



Parks  
Canada

Parcs  
Canada

Canada

# Parks Canada Evolution of Construction Tenders

A shift from Traditional Tenders to  
Value based type Solicitations

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# Today's Presentation



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- A Brief Introduction to Parks Canada
- Traditional ITT VS Enhanced evaluation of tenders
- 2 Stage solicitations
- Evaluation Board
- Lessons learned
- Questions



# Brief Introduction to Parks Canada Agency



# PARKS CANADA AT A GLANCE



1<sup>ST</sup> NATIONAL  
PARK SERVICE  
IN THE WORLD

47  
NATIONAL  
PARKS

171  
NATIONAL  
HISTORIC  
SITES

5 NATIONAL  
MARINE  
CONSERVATION AREAS

1 NATIONAL  
URBAN PARK





# Parks Canada's Brand Demands value added procurement

## Leader in conservation



## Iconic locations



## Authentic Canadian



## Passionate team members





# Parks Canada's Mandate Depends on quality suppliers

## Our Commitment

### To protect

as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

### To present

the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

### To celebrate

the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

### To serve

Canadians, working together to achieve excellence guided by values of competence, respect and fairness.





## Understanding Unique Characteristics and Opportunities

Every Parks Canada field unit safeguards distinct characteristics related to the natural and cultural treasures found there. These features may include unique landscapes, wildlife, heritage assets or cultural significance. As a result, each field unit will have specific measures for collaboration. Custom procurement solutions are required to satisfy a diverse set of objectives and operational realities.



**Working in these special places is a privilege which we extend to partners who share Parks Canada's values.**



# 2-Stage approach

**Stage 1 (prequalification)** – Request bidders to submit their company's general qualifications and relevant experience of their personnel.

**Stage 2** – Provide bidders with all project documents:

- Plans and specifications, reference documents, etc.
- Financial Proposal
- Additional qualifications on project specifications

Example: rated criteria, indigenous participation Plan







# Procs and Cons of ITT and 2-Stage

ITT ADVANTAGES	2-STAGE ADVANDAGES
<ul style="list-style-type: none"><li>• Aims for a minimum quality threshold in the tender submission</li><li>• Formal process that includes all plans and specifications intended to solicit bids for a specific project to obtain a price.</li><li>• Offers a direct competition on price</li><li>• Shorter tender competition process</li><li>• Includes complete technical specifications, plans, quantities estimated and specific requirements.</li><li>• Specifies the submission requirements, including the deadline, format, and required documents (certificates, guarantees, etc.).</li><li>• Generally based on the lowest bidder.</li><li>• <b>Contractuel commitment:</b> Once the submission is accepted, it leads to a formal contract A / ITT = offer.</li><li>• <b>Transparency:</b> Includes information on the detailed selection process (GCs, terms, supplementary conditions, etc.).</li></ul>	<ul style="list-style-type: none"><li>• Allows early commitment to the industry in the process</li><li>• Evaluate the desired level of performance – improve the quality of submissions.</li><li>• Best value for money</li><li>• <b>Phase 1 – Prequalification:</b> goal of obtaining a list of prequalified contractors.</li><li>• <b>Phase 2:</b> Aims to provide project details and technical documents to obtain a price.</li><li>• <b>Not necessarily binding:</b> Stage 1 is valid for 180 days and may not lead to a contract.</li><li>• <b>Common use:</b> Often used for complex work with high risks or sensitive characteristics.</li></ul>
<h3>ITT DESAVANTAGES</h3> <ul style="list-style-type: none"><li>• Risk related to the quality of service provided (e.g., damage to infrastructure)</li><li>• Undue pressure on bidders' margins.</li><li>• Incentive to generate extras</li><li>• Once the tender process is closed, it is not very flexible. The project owner must disqualify non-compliant submissions.</li><li>• Risk related to claims/dispute resolution.</li></ul>	<h3>2-STAGE DESAVANTAGES</h3> <ul style="list-style-type: none"><li>• The process may take longer (2 steps).</li><li>• Increased level of effort required from bidders.</li><li>• In some cases, it may be necessary to reopen the prequalification pool.</li><li>• Do not restrict access for small and medium enterprises.</li></ul>



## Example of mandatory criteria Stage 1

#	Mandatory Requirements	Met (Yes/No)
M1	<p>By the closing date and time of this pre-qualification, the Bidder must have substantially completed four (4) construction projects within the last 10 years that demonstrate stream diversion efforts and concrete column and beam fabrication and installation projects in North America in similar scope and scale to this project, identified below and described in the attached project description, at a value of \$5.0M or greater to this project. The projects preferably have been in the public sector (i.e. work completed for a federal, provincial/<u>territorial</u> or municipal government client).</p> <p><b>Of the four (4) projects required, a minimum of one (1) project must demonstrate the following experience:</b></p> <ul style="list-style-type: none"><li>- Significant Work including and dependant on heritage concrete foundation repair</li></ul> <p><b>Bidders must demonstrate they have met all of the below mandatory experience criteria. This can be demonstrated amongst the breadth of experience in the four (4) reference projects provided:</b></p> <ul style="list-style-type: none"><li>- stream channel water diversion and building construction</li><li>- fabrication and/or coordination of fabrication and installation of structural steel components for columns and beams.</li><li>- Working in wet environments.</li><li>- Working in and with difficult site access constraints.</li><li>- river diversion, fish collection and protection with a proven methodology.</li><li>- installation of precast concrete box culvert.</li><li>- concrete hydro demolition and rehabilitation.</li><li>- management of construction sites with visitors and facility operations that are open to the public during construction.</li><li>- experience working with and coordination of multi disciplinary teams along with successful supply change management. Identification of steel fabricators is</li></ul>	



# Sample Example of Project Sheet form Stage1

PROJECT 1:		Met (Yes/No)
Project Title:		
Project Location:		
Client (Owner or General Contractor if sub-contract):		
Project Start Date(YYYY/MM/DD):	Project Substantial Completion Date (YYYY/MM/DD):	
Was this project substantially completed in the past 10 years? ____ Yes or ____ No		
Did this project include; Significant Work including and dependent on heritage concrete foundation repair? ____ Yes or ____ <u>No</u> if Yes please describe with sufficient detail to demonstrate compliance.		
Did this project include stream diversion efforts and concrete column and beam fabrication and installation in North America in similar scope and scale to this project? ____ Yes or ____ <u>No</u>		
In the project description be sure to identify and describe with sufficient detail which of the following elements were included in the example project. <ul style="list-style-type: none"><li>- stream channel water diversion and building construction</li><li>- fabrication and/or coordination of fabrication and installation of structural steel components for columns and beams.</li><li>- Working in wet environments.</li><li>- Working in and with difficult site access constraints.</li><li>- river diversion, fish collection and protection with a proven methodology.</li><li>- installation of precast concrete box culvert.</li><li>- concrete hydro demolition and rehabilitation.</li><li>- management of construction sites with visitors and facility operations that are open to the public during construction.</li><li>- experience working with and coordination of multi disciplinary teams along with successful supply change management. Identification of steel fabricators is recommended</li></ul>		



# Stage 2

Direct invitation to tender to qualified contractors

- Base on Specifications and drawings
- Financial Proposal
- Optional to add another set of evaluation criteria more specific/deeper
  - Soumission à deux enveloppes
- Possibility to add an IBP



# Example Phase 2

## Kirkfield Lift Lock Urgent Assessment and Repairs

critereon	Weight	Rating	Weighted
	Factor		Rating
Experience of Construction General Contractor on Projects	2,0	0 - 10	0 - 20
Work Plan and Methodology	1,0	0 - 10	0 - 10
Experience of Contractor's Project Manager	2,0	0 - 10	0 - 20
Experience and Qualifications of Fabricator	1,5	0 - 10	0 - 15
Experience of Contractor's Site Superintendent	1,0	0 - 10	0 - 10
Qualifications of Hydraulics Specialist	1,0	0 - 10	0 - 10
Qualifications of Installation Specialist	1,5	0 - 10	0 - 15
Technical rating			0 - 100





# Evaluation committee for rated criteria



# Evaluation Board

- Creation of the evaluation board members
  - Identified the chairperson
  - Subject Matter Experts if required
- Provide the evaluation Guide to each evaluators
- Confidentiality/conflict of Interest Declaration
- Key components:
  - Board Briefing (contracting officer)
  - Review of Submissions
    - Individual Evaluation
  - Board Meeting
    - Evaluation summary (consensus)
- Evaluation process
  - Integrity & Consistency
- Brief/feedback sessions to bidders



# Results to Date





# Questions?

