "RS1 - General Services").

The Skills Development Plan should address the use of:

- 1- Internship,
- 2- On the job training,
- 3- In-house training
- 4- Graduate on-boarding, and
- 5- Other opportunities.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

#### **4- Other Measures (1.25 pts)**

The IPC should include other relevant measures that the Bidder intends to elaborate/implement to maximize the use of Indigenous employment/firms/persons within the fields of Project Management Support Services (refer to “Attachment 1 to part 4” and “RS1 - General Services”).

Other relevant measures could be, but not limited to, specialized training, career development, scholarships and community outreach to encourage Indigenous youth to enter into the Project Management Support Services and help local and Indigenous communities in meeting their social and economic development needs.

#### **Scoring:**

- Where the Bidder has provided information materially responding to all criteria listed above, the assigned score will be assigned 1.25 points for each criteria (Accounting for a maximum of 5% of the overall Score).
- Where any criteria is missing or deemed materially unresponsive, the assigned score for that criteria will be zero (0).

#### **IMPORTANT:**

The maximum number of pages (including text and graphics) to be submitted for responding to the IPC is 10 (ten) pages.

## **PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION**

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### **5.1 Certifications Required with the Bid**

Bidders must submit the following duly completed certifications as part of their bid.

#### **5.1.1 COVID-19 vaccination requirement certification**

In accordance with the COVID-19 Vaccination Policy for Supplier Personnel, all Bidders must provide with their bid, the COVID-19 Vaccination Requirement Certification provided at Attachment 5 to Part 5, to be given further consideration in this procurement process. This Certification incorporated into the bid solicitation on its closing date is incorporated into, and forms a binding part of any resulting Contract.

#### **5.1.1 Integrity Provisions - Declaration of Convicted Offences**

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

### **5.2 Certifications Precedent to Contract Award and Additional Information**

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

#### **5.2.1 Indigenous Participation Component – Certification From**

By submitting a bid, the Bidder certifies that it will meet the Indigenous Participation Component. Therefore, the Bidder must provide the Contracting Authority with a completed IPC. Certification form provided at Attachment 2 and 3 to Part 5.

#### **5.2.2 Integrity Provisions – Required Documentation**

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

### 5.2.3 Federal Contractors Program for Employment Equity – Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex [titled Federal Contractors Program for Employment Equity - Certification](#), before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

### 5.2.4 Additional Certifications Precedent to Contract Award

#### 5.2.4.1 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 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 and 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/her services in relation to the Work to be performed and to submit his/her résumé 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/her availability.

#### 5.2.4.2 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

---

## ATTACHMENT 1 TO PART 5

### ADDITIONAL CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD

#### 1. Federal Contractors Program For Employment Equity - Certification

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit the [Employment and Social Development Canada \(ESDC\) - Labour's website](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html) (https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html).

Date: \_\_\_\_\_ Instructions to the Bidder:(YYYY/MM/DD) If left blank, the date will be deemed to be the bid solicitation closing date.

Instructions to the Bidder: Complete both A and B.

A. Instructions to the Bidder: Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and / or permanent part-time employees.
- A5. The Bidder certifies having a combined workforce in Canada of 100 or more permanent full-time and/or permanent part-time employees.
- A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

or

- A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Instructions to the Bidder: Check only one of the following:

- B1. The Bidder is not a Joint Venture.

or

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

- ( ) B2. The Bidder is a Joint venture. Instructions to the Bidder: Refer to the Joint Venture section of the Standard Instructions. If the Bidder is a Joint Venture, it must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## ATTACHMENT 2 TO PART 5

### INDIGENOUS PARTICIPATION COMPONENT (IPC) CERTIFICATION

The Bidder agrees that at least 5% of the Total Estimated Cost of the Contract must be performed by the Indigenous business, the Indigenous Participation(s) of a joint venture, an Indigenous subcontractor, or Indigenous individuals. Refer to Example of acceptable Indigenous Participation Component under 2.8 (b).

In respect of the Contract, at least 5% of the Total Estimated Cost of the Contract must be performed by the Indigenous business, the Indigenous Participation(s) of a joint venture, an Indigenous subcontractor, or Indigenous individuals, and the Contractor must be able to demonstrate, at the time of audit, that it meets this requirement.

An Indigenous business can be a Band as defined by the Indian Act, or a sole proprietorship, a limited company, a cooperative, a partnership or a not-for-profit organization in which Indigenous persons have at least 51% ownership and control.

An Indigenous business could also consist of a joint venture made up of two or more Indigenous businesses, or an Indigenous business and a non-Indigenous business (es), provided that the Indigenous business (es) has at least 51% ownership and control of the joint venture.

The Bidder agrees that it will comply with the requirements above, and will meet all of its obligations under the Indigenous Participation Component and that this will be subject to audit by Canada.

Should the Contractor's IPC Report not provide sufficient information to measure the Contractor's results against its implementation of the IPC, Canada may impose penalties in the order of hold-backs up to 5% of the total contract value.

This Certification is executed and signed by duly authorized representatives.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Company

\_\_\_\_\_  
Name and Title of Person Signing the Certification

\_\_\_\_\_  
Signature

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

### ATTACHMENT 3 TO PART 5

#### INDIGENOUS PARTICIPATION COMPONENT CERTIFICATION

The Bidder acknowledges and agrees that it will submit an Indigenous Participation Component within 2 Months after Contract Award. The Indigenous Participation Component must be submitted as a self-contained Indigenous Participation Component being and must provide the offered as illustrated in Annex F of the Contract.

The Bidder agrees that it will comply with the requirements above, and will meet all of its obligations under the Indigenous Participation Component and that this will be subject to audit by Canada.

This Certification is executed and signed by duly authorized representatives.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Company

\_\_\_\_\_  
Name and Title of the Person Signing the Certification

\_\_\_\_\_  
Signature

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## ATTACHMENT 4 TO PART 5

### LIST OF NAMES FOR INTEGRITY PROVISIONS - REQUIRED DOCUMENTATION

#### Requirements

Section 17 of the [Ineligibility and Suspension Policy \(https://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html\)](https://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) requires Bidders, regardless of their status under the Policy, to submit a list of names when participating in a procurement process. The required list differs depending on the bidder's organizational structure:

- Bidders including those bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all current directors.
- Privately owned corporations must provide a list of the owners' names.
- Bidders bidding as sole proprietors, including sole proprietors bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all owners.
- Bidders that are a partnership do not need to provide a list of names.

**Bidders may use this form to provide the required list of names with their bid submission.**

#### List of Names

Name	Title (If applicable)

---

**ATTACHMENT 5 TO PART 5**

**COVID-19 vaccination requirement certification**

**COVID-19 Vaccination Requirement Certification**

I, \_\_\_\_\_ (*first and last name*), as the representative of  
\_\_\_\_\_ (*name of business*) pursuant to  
\_\_\_\_\_ (*insert solicitation number*), warrant and certify that all  
personnel that \_\_\_\_\_ (*name of business*) will provide on the  
resulting Contract who access federal government workplaces where they may come into contact with  
public servants will be:

- (a) fully vaccinated against COVID-19 with Health Canada-approved COVID-19 vaccine(s); or
- (b) for personnel that are unable to be vaccinated due to a certified medical contraindication, religion or  
other prohibited grounds of discrimination under the *Canadian Human Rights Act*, subject to  
accommodation and mitigation measures that have been presented to and approved by Canada;  
until such time that Canada indicates that the vaccination requirements of the COVID-19 Vaccination  
Policy for Supplier Personnel are no longer in effect.

I certify that all personnel provided by \_\_\_\_\_ (*name of business*) have been notified  
of the vaccination requirements of the Government of Canada's COVID-19 Vaccination Policy for Supplier  
Personnel, and that the \_\_\_\_\_ (*name of business*) has certified to their compliance with this  
requirement.

I certify that the information provided is true as of the date indicated below and will continue to be true for  
the duration of the Contract. I understand that the certifications provided to Canada are subject to  
verification at all times. I also understand that Canada will declare a contractor in default, if a certification  
is found to be untrue, whether made knowingly or unknowingly, during the bid or contract period. Canada  
reserves the right to ask for additional information to verify the certifications. Failure to comply with any  
request or requirement imposed by Canada will constitute a default under the Contract.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*Optional*

For data purposes only, initial below if your business already has its own mandatory vaccination policy or  
requirements for employees in place. Initialing below **is not** a substitute for completing the mandatory  
certification above.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

Initials: \_\_\_\_\_

Information you provide on this Certification Form and in accordance with the Government of Canada's COVID-19 Vaccination Policy for Supplier Personnel will be protected, used, stored and disclosed in accordance with the Privacy Act. Please note that you have a right to access and correct any information on your file, and you have a right to file a complaint with the Office of the Privacy Commissioner regarding the handling of your personal information. These rights also apply to all individuals who are deemed to be personnel for the purpose for the Contract and who require access to federal government workplaces where they may come into contact with public servants.

---

## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirements

Before award of a contract, the following conditions must be met:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7-Resulting Contract Clauses;
- (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- (d) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- (e) the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.

- 6.1.1 Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- 6.1.2 For additional information on security requirements, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

#### A -Employee Information for Security

The Bidder should specify the following information regarding employees proposed in Part 4 (Technical Bid) to provide services against any resulting contract:

LEGAL NAME (First and Last)	DATE OF BIRTH	CURRENT CLEARANCE HELD

#### B - Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

The Bidder should provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code

Country

## 6.2 Financial Capability

1. **Financial Capability Requirement:** The Bidder must have the financial capability to fulfill this requirement. To determine the Bidder's financial capability, the Contracting Authority may, by written notice to the Bidder, require the submission of some or all of the financial information detailed below during the evaluation of bids. The Bidder must provide the following information to the Contracting Authority within fifteen (15) working days of the request or as specified by the Contracting Authority in the notice:
  - a. Audited financial statements, if available, or the unaudited financial statements (prepared by the Bidder's outside accounting firm, if available, or prepared in-house if no external statements have been prepared) for the Bidder's last three fiscal years, or for the years that the Bidder has been in business if this is less than three years (including, as a minimum, the Balance Sheet, the Statement of Retained Earnings, the Income Statement and any notes to the statements).
  - b. If the date of the financial statements in (a) above is more than five months before the date of the request for information by the Contracting Authority, the Bidder must also provide, unless this is prohibited by legislation for public companies, the last quarterly financial statements (consisting of a Balance Sheet and a year-to-date Income Statement), as of two months before the date on which the Contracting Authority requests this information.
  - c. If the Bidder has not been in business for at least one full fiscal year, the following must be provided:
    - i. the opening Balance Sheet on commencement of business (in the case of a corporation, the date of incorporation); and
    - ii. the last quarterly financial statements (consisting of a Balance Sheet and a year-to-date Income Statement) as of two months before the date on which the Contracting Authority requests this information.
  - d. A certification from the Chief Financial Officer or an authorized signing officer of the Bidder that the financial information provided is complete and accurate.
  - e. A confirmation letter from all of the financial institution(s) that have provided short-term financing to the Bidder outlining the total of lines of credit granted to the Bidder and the amount of credit that remains available and not drawn upon as of one month prior to the date on which the Contracting Authority requests this information.
  - f. A detailed monthly Cash Flow Statement covering all the Bidder's activities (including the requirement) for the first two years of the requirement that is the subject of the bid solicitation, unless this is prohibited by legislation. This statement must detail the Bidder's major sources and amounts of cash and the major items of cash expenditures on a monthly basis, for all the Bidder's activities. All assumptions made should be explained as well as details of how cash shortfalls will be financed.
  - g. A detailed monthly Project Cash Flow Statement covering the first two years of the requirement that is the subject of the bid solicitation, unless this is prohibited by

legislation. This statement must detail the Bidder's major sources and amounts of cash and the major items of cash expenditures, for the requirement, on a monthly basis. All assumptions made should be explained as well as details of how cash shortfalls will be financed.

2. If the Bidder is a joint venture, the financial information required by the Contracting Authority must be provided by each member of the joint venture.
3. If the Bidder is a subsidiary of another company, then any financial information in 1. (a) to (f) above required by the Contracting Authority must be provided by the ultimate parent company. Provision of parent company financial information does not by itself satisfy the requirement for the provision of the financial information of the Bidder, and the financial capability of a parent cannot be substituted for the financial capability of the Bidder itself unless an agreement by the parent company to sign a Parental Guarantee, as drawn up by Public Works and Government Services Canada (PWGSC), is provided with the required information.
4. **Financial Information Already Provided to PWGSC:** The Bidder is not required to resubmit any financial information requested by the Contracting Authority that is already on file at PWGSC with the Contract Cost Analysis, Audit and Policy Directorate of the Policy, Risk, Integrity and Strategic Management Sector, provided that within the above-noted time frame:
  - a. the Bidder identifies to the Contracting Authority in writing the specific information that is on file and the requirement for which this information was provided; and
  - b. the Bidder authorizes the use of the information for this requirement.

It is the Bidder's responsibility to confirm with the Contracting Authority that this information is still on file with PWGSC.
5. **Other Information:** Canada reserves the right to request from the Bidder any other information that Canada requires to conduct a complete financial capability assessment of the Bidder.
6. **Confidentiality:** If the Bidder provides the information required above to Canada in confidence while indicating that the disclosed information is confidential, then Canada will treat the information in a confidential manner as permitted by the [Access to Information Act](#), R.S., 1985, c. A-1, Section 20(1) (b) and (c).
7. **Security:** In determining the Bidder's financial capability to fulfill this requirement, Canada may consider any security the Bidder is capable of providing, at the Bidder's sole expense (for example, an irrevocable letter of credit from a registered financial institution drawn in favour of Canada, a performance guarantee from a third party or some other form of security, as determined by Canada).

## **PART 7 - RESULTING CONTRACT CLAUSES**

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

### **7.1 Statement of Work**

- The Contractor must perform the Work in accordance with the Statement of Work in Annex A.
- The Contractor grants to Canada the irrevocable option to acquire the services referred to in section 7.0 of the Statement of Work in Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.
- The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

### **7.1.2 Task Authorization**

- a) **As-and-when-requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as-and-when-requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- b) **Allocation of Task Authorizations:** More than one contract has been awarded for this requirement. As a result, the Task Authorizations issued under this series of contracts will be allocated in accordance with the following:
  - (i) At the time this series of contracts was awarded, each contractor was allocated an amount of funding as specified in the Limitation of Expenditure in respect of Task Authorizations based on the evaluation process described in the bid solicitation that resulted in the award of this series of contracts.
  - (ii) When a Task Authorization is issued, Canada will use a rotational method to allocate the draft Task Authorizations, where the rotation is based on the amount of funding remaining under each of the respective contracts.
  - (iii) Canada will send the first draft Task Authorization to the contractor with the greatest value of funding under its contract. If more than one contractor has the same value, it will be assigned to the contractor ranked first as determined under the evaluation process in the bid solicitation that resulted in the award of this series of contracts.
  - (iv) The contractor sent a draft TA will have the time set out further below under the subparagraph entitled "Contractor's Response to Draft Task Authorization" to respond to the Contracting Authority.
  - (v) If the contractor to whom the draft TA is first sent either fails to respond on time or confirms in writing that it refuses to perform the task, the draft TA will then be forwarded to the contractor with the next-greatest balance remaining of allocated funding. In the event that Canada determines the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, Canada will

send the draft TA to the contractor with the next greatest balance remaining of allocation funding. Canada may at its entire discretion request that the contractor propose another resource and the contractor will have the time set out in the subparagraph "Contractor's Response to Draft Task Authorization" to respond. If the contractor fails to respond on time or Canada determines that the proposed resource(s) does not meet the minimum experience or other requirements of the categories identified in the draft TA, the draft TA will be forwarded to the contractor with the next-greatest balance remaining of allocation funding.

- (vi) The process of sending out a draft TA to the contractor with the greatest balance remaining will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (vii) If the Contractor refuses a TA or fails to submit a valid response, the dollar value of the TA may be subtracted from the dollar value of the Contractor's Contract and may be re-allocated, at the Contracting Authority's sole discretion, in whole or in part, to the other contractor in that same Workstream.
- (viii) Once the Task Authorization is issued, for the purposes of calculations for the allocation of Task Authorizations, the value of that Task Authorization, including any applicable options under that TA (and the value of any subsequent amendment to that TA) will be subtracted from the funding allocated to that contractor.
- (ix) The process of sending out a draft TA will continue until Canada either cancels the requirement for the task or it has been validly issued to one of the contractors. If none of the contractors can perform the task (in accordance with all the terms and conditions of this series of contracts), Canada may acquire the required Work by other means.
- (x) When the next requirement to perform a task is identified, it will be sent to the contractor with the greatest balance remaining of allocated funding. If more than one contractor has the greatest balance remaining of allocated funds (i.e., several contractors have equal amounts of allocated funding), the draft TA will be sent to the contractor among them that ranked highest under the bid solicitation evaluation process. If any contract is amended to add funding, Canada will make a reasonable effort to ensure that the dollar value of the TA revisions issued to the Contractors are proportionally balanced throughout the Contract Period based on the percentage values determined by the Contract Funding allocation Clause in the bid solicitation documents.
- (xi) If it is found that the allocation process described at part (ii) above has resulted in the award of a disproportionate dollar value of work between the Contractors, the Contractors agree that Canada, in its sole discretion, may deviate from the allocation process and issue TAs in the manner required to re-establish a proportional allocation.

#### **7.1.2.1 Task Authorization Process**

1. The Project Authority will provide the Contractor with a description of the task using the "Task Authorization" form specified in Annex E.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.

**a) Contractor's Response to Draft Task Authorization**

3.The Contractor must provide the Project Authority, within 10 business **days** of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.

4.The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

**7.1.2.2 Task Authorization Limit**

The Project Authority may authorize individual task authorizations up to a limit of \$500,000.00, Applicable Taxes included, inclusive of any revisions. Any task authorization to be issued in excess of that limit must be authorized by the Contracting Authority before issuance.

**7.1.2.3 Task Authorization - Order of Ranking**

*(To be completed by PWGSC at contract award)*

\_\_\_ *(insert number)* contracts were awarded as a result of Public Works and Government Services Canada (PWGSC) bid solicitation number EP758-210388/A. The Contractors' order of ranking is as follows:

Ranked first: \_\_\_\_\_  
Ranked second: \_\_\_\_\_  
Ranked third : \_\_\_\_\_

**7.1.2.4 Minimum Work Guarantee - All the Work - Task Authorizations**

- 1) "Maximum Contract Value" means the sum specified in Contract clause 6.2.1 (Canada's Total Liability, Cumulative Total of all authorized TAs); and "Minimum Contract Value" means a fixed amount of \$25,000.00.
  
- 2) Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 7.1.2.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
  
- 3) In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.

- 4) Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

#### **7.1.2.5 Periodic Usage Reports - Contracts with Task Authorizations**

- 1) The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.
- 2) The Contractor must provide this data in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.
- 3) The data must be submitted on a quarterly basis to the Contracting Authority.

The quarterly periods are defined as follows:

- 1st quarter: April 1 to June 30;
- 2nd quarter: July 1 to September 30;
- 3rd quarter: October 1 to December 31; and
- 4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than 15 calendar days after the end of the reporting period.

#### **4) Reporting Requirement - Details**

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

For each authorized task:

- i. The authorized task number or task revision number(s);
- ii. A title or a brief description of each authorized task;
- iii. The total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;
- iv. The total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- v. The start and completion date for each authorized task; and
- vi. The active status of each authorized task, as applicable.

For all authorized tasks:

- i. The amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- ii. The total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

## **7.2 Standard Clauses and Conditions**

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

### **7.2.1 General Conditions**

[2035 \(2020-05-28\)](#), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### **7.2.2 Specific Persons**

The Contractor must provide the services of the specific persons identified in Annex B, Basis of Payment to perform the work as stated in the Contract.

### **7.2.3 Professional Services**

The Contractor must provide professional services on request as specified in this Contract. All resources provided by the Contractor must meet the qualifications described in the Contract (including those relating to previous experience, professional designation, education, and security clearance) and must be competent to provide the required services by any delivery dates described in the Contract.

If the Contractor fails to deliver any deliverable or complete any task described in the Contract on time, in addition to any other rights or remedies available to Canada under the Contract or the law, Canada may notify the Contractor of the deficiency, in which case the Contractor must submit a written plan to the Technical Authority within ten (10) working days detailing the actions that the Contractor will undertake to remedy the deficiency. The Contractor must prepare and implement the plan at its own expense.

### **7.2.4 Reorganization of Client**

The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.

## **7.3 Security Requirements**

**7.3.1** The following security requirements (Security Requirement Check List (SRCL) and related clauses provided by the Contract Security Program) apply and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of SECRET, with approved document Safeguarding and Production Capabilities at the level of SECRET, issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeror personnel requiring access to CLASSIFIED information, assets or sensitive site(s) must EACH hold a valid personnel security screening at the level of SECRET, granted or approved by the CSP, PWGSC.
3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store any sensitive CLASSIFIED/PROTECTED information until the CSP, PWGSC

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

has issued written approval. After approval has been granted, these tasks may be performed at the level of SECRET.

4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP, PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
  - (a) Security Requirements Check List and security guide (if applicable), attached at Annex C;
  - (b) *Industrial Security Manual* (Latest Edition).

### **7.3.2 Contractor's Sites or Premises Requiring Safeguarding Measures**

**7.3.2.1** Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number  
City, Province, Territory / State  
Postal Code / Zip Code  
Country

**7.3.2.2** The Company Security Officer must ensure through the Contract Security Program that the Contractor and individuals hold a valid security clearance at the required level.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## 7.4 Term of Contract

### 7.4.1 Period of the Contract

The period of the Contract is from the date of Contract to \_\_\_\_\_, inclusive.

## 7.5 Authorities

### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

:  
Meriem Nicastro  
Supply Specialist  
Public Works and Government Services Canada  
Real Property Contracting Directorate

Telephone: [343-574-2803](tel:343-574-2803)  
E-mail address: [meriem.nicastro@pwgsc-tpsgc.gc.ca](mailto:meriem.nicastro@pwgsc-tpsgc.gc.ca)

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

### 7.5.2 Project Authority

The Project Authority (1) for the Contract is:  
Will be filled in at time of contract award.

In its absence, the Project Authority (2) is:  
Will be filled in at time of contract award.

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

The Contractor's Representative (1) for the Contract is:  
Will be filled in at time of contract award.

In his/her absence, the Contractor's Representative (2) is:  
Will be filled in at time of contract award.

### 7.5.4 Joint Venture Contractor (If Applicable)

The Contractor confirms that the name of the joint venture is \_\_\_\_\_ and that it is comprised of the following members: (list all the joint venture members named in the Contractor's bid). With respect to the relationship among the members of the joint venture Contractor, each member agree, represents and warrants (as applicable) that:

- 
- a) \_\_\_\_\_ has been appointed as the “representative member” of the joint venture Contractor and has full authority to act as agent for each member regarding all matters relating to the contract;
- b) By giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
- c) All payments made by Canada to the representative member will act as a release by all the members. All the members agree that Canada may terminate the contract at its discretion if there is a dispute among the members that, in Canada’s opinion, affects the performance of the work in any way. All the members are jointly and severally liable for the performance of the entire contract.

The Contractor acknowledges that any change in the membership of the joint venture (i.e. a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.

Note to the Contractor: this article will be deleted if the Contractor awarded the contract is not a joint venture. If the Contractor is a joint venture this clause will be completed with the data provided in its bid.

## 7.6 Payment

### 7.6.1 Basis of Payment

#### Firm Lot Price TA

When the applicable basis of payment specified in a TA authorized and issued under the Contract is firm lot price, in consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price stipulated in the authorized TA, as determined in accordance with the Basis of Payment cost elements in **Annex B**. Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

or

#### Ceiling Price TA

For the Work described in the Statement of Work in **Annex A** and specified in the authorized TA:

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in **Annex B** to a ceiling price of \$\_\_\_\_\_. Custom duties are included and Applicable Taxes are extra.

The ceiling price is subject to downward adjustment so as not to exceed the actual costs reasonably incurred in the performance of the Work and computed in accordance with the Basis of Payment in **Annex B**.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

or

#### **TA subject to a Limitation of Expenditure**

When the basis of payment specified in a TA authorized and issued under the Contract is limitation of expenditure, the Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the Basis of Payment cost elements, in **Annex B**, to the limitation of expenditure specified in the authorized TA.

Canada's total liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- a) When it is seventy-five percent (75%) committed;
- b) Four (4) months before the final delivery date specified in the authorized TA; or
- c) As soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA;

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### **7.6.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations**

7.6.2.1 Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_ (will be filled in at time of contract award). Customs duties are included and the Applicable Taxes are extra.

7.6.2.2 No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

7.6.2.3 The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

- a) When it is seventy five percent (75%) committed;
- b) Four (4) months before the Contract expiry date; or
- c) As soon as the Contractor considers that the sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, whichever comes first.

7.6.2.4 If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### **7.7 Methods of Payment – Authorized Task Authorization (TA)**

One, several or all of the following methods of payment will form part of the authorized TA:

Single Payment  
(SACC Manual clause H1000C)

**or**

Milestone Payments  
(SACC Manual clause H3009C or H3010C, as applicable; and include the schedule of milestones in **Annex E**: "Task Authorization Form")

**or**

Progress Payments (using Progress Claim Form PWGSC-TPSGC 1111) (SACC Manual clause H1003C)

**or**

Monthly Payments  
(SACC Manual clause H1008C)

#### **7.7.1 SACC Manual Clauses**

The following clauses apply to and form part of the Contract:

A9117C (2007-11-30), T1204 - Direct Request by Customer Department  
C2000C (2007-11-30), Taxes - Foreign-based Contractor  
C2605C (2008-05-12), Canadian Customs Duties and Sales Tax - Foreign-based Contractor  
A9116C (2007-11-30), T1204 Information Reporting by Contractor  
C0705C (2010-01-11), Discretionary Audit, apply to and form part of the Contract.

#### **7.8 Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);
- d. Electronic Data Interchange (EDI);

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

- e. Wire Transfer (International Only);
- f. Large Value Transfer System (LVTS) (Over \$25M)

## 7.9 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

## 7.10 Invoicing Instructions

H5001C (2008-12-12) Invoicing Instructions,

or

H3022C (2016-01-28) Invoicing Instructions - Progress Payment Claim - Supporting Documentation required,

or

H3024C (2016-01-28) Invoicing Instructions - Progress Payment Claim - Supporting Documentation not required

## 7.11 Certifications

### 7.11.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.11.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

## 7.12 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_.

## 7.13 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

The Articles of Agreement;  
The general conditions **2035 (2020-05-28)**, General Conditions - Higher Complexity – Services;  
**Annex A**, Statement of Work;  
**Annex B**, Basis of Payment;  
**Annex C**, Security Requirements Check List (SRCL);

**Annex D**, Insurance Requirements;

**Annex E** – Task Authorization Form and the signed Task Authorizations (including all of their annexes, if any); and

**Annex F** – Template for Reporting on the Results of the Indigenous Participation Component (IPC)

The Contractor's bid dated \_\_\_\_\_ (YYYY-MM-DD), as clarified on \_\_\_\_\_ (YYYY-MM-DD) and, as amended on \_\_\_\_\_ (YYYY-MM-DD) (insert date).

**Annex G**, Electronic Payment instruments

#### **7.14 Foreign Nationals**

SACC Manual clause A2001C (2006-06-16), Foreign Nationals (Foreign Contractor)

SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor)

#### **7.15 Insurance – Specific Requirements**

The Contractor must comply with the insurance requirements specified in Annex D. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.

The Contractor must forward to the Contracting Authority within ten (10) days after the date of award of the Contract, a Certificate of Insurance evidencing the insurance coverage and confirming that the insurance policy complying with the requirements is in force. For Canadian-based Contractors, coverage must be placed with an Insurer licensed to carry out business in Canada, however, for Foreign-based Contractors, coverage must be placed with an Insurer with an A.M. Best Rating no less than "A-". The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

#### **7.16 Proactive Disclosure of Contracts with Former Public Servants, if applicable**

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2019-01](#) of the Treasury Board Secretariat of Canada.

#### **7.17 Government Site Regulations**

The Contractor must comply with all regulations, instructions and directives in force on the site where the Work is performed.

#### **7.18 Indigenous Participation Component**

Within 60 days after Contract Award, the Contractor must submit to the Crown for approval a finalized Indigenous Component Plan (IPC) to include, at a minimum, the draft IPC submitted with the bid proposal. Based on the finalized IPC, Canada may negotiate an Incentive Program with established targets for Indigenous Benefits, the type/value will be solely at the Crown's discretion and negotiated post Contract Award.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

Also, the Contractor will be expected to submit two reports each year demonstrating results against the Indigenous Component Plan (IPC) as per criteria established in Annex F. These reports must provide details of the IPC results during each respective period: the first detailing results achieved in the first six (6) months of the year and the second detailing results achieved in the last six (6) months of the year. The first report must be submitted within 30 days after the mid-year mark and the second must be submitted within 30 days after the end of the year.

As per the reporting template provided in Annex F, the Contractor will be expected to provide details of efforts and results related to Labour, Training, Goods and Services acquired from Indigenous Firms (including Subcontracting) as well as for Other Measures Benefiting Indigenous Communities.

Should the Contractor's IPC Report not provide sufficient information to measure the Contractor's results against its implementation of the IPC, Canada may impose penalties in the order of hold-backs up to 5% of the total contract value.

#### **Human Resources:**

The IPC should be supported by a list of specific positions that may or will be staffed by members of Indigenous Peoples: i.e., through the direct employment of Indigenous Peoples by the Contractor in carrying out the work of the contract. Examples can include but are not limited to: administrative roles, management roles, technical support roles or any other function or activity in support of project activities as listed in Annex A.

Indigenous employment will be confirmed during the project based on supporting documentation provided by the Contractor to the Project Authority if applicable.

#### **Training and Skills Development:**

Contractor will be evaluated on their undertaking of a commitment with respect to delivery of on-the-job training programs for Indigenous Peoples at no additional cost under the Contract.

#### **Business Plan Benefiting Indigenous Firms (including subcontracting):**

Contractor will be evaluated on their commitment to acquire goods and/or services from Indigenous Firms as defined below. Examples of goods and services can include, but are not limited to office supplies, office furniture, software, laptops, cellular telephones and other technological devices used by the Contractor's personnel or PMSS resources supporting PSPC projects as identified in Annex A. For the purposes of this requirement, an Indigenous Firm is defined as a sole proprietorship, limited company, co-operative, partnership, or not-for-profit organization. To be considered an Indigenous Firm the following criteria must be met:

- at least 51 per cent of the firm is owned and controlled by an Indigenous Person or Indigenous Firm, and
- at least one third of the firm's employees, if it has six or more full-time staff, must be from an Indigenous Firm.

If a firm is starting a joint venture, at least 51 per cent of the joint venture must be controlled and owned by an Indigenous Firm, as defined above.

#### **Other Measures Benefiting Indigenous Peoples or Indigenous Communities:**

Contractor will be evaluated on their commitment to elaborate/implement other measures to maximize the use of Indigenous employment/firms/persons within the fields of Project Management Support Services (Refer to Annex A – Statement of Work”).

Other relevant measures could include, but not limited to, specialized training, career development, scholarships and community outreach to encourage Indigenous youth to enter into the Project Management Support Services and help Indigenous Peoples or Indigenous communities in meeting their social and economic development needs.

### 7.19 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

### 7.20 Performance evaluation

Bidders shall take note that the performance of the Contractor during and upon completion of the services shall be evaluated by Canada. The evaluation includes all or some of the following criteria: Design, Quality of Results, Management, Time and Cost. Should the Contractor's performance be considered unsatisfactory, the Contractor may be declared ineligible for future contracts. The form PWGSC-TPSGC 2913-2 ([http://publiservice-app.pwgsc.gc.ca/forms/pdf/2913\\_2.pdf](http://publiservice-app.pwgsc.gc.ca/forms/pdf/2913_2.pdf)) . RP Professional Services - Contractor Performance Evaluation Report, is used to record the performance.

## ANNEX "A"

### STATEMENT OF WORK

#### PROGRAM REQUIREMENTS – (PR)

- PR 1 Program Information**
  - 1.1 Program Identification
  - 1.2 Terminology
- PR 2 Program Introduction and Background**
  - 2.1 Introduction
  - 2.2 Background
  - 2.3 Objectives
  - 2.4 Constraints and Challenges
- PR 3 Program Delivery Objectives**
- PR 4 Heritage Character**
- PR 5 Applicable Documentation**
- PR 6 Project Management Support Services Team**

## **PROJECT ADMINISTRATION (PA)**

### **PA 1 General Requirements**

- 1.1 PSPC Program and Project Management
- 1.2 Correspondence Protocol
- 1.3 Media
- 1.4 Security Related to Program and Project Information
- 1.5 Anticipated Level of Effort
- 1.6 Scheduling Work
- 1.7 Project Deliverables
- 1.8 Acceptance of PMSS Deliverables
- 1.9 Response Time
- 1.10 Program and Project Meetings
- 1.12 Work location and Provision of Accommodation
- 1.13 Construction Activity and Review
- 1.14 Change Management

### **PA 2 Project Team**

- 2.1 Project Team Organization
- 2.2 Roles and Responsibilities of the Project Team

### **PA 3 Submissions, Reviews and Approval Process**

- 3.1 Authorities Having Jurisdiction
- 3.2 Health and Life Safety

### **PA 4 PSPC National Project Management System (NPMS) Model**

## **REQUIRED SERVICES (RS)**

### **RS 1 General Services**

- 1.1 Scope and Activities
- 1.2 Typical Required Services (RS) Support Activities

### **RS 2 Project Inception Stage**

- 2.1 Scope and Activities
- 2.2 Deliverables

### **RS 3 Project Identification Stage**

- 3.1 Scope and Activities
- 3.2 Deliverables

### **RS 4 Project Delivery Stage**

- 4.1 Scope and Activities
- 4.2 Deliverables

### **RS 5 Project Delivery Close-Out Phase**

- 5.1 Scope and Activities
- 5.2 Deliverables

## PROGRAM REQUIREMENTS

### PR 1 PROGRAM INFORMATION

#### 1.1 Program Identification

<u>PSPC Project Title:</u>	Program of Work of the Project Management and Delivery Sector of the Science and Parliamentary Infrastructure Branch (includes project inception/identification stages of major projects for the rehabilitation of the Parliamentary Precinct, West Sector; project inception to delivery stages for the Recapitalization, and Building Components and Connectivity programs of the Parliamentary Precinct, the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, as well as the implementation of the Energy Services Acquisitions Program within the Parliamentary Precinct).
<u>Location of the Project:</u>	Ottawa, Ontario
<u>Owner:</u>	Science and Parliamentary Infrastructure Branch, PSPC
<u>Clients / Users:</u>	Senate of Canada, House of Commons, Library of Parliament, Parliamentary Protective Service
<u>PSPC Project Authority:</u>	To be determined

#### 1.2 Terminology

The following terms are used in this document:

<i>BCC</i>	Building Components and Connectivity, including information technology, multi-media, security components and systems, furniture, built-in furniture and equipment
<i>Client / Users</i>	The Senate of Canada, the House of Commons, the Library of Parliament, the Parliamentary Protective Service
<i>LTVP</i>	Long Term Vision and Plan for the Parliamentary Precinct
<i>NPMS</i>	National Project Management System - project management system and set of processes used by PSPC and mandated by Treasury Board Secretariat
<i>Owner</i>	PSPC, contracting services required for this program
<i>PMSS Team</i>	Contractor's resources providing the project management support services

---

<i>PM Team</i>	The combined PSPC Project Management and PMSS teams responsible for the management of this program
<i>Program Authority</i>	Owner's representative responsible for the management of the contract for this program, and responsible for all matters concerning the technical content of the work under the contract. The Program Authority will assign members of his/her project management staff to administer the various projects under the Program of Work.
<i>Project Team</i>	The Project Team refers to the key representatives involved in coordinating and delivering the Program of Work and related projects. See section PA 2 for roles and responsibilities of key representatives of the Project Team.

## **PR 2 PROGRAM INTRODUCTION AND BACKGROUND**

### **2.1 Introduction**

The Project Management and Delivery (PMD) Sector of the Science and Parliamentary Infrastructure Branch (SPIB) requires Project Management Support Services (PMSS) to be provided by highly experienced service providers in the field of project leadership, project management, and project administration. The mandate would consist in assisting the PMD Sector with the day-to-day project management duties during the planning, design, and implementation stages of its Program of Work. This Program of work includes the project inception/identification stages of future major projects for the rehabilitation of the Parliamentary Precinct, West Sector; as well as the project inception to delivery stages for the Recapitalization and Building Components and Connectivity programs of the Parliamentary Precinct, the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, as well as the implementation of the Energy Services Acquisition Program's (ESAP) User Building Conversion Program (UBCP) within the Parliamentary Precinct.

The Contractor's services will support the responsibilities of the PSPC Program Director and his/her project management staff. Together, the Contractor and PSPC project management staff will function as an integrated project management team (PM Team) for this Program of Work. The Contractor will also be required to provide its services in coordination with those of other consultants and contractors hired separately by PSPC.

The Contractor must provide a full range of administrative, managerial, professional project management, project leadership, and technical expertise required to deliver this Program of Work. As the Program of Work progresses, the level of effort for service requirements may vary in accordance with the needs of PSPC.

### **2.2 Background**

#### The LTVP:

The Long Term Vision and Plan (LTVP) is a multi-decade strategy to restore and modernize Canada's Parliamentary Precinct to meet the needs of a 21st century Parliament, including providing modern information technology, multi-media, and security enhancements. The LTVP is delivered through rolling programs of work that offer flexibility to respond to emerging priorities and is comprised of multiple, concurrent projects of varying sizes and durations, including: large scale heritage restorations, new construction projects, smaller fit-up work, and planning initiatives.

The important investments made through the implementation of the LTVP are making the Precinct greener, safer and more accessible while creating employment and skills development opportunities for Canadians across the country. Moving forward, PSPC will continue to deliver results for Canadians through this work, including targeting significant improvements to sustainability, reductions in greenhouse gas emissions and further improving accessibility. PSPC ensures that the public funds dedicated to the implementation of the LTVP are used prudently, with integrity, and deliver the results that Canadians expect.

**Future major projects for the rehabilitation of the Parliamentary Precinct, West Sector (project inception to identification stages only)**

The Parliamentary Precinct West Sector is an area within the Parliamentary Precinct that is located to the West side of Parliament Hill. Boundaries for the West Sector are the North side of Wellington Street and to the West of the West Block. Existing buildings situated in the West Sector include the Confederation Building, the Justice Building, and the Interim Vehicle Screening Facility for Parliament Hill.

The Bank Street Valley is situated within the West Sector, and serves as a quiet, subordinate backdrop to, and link between, the Parliamentary and Judicial precincts. It is bounded to the west by the Supreme Court, to the north by the Ottawa River, to the east by the Parliamentary Triad, and to the south by Vittoria Way. It is situated within the escarpment and is characterized by steep slopes covered with vegetation that contributes to the iconic image of Parliament Hill enveloped by a wild escarpment. Major upcoming projects within the Parliamentary Precinct West Sector include the rehabilitation of the Confederation Building and the construction of a Material Handling Solution.

*Confederation Building:*

The Confederation Building was completed in 1932 in the Civil Gothic theme and is comprised of three wings of eight to nine stories each, radiating from a 16-story central tower (30,820 m<sup>2</sup> gross). The building is located immediately to the West of Parliament Hill, and is a key asset which accommodates Members of Parliament, a Library of Canada branch library and various support functions.

The interior was last rehabilitated in 1972 keeping the Heritage Character intact. The exterior of the building consisting of stone masonry, wood framed single pane windows and a sloped copper roof have remained mostly unchanged with only a few maintenance interventions. Based on the LTVP's review of accommodation needs for Members of Parliament, opportunities were identified to optimize space usage within the Confederation Building, and to provide a more modern, functional, and technologically connected work environment.

In addition, the most recent building condition report confirms that many internal and external building elements are considered poor and will require rehabilitation before there is a serious threat to safe occupation. Due to deterioration of the building envelope and of building systems, the life expectancy for safe occupation is estimated to end in the next ten years timeframe provided that remedial recapitalization work continues in the meantime.

*Material Handling Solution:*

In accordance with the Long Term Vision and Plan (LTVP) latest update which aims at transforming the Precinct into a single integrated parliamentary campus, the construction of a material handling facility on Parliament Hill, herein named after Material Handling Solution, is recommended to appropriately accommodate the movement of goods and services on Parliament Hill, and to better support the safe, secure and efficient operations of Parliament, including the reduction of vehicle traffic on the Hill.

Recently completed restoration projects such as the West Block rehabilitation and the Visitor Welcome Centre Phase 1 construction, and future project designs include or should include a direct or a tunnel connection to the Material Handling Solution. For example, as part of the Centre Block Rehabilitation and the construction of the Parliament Welcome Centre, the multi-level structure being excavated in front of the Centre Block project would directly connect to the Material Handling Solution.

**Recapitalization and Building Components and Connectivity programs of the Parliamentary Precinct, the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, as well as the implementation of ESAP's UBCP within the Parliamentary Precinct (project inception to delivery stages)**

The Recapitalization and the Building Components and Connectivity programs are designed to address urgent work required to preserve the buildings and address health and safety, and security issues. These programs are critical to the phased approach of implementing the LTVP to address critical elements early, to reduce overall expenditures, to limit potential closure of occupied buildings, and to establish the basis of future work and ensure that they it can be undertaken efficiently and in a cost-effective manner.

*Recapitalization Program*

The Recapitalization Program addresses projects in buildings that are occupied and operational but have not yet been fully rehabilitated. Projects are designed to preserve buildings, stop or reduce ongoing deterioration, respond to urgent building repair requirements, address health and safety issues, and reduce cost and complexity of future work. The Recapitalization Program is also responsible for the restoration and rehabilitation of the heritage Parliament Hill grounds, an important element of the LTVP guiding principles.

*Building Components and Connectivity Program*

The Building Components and Connectivity Program consists of the modernization of campus-wide communication and information technology for more than 30 buildings within the Precinct campus to meet the Parliamentarian's modern business needs. Projects are coordinated and integrated with LTVP projects as they roll out to ensure efficient and cost-effective delivery of building connectivity elements.

*Energy Services Acquisitions Program*

PSPC is responsible to implement the Energy Services Acquisition Program's User Building Conversion Program, which consists of converting the Parliamentary Precinct's buildings in order to accept the cleaner energy produced by modernized central heating and cooling plants that will have the potential to reduce greenhouse gas emissions by 30%. This modernization involves converting the existing steam generation and distributing systems to the new technology of Low Temperature Hot Water, which requires to be taken into consideration and executed through future rehabilitation projects for the Parliamentary Precinct.

### **2.3 Objectives**

The main objectives of this Program of Work are:

- To plan, design, and prepare for the future major rehabilitation of the Confederation Building while protecting its heritage value and meeting security and sustainability targets.

- To plan, design, and prepare for the future construction of a new Material Handling Solution.
- To plan and deliver projects of the Recapitalization and Building Components and Connectivity programs of the Parliamentary Precinct, the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, as well as the implementation of the Energy Services Acquisitions Program within the Parliamentary Precinct to enable the efficient and effectively implementation of the LTVP.

These objectives align with PSPC's mandate to act as the official custodian of the buildings and grounds of the Parliamentary Precinct, including the care and upkeep of the structural integrity and appearance of the buildings in its custodianship; the management of major renovations when required, while providing general purpose accommodation.

## 2.4 Constraints and Challenges

It will be incumbent on the entire PM Team to actively manage each project/program under the Program of Work to identify, mitigate or eliminate constraints and challenges in order to keep projects/programs on time, on scope, and on budget (OTOSOB).

Current constraints and challenges are noted below. Others exist, or will exist over the life of each project, or the overall Program of Work.

- **Strategic implementation of the LTVP:** To ensure effective and strategic implementation of the Recapitalization, Building Components and Connectivity and Security programs, as well as the renovation and fit-up of other buildings to provide interim accommodation for members of Parliament, and the implementation of the Energy Services Acquisitions Program within the Parliamentary Precinct, careful planning and coordination with upcoming major projects are crucial to ensure sound integration and management of resources, as well as to ensure that work undertaken is permanent in nature as much as possible.
- **Presence of Hazardous Substances:** It is known that asbestos containing materials and other dangerous substances (e.g. lead paint, mercury, etc.) are present within existing buildings and tunnels, but that these are relatively harmless in their current undisturbed state. A detailed hazardous substances abatement strategy will be required ahead of any demolition work.
- **Working in occupied buildings and continuity of client operations:** Day-to-day activities by the building occupants are critical to the functioning of Parliament. Projects within occupied buildings will require a significant amount of planning and coordination as well as the implementation of several measures to minimize disruptions and interruptions to occupants. Detailed and tailor-made implementation plans for each project will be required. These will include operational and administrative constraints (security, shut-down notices, noise reduction, etc.), and ensure that timing of major shutdowns and excessively noisy work can be coordinated during parliamentary recess periods or any other opportunity of down-time.
- **Being a Good Neighbor:** Consideration needs to be given towards reducing negative effects on the occupants of adjacent/nearby buildings, as well as on the general public. Strategies will need to be developed to control construction impacts and to maintain a good visual image (e.g. lines of sight, signage, tarps, hoarding, messaging, etc.).
- **Security of the Site:** Access to buildings and tunnels will be subject to strict security protocols and access control measures.

- **Surrounding Construction:** As part of implementing the LTVP, the Parliamentary Precinct is expected to become very busy with construction in the years to come. Coordination with neighboring projects will be important, as well as careful planning of construction vehicle access routes to concurrent projects on Parliament Hill (Centre Block, East Block).
- **Health and safety:** The Contractor must ensure that the PMSS Team abides by all health and safety requirements as defined by the construction authority, including, but not limited to, the provision and maintenance of personal protective equipment and required safety training. This also includes following the necessary measures to prevent the spread of COVID-19 and to protect all occupants, workers and visitors of the Precinct. PSPC recognizes the responsibility to ensure the health and safety of all persons on Crown construction projects and the entitlement of both federal employees and private sector workers to the full protection afforded to them by occupational health and safety regulations. In keeping with the responsibility of enhancing the health and safety protection of all individuals on federal construction sites, PSPC will voluntarily comply with the applicable provincial / territorial construction health and safety acts and regulations, in addition to the related Canada Occupational Safety and Health Regulations.

### PR 3 PROGRAM DELIVERY OBJECTIVES

The following delivery objectives are to be met throughout the implementation of the Program of Work:

- 1) To develop and implement a flexible implementation strategy to respond to evolving requirements.
- 2) To implement appropriate tendering strategies for each inter-related project to ensure timely execution of work. While seemingly basic in nature, continuous attention to detail in both planning and implementation is of the utmost importance. This approach will allow for viable and realistic project delivery.
- 3) To provide a cohesive functional partnership and open communication between all members of the Project Team and stakeholders throughout all phases of each project's lifecycle.
- 4) To support and critique an integrated and focused Project Team, that includes the Architectural and Engineering (AE) Consultant Team and the General Contractor or the Construction Management Team, with an in-depth understanding and collective 'buy-in' for each project's requirements, scope, construction cost limit and scheduling objectives, working constructively to ensure a collaborative and cooperative team approach.

Delivery of each project must respect the approved scope, cost, schedule, quality, and risk plan. Requirements include but are not limited to:

- Professional conduct in all phases of each project, employing industry best practices for scope, cost, schedule, quality, and risk control.
- Rigorous scheduling, planning, and control at all phases of each project and the overall Program of Work with specific intent to mitigate claims.
- Strong and disciplined change control systems.
- An accelerated delivery of services to meet the scheduling constraints and a commitment by the AE Consultant Team to develop an integrated design solution compatible with the heritage character of the building.

- Quality assurance reviews during the design and construction phases and commissioning of facilities.
- Projects will be subject to Value Engineering as early as during concept stage, led by the PMSS Team.
- Continuous risk identification and management program employing effective methodologies and responses to ensure effective project and program delivery.
- Continuous and comprehensive documentation of each project and the program at all stages of implementation.

#### **PR 4 HERITAGE CHARACTER**

Most buildings and the grounds of the Parliamentary Precinct are designated “Classified” or “Designated” due to their architectural quality and important historical associations.

Heritage Conservation Guidelines will provide the Project Teams and stakeholders with principles and policies related to the historic preservation. Federal Heritage Buildings Review Office (FHBRO) will review and approve all heritage interventions.

#### **PR 5 APPLICABLE DOCUMENTATION**

There are numerous reports and reference materials for this Program of work that will be made available to the PMSS Team, who must review and understand them:

- The Long Term Vision and Plan for the Parliamentary Precinct, 2007.
- Statement of Requirements, Confederation Building Rehabilitation, July 2017.
- Statement of Requirements, Material Handling Multi-Purpose Facility, November 2018.
- Confederation Building Conservation Brief, PSPC Heritage Conservation Services, March 2017.
- Confederation Building Rehabilitation, Preliminary Scope of Work and Cost Estimates - Feasibility Study / Options Analysis Report, Robertson Martin Architects, June 2017.
- Confederation Building Rehabilitation, Preliminary Scope of Work and Cost Estimates - Program of Work Recapitalization Projects, Robertson Martin Architects, May 2017.
- Material Management Master Plan, Parliamentary Precinct, Ottawa, Watson MacEwen Teramura Architects, March 2017.
- Existing project documents as required.
- Building Components and Connectivity Memorandum of Understanding (MOU), 2003.

#### **PR 6 PROJECT MANAGEMENT SUPPORT SERVICES (PMSS) TEAM**

The PMSS Team shall be comprised of qualified managerial, professional, and technical expertise with extensive relevant experience; and will form part of an integrated Project Management team and work closely with PSPC project management and other resources.

The Contractor must assign a Project Management Team Leader as the PMSS Team leader throughout the term of the contract. The PMSS Team must have the expertise, experience, and leadership necessary to provide all of the services and administration as identified in this document, including but not limited to:

All Contractor resources who form part of the PMSS Team must report to the Project Management Team Leader. The Project Management Team Leader will be the main point of contact with the PSPC Program

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

Authority and must coordinate all services provided by the PMSS Team. The Contractor must ensure the required expertise of the PMSS Team is maintained for the duration of the Contract.

## **PROJECT ADMINISTRATION (PA)**

### **PA 1 GENERAL REQUIREMENTS**

The following administrative requirements apply during all phases of delivery of the Program of Work and throughout the duration of the contract.

#### **1.1 PSPC Program and Project Management**

The Program Authority and his/her project management staff administer the overall Program of Work and its related projects, and exercise continuing control over the Program of Work during all phases of development, and are responsible for the Program of Work and its progress on behalf of PSPC. The role of Program Authority for this Program of Work will be assumed by the PSPC Executive Director.

#### **1.2 Correspondence Protocol**

The Project Management Team Leader must work closely with the Program Authority. Unless otherwise directed by the Program Authority, the Contractor, including the PMSS Team must conduct project communication through the Program Authority. If conflicting information is provided, or information that deviates from the objectives set out in this mandate, then the Contractor must seek clarification from the Program Authority.

A Document Management Control System must be used to save, share, and access project documents. A standardized project filing system must also be followed and maintained for all projects.

#### **1.3 Media**

The Contractor, including all members of the PMSS team, must not respond to requests for project-related information or questions from the media. All media inquiries must be directed to the Program Authority without response to those requesting the information.

The Project Management Team Leader must ensure that strictly no members of the PMSS Team (including any subcontractors, suppliers, or associates) grants interviews with the media pertaining to this Program of Work.

#### **1.4 Security Related to Program and Project Information**

The Contractor and any person contracted or employed by the Contractor must not discuss issues relating to the LTVP, the Program of Work or its related projects and sub-projects, including, but not limited to: building layout, design, security provisions, except as they relate to the direct provision of PMSS services.

#### **1.5 Anticipated Level of Effort**

The extent of service requirements will vary in accordance with the needs of PSPC as the various projects forming part of the Program of Work are implemented.

During the implementation of the Program of Work, it is anticipated that there may be times where an increased and/or decreased level of effort is required as a result of project approvals, reviews and/or other circumstances. This may result in a change to the overall required level of effort for the PMSS Team.

#### **1.6 Scheduling Work**

In order to provide the Contractor with an outlook of the projected scope and level of effort for the service requirements, the Program Authority will meet with the Project Management Team Leader on a monthly

basis to identify and review upcoming regular activities and service requirements under the Program of Work. The purpose of these regular meetings will be to provide the Project Management Team Leader with sufficient information to forecast and plan PMSS Team resourcing commitments for the next 90 day period; and to confirm anticipated deliverables for the next 30, 60 and 90 day periods.

### 1.7 Project Deliverables

Where deliverables and submissions include summaries, reports, drawings or schedules, unless otherwise specified by the Program Authority, the Contractor must provide an electronic copy and, if requested, a hard copy as per the required formats below. All deliverables must be prepared in English.

<b>Deliverable</b>	<b>Required Format</b>
Written reports and studies:	MS Word
Spreadsheets and budgets:	MS Excel
Presentations:	MS PowerPoint and Visio
Schedules:	Primavera and/or Microsoft Project
Web:	Adobe PDF
Internet:	HTML

### 1.8 Acceptance of PMSS Deliverables

PSPC reserves the right to reject work.

### 1.9 Response Time

The Contractor and the PMSS Team must be available to attend meetings in Ottawa or via telepresence within one (1) day of notice and respond to inquiries within a half (1/2) day.

### 1.10 Program and Project Meetings

The PMSS Team must attend formal committee meetings as required throughout the entire duration of this contract.

Types of Meetings:

- Meetings with PSPC Team;
- Meetings with PSPC Senior Management;
- Project design meetings;
- Project construction meetings;
- Meetings related to project planning, cost, schedule, risk, value engineering, lessons learned, etc.;
- Client/User meetings;
- Meetings to present Project Plans and Presentations to Executives (may be required to assist with presentations);
- Meetings to present project status and update; and
- Project approval presentations to investment boards.

### PM Team meetings

The Program Authority will chair monthly PM Team meetings to coordinate and direct the activities of the PM Team on any given project/program. This is the umbrella meeting at which all PM Team decisions and directions will be communicated and recorded. The PMSS team must prepare and issue minutes within 48 hours of these meetings. The purpose of PM Team meetings is to:

- Monitor the progress against overall objectives;
- Monitor the progress against the approved program and related projects scope, cost and schedule;
- Ensure overall coordination with Client / User requirements;
- Ensure communication between all participants and to deal with special problem issues;
- Ensure effective quality assurance and coordination with Client / User and PSPC reviews; and
- Ensure coordination of all Project Team activities.

The PMSS project managers must attend individual project meetings on a regular basis, meeting the needs and requirements of each project. The AES Consultant Teams will prepare and issue minutes within 48 hours of these meetings.

### **1.12 Work Location and Provision of Accommodation**

The PMSS team will perform the work from various SPIB office buildings and/or through teleworking arrangements as prescribed by the Program Authority. PSPC will provide and maintain basic office furniture, all computers, software, printers, and data lines used to service the PMSS Team for resources working in PSPC spaces. PSPC will not provide smartphones, ergonomic equipment or office supplies. PSPC will not charge the Contractor rent for the work space.

### **1.13 Construction Activity and Review**

The PMSS Team must take an active role in reviewing on site construction activities for the purpose of assessing, verifying and reporting on the value of work completed. The Contractor must ensure that the PMSS Team abides by all health and safety requirements as defined by the construction authority, including, but not limited to, the provision and maintenance of personal protective equipment and required safety training.

### **1.14 Change Management**

The Contracting Authority, PWGSC's Real Property Contracting Directorate (RPCD), must authorize all amendments / change orders / expenditure authority (EA) to consultant contracts and to construction contracts. The PMSS Team will prepare proposed contract amendment documents for endorsement by the Program Authority and then submit to RPCD for approval prior to the issuance of all amendments and change orders. PSPC change request forms must detail the scope or nature of the change along with relevant contracting information such as: why this change is necessary; upset limit of the cost of the contemplated change, cost of contract changes to date and any other related information.

Authorization to a consultant or contractor to proceed with contemplated work cannot be given until the related short form is approved. Once authorization has been granted by RPCD and provided the negotiated value of the proposed work is less than the amount pre-authorized, then written authorization by PSPC to proceed with the work can be given to the consultant or contractor.

A fully documented amendment or change order is then submitted to RPCD for their review and written approval. The approved amendment or change order then formally becomes part of the contract and contract file. The submitted amendment or change order is to include the approved short form that indicates the scope/statement of work or services, complete with:

- A final and detailed quotation from the consultant or contractor on which the Program Authority has provided his or her written recommendation that the scope and price is fair, reasonable and technically compliant;
- In the case of construction contracts, approval from the AE Consultants confirming that their team is in agreement with the scope and contractor's quoted price; and
- All related correspondence.

The change management process applies to all contracts let by RPCD. The change management process occurs throughout all stages of the NPMS and must be rigorously applied by the PMSS Team so that each change stands the test of audit.

In addition to the above, SPIB has its own quality control and contracting approval process. This process requires SPIB management validation that proposed contract changes are appropriate. All contract changes or EA must be recorded in a contract/EA log that must be maintained for each contract.

## **PA 2 THE PROJECT TEAM**

## **2.1 Project Team Organization**

This Program of Work and its related projects are to be managed and implemented in a collaborative manner. All Project Team members are responsible for establishing and maintaining a professional and cordial relationship. The Project Team refers to the key representatives, involved in coordinating and delivering the Program of Work and related projects.

## **2.2 Roles and Responsibilities of the Project Team**

### **2.2.1 Program Director**

The Program Director is accountable for the expenditure of public funds and the delivery of the Program of Work and its related projects in accordance with terms accepted by the Treasury Board. The Program Director reports to senior PSPC executive management and is the formal point of contact with the Client / Users.

### **2.2.2 Client / User Representatives (Parliamentary Partners)**

The Senate of Canada, the House of Commons of Canada, the Library of Parliament, the Parliamentary Protective Service, Privy Council Office and other partners also referred to in this document as the Client / Users, will have input to all projects as the implementation of each will have a direct effect on parliamentary operations.

### **2.2.3 PSPC Senior Communications Advisor**

The Senior Communications Advisor is the PSPC representative responsible for all communications requirements and activities including contact with the media and the public.

### **2.2.4 PSPC Project Manager**

The Project Manager is assigned by and reports to the Program Director for specific program projects. The Project Manager manages the Project Team and is accountable for all day-to-day project management duties.

### **2.2.5 Project Management Support Services Team**

The PMSS Team must work with and provide full coordination of services with that of the Client / Users, AE Consultant Teams, the contractors, authorities having jurisdiction and others in accordance with the required services identified in this document.

### **2.2.6 Architectural and Engineering (AE) Services Consultant Teams**

The architectural, interior design, and engineering teams including specialist consultants in contract with PSPC for architectural and engineering (AE) services for the various projects within the Program of Work. AE Consultant Teams report to the assigned PSPC Project Manager for specific projects.

### **2.2.7 General Contractors / Construction Manager**

The General Contractor (GC) and / or Construction Manager (CM) reports to the assigned PSPC Project Manager and will provide construction services.

The GC or CM will be the "Constructor" as defined in the *Ontario Occupational Health and Safety Act*, and will be responsible for health and safety requirements as described in the *Canada Labour Code Part II* on the construction site.

### **2.2.8 PSPC Property and Facilities Manager**

The Property and Facilities Manager (PFM) is the building operator and manager. The PFM is present on the Project Team to ensure facility management requirements are identified and incorporated into projects.

### **2.2.9 PSPC Technical Resources**

PSPC Technical Resources provide expert advice and quality assurance for key architectural, heritage, engineering, and various other professional disciplines. This includes design reviews for both the technical and heritage requirements.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

Heritage elements must be protected, while the design must also be suitably defined and incorporated from a technical perspective through all phases of research, planning, design and implementation. They also provide advisory liaison with the Federal Heritage Building Review Office (FHBRO).  
A PSPC Design Manager will coordinate PSPC Technical Resources.

### 2.2.10 PSPC Commissioning Manager

The PSPC Commissioning Manager represents the PFM's and the Project Authority's interests and maintains overall responsibility for representing PSPC in the Commissioning Process. The PSPC Commissioning Manager is responsible for overseeing all commissioning activities that are prepared by the AE Consultant Teams and implemented by contractors, including post construction stages of each project, assuring that all project issues are addressed.

Throughout the Commissioning Process, the PMSS Team, AE Consultant Teams and the representatives on-site will work closely with the PSPC Commissioning Manager.

Reporting to the assigned PSPC Project Manager, the PSPC Commissioning Manager will review and approve all documentation at all stages of the project delivery and will monitor all commissioning activities, including the accuracy of reported results.

## PA 3 SUBMISSIONS, REVIEWS AND APPROVALS PROCESS

### 3.1 Authorities Having Jurisdiction

The following are authorities having Federal Government jurisdiction over the Program of Work:

Authority	Federal government Jurisdiction
Treasury Board of Canada	Project and contract approvals
National Capital Commission	Land ownership, and, responsible for planning, as well as taking part in the development, conservation and improvement of Canada's Capital Region
Parks Canada, Federal Heritage Buildings Review Office	To advise custodian departments on how to meet their heritage obligations under the <i>Treasury Board Policy on Management of Real Property</i>
Public Services and Procurement Canada	Contracting authority, project delivery, fire prevention engineering services, and life safety
Environment and Climate Change Canada	<i>Canadian Environmental Assessment Act</i> and <i>Canadian Environmental Protection Act</i>
National Building Code	Building codes and standards

The Federal Government does defer to provincial and municipal authorities for specific regulations, standards and inspections. In areas of conflict, the Federal authority prevails.

Authority	Jurisdiction
Ontario Ministry of Labor	Employment Standards, Construction Safety, Designated Substance Management, Workers Compensation
Ontario Ministry of the Environment	Environmental Protection Act: 3R Regulations, Building Discharges into the air, water and ground, Disposal of Designated Substances, including Asbestos
Ontario Ministry of Consumer and Commercial Relations - TSSA	Construction Hoists, Elevators, Escalators and Dumb, Waiters, Pressure vessels
City of Ottawa	Building and Plumbing Permits and Inspection, Fire Safety, Equipment and access for fire-fighting equipment
Ontario Electrical Safety Authority	Electrical Permits and Inspection

AE Consultant Teams (for each project) are responsible to submit drawings to the municipality for review during both design and the preparation of construction documentation. The PMSS Team must coordinate with AES Consultant Teams to complete negotiations and resolve all permit-related issues. Municipal authorities will inspect the construction site.

### 3.2 Health and Life Safety

PSPC recognizes the responsibility to ensure the health and safety of all persons on Crown construction projects and the entitlement of both federal employees and private sector workers to the full protection afforded them by occupational health and safety regulations.

In keeping with this responsibility and in order to enhance health and safety protection for all individuals on federal construction sites, PSPC will voluntarily comply with the applicable provincial / territorial construction health and safety acts and regulations in addition to the related Canada Occupational Safety and Health Regulations.

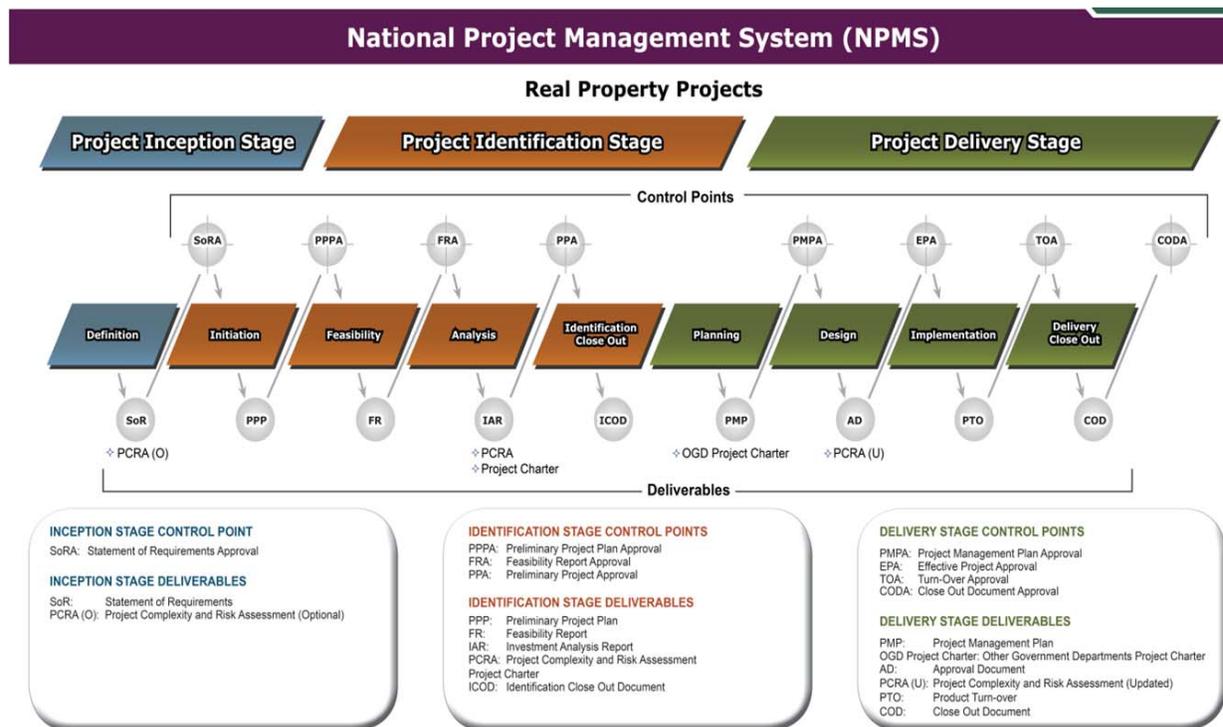
## PA 4 PSPC NATIONAL PROJECT MANAGEMENT SYSTEM (NPMS) MODEL

LTVP projects have been and continue to be undertaken in accordance with PSPC's National Program Management System (NPMS). NPMS is PSPC's project management framework for real property projects and IT-enabled projects. The NPMS framework defines key principles and provides the directives, roadmaps, deliverables and tools needed to successfully deliver projects on scope, on time and on budget.

Projects are approved based on strategic business needs and investment plan priorities and then tailored based on size, complexity, risk and intended purpose. The NPMS has defined different versions for "Full" and "Lite" projects, depending on a project's complexity and risk.

The following figure is the NPMS model which is also available online at the following website:

<http://www.TPSGC-PWGSC.gc.ca/biens-property/sngp-npms/bi-rp/mdl-description-eng.html>



The National Project Management System (NPMS) consists of 3 Stages and 9 Phases.

**The Project Inception Stage:** Provides a forum for vetting real property proposals to ensure that proposed projects are in keeping with PSPC portfolio strategies and respond in the most effective manner possible.

**The Project Identification Stage:** Initiates a project and brings it to a level of development equivalent to a Preliminary Project Approval (PPA) submission. This stage is composed of four distinct phases to allow for proper planning and development of project objectives for PPA:

- Initiation Phase;
- Feasibility Phase;
- Analysis Phase; and
- Identification Close-out Phase.

**The Project Delivery Stage:** Continues the development of the project objectives through the required approval process and provides for the full implementation of the project. This stage is composed of:

- Planning Phase (as per Section RS2 herein);
- Design Phase (as per Section RS3 herein);
- Implementation Phase (as per Section RS4 herein); and
- Close-out Phase (as per Section RS5 herein).

### **Planning and Monitoring Costs and Funds to deliver Real Property Projects**

The project manager will be asked to obtain and plan cost using the Cost Planning Workbook which is the approved departmental tool for the planning and monitoring of costs and funds for the delivery of real property projects, determining the type of funding that the project will require and obtain funding through the investment process. Using the cost information obtain by the different stakeholders of the project, the project manager will be asked to report the project costing using the Elemental methodology "UniFormat" or alternatively CIQS.

#### ***Cost Planning Workbook***

PSPC Real Property Project Funding and Cost Planning Workbook, (also referred to as the "cost workbook" or "workbook"), is a comprehensive, integrated and semi-automated assembly of Excel worksheets designed to help real property professionals apply a new costing structure for projects in Crown-owned buildings.

The workbook is the approved departmental tool for the planning and monitoring of costs and funds for the delivery of real property projects, while also determining the type of funding that the project will require.

The workbook must be used in whole or in part for projects that either:

- follow the National Project Management System; or,
- could potentially require capital funding.

The workbook also includes a betterment test tool, which is used to determine if a project should be funded from the capital budget or from the operations and maintenance budget.

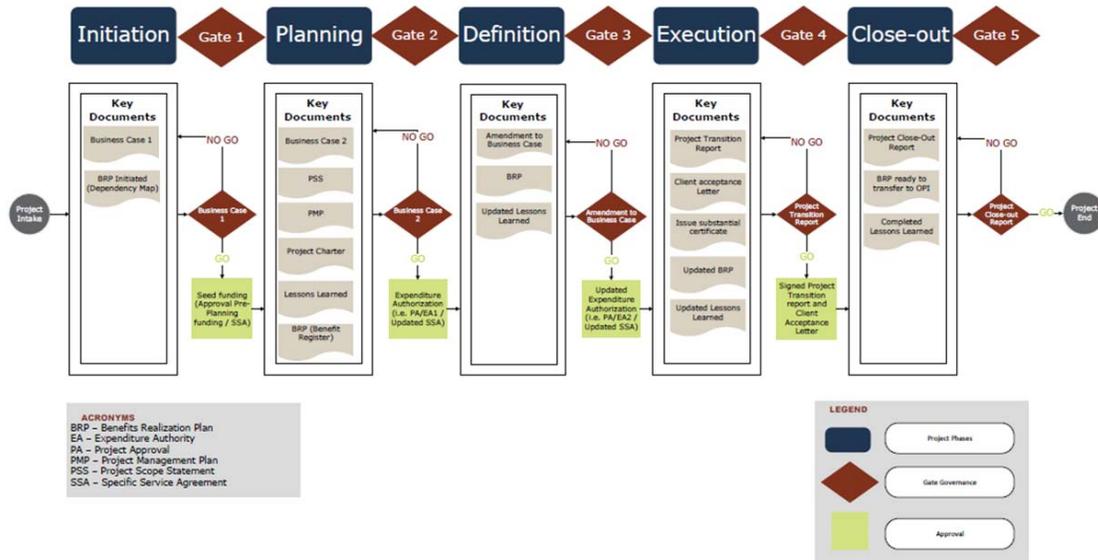
#### ***UniFormat Standard***

UniFormat is an industry standard tool which breaks buildings down into greater details based on generic building structure and systems, such as roofing, conveying, electrical, and heating, ventilation and air conditioning (HVAC).

#### ***Project Navigator***

It should be noted that PSPC is currently in the preliminary stages of implementing the Project Navigator System, which will officially replace the NPMS. The Contractor is required to transition to this new system as requested by PSPC, who will provide the necessary information to do so as effectively and efficiently as possible.

PROJECT NAVIGATOR – Real Property Projects *Simplicity. Integration. Excellence.*



Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## **REQUIRED SERVICES (RS)**

These Required Services (RS) apply to the entire Program of Work and its related projects. Services must be provided in accordance with the requirements identified in the National Project Management System (NPMS).

### **RS 1 GENERAL SERVICES**

#### **1.1 Scope and Activities**

The Contractor must provide project management support services, in accordance with the best practices of the Project Management Institute and the National Project Management System, to the PWGSC Program Director (Project Authority) and his/her project management staff including; manage project activities, review project scope, prepare NPMS and approval documents, resolve issues, coordinate design and project support activities, control costs and schedules, develop and maintain documentation systems, administer contracts and maintain logs, manage and coordinate design, construction and BCC, document and manage claims, document lessons learned, document the project story, manage the building transition to operations and client/occupants, and close the project.

The Contractor must support their PMSS team and be available to address concerns identified by PWGSC.

##### **1.1.1 Optional Services**

The optional resource categories for this Program of Work are indicated in section 1.2, below. The Contracting Authority, through a written contract amendment will identify the resource category(ies), quantity(ies) and level(s) of effort for any additional work required.

## 1.2 Typical Required Services (RS) Support Activities

The following table outlines the resource categories, levels and estimated number of PMSS personnel required and optional, throughout the duration of the Program of Work. A description of the tasks for the required and optional resources are listed below.

**Table 1 – Resource Categories:**

Resource Category and Level	Base Team	Estimated Number of <u>Required Resources</u> (including Base Team)	Estimated Number of <u>Optional Resources</u>	Total
Project Management Team Leader for Real Property – Senior	1	1	0	
Project Manager for Real Property – Senior	2	13	2	15
Project Manager for Real Property – Intermediate	1	5	2	7
Project Administrator for Real Property – Intermediate	1	4	1	5
<b>TOTAL</b>	<b>5</b>	<b>23</b>	<b>5</b>	<b>28</b>

### 1.2.1 Project Management Team Leader for Real Property

The Project Management Team Leader must provide overall leadership and direction to the PMSS Team, and must work closely with the Program Authority and his/her project management staff as well as the PMSS Project Managers, who together will form a core PM Team.

The Project Management Team Leader must provide the direction, support and assess the performance of the PMSS Team members.

During the various NPMS stages of the assigned projects, the Project Management Team Leader must work with project managers, consultants and clients to provide integrated project management services. The required services may include, but are not limited to the following:

- Assessing and advising senior management on the organization's capacity/capability to successfully deliver a project in the context of the overall Program of Work, and adjacent programs;
- Assisting in the prioritization and assignment of projects within the Program of Work;
- Recommending the resource levels and competencies required to deliver projects under the Program of Work; developing work plans, schedules and budgets, monitoring progression of the work and initiating measures to respond to changing circumstances and ensuring achievement of scope, cost, time and quality requirements of each projects;
- Specifying the general requirements of projects within the Program of Work;
- Providing strategic advice for major renovation to heritage and national historic properties, including delivery options and procurement approaches;
- Providing advice and leadership in the development and assessment of potential options on project development and implementation strategies that should be explored, including the methods and mandate for proceeding;

- 
- Developing the options analysis providing necessary data and descriptions, cost estimates, cost benefits, risk management analyses and contingency plans; and proposes alternative approaches to optimize costs and minimize risks in the delivery of the Program of Work;
  - Overseeing and formulating and preparing Investment Analysis Reports and other project approval documents, identifying and defining the detail of the optimum solution, establishing a project budget, completion date and required controls;
  - Managing several senior project managers, each responsible to manage and deliver projects through the various stages of the NPMS, as well as manage its associated team;
  - Managing the implementation of the Program of Work by planning, directing, and controlling the activities of the Project Team within the established time, scope and cost parameters of each project, and taking advantages of possible efficiencies;
  - Providing leadership of the multidisciplinary specialist and consultant resources required to deliver projects under the Program of Work;
  - Making recommendations and providing advice for improvements to implementing the Program of Work and assisting in developing and implementing solutions;
  - Obtaining, analyzing and synthesizing information from various parties involved in the delivery of projects and developing reports and briefing materials, including identification of issues together with recommendations to address identified issues;
  - Providing senior management with briefings on progress and concerns related to the implementation of the Program of Work, and presenting findings, status and other relevant matters;
  - Managing changes to the Program of Work in accordance with the change management process;
  - Reviewing and accepting (or requesting changes to) the overall planning, design development and implementation process, including feasibility, environmental and other studies, conceptual designs; the associated class of cost estimate; project scheduling; project changes; issues management; approval requirements; and reporting for each project within the Program of Work;
  - Preparing and monitoring the implementation of Memorandum of Agreements, Memorandum of Understanding and transfer of furniture and equipment agreements, as required;
  - Chairing meetings with clients, team members and other managers, consultants and other stakeholders to review and analyze the delivery of project needs;
  - Reviewing the development of project forecasts and budgets, managing and monitoring the Program of Works' budgets and adjusting to meet changing requirements, minimizing risk and optimizing resource utilization;
  - Conducting the commissioning stage of the project, verifying that the project complies with the criteria in the Investment Analysis Report and Project Brief; and,
  - Motivating the team to ensure commitment to the Program of Work's objectives.

### **1.2.2 Project Manager for Real Property – Senior (Required and Optional Services)**

A Project Manager is a person who has the expertise, knowledge, tact and judgment necessary to lead a team through the many challenges in project management and delivery, finding balanced and effective solutions to those challenges.

During the various NPMS stages of the Program of Work, the PMSS Project Managers will work with project managers, consultants and clients to provide integrated project management services. The required services may include, but are not limited to the following:

- Developing project scope, statement of work; required NPMS documents, including but not limited to feasibility study, project plan, project management plan, investment analysis report, project charter or plan, terms of reference, value engineering, lifecycle analysis, commissioning plan or lessons learned;
- Participating in client discussions and providing analysis of functional and operational requirements of the client;

- 
- Preparing project approval documents (e.g. business cases, feasibility studies, Memoranda to Cabinet, Treasury Board submissions) required for funding;
  - Contributing to the organization's strategic and business planning initiatives (e.g., identifying strategic goals and implementing initiatives to achieve them);
  - Planning, directing and coordinating a project management office and its activities within time, scope and cost parameters;
  - Planning and coordinating the activities of project personnel, contractors and/or other support providers, including the preparation of preliminary time schedules for project design and implementation;
  - Managing architectural/engineering and associated specialist teams, reviewing project costs and resolving variances with predetermined budgets by recommending action and resolving conflicts;
  - Coordinating consultants retained separately to ensure an integrated design (for example, geotechnical, seismic and environmental designs, functional program and fit-up/office planning);
  - Preparing formal work breakdown structure and compliance charts;
  - Recognizing and taking action on opportunities to combine professional resources through partnering arrangements (e.g., multi-disciplinary practices);
  - Planning and delivering facilitation workshops that address strategic planning, teambuilding, positive-centered learning or conflict management, and stakeholder interviews, including the preparation of workshop material;
  - Establishing and reviewing project and construction implementation strategies including, lump sum, phased, construction management, design-build and public-private partnerships;
  - Working with other project managers, consultants and clients to plan, schedule and execute the timely delivery of the Program of Work and related projects in accordance with time scope and cost requirements;
  - Developing and maintaining various systems for the management and control of projects in a manner compatible with client standards and guidelines. This includes financial, approval tracking, change management, communications, security protocol for project staff and records management system
  - Briefing consultants and contractors on roles, responsibilities and guidelines for contract administration and on-site behavior;
  - Developing an updated Project Plan, noting constraints, assumptions, inclusions and exclusions after review with stakeholders;
  - Coordinating Value Engineering exercises or other strategies aimed at integrated design solutions and cost management; ensuring the review and implementation of outcomes from these processes;
  - Maintaining the design change management process that records changes to the scope of work;
  - Monitoring the design, implementation and operations of projects against established goals;
  - Assisting in the preparation of recommendations to engage or commission consultants, preparing consultant Request for Proposal (RFP) documents and reviewing and evaluating consultant proposals;
  - Reviewing monthly progress claims from consultants for compliance with consultant agreements and recommending payments;
  - Analyzing project schedules including contractor or consultant deliverables and determining whether corrective action is required to meet deadlines;
  - Attending construction site meetings, providing input on interpretation of contract plans and specifications while ensuring that consultants or contractors fulfill their responsibilities under their respective agreements;
  - Managing and planning moves, including furniture coordination, cabling and signage procurement and verification;
  - At substantial completion, participating in inspections or acceptance boards: inspecting the work, evaluating amounts withheld due to deficiencies, accepting the work on behalf of client, recommending issuance of the interim certificate and payment to the General Contractor/Construction Manager;

- 
- Incorporating final reports into the Project Plan, including details of outstanding issues, warranties and obligations of consultants or contractors, posting project reviews and lessons learned;
  - Ensuring that deficiencies and incomplete work are identified, managed, corrected and accepted as complete promptly; recommending issuance of final completion certificate;
  - Developing and maintaining a Work Breakdown Structure for each project;
  - Assisting the project manager or consultant design team in interpreting the project brief and in understanding department and other government department standards and policies;
  - Establishing a team of professional and technical PM resources required to review design submissions while also ensuring a comprehensive reply at each step;
  - Managing AE Consultant Teams and other consultants;
  - Monitoring AE Consultant Teams and other consultants' deliverables and performance;
  - Maintaining design and construction deliverable logs;
  - Developing and reviewing detailed project cost estimates in accordance with predetermined budgets/funding;
  - Developing and maintaining project cash flows;
  - Providing cost (planning, estimating, and control) advisory and quality assurance services;
  - Preparing option analyses and "what if" scenarios;
  - Reviewing and challenging the estimates prepared by other consultants;
  - Providing elemental cost analysis, risk analysis, life cycle costing, value engineering/management techniques and earned value management;
  - Preparing on a monthly basis, project progress reports as per article 1.8 of the Statement of Work;
  - Providing assistance to ensure that specialist consultants are engaged such as geotechnical, environmental, acoustical, office planning *etc.* to provide information required to complete and proper design
  - Obtaining client approval for functional programming reports, consultant terms of reference, design packages, *etc.*;
  - Reviewing consultant fee progress claims for compliance with the consultant agreements, recommending for payment at each step of the design process;
  - Developing and maintaining project schedule;
  - Developing and maintaining project quality management plans;
  - Determining requirements for pre-tendering or post-tendering of specialty items such as mechanical or electrical equipment, planning the scope of work for trade packages on phased implementation projects, including allowances for general conditions;
  - Conducting contractibility and constructability reviews of tender document submissions and addenda;
  - Monitoring tender periods to ensure all bidder inquiries are tracked, reviewed and responded to so as to ensure there is a competitive bid process and conducting job site briefings for interested bidders;
  - Assisting with the technical and administrative review of bids proposals and tenders received and providing recommendation for contract award;
  - Inspecting work in progress and ensuring compliance with contract documents;
  - Reviewing contractor detailed breakdowns of tendered amounts to ensure all items of work included are properly identified for progress billing purposes;
  - Evaluating contractor or consultant progress for value of work done on site and recommending payment of contractor/consultant monthly progress clients;
  - Investigating changed conditions for requested design changes and recommending on the issuance of contemplated to change notices to the construction agreement;
  - Estimating the cost of scope changes and negotiating in conjunction with the consultants fair and reasonable price for the work with the contractor followed by the preparation of change orders and recommendation to revise the contract amounts;
  - Monitoring commissioning;

- Evaluating contractor claims for disputed items resulting from different site conditions or delays by the crown and recommending settlement strategies and amounts;
- Developing and maintaining lessons learned; and,
- Motivating the team to ensure commitment to the Program of Work's objectives.

### **1.2.3 Project Manager for Real Property – Intermediate (Required and Optional Services)**

The Intermediate Project Manager is to provide assistance to the Senior Project Manager in all of the Senior Project Manager's activities but to a lesser extent, where judgment and experience to be applied to project situations do not require the level of analysis and interpretation of a Senior Project Manager. The required services may include, but are not limited to the tasks identified in section 1.2.2 Project Manager for Real Property – Senior

### **1.2.4 Project Administrator for Real Property – Intermediate (Required and Optional Services)**

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

- Assisting Project Team in project management activities including financial, planning and contracting aspects;
- Providing financial administrative support;
- Assisting with security clearance process;
- Establishing project administration procedures;
- Providing administrative and technical support of a clerical nature as required to the Project Team by developing document and records management system and control process for the Project Team; receiving incoming mail and prioritizing and assessing urgency and sets deadlines;
- Acting as the first point of contact in a "hot-line" situation by accepting incoming calls, logging calls, attempting to resolve simple problems and following established procedures for more difficult problems;
- Participating at project meetings, preparing/distributing minutes and records of decision;
- Maintaining and updating relevant project information in manual and/or electronic files; project information might include project activity schedule, status reports, correspondence;
- Communicating with project management on administrative matters related to projects;
- Assisting with the review of project requirements with specialists, other jurisdictional authorities and stakeholders;
- Assisting in the preparation and coordination of documentation in response to scheduled and unscheduled reports to update management of project progress;
- Providing technical writing support for written reports and presentation decks;
- Assisting in managing request for information (RFI) procedures;
- Providing support to tendering and contracting processes as requested;
- Supporting start-up construction process by assisting in managing construction logistics: forecast, coordinate work, avoid disruptions to occupants, and organize meetings;
- Providing support in the preparation of timely and accurate Contemplated Change Notices (CCN's) and Change Orders (CO's) for approval, tracking and communications;
- Supporting post-construction services and post-construction evaluations;
- Developing and maintaining NPMS checklist to ensure each project is NPMS compliant;
- Managing documents such as change order docket preparation, setting up project document storage and management systems, document filing, document management, document security. Document management is to include library support, historical recording type work, office documents, meeting minutes, reports, files, drawings (as-built records, *etc.*) in accordance with PSPC Records Management sector requirements;
- Developing and maintaining logs for each contract;
- Assisting with preparation submissions, project briefing notes, progress status reports, project quality reports, monthly reports, quarterly reports, and NPMS documents;

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

- Using and managing “on-line collaboration tools;”
- Assisting with the preparation of formal statement of work, work breakdown structure and evaluation materials;
- Preparing and coordinating documentation in response to reports and observation to update management of project progress;
- Contributing to research and analysis and carrying out fact finding activities for projects and or discipline areas;
- Acquiring, reviewing, recording, verifying and maintaining inputs, various data and information;
- Managing and maintaining electronic or manual files, maintaining a library of reference materials;
- Setting electronic folder system in accordance with the NPMS standard filing system;
- Providing support services for various office management processes and e- business using tools such as word processing - MS Word, spreadsheet – Excel, presentations - MS PowerPoint and MS Visio, document scanning to create \*.PDF and \*.JPEG documents, architectural and engineering drawing management support.

## RS 2 PROJECT INCEPTION STAGE

### 2.1 Scope and Activities

The Contractor must provide comprehensive services to manage each project through to completion of the Project Inception Phase, including services related to prior phases under the NPMS Project Identification Stage. The scope and activities include the following areas of service delivery.

The Contractor must:

- Provide project management services for the preparation of updated functional or technical programs in cooperation with AE Consultant Teams responsible for program definition;
- Review and confirm all components of the project plan(s), including scope, functional requirements, quality objectives, overall budget and schedule in collaboration with AE Consultant Teams or contractor teams and PSPC;
- Review the preliminary implementation strategies proposed in all project plans, in cooperation with AE Consultant Teams and PSPC;
- Develop an updated project management plan per project, noting project constraints, assumptions, inclusions and exclusion and all project implementation requirements and constraints of the Client /Users, PSPC, the site, cost, time, risk, quality, etc.
- Prepare a Work Breakdown Structure (WBS) for each project;
- Prepare and communicate project policies and procedures with respect to the consultants, contractors and stakeholders;
- Prepare and communicate project policies and procedures in support of PSPC administrative requirements;
- Prepare change management process that records changes to the scope of work. This must include changes deriving from Client / User requests, site condition discoveries and other factors and with due regard for financial authorities. The change management process must be organized and managed to be fully integrated with PSPC processes and be coordinated with the processes of AE Consultant Teams and contractors. The process must be supported by a full description of roles and responsibilities, spreadsheet tracking templates and flow charts identifying the process;
- Prepare a master schedule, including the identification of timelines for design time, decision time and bid processes and milestones for input, decisions and approvals required by all Project Team members - PSPCP, Client / User (i.e., Parliamentary Partners) and other stakeholders;
- Advise on impacts to projects resulting from delayed decisions or approvals;
- Prepare a master cost plan by accounting for all projects;
- Prepare a preliminary procurement plan or update existing plans for all projects and establish a procurement strategy per project compatible with the requirements of PSPC. For common elements, establish a procurement strategy for each project;
- Provide logistical advice, analysis and support to develop the plan of occupant moves including options analysis;
- Develop and maintain the various project management systems and approaches for overall management and control of each project and each swing space project, such as:
  - A financial management system that is compatible with PSPC systems for reporting;
  - Definition and implementation of an approvals management system that will address, respond and report to the specific authorities having jurisdiction;
  - A system to ensure that all necessary permits, approvals, and licenses are in place;
  - Follow up with regulatory bodies to review outstanding issues;
  - Change management system that includes a defined contractual process for initiation, review and approval of project changes;
  - Reporting requirements and a communications plan for the Project Team;
  - BIM quality assurance tools and processes;
  - Protocols and security controls for electronic documents;

- Electronic document management; and
- Document access.
- Establish and maintain a risk management plan, per project;
- Organize, manage, participate in and document risk management sessions;
- Provide technical writing support for activities such as the following: Treasury Board submissions, project briefing notes, progress status reports, project quality reports, monthly reports and quarterly reports.

## **2.2 Deliverables**

The PMSS Team must prepare and submit customized reports as requested by the Program Authority for his/her review and approval.

## **RS 3 PROJECT IDENTIFICATION STAGE**

### **3.1 Scope and Activities**

The Contractor must provide comprehensive services to manage each project through to completion of the Project identification Stage. The scope and activities include the following areas of service delivery.

#### **3.1.1 Design Review**

The Contractor must ensure that initiatives are explored by the Project Team that allow PSPC to achieve their project objectives with respect to cost, schedule, quality, and specific for heritage and environmental objectives. The PMSS Team must:

- Coordinate with AE Consultant Teams, General Contractor (GC) or Construction Manager (CM) opportunities and initiatives that would consider energy and sustainability components or other Green Globe type initiatives including the development of an applicable score card;
- Liaise with AE Consultant Teams throughout the design process and ensure the Client / User's requirements are accurately interpreted;
- Review and update the implementation plan;
- Update the Work Breakdown Structure (WBS) for each project;
- Implement and maintain a design change management process that records changes to the scope of work as detailed in the Request for Proposal;
- Coordinate any delays with AE Consultant Teams and GC or CM construction teams where appropriate to minimize impact on projects; and
- Coordinate a value engineering (VE) processes and manage the consideration and implementation of the outcomes from the VE process.

#### **3.1.2 Cost Management**

The Contractor must develop and update cost estimates for each project. The Contractor must provide rigorous construction control with respect to the established project budgets and schedules. The PMSS Team must:

- Provide critical assessment to project budgets prepared by AE Consultant Teams;
- Prepare and present project budgets and cost plans;
- Ensure common, written understanding regarding the meaning and use of all contingencies, risk allowances, management reserves and other allowances;
- Compare and reconcile project budgets prepared by AE Consultant Teams, with the Program Authority for final acceptance. Once reconciled and accepted, the Contractor must ensure that each project is delivered within the approved budget, including recommendations for remedial action;
- Prepare and manage a cash flow program for the duration of all projects; and
- Review and monitor overall budgets and update with information received from the Project Team.

### 3.1.3 Risk Management

The Contractor must ensure there is adequate risk allocation available to mitigate the identified risks impacting all aspects of each project schedule, budget, and resources. The PMSS Team must:

- Organize, manage and participate in risk management sessions for each project;
- In consultation and through risk management review sessions with AE Consultant Teams, PSPC, and other project stakeholders, develop a risk assessment and risk management plan per project;
- Develop and maintain a risk register;
- Using input from the risk assessment, establish acceptable amounts for inclusion in project cost plans;
- Provide advice on impacts to projects resulting from delayed decisions or approvals;
- Develop a work plan and schedule per project incorporating specific risk elements associated with prominence of building, security and public visibility; and
- Develop and maintain per project an issues and decision making logbook.

### 3.1.4 Schedule Management

The Contractor must develop and control project schedules, which incorporate all aspects of each project including design, approvals, tendering, construction, commissioning and handover.

Establish a schedule base time-line at the outset of each project:

- Identify critical path, key milestones and key lead times for each project schedule;
- Identify resource loading constraints; and
- Monitor and report on project schedules identifying measures to shorten activity durations.

### 3.1.5 Procurement Support

The PMSS Team must lead and coordinate activities during procurement processes. The PMSS Team will be supported by PSPC procurement and AE Consultant Teams. The PMSS Team must:

- Assist PSPC in selecting and retaining other consultants for professional services that may be required from time to time per project, including:
  - development of appropriate terms of reference associated with this activity;
  - Update procurement plans for all project elements conforming to standards and guidelines as established by PSPC;
  - Review and develop tender evaluation summaries for recommendation to PSPC for award;
  - In cooperation with PSPC procurement, develop a methodology for pre-qualifying specific key suppliers and other identified pre-qualified components
- Assist in the uniform preparation and tracking of change order dockets; and
- Coordinate with the Client/Users and PSPC procurement specialists for BCC components and systems.

### 3.1.6 Scope Management

The Contractor must develop, implement and manage a change control procedure inclusive of project stakeholders. The PMSS Team must:

- Implement a change management process that allows information to be gathered and disseminated in support of timely decision-making. The process must incorporate Client / User change requests and their approval, consultant contract amendments, contemplated change notices, site instructions, change orders, and other PSPC and industry standard scope documentation;
- Define and implement reporting mechanisms for change; and
- Provide sufficient resources and expertise to manage the scope change to maintain an efficient process and ensure project delays are minimized.

### **3.1.7 Quality Management**

The Contractor must establish a quality assurance (QA) program that is comprehensive and inclusive of all quality control components from design through to construction, commissioning, and close-out. The QA program must:

- Define the expectations for quality for each project phase, and include qualitative measures to monitor and report conformance;
- Maintain a corrective measures log for all non-conformance events;
- Ensure compliance by all project stakeholders to the quality standards as established by the Project Team;
- Monitor regularly through objective design reviews, contractibility reviews and building inspections; and
- Monitor performance of consultants and the contractors against the QA program requirements.

### **3.2 Deliverables**

The PMSS Team must prepare and submit customized reports as requested by the Program Authority and program monthly reports as per article 1.8 of the Statement of Work for review and approval by the Project Authority

## **RS 4 PROJECT DELIVERY STAGE**

### **4.1 Scope and Activities**

The Contractor must provide comprehensive services to manage each project through to completion of the Project Delivery Stage. The scope and activities include the following areas of service delivery.

#### **4.1.1 Project Monitoring**

The PMSS Team must monitor each project and ensure that project objectives are being maintained throughout the execution. The PMSS Team must also identify delays and risks and work with the Project Team to identify opportunities to mitigate potential risks

#### **4.1.2 Reporting and Communications**

The PMSS Team must:

- Participate in project review meetings with the Project Team and issue minutes of these meetings in a timely fashion;
- Establish a protocol for all project communications and develop project communication plans for all projects, including a record keeping procedure;
- Provide coordination and a focal point for all project communications;
- Provide proactive construction event logistics coordination to manage and mitigate construction disruptions including:
  - Advance communications and coordination with PSPC, the Client / User and stakeholders;
  - Advance resolution of conflicts in the planning of construction events with PSPC, the Client / User and stakeholders; and
  - Draft briefing notes and communiqués on projects when required.

#### **4.1.3 Scope Management**

The PMSS Team must develop, implement and manage a change control procedure inclusive of project stakeholders. The PMSS Team must:

- Implement a change management process that allows information to be gathered and disseminated in support of timely decision-making. The process shall incorporate Client / User change requests and their approval, consultant contract amendments, contemplated change notices, site instructions, change orders, and other PSPC and industry standard scope documentation;

- Define and implement reporting mechanisms for change; and
- Provide sufficient resources and expertise to manage the scope change to maintain an efficient process and ensure project delays are minimized.

#### **4.1.4 Quality Management**

The PMSS Team must apply rigorous quality management practices to implement and maintain the approved Quality Assurance program. The PMSS Team must:

- Ensure the AE Consultant Teams, the Client/User, and other project stakeholders perform adequate inspections and provide timely reporting on the work and performance of contractors. The timing of inspections must occur to provide meaningful input prior to work progressing to the point where it is unacceptable, incompatible or inappropriate for the setting, thus requiring rework;
- Review and document deficiencies and any subsequent remediation plans and ensure the remediation plans are correctly implemented; and

**Oversee the safe and secure receipt, warehousing, installation and commissioning of all new building equipment to be deployed at the construction site.**

#### **4.1.5 Cost Control**

The PMSS Team must apply rigorous controls with respect to the established budgets and will implement and maintain the cost control program as approved during the project implementation phase of each project. The PMSS Team must:

- Visit site to update the master cost plan for all project costs;
- Maintain financial tracking and management records and afford PSPC full and timely access to such;
- Maintain project cash flow and report monthly to PSPC of upcoming payment requirements; and
- Coordinate and implement changes necessary to bring projected costs within budget, if required.

#### **4.1.6 Schedule Control**

The PMSS Team must apply rigorous time control techniques to maintain or improve project schedules approved during the project implementation phase of each project. The PMSS Team will:

- Review regularly, the design, design review and construction durations forming part of each project schedule, working with AE Consultant Teams, Client / Users and with GC/CM to mitigate potential schedule slippage;
- Update and validate the master schedule including the identification of timelines and milestones for input, decisions and approvals required by Project Team members; and
- Engage the Project Team proactively, to consider methods to reduce the schedule.

#### **4.1.7 Risk Management**

The PMSS Team must apply rigorous risk mitigation and control techniques throughout the life of each project within the Program of Work. The PMSS Team will:

- Initiate a continuing process to formally and consistently assess project risks;
- Develop and maintain a Risk Management Plan for each project in consultation with the Project Team;
- Effectively use the resources allocated to implement the mitigation strategies by assigning and detailing responsibilities regarding the Risk Management process;
- Review project risks, applying effective surveillance to identify any new or changing risks;
- Ensure that cost estimates reflect the assessment of risk throughout the various phases of the life cycle for each project within the Program of Work;
- Ensure that the preferred investment option of a particular project takes into consideration the risk profile and risk tolerance of the entire Program of Work;
- Prepare an outline of the plan to deal with actual project contingencies and specify these measures in the risk management sections of project approval documentation;
- Prepare and revise project approval documentation when project risk assessments change

significantly; and

- Communicate risk activities to the Project Team and provide regular reports to ensure that risks that cannot be addressed by the Project Team are directed to the appropriate authority.

#### **4.1.8 Claim Management**

The PMSS Team must apply rigorous controls with respect preventing, mitigating and resolving consultant and construction contract claims. The PMSS Team must:

- Minimize risk by ensuring adequate planning, clearly defined roles and responsibilities, quality and complete project and contract documents;
- Be pro-active in dealing with dispute situations arising during the course of each project within the Program of Work project that could lead to claims (schedule slippages, excessive changes, misunderstandings *etc.*);
- Identify, manage and document risk exposures early and at key stages in the delivery of each project (with input from the Project Team);
- Utilize existing industry standards, experience, trends and 'lessons learned';
- Build preventative measures within contracts to minimize potential sources of claims by ensuring appropriate site selection, and by hiring competent consultants;
- Ensure there is a contractual basis for each claim;
- Maintain close progress monitoring and be aware of any slippages in schedule;
- **Ensure prompt enforcement of contract clauses when delays occur;**
- Resolve conflicts and impasses promptly as they occur, do not let situations "fester"; and
- Ensure good working relationships with contractors and communicate frequently.

#### **4.2 Deliverables**

The PMSS Team must prepare and submit customized reports as requested by the Program Authority and program monthly reports as per article 1.8 of the Statement of Work.

### **RS 5 PROJECT DELIVERY CLOSE-OUT PHASE (UNDER THE NPMS PROJECT DELIVERY STAGE)**

The purpose of the Delivery Close-Out Phase is to complete the project management activities relative to the Project Delivery Stage of each project within the Program of Work and to provide an assessment of project performance against its objectives and requirements. It includes the completion of all contract administration activities, final evaluation of Project Teams including consultants and contractors, preparation of lessons learned, and the completion of the final records project plan.

#### **5.1 Scope and Activities**

The Contractor must provide comprehensive services to manage each project through to completion of the Close-out Phase. The scope and activities include the following areas of service delivery.

##### **5.1.1 Contractual items**

The Contractor must ensure each project is fully executed and all parties involved in the projects meet all contractual obligations and that all financial issues are resolved, payments executed and deficiencies corrected. The PMSS Team will ensure that all:

- Deficiencies in the work are addressed and resolved;
- Notice of payments have been posted in accordance with industry requirements;
- Training has been executed as per contractual obligations and agreements;

- AE Consultant Team warranty inspections are duly scheduled, implemented and reported upon. Further, if follow-up corrective measures to the built works are required then both AES Consultant Teams and contractors follow through the corrective scope until the defect is properly resolved, to the satisfaction of PSPC; and
- Transfer of assets is completed.

### 5.1.2 Documentation

The Contractor must ensure that all final documentation for each project is compliant and turned over to PSPC in a manner that meets the requirements of the department and the Program Authority. The PMSS Team must:

- Coordinate the assembly and review all necessary project close-out information, including statutory declarations, warranties, as-built drawings, and operating manuals;
- Ensure all final municipal or other governmental authority having jurisdiction approvals and inspections are received; and
- Track and facilitate the issuance of Certificate of Completion(s) for all contracts.

### 5.1.3 Claims Management

The PMSS Team must:

- Analyze/evaluate claims in a surprise-free, 'team' environment approach;
- Consider each claim as being distinct, with its own costs or credits based on 'reasonableness' of arguments/costs presented by the contractor;
- Resolve claims promptly by being fair, open and transparent;
- Ensure that disputes are dealt with in a respectful and civil manner;
- Ensure that adequate project records and photographs are retained for future reference;
- Ensure that senior management and all members of the Project Team are advised of the claims status;
- Use alternate resolution techniques as required: third party neutral, assisted negotiation, mediation;
- Provide third party review;
- Ensure the rights and obligations of the contractor are properly considered; and
- Ensure the rights of PSPC are exercised in regards to counterclaims and assessments.

### 5.1.4 Final Reports

The PMSS Team must complete a final report on each project for PSPC, including:

- Final cost, schedule and risk reports;
- Details of outstanding issues;
- Lessons Learned reports;
- Transfer of ownership; and
- Details of warranties and the obligations of contractors.

## 5.2 Deliverables

The PMSS Team must prepare and submit customized reports as requested by the Program Authority and program monthly reports as per article 1.8 of the Statement of Work.

**ANNEX "B"**

**BASIS OF PAYMENT**

**A- Contract Period**

During the period of the Contract, for Work performed in accordance with the contract, the contractor will be paid as specified below.

**1.0 Professional Fees**

The Contractor will be paid all-inclusive fixed time rates as follows:

Resource Category	Level of Expertise	FIRM HOURLY RATE (YEAR 1)	FIRM HOURLY RATE (YEAR 2)	FIRM HOURLY RATE (YEAR 3)	FIRM HOURLY RATE (YEAR 4)
		From ____ To ____	From ____ To ____	From ____ To ____	From ____ To ____
Project Management Team Leader for Real Property	Senior	\$	\$	\$	\$
Project Manager for Real Property	Senior	\$	\$	\$	\$
Project Manager for Real Property	Intermediate	\$	\$	\$	\$
Project Administrator for Real Property	Intermediate	\$	\$	\$	\$

**\* ESCALATION CLAUSE**

The firm hourly rates detailed in the above table will be adjusted annually on the start date of each new Contract Year (starting with Contract Year 2 and for the whole period of the contract ) by the amount established based on the annual average percentage increase (decrease) in the monthly index of the Consumer Price Index for Canada, All-Items (Not Seasonally Adjusted), published in Statistics Canada Catalogue no.62-001-X, Table 5, for the 12-month period ending 2 months prior to the new Contract Year Start date.

Example:

Contract Start Date: March 1, 2016

At the start of Contract Year 2 (i.e. March 1, 2017), the Contract Year 1 rates as stated in the Additional Bidders Services Table would be increased by 1.3% based on the following assumptions:

**% Change in Monthly CPI**

February 2016	1.1%
March 2016	1.2%
April 2016	0.9%
May 2016	0.9%
June 2016	1.1%
July 2016	1.0%
August 2016	1.4%
September 2016	1.6%
October 2016	1.6%

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

November 2016 1.7%  
December 2016 1.5%  
January 2017 1.7%

$15.7\% / 12 = 1.3\%$

To determine the Contract Year 3 rates, the Contract Year 2 rates calculated above would be adjusted using the same Statistics Canada Table and same formula with data for the February 2017 - January 2018 12-month period.

## 2.0 Cost Reimbursable Expenses

### 2.1 Travel and Living Expenses - National Joint Council Travel Directive

The contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the *National Capital Act (R.S.C., 1985, c. N-4)*, available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the [National Joint Council Travel Directive](#), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. All travel must have the prior authorization of the Project Authority. All payments are subject to government audit.

Estimated Cost: \$ 2,000

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

**ANNEX "C"**

**SECURITY REQUIREMENTS CHECK LIST**

**SEE ATTACHED**

---

**ANNEX "D"**

**INSURANCE REQUIREMENTS COMMERCIAL GENERAL LIABILITY INSURANCE**

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
  - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
  - e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
  - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
  - g. Employees and, if applicable, Volunteers must be included as Additional Insured.
  - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
  - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
  - j. Notice of Cancellation: The Contractor will provide the Contracting Authority thirty (30) days prior written notice of policy cancellation or any changes to the insurance policy.
  - k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
  - l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes obligated to pay arising out of the operations of a subcontractor.

- m. Non-Owned Automobile Liability – Coverage for suits against the Contractor resulting from the use of hired or non-owned vehicles.
- n. Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- o. All Risks Tenants Legal Liability – to protect the Contractor for liabilities arising out of its occupancy of leased premises.
- p. Amendment to the Watercraft Exclusion to extend to incidental repair operations on board watercraft.
- q. Sudden and Accidental Pollution Liability (minimum 120 hours): To protect the Contractor for liabilities arising from damages caused by accidental pollution incidents.
- r. Litigation Rights: Pursuant to subsection 5(d) of the [Department of Justice Act](#), S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgement of receipt.

**For the province of Quebec, send to:**

*Director Business Law Directorate,  
Quebec Regional Office (Ottawa),  
Department of Justice,  
284 Wellington Street, Room SAT-6042,  
Ottawa, Ontario, K1A 0H8*

**For other provinces and territories, send to:**

*Senior General Counsel,  
Civil Litigation Section,  
Department of Justice  
234 Wellington Street, East Tower  
Ottawa, Ontario K1A 0H8*

A copy of the letter must be sent to the Contracting Authority. Canada reserves the right to co-defend any action brought against Canada. All expenses incurred by Canada to co-defend such actions will be at Canada's expense. If Canada decides to co-defend any action brought against it, and Canada does not agree to a proposed settlement agreed to by the Contractor's insurer and the plaintiff(s) that would result in the settlement or dismissal of the action against Canada, then Canada will be responsible to the Contractor's insurer for any difference between the proposed settlement amount and the amount finally awarded or paid to the plaintiffs (inclusive of costs and interest) on behalf of Canada.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

### **Errors and Omissions Liability Insurance**

1. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
2. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
3. The following endorsement must be included:

Notice of Cancellation: The Contractor will provide the Contracting Authority thirty (30) days prior written notice of policy cancellation or any changes to the insurance policy.

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

**ANNEX "E"**

**TASK AUTHORIZATION FORM**

**FORMULAIRE D'AUTORISATION DE TÂCHES**

**PART 1** (completed by the Technical/Project Authority) / **PARTIE 1** (complété par le Responsable technique / Chargé du projet)

**A. General Information / Informations Générale**

**Contract Number / Numéro de contrat :**

**Contract Name / Nom du Contracteur :**

<b>Task Authorization (TA) No. No de l'autorisation de tâches (AT) :</b>	<b>Commitment No. No de l'engagement :</b>	<b>Financial Coding Code financier :</b>	<b>Date of Issuance Date d'émission</b>	<b>Response required by Réponse requis d'ici le :</b>

**B. For Amendments Only/ Aux fins de modification seulement**

Amendment No. / N° de la modification:

Reason for the Amendment / Raison pour la modification:

**C. TA Requirements / Exigences relatives à l'AT**

Required Resource(s) / Ressource(s) requise(s)

<b>Category and Level Catégorie et Niveau</b>	<b>Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)</b>	<b>Linguistic Profile / Profile linguistique</b>	<b>Required Level(s) of Security / Niveau(x) de sécurité requis</b>

Statement of Work (tasks, deliverables, reports, etc.) / Énoncé des travaux (tâches, livrables, rapports, etc.)

See attached / Voir pièce jointe

**Period of Services/ Période de service:**

<b>Initial Start Date / Date de début initiale :</b>		<b>Initial End Date/Date de fin initiale</b>	
<b>Extended End Date (See Reason for the Amendment) Date de fin prolongée (voir raison pour la modification)</b>			
<input type="checkbox"/> Option to Extend Initial End Date / Option pour prolonger la date initiale			
<b>Optional End Date(s) / Date(s) de fin optionnelle(s)</b>		<b>Status / Statut</b>	
		<input type="checkbox"/> In Effect / en vigueur	
<b>Travel Requirement(s) / Exigence(s) de voyage:</b>		n/a	

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

Work Location(s) / Lieu(x) de travail:

**PART 2** (completed by the Technical/Project Authority) / **PARTIE 2** (complété par le Responsable technique / Chargé du projet)

**Contractor Resource(s) and Estimated Cost/ Ressource(s) du Contracteur et Coût total estimatif**

Note: once approved, only the following resources may provide services under this TA. / Nota : une fois approuvée, seules les ressources suivantes peuvent fournir des services sous la présente AT

Name / Nom Category and Level / Catégorie et Niveau	PWGSC Security File No. / N° du dossier de sécurité TPSGC	Linguistic Profile / Profil linguistique	Per Diem Rate / Taux journalier	Estimated Level of Effort (days) / Niveau d'effort estimatif (jours)	Total Estimated Cost / Coût total estimatif
0					\$0.00
0					\$0.00
Estimated Cost / Coût Estimatif					\$0.00
Total Estimated Cost / Coût total Estimatif					\$0.00
Check applicable Basis of Payment / Cocher la Base de Paiement applicable			Minimum Price / <input type="checkbox"/> Firm Price / <input type="checkbox"/>		
			Prix minimum :                      Prix Ferme :		

**PART 3 - TA APPROVAL BY CANADA / PARTIE 3 - APPROBATION DE L'AT PAR LE CANADA**

By signing this TA, the Technical Authority, the representative from the Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the Contract.

The client's authorization limit is \$500,000. When the value of a TA and its amendments (excluding Applicable Taxes) is in excess of this limit, the TA must be signed by the authorized client and forwarded to the PWGSC Contracting Authority for authorization.

En apposant sa signature sur l'AT, l'autorité technique, le représentant de l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT est conforme aux conditions du contrat.

La limite d'autorisation du client est \$500,000. Lorsque la valeur de l'AT et ses modifications (excluant les taxes applicables) dépasse cette limite, l'AT doit être signée par le client autorisé et transmise à l'autorité contractante de TPSGC pour autorisation,

Name of Technical Authority / Nom de l'autorité technique      Date      Name of Contracting authority / Nom de l'autorité technique      Date

Signature

Signature

**PART 4 - CONTRACTOR SIGNATURE / PARTIE 4 - SIGNATURE DU CONTRACTEUR**

Name and Title of individual authorized to sign on behalf of the Contractor /  
Nom et titre Signature de la personne autorisée à signer au nom de l'entrepreneur

Signature

Date

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

**Annex "F"**

**Template for Reporting on the Results of the Indigenous Participation Component (IPC)**

**Report on Benefits to Indigenous Peoples, Indigenous Firms and Indigenous Communities in the Performance of the Contract.**

Contractor's name: \_\_\_\_\_

Contractor's PBN: \_\_\_\_\_

Contract #: \_\_\_\_\_

Reporting Period: from \_\_\_\_\_ to \_\_\_\_\_ (format: 1 of January 2000)

Report prepared on: \_\_\_\_\_

(This report supersedes any previous report concerning the reporting period.)

**A) Indigenous Project Resources Employed by the Contractor**

Actual Participation – Indigenous Participation Component				
Indigenous Person's name	Rate of Pay	Hours Worked	Total Paid	Resource Category

**B) On-the-Job Training, Skills Development, Apprenticeship provided by the Contractor for Indigenous Peoples**

Actual Participation – Indigenous Participation Component		
Indigenous Person's name	Resource Category	Title of Training, Skills Development or Apprenticeship Provided

**C) Sub-contract – Services from Indigenous Firms acquired by the Contractor**

Actual Participation – Indigenous Participation Component		
Indigenous Firm name	Amount paid	Service Category

**D) Sub-Contract – Goods from Indigenous Firms acquired by the Contractor**

Actual Participation – Indigenous Participation Component		
Indigenous Firm name	Amount paid	Goods Category

**E) Other Benefits provided to Indigenous Communities provided by the Contractor**

Actual Participation – Indigenous Participation Component		
Indigenous Community / Contact	Amount paid	Benefit Category

Solicitation No. - N° de l'invitation  
EP 758-210388/A  
Client Ref. No. - N° de réf. du client  
20210388

Amd. No. - N° de la modif.  
File No. - N° du dossier  
FK326 EP 758-210388/A

Buyer ID - Id de l'acheteur  
FK326  
CCC No./N° CCC - FMS No./N° VME

---

## **ANNEX "G" to PART 3 OF THE BID SOLICITATION**

### **ELECTRONIC PAYMENT INSTRUMENTS**

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- ( ) VISA Acquisition Card;
- ( ) MasterCard Acquisition Card;
- ( ) Direct Deposit (Domestic and International);
- ( ) Electronic Data Interchange (EDI);
- ( ) Wire Transfer (International Only);
- ( ) Large Value Transfer System (LVTS) (Over \$25M)



**SECURITY REQUIREMENTS CHECK LIST (SRCL)**  
**LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)**

**PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE**

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine: Public Works and Government Services Canada  
2. Branch or Directorate / Direction générale ou Direction SPIB

3. a) Subcontract Number / Numéro du contrat de sous-traitance  
3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant

4. Brief Description of Work / Brève description du travail  
SPIB Project Management and Delivery require external project management support services (PMSS) to assist with the delivery of these projects.

5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées?  No / Non  Yes / Oui

5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?  No / Non  Yes / Oui

6. Indicate the type of access required / Indiquer le type d'accès requis

6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui  
(Specify the level of access using the chart in Question 7. c) / (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)

6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.  No / Non  Yes / Oui

6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?  No / Non  Yes / Oui

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
--	--------------------------------------	---

7. b) Release restrictions / Restrictions relatives à la diffusion

No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>  Not releasable / À ne pas diffuser <input type="checkbox"/>  Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>   Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>   Restricted to: / Limité à: <input type="checkbox"/> Specify country(ies): / Préciser le(s) pays:
--	--	--

7. c) Level of information / Niveau d'information

PROTECTED A / PROTÉGÉ A <input type="checkbox"/> PROTECTED B / PROTÉGÉ B <input type="checkbox"/> PROTECTED C / PROTÉGÉ C <input type="checkbox"/> CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/> SECRET / SECRET <input checked="" type="checkbox"/> TOP SECRET / TRÈS SECRET <input type="checkbox"/> TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>	NATO UNCLASSIFIED <input type="checkbox"/> NATO NON CLASSIFIÉ <input type="checkbox"/> NATO RESTRICTED <input type="checkbox"/> NATO DIFFUSION RESTREINTE <input type="checkbox"/> NATO CONFIDENTIAL <input type="checkbox"/> NATO CONFIDENTIEL <input type="checkbox"/> NATO SECRET <input type="checkbox"/> NATO SECRET <input type="checkbox"/> COSMIC TOP SECRET <input type="checkbox"/> COSMIC TRÈS SECRET <input type="checkbox"/>	PROTECTED A <input type="checkbox"/> PROTÉGÉ A <input type="checkbox"/> PROTECTED B <input type="checkbox"/> PROTÉGÉ B <input type="checkbox"/> PROTECTED C <input type="checkbox"/> PROTÉGÉ C <input type="checkbox"/> CONFIDENTIAL <input type="checkbox"/> CONFIDENTIEL <input type="checkbox"/> SECRET <input type="checkbox"/> SECRET <input type="checkbox"/> TOP SECRET <input type="checkbox"/> TRÈS SECRET <input type="checkbox"/> TOP SECRET (SIGINT) <input type="checkbox"/> TRÈS SECRET (SIGINT) <input type="checkbox"/>
---	--	--



**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?  No / Non  Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :  
Document Number / Numéro du document :

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- |   |   |  |  |
|---|---|--|--|
| <input type="checkbox"/> RELIABILITY STATUS<br>COTE DE FIABILITÉ    | <input type="checkbox"/> CONFIDENTIAL<br>CONFIDENTIEL           | <input checked="" type="checkbox"/> SECRET<br>SECRET | <input type="checkbox"/> TOP SECRET<br>TRÈS SECRET               |
| <input type="checkbox"/> TOP SECRET- SIGINT<br>TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET<br>NATO SECRET  | <input type="checkbox"/> COSMIC TOP SECRET<br>COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS<br>ACCÈS AUX EMPLACEMENTS      |   |  |  |

Special comments:

Commentaires spéciaux : \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?  No / Non  Yes / Oui  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté?  No / Non  Yes / Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?  No / Non  Yes / Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?  No / Non  Yes / Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?  No / Non  Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?  No / Non  Yes / Oui



**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
				CONFIDENTIEL		TRÈS SECRET	NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL			A	B	C	CONFIDENTIEL		TRÈS SECRET
Information / Assets Renseignements / Biens Production					✓											
IT Media / Support TI IT Link / Lien électronique					✓											

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

**If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.**

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

**If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).**