



**RETURN BIDS TO:
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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

Title - Sujet RFQ - Embassy of Canada to Senegal Request for Qualification -architectural and engineering services- Dakar,Senegal	
Solicitation No. - N° de l'invitation 08281-214206/A	Date 2022-04-26
Client Reference No. - N° de référence du client 202104206	
GETS Reference No. - N° de référence de SEAG PW-\$\$FE-181-81166	
File No. - N° de dossier fe181.08281-214206	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2022-05-24 Heure Avancée de l'Est HAE	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Bergevin, Carl	Buyer Id - Id de l'acheteur fc181
Telephone No. - N° de téléphone () - ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Global Affairs Canada / Affaires mondiales Canada 125 Sussex Drive Ottawa, Ontario K1A0G2	

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

Consultant Services Division/Division des services
d'experts-conseils
L'Esplanade Laurier
4th floor, East Tower
140 O'Connor Street
Ottawa
Ontario
K1A 0S5

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



Public Services and
Procurement Canada

Services publics et
Approvisionnement Canada

Canada



Serving
GOVERNMENT,
serving
CANADIANS.

REQUEST FOR QUALIFICATION
ARCHITECTURAL AND ENGINEERING SERVICES
EMBASSY OF CANADA - DAKAR, SENEGAL



IMPORTANT NOTICE:

Respondents should use the CPC Connect service provided by Canada Post Corporation (CPC) to transmit their offer electronically. Respondents should refer to Section 5, Submission of Response, for further information. Due to the nature of the RFQ, transmission of offers by facsimile is not recommended for administrative reasons, but offered to provide an alternative opportunity in case of incompatibility or inability to transmit by CPC Connect service.

Hard copy (submitted in person or via mail/courier) offers will not be accepted as part of this Request for Qualification.

Respondents are encouraged to review the PWGSC definition of “Joint Venture” within Annex A.

Respondents should note that this requirement may be subject to the *COVID-19 Vaccination Policy for Supplier Personnel* and the *Policy for Mandatory Vaccination: Canada and the Mission Network*. Refer to Annex B, COVID-19 Vaccination Policy for Supplier Personnel.

Table of Contents

1. Purpose	4
1.1. Summary	4
2. The Selection Process	4
3. Response Requirements.....	5
3.1. Security Requirements	5
3.2. Trade Agreements	5
4. Respondent Requirements.....	6
4.1. Respondent Responsibilities.....	6
4.2. Conflict of Interest.....	6
4.3. Federal Contractors Program for Employment Equity	7
4.4. Respondent Declaration and Response Submission Form	7
5. Submission of Response.....	7
5.1. Submission of Only One Response	7
5.2. Response Due Date and Delivery.....	7
5.3. Method of Submission	8
5.4. Response Delivery.....	10
5.5. Submission Requirements.....	10
5.6. Provision of Documentation	11
5.7. Response Costs	11
5.8. Entire Requirement.....	11
5.9. RFQ Notification and Debriefing	12
6. Communications	12
6.1. Response Communications	12
7. Response.....	13
7.1. Response	13
7.2. Experience of the Respondent.....	13
7.3. Format Instructions	13
8. Evaluation Procedures and Basis of Selection	14
8.1. Assessment	14

8.2. Conduct of Evaluation.....	14
8.3. Evaluation Based on Documents Provided.....	14
8.4. Evaluation Board	14
8.5. Rights of Canada.....	15
8.6. Rejection of Response.....	15
9. Technical Evaluation	16
9.1. Mandatory and Point-Rated Technical Criteria	16
10. Basis of Selection.....	16
Annex A – Request for Qualification Definitions	19
Annex B - Websites	20
Annex C – Description of Project.....	21
Annex D – Submission requirements and evaluation (SRE).....	25
MANDATORY REQUIREMENTS	27
POINT-RATED CRITERIA:	27
Annex E – Respondent Declaration and Response Submission Form	31
Annex F – Client Reference Form	35
Annex G – Matrix of Services by Project Teams.....	37
Annex H – Sustainable Development Strategic Framework for Canada’s Missions Abroad	38

1. Purpose

1.1. Summary

Her Majesty the Queen in Right of Canada, as represented by the Minister of Public Works and Government Services (PWGSC) is inviting firms with architectural and engineering services (“AES”) experience to submit a Response to qualify for the range of services to complete the design, tender call, negotiations, construction administration, contract administration, post construction and warranty for a new Canadian Embassy located in Dakar, Senegal. This Request for Qualification (“RFQ”) specifies the criteria for qualifying Respondents for this project. Respondents who are interested in participating must respond to this RFQ. Based on these Responses, Canada intends to select, in accordance with the terms of this RFQ, the six (6) highest ranked Respondents to participate in the Request for Proposal (“RFP”) stage of the solicitation.

Canada has acquired a parcel of land in Dakar that will serve as the location for Canada's new embassy in Senegal. The building will need to be designed and built to fulfill its role. To that end, Canada is seeking to engage a firm to provide AES to design the building to serve as the new Embassy of Canada in Dakar.

There will be a single AES contract with an architectural and engineering firm to complete a range of services, including the design. The design will conform to all laws, codes, and other standards that apply in Dakar, Senegal. In cases where there are differences between Canadian and Senegalese standards, the more stringent standard will apply as further explained in Annex C – Description of Project. The Consultant will be required to engage or partner with a local firm (sub-consultant) to support the development of the project. In this context, the Consultant will provide AES related to initial design phases which incorporate applicable Canadian standards and provide the required services to complete final documents to obtain local permits and for construction.

Capitalized terms in the RFQ are defined in Annex A.

2. The Selection Process

- a. This is a two-staged selection process that is outlined below:

- i. **Stage One – Request for Qualification:**

The purpose of this RFQ is to qualify Respondents for the provision of AES. The qualification of Respondents is based on the mandatory and point-rated evaluation criteria specified in this RFQ. Only the Respondents that meet the requirements for the RFQ and achieve the highest six (6) scores as detailed within Section 10 - Basis of Selection, may be invited to submit a Proposal in Stage Two.

Should there be an insufficient number of Qualified Respondents, less than two (2) after Stage One – Request for Qualification to permit a competition in Stage Two – Request for Proposal, PWGSC reserves the right (but will not be obligated) to cancel Stage Two – Request for Proposal or to modify the requirements and re-publish the solicitation using the same or a different approach, including but not limited to forgoing the qualification process and opening the RFP process to any and all Respondents.

The issuance of this RFQ is not to be considered in any way as a commitment made

by Canada to issue any subsequent solicitation or to award any contract(s), nor as authority to Industry to undertake any work that could be charged to Canada for the work described herein.

ii. Stage Two – Request for Proposal

Following the RFQ evaluation process under Stage One – Request for Qualification, should Canada proceed with Stage Two – Request for Proposal, Qualified Respondents will each receive an invitation to participate in the RFP and a notice of such will be posted on Buyandsell.gc.ca. Only the aforementioned top six (6) Respondents, subject to Section 10 - Basis of Selection, who have been qualified by PWGSC in Stage One may be invited to submit a Proposal in Stage Two – Request for Proposal.

The selection of the Consultant will be based on the Qualified Respondents who have met all mandatory requirements and have the highest responsive combined rating of technical merit and price. The ratio will be 90% for the technical merit and 10% for price.

Canada presently anticipates the current milestone dates for the project to be as follows:

- a. Stage Two A&E RFP issued: June 2022
- b. A&E Contract awarded: September 2022
- c. Construction documents completed: December 2022
- d. Construction Contract awarded: January 2023
- e. Construction completed: September 2026

These dates are indicative only and subject to change. Canada will not be bound by these timeframes or dates indicated.

3. Response Requirements

3.1. Security Requirements

There are no security requirements associated with this requirement.

3.2. Trade Agreements

The requirement is subject, but not limited to, the provisions of the following agreements: the World Trade Organization Agreement on Government Procurement (WTO-AGP), the Canada-Chile Free Trade Agreement (CCFTA), the Canada-Columbia Free Trade Agreement (CCoFTA), the Canada-Panama Free Trade Agreement (CPanFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).

4. Respondent Requirements

4.1. Respondent Responsibilities

Each Respondent:

- a. before submitting a Response, should obtain any clarification it considers necessary of the RFQ requirements;
- b. should ensure that the Respondent's name, return address, the RFQ number and description, and RFQ closing date and time are clearly visible in the Response;
- c. must prepare its Response in accordance with the RFQ instructions;
- d. must submit a complete Response by the closing date and time, including the signature of authorized representative of the Respondent or Joint Venture;
- e. must submit its Response only to the Bid Receiving Unit of Public Works and Government Services Canada (PWGSC) in the manner specified in Section 5 Submission of Response, by the date and time indicated on page 1 of the RFQ. PWGSC will not assume or have transferred to it those responsibilities. All risks and consequences of incorrect delivery of Responses are the responsibility of the Respondent;
- f. must provide a comprehensible and sufficiently detailed Response, that will enable Canada to make an informed evaluation based on the RFQ criteria;
- g. must comply with all other mandatory requirements of this RFQ;
- h. must comply with the Code of Conduct for Procurement (<https://www.tpsgc-pwgsc.gc.ca/app-acq/cndt-cndct/contexte-context-eng.html>); and
- i. in accordance with Canada's Ineligibility and Suspension Policy (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), all Respondents must provide with their Response, **if applicable**, the Integrity declaration form available on the Forms for the Integrity Regime website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

4.2. Conflict of Interest

- a. **Right to Reject.** Canada may reject a Response if the Respondent, any of its subcontractors, or any of their respective employees or former employees
 - (i) was involved in any manner in the preparation of the RFQ or in any situation of conflict of interest or appearance of a conflict of interest, or
 - (ii) had access to information related to the RFQ that was not available to other Respondents and that would, in Canada's opinion, give or appear to give the Respondent an unfair advantage.
- b. **Experience Not an Unfair Advantage.** Canada will not consider any experience that any Respondent has acquired by providing the goods and/or services described in the RFQ (or similar goods or services), in itself, as conferring an unfair advantage or creating a conflict of interest.
- c. **Notification of Rejection.** If Canada intends to reject a Response under this section, the Contracting Authority will inform the Respondent in advance and in writing and may provide the Respondent an opportunity to make representations before making a final decision. Respondents who are in doubt about a particular situation should contact the Contracting Authority before bid closing. By submitting a Response, the Respondent represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Respondent acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, an unfair advantage or an appearance of conflict of interest or unfair advantage exists.

4.3. Federal Contractors Program for Employment Equity

The Federal Contractors Program for Employment Equity applies to this procurement.

By submitting a Response, the Respondent certifies that the Respondent, and any of the Respondent's persons or entities if the Respondent 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 website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

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

4.4. Respondent Declaration and Response Submission Form

Respondents must include a signed copy of the Respondent Declaration and Response Submission Form (Annex E - Respondent Declaration and Response Submission Form). It provides both a common form in which Respondents can provide information required for evaluation and certifies to Canada all information required by the Respondent Declaration. The Annex "E" should be completed and submitted with the Response, but may be submitted afterwards as follows: if Annex "E" is not completed and submitted with the Response, the Contracting Authority will inform the Respondent of a time frame within which to provide the information. Failure to comply with the request of the Contracting Authority and to provide the certifications within the time frame provided will render the Response non-responsive.

5. Submission of Response

5.1. Submission of Only One Response

A Respondent may not submit more than one Response. This limitation also applies to the firms or entities in the case of a Joint Venture. If more than one Response is received from a Respondent (or, in the case of a Joint Venture, from the firms or entities comprising the Joint Venture), all such Responses will be rejected and no further consideration will be given.

5.2. Response Due Date and Delivery

Respondents must submit their Responses only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated in the RFQ.

PWGSC will delete Responses delivered after the stipulated RFQ closing date and time, unless they qualify as a delayed Response as described in the following paragraph. For responses submitted electronically, the late Response will be deleted. As an example, Responses submitted using Canada Post Corporation's (CPC) Connect service, conversations initiated by the Bid Receiving Unit via the CPC Connect service pertaining to a late Response, will be deleted. Records will be kept documenting the transaction history of all late Responses submitted using CPC Connect service.

A Response delivered to the specified bid receiving unit after the RFQ closing date and time but before the contract award date may be considered, provided the respondent can prove the delay is due solely to a delay in delivery that can be attributed to the Canada Post Corporation (CPC). The only pieces of evidence relating to a delay in the CPC Connect service provided by CPC system that are acceptable to PWGSC is a CPC Connect service date and time record indicated in the CPC Connect conversation history that clearly indicates that the Response was sent before the RFQ closing date and time.

5.3. Method of Submission

Respondents must submit their Response by CPC Connect service provided by the Canada Post Corporation or by facsimile. Due to the nature of the RFQ, transmission of Responses by facsimile is not recommended for administrative reasons but offered to Respondents to provide an alternative opportunity in case of incompatibility or inability to transmit by CPC Connect service. Canada will not accept Responses submitted in any other manner.

a. Responses Submitted by Canada Post Corporation's (CPC) Connect services.

- i. Responses may be submitted by using the CPC Connect service provided by Canada Post Corporation.

The only acceptable email address to use with CPC Connect for Responses to this RFQ is:

tpsgc.pareceptiondessoumissions-apbidReceiving.pwgsc@tpsgc-pwgsc.gc.ca

Note: Responses will not be accepted if emailed directly to this email address. This email address is to be used to open a CPC Connect conversation, as detailed below, or to send Responses through a CPC Connect message if the respondent is using its own licensing agreement for CPC Connect service.

- ii. To submit a Response using CPC Connect service, the Respondent must either:
- A. send directly its Response only to the specified PWGSC Bid Receiving Unit, using its own licensing agreement for CPC Connect provided by Canada Post Corporation; or
 - B. send as early as possible, and in any case, at least six business days prior to the RFQ closing date and time (in order to ensure a Response), an email that includes the RFQ number to the specified PWGSC Bid Receiving Unit requesting to open a CPC Connect conversation. Requests to open a CPC Connect conversation received after that time may not be answered.
- iii. If the Respondent sends an email requesting CPC Connect service to the specified Bid Receiving Unit in the RFQ, an officer of the Bid Receiving Unit will then initiate a CPC Connect conversation. The CPC Connect conversation will create an email notification from Canada Post Corporation prompting the Respondent to access and action the message within the CPC Connect conversation. The Respondent will then be able to transmit its Response afterward at any time prior to the RFQ closing date and time.
- iv. If the Respondent is using its own licensing agreement to send its Response, the Respondent must keep the CPC Connect conversation open until at least 30 business days after the RFQ closing date and time.

- v. The RFQ number should be identified in the CPC Connect message field of all electronic transfers.
 - vi. It should be noted that the use of CPC Connect service requires a Canadian mailing address. Should a Respondent not have a Canadian address, they may use the Bid Receiving Unit address specified in the RFQ in order to register for the CPC Connect service.
 - vii. For Responses transmitted by CPC Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the Response including, but not limited to, the following:
 - A. receipt of a garbled, corrupted or incomplete Response;
 - B. availability or condition of the CPC Connect service;
 - C. incompatibility between the sending and receiving equipment;
 - D. delay in transmission or receipt of the Response;
 - E. failure of the Respondent to properly identify the Response;
 - F. illegibility of the Response;
 - G. security of Response data; or
 - H. inability to create an electronic conversation through the CPC Connect service.
 - viii. The Bid Receiving Unit will send an acknowledgement of the receipt of Response document(s) via the CPC Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or the Bid Receiving Unit. This acknowledgement will confirm only the receipt of Response document(s) and will not confirm if the attachments may be opened nor if the content is readable.
 - ix. Respondents must ensure that they are using the correct email address for the Bid Receiving Unit when initiating a conversation in CPC Connect or communicating with the Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the CPC Connect system.
 - x. A Response transmitted by CPC Connect service constitutes the formal Response of the Respondent and must be submitted in accordance with Section 4 - Respondent Requirements.
- b. **Responses Submitted by Facsimile.** Responses may be submitted by facsimile.
- i. The only acceptable facsimile number for Responses to this RFQ issued by PWGSC headquarters is:
Bid Fax: (819) 997-9776
 - ii. For Responses transmitted by facsimile, Canada will not be responsible for any failure attributable to the transmission or receipt of the faxed Response including, but not limited to, the following:
 - A. receipt of garbled, corrupted or incomplete Response;
 - B. availability or condition of the receiving facsimile equipment;
 - C. incompatibility between the sending and receiving equipment;
 - D. delay in transmission or receipt of the Response;
 - E. failure of the Respondent to properly identify the Response;
 - F. illegibility of the Response; or
 - G. security of Response data.
 - iii. A Response transmitted by facsimile constitutes the formal Response of the Respondent and must be submitted in accordance with Section 4 - Respondents Requirements.

5.4. Response Delivery

a. Canada Post Corporation's (CPC) Connect Service Response Delivery

This RFQ allows respondents to use the CPC Connect service provided by Canada Post Corporation to transmit their Response electronically.

If the Respondent chooses to submit its Response electronically through CPC Connect service, Canada requests that the Respondent submits its Response in accordance with section 5.3.a. Responses Submitted by CPC Connect. The CPC Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation. The electronic attachment should be labelled with the name of the section and the RFQ number.

If the Respondent is simultaneously providing copies of its Response using multiple acceptable delivery methods, and if there is a discrepancy between the wording of any of these copies and the electronic copy provided through CPC Connect service, the wording of the electronic copy provided through CPC Connect service will take precedence over the wording of the other copies.

b. Facsimile Response Delivery

Due to the nature of the RFQ, Responses transmitted by facsimile is not recommended for administrative reasons but offered to respondents to provide an alternative opportunity in case of incompatibility or inability to transmit by CPC Connect service.

If the Respondent submits its Response by facsimile, Canada requests that the sections be clearly identified

5.5. Submission Requirements

- a. **Authority:** Each Respondent (and each firm or entity of a Joint Venture submitting a Response) must (i) have legal capacity to contract and (ii) have the Response signed by an authorized representative of the Respondent. If a Response is submitted by a Joint Venture, then the Response must be signed by all the persons or entities of the Joint Venture unless one person or entity has been appointed to act on behalf of all persons or entities of the Joint Venture. The Response must indicate the name of its representative chosen to act on behalf of the Joint Venture group. The Contracting Authority may, at any time, require each person or entity of the Joint Venture to confirm that the representative has been appointed with full authority to act as its representative for the purposes of the RFQ. If a contract is awarded to a Joint Venture, all persons or entities of the Joint Venture will be jointly and severally or solidarily liable for the performance of any resulting contract.
- b. **Procurement Business Number:** Each Respondent (and each person or entity of a Joint Venture submitting a Response) must have a Procurement Business Number (PBN) before contract award. Respondents may register for a PBN online at <https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/register-as-a-supplier>, Respondents may contact the InfoLine at 1-800-811-1148 to obtain

- the telephone number of the nearest Supplier Registration Agent.
- c. **Response Language:** Respondents may submit their documents and supporting information in either English or French.
 - d. **Responses Become Property of Canada:** Responses received on or before the RFQ closing date and time will become the property of Canada and will not be returned. All Responses will be treated as confidential, subject to the provisions of the *Access to Information Act* (R.S. 1985, c. A-1) and the *Privacy Act* (R.S., 1985, c. P-21).
 - e. **No Assignment of Responses:** Responses may not be assigned after the RFQ closing date. Only Qualified Respondents, as identified in their respective Responses to the RFQ, will be permitted to submit a Proposal for Stage 2 – Request for Proposal, The Proposal must be submitted under the same name as the person(s) or entity(ies) named as the Respondent in the RFQ.

5.6. Provision of Documentation

Canada will make available Notices of Proposed Procurement (“NPP”), RFQ, and related documents for download through the Government Electronic Tendering Service (“GETS”) <https://buyandsell.gc.ca/>. Canada is not responsible and will not assume any liabilities whatsoever for the information found on websites of third parties. Canada will not notify Respondents if it amends an NPP, a RFQ, or any related documentation. It will post all amendments (including significant enquiries received and their replies) using GETS. Respondents are responsible for regularly consulting GETS for the most up-to-date information. Canada will not be liable for any oversight on the Respondent's part nor for notification services offered by a third party.

5.7. Response Costs

The Respondent is solely responsible for all costs associated with preparing, submitting and evaluating its Response.

5.8. Entire Requirement

The RFQ documents contain all the requirements relating to the RFQ. Any other information or documentation provided to or obtained by a Respondent from any source are not relevant. Respondents should not assume that practices used under previous contracts will continue, unless they are described in the RFQ. Respondents should also not assume that their existing capabilities meet the requirements of the RFQ simply because they have met previous requirements.

5.9. RFQ Notification and Debriefing

All Respondents will be notified in writing by email after the list of Qualified Respondents is established, and, upon request to the Contracting Authority, will be offered a debriefing. Should a Respondent desire a debrief, the Respondent should contact the Contracting Authority within 15 working days of the notification of the results of the RFQ.

The debriefing will include the reasons that the Respondent did not qualify to be invited to the RFP, as applicable. The debriefing will be limited to details and results of the evaluation of the specific Respondent's Response and will not provide any details on the contents of, or evaluation results of, Responses of other Respondents. The confidentiality of information relating to other Respondents will be protected. Canada may provide the debriefing in writing, by telephone, in person or video conference. Canada will not assume any of the Respondent's costs in relation to the debriefing.

6. Communications

6.1. Response Communications

To ensure the integrity of the RFQ, enquiries and other communications regarding the RFQ must be directed only to the Contracting Authority identified in the RFQ. Failure to comply with this requirement may result in the Response being declared non-responsive. To ensure consistency and quality of information provided to Respondents, significant enquiries received and their replies will be posted on the Government Electronic Tendering Service (GETS). Canada designates the following person as the Contracting Authority:

Carl Bergevin

Supply Specialist, Architectural and Engineering Services Division
Public Works and Government Services Canada

Carl.Bergevin@tpsgc-pwgsc.gc.ca

Tel: 343-549-0747

- a. **Period for Enquiries:** Respondents must submit all enquiries in writing by email no later than 5 working days before the RFQ closing date.
- b. **Detail of Enquiries:** Respondents should accurately reference the numbered item of the RFQ to which the enquiry relates and explain each question in sufficient detail to enable Canada to provide an accurate answer, failing which no response will be provided.
- c. **Proprietary or Confidential Enquiries:** Respondents must, in any technical enquiry, clearly mark "proprietary" or "confidential" each relevant item that is of a proprietary or confidential nature. Canada will treat such items accordingly except where Canada determines that the enquiry is not of a proprietary or confidential nature. Canada may edit the question(s) or may request that the Respondent to revise the question(s) so that the proprietary or confidential nature of the question(s) is eliminated and the enquiry can be answered to all Respondents. Canada may not answer enquiries that are not submitted in a form that can be distributed to all Respondents.

7. Response

7.1. Response

- a. **Requirements:** Respondents should:
 - i. demonstrate their understanding of the requirements contained in the RFQ,
 - ii. concisely explain how they will meet these requirements, and
 - iii. address the points that are subject to the evaluation criteria against which the Response will be evaluated.
- b. **Organization:** Respondents should address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Respondents may refer to different sections of their Responses by identifying the specific paragraph and page number where the subject topic has already been addressed.

7.2. Experience of the Respondent

Representative Projects. The Respondent should include, in the Response, descriptions of completed projects demonstrating the experience identified in Annex D – Submission Requirements and Evaluation (SRE). The Respondent should ensure that the Response demonstrates that each project presented meets the qualification requirements described.

7.3. Format Instructions

- a. **Requirement for Response Format:** The following format information should be implemented when preparing the Response:
 - Page size should be - 216mm x 279mm (8.5" x 11")
 - Minimum font size - 11 point Times New Roman or equal
 - Minimum margins - 12 mm left, right, top, and bottom
 - One (1) 'page' means one side of a 216mm x 279mm (8.5" x 11") sheet of paper
 - 279mm x 432 mm (11" x 17") fold-out sheets for spreadsheets, organization charts etc. will be counted as two pages.
 - The order of the Response should follow the order established in the Request for Qualification SRE Section
- b. **Page Limitation of Response:** The maximum number of pages (including text, photographs, publications and graphics) to be submitted for the Response is sixty (60) pages.
- c. **Consequence of non-compliance:** any pages which extend beyond the above page limitation and any other attachments will be extracted from the submission and will not be forwarded to the PWGSC Evaluation Board members for evaluation.
- d. The following are not part of the page limitation mentioned above:
 - Covering Letter
 - Cover Page

- Tab/Dividers, provided they are free of technical information
- Table of Contents
- Respondent Declaration and Response Submission Form
- Integrity Declaration Form, if applicable
- Client Reference Form(s)
- Front Page of the RFQ
- Front Page of revision(s) to the RFQ

8. Evaluation Procedures and Basis of Selection

8.1. Assessment

Canada will assess Responses in accordance with the entire requirement of the RFQ, including all evaluation criteria.

8.2. Conduct of Evaluation

a. In conducting its evaluation of the Responses, Canada may, but will have no obligation to, do the following:

- i. seek clarification or verification from Respondents regarding any or all information provided by them with respect to the RFQ;
- ii. contact any or all references supplied by Respondents to verify and validate any information submitted by them;
- iii. request, specific information with respect to Respondents' legal status;
- iv. conduct a survey of Respondents' facilities and/or examine their technical, managerial, and financial capabilities to determine if they are adequate to meet the requirements of the RFQ; and
- v. verify any information provided by Respondents through independent research, use of any government resources or by contacting third parties

b. Respondents will have the number of days specified in the request by the Contracting Authority to comply with any request related to any of the above items. Failure to comply with the request may result in the Response being declared non-responsive.

8.3. Evaluation Based on Documents Provided

Unless specified otherwise in the RFQ, Canada will evaluate only the documentation provided with the Response; it will not evaluate any other information.

8.4. Evaluation Board

The board composed of representatives of Canada established to evaluate and rate Responses. Board members represent a broad cross-section of professional qualifications and experience.

Canada may invite industry association observers to witness the evaluation process. Observers would be non-voting.

8.5. Rights of Canada.

Canada reserves the right to:

- a. reject any or all Responses received in Response to the RFQ;
- b. enter into negotiations with Respondents on any or all aspects of their Responses;
- c. accept any Response in whole or in part without negotiations;
- d. cancel the RFQ at any time;
- e. reissue the RFQ;
- f. if no responsive Responses are received and the requirement is not substantially modified, reissue the RFQ by inviting only the Respondents who responded to resubmit Responses within a period designated by Canada; and,
- g. negotiate with the sole responsive Respondent to ensure best value to Canada.

8.6. Rejection of Response

- a. **Grounds for Rejection:** Canada may reject a Response if any of the following circumstances are present:
 - i. the Respondent is bankrupt or if its activities are rendered inoperable for an extended period;
 - ii. the Respondent or an employee or subcontractor included as part of the Response is subject to a Vendor Performance Corrective Measure, under the Vendor Performance Corrective Measure Policy (<https://buyandsell.gc.ca/policy-andguidelines/supply-manual/section/8/180>), which renders the Respondent ineligible to respond to the requirement;
 - iii. the Respondent has been declared ineligible for selection, following unsatisfactory performance in a previous project as determined in accordance with the department's performance review procedures;
 - iv. an employee, sub-consultant or specialist consultant included as part of the Response has been declared ineligible, for selection for work with the department in accordance with the performance review procedure referred to in paragraph (a)(iii), which would render the employee, sub-consultant or specialist consultant ineligible to bid on the requirement, or the portion of the requirement the employee, sub consultant or specialist consultant is to perform;
 - v. evidence, satisfactory to Canada, of fraud, bribery, fraudulent misrepresentation or failure to comply with any law protecting individuals against any manner of discrimination, has been received with respect to the Respondent, any of its employees, any sub-consultant or any specialist consultant included as part of the Response; or
 - vi. with respect to current or prior transactions with the Government of Canada,
 - A. Canada has exercised its contractual remedies of taking the services out of the consultant's hands or termination for default with respect to a contract with the Respondent, any of its employees, any sub-consultant or any specialist consultant included as part of the Response;
 - B. Canada determines that the Respondent's performance on other contracts, including the quality of the services provided and the

quality and timeliness of the delivery of the project, is sufficiently poor to jeopardize the successful completion of the requirement being bid on.

- b. Where Canada intends to reject a Response or subsequent RFP Proposal pursuant to subsection (a)(vi), the Contracting Authority will so inform the Respondent / Proponent and provide the Respondent / Proponent ten (10) days within which to make representations, before making a final decision on the Response / Proposal rejection.

9. Technical Evaluation

9.1. Mandatory and Point-Rated Technical Criteria

- a. Mandatory Technical Criteria

Canada will review each Response for compliance with the mandatory requirements of the RFQ. Any element of the RFQ that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Canada will declare non-responsive any Response that does not comply with every mandatory requirement.

The mandatory technical criteria are described in Annex D – Submission Requirements and Evaluation.

- b. Point-Rated Technical Criteria

Canada will rate each Response by assigning a score to the rated requirements, which are identified in the RFQ by the word "point-rated" or by reference to a score. Respondents who fail to submit complete Responses with all the information requested by this RFQ will be rated accordingly.

The Point-Rated Technical Criteria are described in Annex D – Submission Requirements and Evaluation.

10. Basis of Selection

- a. To be declared responsive, a Response must meet all the mandatory requirements of the RFQ.
- b. Responses not meeting (a) will be declared non-responsive.
- c. Qualified Respondents will be ranked in order of highest aggregate score to lowest aggregate score. The aggregate score is the sum of points allocated for each of the projects provided within the point-rated requirements under Annex D Submission Requirements and Evaluation.
- d. The six (6) Qualified Respondents that meet (a) and obtain the highest total aggregate scores may be selected for subsequent participation in the Stage Two RFP process.
- e. In the event multiple Qualified Respondents are tied in 6th position, all such Qualified Respondents will be selected for subsequent participation in the Stage Two RFP process.

The examples below have been provided to illustrate the process described in c, d and e above.

Example 1

Respondent	Aggregate Score	Responsive (Y/N)	Rank	Selected for participation in Stage 2 (Y/N)
A	90	Y	1 tied	Y
B	90	Y	1 tied	Y
C	80	Y	3	Y
D	75	Y	4	Y
E	70	Y	5	Y
F	65	Y	6	Y
G	60	Y	7	N
H	55	Y	8	N

Example 2

Respondent	Aggregate Score	Responsive (Y/N)	Rank	Selected for participation in Stage 2 (Y/N)
A	90	Y	1	Y
B	85	Y	2	Y
C	80	Y	3	Y
D	75	Y	4 (tied)	Y
E	75	Y	4 (tied)	Y
F	75	Y	4 (tied)	Y
G	75	Y	4 (tied)	Y
H	70	Y	5	N

- f. In the event a Respondent, qualified as per paragraphs a. through e. above, elects not to participate in Stage Two – RFP, resulting in fewer than 6 participants in the RFP, PWGSC may invite the next highest ranking Respondent to participate in the RFP process.

Annexes

Annex A – Request for Qualification Definitions

In this RFQ, the following words or phrases have the corresponding meaning.

“Consultant” The Proponent who was accepted by Canada to perform the Services and includes the officer or employee of the Consultant identified in writing by the Consultant.

“Departmental Representative” means the officer or employee of Canada identified to the consultant in writing by a duly authorized departmental officer to perform the Departmental Representative's duties.

“Joint Venture” A joint venture is an association of two or more parties who combine their money, property, knowledge, expertise or other resources in a single joint business enterprise, sometimes referred as a consortium, to respond together on a requirement. Members in a joint venture are considered to be a single firm for the purposes of this solicitation. Prior experiences of any or all of the members can be used to demonstrate that they meet the requirements of this RFQ. Respondents must identify in Annex E that they are responding as a joint venture to be eligible for this definition.

“Proponent” The Respondents that are included in the short list of Qualified Respondents and are invited to take part in the next stage of the selection process.

“Proposal” The formal proposal by a Proponent in response to the RFP.

“Qualified Respondents” A Respondent that, in Canada's reasonable determination, has satisfied the conditions of the Request for Qualifications.

“Request for Proposal” or “RFP” A formal solicitation, requesting technical and financial information from Proponents shortlisted through the RFQ process, which evaluates and selects a Proponent to enter into an agreement with PWGSC.

“Request for Qualifications” or “RFQ” A process which evaluates and selects a shortlist of Proponents through assessment of their capacity and capability to undertake a project.

“Respondent” The firm or entity (or, in the case of a Joint Venture, the firms or entities) submitting a Response and responsible for the provision of architectural and engineering Services required for the project as set forth in the Request for Proposal and subsequent documents. For the purposes of this RFQ, Respondents are being evaluated for the experiences of the firm(s) and not for the experience of individuals within the firm. Respondents must clearly demonstrate how the firm meets the required experiences and not individual employees.

“Response” The formal Response by a Respondent to this RFQ and is the statement of information that substantially complies with the form and content requirements of this RFQ.

“Services” The Services provided by the Consultant and the Services required for the project as set forth in the Request for Proposal and subsequent documents.

Annex B - Websites

Access to Information Act

<https://laws-lois.justice.gc.ca/eng/acts/A-1/>

Buy and Sell

<https://buyandsell.gc.ca/>

Certificate of Commitment to Implement Employment Equity form LAB 1168

<https://catalogue.servicecanada.gc.ca/content/EForms/en/Detail.html?Form=LAB1168>

Code of Conduct for Procurement

<http://www.tpsgc-pwgsc.gc.ca/app-acq/cndt-cndct/index-eng.html>

Employment Equity Act

<http://laws-lois.justice.gc.ca/eng/acts/E-5.401/index.html>

Canada Post Corporation's (CPC) Connect service

<https://www.canadapost-postescanada.ca/cpc/en/business/postal-services/digital-mail/connect.page>

Federal Contractors Program (FCP)

<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>

Ineligibility and Suspension Policy

<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>

Integrity Regime Integrity Declaration Form

<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>

International Contract Security

<https://www.tpsgc-PWGSC.gc.ca/esc-src/international-eng.html>

Lobbying Act

<http://laws-lois.justice.gc.ca/eng/acts/L-12.4/?noCookie>

Supplier Registration Information

<https://srisupplier.contractscanada.gc.ca>

Vendor Performance Corrective Measure Policy

<https://buyandsell.gc.ca/policy-and-guidelines/supply-manual/section/8/180>

COVID-19 Vaccination Policy for Supplier Personnel <https://buyandsell.gc.ca/covid-19-vaccination-requirement-for-supplier-personnel>

Policy for Mandatory Vaccination: Canada and the Mission Network

<https://www.international.gc.ca/transparency-transparence/mandatory-vaccination-obligatoire.aspx?lang=eng>

Annex C – Description of Project

The purpose of this project is to provide a range of AES to complete the design, tender call, negotiations, construction administration, contract administration, post construction and warranty for a new Canadian Embassy of approximately 3,000 sq. m. building on a greenfield site in Dakar, Senegal, to accommodate a staff of approximately 100 as well as representational space.

In the regulatory environment in Senegal, it is mandatory that a local firm of the Consultant's choice, obtain final approvals and permits for construction. As a result, the consultant is expected to engage or partner with local firm(s) for AES.

The description set forth below describes the Required Services by the Consultant:

- RS1 Pre-Design Services
- RS2 Schematic Design
- RS3 Design Development
- RS4 Construction Documents
- RS5 Services related to Construction Tendering, Bid Evaluation and Construction Contract Award
- RS6 Services During Construction Phase
- RS7 Services During Post-Construction Phase

Refer to Annex G - Matrix of Services for further definition of expected services of the Consultant during all phases of project implementation. The roles are subject to change and may be presented differently under any resulting RFP.

1.0 Codes, Regulations, By-Laws:

At minimum, the design will conform to all current and applicable law, codes, and other standards that apply in Dakar, Senegal. Conformance to these codes and standards must be ensured by the Consultant. The design will also conform to the most recent edition of Canadian codes and standards to the extent reasonably practicable, including:

- Canada Labour Code, Part II, and Canada Occupational Health and Safety Regulations;
- GAC Departmental Fire Protection Coordinator Requirements;
- National Building Code of Canada 2015 (NBCC);
- National Fire Code of Canada 2015 (NFCC).
- Seismic Risk Reduction of Operational and Functional Components, CSA S832;
- Accessible Design for the Built Environment CAN/CSA-B651-18;
- National Fire Protection Association Standards (NFPA);
- Any other relevant rules and standards, as stipulated in the Design Brief in Phase 2; and

In all cases where there are differences between Canadian and Senegalese standards, the more stringent standard will apply, to the extent reasonably practicable in Canada's opinion.

1.2 Sustainability requirements and expectations

Canada is committed to the principles of sustainable development in all of its operations. The Department of Foreign Affairs, Trade and Development of Canada, operationally known as “Global Affairs Canada” (GAC), has developed a GAC Sustainable Buildings Program (Annex H) which applies to all new diplomatic and consular mission facilities, including leased spaces.

The overall objectives of the Sustainable Buildings Program are to reduce the environmental impact, including greenhouse gases, of operations of the GAC’s buildings. Ultimately, this can be achieved by reducing energy and water consumption, using “green” products, reducing the amount of construction waste amongst other sustainable design objectives and strategies.

Consultant is to incorporate the principles of sustainability in all the phases of project delivery, especially in the initial stages when most of the key decisions are taken. Canada endorses the use of industry-recognized whole-building environmental performance assessment tools to guide the design development of its projects. However, due to the varying conditions from site to site, any one tool cannot be consistently applied for GAC projects.

The sustainable or green design of the new embassy is an important aspect for Canada and the building occupants.

The minimum requirements are to meet all local building codes and regulation related to Sustainability and where viable, to surpass such standards. The project will be targeting a LEED Gold or equivalent certification. For clarity please note that Canada’s primary sustainable objectives are greenhouse gas reduction and energy efficiency.

1.3 GAC Supplied Art, Equipment and Allowances

Consultant is to consider all required infrastructure and incorporate within their design all Canada-supplied equipment such as doors, metal detectors, parcel pass through, and integrated art. Consultant is to facilitate the work of third-party suppliers by providing sketches, drawings, and measurements. Consultant is to incorporate GAC-provided designs into the building design.

1.4 Specialist Consultants

The Consultant must provide all professionally qualified specialists necessary for the delivery of the Services, including but not limited to: architectural, mechanical, electrical, structural, landscaping, cost planning, scheduling, acoustical engineering, lighting design, audio visual works, finish hardware, fire protection engineering, code consulting and health and safety.

2.0 Required Services

The Consultant may perform and complete the services as described herein.

- 2.1** The Consultant will work collaboratively with the Departmental Representative and GAC SMEs (Subject Matter Experts) to provide Architectural and Engineering Services to deliver the following Required Services (RS):

- RS1 Pre-Design Services
- RS2 Schematic Design
- RS3 Design Development
- RS4 Construction Documents
- RS5 Services related to Construction Tendering, Bid Evaluation and Construction Contract Award
- RS6 Services During Construction Phase
- RS7 Services During Post-Construction Phase

RS1 Pre-Design Services

To provide GAC with a foundation and necessary information for design decision making and to confirm data collected and strategic analysis undertaken by GAC prior to consultant contract award. This includes but not limited to: functional and space planning; project budgeting and scheduling etc.

RS2 Schematic Design

To develop and explore design options on the basis of design and program objectives in sufficient detail to illustrate the design concept and to demonstrate compliance with the project brief, which will be provided at Stage 2 – Request for Proposal.

RS3 Design Development

To ensure that the design development documents consist of drawings and other documents that fully describe the size and character of the entire project as related to architecture, engineering, materials and such other elements as may be appropriate.

RS4 Construction Documents

To further develop the design development package into technical drawings for design, bid, build, and specifications to be used for local approvals by authorities having jurisdiction and for construction by the contractor.

RS5 Services related to Construction Tendering, Bid Evaluation and Construction Contract Award

To assist Canada in responding to queries during the bidding process.

RS6 Services During Construction Phase

To carry out sufficient periodic site visits at appropriate intervals during the various stages of construction to supervise the work and to determine if the work is in general conformity with the contract and on the progress of the work.

RS7 Services During Post-Construction

To assist Canada in the implementing take-over procedures, commissioning, and post-occupancy evaluations.

3. Language Requirements after Contract Award

Response to this solicitation process (RFQ & RFP) may be submitted in either of the two official languages of Canada (French and English), communications between Canada and the Respondent shall be in the language of choice of the Respondent, which shall be deemed to be the language of the Respondent's response / proposal.

The Respondent should note that after contract award, deliverables and services with the Contractor in Dakar, Senegal shall be provided in French.

4. Location of Work and Travel

Consultant can perform services in any location, but the Consultant will be required to facilitate meetings (virtual or in-person at cost of Consultant) with up to 20 participants every 2 weeks in Ottawa/Gatineau, Canada, during the Schematic Design and Design Development phases and every 4 weeks during the Construction Documentation and Construction phases. All costs related to travel and participating at in-person meetings in Ottawa/Gatineau, Canada, for services delivered in this project will be the responsibility of the Consultant.

All travel to Dakar, Senegal (if and when required) associated with the delivery of services are to be calculated as a travel-related expenses and will be reimbursed up to the maximum amount allowable (with prior approval of the Departmental Representative) in accordance with current National Joint Council Travel Directive (<https://www.njc-cnm.gc.ca/s3/en>).

Further details regarding travels may be provided during the RFP stage. The information provided in this section may be subject to change.

5. Duration / Period of Contract

The duration of the contract for architectural and engineering services is estimated to be completed by September 2026.

Annex D – Submission requirements and evaluation (SRE)

DEFINITIONS FOR RESPONDENT:

“BOMA Class A” Defined as a prestigious building competing for premier office users using high quality standard finishes, state of the art systems, exceptional accessibility and a definitive market presence, office buildings, embassies, office fit-up projects, prestigious public buildings, bank headquarters, and 5-star hotels. Refer to <http://bomacanada.ca/questions/what-is-a-class-a-building/>

“Collaboration in Execution” Collaboration between geographically distributed, multidisciplinary teams have become standard practice in the AEC (Architecture Engineering Construction) industry. It requires cooperation by various participants in the design process to develop well-considered, integrated solutions. Collaboration in Execution can take the form of various legal relationships such as Joint Ventures or Partnerships or other teaming agreements.

“CAD” All references to costs are in Canadian Dollars (CAD), excluding taxes.

“Greenfield Site” A site that lacks constrictions imposed by prior works. The site was vacant and free of previous buildings.

“Integrated Design” A comprehensive holistic approach to design that brings together multiple disciplines usually considered separately. It attempts to take into consideration all the factors necessary into a decision making process. It is a collaborative framework to designing a building which addresses the building as a whole; including architecture, structural engineering, mechanical engineering, electrical engineering and sustainability to name a few. The approach may also integrate building lifecycle management and a greater consideration of the end users of the building.

“International” In this context, “international” means a country other than the one in which the Respondent’s office is situated; beyond its national boundary. In other words, the project was delivered in a country other than the country that the Respondent’s office is located in. For multinational firms, Respondents must demonstrate how they meet this criterion if they have a satellite office in the country that the project is being delivered also working on the project. The office in the “international” country must have made a significant contribution to the project in order for it to be considered to have met this criterion.

“Prime Consultant” The consultant that is retained directly by the client for the provision of the main part of professional services for the majority of the project duration; these services usually include management and coordination of sub-consultants and other consultants engaged directly by the client or others.

“Recently Completed” In this context “Recently Completed” means that the project has been constructed to the extent of Substantial Completion or building handover after January 1, 2010.

“Substantial Completion” The Work shall be considered to have reached substantial completion when:

- a. the Work or a substantial part thereof has passed inspection and testing and is being used for the intended purposes; and

- b. the Work is capable of completion or correction at a cost of not more than
 - i. 3 percent of the first CAD \$500,000.00;
 - ii. 2 percent of the next CAD \$500,000.00; and
 - iii. 1 percent of the balance
of the contract amount at the time this cost is calculated.

“Work” Subject only to any express stipulation in the contract to the contrary, everything that is necessary to be done, furnished or delivered by the contractor to perform the contract in accordance with the contract documents.

MANDATORY REQUIREMENTS

To be declared compliant, a Respondent must meet the mandatory requirements identified in this section. Responses which meet all mandatory requirements will be evaluated according to the point-rated criteria.

Criteria	Mandatory Requirement	Information Requested
M1	<p>Licensing, Certification, or Authorization</p> <p>Respondents, responsible for the provision of architectural and engineering services must be licensed, certified or otherwise authorized in a Canadian jurisdiction to provide the necessary professional services to the full extent that may be required by the provincial or territorial law in which the Respondent resides.</p>	<p>Respondent must provide the following:</p> <ul style="list-style-type: none"> • Name of firm • Provide the license or authorization and/or indicate how the Respondent meets the provincial or territorial licensing requirements.

POINT-RATED CRITERIA:

Past Project Experience

Respondents should submit five (5) projects Recently Completed as Prime Consultant.

The projects should address (or meet) the following

- All of the projects should each have had a minimum construction value of CAD \$5,000,000 excluding taxes;
- Three of the five projects should each have had a minimum construction value of CAD \$10,000,000 excluding taxes;
- At least one of the projects should have been International and have had a minimum construction value of CAD \$10,000,000 excluding taxes; **and**
- At least one project should meet the definition of BOMA Class "A" project.

The Respondents must possess the direct knowledge and experience on the example projects. Past project experience from entities other than the Respondents will not be considered in the evaluation unless these entities form part of a Joint Venture Respondent.

Where a submitted example project is being carried out as a Joint Venture, Respondents, being the Prime Consultant, should indicate the responsibilities of each of the involved entities.

For a Response to receive full points, the Respondent should submit five (5) projects that clearly address and in sufficient depth the point-rated criteria that are set forth below.

In order to facilitate the evaluation of the Response, Canada requests that Respondents address and present their five (5) projects in the order of the point-rated criteria under the same headings. To avoid duplicate information, Respondents may refer to different sections of their Response by identifying the specific paragraph and page number where the subject topic has already been addressed. For each project, Respondents should provide, but not limited to, photographs, publications, and a narrative describing the significant features of each project presented. Each Response will be rated by assigning a score to the rated requirements. Respondents who fail to submit complete Responses with all the information requested in this RFQ will be rated accordingly.

In the event that the Respondent submits more than five (5) projects, only the first five (5) projects listed, in sequence, will be evaluated and rated (with any other submitted projects not being evaluated or rated by Canada and being deemed not received by Canada).

Point-rated Criteria	Rated Requirement	Allowable Points
P1	Past Project Details	
	<p>Respondent should provide the following for each of the 5 projects being presented for evaluation:</p> <ul style="list-style-type: none"> • Title of project • Project description • Project location (city, country) • Value of construction work in Canadian dollars (\$). • Work period: [Start date of work (month, year) End date of work (month, year)] • Description of the project scope • Description of services provided by the Respondent. 	<p>One (1) point will be given for each bullet point under Past Project Details.</p>
	Maximum allowable points for P1	Maximum 7 points per project x 5 projects = 35 points

P2	Construction Value	
	Project construction value using Canadian currency excluding taxes, and projects location.	<p>\$5M to \$7.5M - within Canada -3 points</p> <p>Greater than \$7.5M to \$10M - within Canada – 5 points</p> <p>Greater than \$10M - within Canada – 6 points</p> <p>\$5M to \$7.5M - International – 5 points</p> <p>Greater than \$7.5M to \$10M – International – 7 points</p> <p>Greater than \$10M - International – 8 points</p>
	Maximum allowable points for P2	Maximum 8 points per project x 5 projects = 40 points
P3	Greenfield site	
	Project was a new build on a greenfield site	1 point per project.
	Maximum allowable points for P3	Maximum 1 point per project x 5 projects = 5 points
P4	Construction Quality & Environmental Certifications	
	Excellence of design, high degree of complexity, and quality of construction.	<p>BOMA Class “A” (or equivalent) – 3 points</p> <p>Certified Green/Sustainability Certificate, by recognized local or international certifier. Example: LEED, BREEAM, etc. – 3 points</p>
	Maximum allowable points for P4	Maximum 3 points per project x 5 projects = 15 points
P5	Design Awards	
	Project which have received two or more juried design related awards from different organizations.	1 point per project.
	Maximum allowable points for P5	Maximum 1 point per project x 5 projects = 5 points
P6	Integrated Design Process (IDP)	
	Project was implemented using an Integrated Design Process.	3 points per project.
	Maximum allowable points for P6	Maximum 3 points per project x 5 projects = 15 points

P7	Collaboration & Communication	
	Detail within each of the respective project(s) the methods used to promote the collaboration and execution of tasks between Architects and how the communication was handle during the implementation of the project.	<p>Clearly indicates method(s) used to promote collaboration and execution of tasks between Architects. - 1 point</p> <p>Architecture firm with another architecture partner in the same country. - 1 point</p> <p>Architecture firm with another International architecture partner. - 1 point</p>
	Maximum allowable points for P7	Maximum 2 points per project x 5 projects = 10 points

The scoring of the Response will be as follows with a maximum of 25 points per project.
Total of 125 points (5 projects x 25 points = 125 points)

Examples of scoring evaluation:

Where a Respondent provided 5 projects

Point Rated	Project 1	Project 2	Project 3	Project 4	Project 5	Total Points
P1 - Past Project Experience	7	7	7	7	7	35/35
P2 - Construction Value	3	3	6	6	6	24/40
P3 - Greenfield site	0	0	1	1	0	2/5
P4 - Construction Quality & Environmental Certifications	3	3	0	0	0	6/15
P5 - Awards	1	0	0	1	0	2/5
P6 - Integrated Design Process (IDP)	3	3	0	0	0	6/15
P7 - Collaboration & Communication	2	1	1	1	1	6/10
Total Overall Score	81/125					

Where a Respondent provided 3 projects

Point Rated	Project 1	Project 2	Project 3	Project 4	Project 5	Total Points
P1 - Past Project Experience	7	7	7	0	0	21/35
P2 - Construction Value	3	3	6	0	0	12/40
P3 - Greenfield site	0	0	1	0	0	1/5
P4 - Construction Quality & Environmental Certifications	3	3	0	0	0	6/15
P5 - Awards	1	0	0	0	0	1/5
P6 - Integrated Design Process (IDP)	3	3	0	0	0	6/15
P7 - Collaboration & Communication	2	1	1	0	0	4/10
Total Overall Score	51/125					

Annex E – Respondent Declaration and Response Submission Form

By submitting its Response, the Respondent hereby certifies to Canada as follows:

1. Respondent's Full Legal Name	
The "Respondent" is the firm or entity (or, for a Joint Venture, the firms or entities) submitting the Response. Respondents who are part of a corporate group should clearly identify the corporation that is the actual Respondent.	
Name	[RESPONDENT'S FULL LEGAL NAME]
Address	[RESPONDENT'S FULL ADDRESS INCLUDING: Street Number / Street Name, Unit / Suite / Apartment Number City, Province, Territory Postal Code Country]
PWGSC RFQ Number	
2. Respondent's Procurement Business Number (PBN)	
The PBN should match the Respondent's legal name.	
Procurement Business Number	[PROCUREMENT BUSINESS NUMBER]
3. Authorized Representative of the Respondent	
Name	
Title	
Telephone Number	
Fax Number	
Email	
4. Identification of Joint Venture Parties	
For a Proposal submitted on behalf of a Joint Venture, provide the information or indicate "N/A" if not applicable.	
Name(s) of Joint Venture Firms or Entities	
PBN(s) of Joint Venture Member	
5. Language Preference	If qualified to participate in the next step of the solicitation process, the Respondent would prefer to receive correspondence and associated procurement documentation in the following language:
English	<input type="checkbox"/>
French	<input type="checkbox"/>
6. Applicable Laws	
Respondents may substitute the applicable laws of another Canadian province or territory by deleting the name of the specified jurisdiction and inserting the name of the province or territory of their choice. If no change is made, the Respondent acknowledges its acceptance of the specified jurisdiction.	

Applicable Laws	Ontario, Canada
7. Federal Contractors Program for Employment Equity (FCP)	
a. Eligibility to Respond Federal Contractors Program for Employment Equity	<p><input type="checkbox"/> The Respondent, and any of its persons or entities if it is a Joint Venture, is not named on the Federal Contractors Program (FCP) for Employment Equity "Federal Contractors Program (FCP) compliance assessment policy - Canada.ca list.</p> <p><i>Canada may declare a Response non-responsive if the Respondent, or any of its persons or entities if the Respondent is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.</i></p>
b. Employment Equity The Federal Contractors Program (FCP) for employment equity is intended to address employment disadvantages for the four designated groups: women, Aboriginal peoples, persons with disabilities and members of visible minorities. Its goal is to achieve equality so that no person is denied employment opportunities for reasons unrelated to ability.	<p>A. Employer Status</p> <p>Check only one of the following:</p> <p><input type="checkbox"/> The Respondent certifies that it has no work force in Canada.</p> <p><input type="checkbox"/> The Respondent certifies that it is a public sector employer.</p> <p><input type="checkbox"/> The Respondent certifies that it is a federally regulated employer, subject to the Employment Equity Act.</p> <p><input type="checkbox"/> The Respondent certifies that it has a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.</p> <p><input type="checkbox"/> The Respondent has a combined workforce in Canada of 100 or more employees, and</p> <p><input type="checkbox"/> The Respondent already has a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC - Labour.</p> <p>or</p> <p><input type="checkbox"/> The Respondent has duly submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC - Labour.</p> <p>Check only one of the following:</p> <p><input type="checkbox"/> The Respondent is not a Joint Venture.</p> <p>or</p> <p><input type="checkbox"/> The Respondent is a Joint Venture as defined in Annex A by PWGSC, and each person or entity has submitted a completed Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions.)</p>
8. Accuracy and Integrity	
Accuracy of information	<input type="checkbox"/> All the information that the Respondent submits with its Response is true, accurate, and complete as of the date indicated below.
9. Code of Conduct for Procurement	<input type="checkbox"/> The Respondent complies with Canada's - Code of Conduct for Procurement - Publications and Procurement Documents - Buying and Selling - PSPC (tpsgc-pwgsc.gc.ca) (the "Code").
10. Ineligibility and Suspension Policy	<input type="checkbox"/> The Respondent has read, understands, and complied with the requirements of Canada's Ineligibility and Suspension

	<p>Policy ("Policy") and applicable directives in effect on the bid solicitation issue date. <input type="checkbox"/> The Respondent is not currently suspended, or ineligible under the Policy. <input type="checkbox"/> The Respondent understands that any subsequent criminal charges or convictions may result in the Bidder's suspension or ineligibility to contract with Canada.</p>	
<p>List of Names: Board of Directors <i>(First Name Last Name)</i> <i>List may be included as an attachment to this Annex</i></p> <p>Other Members <i>(First Name Last Name)</i></p>	1. Director	
	2. Director	
	3. Director	
	4. Director	
	5. Director	
	6. Director	
	7. Director	
	8. Director	
	9. Director	
	10. Director	
[Insert Title]		
[Insert Title]		
<p>11. Declaration and Signatures</p>		
<p>The Respondent represents that the person identified above as the Respondent's representative is fully authorized to represent the Respondent in all matters related to its Response, including but not limited to providing clarifications and additional information that may be requested in association with its Response.</p> <p>The Respondent also hereby agrees and acknowledges that:</p> <ul style="list-style-type: none"> a. This declaration form has been duly authorized and validly executed; b. The Respondent has received, read, examined, understood and agrees to be bound by, the entire RFQ including all amendment(s) thereto; c. The Respondent is bound by all statements and representations in its RFQ Response; and d. The Respondent acknowledges that information provided above will be used to support the evaluation of its Response. <p>I, the undersigned, being a principal of the Respondent, have the authority to bind the corporation, partnership, sole proprietorship, or Joint Venture as applicable, and hereby certify that the information given on this form and in the submitted Response is accurate to the best of my knowledge.</p>		
<p>Name and Title of Representative authorized to sign on behalf of the Respondent</p>	<p>_____ Name of Authorized Representative</p>	

	Title of Authorized Representative:		
Signature and Date of Representative authorized to sign on behalf of the Respondent	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 70%; text-align: center;">_____ Signature of Authorized Representative</td> <td style="border: none; width: 30%; text-align: center;">_____ Date</td> </tr> </table>	_____ Signature of Authorized Representative	_____ Date
_____ Signature of Authorized Representative	_____ Date		
I have authority to bind the Corporation / Partnership / Sole Proprietorship / Joint Venture			
Name and Title of Representative authorized to sign on behalf of the Respondent	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 80%; text-align: center;">_____ Name of Authorized Representative</td> </tr> <tr> <td style="border: none; text-align: center;">_____ Title of Authorized Representative:</td> </tr> </table>	_____ Name of Authorized Representative	_____ Title of Authorized Representative:
_____ Name of Authorized Representative			
_____ Title of Authorized Representative:			
Signature and Date of Representative authorized to sign on behalf of the Respondent	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 70%; text-align: center;">_____ Signature of Authorized Representative</td> <td style="border: none; width: 30%; text-align: center;">_____ Date</td> </tr> </table>	_____ Signature of Authorized Representative	_____ Date
_____ Signature of Authorized Representative	_____ Date		
I have authority to bind the Corporation / Partnership / Sole Proprietorship / Joint Venture			
Name and Title of Representative authorized to sign on behalf of the Respondent	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 80%; text-align: center;">_____ Name of Authorized Representative</td> </tr> <tr> <td style="border: none; text-align: center;">_____ Title of Authorized Representative:</td> </tr> </table>	_____ Name of Authorized Representative	_____ Title of Authorized Representative:
_____ Name of Authorized Representative			
_____ Title of Authorized Representative:			
Signature and Date of Representative authorized to sign on behalf of the Respondent	<table style="width: 100%; border: none;"> <tr> <td style="border: none; width: 70%; text-align: center;">_____ Signature of Authorized Representative</td> <td style="border: none; width: 30%; text-align: center;">_____ Date</td> </tr> </table>	_____ Signature of Authorized Representative	_____ Date
_____ Signature of Authorized Representative	_____ Date		
I have authority to bind the Corporation / Partnership / Sole Proprietorship / Joint Venture			

This Annex E should be completed and submitted with the Response, but may be submitted afterwards as follows: if Annex E is not completed and submitted with the Response, the Contracting Authority will inform the Respondent of a time frame within which to provide the information. Failure to comply with the request of the Contracting Authority and to provide the certifications within the time frame provided will render the Response non-responsive.

Annex F – Client Reference Form

Note to Respondent:

The information in the table below **must** be completed for each representative project listed in P1.

Section A can be completed by the Respondent or the Respondent's client.

Section B should only be completed by the Respondent's client.

Canada may, but will not have the obligation to, contact client references representatives to validate the information provided as part of Annex F – Client Reference Form. In the event of any discrepancy between the information provided by the Respondent and the information validated by the client reference(s), Canada may, but will not have the obligation to, clarify any such discrepancy(ies).

Client references do not apply to the calculation of the page limit.

Section A <i>(Please expand space provided to accommodate extent of information requested)</i>	
Title of Project	
Project description	
Project location (city, country)	
Location of Respondent's office during project (city, country)	
Value of construction work in Canadian dollars (\$).	
Start date of work (month, year)	
Completion date of work (month, year)	
Description of the project scope	
Description of services provided by the Respondent	
Confirmation that the Respondent was the Prime Consultant on the project	

Section B	
<i>I hereby certify the information provided in Section A to be true and factual to the best of my knowledge.</i>	
Client Name	
Title	
Company name	
Telephone number	
Email address	
Signature	
Date	

Annex G – Matrix of Services by Project Teams

This matrix generally indicates (architectural and engineering) services to be provided by the consultant (as well as by GAC's internal resources) in the implementation of this project. The roles are subject to change and may be presented differently under any resulting RFP.

	CON	GAC		CON	GAC		CON	GAC
1.0 GENERAL SERVICES, ALL APPLICABLE PHASES						3.0 AUTHORITIES JURISDICTION - APPLICABLE PHASES		
1.1 Structural Consulting Engineering	■		3.1 Review of Regulatory Requirements	■		7.0 CONSTRUCTION DOCUMENTS PHASE		
1.2 Mechanical Consulting Engineering	■		3.2 Zoning or Land Use Amendment	■		7.1 Drawings and Specifications	■	
1.3 Electrical Consulting Engineering	■		3.3 Variances	■		7.2 Update Construction Cost Estimate	■	
1.4 Acoustic	■		3.4 Site Development Review	■		7.3 Update Project Schedule	■	
1.5 Audio Visual	■		3.5 Development Approval or Agreement	■		7.4 Prepare Bid Req. and Const. Contract Conditions	■	
1.6 Building Sciences	■		3.6 Public Hearings	■		7.5 Prepare Bid Req. for Alternative Prices	■	
1.7 Energy Modelling	■		3.7 Building Permit Application.	■		7.6 Prepare Bidding Req. for Unit Prices	■	
1.8 Civil Engineering	■		4.0 PRE-DESIGN PHASE			7.7 Bid Req. for Multiple Bid Packages (N/A)		
1.9 Commissioning Agent	■	■	4.1 Analyses of Client Needs		■	7.8 Submit Construction Documents	■	
1.10 Cost Estimating	■		4.2 Program Confirmation		■	7.9 Construction Document Report	■	
1.11 Food Services	■		4.3 Initial Evaluation		■	8.0 BIDDING/NEGOTIATION PHASE		
1.12 Heritage Conservation (N/A)			4.4 Owner's Statement of Requirements		■	8.1 Assist Client with Pre-qualification of Bidders	■	■
1.13 Archaeological (N/A)			4.5 Functional Programming		■	8.2 Assist Client in Calling for Bids	■	■
1.14 Hardware	■		4.6 (FF&E) Inventory		■	8.3 Pre-Bid Meetings	■	■
1.15 Interior Design	■		4.7 Financial Feasibility Study		■	8.4 Bidding Inquiries	■	■
1.16 Laboratory Design (N/A)			4.8 Technical Investigation		■	8.5 Addenda	■	■
1.17 Landscape Architect	■		4.9 Building Condition Assessment (N/A)		■	8.6 Bid Receipt and Review	■	■
1.18 Lighting Design	■		4.10 Construction Cost Estimate		■	8.7 Bidding/Negotiation	■	■
1.19 Microclimate	■		4.11 Site Evaluation Study		■	8.8 Bonds and Insurance	■	■
1.20 Planning	■		4.12 Comparative Studies of Prospective Sites		■	8.9 Assemble Construction Contract	■	■
1.21 Security	■		4.13 Investigate Existing Conditions		■	9.0 CONSTRUCTION PHASE		
1.22 Bldg. Security and Communic	■		4.14 Measured Drawings		■	9.1 Project Protocols	■	
1.23 Traffic	■		4.15 Verify Accuracy of Dwgs. from Client		■	9.2 Architect Chaired Site Meetings	■	
1.24 Vertical Transportation	■		4.16 Drawing Conversion		■	9.3 Update Construction Documents	■	
1.25 []			4.17 Photographs		■	9.4 Submittals	■	
1.26 FF&E Procurement, Install Coordinate	■		4.18 Engage Land Surveyor		■	9.5 Requests for Information (RFIs)	■	
1.27 Graphic Design and Signage	■		4.19 Assist Client Regarding Land Survey Info		■	9.6 Supplemental Instructions	■	
1.28 Multiple Construction Contracts (N/A)			4.20 Engage Geotechnical Consultant		■	9.7 CCNs, Change Orders and Change Directives	■	
1.29 Multiple Phases (N/A)			4.21 Assist Client re Geotech Info		■	9.8 General Review	■	
1.30 Coordination of Work of Client's Own Forces	■	■	4.22 Engage Toxic-Hazardous Substances Consultant		■	9.9 Additional General Review (N/A)		
1.31 Coordination of Client's Equipment	■		4.23 Assist Client Toxic- Hazardous info		■	9.10 Additional Off-Site General Review of Mfd. Products	■	
1.32 Value Engineering Services	■		4.24 Marketing (N/A)		■	9.11 Additional Project Representation (N/A)		
1.33 Life Cycle Cost Analysis Services	■		5.0 SCHEMATIC DESIGN PHASE			9.12 Inspection and Testing Services	■	
1.34 Energy Modelling Services	■		5.1 Basic Climate Analysis		■	9.13 Enhanced Inspection and Testing Service (N/A)		
1.35 Climate Change Analysis	■		5.2 Design Approaches		■	9.14 Constructor's Proposed Substitutions	■	
1.36 Enhanced Sustainable Design	■		5.3 Schematic Design Concept(S)		■	9.15 Services Necessitated By Default of Constructor (N/A)		
1.37 Sustainable Design Certification	■		5.4 Schematic Design Documents		■	9.16 Services Related to Replacement of Damaged Work	■	
1.38 Commissioning	■	■	5.5 Marketing Documents		■	9.17 Evaluation of Extensive or Unreasonable Claims	■	
1.39 Multiple Language Services	■		5.6 Architectural Renderings		■	9.18 Payment Certification	■	
2.0 COORDINATION SERVICES - APPLICABLE PHASES			5.7 BIM Modelling		■	9.19 Deficiency Review	■	
2.1 Project Protocols	■		5.8 Schematic Design Report		■	9.20 Record Drawings	■	
2.2 Client Meetings	■		5.9 Construction Cost Estimate Class 'C'		■	9.21 Close-out Submittals	■	
2.3 Consultant Coordination Meetings	■		6.0 DESIGN DEVELOPMENT PHASE			9.22 Systems Demonstrations	■	
2.4 Project Dossier	■		6.1 Design Development Documents		■	9.23 Lien Legislation Certification (N/A)		
2.5 Project Report	■		6.2 Update Project Schedule		■	9.24 Ready for Take-Over Certification	■	
2.6 Coordination of Consultants	■		6.3 Submit Design Development		■	10.0 POST CONSTRUCTION PHASE		
2.7 Coordination of Multiple Constructors (N/A)			6.4 Initial 'Stage P' development		■	10.1 Warranty Review	■	
2.8 Coordination of Client's Own Forces	■	■	6.5 BIM Modelling		■	10.2 Architectural Models	■	
2.9 Coordination of Client's FF&E	■	■	6.6 Design Development Report		■			
2.10 CADD	■		6.7 Construction Cost Estimate - Class 'B'		■			
2.11 BIM	■				■			
2.12 BIM Model Manager	■				■			

**Annex H – Sustainable Development Strategic Framework for Canada’s Missions
Abroad**



Sustainable Development Strategic Framework for Canada's Missions Abroad: *Executive Summary*

In line with the Government of Canada's sustainable development commitments, the International Platform Branch (ACM) within Global Affairs Canada (GAC) has commissioned the Sustainable Development Strategic Framework for Canada's Missions Abroad (SDSF). This framework includes the branch's Sustainability Strategy and its Implementation Plan. The Sustainability Strategy identifies long-term strategic visions that explicitly address all three pillars of sustainability: environment, economy, and society. These strategic visions are uniquely designed to address the branch's internal operations and external services, as well as their presence within the international community.

The Implementation Plan supports the transition of the Sustainability Strategy into effective operational procedures by establishing a consistent structure and approach to guide implementation of a broad range of commitments over the next several years. Its purpose is to seamlessly incorporate sustainable development considerations into the daily business of the International Platform.

PROCESS

Development of the Sustainable Development Strategic Framework adhered to a systematic process summarized as follows:

- **Review of Existing Documentation** to gain comprehensive understanding of the history, philosophy, and operation of sustainability initiatives within the branch.
- **Market Research** to identify industry best practices, lessons learned, and trends to consider.
- **Visioning Session** with senior leadership to develop and refine the four long-term strategic visions.
- **Strategy Implementation** to support the transition of the strategy into effective operational procedures.
- **Engagement Sessions** with stakeholders to develop and refine the implementation process, and performance management tools.
- **Communications Plan** to specifically address communication strategies to support the Implementation Plan.

THE STRATEGIC FRAMEWORK STRUCTURE

Targets are defined and grouped under relevant focus areas for each of the four long-term strategic visions. Various action items are identified for each target and are categorized into short-, medium-, and long-term priorities. This prioritization is determined by weighing the complexity, required resources, and budgetary allocation in pursuing each target. Each action item within the target has a specified start date and an implementation framework to help achieve the overall



target success. A range of the indicative cost estimate for each action item is referenced throughout the Implementation Plan.

Each action identifies:

- Responsible division, implementation division, and other stakeholders;
- Relevant implementation cycles;
- Phases of work including defining requirements, planning and budgeting, and delivering projects;
- Existing policies, documents, and recommended changes;
- Suggestions for new documents or tools to support implementation;
- Anticipated timelines; and
- Linkages to the Communications Plan.

Continuous performance management tools are included in the Strategic Framework to ensure that targets are on track to be achieved in an effective manner. Performance management is designed to trigger a corrective action management cycle, which adjusts the implementation strategy over time, facilitating the effective ongoing delivery of the Strategy.

The Sustainable Development Strategic Framework is intended as a working document that shall be updated over time. It proposes several new tools, metrics, and mechanisms for analysis to address the numerous sustainability objectives of the International Platform Branch. Over the long term, successful implementation of this Framework will require ongoing strategic and data-driven decision-making to facilitate intended outcomes. Significant investments of time and capital must be carefully planned and monitored to achieve the greatest balance of sustainable performance with overall value. This Strategic Framework aims to initiate a far-reaching transformation of branch culture to better support Canada's intentional diplomacy efforts.

STRATEGIC VISIONS AND TARGETS

Vision 1: Responsible Stewardship and Sustainable Performance

Energy and Carbon

1. Reduce the energy consumption of ACM's owned portfolio by 2% per year (from 2020 baseline).
2. Reduce carbon emissions from ACM's owned portfolio by 2% per year (from a 2005 baseline).
3. Develop green lease templates that support tracking of energy consumption and carbon emissions for ACM's leased portfolio, beginning in 2022.

Water

4. Reduce water consumption for ACM's owned portfolio by 2% per year (from 2020 baseline).

Waste

5. Implement a waste diversion program at 10% of missions per year, as well as for all construction, renovation, and demolition (CRD) projects.
6. Reduce purchases of non-recyclable materials by 2% per person per year (from a 2020 baseline).



Vision 2: Supporting Our People and Communities Abroad

Health and Wellness

7. Optimize building infrastructure to support health and wellness at 10% of missions per year, as well as for all planned major projects.

Vision 3: Showcasing Sustainable Commitment

Sustainable Design

8. Pursue green building certification for all major construction and renovation projects at the Silver or equivalent level, or higher.
9. Implement minimum sustainability requirements and develop enhanced design guidance to integrate a sustainable aesthetic into asset planning.

Materials

10. Develop the ACM Departmental Green Procurement Directive for real property abroad.

Green Economy

11. Incorporate a minimum of three Canadian green technologies into all major construction and renovation projects to promote the Canadian green economy abroad.

Vision 4: Climate Change Resilience and Climate Change Security

Energy and Carbon

12. Increase on-site renewable energy production by 5% per year (from 2020 baseline).
13. Pursue building-level grid independence at one mission every three years, showcasing Canadian clean technology, starting in 2025.
14. Reduce carbon emissions from backup power by 2% per year (from 2020 baseline).

Water

15. Install closed loop water treatment systems at one mission every three years.

Resilience Analysis

16. Conduct a climate change risk analysis at 10% of existing missions per year, and all planned major projects. Where feasible, implement resiliency and adaptation strategies and plans.

NEXT STEPS

The following table presents a more detailed summary of the short-term work plan and associated budget.

Metering, Data & Analysis for Owned Assets

A01.01	Energy meter installation at 5-10 owned missions
A04.01	Water meter installation at 5-10 owned missions
A01.01	Energy meter data collection platform & training
A01.04	Energy audits at 10 Category 1 missions
A01.02	Carbon and energy baseline and benchmarking study



- A03.01 Green lease template and dashboard
- A01.05 Carbon and energy reduction portfolio strategy
- A01.06 Carbon and energy reduction implementation plan

Owned Assets Fundamental Stewardship and Performance

- A04.03 Rainwater harvesting pilot: feasibility study & installation
- A12.04 Renewable energy: feasibility studies & installation
- A14.02 Backup power feasibility studies
- A14.04 PV & battery storage pilot
- A01.04 Energy audits, 10 per year: ongoing
- A14.04 Backup power implementation: ongoing
- A01.07 ECM implementation: ongoing
- A04.07 WCM implementation: ongoing
- A05.06 Waste reduction programs: Ongoing

Major Projects Fundamental Design

- A01.04 Options analysis study: energy, carbon, water
- A08.03 Green building certification costs
- A01.08 Incremental costs for energy and carbon efficiency
- A04.08 Incremental costs for water efficiency
- A11.03 Incremental costs for Canadian green technology