

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, June 13, 2012 12:40 PM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Subject: RE: ACTION REQUIRED: SATP-301

Thanks Craig!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Wednesday, June 13, 2012 12:34 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: ACTION REQUIRED: SATP-301

Hi,

Here is the letter with apology for late response.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: June 13, 2012 3:02 PM
To: Agerup, Pelle LCTZ:EX
Subject: ACTION REQUIRED: SATP-301

Dear Proponent,

In an email dated May 29, 2012, we asked you to provide written confirmation by June 8, 2012 as to whether you have entered into any agreements or arrangements with any other Proponent(s), or have any intention to enter into an agreement or arrangement with any other Proponent(s), with respect to the NRFP or with respect to any Agreement

arising from the NRFP. To date, we have not received such written confirmation from you. Please provide such written confirmation forthwith.

If you have any questions please do not hesitate to contact me.

Best regards,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 15, 2012 5:28 PM
To: 'James.Markwart@kuehne-nagel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: FW: SATP-301 Questions regarding BCLDB RFP

Hi James,

Due to the scheduling of the next stages of the process it is not possible to move the Proposal Submission Date.

Best regards,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Markwart, James / Kuehne + Nagel / Van FW [<mailto:James.Markwart@kuehne-nagel.com>]
Sent: Thursday, June 14, 2012 1:04 PM
To: SSBC Purchasing SSBC:EX
Subject: RE: SATP-301 Questions regarding BCLDB RFP

Attention: Pelle Agerup, Senior Director

Hi Pelle

Due to the scope of this RFP and the volume of data that has been and continues to be released which needs to be analysed in order to create a complete solution , is it possible for a 1 week extension on submission date to be granted?

Thank you again

James Markwart
Distribution Center Manager
VAN FW
Kuehne + Nagel Ltd.
Unit 140, 16131 Blundell Rd.
Richmond, BC, Canada, V6W 0A3

Tel: 604-247-1668 X200
Fax: 604-247-0191
Cell: 604-505-5738

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, June 19, 2012 9:19 AM
To: 'Brian Chipman'
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Follow Up - BC wine deliveries to GLS's

Hi Brian,

We had a look at the questions and this is the clarification.

Part of BC Products that are in and out of scope:

1. Direct Deliveries to private stores and restaurants are out of scope
2. BC product that is destined to be sold in a GLS is in scope.

Let me know if this leads to more questions.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, June 19, 2012 7:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: Follow Up - BC wine deliveries to GLS's
Importance: High

Hi Pelle,

I hope all is well and you had a nice weekend.

further since our discussion late Friday please advise if you've learned anything regarding BC wine deliveries to GLS's .

Regards,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, June 20, 2012 5:03 PM
To: 'Brian Chipman'
Cc: Martin, Leigh LCTZ:EX
Subject: Appendix G - 10 DS0 P12 2011.xls
Attachments: Appendix G - 10 DS0 P12 2011.xls

Hi Brian,

Opened for me – attached. Let me know if you can open it.

If you are running a older version of Excel we can save it in that one for you.

P

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 29, 2012 3:17 PM
To: 'cjarvis@metroscg.com'
Cc: Martin, Leigh LCTZ:EX
Subject: One more for Tuesday

Hi Chris,

One more minor thing. In the proposal submission form there is a funny looking seal icon – the icon is the seal. Could you re-submit page two with the seal icon in.

e.g.:

Executed under the seal shown below with the intent that such execution take effect as a deed.



Happy Canada Day!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 29, 2012 4:07 PM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Subject: RE: Kuehne + Nagel response

No worries. I'll let you know if you need to send them to me via email. Just starting to get into BCBid now.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Friday, June 29, 2012 4:05 PM
To: Agerup, Pelle LCTZ:EX
Subject: Kuehne + Nagel response
Importance: High

Hi,

Due to technical difficulties with e-bid process our submission was uploaded at 16:00:14. Please advise if this is acceptable?

We await your urgent reply.

Thank you kindly,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 29, 2012 4:12 PM
To: 'Brian Chipman'
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Appx K

Hi Brian,
I'll look closer. I see the printouts in the paper binder, but I did not see a Excel spreadsheet on BCBid or on the memory stick.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, June 29, 2012 4:08 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: Appx K

Hi Pelle, thanks for the heads up, the file has been sent and receipt confirmed. Additionally, 6 hard copies with this section were delivered earlier today. Regards, Brian

Sent from my iPhone

On 2012-06-29, at 3:36 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi Brian,
I did not see the Appendix K Excel spread sheet. Could you please send it.

Cheers
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 29, 2012 4:25 PM
To: 'Brian Chipman'
Subject: RE: Appx K

Got it.

P

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, June 29, 2012 4:08 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: Appx K

Hi Pelle, thanks for the heads up, the file has been sent and receipt confirmed. Additionally, 6 hard copies with this section were delivered earlier today. Regards, Brian

Sent from my iPhone

On 2012-06-29, at 3:36 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi Brian,
I did not see the Appendix K Excel spread sheet. Could you please send it.

Cheers
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 3, 2012 2:30 PM
To: 'Craig.frank@kuehne-nagel.com'; 'Jason.Cunneyworth@Kuehne-Nagel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: FW: K + N Clarifying Questions
Attachments: K+N Clarifying Financial Questions.docx

Hello Craig,
Please find attached questions regarding the financial submission. Please respond before July 7.

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 3, 2012 2:47 PM
To: 'Craig.frank@kuehne-nagel.com'; 'Jason.Cunneyworth@Kuehne-Nagel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: FW: LDB - K + N bid questions

Hi Craig,

The Appendix K submission noted that the assumptions were all in a "KN Assumptions for BCLDB". I have not located a file with that name, is it a part of another document or is it a missing file? Please advice.

Cheers,

Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:51 AM
To: 'cjarvis@metroscg.com'; 'pspiliadis@metroscg.com'
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301 clarification request

Hi Chris,

Please clarify our understanding that Metro plans to exit VDC and KDC S 21 If not, please specify the timeframe.

Please also confirm that the \$9 per square foot facilities rent that LDB will be charging is already factored into your proposal.

Thanks,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:50 AM
To: 'Craig.frank@kuehne-nagel.com'; 'Jason.Cunneyworth@Kuehne-Nagel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301 clarification request

Hi Craig,

Please confirm that the \$9 per square foot facilities rent that LDB will be charging for your use of KDC and VDC until S 21 S 21 is already factored into your proposal.

Thanks,

Pelle

Pelle Agerup, [BSc](#) [MBA](#) [RYT](#)

Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:50 AM
To: 'Scott.Lyons@exel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301 clarification request

Hi Scott,

Please clarify our understanding that Exel plans to exit VDC and KDC S 21 If not, please specify the timeframe. Please also confirm that the \$9 per square foot facilities rent that LDB will be charging is already factored into your proposal.

Thanks,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 3:57 PM
To: 'bchipman@containerworld.com'
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301- storage rate and admin fee clarifications

Hi Brian,
See clarification questions below from my Excel jockey.

Cheers,
Pelle

Hello,

We need to clarify the expected administration fee and annual storage volume of your proposal.

The administration fee of S 21 throughput? And the throughput is S 21 per year? If not, please clarify the annual volume of cases where this S 21 is being applied and the expected year one revenue.

S 21

Please confirm that all these case volumes you are providing are only for in scope case volumes. You have an assumption that total outbound annual volume is S 21 cases, of which S 21 is out of scope. We want to ensure that only in scope volumes are included.

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 4:28 PM
To: 'Brian Chipman'
Subject: RE: Government reference check

Hi Brian,
Do you have a contact person at LDB for the contracts?

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Thursday, July 5, 2012 4:08 PM
To: Agerup, Pelle LCTZ:EX; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Government reference check

Hi Pelle,

Thanks again for your inquiry.

Further to our discussion I have attached a spreadsheet listing all contacts ContainerWorld/CLI has with the BC Government.

As noted the attached spreadsheet lists the following:

- BCLDB regions/service areas
- Initial date CLI began servicing the regions
- Estimated # cases per year
- Estimated weight per year
- Estimated contract value totalling \$2,442,225.00
- Contract start date and contract duration

Please do not hesitate to contact me should you have any further questions.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-05-12 11:38 AM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: Government reference check

Hi,
I'm doing the Government reference check on the Proposals. I didn't see any mention of government contracts over \$1m over the last 3 years in the Proposal.
I'm guessing you did not have any. Could you confirm please?

Thanks,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:38 PM
To: 'Brian Chipman'
Subject: FW: Yet another containerworld question

Hi Brian,
Here are a couple of more...

Cheers,
Pelle

-----Original Message-----

Sent: Thursday, July 5, 2012 6:35 PM
To: Agerup, Pelle LCTZ:EX
Subject: another containerworld question

Hi Pelle,

This could have been answered by the answers to the other questions, but we might as well ask it now to be clear

Hello,

We need to clarify the annual volume assumptions used to derive the total annual costs to receive products.

The data in the submission listed the following volumes inbound annually:

S 21

Please clarify and correct the above volumes to reflect in scope volumes only that would drive total annual receiving costs.

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 5:37 PM
To: 'Brian Chipman'
Subject: More clarifications...

Two more... Hopefully the last ones.

Cheers,
Pelle

Hello,

Please clarify the following items.

1. Bottle Pick Price

Please confirm that the units for bottle picks (Supplier and Agent Service #18) are in bottles. The year one service price is listed at

S 21 (and Year 10 at S 21) and the unit was listed as bottles.

However, the assumptions box noted an annual volume of S 21 Is the S 21 price the price to pick a bottle or the price for pick bottles to make up a case?

2. Order Entry Volume

Please specify the assumed annual order volume used to derive the order entry fee (Wholesale Customer price #200, starting at S 21). There are no assumed volumes in Appendix K. Page 14 of the written submission did note that there were S 21 outbound orders, breaking down into S 21 to BCLDB and S 21 directly delivered throughout BC, but it was unclear which volume should be applied to that fee.

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 6, 2012 6:18 PM
To: 'Brian Chipman'
Subject: RE: SATP-301 clarification request

Thanks Brian!
Have a great weekend,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, July 6, 2012 6:10 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: RE: SATP-301 clarification request
Importance: High

Dear Leigh and Pelle,

Per your following request I have attached the number of LDB in-scope employees we have assumed will accept employment offers from ContainerWorld at service commencement.

Kind Regards,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: July-06-12 2:58 PM

To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX

Subject: SATP-301 clarification request

Can you please provide the number of LDB in-scope employees you have assumed accept employment offers from your company at service commencement?

Leigh Martin, Project Director

Strategic Vendor Management

Labour, Citizens' Services and Open Government

553 Superior St | Victoria, BC | 250-216-5078

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Sunday, July 8, 2012 9:10 PM
To: 'bchipman@containerworld.com'
Subject: Re: Information Requests - July 5 2012

Hi Brian,
Here are some follow up questions.
Cheers,
Pelle

Hello,

Thank you for providing the assumed annual volumes for your various services. However, there are now additional clarification questions.

S 21

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, July 06, 2012 07:19 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Information Requests - July 5 2012

Hi Pelle

per your request, following is our response to all the questions listed in the attached emails received on July 5, 2012.
The attached spreadsheet "Schedule of Estimated Annual Costs for Warehousing and Distribution - Years 1 to 10" details all the assumed volumes (loose/Clamp/Pallets and Cans/Bottles/Wine & Spirits <6.99 LT, 7 to 12 Lt and > 12LT).

As requested we would like to clarify the following:

- Bottle picks – We confirm that the units for bottles pick (Supplier and Agent Services # 18) should be per case (of 12 bottles), rather that the “per bottle” notation indicated.

S 21

Thanks again for your inquiries and please don't hesitate to contact me should you require any further information or clarification over the weekend.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3

Office: (604) 276-1303

Cell: (604) 354-8869

Fax: (604) 276-1301

Email: bchipman@containerworld.com

www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 11, 2012 1:49 PM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Subject: RE: Clarification

Thanks Craig!

This helps! We're in meetings all this week and I saw that you phoned. I can cover some emails but very limited phone breaks.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Wednesday, July 11, 2012 1:46 PM
To: Agerup, Pelle LCTZ:EX; Martin, Leigh LCTZ:EX
Subject: RE: Clarification

Hello,

As Kuehne + Nagel already has a fully licensed liquor warehouse in Vancouver, we are aware of and compliant to all provincial/federal policies and regulations. As outlined in our executive summary, we understand that our role extends beyond compliance to include:

- Achieve a competitive supply chain cost structure
- Minimize risk for transition and future initiatives
- Innovate and contribute to a logistics leadership position
- Allow the LDB to focus on core capabilities and mandate
- Create an agile, streamlined and efficient supply chain
- Comply with Government requirements to be carbon neutral
- Improve shareholder value and return
- Make current LDB land and facilities available for sale

As per our project management process, as outlined on pages 33 & 34 of our response, we will continue to ensure compliance through open lines of communication with the LDB.

Please contact me if you require further clarification,

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 10, 2012 11:04 AM
To: Martin, Leigh LCTZ:EX
Cc: Agerup, Pelle LCTZ:EX
Subject: Clarification

Hello,

An update to the NRFP (Amendment 4, dated May 18th, 2012) was posted to Proponents VDRs regarding the evaluation criterion, Section 7.2.1 - 2, item (h) Distribution Services Solution – Compliance with provincial and federal policy and regulatory framework.

Can you please Indicate where in your proposal you have responded to this evaluation criterion or otherwise you may provide a clarification to this criterion, by email, by end of day July 11, 2012.

Cheers,

Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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To learn more about Kuehne + Nagel Ltd, please visit our website at: www.kuehne-nagel.com For the Kuehne + Nagel email disclaimer, visit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Visitez le site internet de Kuehne + Nagel Ltée: www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 13, 2012 11:53 AM
To: 'Craig.Frank@kuehne-nagel.com'
Subject: Re: Media Inquiries

Thanks for letting me know Craig.
Cheers,
Pelle

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Friday, July 13, 2012 10:36 AM
To: Agerup, Pelle LCTZ:EX
Subject: Media Inquiries

Hi Pelle,

I just wanted to inform you that today we received an inquiry to speak to a Vancouver radio station regarding the current RFP. Kuehne + Nagel will not respond to any media requests to comment in regards to current RFP.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

To learn more about Kuehne + Nagel Ltd, please visit our website at: www.kuehne-nagel.com For the Kuehne + Nagel email disclaimer, visit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:35 PM
To: 'bchipman@containerworld.com'; 'hkaur@containerworld.com'
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3
Attachments: Stage 3 - Guide to Proponents_CW_Release.pdf

Hi Brian,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 26 at 1 - 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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STAGE THREE PROPOSAL REFINEMENT PROCESS

Guide to Short-Listed Proponents

ContainerWorld Forwarding Services Inc

Distribution of Liquor Project
NRFP SATP-301

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1 Overview

The purpose of Stage Three is to allow a Short-Listed Proponent the opportunity to refine and optimize their Proposals, obtain additional necessary information and meet with provincial representatives as required. After such refinement, Short-Listed Proponents will be invited to submit their Refined Proposals.

Upon receiving the Refined Proposals from all of the Short-Listed Proponents participating in this stage, the Province will proceed to evaluate all of the Refined Proposals to establish its final ranking of Short-Listed Proponents for the purposes of proceeding to Stage Four.

The Proposal refinement process is intended to:

- a) Allow the Province to obtain clarification regarding written Proposals and address any perceived deficiencies, ambiguities, or weaknesses observed during the paper-based evaluation of the Proposals;
- b) Ensure that Short-Listed Proponents understand the baseline business requirements and confirm that the Proponents' representations meet these requirements and are accurate;
- c) Give Short-Listed Proponents the opportunity to optimize Proposals, obtain additional necessary information and meet with provincial representatives as required;
- d) Clarify any issues or assumptions regarding any proposed Potential in Scope options; and
- e) At a Short-Listed Proponent's request the Province may hold individual site tours at the Vancouver and Kamloops warehouse facility as well as the Victoria wholesale operations facility.

This guideline document is intended to provide you with an overview of the Proposal Refinement Process (Stage Three).

2 Feedback Session

- a) The first part of the Proposal Refinement Process for the NRFP SATP-301 is a feedback session.
- b) Your feedback session is scheduled for July 26th at 1 PM at the LDB's office located at 2625 Rupert Street, Vancouver. If you are attending in person then please limit the number of participants to no more than 6 individuals. A conference number will be provided in the event you would like other individuals to attend or if you would prefer to conduct the feedback session by phone. Section 7 provides the feedback session schedule.
- c) The purpose of the feedback session is to give you a debriefing of how your Proposal was received by the Province's evaluators. You will also be provided with a summary evaluation document with awarded scores outlining the evaluation committee's assessment of the strengths, weaknesses, areas of risk or

lack of clarity in information provided in your Proposal. You may wish to use this feedback in order to prepare for your proposal improvement sessions.

- d) You will not be told where you ranked in Stage Two as scores are not carried forward to Stage Three. You will also not be told how the other Short Listed Proponents had performed relative to you.
- e) The Province intends on having a subset of the evaluation committee present at the feedback session to deliver the debriefing as well as to answer any questions that you may have.
- f) While the feedback session is moderated by the Province, the session is intended to be interactive so as to facilitate any clarifications you may choose to make.

3 Procedures for Questions and Answers During Stage 3

- a) During the month of August, you may continue to use the VDR to post questions and a response will be provided on a best case basis either by email or posted to your VDR.
- b) Questions in August should be sent by email to: Purchasing@gov.bc.ca. Please mark your email with SATP-301 and attention Pelle Agerup.
- c) As the proposal improvement sessions are specific to each Short-Listed Proponent's respective solution any questions and Province responses will generally only be provided to the Short-Listed Proponent asking the question (either by email or to their respective VDR). Despite this the Province reserves the right to post an answer to a question to all Short-Listed Proponents if in the Province's opinion the information request is material to all Short-Listed Proponents.
- d) The Province will try to answer all questions during the feedback and proposal improvement sessions, but reserves the right to defer any question and respond in writing after the sessions. Alternatively the Province's representatives may decide to caucus and respond during the session.
- e) After your scheduled proposal improvement sessions you may continue to submit further questions. Any questions should be sent to the contact person for the NRFP. Due to the shortened timeframe the Province may decide to deliver a response via a teleconference call.

4 Proposal Improvement Session Procedures

4.1 Overview

- a) Section 7 provides an outline of the two half-day (3hrs each) sessions for the proposal improvement sessions.
- b) As provided in the NRFP document, the purpose of the proposal improvement session is for you to sit down with members of the Province's evaluation committee and subject matter experts so as to ask questions, explore feedback provided during the feedback sessions and to resolve areas of clarity, reduce

assumptions and solidify financials so that solid, Refined Proposals may be produced.

- c) Unlike the feedback session, where the Province will moderate the meeting, the proposal improvement sessions should be facilitated by you. The Province will make evaluators and subject matter experts available for these meetings.
- d) The financial model spreadsheet for Stage 3 will be provided to you prior to the start of the proposal improvement sessions. The Province will schedule two financial spreadsheet meetings (each of 2 hour duration) with Short-Listed Proponents. These meetings will take place at government offices located on the 7th Floor, 865 Hornby Street, Vancouver. See section 7 for dates and times.

4.2 Topics

- a) The proposal improvement sessions are planned to take place at the Liquor Distribution Branch offices located on 2625 Rupert Street, Vancouver.
- b) The agenda for the proposal improvement sessions is determined by the Short-Listed Proponents. The topic areas should match the NRFP (e.g. Distribution Services, information technology, labour relations, transition, financial model etc).
- c) Short-Listed Proponents should let the contact person for the procurement know the topic areas they would like to schedule. In order to schedule our subject matter experts we need to know what topics you would like to discuss by August 24th.

4.2 Session Day Guidelines

- a) The two half-day sessions should be driven and facilitated by you.
- b) The Province will be providing access to evaluators and subject matter experts for the subject areas you have scheduled for that day. You may wish to schedule subject areas based on the feedback provided to you during the feedback sessions.
- c) The proposal improvement sessions are not being evaluated.
- d) Review the NRFP document as it provides information related to Stage 3 of the procurement process. The response guidelines covered in section 8.2 of the NRFP applies to the Refined Proposal evaluations. A breakdown of the sub-criteria weightings is provided as appendix 1 to this guide.
- e) You may attend the sessions in person or by teleconference. If you are attending in person then please limit the number of your attendees to 6 individuals. If you need more individuals to attend then they may do so via teleconference. A teleconference access number will be provided to you in advance of the meetings.
- f) You should be prepared to take advantage of the two 3 hour allotted times to gather as much information as possible to fill in any gaps in your knowledge. Any

assumptions in your proposal need to be reduced and solution elements refined as necessary. Lack of clarity or issues left for negotiations may be seen by evaluators as increasing risk in your Refined Proposal and therefore be reflected in your score.

- g) It is not the Province's role to tell you what you should propose or how you should structure your solution. The Province can however provide information that you can use to determine what refinement may be needed to improve your proposal, or to provide detail and clarity and reduce solution risks.
- h) At any time you can ask questions by email. Answers will generally only be provided to you if it relates specifically to your solution.
- i) The Province will try to answer all questions during the half-day session, but reserves the right to defer any question and respond in writing after the sessions. Wherever possible a response will be provided by the end of the day.
- j) Notwithstanding 4.2(i) above, the Province reserves the discretion not to respond to a question if not relevant to the DLP or if contrary to the provision of the NRFP, including this guideline.
- k) Do not make any audio recordings during any session without first clearing with the NRFP contact person.

5 Additional site tour(s)

Short-Listed Proponents who are interested in additional site tour(s) can request this via the NRFP contact person. These tours will be with one Short-Listed Proponent at a time.

6 Refined Proposal Submission Guideline

- a) Your Refined Proposal should be delivered according to your designated time in Section 7.
- b) By the designated time, you should upload your Refined Proposal electronically to your VDR and/or submit by email to: purchasing@gov.bc.ca. Do not use BC Bid to submit your Refined Proposal. You are not required to submit a paper version of your Refined Proposal. Please be sure to password protect your refined proposal document with a password and send the password by email to pelle.agerup@gov.bc.ca, with a cc to leigh.martin@gov.bc.ca. Your financial model should be in Microsoft Excel format and also password protected. Please be sure to submit a financial model using the new financial template that will be provided to you. That is, do not update the financial spreadsheet that you used in your original Proposal.
- c) In the event you choose not to submit a Refined Proposal, then your original proposal will be evaluated according to the Stage 3 evaluation criteria weighting provided in the NRFP (and as further detailed in this guide).
- d) Any sections that are not refined will be evaluated according to the Stage 3 evaluation criteria using the response guidelines provided in Section 8.2 of the

NRFP. Scores awarded for sections not refined may not necessarily be the same as that awarded during the Stage 2 evaluations.

- e) Appendix 1 to this guide provides a detailed breakdown of the evaluation criteria weightings for Stage 3 Refined Proposals.
- f) Provide fulsome responses, (address every item asked for in a requirement and explain how it relates to the DLP project), in your Refined Proposal based on the response requirements covered in Section 8.2 of the NRFP. Missing areas raises risk and is scored accordingly.
- g) You are not required to submit a full refined (all sections) proposal though you may do so if you wish.
- h) If you choose, your Refined Proposal may be in the form of changes to your original proposal (see exception for the financial model spreadsheet). If you choose this approach then you should do the following:
 - Clearly identify the paragraph within the section that is being changed.
 - Where a change to a section is made, provide the change in black-line highlighting changes and deletions to the original text in the proposal, followed by the new text amending the previous text.
 - Any other amendment (not mentioned in the proposal improvement discussions) should be referenced in the same format.
 - Build your financial model using the new Microsoft Excel spreadsheet that will be provided to you. Do not submit an updated version of the original financial spreadsheet you used in your original proposal submission.
- i) The Province will not record discussions during the proposal improvement sessions. As such you should not assume that any clarifications you might make during the sessions will be used to evaluate your Refined Proposal. If you wish to provide a clarification then include the update in your Refined Proposal.
- j) Provide as much detail as possible in your Refined Proposal. The Province's expectation is that solutions will reflect added clarity, focus and reduced assumptions to the proposal you had originally provided.

7 Stage 3 Scheduling

The following outlines the Stage Three schedule of activities. The Province reserves the right to reschedule these meetings as needed. The order of the Short-Listed Proponents has been determined by random draw.

a) Feedback Session

Date & Time	Location
July 26 1 - 3 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>

b) Financial Model Template Meetings

Date & Time	Location
<u>Meeting 1</u> August 28 1 - 3 PM	<i>Green Board Room, 7th Floor, 865 Hornby Street, Vancouver.</i>
<u>Meeting 2</u> September 21 1 - 3 PM	<i>Green Board Room, 7th Floor, 865 Hornby Street, Vancouver.</i>

c) Proposal Improvement Sessions

Date & Time	Location
<u>Session 1</u> September 7 1:30 – 4:30 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>
<u>Session 2</u> September 18 1:30 – 4:30 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>

d) Refined Proposals Due

Date & Time	Short-Listed Proponent
October 2 4:30 PM	<i>Upload to VDR and/ or by email as per Section 6 of this guide.</i>

End of Document

Appendix 1 – Stage 3 Evaluation Criteria

Distribution Services	Weighting Stage 3
1. (a) Proponent Capability and Capacity	5
a) Proponent Profile (Lead and subcontractors if any)	1
b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2/3
c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2/3
d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	1 1/3
1. (b) Proponent Corporate and Financial Capacity	
a) Corporate and financial capacity	1 1/3
2. Distribution Services Solution	35
a) Warehousing plan	4
b) Supply chain optimization opportunities	5
c) Inventory management plan considering wholesale and retail structure in B.C.	7
d) Delivery scheduling management	5
e) Key performance indicators	5
f) Online order processing including help desk	3
g) Systems integration and reporting	5
h) Compliance with provincial and federal policy and regulatory framework	1
3. Governance and Stakeholder Relationship Plan	5
a) Service delivery governance structure and plan	3
b) Stakeholder relations plan	2
4. Transition strategy including Ramp Up schedule	5
a) Transition strategy including ramp-up schedule	3
b) Change management strategy	2
5. Risk Management and Business Continuity	5
a) Risk management plan	2
b) Business continuity plan	3
6. Labour Relations Strategy and Staff Successorship Plan	5
a) Labour relations strategy	2.5
b) Staffing Successorship plan	2.5
7. Financial Model and Pricing Submission	40
a) Financial Model	10
b) Pricing Submission	30
TOTAL	100

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:35 PM
To: 'Craig.frank@kuehne-nagel.com'; 'Jason.Cunneyworth@Kuehne-Nagel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3
Attachments: Stage 3 - Guide to Proponents_K+N_Release.pdf

Hi Frank,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 1 – 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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STAGE THREE PROPOSAL REFINEMENT PROCESS

Guide to Short-Listed Proponents

Kuehne+Nagel Ltd

Distribution of Liquor Project NRFP SATP-301

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Upon receiving the Refined Proposals from all of the Short-Listed Proponents participating in this stage, the Province will proceed to evaluate all of the Refined Proposals to establish its final ranking of Short-Listed Proponents for the purposes of proceeding to Stage Four.

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- a) Allow the Province to obtain clarification regarding written Proposals and address any perceived deficiencies, ambiguities, or weaknesses observed during the paper-based evaluation of the Proposals;
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This guideline document is intended to provide you with an overview of the Proposal Refinement Process (Stage Three).

2 Feedback Session

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- b) Your feedback session is scheduled for July 25th at 1 PM at the LDB's office located at 2625 Rupert Street, Vancouver. If you are attending in person then please limit the number of participants to no more than 6 individuals. A conference number will be provided in the event you would like other individuals to attend or if you would prefer to conduct the feedback session by phone. Section 7 provides the feedback session schedule.
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- lack of clarity in information provided in your Proposal. You may wish to use this feedback in order to prepare for your proposal improvement sessions.
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3 Procedures for Questions and Answers During Stage 3

- a) During the month of August, you may continue to use the VDR to post questions and a response will be provided on a best case basis either by email or posted to your VDR.
- b) Questions in August should be sent by email to: Purchasing@gov.bc.ca. Please mark your email with SATP-301 and attention Pelle Agerup.
- c) As the proposal improvement sessions are specific to each Short-Listed Proponent's respective solution any questions and Province responses will generally only be provided to the Short-Listed Proponent asking the question (either by email or to their respective VDR). Despite this the Province reserves the right to post an answer to a question to all Short-Listed Proponents if in the Province's opinion the information request is material to all Short-Listed Proponents.
- d) The Province will try to answer all questions during the feedback and proposal improvement sessions, but reserves the right to defer any question and respond in writing after the sessions. Alternatively the Province's representatives may decide to caucus and respond during the session.
- e) After your scheduled proposal improvement sessions you may continue to submit further questions. Any questions should be sent to the contact person for the NRFP. Due to the shortened timeframe the Province may decide to deliver a response via a teleconference call.

4 Proposal Improvement Session Procedures

4.1 Overview

- a) Section 7 provides an outline of the two half-day (3hrs each) sessions for the proposal improvement sessions.
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- c) The proposal improvement sessions are not being evaluated.
- d) Review the NRFP document as it provides information related to Stage 3 of the procurement process. The response guidelines covered in section 8.2 of the NRFP applies to the Refined Proposal evaluations. A breakdown of the sub-criteria weightings is provided as appendix 1 to this guide.
- e) You may attend the sessions in person or by teleconference. If you are attending in person then please limit the number of your attendees to 6 individuals. If you need more individuals to attend then they may do so via teleconference. A teleconference access number will be provided to you in advance of the meetings.
- f) You should be prepared to take advantage of the two 3 hour allotted times to gather as much information as possible to fill in any gaps in your knowledge. Any

- assumptions in your proposal need to be reduced and solution elements refined as necessary. Lack of clarity or issues left for negotiations may be seen by evaluators as increasing risk in your Refined Proposal and therefore be reflected in your score.
- g) It is not the Province's role to tell you what you should propose or how you should structure your solution. The Province can however provide information that you can use to determine what refinement may be needed to improve your proposal, or to provide detail and clarity and reduce solution risks.
 - h) At any time you can ask questions by email. Answers will generally only be provided to you if it relates specifically to your solution.
 - i) The Province will try to answer all questions during the half-day session, but reserves the right to defer any question and respond in writing after the sessions. Wherever possible a response will be provided by the end of the day.
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- c) In the event you choose not to submit a Refined Proposal, then your original proposal will be evaluated according to the Stage 3 evaluation criteria weighting provided in the NRFP (and as further detailed in this guide).
- d) Any sections that are not refined will be evaluated according to the Stage 3 evaluation criteria using the response guidelines provided in Section 8.2 of the

NRFP. Scores awarded for sections not refined may not necessarily be the same as that awarded during the Stage 2 evaluations.

- e) Appendix 1 to this guide provides a detailed breakdown of the evaluation criteria weightings for Stage 3 Refined Proposals.
- f) Provide fulsome responses, (address every item asked for in a requirement and explain how it relates to the DLP project), in your Refined Proposal based on the response requirements covered in Section 8.2 of the NRFP. Missing areas raises risk and is scored accordingly.
- g) You are not required to submit a full refined (all sections) proposal though you may do so if you wish.
- h) If you choose, your Refined Proposal may be in the form of changes to your original proposal (see exception for the financial model spreadsheet). If you choose this approach then you should do the following:
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7 Stage 3 Scheduling

The following outlines the Stage Three schedule of activities. The Province reserves the right to reschedule these meetings as needed. The order of the Short-Listed Proponents has been determined by random draw.

a) Feedback Session

Date & Time	Location
July 25 1 - 3 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver</i>

b) Financial Model Template Meetings

Date & Time	Location
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<u>Meeting 2</u> September 20 1 - 3 PM	<i>Green Board Room, 7th Floor, 865 Hornby Street, Vancouver</i>

c) Proposal Improvement Sessions

Date & Time	Location
<u>Session 1</u> September 6 1:30 – 4:30 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver</i>
<u>Session 2</u> September 17 1:30 – 4:30 PM	<i>LDB Offices - 2625 Rupert Street, Vancouver</i>

d) Refined Proposal Due

Date & Time	Short-Listed Proponent
October 1 4:30 PM	<i>Upload to VDR and/ or by email as per Section 6 of this guide.</i>

End of Document

Appendix 1 – Stage 3 Evaluation Criteria

Distribution Services	Weighting Stage 3
1. (a) Proponent Capability and Capacity	5
a) Proponent Profile (Lead and subcontractors if any)	1
b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2/3
c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2/3
d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	1 1/3
1. (b) Proponent Corporate and Financial Capacity	
a) Corporate and financial capacity	1 1/3
2. Distribution Services Solution	35
a) Warehousing plan	4
b) Supply chain optimization opportunities	5
c) Inventory management plan considering wholesale and retail structure in B.C.	7
d) Delivery scheduling management	5
e) Key performance indicators	5
f) Online order processing including help desk	3
g) Systems integration and reporting	5
h) Compliance with provincial and federal policy and regulatory framework	1
3. Governance and Stakeholder Relationship Plan	5
a) Service delivery governance structure and plan	3
b) Stakeholder relations plan	2
4. Transition strategy including Ramp Up schedule	5
a) Transition strategy including ramp-up schedule	3
b) Change management strategy	2
5. Risk Management and Business Continuity	5
a) Risk management plan	2
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6. Labour Relations Strategy and Staff Successorship Plan	5
a) Labour relations strategy	2.5
b) Staffing Successorship plan	2.5
7. Financial Model and Pricing Submission	40
a) Financial Model	10
b) Pricing Submission	30
TOTAL	100

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:35 PM
To: 'cjarvis@metroscg.com'; 'pspiliadis@metroscg.com'
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3
Attachments: Stage 3 - Guide to Proponents_MSG_Release.pdf

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
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STAGE THREE PROPOSAL REFINEMENT PROCESS

Guide to Short-Listed Proponents

Metro Supply Chain Group

Distribution of Liquor Project NRFP SATP-301

PROTECTED AND CONFIDENTIAL

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1 Overview

The purpose of Stage Three is to allow a Short-Listed Proponent the opportunity to refine and optimize their Proposals, obtain additional necessary information and meet with provincial representatives as required. After such refinement, Short-Listed Proponents will be invited to submit their Refined Proposals.

Upon receiving the Refined Proposals from all of the Short-Listed Proponents participating in this stage, the Province will proceed to evaluate all of the Refined Proposals to establish its final ranking of Short-Listed Proponents for the purposes of proceeding to Stage Four.

The Proposal refinement process is intended to:

- a) Allow the Province to obtain clarification regarding written Proposals and address any perceived deficiencies, ambiguities, or weaknesses observed during the paper-based evaluation of the Proposals;
- b) Ensure that Short-Listed Proponents understand the baseline business requirements and confirm that the Proponents' representations meet these requirements and are accurate;
- c) Give Short-Listed Proponents the opportunity to optimize Proposals, obtain additional necessary information and meet with provincial representatives as required;
- d) Clarify any issues or assumptions regarding any proposed Potential in Scope options; and
- e) At a Short-Listed Proponent's request the Province may hold individual site tours at the Vancouver and Kamloops warehouse facility as well as the Victoria wholesale operations facility.

This guideline document is intended to provide you with an overview of the Proposal Refinement Process (Stage Three).

2 Feedback Session

- a) The first part of the Proposal Refinement Process for the NRFP SATP-301 is a feedback session.
- b) Your feedback session is scheduled for July 25th at 9 AM at the LDB's office located at 2625 Rupert Street, Vancouver. If you are attending in person then please limit the number of participants to no more than 6 individuals. A conference number will be provided in the event you would like other individuals to attend or if you would prefer to conduct the feedback session by phone. Section 7 provides the feedback session schedule.
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lack of clarity in information provided in your Proposal. You may wish to use this feedback in order to prepare for your proposal improvement sessions.

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Date & Time	Short-Listed Proponent
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:35 PM
To: 'Scott.Lyons@exel.com'
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3
Attachments: Stage 3 - Guide to Proponents_Exel_Release.pdf

Hi Scott,

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Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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STAGE THREE PROPOSAL REFINEMENT PROCESS

Guide to Short-Listed Proponents

Exel Canada Ltd

Distribution of Liquor Project NRFP SATP-301

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- b) The Province will be providing access to evaluators and subject matter experts for the subject areas you have scheduled for that day. You may wish to schedule subject areas based on the feedback provided to you during the feedback sessions.
- c) The proposal improvement sessions are not being evaluated.
- d) Review the NRFP document as it provides information related to Stage 3 of the procurement process. The response guidelines covered in section 8.2 of the NRFP applies to the Refined Proposal evaluations. A breakdown of the sub-criteria weightings is provided as appendix 1 to this guide.
- e) You may attend the sessions in person or by teleconference. If you are attending in person then please limit the number of your attendees to 6 individuals. If you need more individuals to attend then they may do so via teleconference. A teleconference access number will be provided to you in advance of the meetings.
- f) You should be prepared to take advantage of the two 3 hour allotted times to gather as much information as possible to fill in any gaps in your knowledge. Any

assumptions in your proposal need to be reduced and solution elements refined as necessary. Lack of clarity or issues left for negotiations may be seen by evaluators as increasing risk in your Refined Proposal and therefore be reflected in your score.

- g) It is not the Province's role to tell you what you should propose or how you should structure your solution. The Province can however provide information that you can use to determine what refinement may be needed to improve your proposal, or to provide detail and clarity and reduce solution risks.
- h) At any time you can ask questions by email. Answers will generally only be provided to you if it relates specifically to your solution.
- i) The Province will try to answer all questions during the half-day session, but reserves the right to defer any question and respond in writing after the sessions. Wherever possible a response will be provided by the end of the day.
- j) Notwithstanding 4.2(i) above, the Province reserves the discretion not to respond to a question if not relevant to the DLP or if contrary to the provision of the NRFP, including this guideline.
- k) Do not make any audio recordings during any session without first clearing with the NRFP contact person.

5 Additional site tour(s)

Short-Listed Proponents who are interested in additional site tour(s) can request this via the NRFP contact person. These tours will be with one Short-Listed Proponent at a time.

6 Refined Proposal Submission Guideline

- a) Your Refined Proposal should be delivered according to your designated time in Section 7.
- b) By the designated time, you should upload your Refined Proposal electronically to your VDR and/or submit by email to: purchasing@gov.bc.ca. Do not use BC Bid to submit your Refined Proposal. You are not required to submit a paper version of your Refined Proposal. Please be sure to password protect your refined proposal document with a password and send the password by email to pelle.agerup@gov.bc.ca, with a cc to leigh.martin@gov.bc.ca. Your financial model should be in Microsoft Excel format and also password protected. Please be sure to submit a financial model using the new financial template that will be provided to you. That is, do not update the financial spreadsheet that you used in your original Proposal.
- c) In the event you choose not to submit a Refined Proposal, then your original proposal will be evaluated according to the Stage 3 evaluation criteria weighting provided in the NRFP (and as further detailed in this guide).
- d) Any sections that are not refined will be evaluated according to the Stage 3 evaluation criteria using the response guidelines provided in Section 8.2 of the

NRFP. Scores awarded for sections not refined may not necessarily be the same as that awarded during the Stage 2 evaluations.

- e) Appendix 1 to this guide provides a detailed breakdown of the evaluation criteria weightings for Stage 3 Refined Proposals.
- f) Provide fulsome responses, (address every item asked for in a requirement and explain how it relates to the DLP project), in your Refined Proposal based on the response requirements covered in Section 8.2 of the NRFP. Missing areas raises risk and is scored accordingly.
- g) You are not required to submit a full refined (all sections) proposal though you may do so if you wish.
- h) If you choose, your Refined Proposal may be in the form of changes to your original proposal (see exception for the financial model spreadsheet). If you choose this approach then you should do the following:
 - Clearly identify the paragraph within the section that is being changed.
 - Where a change to a section is made, provide the change in black-line highlighting changes and deletions to the original text in the proposal, followed by the new text amending the previous text.
 - Any other amendment (not mentioned in the proposal improvement discussions) should be referenced in the same format.
 - Build your financial model using the new Microsoft Excel spreadsheet that will be provided to you. Do not submit an updated version of the original financial spreadsheet you used in your original proposal submission.
- i) The Province will not record discussions during the proposal improvement sessions. As such you should not assume that any clarifications you might make during the sessions will be used to evaluate your Refined Proposal. If you wish to provide a clarification then include the update in your Refined Proposal.
- j) Provide as much detail as possible in your Refined Proposal. The Province's expectation is that solutions will reflect added clarity, focus and reduced assumptions to the proposal you had originally provided.

7 Stage 3 Scheduling

The following outlines the Stage Three schedule of activities. The Province reserves the right to reschedule these meetings as needed. The order of the Short-Listed Proponents has been determined by random draw.

a) Feedback Session

Date & Time	Location
July 26 9 - 11 AM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>

b) Financial Model Template Meetings

Date & Time	Location
<u>Meeting 1</u> August 28 9 - 11 AM	<i>Green Board Room, 7th Floor, 865 Hornby Street, Vancouver.</i>
<u>Meeting 2</u> September 21 9 - 11 AM	<i>Green Board Room, 7th Floor, 865 Hornby Street, Vancouver.</i>

c) Proposal Improvement Sessions

Date & Time	Location
<u>Session 1</u> September 7 8:30 – 11:30 AM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>
September 18 8:30 – 11:30 AM	<i>LDB Offices - 2625 Rupert Street, Vancouver.</i>

d) Refined Proposals Due

Date & Time	Short-Listed Proponent
October 2 12 PM	<i>Upload to VDR and/ or by email as per Section 6 of this guide.</i>

End of Document

Appendix 1 – Stage 3 Evaluation Criteria

Distribution Services	Weighting Stage 3
1. (a) Proponent Capability and Capacity	5
a) Proponent Profile (Lead and subcontractors if any)	1
b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2/3
c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2/3
d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	1 1/3
1. (b) Proponent Corporate and Financial Capacity	
a) Corporate and financial capacity	1 1/3
2. Distribution Services Solution	35
a) Warehousing plan	4
b) Supply chain optimization opportunities	5
c) Inventory management plan considering wholesale and retail structure in B.C.	7
d) Delivery scheduling management	5
e) Key performance indicators	5
f) Online order processing including help desk	3
g) Systems integration and reporting	5
h) Compliance with provincial and federal policy and regulatory framework	1
3. Governance and Stakeholder Relationship Plan	5
a) Service delivery governance structure and plan	3
b) Stakeholder relations plan	2
4. Transition strategy including Ramp Up schedule	5
a) Transition strategy including ramp-up schedule	3
b) Change management strategy	2
5. Risk Management and Business Continuity	5
a) Risk management plan	2
b) Business continuity plan	3
6. Labour Relations Strategy and Staff Successorship Plan	5
a) Labour relations strategy	2.5
b) Staffing Successorship plan	2.5
7. Financial Model and Pricing Submission	40
a) Financial Model	10
b) Pricing Submission	30
TOTAL	100

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:54 PM
To: 'Scott Lyons (EXEL CA)'
Cc: Martin, Leigh LCTZ:EX
Subject: RE: BC Liquor Distribution privatization 2012

Thanks for doing it.
Cheers,
Pelle

From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Friday, July 20, 2012 2:52 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: BC Liquor Distribution privatization 2012

I just wanted to be sure.

Thanks,

Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Saturday, July 21, 2012 05:48 AM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX <Leigh.Martin@gov.bc.ca>
Subject: RE: BC Liquor Distribution privatization 2012

Hi Scott,
As S 22 is not media you do not need permission from the Province to respond.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Thursday, July 19, 2012 3:42 PM
To: Agerup, Pelle LCTZ:EX
Subject: FW: BC Liquor Distribution privatization 2012

We received the email below from Mr. S 22

We would like to respond with the following:

Dear S 22

Thank you for your note, and for sharing your opinions related to the Province of BC's decision to outsource logistics services.

Our goal has always been to put forward a proposal to the Province of BC that demonstrates our capacity, experience and expertise in logistics and distribution. In response to assertions about this process to which you have alluded, we want to be perfectly clear that neither Exel nor anyone representing Exel has had any communication or discussions with any other companies relating to this business opportunity in BC.

In preparing for and responding to this opportunity we have always acted in a professional, honest and respectful manner and we will continue to follow these principles going forward.

Thank you again for your note.

This response does relate to the NRFP so we want to ensure the Province is okay with it. If not, we would appreciate alternate language.

Also, we suspect that we will be contacted tomorrow regarding the release of the short list of Proponents. We believe will need to have a response for these inquiries. I will send you draft responses either later tonight or first thing tomorrow morning. There will be two versions. One if we are successful to getting to the next phase and one if we are not. Again, we want to get your approval prior to putting forward any response.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: S 22
Sent: Sunday, July 15, 2012 11:10 AM
To: S22
Cc: Scott Lyons (EXEL CA)
Subject: BC Liquor Distribution privatization 2012

To Patrick Kinsella and Scott Lyons

Gentlemen,

I am a private citizen writing to express the view that the privatization plans currently in the works must be stopped. Mr. Kinsella's relationship with the BCLiberal party is in fact a millstone round the neck of this deal from the viewpoint of the public in BC. That relationship is not an asset.

If it is not stopped politically, then any deal involving Exel or Container World will be hopelessly tainted in the public eye, and charges against those involved politically may be contemplated for breach of fiduciary duty.

We know the current government is hanging by a thread. I am asking you to withdraw from this process. I reference the work of journalist Bob Mackin as background. I would admire it if you would answer his assertions publicly.

Sincerely

S 22

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 4:42 PM
To: 'Scott.Lyons@exel.com'
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for all of them, please provide, that would help as well.

Alberta Liquor Store Association

Ivonne Martinez – President, Alberta Liquor Store Association

Cell: S 22

Alberta Hotel and Lodging Association

Dave Kaiser – President and CEO

780 436-6112

IVSA – Import Vintners and Spirits Association

Dave Gordon – Alberta Chair IVSA

604 581-0374 Toll free: 1 877-881-0374

Email: ivsa@shaw.ca

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 4:42 PM
To: 'bchipman@containerworld.com'; 'hkaur@containerworld.com'
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for them, please provide, that would help as well.

Afic Exim (Canada Inc)
Ashok Fogla – CEO/Founder
604 898-1774

Andrew Peller Limited
Scott Moore – Director of Operations
905 643 4131

Authentic Wine and Spirits Merchants
Darryl Weinbren – President
604 708-5022 ext 418

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 4:42 PM
To: 'cjarvis@metroscg.com'; 'pspiliadis@metroscg.com'
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for them, please provide, that would help as well.

Cheers,
Pelle

Loblaws - Regional Distribution Solution (Retail)
Frank Merkley
Tel: S 22

Honda - Parts Distribution (Automotive)
Jeff Stralak
Tel: 905-888-8110

Petsmart - Transportation Services
Chris Walsh
Tel: S 22

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 4:42 PM
To: 'Craig.frank@kuehne-nagel.com'; 'Jason.Cunneyworth@Kuehne-Nagel.com'
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for all of them, please provide, that would help as well.

Heineken
Paul Hoffman - UK Supply Chain Director
Edinburgh

S 22

paul.hoffman@heineken.co.uk

Bell Mobility Inc.
Marc Lapierre - Director, Procurement & Supply Chain
Tel: S 22

Hyundai Canada
Ray Irwin- PDC Manager
S 22

Cheers,
Pelle

Pelle Agerup, [BSc](#) [MBA](#) [RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Monday, July 23, 2012 4:47 PM
To: 'Scott Lyons (EXEL CA)'
Cc: Martin, Leigh LCTZ:EX; Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Scott,
Here is the conference call details:

Dial-in Phone Numbers: S 15, S 17 Toll Free - North America (S 15, S 17 Vancouver local)
Participant Conference ID: S 15, S 17

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Sunday, July 22, 2012 7:15 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Thank-you. We are pleased to make it to the next round!

For the feedback session on Thursday please send me the conference call number once you have it. I will follow-up with you shortly with who will be attending in person.

Cheers,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Scott,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 26 at 9 – 11 AM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 10:21 AM
To: 'bchipman@containerworld.com'
Subject: conference call info

Here is the conference call info

Dial-in Phone Numbers:

S 15, S 17 Toll Free - North America

S 15, S 17 Vancouver local

Participant Conference ID: S 15, S 17

Pelle Agerup, [BSc](#) [MBA](#) [RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 11:52 AM
To: 'Jarvis, Chris'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Thanks Chris,

Here is the conference call info:

Dial-in Phone Numbers:

S 15, S 17 Toll Free - North America

S 15, S 17 Vancouver local

Participant Conference ID: S 15, S 17

Cheers,
Pelle

From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Tuesday, July 24, 2012 11:41 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Resending attendance list. Please confirm receipt.

I will be in the air at 4pm EST and unavailable until 6pm PST.

Chris

On 2012-07-23, at 12:08 PM, "Jarvis, Chris" <cjarvis@metroscg.com> wrote:

Hi Pelle,

Metro will have 5 people attending in person for Wednesday's feedback session. They are as follows:

Martin Graham, President
Glenn Ross, SVP Sales
Glenn Welsh, VP Operations
Tony Delutis, VP Human Resource
Chris Jarvis, VP Solution Design

We also plan to have a number of folks attending via conference line. Please provide the necessary details when they are available.

Thanks,
Chris Jarvis
VP, Engineering & Solutions Design
Metro Supply Chain Group

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM
To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 8:51 PM
To: 'Brian Chipman'
Subject: RE: Feedback Session - July 26, 2012

Hi Brian,
Send it to me please.

Cheers,
Pelle

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, July 24, 2012 5:06 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Feedback Session - July 26, 2012

Hi Pelle,

We appreciate your support with our request and agree with the terms listed below. Please confirm who you wish us to send the copy of the recording to after the July 26th Feedback Session.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-24-12 3:37 PM
To: Brian Chipman
Subject: RE: Feedback Session - July 26, 2012

Regarding recording:

1. The recording will be part of the confidential as per the Declaration of interest
2. For use within CW only for the purpose of this NRFP
3. Destroyed at the end of the process, or when so instructed
4. Give us a copy of the recording after the meeting

Will this work?

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, July 24, 2012 10:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: Feedback Session - July 26, 2012
Importance: High

Hi Pelle,

Further to our telecom and per your request ContainerWorld is planning to have the following participants attend our feedback session in person on July 26, 2012 :

1. Dennis Christmas
2. Harjeet Kaur
3. Jim White
4. Peter Ilich
5. Gary Combrink
6. Dave Reynolds

Due to the participant limitation and participant availability we would appreciate a conference call number to allow other individuals to attend by phone and clearance to audio record this feedback session.

Please confirm and provide the conference call in number at your earliest convenience.

Thank you,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 25, 2012 11:27 AM
To: 'Jarvis, Chris'
Subject: DLP S2 EvalSum-Metro FINAL text fixed.pdf - Adobe Acrobat Professional
Attachments: DLP S2 EvalSum-Metro FINAL text fixed.pdf

Hi Chris,
Here is the corrected version.

Cheers,
Pelle



NRFP SATP-301

Feedback Session

For

Metro Supply Chain Group

Date:
July 25, 2012

PROTECTED AND CONFIDENTIAL

This document contains information that is proprietary or otherwise commercially sensitive. Except as may be expressly provided under the *Freedom of Information and Protection of Privacy Act*, this document and all information contained therein must be held in the strictest confidence.

Table of Contents

A. Introductions – SATP 3

B. Agenda – SATP..... 3

C. Purpose of the Feedback Session 3

D. Evaluation Table..... 3

E. Feedback on Metro Supply Chain Group Proposal..... 4

F. Stage 3 – Proposal Improvement Session Scheduling 32

A. Introductions – SATP

- DLP Project:
 - ❖ Evaluation Committee members (subset)
 - ❖ SATP
 - ❖ Subject Matter Expert(s)
 - ❖ DLP Fairness Monitor

B. Agenda – SATP

- Purpose of the Feedback Session SATP
- Feedback on your proposal and Q/A Evaluation Committee (subset)
- Stage 3 scheduling SATP
- Closing SATP

C. Purpose of the Feedback Session

- This feedback session forms part of the Stage 3 – Proposal Refinement Process
- The purpose of the feedback session is to give you a debriefing of how your proposal was received by the Province’s evaluators by addressing strengths and weaknesses of your proposal response on a criterion by criterion basis and the scores allocated for the evaluation criteria.

D. Evaluation Table

- Evaluators used the following table as guide when assigning consensus scores.

% Value	Description	Explanation
100%	Exceptional	Exceptional, far exceed expectations with no added risk.
80%	Very Good	A sound Proposal. Fully meets all our key requirements, minimal risk.
60%	Acceptable	Acceptable at a minimum level. Meets our basic requirements, acceptable risk.
40%	Fails	Falls short of meeting basic requirements.
20%	Poor	Proposal is seriously deficient, does not address our needs.
0%	Unacceptable	Proposal is unacceptable from every aspect or the information is missing altogether.

E. Feedback on Metro Supply Chain Group Proposal

❖ Summary of Evaluation

8.2.1	a) Proponent Profile (Lead and subcontractors if any)	3	
8.2.1	b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2	
8.2.1	c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2	
8.2.1	d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	4	
8.2.2	a) Corporate and financial capacity	4	
8.2.3	a) Warehousing plan	4	
8.2.3	b) Supply chain optimization opportunities	6	
8.2.3	c) Inventory management plan considering wholesale and retail structure in B.C.	5	
8.2.3	d) Delivery scheduling management	4	
8.2.3	e) Key performance indicators	3	
8.2.3	f) Online order processing including help desk	3	
8.2.3	g) Systems integration and reporting	4	
8.2.3	h) Compliance with provincial and federal policy and regulatory framework	1	
8.2.4	a) Service delivery governance structure and plan	3	
8.2.4	b) Stakeholder relations plan	2	
8.2.5	a) Transition strategy including ramp-up schedule	6	
8.2.5	b) Change management strategy	4	
8.2.6	a) Risk management plan	3	
8.2.6	b) Business continuity plan	2	
8.2.7	a) Labour relations strategy	5	
8.2.7	b) Staffing Successorship plan	5	
8.2.8	a) Financial Model	5	
8.2.8	b) Pricing Submission	20	

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (a) Proponent Profile (Lead and subcontractors if any) - Score S 17**

- ❖ Each Proponent should include a corporate profile that details background information on the Proponent and any subcontractors, including for each year they were (and subcontractors, if any) established, corporate ownership and hierarchy, jurisdiction, corporate strategic direction, area of recognized expertise in the market place, and an overview of the corporate information including size, revenues, market and geographic presence. Each Proponent should demonstrate its ability to manage long-term business relationships and contractual engagements by providing examples where the Proponent has successfully done so and by describing the methods and processes applied.

STRENGTHS**WEAKNESSES**

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (b) Demonstrated experience in large scale warehousing and wholesale distribution****Score** S 17

- ❖ Each Proponent should provide examples of experience in providing a warehousing and wholesale distribution service and explain how the Proponent is suited to delivering the required Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (c) Demonstrated experience with transitioning services – Score S 17

- ❖ (c) Each Proponent should describe relevant experience (including subcontractors if any) in transitioning services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP – Score S 17**

- ❖ Using examples, each Proponent should demonstrate relevant capability in inventory management including large scale product warehousing, order processing and management, product stocking, assembly, demand aggregation and logistics/ delivery on a scale similar to the size served by the Warehouses.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (b) (a) Corporate and Financial Capacity – Score S 17**

- ❖ Each Proponent should describe where and when it has been engaged as a service provider with a financial obligation similar to the size of this opportunity. Examples would be preferred and if possible, where the services were similar to the In Scope requirement. Each Proponent should provide sufficient information on current financial stability and solvency, and a strategy for ensuring corporate and financial capacity to deliver the Distribution Services over the term of the Agreement.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (a) Warehousing plan – Score** S 17

- ❖ Proponents should describe in detail their warehousing plan to manage the volume of inventory on an annual basis. The warehousing plan proposed should reflect the Distribution Services model being proposed by the Proponent taking into consideration the opportunities for supply chain improvements/ optimization and the goals and expected benefits outlined in Section 3.2 for this DLP. Proponents should detail the physical property, ownership (whether owned or leased) internal business processes, staff shift cycles and numbers, warehouse management technology, control measures, available floor space, compliance with regulations, location, current warehouse volume and capacity, existing customers and any other information needed to fully describe the Proponent's warehouse to be used for delivery of its proposed Distribution Services. Historical LDB volume data as well as supplier touch points is provided in Appendix E and can be used as reference. The warehouse plan should be consistent with the proposed plan for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (b) Beverage alcohol Supply Chain Optimization – Score S 17**

- ❖ Proponents should consider opportunities for optimization in the supply chain as described in Section 5 and describe how their optimization recommendations augment their proposed Distribution Services solution and how they address the goals and expected benefits described in Section 3.2.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (c) Inventory management plan considering wholesale and retail structure in B.C.****Score** S 17

- ❖ Proponents should detail their inventory management plan considering the proposed supply chain optimization plan. The inventory plan should include all aspects of inventory management and include details such as how inventory tracking takes place, processes for compliance with provincial and federal policy and regulations, adjustments tracked (e.g. real time), product tracking and updates, capacity planning, inventory rotation, quality assurance processes (e.g. bar codes, packaging), pallet control and safety compliance. Proponents should also explain their proposed demand management processes detailing replenishment strategies (including issuing purchase orders). The proposed inventory management plan should be compatible with the scope and volume of Product supply that the Proponent will be required to deliver within established KPI's.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (d) Delivery scheduling management – Score S 17**

- ❖ Proponents should describe their delivery and schedule management processes and explain how their proposed business processes will ensure effective delivery scheduling management (e.g. freight management) and shipping tracking (e.g. pallet bar code packing documents, fleet monitoring) for delivery of Product from the Proponent.

STRENGTHS**WEAKNESSES**

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (e) Key Performance Indicators – Score S 17**

- ❖ Proponents should describe their proposed Distribution Services to suppliers/ Agents, GLS and Wholesale Customers.
- ❖ Proponents should also describe how their Distribution Services will meet industry standards for distribution and warehouse operations including the KPI's provided in Appendix E and as described in Section 5.2.2.8. Proponents should also propose remedies in the event the KPI's are not achieved.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (f) Order processing including help desk – Score S 17**

- ❖ Proponents should explain how the customer order processing function would be integrated into their proposed Distribution Services order taking and processing functions. Based on the scope and volume of orders the LDB currently handles and depending on the Distribution Services model proposed, Proponents should detail their order taking business processes, the technology used, integration with the Proponents' warehouse information technology systems, structure of the customer services desk, current throughput, number of clients and any other information needed to explain the Proponents' proposed order taking and processes to be used for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (g) Systems integration and reporting – Score S 17**

- ❖ Proponents should describe their current systems infrastructure and propose a plan for integration with the Ministry/ LDB's systems so that master data management processes (product, vendor, customer data) and warehouse shipping information (e.g. shipping scheduling data) can be seamlessly shared and wherever possible available for real time viewing by the Ministry/ LDB. Proponents should explain their sales order capture technology (e.g. centralized order management system so that electronic orders from the GLS and Wholesale Customers can be logged and tracked) as well as procedures for real time sharing of warehouse receipts for inventory updates and customs and excise reporting as well as real time viewing of available inventory within the Proponents' overall supply chain. Proponents should also explain their purchasing system application solution and explain how it will interface with the Ministry/ LDB's systems.
- ❖ Proponents should explain what processes and procedures they have or will put into place so as to comply with the Province's privacy and information technology policy in delivery of their proposed Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (h) Compliance with provincial and federal policy and regulatory framework. (This is 2 (h) in the scoring sheet. Wording was added to the NRFP in amendment 4.)

Score – S 17

- ❖ Proponents should indicate ability to comply with provincial and federal policy and regulations.

STRENGTHS

❖ S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (a) Service delivery governance structure and plan – Score S 17

- ❖ Proponents should propose a governance and stakeholder relationship plan and detail how they intend to work with the Ministry/ LDB in managing and resolving issues and in ensuring smooth delivery of the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (b) Stakeholder relations plan – Score S 17

- ❖ Proponent should propose a stakeholder relation plan and explain how they intend to work with the Ministry/ LDB in ensuring that all stakeholder needs related to delivery of their proposed Distribution Services are met.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

4. (a) Distribution Services transition strategy (including ramp-up schedule) - Score of S 17

- ❖ Proponents should propose a transitioning strategy for the warehousing and wholesale distribution operations (including any proposed supply chain optimization opportunities) from the LDB to the Proponent. Proponents should demonstrate that their strategy will take into account key aspects of transitioning from the LDB to the Proponent such as: tasks, timelines, milestones, resources, risks, contingency plans, locations, facilities, systems, data, tools, equipment, assumptions and management methods.
- ❖ Proponents including use of the Warehouses for transition purposes should clearly articulate how the Warehouses would be used, for how long and what Operational Assets would be required.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

- 4. (b) Change management strategy – Score S 17**
- ❖ Proponents should provide a change management plan outlining tasks and processes considering transfer of the LDB distribution function (including any proposed supply chain optimization opportunities) to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Risk management plan – Score** S 17

- ❖ Proponents should propose a risk management plan considering their proposed role as distributor of Product to GLS and Wholesale Customers. The Province is interested in the Proponents' experience in the management of risk from a delivery services perspective. Proponents are asked to demonstrate, using past operations service delivery examples, where risks were assumed by the Proponent and reasons for allocation of risk between the Proponent, subcontractors and the customer.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (b) Business continuity plan – Score S 17**

- ❖ Proponents should propose a business continuity plan in the event their proposed Distribution Services are disrupted. The business continuity (including disaster recovery) plan should outline processes and procedures that would be put into effect so that Key Performance Indicators are maintained where possible and that Product supply to GLS and Wholesale Customers is minimally impacted.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (a) Labour relations strategy - Score S 17

- ❖ It is a requirement of this NRFP that the successful Proponent adhere to the memorandum of agreement signed between the government of BC and the BCGEU. Proponents should provide a labour relations strategy consistent with the terms of the memorandum of agreement outlining how they intend on engaging with impacted staff should they be the Selected Proponent. Proponents should detail impacts to their internal operating structure and plans to manage the introduction of BCGEU staff into their organization.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (b) Staffing Successorship plan – Score S 17

- ❖ Proponents should reference the human resource information provided in Appendix I and based on the terms of the memorandum of agreement, provide a staffing plan describing the types and numbers of staff the Proponent expects they would hire. Proponents should describe how they would structure their internal processes to accommodate BCGEU staff transferred to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)
7 (a) Financial Model - Score of S 17
❖ Describe the proposed economic model and how the proposed economic model supports the goals identified in Section 3.2, and the eight (8) financial objectives provided in Section 5.5.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)
7 (a) Financial Model - Score of S 17

- ❖ Describe all investments (e.g. transition costs, asset purchases, infrastructure, facilities, hardware, software, etc.) required to deliver the proposed Services.
- ❖ For each investment provide:
 - i. The associated dollar amount and timing of the investment; and
 - ii. The proposed recovery mechanism, timing of such recovery and associated dollar amounts.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (c) Financial Model - Score of S 17**

- ❖ Describe the proposed pricing models for each proposed Service, including but not limited to:
- i) The underlying drivers that may impact pricing, and how pricing may be impacted as a result of changes in the drivers;
 - ii) How the services pricing and pricing components will be impacted by changes in scale;
 - iii) The approach and plan for addressing changes to the underlying drivers; and
 - iv) Any commitments and constraints that are part of the proposed pricing (e.g. volume floors and/or ceiling, order minimums, etc).

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)

7 (d) Financial Model - Score of S 17

- ❖ Describe the proposed approach for handling the cost of inflation, on an annual basis, by listing the services to be adjusted for inflation and the mechanism for such an adjustment.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (e) Financial Model - Score of S 17**

- ❖ Describe the approach for transferring the services at the termination at the Agreement to either, the Ministry/ LDB or another service provider in a manner that is efficient and ensures Distribution Services are not interrupted to GLS, Wholesale Customers, suppliers and Agents.
- ❖ In addition, describe the costs the Ministry/ LDB would be responsible for in the event of:
 - i. Expiry of the term of the Agreement;
 - ii. Termination by the Ministry/ LDB for convenience; or
 - iii. Termination for force majeure event

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 25%)
7 (b) Financial Spreadsheet – Score S 17
❖

❖ Mathematical score.

F. Stage 3 – Proposal Improvement Session Scheduling

- Refer to guide.

CONFIDENTIAL

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 25, 2012 9:05 AM
To: 'Jarvis, Chris'
Subject: RE: feedback material
Attachments: DLP S2 EvalSum-Metro FINAL.pdf

Here is the feedback booklet.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Wednesday, July 25, 2012 8:47 AM
To: Agerup, Pelle LCTZ:EX
Subject: Re: feedback material

Please send it to me and I will distribute.

On 2012-07-25, at 8:45 AM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi Chris,
We're handing out a feedback booklet at the meeting – who do you want me to send it to for the people on the phone.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 25, 2012 11:46 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

It will be Lilian meeting you at the reception.

We are handing out a feedback booklet. For those on the phone, should I send you a copy to distribute? Alternatively give me their emails.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 8:39 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Yes. I'll be there.
My cell is (250) 516-5340 if anything goes wrong.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Tuesday, July 24, 2012 8:28 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

When we arrive tomorrow do we ask for you at reception?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 23, 2012 7:44 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,
Here is the conference call details:

Dial-in Phone Numbers: S 15, S 17 Toll Free - North America (S 15, S 17 Vancouver local)
Participant Conference ID: S 15, S 17

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Monday, July 23, 2012 1:06 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Could you also advise call in number as I would like to distribute to our engineers so they can call in for the meeting.

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: July 23, 2012 2:36 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi pelle,

We will stick to our original plan and see you Wednesday at 1:00.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 23, 2012 12:49 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

We can do Friday 9AM. Would that work? Conference call is also an option.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Monday, July 23, 2012 8:38 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Thank you very much and we are extremely excited at the chance to strengthen our proposal!

Can you advise if there is any chance to push back our feedback session on Wednesday? Our CEO and VP are scheduled to be in New York that day and would very much like to attend the feedback session. Could we move to later this week or early next week?

If it is an inconvenience we will do our best to have proper representation on Wednesday.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 20, 2012 5:35 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Frank,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 1 – 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 25, 2012 2:23 PM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Subject: RE: NRFP SATP-301 Guide to the Stage 3
Attachments: DLP S2 EvalSum-KN FINAL text fixed.pdf

Hi Craig,
Here is the feedback booklet.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 8:39 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Yes. I'll be there.
My cell is (250) 516-5340 if anything goes wrong.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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NRFP SATP-301

Feedback Session

For

KUEHNE+NAGEL

Date:
July 25, 2012

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Table of Contents

A. Introductions – SATP 3

B. Agenda – SATP..... 3

C. Purpose of the Feedback Session 3

D. Evaluation Table..... 3

E. Feedback on KUEHNE+NAGEL Proposal 4

F. Stage 3 – Proposal Improvement Session Scheduling 32

G. Suggestions and Questions **Error! Bookmark not defined.**

A. Introductions – SATP

- DLP Project:
 - ❖ Evaluation Committee members (subset)
 - ❖ SATP
 - ❖ Subject Matter Expert(s)
 - ❖ George, Fairness Monitor

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- Purpose of the Feedback Session SATP
- Feedback on your proposal and Q/A Evaluation Committee (subset)
- Stage 3 scheduling SATP
- Closing SATP

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- The purpose of the feedback session is to give you a debriefing of how your proposal was received by the Province’s evaluators by addressing strengths and weaknesses of your proposal response on a criterion by criterion basis and the scores allocated for the evaluation criteria.

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- Evaluators used the following table as guide when assigning consensus scores.

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E. Feedback on KUEHNE+NAGEL Proposal

❖ Summary of Evaluation

1. (a) Proponent Capability and Capacity		15	
8.2.1	a) Proponent Profile (Lead and subcontractors if any)	3	
8.2.1	b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2	
8.2.1	c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2	
8.2.1	d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	4	
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8.2.3	a) Warehousing plan	4	
8.2.3	b) Supply chain optimization opportunities	6	
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8.2.8	a) Financial Model	5	
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S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (a) Proponent Profile (Lead and subcontractors if any) - Score S 17

- ❖ Each Proponent should include a corporate profile that details background information on the Proponent and any subcontractors, including for each year they were (and subcontractors, if any) established, corporate ownership and hierarchy, jurisdiction, corporate strategic direction, area of recognized expertise in the market place, and an overview of the corporate information including size, revenues, market and geographic presence. Each Proponent should demonstrate its ability to manage long-term business relationships and contractual engagements by providing examples where the Proponent has successfully done so and by describing the methods and processes applied.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (b) Demonstrated experience in large scale warehousing and wholesale distribution

Score S 17

- ❖ Each Proponent should provide examples of experience in providing a warehousing and wholesale distribution service and explain how the Proponent is suited to delivering the required Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (c) Demonstrated experience with transitioning services – Score S 17

- ❖ (c) Each Proponent should describe relevant experience (including subcontractors if any) in transitioning services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP – Score S 17

- ❖ Using examples, each Proponent should demonstrate relevant capability in inventory management including large scale product warehousing, order processing and management, product stocking, assembly, demand aggregation and logistics/ delivery on a scale similar to the size served by the Warehouses.

STRENGTHS

WEAKNESSES

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (b) (a) Corporate and Financial Capacity – Score S 17**

- ❖ Each Proponent should describe where and when it has been engaged as a service provider with a financial obligation similar to the size of this opportunity. Examples would be preferred and if possible, where the services were similar to the In Scope requirement. Each Proponent should provide sufficient information on current financial stability and solvency, and a strategy for ensuring corporate and financial capacity to deliver the Distribution Services over the term of the Agreement.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (a) Warehousing plan – Score** S 17

- ❖ Proponents should describe in detail their warehousing plan to manage the volume of inventory on an annual basis. The warehousing plan proposed should reflect the Distribution Services model being proposed by the Proponent taking into consideration the opportunities for supply chain improvements/ optimization and the goals and expected benefits outlined in Section 3.2 for this DLP. Proponents should detail the physical property, ownership (whether owned or leased) internal business processes, staff shift cycles and numbers, warehouse management technology, control measures, available floor space, compliance with regulations, location, current warehouse volume and capacity, existing customers and any other information needed to fully describe the Proponent's warehouse to be used for delivery of its proposed Distribution Services. Historical LDB volume data as well as supplier touch points is provided in Appendix E and can be used as reference. The warehouse plan should be consistent with the proposed plan for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (b) Beverage alcohol Supply Chain Optimization – Score S 17**

- ❖ Proponents should consider opportunities for optimization in the supply chain as described in Section 5 and describe how their optimization recommendations augment their proposed Distribution Services solution and how they address the goals and expected benefits described in Section 3.2.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (c) Inventory management plan considering wholesale and retail structure in B.C.****Score** S 17

- ❖ Proponents should detail their inventory management plan considering the proposed supply chain optimization plan. The inventory plan should include all aspects of inventory management and include details such as how inventory tracking takes place, processes for compliance with provincial and federal policy and regulations, adjustments tracked (e.g. real time), product tracking and updates, capacity planning, inventory rotation, quality assurance processes (e.g. bar codes, packaging), pallet control and safety compliance. Proponents should also explain their proposed demand management processes detailing replenishment strategies (including issuing purchase orders). The proposed inventory management plan should be compatible with the scope and volume of Product supply that the Proponent will be required to deliver within established KPI's.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)
2. (d) Delivery scheduling management – Score S 17

- ❖ Proponents should describe their delivery and schedule management processes and explain how their proposed business processes will ensure effective delivery scheduling management (e.g. freight management) and shipping tracking (e.g. pallet bar code packing documents, fleet monitoring) for delivery of Product from the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (e) Key Performance Indicators – Score S 17**

- ❖ Proponents should describe their proposed Distribution Services to suppliers/ Agents, GLS and Wholesale Customers.
- ❖ Proponents should also describe how their Distribution Services will meet industry standards for distribution and warehouse operations including the KPI's provided in Appendix E and as described in Section 5.2.2.8. Proponents should also propose remedies in the event the KPI's are not achieved.

STRENGTHS**WEAKNESSES**

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (f) Order processing including help desk – Score S 17**

- ❖ Proponents should explain how the customer order processing function would be integrated into their proposed Distribution Services order taking and processing functions. Based on the scope and volume of orders the LDB currently handles and depending on the Distribution Services model proposed, Proponents should detail their order taking business processes, the technology used, integration with the Proponents' warehouse information technology systems, structure of the customer services desk, current throughput, number of clients and any other information needed to explain the Proponents' proposed order taking and processes to be used for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (g) Systems integration and reporting – Score S 17**

- ❖ Proponents should describe their current systems infrastructure and propose a plan for integration with the Ministry/ LDB's systems so that master data management processes (product, vendor, customer data) and warehouse shipping information (e.g. shipping scheduling data) can be seamlessly shared and wherever possible available for real time viewing by the Ministry/ LDB. Proponents should explain their sales order capture technology (e.g. centralized order management system so that electronic orders from the GLS and Wholesale Customers can be logged and tracked) as well as procedures for real time sharing of warehouse receipts for inventory updates and customs and excise reporting as well as real time viewing of available inventory within the Proponents' overall supply chain. Proponents should also explain their purchasing system application solution and explain how it will interface with the Ministry/ LDB's systems.
- ❖ Proponents should explain what processes and procedures they have or will put into place so as to comply with the Province's privacy and information technology policy in delivery of their proposed Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (h) Compliance with provincial and federal policy and regulatory framework. (This is 2 (h) in the scoring sheet. Wording was added to the NRFP in amendment 4.)

Score – S 17

❖ Proponents should indicate ability to comply with provincial and federal policy and regulations.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (a) Service delivery governance structure and plan – Score S 17

- ❖ Proponents should propose a governance and stakeholder relationship plan and detail how they intend to work with the Ministry/ LDB in managing and resolving issues and in ensuring smooth delivery of the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)
3. (b) Stakeholder relations plan – Score S 17

- ❖ Proponent should propose a stakeholder relation plan and explain how they intend to work with the Ministry/ LDB in ensuring that all stakeholder needs related to delivery of their proposed Distribution Services are met.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

4. (a) Distribution Services transition strategy (including ramp-up schedule) - Score of S 17

- ❖ Proponents should propose a transitioning strategy for the warehousing and wholesale distribution operations (including any proposed supply chain optimization opportunities) from the LDB to the Proponent. Proponents should demonstrate that their strategy will take into account key aspects of transitioning from the LDB to the Proponent such as: tasks, timelines, milestones, resources, risks, contingency plans, locations, facilities, systems, data, tools, equipment, assumptions and management methods.
- ❖ Proponents including use of the Warehouses for transition purposes should clearly articulate how the Warehouses would be used, for how long and what Operational Assets would be required.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)
4. (b) Change management strategy – Score S 17
❖ Proponents should provide a change management plan outlining tasks and processes considering transfer of the LDB distribution function (including any proposed supply chain optimization opportunities) to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Risk management plan – Score S 17**

- ❖ Proponents should propose a risk management plan considering their proposed role as distributor of Product to GLS and Wholesale Customers. The Province is interested in the Proponents' experience in the management of risk from a delivery services perspective. Proponents are asked to demonstrate, using past operations service delivery examples, where risks were assumed by the Proponent and reasons for allocation of risk between the Proponent, subcontractors and the customer.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Business continuity plan – Score S 17**

- ❖ Proponents should propose a business continuity plan in the event their proposed Distribution Services are disrupted. The business continuity (including disaster recovery) plan should outline processes and procedures that would be put into effect so that Key Performance Indicators are maintained where possible and that Product supply to GLS and Wholesale Customers is minimally impacted.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (a) Labour relations strategy - Score S 17

- ❖ It is a requirement of this NRFP that the successful Proponent adhere to the memorandum of agreement signed between the government of BC and the BCGEU. Proponents should provide a labour relations strategy consistent with the terms of the memorandum of agreement outlining how they intend on engaging with impacted staff should they be the Selected Proponent. Proponents should detail impacts to their internal operating structure and plans to manage the introduction of BCGEU staff into their organization.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (b) Staffing Successorship plan – Score S 17

- ❖ Proponents should reference the human resource information provided in Appendix I and based on the terms of the memorandum of agreement, provide a staffing plan describing the types and numbers of staff the Proponent expects they would hire. Proponents should describe how they would structure their internal processes to accommodate BCGEU staff transferred to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (a) Financial Model - Score of S 17**

- ❖ Describe the proposed economic model and how the proposed economic model supports the goals identified in Section 3.2, and the eight (8) financial objectives provided in Section 5.5.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (b) Financial Model - Score of S 17**

- ❖ Describe all investments (e.g. transition costs, asset purchases, infrastructure, facilities, hardware, software, etc.) required to deliver the proposed Services.
- ❖ For each investment provide:
 - i. The associated dollar amount and timing of the investment; and
 - ii. The proposed recovery mechanism, timing of such recovery and associated dollar amounts.

STRENGTHS**WEAKNESSES**

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (c) Financial Model - Score of S 17**

❖ Describe the proposed pricing models for each proposed Service, including but not limited to:

- i) The underlying drivers that may impact pricing, and how pricing may be impacted as a result of changes in the drivers;
- ii) How the services pricing and pricing components will be impacted by changes in scale;
- iii) The approach and plan for addressing changes to the underlying drivers; and
- iv) Any commitments and constraints that are part of the proposed pricing (e.g. volume floors and/or ceiling, order minimums, etc).

STRENGTHS**WEAKNESSES**

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)

7 (d) Financial Model - Score of S 17

❖ Describe the proposed approach for handling the cost of inflation, on an annual basis, by listing the services to be adjusted for inflation and the mechanism for such an adjustment.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (e) Financial Model - Score of S 17**

- ❖ Describe the approach for transferring the services at the termination at the Agreement to either, the Ministry/ LDB or another service provider in a manner that is efficient and ensures Distribution Services are not interrupted to GLS, Wholesale Customers, suppliers and Agents.
- ❖ In addition, describe the costs the Ministry/ LDB would be responsible for in the event of:
 - i. Expiry of the term of the Agreement;
 - ii. Termination by the Ministry/ LDB for convenience; or
 - iii. Termination for force majeure event

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 25%)	
7 (b) Financial Spreadsheet – Score	S 17
❖	

❖ Mathematical score.

F. Stage 3 – Proposal Improvement Session Scheduling

- Refer to guide.

CONFIDENTIAL

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, July 25, 2012 3:42 PM
To: 'bchipman@containerworld.com'; Welt, Lilian LDB:EX
Subject: Re: Andrew Peller Limited

Thanks Brian!

P

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Wednesday, July 25, 2012 02:48 PM
To: Agerup, Pelle LCTZ:EX; Welt, Lilian LDB:EX
Subject: RE: Andrew Peller Limited

Hi Pelle and Lilian,

Thanks for advising me of this issue.

I will send a communication to you and Lilian once I have made contact with Scott and I will also ask Scott to call Lilian as soon as possible to set up a reference check.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-25-12 2:23 PM
To: Brian Chipman
Cc: Welt, Lilian LDB:EX
Subject: Andrew Peller Limited

Hi Brian,

Lilian have some difficulties setting up a call with Scott Moore at Andrew Peller Limited or the reference check. Could you of Dennis help?

Her contact info is:

Lilian Welt
604 252-3027
Lilian.Welt@bcladb.com

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 9:03 AM
To: 'Scott Lyons (EXEL CA)'
Subject: Feedback booklet
Attachments: DLP S2 EvalSum-Exel FINAL.pdf

Hi Scott,
Here is the booklet we will go through.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
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NRFP SATP-301

Feedback Session

For

Exel Canada Ltd

Date:
July 26, 2012

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Table of Contents

A.	Introductions – SATP	3
B.	Agenda – SATP	3
C.	Purpose of the Feedback Session	3
D.	Evaluation Table.....	3
E.	Feedback on Exel Canada Ltd Proposal.....	4
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CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (a) Proponent Profile (Lead and subcontractors if any) – Score S 17**

- ❖ Each Proponent should include a corporate profile that details background information on the Proponent and any subcontractors, including for each year they were (and subcontractors, if any) established, corporate ownership and hierarchy, jurisdiction, corporate strategic direction, area of recognized expertise in the market place, and an overview of the corporate information including size, revenues, market and geographic presence. Each Proponent should demonstrate its ability to manage long-term business relationships and contractual engagements by providing examples where the Proponent has successfully done so and by describing the methods and processes applied.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (b) Demonstrated experience in large scale warehousing and wholesale distribution

Score S 17

- ❖ Each Proponent should provide examples of experience in providing a warehousing and wholesale distribution service and explain how the Proponent is suited to delivering the required Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (c) Demonstrated experience with transitioning services – Score S 17

- ❖ (c) Each Proponent should describe relevant experience (including subcontractors if any) in transitioning services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP – Score S 17

- ❖ Using examples, each Proponent should demonstrate relevant capability in inventory management including large scale product warehousing, order processing and management, product stocking, assembly, demand aggregation and logistics/ delivery on a scale similar to the size served by the Warehouses.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (b) (a) Corporate and Financial Capacity – Score S 17**

- ❖ Each Proponent should describe where and when it has been engaged as a service provider with a financial obligation similar to the size of this opportunity. Examples would be preferred and if possible, where the services were similar to the In Scope requirement. Each Proponent should provide sufficient information on current financial stability and solvency, and a strategy for ensuring corporate and financial capacity to deliver the Distribution Services over the term of the Agreement.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (a) Warehousing plan – Score** S 17

- ❖ Proponents should describe in detail their warehousing plan to manage the volume of inventory on an annual basis. The warehousing plan proposed should reflect the Distribution Services model being proposed by the Proponent taking into consideration the opportunities for supply chain improvements/ optimization and the goals and expected benefits outlined in Section 3.2 for this DLP. Proponents should detail the physical property, ownership (whether owned or leased) internal business processes, staff shift cycles and numbers, warehouse management technology, control measures, available floor space, compliance with regulations, location, current warehouse volume and capacity, existing customers and any other information needed to fully describe the Proponent's warehouse to be used for delivery of its proposed Distribution Services. Historical LDB volume data as well as supplier touch points is provided in Appendix E and can be used as reference. The warehouse plan should be consistent with the proposed plan for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (b) Beverage alcohol Supply Chain Optimization – Score S 17**

- ❖ Proponents should consider opportunities for optimization in the supply chain as described in Section 5 and describe how their optimization recommendations augment their proposed Distribution Services solution and how they address the goals and expected benefits described in Section 3.2.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (c) Inventory management plan considering wholesale and retail structure in B.C.****Score** S 17

- ❖ Proponents should detail their inventory management plan considering the proposed supply chain optimization plan. The inventory plan should include all aspects of inventory management and include details such as how inventory tracking takes place, processes for compliance with provincial and federal policy and regulations, adjustments tracked (e.g. real time), product tracking and updates, capacity planning, inventory rotation, quality assurance processes (e.g. bar codes, packaging), pallet control and safety compliance. Proponents should also explain their proposed demand management processes detailing replenishment strategies (including issuing purchase orders). The proposed inventory management plan should be compatible with the scope and volume of Product supply that the Proponent will be required to deliver within established KPI's.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (d) Delivery scheduling management – Score S 17

- ❖ Proponents should describe their delivery and schedule management processes and explain how their proposed business processes will ensure effective delivery scheduling management (e.g. freight management) and shipping tracking (e.g. pallet bar code packing documents, fleet monitoring) for delivery of Product from the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (e) Key Performance Indicators – Score S 17**

- ❖ Proponents should describe their proposed Distribution Services to suppliers/ Agents, GLS and Wholesale Customers.
- ❖ Proponents should also describe how their Distribution Services will meet industry standards for distribution and warehouse operations including the KPI's provided in Appendix E and as described in Section 5.2.2.8. Proponents should also propose remedies in the event the KPI's are not achieved.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (f) Order processing including help desk – Score S 17

- ❖ Proponents should explain how the customer order processing function would be integrated into their proposed Distribution Services order taking and processing functions. Based on the scope and volume of orders the LDB currently handles and depending on the Distribution Services model proposed, Proponents should detail their order taking business processes, the technology used, integration with the Proponents’ warehouse information technology systems, structure of the customer services desk, current throughput, number of clients and any other information needed to explain the Proponents’ proposed order taking and processes to be used for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (g) Systems integration and reporting – Score S 17**

- ❖ Proponents should describe their current systems infrastructure and propose a plan for integration with the Ministry/ LDB's systems so that master data management processes (product, vendor, customer data) and warehouse shipping information (e.g. shipping scheduling data) can be seamlessly shared and wherever possible available for real time viewing by the Ministry/ LDB. Proponents should explain their sales order capture technology (e.g. centralized order management system so that electronic orders from the GLS and Wholesale Customers can be logged and tracked) as well as procedures for real time sharing of warehouse receipts for inventory updates and customs and excise reporting as well as real time viewing of available inventory within the Proponents' overall supply chain. Proponents should also explain their purchasing system application solution and explain how it will interface with the Ministry/ LDB's systems.
- ❖ Proponents should explain what processes and procedures they have or will put into place so as to comply with the Province's privacy and information technology policy in delivery of their proposed Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (h) Compliance with provincial and federal policy and regulatory framework. (This is 2 (h) in the scoring sheet. Wording was added to the NRFP in amendment 4.)

Score – S 17

❖ Proponents should indicate ability to comply with provincial and federal policy and regulations.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)
3. (a) Service delivery governance structure and plan – Score S 17

- ❖ Proponents should propose a governance and stakeholder relationship plan and detail how they intend to work with the Ministry/ LDB in managing and resolving issues and in ensuring smooth delivery of the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (b) Stakeholder relations plan – Score S 17

- ❖ Proponent should propose a stakeholder relation plan and explain how they intend to work with the Ministry/ LDB in ensuring that all stakeholder needs related to delivery of their proposed Distribution Services are met.

STRENGTHS

WEAKNESSES

S 17

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

4. (a) Distribution Services transition strategy (including ramp-up schedule) - Score of S 17

- ❖ Proponents should propose a transitioning strategy for the warehousing and wholesale distribution operations (including any proposed supply chain optimization opportunities) from the LDB to the Proponent. Proponents should demonstrate that their strategy will take into account key aspects of transitioning from the LDB to the Proponent such as: tasks, timelines, milestones, resources, risks, contingency plans, locations, facilities, systems, data, tools, equipment, assumptions and management methods.
- ❖ Proponents including use of the Warehouses for transition purposes should clearly articulate how the Warehouses would be used, for how long and what Operational Assets would be required.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

- 4. (b) Change management strategy – Score S 17**
- ❖ Proponents should provide a change management plan outlining tasks and processes considering transfer of the LDB distribution function (including any proposed supply chain optimization opportunities) to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Risk management plan – Score S 17**

- ❖ Proponents should propose a risk management plan considering their proposed role as distributor of Product to GLS and Wholesale Customers. The Province is interested in the Proponents' experience in the management of risk from a delivery services perspective. Proponents are asked to demonstrate, using past operations service delivery examples, where risks were assumed by the Proponent and reasons for allocation of risk between the Proponent, subcontractors and the customer.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Business continuity plan – Score S 17**

- ❖ Proponents should propose a business continuity plan in the event their proposed Distribution Services are disrupted. The business continuity (including disaster recovery) plan should outline processes and procedures that would be put into effect so that Key Performance Indicators are maintained where possible and that Product supply to GLS and Wholesale Customers is minimally impacted.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (a) Labour relations strategy - Score S 17

- ❖ It is a requirement of this NRFP that the successful Proponent adhere to the memorandum of agreement signed between the government of BC and the BCGEU. Proponents should provide a labour relations strategy consistent with the terms of the memorandum of agreement outlining how they intend on engaging with impacted staff should they be the Selected Proponent. Proponents should detail impacts to their internal operating structure and plans to manage the introduction of BCGEU staff into their organization.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (b) Staffing Successorship plan – Score S 17

- ❖ Proponents should reference the human resource information provided in Appendix I and based on the terms of the memorandum of agreement, provide a staffing plan describing the types and numbers of staff the Proponent expects they would hire. Proponents should describe how they would structure their internal processes to accommodate BCGEU staff transferred to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (a) Financial Model - Score of S 17**

- ❖ Describe the proposed economic model and how the proposed economic model supports the goals identified in Section 3.2, and the eight (8) financial objectives provided in Section 5.5.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (b) Financial Model - Score of S 17**

- ❖ Describe all investments (e.g. transition costs, asset purchases, infrastructure, facilities, hardware, software, etc.) required to deliver the proposed Services.
- ❖ For each investment provide:
 - ❖ i. The associated dollar amount and timing of the investment; and
 - ❖ ii. The proposed recovery mechanism, timing of such recovery and associated dollar amounts.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (c) Financial Model - Score of S 17**

- ❖ Describe the proposed pricing models for each proposed Service, including but not limited to:
- ❖ i) The underlying drivers that may impact pricing, and how pricing may be impacted as a result of changes in the drivers;
- ❖ ii) How the services pricing and pricing components will be impacted by changes in scale;
- ❖ iii) The approach and plan for addressing changes to the underlying drivers; and
- ❖ iv) Any commitments and constraints that are part of the proposed pricing (e.g. volume floors and/or ceiling, order minimums, etc).

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (d) Financial Model - Score of S 17**

- ❖ Describe the proposed approach for handling the cost of inflation, on an annual basis, by listing the services to be adjusted for inflation and the mechanism for such an adjustment.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (e) Financial Model - Score of S 17**

- ❖ Describe the approach for transferring the services at the termination at the Agreement to either, the Ministry/ LDB or another service provider in a manner that is efficient and ensures Distribution Services are not interrupted to GLS, Wholesale Customers, suppliers and Agents.
- ❖ In addition, describe the costs the Ministry/ LDB would be responsible for in the event of:
 - ❖ i. Expiry of the term of the Agreement;
 - ❖ ii. Termination by the Ministry/ LDB for convenience; or
 - ❖ iii. Termination for force majeure event

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 25%)	
7 (b) Financial Spreadsheet – Score	S 17
❖	

❖ Mathematical score.

F. Stage 3 – Proposal Improvement Session Scheduling

- Refer to Guide

CONFIDENTIAL

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 8:48 AM
To: 'Scott Lyons (EXEL CA)'
Subject: Feedback booklet

Hi Scott,

We will be going through a feedback booklet. For the people on the phone do you want me to sent it to them or can you forward it?

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 9:27 AM
To: 'Brian Chipman'; Welt, Lilian LDB:EX
Subject: RE: Andrew Peller Limited

All good. Thanks Brian.

Pelle

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Thursday, July 26, 2012 9:25 AM
To: Agerup, Pelle LCTZ:EX; Welt, Lilian LDB:EX
Subject: RE: Andrew Peller Limited
Importance: High

Hi Pelle and Lilian,

I understand that both Dennis and Scott have now been in touch and Scott now has a meeting scheduled with Lilian at 3:30pm today.

Please don't hesitate to contact me if you require any further assistance.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: July-25-12 2:49 PM
To: 'Agerup, Pelle LCTZ:EX'; 'Welt, Lilian LDB:EX'
Subject: RE: Andrew Peller Limited
Importance: High

Hi Pelle and Lilian,

Thanks for advising me of this issue.

I will send a communication to you and Lilian once I have made contact with Scott and I will also ask Scott to call Lilian as soon as possible to set up a reference check.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [\[mailto:Pelle.Agerup@gov.bc.ca\]](mailto:Pelle.Agerup@gov.bc.ca)
Sent: July-25-12 2:23 PM
To: Brian Chipman
Cc: Welt, Lilian LDB:EX
Subject: Andrew Peller Limited

Hi Brian,
Lilian have some difficulties setting up a call with Scott Moore at Andrew Peller Limited or the reference check. Could you of Dennis help?

Her contact info is:
Lilian Welt
604 252-3027
Lilian.Welt@bcldb.com

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 10:48 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Did it work?

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
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563 Superior St 3fl, Victoria, BC Canada
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Wednesday, July 25, 2012 2:20 PM
To: Agerup, Pelle LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

I didn't actually receive the email copy of the scorecard. Can you resend?

Cheers,

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Wednesday, July 25, 2012 02:46 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Welt, Lilian LDB:EX <Lilian.Welt@bcldb.com>
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

It will be Lilian meeting you at the reception.

We are handing out a feedback booklet. For those on the phone, should I send you a copy to distribute? Alternatively give me their emails.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 8:39 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Yes. I'll be there.
My cell is (250) 516-5340 if anything goes wrong.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Tuesday, July 24, 2012 8:28 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

When we arrive tomorrow do we ask for you at reception?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: July 23, 2012 7:44 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,
Here is the conference call details:

Dial-in Phone Numbers: S 15, S 17 Toll Free - North America (S 15, S 17 Vancouver local)
Participant Conference ID: S 15, S 17

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [mailto:Craig.Frank@kuehne-nagel.com]
Sent: Monday, July 23, 2012 1:06 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Could you also advise call in number as I would like to distribute to our engineers so they can call in for the meeting.

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: July 23, 2012 2:36 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi pelle,

We will stick to our original plan and see you Wednesday at 1:00.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 23, 2012 12:49 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,
We can do Friday 9AM. Would that work? Conference call is also an option.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Monday, July 23, 2012 8:38 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Thank you very much and we are extremely excited at the chance to strengthen our proposal!

Can you advise if there is any chance to push back our feedback session on Wednesday? Our CEO and VP are scheduled to be in New York that day and would very much like to attend the feedback session. Could we move to later this week or early next week?
If it is an inconvenience we will do our best to have proper representation on Wednesday.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario

Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 20, 2012 5:35 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Frank,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 1 – 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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563 Superior St 3fl, Victoria, BC Canada
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Visitez le site internet de Kuehne + Nagel Ltée: www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

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Visitez le site internet de Kuehne + Nagel Ltée www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 11:53 AM
To: 'bchipman@containerworld.com'
Subject: Feedback booklet

Hi Brian,

At the feedback session we will go through a feedback booklet. Can you distribute it to your people on the phone?

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 1:07 PM
To: 'bchipman@containerworld.com'
Subject: Feedback booklet
Attachments: DLP S2 EvalSum-CW FINAL.pdf

Hi Brian,
Here is the booklet we'll go through.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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NRFP SATP-301

Feedback Session

For

ContainerWorld Forwarding Services Inc

Date:
Jul 26, 2012

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Table of Contents

A. Introductions – SATP 3

B. Agenda – SATP..... 3

C. Purpose of the Feedback Session 3

D. Evaluation Table..... 3

E. Feedback on ContainerWorld Proposal 4

F. Stage 3 – Proposal Improvement Session Scheduling 32

A. Introductions – SATP

- DLP Project:
 - ❖ Evaluation Committee members (subset)
 - ❖ SATP
 - ❖ Subject Matter Expert(s)
 - ❖ George, Fairness Monitor

B. Agenda – SATP

- Purpose of the Feedback Session SATP
- Feedback on your proposal and Q/A Evaluation Committee (subset)
- Stage 3 scheduling SATP
- Closing SATP

C. Purpose of the Feedback Session

- This feedback session forms part of the Stage 3 – Proposal Refinement Process
- The purpose of the feedback session is to give you a debriefing of how your proposal was received by the Province’s evaluators by addressing strengths and weaknesses of your proposal response on a criterion by criterion basis and the scores allocated for the evaluation criteria.

D. Evaluation Table

- Evaluators used the following table as guide when assigning consensus scores.

% Value	Description	Explanation
100%	Exceptional	Exceptional, far exceed expectations with no added risk.
80%	Very Good	A sound Proposal. Fully meets all our key requirements, minimal risk.
60%	Acceptable	Acceptable at a minimum level. Meets our basic requirements, acceptable risk.
40%	Fails	Falls short of meeting basic requirements.
20%	Poor	Proposal is seriously deficient, does not address our needs.
0%	Unacceptable	Proposal is unacceptable from every aspect or the information is missing altogether.

E. Feedback on ContainerWorld Proposal

❖ Summary of Evaluation

8.2.1	a) Proponent Profile (Lead and subcontractors if any)	3	
8.2.1	b) Demonstrated experience in large scale warehousing and wholesale distribution of retail products and controlled substances such as the beverage alcohol business	2	
8.2.1	c) Demonstrated experience with transition planning and transitioning services of similar size and magnitude to the In Scope requirements	2	
8.2.1	d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP	4	
8.2.2	a) Corporate and financial capacity	4	
8.2.3	a) Warehousing plan	4	
8.2.3	b) Supply chain optimization opportunities	6	
8.2.3	c) Inventory management plan considering wholesale and retail structure in B.C.	5	
8.2.3	d) Delivery scheduling management	4	
8.2.3	e) Key performance indicators	3	
8.2.3	f) Online order processing including help desk	3	
8.2.3	g) Systems integration and reporting	4	
8.2.3	h) Compliance with provincial and federal policy and regulatory framework	1	
8.2.4	a) Service delivery governance structure and plan	3	
8.2.4	b) Stakeholder relations plan	2	
8.2.5	a) Transition strategy including ramp-up schedule	6	
8.2.5	b) Change management strategy	4	
8.2.6	a) Risk management plan	3	
8.2.6	b) Business continuity plan	2	
8.2.7	a) Labour relations strategy	5	
8.2.7	b) Staffing Successorship plan	5	
8.2.8	a) Financial Model	5	
8.2.8	b) Pricing Submission	20	

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)	
1. (a) Proponent Profile (Lead and subcontractors if any) – Score	S 17
<p>❖ Each Proponent should include a corporate profile that details background information on the Proponent and any subcontractors, including for each year they were (and subcontractors, if any) established, corporate ownership and hierarchy, jurisdiction, corporate strategic direction, area of recognized expertise in the market place, and an overview of the corporate information including size, revenues, market and geographic presence. Each Proponent should demonstrate its ability to manage long-term business relationships and contractual engagements by providing examples where the Proponent has successfully done so and by describing the methods and processes applied.</p>	

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (b) Demonstrated experience in large scale warehousing and wholesale distribution

Score – S 17

- ❖ Each Proponent should provide examples of experience in providing a warehousing and wholesale distribution service and explain how the Proponent is suited to delivering the required Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (c) Demonstrated experience with transitioning services – Score S 17

- ❖ (c) Each Proponent should describe relevant experience (including subcontractors if any) in transitioning services.

STRENGTHS

WEAKNESSES

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)

1. (d) Demonstrated experience in inventory, demand and delivery management on a scale similar to the requirements described in the NRFP – Score S 17

- ❖ Using examples, each Proponent should demonstrate relevant capability in inventory management including large scale product warehousing, order processing and management, product stocking, assembly, demand aggregation and logistics/ delivery on a scale similar to the size served by the Warehouses.

STRENGTHS

WEAKNESSES

CRITERION: PROPONENT CAPABILITY AND CAPACITY (TOTAL AVAILABLE SCORE 15%)**1. (b) (a) Corporate and Financial Capacity – Score S 17**

- ❖ Each Proponent should describe where and when it has been engaged as a service provider with a financial obligation similar to the size of this opportunity. Examples would be preferred and if possible, where the services were similar to the In Scope requirement. Each Proponent should provide sufficient information on current financial stability and solvency, and a strategy for ensuring corporate and financial capacity to deliver the Distribution Services over the term of the Agreement.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (a) Warehousing plan – Score** S 17

- ❖ Proponents should describe in detail their warehousing plan to manage the volume of inventory on an annual basis. The warehousing plan proposed should reflect the Distribution Services model being proposed by the Proponent taking into consideration the opportunities for supply chain improvements/ optimization and the goals and expected benefits outlined in Section 3.2 for this DLP. Proponents should detail the physical property, ownership (whether owned or leased) internal business processes, staff shift cycles and numbers, warehouse management technology, control measures, available floor space, compliance with regulations, location, current warehouse volume and capacity, existing customers and any other information needed to fully describe the Proponent's warehouse to be used for delivery of its proposed Distribution Services. Historical LDB volume data as well as supplier touch points is provided in Appendix E and can be used as reference. The warehouse plan should be consistent with the proposed plan for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (b) Beverage alcohol Supply Chain Optimization – Score S 17

- ❖ Proponents should consider opportunities for optimization in the supply chain as described in Section 5 and describe how their optimization recommendations augment their proposed Distribution Services solution and how they address the goals and expected benefits described in Section 3.2.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (c) Inventory management plan considering wholesale and retail structure in B.C.****Score** S 17

- ❖ Proponents should detail their inventory management plan considering the proposed supply chain optimization plan. The inventory plan should include all aspects of inventory management and include details such as how inventory tracking takes place, processes for compliance with provincial and federal policy and regulations, adjustments tracked (e.g. real time), product tracking and updates, capacity planning, inventory rotation, quality assurance processes (e.g. bar codes, packaging), pallet control and safety compliance. Proponents should also explain their proposed demand management processes detailing replenishment strategies (including issuing purchase orders). The proposed inventory management plan should be compatible with the scope and volume of Product supply that the Proponent will be required to deliver within established KPI's.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (d) Delivery scheduling management – Score S 17

- ❖ Proponents should describe their delivery and schedule management processes and explain how their proposed business processes will ensure effective delivery scheduling management (e.g. freight management) and shipping tracking (e.g. pallet bar code packing documents, fleet monitoring) for delivery of Product from the Proponent.

STRENGTHS

[Faint, illegible text and markings, possibly bleed-through from the reverse side of the page]

WEAKNESSES

[Faint, illegible text and markings, possibly bleed-through from the reverse side of the page]

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (e) Key Performance Indicators – Score S 17**

- ❖ Proponents should describe their proposed Distribution Services to suppliers/ Agents, GLS and Wholesale Customers.
- ❖ Proponents should also describe how their Distribution Services will meet industry standards for distribution and warehouse operations including the KPI's provided in Appendix E and as described in Section 5.2.2.8. Proponents should also propose remedies in the event the KPI's are not achieved.

STRENGTHS**WEAKNESSES**

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (f) Order processing including help desk – Score S 17**

- ❖ Proponents should explain how the customer order processing function would be integrated into their proposed Distribution Services order taking and processing functions. Based on the scope and volume of orders the LDB currently handles and depending on the Distribution Services model proposed, Proponents should detail their order taking business processes, the technology used, integration with the Proponents' warehouse information technology systems, structure of the customer services desk, current throughput, number of clients and any other information needed to explain the Proponents' proposed order taking and processes to be used for the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)**2. (g) Systems integration and reporting – Score S 17**

- ❖ Proponents should describe their current systems infrastructure and propose a plan for integration with the Ministry/ LDB's systems so that master data management processes (product, vendor, customer data) and warehouse shipping information (e.g. shipping scheduling data) can be seamlessly shared and wherever possible available for real time viewing by the Ministry/ LDB. Proponents should explain their sales order capture technology (e.g. centralized order management system so that electronic orders from the GLS and Wholesale Customers can be logged and tracked) as well as procedures for real time sharing of warehouse receipts for inventory updates and customs and excise reporting as well as real time viewing of available inventory within the Proponents' overall supply chain. Proponents should also explain their purchasing system application solution and explain how it will interface with the Ministry/ LDB's systems.
- ❖ Proponents should explain what processes and procedures they have or will put into place so as to comply with the Province's privacy and information technology policy in delivery of their proposed Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: DISTRIBUTION SERVICES SOLUTION (TOTAL AVAILABLE SCORE 30%)

2. (h) Compliance with provincial and federal policy and regulatory framework. (This is 2 (h) in the scoring sheet. Wording was added to the NRFP in amendment 4.)

Score – S 17

❖ Proponents should indicate ability to comply with provincial and federal policy and regulations.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (a) Service delivery governance structure and plan – Score S 17

- ❖ Proponents should propose a governance and stakeholder relationship plan and detail how they intend to work with the Ministry/ LDB in managing and resolving issues and in ensuring smooth delivery of the Distribution Services.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: GOVERNANCE AND STAKEHOLDER RELATIONSHIP PLAN (TOTAL AVAILABLE SCORE 5%)

3. (b) Stakeholder relations plan – Score S 17

- ❖ Proponent should propose a stakeholder relation plan and explain how they intend to work with the Ministry/ LDB in ensuring that all stakeholder needs related to delivery of their proposed Distribution Services are met.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

4. (a) Distribution Services transition strategy (including ramp-up schedule) - Score of S 17

- ❖ Proponents should propose a transitioning strategy for the warehousing and wholesale distribution operations (including any proposed supply chain optimization opportunities) from the LDB to the Proponent. Proponents should demonstrate that their strategy will take into account key aspects of transitioning from the LDB to the Proponent such as: tasks, timelines, milestones, resources, risks, contingency plans, locations, facilities, systems, data, tools, equipment, assumptions and management methods.
- ❖ Proponents including use of the Warehouses for transition purposes should clearly articulate how the Warehouses would be used, for how long and what Operational Assets would be required.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: TRANSITION STRATEGY INCLUDING RAMP UP SCHEDULE (TOTAL AVAILABLE SCORE 10%)

- 4. (b) Change management strategy – Score S 17**
- ❖ Proponents should provide a change management plan outlining tasks and processes considering transfer of the LDB distribution function (including any proposed supply chain optimization opportunities) to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)

5. (a) Risk management plan – Score S 17

- ❖ Proponents should propose a risk management plan considering their proposed role as distributor of Product to GLS and Wholesale Customers. The Province is interested in the Proponents’ experience in the management of risk from a delivery services perspective. Proponents are asked to demonstrate, using past operations service delivery examples, where risks were assumed by the Proponent and reasons for allocation of risk between the Proponent, subcontractors and the customer.

STRENGTHS

S 17

WEAKNESSES

S 17

S 17

CRITERION: RISK MANAGEMENT AND BUSINESS CONTINUITY (TOTAL AVAILABLE SCORE 5%)**5. (a) Business continuity plan – Score S 17**

- ❖ Proponents should propose a business continuity plan in the event their proposed Distribution Services are disrupted. The business continuity (including disaster recovery) plan should outline processes and procedures that would be put into effect so that Key Performance Indicators are maintained where possible and that Product supply to GLS and Wholesale Customers is minimally impacted.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (a) Labour relations strategy - Score S 17

- ❖ It is a requirement of this NRFP that the successful Proponent adhere to the memorandum of agreement signed between the government of BC and the BCGEU. Proponents should provide a labour relations strategy consistent with the terms of the memorandum of agreement outlining how they intend on engaging with impacted staff should they be the Selected Proponent. Proponents should detail impacts to their internal operating structure and plans to manage the introduction of BCGEU staff into their organization.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: LABOUR RELATIONS STRATEGY AND STAFF SUCCESSORSHIP PLAN (TOTAL AVAILABLE SCORE 10%)

6. (b) Staffing Successorship plan – Score S 17

❖ Proponents should reference the human resource information provided in Appendix I and based on the terms of the memorandum of agreement, provide a staffing plan describing the types and numbers of staff the Proponent expects they would hire. Proponents should describe how they would structure their internal processes to accommodate BCGEU staff transferred to the Proponent.

STRENGTHS

S 17

WEAKNESSES

S 17

FEEDBACK POINTS

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)
7 (a) Financial Model - Score of S 17
❖ Describe the proposed economic model and how the proposed economic model supports the goals identified in Section 3.2, and the eight (8) financial objectives provided in Section 5.5.

STRENGTHS

WEAKNESSES

FEEDBACK POINTS

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (b) Financial Model - Score of S 17**

- ❖ Describe all investments (e.g. transition costs, asset purchases, infrastructure, facilities, hardware, software, etc.) required to deliver the proposed Services.
- ❖ For each investment provide:
 - i. The associated dollar amount and timing of the investment; and
 - ii. The proposed recovery mechanism, timing of such recovery and associated dollar amounts.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (c) Financial Model - Score of S 17**

- ❖ Describe the proposed pricing models for each proposed Service, including but not limited to:
- i) The underlying drivers that may impact pricing, and how pricing may be impacted as a result of changes in the drivers;
 - ii) How the services pricing and pricing components will be impacted by changes in scale;
 - iii) The approach and plan for addressing changes to the underlying drivers; and
 - iv) Any commitments and constraints that are part of the proposed pricing (e.g. volume floors and/or ceiling, order minimums, etc).

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)
7 (d) Financial Model - Score of S 17
❖ Describe the proposed approach for handling the cost of inflation, on an annual basis, by listing the services to be adjusted for inflation and the mechanism for such an adjustment.

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 5%)**7 (e) Financial Model - Score of S 17**

- ❖ Describe the approach for transferring the services at the termination at the Agreement to either, the Ministry/ LDB or another service provider in a manner that is efficient and ensures Distribution Services are not interrupted to GLS, Wholesale Customers, suppliers and Agents.
- ❖ In addition, describe the costs the Ministry/ LDB would be responsible for in the event of:
 - i. Expiry of the term of the Agreement;
 - ii. Termination by the Ministry/ LDB for convenience; or
 - iii. Termination for force majeure event

STRENGTHS

S 17

WEAKNESSES

S 17

CRITERION: FINANCIAL MODEL (TOTAL AVAILABLE SCORE 25%)

7 (b) Financial Spreadsheet – Score S 17

❖

❖ Mathematical score.

F. Stage 3 – Proposal Improvement Session Scheduling

- Refer to guide.

CONFIDENTIAL

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 26, 2012 12:51 PM
To: 'Jarvis, Chris'
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

I'm pulling it together now. Will post in the VDR.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Thursday, July 26, 2012 12:49 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Since we didn't exchange cards during yesterday meeting, would you mind sending me the names and titles in attendance on your side?

Thanks,
Chris

From: Jarvis, Chris
Sent: July 24, 2012 2:40 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Resending attendance list. Please confirm receipt.

I will be in the air at 4pm EST and unavailable until 6pm PST.

Chris

On 2012-07-23, at 12:08 PM, "Jarvis, Chris" <cjarvis@metroscg.com> wrote:

Hi Pelle,

Metro will have 5 people attending in person for Wednesday's feedback session. They are as follows:

Martin Graham, President
Glenn Ross, SVP Sales
Glenn Welsh, VP Operations
Tony Delutis, VP Human Resource
Chris Jarvis, VP Solution Design

We also plan to have a number of folks attending via conference line. Please provide the necessary details when they are available.

Thanks,

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM
To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 3, 2012 8:33 AM
To: 'Brian Chipman'
Subject: RE: NRFP SATP-301 - Finacial Model Template and In Scope Product

Just sent out some info. Template is coming next week.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, August 3, 2012 8:28 AM
To: Agerup, Pelle LCTZ:EX
Subject: NRFP SATP-301 - Finacial Model Template and In Scope Product
Importance: High

Hi Pelle,

I left you a message yesterday afternoon regarding the status of the new financial model template and clarification on in scope product. I may be mistaken but my understanding was this information was to be provided in 7 days after the Feedback session on July 26th. Please provide a status update on these items at your earliest convenience.

Thanks,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

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Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 3, 2012 3:34 PM
To: 'cjarvis@metroscg.com'
Subject: Re: NRPP SATP-301 Update

Just a quick note. Kamloops is scheduled for the 15th. I have to check flights from Vancouver to see what time will work best.

Cheers,
Pelle

From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Friday, August 03, 2012 12:27 PM
To: Agerup, Pelle LCTZ:EX
Cc: Graham, Martin <mgraham@metroscg.com>
Subject: RE: NRPP SATP-301 Update

Hi Pelle,

Metro is interested in a private tour of VDC and the Vancouver WCC.

Also, as requested in the attached email we are also interested in a tour of KDC and Victoria WCC. Will these tours be made available?

Have a nice weekend.

Chris

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, August 03, 2012 11:31 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: NRPP SATP-301 Update

Dear Short Listed Proponent

Here are some updated for Stage 3 of the Distribution of Liquor Project (NRPP SATP-301).

Reference Check

The reference check process is completed without surprises. You have passed another step in the process.

Financial Template

The new financial template is anticipated to be ready and sent out next week (week of Aug 6). The template will include details around anticipated volume projections.

Questions and Answers

Please keep emailing me (Pelle.Agerup@gov.bc.ca) your questions. The VDR is open and we are still posting information that pertains to all Short Listed Proponents in the VDR rooms. In this Stage 3 most question will be answered directly to the Short Listed Proponent that asked the question, and is not shared with all the Short Listed Proponents. We anticipate that this will be main source of information flow before the Proposal Improvement

Sessions. Answers will be sent to the contact person of the Short Listed Proponent. If you want change contact person or add someone (CC) please let me know.

Scope Clarification

As promised at the Feedback Session attached is a clarification of the scope showing how the Product flow is anticipated to look in the future. Please note that the financial template will include more detailed of the in scope volume numbers.

Site tour at VDC

If you are interested in a private tour of the warehouse and the wholesale area in Vancouver please let me know. Currently scheduled for Aug 14th. Time: TBD

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, August 8, 2012 2:35 PM
To: 'Brian Chipman'
Subject: RE: Warehouse Tour and Questions - August 7, 2012

I'll try to get you the 11 am timeslot – not sure what the day looks like yet.
Reviewing the questions later today.
Financial template 2.0 is being worked on right now. Probably ready tomorrow.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, August 7, 2012 7:22 PM
To: Agerup, Pelle LCTZ:EX
Subject: Warehouse Tour and Questions - August 7, 2012
Importance: High

Hi Pelle,

1. I have confirmed that Container will plan to tour the VDC & WCC on August 14th, 2012. We will plan to commence the tour at 11am and believe it shouldn't take more than an hour.

The attendees at this time will be as follows:

Dennis Christmas
Brian Chipman
Peter Ilich
Dan Miles

2. I have also attached a list of questions for your review and response. Please do not hesitate to call me if you require any clarification.

Kind Regards,

Brian Chipman, CPIM

General Manager
ContainerWorld Forwarding Services Inc.

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Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: August-07-12 9:43 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: SATP-301 site tours

Hi,
As mention in the update email Aug 3, we have blocked off Aug 14th for private tours of the warehouse and the wholesale area in **Vancouver**. This is not mandatory.

In addition we have blocked off Aug 15 for private tours of the warehouse in **Kamloops**. Again this is not mandatory.

In order to schedule time slots and flights (especially Kamloops) I need to know if you like any of these tours. Please **get back to me by Thursday (Aug 9)**.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, August 9, 2012 10:19 AM
To: 'Scott Lyons (EXEL CA)'
Subject: RE: NRFP SATP 301 DLP - Question

Hi Scott,
If your subcontractors are central to the delivery of your services please include description.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Wednesday, August 8, 2012 1:12 PM
To: Agerup, Pelle LCTZ:EX
Subject: NRFP SATP 301 DLP - Question

Regarding our response to PROPONENT CAPABILITY AND CAPACITY - 1. (a) Proponent Profile (Lead and subcontractors if any), we will

S 21

S 21

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, August 9, 2012 10:14 AM
To: 'Jarvis, Chris'; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX
Cc: 'Graham, Martin'; 'Welsh, Glenn'; 'Ross, Glen'; 'Poon, Calvin'; Bennett, Dawn LCTZ:EX
Subject: Metro RE: NRPP SATP-301 Update

Here is the first piece of info:

1. VDC, KDC and WCC Victoria tours to better understand current constraints and opportunities.

Site visits planned for VDC, KDC and the wholesale in Vancouver. Any questions regarding WCC Victoria can be asked at VDC or via the Q&A process.

2. LDB store and private store tours to review receiving, storage methods in backrooms, truck specification, ordering processes and opportunities.

No visits are planned for this part of the process. Please request any specifications or data through the written Q&A process.

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These types of detailed operational requests are anticipated to be conducted with the Successful Proponent only. At this stage please request any specifications or data through the written Q&A process.

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The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

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No. Discussion with the BCGEU is not part of the process at this stage – we have HR experts you can ask questions at the improvement sessions or submit through the Q&A process.

7. WCC web portal demonstration and understanding of application features

On-line training session available – would that be of interest? Further questions could be asked at the proposal improvement sessions and/or through the Q&A process.

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Scope clarification was sent out with the August 3 update. You will see the LDB side of the wholesale process at the site visit. The warehouses participating in the agent stocking program are private corporations outside of the LDB control.

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The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

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Pelle Agerup, [BSc MBA RYT](#)

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From: Jarvis, Chris [mailto:cjarvis@metroscg.com]

Sent: Thursday, August 9, 2012 8:35 AM

To: Agerup, Pelle LCTZ:EX; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX

Cc: Graham, Martin; Welsh, Glenn; Ross, Glen; Poon, Calvin

Subject: FW: NRPP SATP-301 Update

Importance: High

Pelle,

This is a follow-up email and a request for additional details in prep for Tues/Wed site tours.

Please confirm receipt of the attached emails in good order.

Some of the details we're looking for in planning the VDC & KDC tours:

1. How much time do we have at each of the sites and what time do we start?

We're are scheduling all today –2 hours should be plenty for the warehouses

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Ken and Donna. See question set above

3. Can we get a demo of the WCC web portal will at the VWCC?

See above

4. While at VDC would it be possible to visit other operational outside the DC? I'm thinking of customer service/call centre, transportation planning, and demand planning?

See question set above

We planning to have four people attend the tours:

1. Glenn Welsh, VP Operations
2. Glenn Ross, Sales
3. Calvin Poon, Sr. Manager Solution Design
4. Chris Jarvis, VP Solution Design

We hope to make the necessary travel arrangements by tomorrow based on your confirmation of the agenda/schedule.

Chris Jarvis

VP, Engineering & Solutions Design

Metro Supply Chain Group

1401 Creditstone Road
Concord, Ontario L4K4N7
Office: 905 760-4423
Mobile: 647 278-3313

From: Jarvis, Chris
Sent: Friday, August 03, 2012 3:27 PM
To: 'Agerup, Pelle LCTZ:EX'
Cc: Graham, Martin
Subject: RE: NRPP SATP-301 Update

Hi Pelle,

Metro is interested in a private tour of VDC and the Vancouver WCC.

Also, as requested in the attached email we are also interested in a tour of KDC and Victoria WCC. Will these tours be made available?

Have a nice weekend.

Chris

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, August 03, 2012 11:31 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: NRPP SATP-301 Update

Dear Short Listed Proponent

Here are some updated for Stage 3 of the Distribution of Liquor Project (NRPP SATP-301).

Reference Check

The reference check process is completed without surprises. You have passed another step in the process.

Financial Template

The new financial template is anticipated to be ready and sent out next week (week of Aug 6). The template will include details around anticipated volume projections.

Questions and Answers

Please keep emailing me (Pelle.Agerup@gov.bc.ca) your questions. The VDR is open and we are still posting information that pertains to all Short Listed Proponents in the VDR rooms. In this Stage 3 most question will be answered directly to the Short Listed Proponent that asked the question, and is not shared with all the Short Listed Proponents. We anticipate that this will be main source of information flow before the Proposal Improvement Sessions. Answers will be sent to the contact person of the Short Listed Proponent. If you want change contact person or add someone (CC) please let me know.

Scope Clarification

As promised at the Feedback Session attached is a clarification of the scope showing how the Product flow is anticipated to look in the future. Please note that the financial template will include more detailed of the in scope volume numbers.

Site tour at VDC

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Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 10, 2012 12:44 PM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: 'Markwart, James / Kuehne + Nagel / Van FW'; Agerup, Pelle LCTZ:EX
Subject: RE: RFP Questiona

Working on it...

I think the first financial model meeting we could do remote. The purpose is to make sure you understand the though behind it and we can answer any questions. We have access to a tele presence room. If you can find one at your end it is almost like being there in person.

The proposal improvement sessions are practically impossible to move – too many senior staff booked for those meetings. If we tried to move them you would lose a lot of expertise at the table.

We could do the VDC tour in the morning of Sept 5th – let me know if you want the time slot. Say 9 AM?

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Friday, August 10, 2012 11:12 AM
To: Agerup, Pelle LCTZ:EX
Cc: Markwart, James / Kuehne + Nagel / Van FW
Subject: RE: RFP Questiona

Hi Pelle,

Any possibility to reschedule as per below?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: August 7, 2012 4:29 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: RFP Questiona

Thanks Pelle,

We would also be good with moving session 1 of the Financial Model (Aug 27th) meetings to week of September 6th if possible and consolidating with tour and session 1 of Process Improvement. Let me know if possible.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: August 7, 2012 3:38 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Markwart, James / Kuehne + Nagel / Van FW; Bennett, Dawn LCTZ:EX
Subject: RE: RFP Questiona

Hi Craig,

There are key people away most of August so moving the improvement session 1 will not work. I'll see if we can do a tour on the 5th.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Tuesday, August 7, 2012 11:43 AM
To: Agerup, Pelle LCTZ:EX
Cc: Markwart, James / Kuehne + Nagel / Van FW
Subject: RFP Questiona

Hi Pelle,

Is it possible to change the date of our session 1(Sept. 6th) of the proposal improvement to the week of August 26th and schedule the VDC site visit to this same week to assist us to reduce travel costs?

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

To learn more about Kuehne + Nagel Ltd, please visit our website at: www.kuehne-nagel.com For the Kuehne + Nagel email disclaimer, visit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Visitez le site internet de Kuehne + Nagel Ltée: www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

To learn more about Kuehne + Nagel Ltd, please visit our website at: www.kuehne-nagel.com For the Kuehne + Nagel email disclaimer, visit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 10, 2012 11:10 AM
To: 'Scott Lyons (EXEL CA)'
Subject: RE: SATP-301 site tours

Hi Scott,

Finding alternative dates is difficult in the summer month. Aug 16 for either location and the morning of Sept 5 for VDC are alternatives. Aug 29 and 30 might work if I can find an alternate for the Director of Distribution.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Friday, August 10, 2012 10:38 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: SATP-301 site tours

Just following up regarding setting up tours for alternate dates.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Scott Lyons (EXEL CA)
Sent: Tuesday, August 07, 2012 3:38 PM
To: 'Agerup, Pelle LCTZ:EX'
Cc: Bennett, Dawn LCTZ:EX; Omer Rashid (Exel CA); Robert Maclellan (EXEL US)
Subject: RE: SATP-301 site tours

We are looking to have several key individuals (from engineering and operations) tour these sites. Unfortunately, due to the summer season the 14th and 15th of August do not work for them. Is there flexibility to have our tours on different dates?

Thanks,

Scott Lyons

Telephone: 905 366-7691

Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]

Sent: Tuesday, August 07, 2012 12:43 PM

To: Agerup, Pelle LCTZ:EX

Cc: Bennett, Dawn LCTZ:EX

Subject: SATP-301 site tours

Hi,

As mention in the update email Aug 3, we have blocked off Aug 14th for private tours of the warehouse and the wholesale area in **Vancouver**. This is not mandatory.

In addition we have blocked off Aug 15 for private tours of the warehouse in **Kamloops**. Again this is not mandatory.

In order to schedule time slots and flights (especially Kamloops) I need to know if you like any of these tours. Please **get back to me by Thursday (Aug 9)**.

Cheers,

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 10, 2012 1:07 PM
To: 'Jarvis, Chris'; Martin, Leigh LCTZ:EX
Cc: 'Graham, Martin'; 'Welsh, Glenn'; 'Ross, Glen'; 'Poon, Calvin'; McDonnell, Ken LDB:EX; Macauley, George JAG:EX; Bennett, Dawn LCTZ:EX
Subject: RE: Metro RE: NRPP SATP-301 Update

Hi Chris,
I have you scheduled for 9am at VDC on Tuesday the 14th and at 9 am at KDC on Wednesday the 15th.
When driving in Kamloops it helps to know that KDC is located at the Eastern end of Dallas road (9881 Dallas Dr).

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Friday, August 10, 2012 9:26 AM
To: Agerup, Pelle LCTZ:EX; Martin, Leigh LCTZ:EX
Cc: Graham, Martin; Welsh, Glenn; Ross, Glen; Poon, Calvin
Subject: RE: Metro RE: NRPP SATP-301 Update
Importance: High

Hi Pelle,

An update on our travel plans for the Tues/Wed tours.

For members of the Metro team that are traveling into BC, we are arriving Monday night in order to get an early start at VDC on Tuesday. We are planning to allow enough time to drive over to KDC that evening. We will be ready first thing in the morning for the KDC tour with the hope of being back in Vancouver to catch flights out in the pm.

I trust this works for your schedule. Please confirm meeting times and exact address for the Kamloops facility?

Thanks,
Chris

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Thursday, August 09, 2012 1:14 PM
To: Jarvis, Chris; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX

Cc: Graham, Martin; Welsh, Glenn; Ross, Glen; Poon, Calvin; Bennett, Dawn LCTZ:EX

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2. Glenn Ross, Sales
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Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group
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Concord, Ontario L4K4N7
Office: 905 760-4423
Mobile: 647 278-3313

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Chris

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Sent: Friday, August 03, 2012 11:31 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: NRPP SATP-301 Update

Dear Short Listed Proponent

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Questions and Answers

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Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

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563 Superior St 3fl, Victoria, BC Canada

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 10, 2012 1:10 PM
To: 'Brian Chipman'
Cc: McDonnell, Ken LDB:EX; Macauley, George JAG:EX; Bennett, Dawn LCTZ:EX
Subject: RE: Warehouse Tour and Questions - August 7, 2012

Confirming VDC and WCC at 11 am Aug 14.

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]

Sent: Tuesday, August 7, 2012 7:22 PM

To: Agerup, Pelle LCTZ:EX

Subject: Warehouse Tour and Questions - August 7, 2012

Importance: High

Hi Pelle,

1. I have confirmed that Container will plan to tour the VDC & WCC on August 14th, 2012. We will plan to commence the tour at 11am and believe it shouldn't take more than an hour.

The attendees at this time will be as follows:

Dennis Christmas

Brian Chipman

Peter Ilich

Dan Miles

2. I have also attached a list of questions for your review and response. Please do not hesitate to call me if you require any clarification.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: August-07-12 9:43 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: SATP-301 site tours

Hi,
As mention in the update email Aug 3, we have blocked off Aug 14th for private tours of the warehouse and the wholesale area in **Vancouver**. This is not mandatory.

In addition we have blocked off Aug 15 for private tours of the warehouse in **Kamloops**. Again this is not mandatory.

In order to schedule time slots and flights (especially Kamloops) I need to know if you like any of these tours. Please **get back to me by Thursday (Aug 9)**.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
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563 Superior St 3fl, Victoria, BC Canada
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, August 10, 2012 5:00 PM
To: 'Brian Chipman'
Cc: 'Aaron Christmas'; 'Wendy Hoppe'
Subject: RE: Feedback Session - July 26, 2012

Hi Brian,

Yes, you and I discussed this and Aaron was going to connect with me to see if a FTP transfer would work. Memory stick works great. Why don't you bring it on Tuesday at the VDC tour?

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, August 10, 2012 4:36 PM
To: Agerup, Pelle LCTZ:EX
Cc: Aaron Christmas; Wendy Hoppe
Subject: RE: Feedback Session - July 26, 2012

Hi Pelle,

Our Director of IT (Aaron Christmas) and I called and left you a message a couple weeks ago advising the recorded file from the Feedback session being too large to send electronically and we were looking for your input on how best to get you the recording.

I haven't heard back from you on this subject so I've decided to save the recording on a memory stick. Please advise where you wish us to have the memory stick sent to and I would appreciate you confirming once it's been received.

Thank you,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Brian Chipman [mailto:bchipman@containerworld.com]
Sent: July-24-12 5:06 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: Feedback Session - July 26, 2012

Hi Pelle,

We appreciate your support with our request and agree with the terms listed below. Please confirm who you wish us to send the copy of the recording to after the July 26th Feedback Session.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: July-24-12 3:37 PM
To: Brian Chipman
Subject: RE: Feedback Session - July 26, 2012

Regarding recording:

1. The recording will be part of the confidential as per the Declaration of interest
2. For use within CW only for the purpose of this NRFP
3. Destroyed at the end of the process, or when so instructed
4. Give us a copy of the recording after the meeting

Will this work?

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, July 24, 2012 10:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: Feedback Session - July 26, 2012
Importance: High

Hi Pelle,

Further to our telecom and per your request ContainerWorld is planning to have the following participants attend our feedback session in person on July 26, 2012 :

1. Dennis Christmas
2. Harjeet Kaur
3. Jim White
4. Peter Ilich
5. Gary Combrink
6. Dave Reynolds

Due to the participant limitation and participant availability we would appreciate a conference call number to allow other individuals to attend by phone and clearance to audio record this feedback session.

Please confirm and provide the conference call in number at your earliest convenience.

Thank you,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Monday, August 13, 2012 11:48 AM
To: Agerup, Pelle LCTZ:EX
Subject: DLP satp-301 Financial Model Template Meeting 1

Hi,

The Financial Model Template Meeting 1 is meant to go over the model to make sure it is clear how to fill it in. The second meeting is meant to go over the data you have filled in to make sure we all understand before finalizing.

Both meetings are scheduled to be in person in Vancouver. To save on travel cost the first meeting could be done via teleconference or telepresence. In person works better but this is an option for the first session.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, August 14, 2012 5:43 PM
To: 'Brian Chipman'
Subject: RE: DLP SATP-301 Financial template revision 1

No need to print it. If you want to print it – feel free to reformat.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
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From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, August 10, 2012 4:42 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: DLP SATP-301 Financial template revision 1
Importance: High

Hi Pelle,

It seems the spreadsheets provided are structured in a way that makes it difficult to print each page properly. Would it be possible to re-format and re-issue in a more print friendly format?

Thanks,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: August-10-12 4:28 PM

To: Agerup, Pelle LCTZ:EX

Subject: DLP SATP-301 Financial template revision 1

Minor edits:

On sheet 4.0, the formula total expenses (row 56) was revised to include row 55 (taxes)

On sheet 6.0, the formula for total expenses (row 44) was revised to include row 43 (taxes)

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Markwart, James / Kuehne + Nagel / Van FW [James.Markwart@kuehne-nagel.com]
Sent: Wednesday, June 13, 2012 9:42 AM
To: Agerup, Pelle LCTZ:EX
Subject: June 13, SATP-301 Questions regarding BCLDB RFP

Hi Pelle

Question:

- 1 - In order to understand current delivery model E21 can we receive the "ship from DC Location" for each Store Name or #.
- 2 - In the current model delivery is broken into Regions. Can we receive store # by delivery Region in the current model.

Greatly appreciated.

James Markwart
Distribution Center Manager
VAN FW
Kuehne + Nagel Ltd.
Unit 140, 16131 Blundell Rd.
Richmond, BC, Canada, V6W 0A3

Tel: 604-247-1668 X200
Fax: 604-247-0191
Cell: 604-505-5738

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Kindylides, Thespina LCTZ:EX

From: SSBC Purchasing SSBC:EX
Sent: Thursday, June 14, 2012 10:03 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: SATP-301 Questions regarding BCLDB RFP

From: Markwart, James / Kuehne + Nagel / Van FW [<mailto:James.Markwart@kuehne-nagel.com>]
Sent: Thursday, June 14, 2012 9:47 AM
To: SSBC Purchasing SSBC:EX
Subject: SATP-301 Questions regarding BCLDB RFP

Attention: Pelle Agerup, Senior Director

Hi Pelle

I have been requested to follow up on the attached question

We have one urgent question that will affect how we solution the proposal. Urgent response would be appreciated.

Regarding appendices E32 – Purchasing To be Process and E33 – PO; it implies that the systems management of PO's iStore etc... already exist through the BCLDB's Oracle.

Is it BCLDB's intention is to retain Oracle in the management of this process?

Any information is greatly appreciated.

James Markwart
Distribution Center Manager
VAN FW
Kuehne + Nagel Ltd.
Unit 140, 16131 Blundell Rd.
Richmond, BC, Canada, V6W 0A3

Tel: 604-247-1668 X200
Fax: 604-247-0191
Cell: 604-505-5738

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Kindylides, Thespina LCTZ:EX

From: SSBC Purchasing SSBC:EX
Sent: Thursday, June 14, 2012 9:45 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: SATP-301 Questions regarding BCLDB RFP

From: Markwart, James / Kuehne + Nagel / Van FW [<mailto:James.Markwart@kuehne-nagel.com>]
Sent: Thursday, June 14, 2012 9:43 AM
To: SSBC Purchasing SSBC:EX
Subject: SATP-301 Questions regarding BCLDB RFP

Resent to include correct subject title.

Hi Pelle

Can you please assist with the 2 questions:

Using "Appendix E21 - LDB_Shipment_Data_P1-11_FY2012.xlsx" as primary data set, cross reference with "Appendix E22 - Customer Listing.xlsx" – "SHIP TO" to retrieve the consignee address info, with "Ship Schedule.xls" and "Appendix E17 - WCC Ship Days 2012.xlsx" to retrieve the shipping schedule. Running into couple problems,

1. 8 records from E21 without store#, we do need the location info for these stores.

Store No.	Store Name	LDB Truck Fleet Cases	Outside Carrier Cases	Total Cases	LDB Truck Fleet Weight
	Aldergrove Liquor LRS	1,179		1,179	33,811
	North Shore Liquor Shop #2		S 21		
	North Shore Liquor Store #3				
	Occidental Hotel LRS		306	306	
	Liberty Wine Merchants Ltd				
	Victoria Cask and Keg		S 21		
	St. John's St Liquor Store				
	Lougheed LRS	625	2,043	2,668	18,738

2. No shipping schedules for the following 30 records from E21 (including above 8), shall we schedule these locations based calculated #shpt per week and the best and most effective way?

Store No.	Store Name	LDB Truck Fleet Cases	Outside Carrier Cases	Total Cases	LDB Truck Fleet Weight	Outside Carrier Weight	Total Weight
100	Broadway and Lillooet				S 21		
281	Vanc Intl Wine Fest. Str						
711	Kamloops Dist. Centre		479,296	479,296		16,592,824	16,592,824
782	Atlin				S 21		
191776	Belmont Hotel						
	Aldergrove Liquor LRS	1,179		1,179	33,811		33,811
192576	Wee Geordie's Beer Store				S 21		
195247	Beach House Liquor Store						

195300	Mile Zero Liquor Store						
195342	Big Jim's Spirits Store						
195357	Spirits Of Cow Bay Cold Beer Liquor and Wine Store						
195372	Big Deal Liquor Warehouse				S 21		
	Kitsilano Beer & wine						
	Victoria Cask and Keg						
	St. John's St Liquor Store						
	Lougheed LRS	625	2,043	2,668	18,738	58,248	76,986
	Boundary Crossing						
	Bottle Jockey						
	Dell Beer & Wine						
195467	Sutton Place Wine Merchant						
195276	Rocky Mountain Cold Beer Wine and Spirits						
191875	Liquor Warehouse						
195494	11th Ave Liquor Store				S 21		
193244	Skeena Hotel						
195502	1st Avenue Liquor Store						
192204	Inn Of The West						
195271	Terrace Inn Liquor Store						
193129	Old Dog Liquor Store						
195257	Port Augusta Licensed Liquor Store						

Thank you again

James

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Kindylides, Thespina LCTZ:EX

From: SSBC Purchasing SSBC:EX
Sent: Thursday, June 14, 2012 9:08 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: Canada Cartage Contact Info

From: Markwart, James / Kuehne + Nagel / Van FW [<mailto:James.Markwart@kuehne-nagel.com>]
Sent: Thursday, June 14, 2012 9:08 AM
To: SSBC Purchasing SSBC:EX
Subject: FW: Canada Cartage Contact Info

Attention: Pelle Agerup, Senior Director

Hi Pelle

Can you please assist with the 2 questions:

Using "Appendix E21 - LDB_Shipment_Data_P1-11_FY2012.xlsx" as primary data set, cross reference with "Appendix E22 - Customer Listing.xlsx" – "SHIP TO" to retrieve the consignee address info, with "Ship Schedule.xls" and "Appendix E17 - WCC Ship Days 2012.xlsx" to retrieve the shipping schedule. Running into couple problems,

1. 8 records from E21 without store#, we do need the location info for these stores.

Store No.	Store Name	LDB Truck Fleet Cases	Outside Carrier Cases	Total Cases	LDB Truck Fleet Weight
	Aldergrove Liquor LRS	1,179		1,179	33,811
	North Shore Liquor Shop #2				
	North Shore Liquor Store #3		S 21		
	Occidental Hotel LRS		306	306	
	Liberty Wine Merchants Ltd				
	Victoria Cask and Keg		S 21		
	St. John's St Liquor Store				
	Lougheed LRS	625	2,043	2,668	18,738

2. No shipping schedules for the following 30 records from E21 (including above 8), shall we schedule these locations based calculated #shpt per week and the best and most effective way?

Store No.	Store Name	LDB Truck Fleet Cases	Outside Carrier Cases	Total Cases	LDB Truck Fleet Weight	Outside Carrier Weight	Total Weight
100	Broadway and Lillooet						
281	Vanc Intl Wine Fest. Str				S 21		
711	Kamloops Dist. Centre		479,296	479,296		16,592,824	16,592,824
782	Atlin						
191776	Belmont Hotel				S 21		
	Aldergrove Liquor LRS	1,179		1,179	33,811		33,811
192576	Wee Geordie's Beer Store						
195247	Beach House Liquor Store				S 21		
195300	Mile Zero Liquor Store						

195342	Big Jim's Spirits Store							
195357	Spirits Of Cow Bay Cold Beer Liquor and Wine Store							
195372	Big Deal Liquor Warehouse							
	Kitsilano Beer & wine						S 21	
	Victoria Cask and Keg							
	St. John's St Liquor Store							
	Lougheed LRS	625	2,043	2,668	18,738	58,248		76,986
	Boundary Crossing							
	Bottle Jockey							
	Dell Beer & Wine							
195467	Sutton Place Wine Merchant							
195276	Rocky Mountain Cold Beer Wine and Spirits							
191875	Liquor Warehouse							
195494	11th Ave Liquor Store						S 21	
193244	Skeena Hotel							
195502	1st Avenue Liquor Store							
192204	Inn Of The West							
195271	Terrace Inn Liquor Store							
193129	Old Dog Liquor Store							
195257	Port Augusta Licensed Liquor Store							

Thank you again

James

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Thursday, June 14, 2012 12:34 PM
To: Agerup, Pelle LCTZ:EX
Cc: John Ryan (EXEL US)
Subject: May 24th Q&A

In order to understand the BCGEU benefits the Q&A directed us to the following web site:

http://www2.gov.bc.ca/local/myhr/documents/benefits/benefits_guide_2011.pdf

This address redirects us to the following address:

https://summer.gov.bc.ca/CookieAuth.dll?GetLogon?reason=0&formdir=5&curl=Z2FOWAZ2Fredir.aspxZ3FCZ3D95609b2499c0410fa9b503055939df11Z26URLZ3DhttpZ253aZ252fZ252fwww2.gov.bc.caZ252flocalZ252fmyhrZ252fddocumentsZ252fbenefitsZ252fbenefits_guide_2011.pdf

This is a Shared Services BC website that asks for a Domain/User Name and a Password.

Can you please supply us the user name and password.

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Thursday, June 14, 2012 1:07 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Distribution of Liquor Project (DLP) SATP - 301 Q&A: Responses as of June 13, 2012. - Question 3

Importance: High

Dear Mr. Agerup,

RE: Distribution of Liquor Project (DLP) SATP – 301 Q&A: Responses as of June 13, 2012.

Question 3: “Also, please provide the fully loaded benefit costs (as a percentage of these average wage rates) that all Proponents must utilize in developing their cost estimates. “ Answer: “The current fully loaded benefit rate is 23%.”

Based on the Master Agreement and other labor rate information provided, our calculation for fully loaded benefit costs (as a percentage of these average wage rates) appears to be significantly higher. Accordingly, please provide detailed line by line % breakdown for each benefit (i.e. health & welfare, Medical, Short term Disability, Long Term Disability, Pension, boots, etc.).

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: SSBC Purchasing SSBC:EX
Sent: Thursday, June 14, 2012 1:14 PM
To: Agerup, Pelle LCTZ:EX
Subject: FW: SATP-301 Questions regarding BCLDB RFP

From: Markwart, James / Kuehne + Nagel / Van FW [<mailto:James.Markwart@kuehne-nagel.com>]
Sent: Thursday, June 14, 2012 1:04 PM
To: SSBC Purchasing SSBC:EX
Subject: RE: SATP-301 Questions regarding BCLDB RFP

Attention: Pelle Agerup, Senior Director

Hi Pelle

Due to the scope of this RFP and the volume of data that has been and continues to be released which needs to be analysed in order to create a complete solution , is it possible for a 1 week extension on submission date to be granted?

Thank you again

James Markwart
Distribution Center Manager
VAN FW
Kuehne + Nagel Ltd.
Unit 140, 16131 Blundell Rd.
Richmond, BC, Canada, V6W 0A3

Tel: 604-247-1668 X200
Fax: 604-247-0191
Cell: 604-505-5738

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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Friday, June 15, 2012 3:46 PM
To: Agerup, Pelle LCTZ:EX
Cc: Dennis Christmas
Subject: BC wine deliveries

Hi Pelle,

Further to our conversation today regarding question 11 answer of June 14th, would appreciate your thoughts regarding BC wine deliveries to GLS's .

Thanks, have a great weekend.

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, June 19, 2012 11:39 AM
To: Agerup, Pelle LCTZ:EX
Cc: Robert Rujevcn (EXEL US); Greg Foreman (EXEL US)
Subject: NRFP Question

Does the freight recoveries line in the BC Liquor Distribution Department Analysis period ending March 31, 2011 (in the amount of \$9,854,690) represent the all the transportation costs incurred by the LDB in 2011? If not, where are the transportation costs listed in this document? Where are the delivery fees revenues listed in this document?

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Wednesday, June 20, 2012 10:56 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: Attached Image
Attachments: 3212_001.pdf

Another declaration of interest from a new team member.

Cheers,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: 4 South WrkRm [mailto:4West_4SWorkroom@Exel.com]
Sent: Tuesday, June 12, 2012 10:07 AM
To: Robert Herbert (EXEL US); Scott Lyons (EXEL CA)
Subject: Attached Image

SCHEDULE A1 - DESIGNATED PERSONS

NAME

INITIALS

(For the purpose of acknowledging that the Designated Person has read and understands the restrictions contained in the Declaration)

1.

**Name
Title**

Robert Herbert *RH*
Manager Integrated Logistics Design
Date Designated : 6/11/12

2.

**Name :
Title :**

Date Designated : _____

3.

**Name
Title**

Date Designated : _____

4.

**Name :
Title :**

Date Designated : _____

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Friday, June 22, 2012 12:18 PM
To: Agerup, Pelle LCTZ:EX
Subject: Liquor Distribution Project - SATP-301 Question

From the Jun 20th Q&A question 3 read as follows:

3 - Question: Does the freight recoveries line in the BC Liquor Distribution Department Analysis period ending March 31, 2011 (in the amount of \$9,854,690) represent the all the transportation costs incurred by the LDB in 2011? If not, where are the transportation costs listed in this document? Where are the delivery fees revenues listed in this document?

Answer: The breakdown of costs are shown in the detailed statements (see recently added Appendix G - 10 DSO P12 2011). The recoveries represent the charges to the GLS for shipment to those locations. The expenses shown on the statements represent the actual expenses for shipping products to the GLS and between the VDC and KDC. The delivery revenue charged to non GLS is recorded in the Other Income of the LDB. The delivery revenue for fiscal year ended March 2011 was \$124,774.

Just to confirm the charge back recoveries of \$ 9,787,191.33 (from Appendix G – 10 DSO P12 2011) represents the cost for transporting products to government liquor stores?

- To clarify:
 - These costs do not cover transportation costs from VCD/KCD to wholesale customers?
 - These costs do not cover transportation from the WCCs to wholesales customers?

In Appendix E2 paragraph 3.0 Operations - it references that the WCC processed 77,701 wholesale customer orders which resulted in 4,013,823 cases shipped. In Appendix E2 paragraph 4.0 Direct Service Delivery- there is reference 600 WCC customers being direct delivered from VDC and KDC. Finally in Appendix E4 – Direct Delivery Case Volumes - it lists that there were 1,630,943 cases delivered from the two WCCs.

- What is the volume of cases direct delivered from the Vancouver WCC and from the Victoria WCC? Is it 1,630,943 cases?
- What is the volume of cases picked up from the Vancouver WCC and from the Victoria WCC?
- Please provide the cost of transportation incurred by the LDB to complete deliveries to wholesale customers from the VDC, KDC, the Victoria WCC and the Vancouver WCC
- Please provide the revenues generated from the charge per shipment received for these deliveries

Thanks!
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Tuesday, June 26, 2012 6:01 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Rental Fee - VDR

Dear two,

Please confirm where the rental fee noted below is located in the VDR.

- a. Proponents electing to use the Vancouver Distribution Warehouse or Kamloops Distribution Warehouse during the proposed services transition will be charged a rental fee by the Ministry/LDB. The rental fee will be provided in the VDR.

Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Dave Martin (EXEL CA) [dave.c.martin@exel.com]
Sent: Friday, June 29, 2012 11:49 AM
To: Agerup, Pelle LCTZ:EX; Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX
Subject: Re: Our Response

Hi All,

I just dropped off copies with your reception, note the printer supplied 6 copies but one was put together poorly with pages missing, so I was only able to supply 5 copies. I will be happy to send a replacement if needed.

A jump drive with files is also included in the package I delivered today.

Regards,

Dave Martin

-----Original Message-----

From: Agerup, Pelle LCTZ:EX
To: Scott Lyons (EXEL CA)
Cc: Dave C Martin
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Our Response
Sent: Jun 28, 2012 4:53 PM

Hi Scott,

Thank you for submitting the Proposal. You are more than welcome to submit a paper copy in addition to the electronic BCbid submission, but there is no requirement to do so.

Best regards,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Thursday, June 28, 2012 4:43 PM
To: Agerup, Pelle LCTZ:EX
Cc: Dave Martin (EXEL CA)
Subject: Our Response

We submitted our bid on BC Bid this afternoon.

The password for Appendix K is: S 15

We will also be submitting printed copies as well.

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Friday, June 29, 2012 3:06 PM
To: Agerup, Pelle LCTZ:EX
Cc: Graham, Martin; Martin, Leigh LCTZ:EX
Subject: Re: BC Bid Receipt from Strategic Acquisitions & Technology Procurement

Have a nice Canada Day!

On 2012-06-29, at 6:04 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Thanks Chris,
I see I did not respond on the May 7 email. Sorry about that. The fix would be the declaration with Metro as the "Proponents". Tuesday sound good.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Jarvis, Chris [mailto:cjarvis@metroscg.com]
Sent: Friday, June 29, 2012 2:56 PM
To: Agerup, Pelle LCTZ:EX
Cc: Graham, Martin
Subject: Re: BC Bid Receipt from Strategic Acquisitions & Technology Procurement

Pelle,

Understood and we will make all necessary adjustment in short order. I was under the assumption we had addresses in separate communication back in May.

Can we address on Tuesday?

Chris

On 2012-06-29, at 5:28 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi Chris,

Minor (hopefully) wrinkle. The declaration of interest and acceptance of term of reference is in the name of Centric Retail Logistics Inc. Centric as a corporation has agreed to the rules of the procurement process and is the "Proponent". The Proposal submitted is by Metro Supply Chain Group. I know it is the parent company but Metro has no standing as a Proponent in this process.

In order for Metro to be a Proponent you will have to fill in the Declaration. Sign, scan, email is probably the quickest, but fax works as well.

Best regards,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]

Sent: Thursday, June 28, 2012 12:51 PM

To: Agerup, Pelle LCTZ:EX

Cc: Graham, Martin

Subject: RE: BC Bid Receipt from Strategic Acquisitions & Technology Procurement

Hi Pelle,

Metro Supply Chain Group (Centric Retail) has submitted our response to NRFP SATP-301. Confirmation has been received via below email. The uploaded files contained in our response are:

Metro - BCLDB Proponent Response.pdf

Metro - Appendix K Proponent Pricing Submission - locked.xlsx

Appendix K is password protected. The password is S 15

In addition to the electronic submission we have also sent 6 hard copies which are on route to Victoria now. They will be delivered tomorrow by one of our team members.

Thanks,

Chris Jarvis

VP, Engineering & Solutions Design

Metro Supply Chain Group
1401 Creditstone Road
Concord, Ontario L4K4N7
Office: 905 760-4423
Mobile: 647 278-3313

From: PCWEBTEAM@gov.bc.ca [<mailto:PCWEBTEAM@gov.bc.ca>]
Sent: June-28-12 3:28 PM
To: Graham, Martin
Cc: PCBCBID@gov.bc.ca
Subject: BC Bid Receipt from Strategic Acquisitions & Technology Procurement

This is confirmation that the information you have submitted has been received by BC Bid.
Tender Notice no. SATP-301-4
Issued by: Strategic Acquisitions & Technology Procurement
Closing Date: 2012/06/29 Time: 16:00

Vendor Name: Metro Supply Chain Group Inc.
Bid no. 22445621
Received Date: 2012/06/28 Time: 12:28:15
Confirmation no. 22445621_2012/06/28_12:28:15
If you have any questions with respect to the opportunity, please contact Agerup, Pelle (Ph:, Email: purchasing@gov.bc.ca).

If you have any questions with respect to the email notice, please contact our [systems administrator](#).

<Decl centric retial logistics inc.pdf>

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Friday, July 6, 2012 7:20 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Information Requests - July 5 2012
Attachments: FW: Yet another containerworld question; More clarifications...; SATP-301- storage rate and admin fee clarifications; Volumes-Rates-Expenses to Pelle 6 July 2012.xlsx; Copy of Volumes-Rates-Expenses to Pelle 6 July 2012.pdf

Hi Pelle

per your request, following is our response to all the questions listed in the attached emails received on July 5, 2012. The attached spreadsheet "Schedule of Estimated Annual Costs for Warehousing and Distribution - Years 1 to 10" details all the assumed volumes (loose/Clamp/Pallets and Cans/Bottles/Wine & Spirits <6.99 LT, 7 to 12 Lt and > 12LT).

As requested we would like to clarify the following:

- Bottle picks – We confirm that the units for bottles pick (Supplier and Agent Services # 18) should be per case (of 12 bottles), rather than the "per bottle" notation indicated.

S 21

Thanks again for your inquiries and please don't hesitate to contact me should you require any further information or clarification over the weekend.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:38 PM
To: Brian Chipman
Subject: FW: Yet another containerworld question

Hi Brian,
Here are a couple of more...

Cheers,
Pelle

-----Original Message-----

Sent: Thursday, July 5, 2012 6:35 PM
To: Agerup, Pelle LCTZ:EX
Subject: another containerworld question

Hi Pelle,

This could have been answered by the answers to the other questions, but we might as well ask it now to be clear

Hello,

We need to clarify the annual volume assumptions used to derive the total annual costs to receive products.

The data in the submission listed the following volumes inbound annually:

S 21

Please clarify and correct the above volumes to reflect in scope volumes only that would drive total annual receiving costs.

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 5:37 PM
To: Brian Chipman
Subject: More clarifications...

Two more... Hopefully the last ones.

Cheers,

Pelle

Hello,

Please clarify the following items.

1. Bottle Pick Price

Please confirm that the units for bottle picks (Supplier and Agent Service #18) are in bottles. The year one service price is listed at

S 21 (and Year 10 at S 21) and the unit was listed as bottles.

However, the assumptions box noted an annual volume of S 21 Is the S 21 price the price to pick a bottle or the price for pick bottles to make up a case?

2. Order Entry Volume

Please specify the assumed annual order volume used to derive the order entry fee (Wholesale Customer price #200, starting at S 21). There are no assumed volumes in Appendix K. Page 14 of the written submission did note that there were S 21 outbound orders, breaking down into S 21 to BCLDB and S 21 directly delivered throughout BC, but it was unclear which volume should be applied to that fee.

Pelle Agerup, <<http://www.uu.se/en/>> BSc <<http://www.ubc.ca/>> MBA
<<http://feelgoodyogavictoria.com/>> RYT Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: <<mailto:Pelle.Agerup@gov.bc.ca>> Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 3:57 PM
To: bchipman@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301- storage rate and admin fee clarifications

Hi Brian,

See clarification questions below from my Excel jockey.

Cheers,

Pelle

Hello,

We need to clarify the expected administration fee and annual storage volume of your proposal.

The administration fee of S 21 throughput? And the throughput is S 21 per year? If not, please clarify the annual volume of cases where this is being applied and the expected year one revenue.

S 21

Please confirm that all these case volumes you are providing are only for in scope case volumes. You have an assumption that total outbound annual volume is S 21 cases, of which S 21 is out of scope. We want to ensure that only in scope volumes are included.

Pelle Agerup, <<http://www.uu.se/en/>> BSc <<http://www.ubc.ca/>> MBA
<<http://feelgoodyogavictoria.com/>> RYT Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: <<mailto:Pelle.Agerup@gov.bc.ca>> Pelle.Agerup@gov.bc.ca

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Pages 289 through 291 redacted for the following reasons:

s 21

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Friday, July 6, 2012 6:10 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: RE: SATP-301 clarification request
Attachments: ContainerWorld Labour July 6 2012.pdf

Importance: High

Dear Leigh and Pelle,

Per your following request I have attached the number of LDB in-scope employees we have assumed will accept employment offers from ContainerWorld at service commencement.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: July-06-12 2:58 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: SATP-301 clarification request

Can you please provide the number of LDB in-scope employees you have assumed accept employment offers from your company at service commencement?

Leigh Martin, Project Director
Strategic Vendor Management
Labour, Citizens' Services and Open Government
553 Superior St | Victoria, BC | 250-216-5078

July-6-12

ContainerWorld's BCLDB In-Scope Labour Projections at Service Commencement Date

S 21

Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Monday, July 9, 2012 8:14 AM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Cc: Poon, Calvin; Graham, Martin; Welsh, Glenn
Subject: RE: SATP-301 clarification request

Gentlemen,

S 21

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

1401 Creditstone Road
Concord, Ontario L4K4N7

Office: 905 760-4423

Mobile: 647 278-3313

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: Friday, July 06, 2012 5:58 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: SATP-301 clarification request

Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Monday, July 9, 2012 1:01 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: RE: SATP-301 clarification request

Hi,

S 21

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: July 9, 2012 3:46 PM
To: 'Martin, Leigh LCTZ:EX'; Agerup, Pelle LCTZ:EX
Subject: RE: SATP-301 clarification request

Hi,

S 21

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: July 6, 2012 5:58 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: SATP-301 clarification request

Can you please provide the number of LDB in-scope employees you have assumed accept employment offers from your company at service commencement?

Leigh Martin, Project Director

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Monday, July 9, 2012 12:47 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: LDB - K + N bid questions
Attachments: K+N Clarifying Financial Questions.doc

Hi Pelle,

Please see attached with answer to question 7.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

-----Original Message-----

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: July 3, 2012 5:59 PM
To: 'Pelle.Agerup@gov.bc.ca'
Subject: Re: LDB - K + N bid questions

Hi Pelle,

Received you messages and will get answers to you.

----- Original Message -----

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Tuesday, July 03, 2012 05:46 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX <Leigh.Martin@gov.bc.ca>
Subject: FW: LDB - K + N bid questions

Hi Craig,

The Appendix K submission noted that the assumptions were all in a "KN Assumptions for BCLDB". I have not located a file with that name, is it a part of another document or is it a missing file? Please advice.

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Monday, July 9, 2012 3:18 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Information Requests - July 5 2012

Importance: High

Hi Pelle,

I trust all is well and hope you had a nice weekend.

Our response to you latest questions are as follows:

S 21

Please do not hesitate to call if you have any questions.

Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: July-08-12 9:10 PM
To: 'bchipman@containerworld.com'
Subject: Re: Information Requests - July 5 2012

Hi Brian,
Here are some follow up questions.
Cheers,
Pelle

Hello,

Thank you for providing the assumed annual volumes for your various services. However, there are now additional clarification questions.

S 21

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Friday, July 06, 2012 07:19 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Information Requests - July 5 2012

Hi Pelle

per your request, following is our response to all the questions listed in the attached emails received on July 5, 2012. The attached spreadsheet "Schedule of Estimated Annual Costs for Warehousing and Distribution - Years 1 to 10" details all the assumed volumes (loose/Clamp/Pallets and Cans/Bottles/Wine & Spirits <6.99 LT, 7 to 12 Lt and > 12LT).

As requested we would like to clarify the following:

- Bottle picks – We confirm that the units for bottles pick (Supplier and Agent Services # 18) should be per case (of 12 bottles), rather than the "per bottle" notation indicated.
-

S 21

-

-

-

S 21

-

Thanks again for your inquiries and please don't hesitate to contact me should you require any further information or clarification over the weekend.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road

Richmond, BC V6W 0A3

Office: (604) 276-1303

Cell: (604) 354-8869

Fax: (604) 276-1301

Email: bchipman@containerworld.com

www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Tuesday, July 10, 2012 7:59 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: SATP-301 clarification request
Attachments: Appendix K - Proponent Pricing Submission Template_KN_V06.zip

Hi Pelle,

In discussion with our engineers today, we discovered that we had allocated incorrect cost for KDC and VDC facilities rental. Here is revised appendix K with correct cost allocated.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 5, 2012 12:50 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301 clarification request

Hi Craig,

Please confirm that the \$9 per square foot facilities rent that LDB will be charging for your use of KDC and VDC S 21 is already factored into your proposal. S 21

Thanks,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Visitez le site internet de Kuehne + Nagel Ltée: www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Wednesday, July 11, 2012 6:32 AM
To: Agerup, Pelle LCTZ:EX; Martin, Leigh LCTZ:EX
Cc: Graham, Martin; Welsh, Glenn
Subject: RE: Clarification

Pelle / Leigh,

We did not explicitly address this criterion. We worked to complete the response guideline as the bases for our proposal and did not recognize this specific question, "compliance with provincial and federal policy and regulatory framework." Clarification to this criterion is as follows:

The simple answer is "YES," we will comply with all provincial and federal policies and regulatory frameworks. Our aim is to fully comply with all relevant legislation in each of our operations throughout Canada.

We currently operate in the province of British Columbia and comply with all policies and regulatory frameworks. We recognize the ongoing need to manage and measure internal business processes and procedures to maintain compliance to current policies and regulatory requirements. Legislation changes over time and it is our responsibility to maintain compliance with all government offices and regional inspectors.

We recognise that best practice generally gives us a compliant position, but equally there are specific regional and sector regulatory considerations that may require modified procedures and practices. During the implementation phase we define and adjust Standard Operating Procedures (SOP's) as necessary to address specific regional or sector requirements. Our local Executives and Management team utilize first hand industry experience and existing relationships, including, where appropriate the involvement of audit programmes using sector / regional experts to ensure appropriate compliance.

S 21

critical

to ensuring we have clear accountability, transparency and the necessary partnerships with all government offices and external auditors and inspectors.

S 21

Metro organization's goal is to remain ahead of all compliance requirements and proactively address changing requirements. We recognize that we will need to work with local officials and government inspectors to frequently audit and report on specific compliance measures.

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

1401 Creditstone Road
Concord, Ontario L4K4N7

Office: 905 760-4423
Mobile: 647 278-3313

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Tuesday, July 10, 2012 11:04 AM
To: Martin, Leigh LCTZ:EX
Cc: Agerup, Pelle LCTZ:EX
Subject: Clarification

Hello,

An update to the NRFP (Amendment 4, dated May 18th, 2012) was posted to Proponents VDRs regarding the evaluation criterion, Section 7.2.1 - 2, item (h) Distribution Services Solution – Compliance with provincial and federal policy and regulatory framework.

Can you please Indicate where in your proposal you have responded to this evaluation criterion or otherwise you may provide a clarification to this criterion, by email, by end of day July 11, 2012.

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Friday, July 13, 2012 10:37 AM
To: Agerup, Pelle LCTZ:EX
Subject: Media Inquiries

Hi Pelle,

I just wanted to inform you that today we received an inquiry to speak to a Vancouver radio station regarding the current RFP. Kuehne + Nagel will not respond to any media requests to comment in regards to current RFP.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

To learn more about Kuehne + Nagel Ltd, please visit our website at: www.kuehne-nagel.com For the Kuehne + Nagel email disclaimer, visit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Visitez le site internet de Kuehne + Nagel Ltée: www.kuehne-nagel.com Notre décharge de responsabilité est disponible comme suit: http://www.kn-portal.com/material/Electronic_Email_Disclaimer_English_French.pdf

Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Tuesday, July 17, 2012 10:49 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: BCLDB Alert - Home.aspx

Hi Pelle,

We received the below email notification from the VDR and not sure what it means. Perhaps it's just a system admin setting change. Please let me know if there is anything we should be aware of.

Thanks,
Chris

Begin forwarded message:

From: Proponent 1375 <DoNotReply@SP2010.gov.bc.ca>
Date: 17 July 2012 13:05:35 EDT
To: <mgraham@metroscg.com>
Subject: BCLDB Alert - Home.aspx
Reply-To: <DoNotReply@SP2010.gov.bc.ca>

[Proponent 1375](#)

Home.aspx has been changed

[Modify my alert settings](#) | [View Home.aspx](#) | [View Site Pages](#) | [Mobile View](#)

Wiki Content:

NRFP SATP-301 VDR

METRO

Remember that these are confidential documents as outlined in the Declaration of Interest that you have signed.

false,false,1

Document ID Value: C7JPAR22R7A6-67-1

Document ID: [C7JPAR22R7A6-67-1](#)

Checked Out To:

Last Modified 7/17/2012 10:01 AM by Martin, Leigh LCTZ:EX

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 17, 2012 3:25 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: message
Attachments: exelliquor.pdf

There has been a release of documents from a Freedom of Information request relating to our discussion with government. I attached the documents. In these documents there is reference to an email from myself to Ida Chong (page 9). This is an incorrect reference. The email was sent to Ben Stewart. I have received a request from Brian Hutchinson from the National Post as to why I sent an email to Ida Chong. I would like to advise him to whom I sent the email.

Again, I apologize for bothering you with this when you are busy on more important matters.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 13, 2012 12:49 PM
To: Scott Lyons (EXEL CA)
Subject: message

Hi Scott,
I got your messages. I'm in meetings all day. If you want to make a media statement could you send me what you would like to say and I can take it from there.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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**MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
LIQUOR DISTRIBUTION BRANCH
BRIEFING NOTE**

**PREPARED FOR: Honourable Shirley Bond, Solicitor General
FOR INFORMATION _____**

ISSUE:

Excel proposal for a P3 to take over the LDB's distribution system.

BACKGROUND:

The Liquor Distribution Branch (LDB) has two warehouses, one in Vancouver and the other in Kamloops, that supply government liquor stores and a proportion of private sector retailers and licensees. These warehouses store and distribute all spirit products, all imported wine products and a proportion of beer and British Columbia wine products. Breweries or their agents and British Columbia wineries are able to distribute their own products.

Current LDB distribution policy requires agents of imported products to store their products in private "agent stocking program" (ASP) warehouses upon entry to the province and these warehouses supply the LDB's two warehouses (the policy was implemented in the 1980s to limit the amount of inventory that the LDB has to store and own). ContainerWorld is the largest of these ASP warehouses and has made significant investments in the storage of imported products.

Excel is a large North American logistics (distribution) company that provides distribution services to many organizations. Exel is subsidiary of the German company, Deutsche Post DHL, the world's largest logistics company. Exel has had a contract with the Alberta Gaming and Liquor Commission (AGLC) since 1993 to operate that province's primary liquor distribution system.

For a number of years, Exel has proposed to take over the LDB's distribution system. Exel claims that they could operate the LDB's distribution system more efficiently and could free up government money tied up in LDB warehouse properties and LDB-owned inventory. Exel has recently proposed an arrangement to manage the LDB's distribution under a P3 contract that would include the following key elements:

s.13, s.17

DISCUSSION:

Key issues related to Exel's proposal are as follows:

s.13, s.17

Prepared by:
Gord Hall
Director, Corporate Policy
Liquor Distribution Branch
604 252-3035

Approved by:
Jay Chambers
General Manager
Liquor Distribution Branch
604 252-3021

**MINISTRY OF PUBLIC SAFETY AND SOLICITOR GENERAL
LIQUOR DISTRIBUTION BRANCH
BRIEFING NOTE**

**PREPARED FOR: Honourable Shirley Bond, Solicitor General
FOR INFORMATION _____**

ISSUE:

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s.13, s.17

DISCUSSION:

Key issues related to Exel's proposal are as follows:

s.13, s.17

Prepared by:
Gord Hall
Director, Corporate Policy
Liquor Distribution Branch
604 252-3035

Approved by:
Jay Chambers
General Manager
Liquor Distribution Branch
604 252-3021

Issues Related to the Privatization of the LDB Liquor Distribution System

Background

The LDB operates two distribution centers, one in Vancouver and one in Kamloops. The Vancouver center distributes approximately 9.1 million cases per year and the Kamloops center distributes 2.5 million cases. Of the total 11.6 million cases, approximately 75% is distributed to government liquor stores and 25% is distributed to wholesale customers (bars, restaurants and private liquor stores). Wholesale customers also receive liquor from beer distributors, British Columbia wineries and government liquor stores.

The assessed property value of the LDB's Vancouver distribution center is \$23.8 million and the assessed value of the Kamloops center is \$6.3 million.

Certain private companies have expressed an interest in taking over the LDB's distribution operations. One of these companies operates a private distribution system in Alberta under contract with the Alberta Gaming and Liquor Commission.

There are a number of issues related to the transferring of the LDB's distribution operations to a private company. The most significant of these issues are briefly discussed below.

Issues

s.13, s.17

There are 310 regular employees that work in the LDB's distribution centers.

s.13, s.17

Issues Related to the Privatization of the LDB Liquor Distribution Centers

Question:

Why doesn't government privatize the LDB's two distribution centers and turn distribution over to a private sector company such as Connect Logistics that operates the Alberta liquor distribution system?

Answer:

There are a number of issues of significance that would be associated with the privatization of the LDB distribution centers.

s.13, s.17

COPY

Aug: 2/11
Printed

from Cliff

Log # 468233

Mr. Scott Lyons
Vice President Business Development
Exel Americas, Retail
111 - 90 Matheson Boulevard West
Mississauga ON L5R 3R3

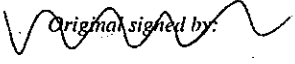
Dear Mr. Lyons:

Your June 13, 2011 e-mail addressed to my colleague, the Honourable Ida Chong, Minister of Community, Sport and Cultural Development, regarding liquor distribution has been forwarded to me for reply.

At this time, the provincial government is not considering making any changes to the existing liquor distribution system. Should this change, I will ensure that your P3 proposal will be given careful consideration.

Thank you for writing.

Sincerely,

Original signed by:

Shirley Bond
Solicitor General

pc: The Honourable Ida Chong

468233

June 21, 2011
DRAFT

Mr. Scott Lyons
Vice President Business Development
Exel Americas, Retail
90 Matheson Blvd. West, Suite 111
Mississauga ON L5R 3R3
E-mail: Scott.Lyons@exel.com

Dear Mr. Lyons:

Your June 13, 2011 e-mail to the Honourable Ida Chong, Minister of Community, Sport and Cultural Development, regarding liquor distribution has been forwarded to me for a reply.

At this time, government is not considering making any significant changes to the existing liquor distribution system. Should this change, I will ensure that your P3 proposal will be given careful consideration.

Thank you for writing.

Sincerely,

Shirley Bond
Solicitor General

468233

June 28/11

I spoke w/ Kyle;
he had checked w/ his
MA & EA & they
don't know when/where
their Min. would have
spoken w/ this person
(June 8 - Wed.)

Also, "Tony" - they
think is a mistaken
identity... but Kyle
will ck again. ~~CD~~ CD

Vermaning, Tiny SG:EX

From: Minister, CSCD CSCD:EX
Sent: Tuesday, June 14, 2011 3:41 PM
To: Minister, SG SG:EX
Subject: FW: Liquor Distribution P3 Project
Attachments: Liquor Distribution P3 Project.docx

Here is one for you guys

Kyle Marsh

Administrative Assistant
to the Honourable Ida Chong
Minister of Community, Sport & Cultural Development
Phone: (250) 387-2283
Fax: (250) 387-4312

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From: Scott Lyons [<mailto:Scott.Lyons@exel.com>]
Sent: Monday, June 13, 2011 3:09 PM
To: Minister, CSCD CSCD:EX
Cc: ²²
Subject: Liquor Distribution P3 Project

Just to follow-up on our discussion on Wednesday. Here is a one pager (two-sided!) that describes our proposal for a P3 with the BCLDB.

We would appreciate your thoughts on whether we are on the right track or wrong track, as we are quite excited to get this P3 project up and running.

We had a very good meeting with Tony on Thursday. Thank-you for setting it up.

Cheers,

Scott Lyons
Vice President Business Development

Exel Americas, Retail
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

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xly 458588

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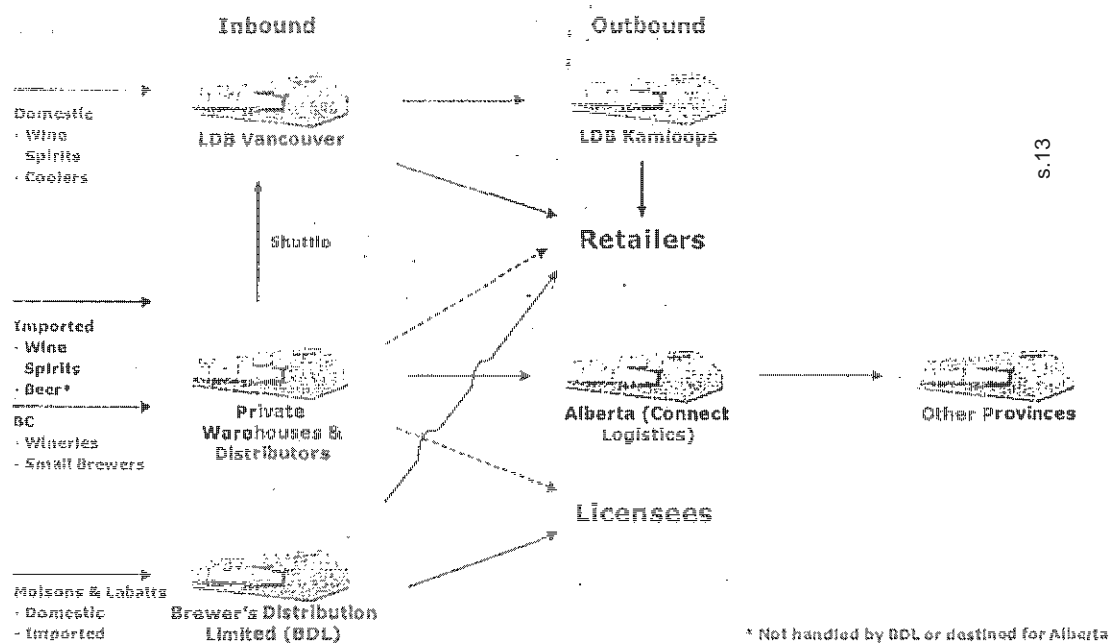
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Liquor Distribution P3 Project

Current BC Distribution Network



s.13

s.13, s.17

FYI

This was sent
to LDB for filing
(in March 2011)

exel 

90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3 Canada
Telephone: 905 366-7691
Mobile: 416 417-2537
www.exel.com

September 24, 2010

Honourable Rich Coleman
Minister of Housing and Social Development
PO Box 9058
STN PROV GOVT
Victoria BC
V8W 9E1

RECEIVED	
MINISTER OF PUBLIC SAFETY AND SOLICITOR GENERAL	
MAR 14 2011	
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<input type="checkbox"/> ATTN FILE	<input checked="" type="checkbox"/> FILE <input type="checkbox"/> INFORMATION

Dear Mr. Coleman,

We thought it might be beneficial to share our perspective on how to move forward with outsourcing the supply chain function of the LDB. It is our belief that experience and capability should be the two pillars of any decision going forward. Under our recommended open book commercial arrangement, this will provide the greatest costs savings to the system.

Exel encourages the Government following a proper, timely, and effective procurement process that meets the business needs and objectives of the Government, industry, and consumers. We suggest the criteria for selection emphasize:

- Actual experience operating alcohol beverage warehousing and distribution networks for entire provinces across an extended period
- The long-term stability of the company, the financial capability to take on a project of this size, and the ability to scale its operations as needed
- A record of achieving excellent results in unionized environments and in particular a relationship with the BCGEU
- Ability to demonstrate long-term successful operations of a similar size, scope, and complexity as the LDB warehousing and distribution operations
- A record of successful start-ups including the availability of resources locally, nationally, and internationally to support the implementation
- A commitment to and record of reducing green house gas emissions and waste
- IT Infrastructure, systems redundancy and data management capability including experience integrating IT systems to government ERP systems and other third party applications
- Proven record of successfully securing and controlling beverage alcohol products for provincial governments
- Engineering and design capability
- Availability to provide services beyond warehousing and distribution such as forecasting and demand planning, global freight services, real estate development

We are sensitive to the statements from some stakeholders that this initiative should not be "replacing one monopoly with another monopoly". Currently, there is not a monopoly. Vintners, distillers, and brewers of domestic products have the right to distribute their products. Exel does not believe this should change.

Confidential



90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3 Canada
Telephone: 905 366-7691
Mobile: 416 417-2537
www.exel.com

Currently, the LDB pays the cost of warehousing and distribution directly. We recommend adopting the Alberta model where suppliers fund the warehousing and distribution of products. Under this system, the LDB collects the warehousing and distribution fee from the suppliers and reimburses Exel for the costs of operating the network. Prices will remain the same or fall at the discretion of the Government.

We believe the timing for outsourcing the supply chain functions of the LDB is right. The Government and the BCGEU recently signed a new collective agreement. In this collective agreement, the Government has the ability to outsource the LDB logistics function. In addition, the Government is looking for new revenues sources to enhance its budgetary position in 2011/2012.

In 2009, the Alberta Gaming and Liquor Commission commissioned PricewaterhouseCoopers (PWC) to determine the preferred solution for the distribution of beverage alcohol product in the Province of Alberta. We suggest the Government commission PWC to comment on the benefits of a similar approach in BC.

Finally, we suggest appointing a project champion at the start of the project. A representative that knows the LDB organization well will be able to act as a liaison between the organizations. This significantly enhances co-operation and the likelihood of a smooth transition.

We trust this letter is helpful as you contemplate how to move forward with outsourcing the logistics function of the LDB. If you require any additional information or wish to discuss this letter, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Lyons".

Scott Lyons
Vice President Business Development

Confidential

LDB-General Manager

Referral Slip

Tue, Aug 02, 2011 9:00 AM

Action: SG Draft E-Mail**Due: 2011/07/11 [16]****Log ID: 468233**

Scott Lyons
Vice President
Business Development
Exel Americas, Retail
111 - 90 Matheson Boulevard W
Mississauga ON L5R 3R3

Type: E-Mail
Office: SG-Solicitor General
Entered By: tvermani
Sign By: SG
Batch:
File No.:

Written: 2011/06/13
Received: 2011/06/15
Interim Rsp:
Signed/Sent:
Closed:

☐ Confidential ☐ Frequent Writer
Email: Scott.Lyons@exel.com

☐ Elected Official

Phone: (905) 366-7691 Fax:

Addressed To: SG

Drafter: Gord Hall

Issue: LCLB-LDB Issues

MLA:

X-Ref: 458588

Elect Dist:

Other Info: CSCD FORWARDED

Copied to:

Subject

Proposal for P3 with the BC Liquor Distribution Branch

11/07/27 - WITH KAREN TO REVIEW SG'S NOTE

Referrals

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd: 2011/06/30	Status: Received
To: SG-Solicitor General	Due: 2011/07/11	Active: 24 days	State: Active
Action: SG Draft E-Mail	Cmpltd:		

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd:	Status: Completed
To: Correspondence tracking	Due: 2011/07/08	Active: 8 days	State:
Action: SG Draft E-Mail	Cmpltd: 2011/06/29		

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd: 2011/06/20	Status: Completed
To: LDB-General Manager	Due: 2011/07/11	Active: 5 days	State:
Action: SG Draft E-Mail	Cmpltd: 2011/06/24		

To Notes: 2011/06/20T13:58 lwelt (LDB-General Manager) - copy to Jay-FYI & assigned to Gord Hall to arrange for Minister response.
2011/06/21 cldahlke (LDB-General Manager) Draft from Gord Hall.
2011/06/24T12:03 lwelt (LDB-General Manager) - Jay Chambers has signed off. Imported & emailed to DSGO (Angella Jones) for approval.

From: LDB-General Manager	Sent: 2011/06/24	Rcvd:	Status: Completed
To: SG-DSG	Due: 2011/06/29	Active: 3 days	State:
Action: Approval	Cmpltd: 2011/06/29		

From Notes: 2011/06/24T12:04 lwelt (LDB-General Manager) - Jay Chambers has signed off. Imported & emailed to DSGO (Angella Jones) for approval.
To Notes: 2011/06/29T10:55 angejone (SG-DSG) rec'd and forwarded to DSG for approval.
2011/06/29T16:47 angejone (SG-DSG) rec'd approval from DSG, forwarded to SG's office for signature.

MINISTRY OF PUBLIC SAFETY & SOLICITOR GENERAL
RESPONSIBLE FOR HOUSING
CORRESPONDENCE ASSIGNMENT SHEET

FINAL RESPONSE DUE: July 11, 2011 **CLIFF#** 468233

Signature Level:

Minister



Deputy Solicitor General



ADM



Reply Direct



Branch: LDB Due in CCU from Branch: July 11, 2011



Draft response



Bullet points

OR



Backgrounder

Special Notes:

If you want to see it again, circle yes for revisions required, but DO NOT date/sign-off
Once you date/sign off, with or without changes, it will go to the next approver.

Branch Approvals:

Draft/Backgrounder/Bullets prepared by (PLEASE PRINT):

Gord Hall

/GD

Phone number:

604-252-3035

Date:

June 21/11

Mgr/Director/Exec. Director

Mgr / Director / Exec Director:

Revisions required?

YES / NO

Date:

ADM Approvals:

ADM: *G.M.*

AC.

Revisions required?

YES / (NO)

Date:

June 24/11

DMO Approvals:

Deputy Solicitor General:

Revisions required?

YES / NO

Date:

MO Approval:

Changes made in MO:

YES / NO

Date:

LDB-General Manager

Referral Slip

Mon, Jun 20, 2011 9:28 AM

Action: **SG Draft E-Mail**Due: **2011/07/11 [-15]**Log ID: **468233**

Scott Lyons
Vice President
Business Development
Exel Americas, Retail
111 - 90 Matheson Boulevard W
Mississauga ON L5R 3R3

Type: E-Mail
Office: SG-Solicitor General
Entered By: tvermani
Sign By:
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File No.:

Written: 2011/06/13
Received: 2011/06/15
Interim Rsp:
Signed/Sent:
Closed:

☐ Confidential ☐ Frequent Writer
Email: Scott.Lyons@exel.com

☐ Elected Official

Phone: (905) 366-7691 Fax:

Addressed To: SG

Drafter:

Issue: LCLB-LDB Issues

MLA:

X-Ref: 458588

Elect Dist:

Other Info: CSCD FORWARDED

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Subject

Proposal for P3 with the BC Liquor Distribution Branch

Referrals

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd:	Status: Sent
To: SG-Solicitor General	Due: 2011/07/11	Active: <1 day	State: Pending
Action: SG Draft E-Mail	Cmpltd:		

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd:	Status: Sent
To: Correspondence tracking	Due: 2011/07/08	Active: 1 day	State: Active
Action: SG Draft E-Mail	Cmpltd:		

From: SG-Solicitor General	Sent: 2011/06/17	Rcvd:	Status: Sent
To: LDB-General Manager	Due: 2011/07/11	Active: 1 day	State: Active
Action: SG Draft E-Mail	Cmpltd:		

Originated by: General Manager's Office

LIQUOR DISTRIBUTION BRANCH
WORK ASSIGNMENT FORM

This form is intended to be used for all assignments originating from the GM's Office to streamline and clarify who needs to work on the assignment, who needs to approve, sequencing and legibility.

A. TYPE OF ASSIGNMENT:

(please indicate)

Letter

Speech

Advice

Briefing Note

Status Report

Other

Email

RE: Lyons - Proposal for P3 with BCLDB

ASSIGNED DATE: June 20, 2011

DUE DATE: June 29, 2011 ARCS/ORCS#

MAIL LOG # 468233

The assignor will indicate exactly what is required; who to contact, area to highlight, etc.

B. INSTRUCTIONS/REQUIREMENTS

Assigned to: Gord Hall

Assigned to:

Gord - please arrange for a response for the Minister.

Deputy Minister

for General Manager, LDB

C. APPROVED BY:

WITH
CHANGES

DATE
APPROVED

RESEARCHER/WRITER

EXEC. DIRECTOR/MANAGER

GENERAL MANAGER, LDB

DEPUTY MINISTER

June 21/11

June 21/11

June 24/11

FYI - This was sent to LDB for filing in March 2011

EXEL

90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3 Canada
Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

September 24, 2010

Honourable Rich Coleman
Minister of Housing and Social Development
PO Box 9058
STN PROV GOVT
Victoria BC
V8W 9E1

RECEIVED	
MINISTER OF PUBLIC SAFETY AND SOLICITOR GENERAL	
MAR 14 2011	
REFER TO MAIL REGISTRY.	
OTHER	458588
<input type="checkbox"/> DRAFT REPLY	<input type="checkbox"/> REPLY DIRECT
<input type="checkbox"/> ATTN FILE	<input checked="" type="checkbox"/> FILE <input type="checkbox"/> INFORMATION

Dear Mr. Coleman,

We thought it might be beneficial to share our perspective on how to move forward with outsourcing the supply chain function of the LDB. It is our belief that experience and capability should be the two pillars of any decision going forward. Under our recommended open book commercial arrangement, this will provide the greatest costs savings to the system.

Exel encourages the Government following a proper, timely, and effective procurement process that meets the business needs and objectives of the Government, industry, and consumers. We suggest the criteria for selection emphasize:

- Actual experience operating alcohol beverage warehousing and distribution networks for entire provinces across an extended period
- The long-term stability of the company, the financial capability to take on a project of this size, and the ability to scale its operations as needed
- A record of achieving excellent results in unionized environments and in particular a relationship with the BCGEU
- Ability to demonstrate long-term successful operations of a similar size, scope, and complexity as the LDB warehousing and distribution operations
- A record of successful start-ups including the availability of resources locally, nationally, and internationally to support the implementation
- A commitment to and record of reducing green house gas emissions and waste
- IT Infrastructure; systems redundancy and data management capability including experience integrating IT systems to government ERP systems and other third party applications
- Proven record of successfully securing and controlling beverage alcohol products for provincial governments
- Engineering and design capability
- Availability to provide services beyond warehousing and distribution such as forecasting and demand planning, global freight services, real estate development

We are sensitive to the statements from some stakeholders that this initiative should not be "replacing one monopoly with another monopoly". Currently, there is not a monopoly. Vintners, distillers, and brewers of domestic products have the right to distribute their products. Exel does not believe this should change.

Confidential



90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3 Canada
Telephone: 905 366-7691
Mobile: 416 417-2537
www.exel.com

Currently, the LDB pays the cost of warehousing and distribution directly. We recommend adopting the Alberta model where suppliers fund the warehousing and distribution of products. Under this system, the LDB collects the warehousing and distribution fee from the suppliers and reimburses Exel for the costs of operating the network. Prices will remain the same or fall at the discretion of the Government.

We believe the timing for outsourcing the supply chain functions of the LDB is right. The Government and the BCGEU recently signed a new collective agreement. In this collective agreement, the Government has the ability to outsource the LDB logistics function. In addition, the Government is looking for new revenues sources to enhance its budgetary position in 2011/2012.

In 2009, the Alberta Gaming and Liquor Commission commissioned PricewaterhouseCoopers (PWC) to determine the preferred solution for the distribution of beverage alcohol product in the Province of Alberta. We suggest the Government commission PWC to comment on the benefits of a similar approach in BC.

Finally, we suggest appointing a project champion at the start of the project. A representative that knows the LDB organization well will be able to act as a liaison between the organizations. This significantly enhances co-operation and the likelihood of a smooth transition.

We trust this letter is helpful as you contemplate how to move forward with outsourcing the logistics function of the LDB. If you require any additional information or wish to discuss this letter, please do not hesitate to contact us.

Sincerely,

Scott Lyons
Vice President Business Development

Confidential

Vermaning, Tiny SG:EX

From: Minister, CSCD CSCD:EX
Sent: Tuesday, June 14, 2011 3:41 PM
To: Minister, SG SG:EX
Subject: FW: Liquor Distribution P3 Project
Attachments: Liquor Distribution P3 Project.docx

Here is one for you guys

Kyle Marsh

Administrative Assistant
to the Honourable Ida Chong
Minister of Community, Sport & Cultural Development
Phone: (250) 387-2283
Fax: (250) 387-4312

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From: Scott Lyons [mailto:Scott.Lyons@exel.com]
Sent: Monday, June 13, 2011 3:09 PM
To: Minister, CSCD CSCD:EX
Cc: s2
Subject: Liquor Distribution P3 Project

Just to follow-up on our discussion on Wednesday. Here is a one pager (two-sided!) that describes our proposal for a P3 with the BCLDB.

We would appreciate your thoughts on whether we are on the right track or wrong track, as we are quite excited to get this P3 project up and running.

We had a very good meeting with Tony on Thursday. Thank-you for setting it up.

Cheers,

Scott Lyons
Vice President Business Development

Exel Americas, Retail
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905-366-7691
Mobile: 416-417-2537

www.exel.com

RECEIVED	
MINISTER OF PUBLIC SAFETY AND SOLICITOR GENERAL	
JUN 15 2011	
REFER TO MAIL REGISTRY	
OTHER	468233
<input type="checkbox"/> DRAFT REPLY	<input type="checkbox"/> REPLY DIRECT
<input type="checkbox"/> ATTN FILE	<input type="checkbox"/> INFORMATION

XRef 458583

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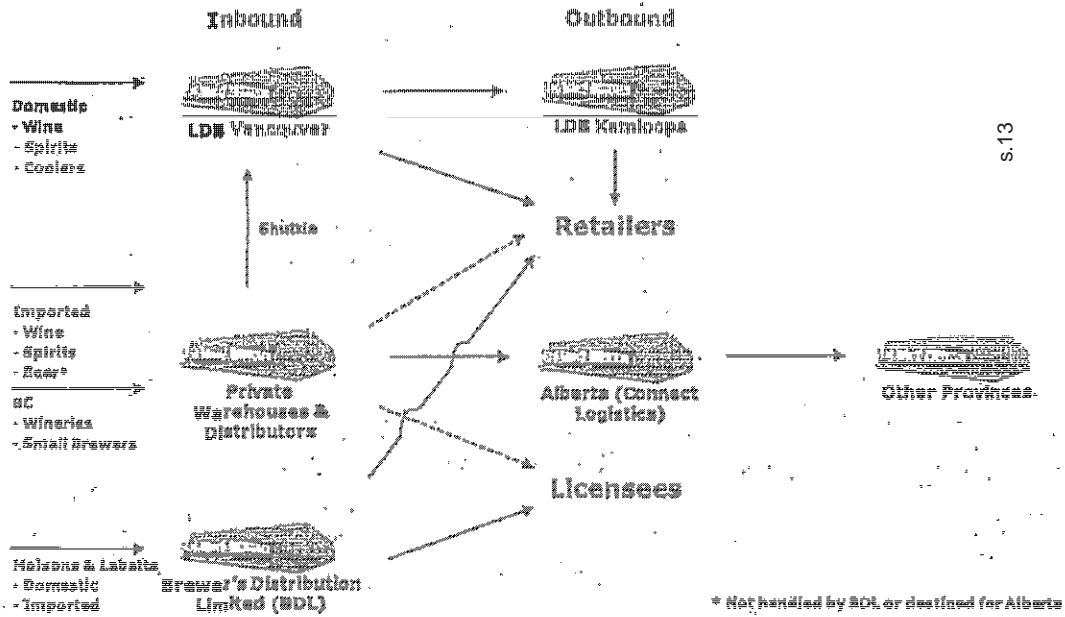
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contact the sender and dispose of this e-mail.

Liquor Distribution P3 Project

Current BC Distribution Network



s.13

s.13, s.17

Dahlke, Cindy LDB:EX

From: Cornett, Kathy M SG:EX
Sent: Friday, July 29, 2011 4:55 PM
To: Dahlke, Cindy LDB:EX
Subject: Aug 25 Meeting Request Scott Lyons Exel Logistics

Hi Cindy, the minister will be meeting with Scott Lyons, Vice President Business Development, Exel Americas, Retail on Aug 25 at 11:30 am for 45 minutes. A pre-brief has been scheduled for 30 minutes at 11:00 am. Both meetings are being held at Suite 730, 999 Canada Place, Fernie Room.

Angela Jones has asked that staff attend both meetings and a briefing note has been requested. The purpose of the meeting is to discuss the future direction of the BCLDB supply chain operations in the Province. Exel is proposing a P3 partnership to build, finance and operate a world-class distribution system for the long-term benefit of government, industry, and consumers.

Angela has asked that we provide their office with the BN one week prior to the meetings. Thank you, Kathy

From: Jones, Angela M SG:EX
Sent: Friday, July 29, 2011 3:49 PM
To: 'Scott Lyons'
Cc: Douglas, Marc SG:EX; Cornett, Kathy M SG:EX
Subject: RE: Meeting Request Scott Lyons Exel Logistics

Thank you for your email.

As discussed, we have secured August 25th, 2011, for your meeting with the Honourable Shirley Bond; it will be held at 11:30am in suite 730, 999 Canada Place, the Fernie Room. Please let me know if there will be other attendees as soon as possible as this is required for Security.

Regards,

From: Scott Lyons [mailto:Scott.Lyons@exel.com]
Sent: Thursday, July 21, 2011 1:22 PM
To: Jones, Angela M SG:EX
Cc: Douglas, Marc SG:EX
Subject: RE: Meeting Request Scott Lyons Exel Logistics

As per your suggestion yesterday afternoon, I wanted to request a meeting with the Solicitor General on August 25th. I understand that you need to discuss with the Minister before you can schedule our appointment, but we would greatly appreciate securing this date.

Thank-you,

Scott Lyons
Vice President Business Development

Exel Americas, Retail
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

"Jones, Angela M SG:EX" <Angela.M.Jones@gov.bc.ca>

To "Scott.Lyons@exel.com" <Scott.Lyons@exel.com>

07/05/2011 12:41 PM

Subject RE: Meeting Request Scott Lyons Exel Logistics

Mr. Lyons,

In preparation of booking a meeting with the Solicitor General, do you have dates in mind or would your availability be flexible?

Regards,

Angela M. Jones
Administrative Coordinator

Minister's Office
Ministry of Public Safety
and Solicitor General

Rm 346, Legislative Buildings
Victoria BC V8V 1X4

Direct: (250) 952-7286

Main: (250) 356-7717

Fx: (250) 356-8270

Email: Angela.M.Jones@gov.bc.ca

From: Douglas, Marc SG:EX

Sent: Tuesday, July 5, 2011 9:35 AM

To: 'Scott Lyons'

Cc: Jones, Angela M SG:EX

Subject: RE: Meeting Request Scott Lyons Exel Logistics

Thanks Scott.

I have CC'd Angela in our office who will work with you to find a date and time.

Thanks,

m

From: Scott Lyons [mailto:Scott.Lyons@exel.com]

Sent: Monday, July 4, 2011 9:54 PM

To: Douglas, Marc SG:EX

Cc:

Subject: Meeting Request Scott Lyons Exel Logistics

The Minister requested I send this request to her after we met Minister Bond at her golf event last week in Prince George. I am writing to respectfully request a meeting with Minister Bond at some point in the near future in either her Victoria or Vancouver offices.

The purpose of the meeting is to establish a relationship with the Minister and to discuss the future direction of the BCLDB supply chain operations in the Province.

Exel is proposing a P3 partnership to build, finance and operate a world-class distribution system for the long-term benefit of government, industry, and consumers. With this proposal, Exel can almost immediately unlock over \$100 million of the BC Government's money tied up in assets. At the same time, Exel is not proposing trading a public monopoly for a private monopoly but rather a new preferred alternative distribution system. Our organization is fully capable of implementing this initiative on any timetable dictated by the BC Government. Most importantly, Exel will invest all required funds eliminating any capital costs for the BC government. BC becomes a gateway for the movement of alcohol for BC, Canada and Western United States.

At present, the BCLDB supply chain is operating in what can be described as a fairly inefficient and outdated environment. Under our proposal, we see the opportunity to collaborate, partner and invest with the Province of British Columbia to re-engineer the supply chain to provide British Columbia with a world-class distribution system for the long-term benefit of the government, the industry and consumers.

Exel works with the most respected brands in the Canada, but our services extend around the globe. Through our affiliation with DHL Supply Chain, our customers get the localized service of an Americas company, with the international reach of the world's largest logistics company. Since 1994, Exel Logistics's affiliate Connect logistics, has managed the liquor warehousing and logistic responsibilities for the Province of Alberta. Currently, Exel delivers to 1,500 licensed customers, serving 312 Alberta communities with an on-time delivery record of 98%.

Attached below please find an electronic copy of a two page outline of our proposal:

Thank you for your time and consideration.

Scott Lyons
Vice President Business Development

Exel Americas, Retail
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

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Dahlke, Cindy LDB:EX

From: Dahlke, Cindy LDB:EX
Sent: Friday, August 12, 2011 9:00 AM
To: Caldwell, Cheryl Y HSD:EX
Subject: FW: Briefing Note re SG Meeting August 25 with Exel Logistics - 470012
Attachments: 2011-08-12_BNI-SG_Exel_P3_Proposal_470012.doc

Importance: High
Sensitivity: Confidential

Hi Cheryl,

FYI for you since Karen is away. Thanks!

Cindy

From: Dahlke, Cindy LDB:EX
Sent: Friday, August 12, 2011 8:49 AM
To: Cornett, Kathy M SG:EX
Cc: Hoskins, Jeannie SG:EX; Chambers, Jay LDB:EX; Ayers, Karen J SG:EX; Bissoondatt, Roger LDB:EX; Hall, Gord LDB:EX; Mackintosh, Michele LDB:EX
Subject: Briefing Note re SG Meeting August 25 with Exel Logistics - 470012
Importance: High
Sensitivity: Confidential

Hi Kathy,

Attached is a briefing note for information for Minister Bond for the meeting on August 25, 2011, with Exel Logistics. Roger Bissoondatt will be attending this meeting on Jay's behalf.

Jay Chambers has approved this briefing note.

Thanks!

Cindy Dahlke

Executive Administrative Assistant
General Manager's Office| BC Liquor Distribution Branch
2625 Rupert Street, Vancouver BC V5M 3T5
Phone: 604-252-3021 | Fax: 604-252-3026
www.bcliquorstores.com



* THINK GREEN: Do you really need to print this e-mail?


Dahlke, Cindy LDB:EX

From: Dahlke, Cindy LDB:EX
Sent: Tuesday, August 16, 2011 12:36 PM
To: Chambers, Jay LDB:EX
Cc: Bissoondatt, Roger LDB:EX; Hall, Gord LDB:EX
Subject: FW: 470012 - SG Information BN re Exel proposal for a P3 take over of the LDB's distribution system
Attachments: 470012 - BN re Exel proposal for a P3.pdf
Sensitivity: Confidential

FYI -

Cindy Dahlke

Executive Administrative Assistant
General Manager's Office | BC Liquor Distribution Branch
Phone: 604-252-3021 | **Fax:** 604-252-3026
www.bcliquorstores.com

 **THINK GREEN:** Do you really need to print this e-mail?

From: Cornett, Kathy M SG:EX
Sent: Tuesday, August 16, 2011 12:32 PM
To: Douglas, Marc SG:EX; Garfinkel, Gabe SG:EX; Bill, Karen F SG:EX
Cc: Jones, Angela M SG:EX; Vermaning, Tiny SG:EX; Hoskins, Jeannie SG:EX; Dahlke, Cindy LDB:EX
Subject: 470012 - SG Information BN re Exel proposal for a P3 take over of the LDB's distribution system

The attached Briefing Note has been approved by Brent Merchant, Acting Deputy Solicitor General, and is for Minister Bond's meeting with the Mr. Scott Lyons on **Thursday, August 25, 2011 at 11:30 am.**

The briefing note has also been added to the Sharepoint site under the [meeting materials](#) tab. Thank you, Kathy

Kathy Cornett

Senior Executive Administrative Assistant
Office of the Deputy Solicitor General
Ministry of Public Safety and Solicitor General
Phone: 250 387-5362 **Fax:** 250 387-6224

Chambers, Jay LDB:EX

From: Douglas, Marc SG:EX
Sent: Friday, August 26, 2011 2:52 PM
To: Chambers, Jay LDB:EX
Subject: RE: Excel Presentation to Minister

I agree with your email. Give me a call on my cell if you'd like to chat

s.17

From: Chambers, Jay LDB:EX
Sent: Thursday, August 25, 2011 10:42 PM
To: Douglas, Marc SG:EX
Subject: Fw: Excel Presentation to Minister

Hi Marc - I hope all is well.

When you and I discussed this meeting you indicated that it was a listen only for the minister.

s.13

Thanks

Jay

From: Bissoondatt, Roger LDB:EX
Sent: Thursday, August 25, 2011 07:02 PM
To: Chambers, Jay LDB:EX
Subject: Excel Presentation to Minister

Hi Jay,

The meeting between Minister Bond and Excel took place today. Excel had four in attendance together with Min Bond, Marc Douglas and myself. A scanned copy of the presentation is attached. I will try to get a non PDF one in case you are unable to open it.

s.22

s.13

s.13

I discussed briefly with Gord Hall and thought that it may be worthwhile to have a meeting with Excel to get some more information. I would appreciate getting your input as to how far I should go at this stage especially since Min Bond is expecting to have a discussion with you about it on Sept 12.

s.22

In attendance from Excel were:

Scott Lyons - VP Business Development, Fred Takavitz - Senior VP, Business Development - Retail Sector, Mark Jiles and Rob Madore.

Again, sorry to interrupt however I thought you may want to know how the meeting went.

Cheers!

Roger

Roger M. Bissoondatt

Acting General Manager
BC Liquor Distribution Branch
Phone: 604-252-3021
Fax: 604-252-3026
email: roger.bissoondatt@bcldb.com

Chambers, Jay LDB:EX

From: Chambers, Jay LDB:EX
Sent: Thursday, August 25, 2011 10:29 PM
To: Bissoondatt, Roger LDB:EX
Cc: Wahamaker, Lori SG:EX; Ayers, Karen J SG:EX; Douglas, Marc SG:EX; Hall, Gord LDB:EX; Bill, Karen F SG:EX
Subject: Fw: Excel Presentation to Minister
Attachments: Excel Presentation - Aug 2011.pdf

s.13

Thanks

Jay

From: Bissoondatt, Roger LDB:EX
Sent: Thursday, August 25, 2011 07:02 PM
To: Chambers, Jay LDB:EX
Subject: Excel Presentation to Minister

Hi Jay, s.22 The meeting between Minister Bond and Excel took place today. Excel had four in attendance together with Min Bond, Marc Douglas and myself. A scanned copy of the presentation is attached. I will try to get a non PDF one in case you are unable to open it. s.13

s.13

I discussed briefly with Gord Hall s.22 and thought that it may be worthwhile to have a meeting with Excel to get some more information. I would appreciate getting your input as to how far I should go at this stage especially since Min Bond is expecting to have a discussion with you about it on Sept 12.

In attendance from Excel were:
Scott Lyons - VP Business Development, Fred Takavitz - Senior VP, Business Development - Retail Sector, Mark Jiles and Rob Madore.

Again, sorry to interrupt however I thought you may want to know how the meeting went.

Cheers!

Roger

Roger M. Bissoondatt
Acting General Manager
BC Liquor Distribution Branch
Phone: 604-252-3021
Fax: 604-252-3026
email: roger.bissoondatt@bcldb.com

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Wednesday, July 18, 2012 2:43 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: message

Thanks!

Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Wednesday, July 18, 2012 5:41 PM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX
Subject: RE: message

Hi Scott,

Pursuant to Section 2.1(xi) of the Declaration, written permission is required from the Province with respect to communications with the media "in relation to the NRFP or any contract awarded pursuant to the NRFP". Based on the information you have provided about the proposed communication, it appears that it relates to a matter that predates the NRFP process and is not in relation to the NRFP or any contract awarded pursuant to the NRFP. Accordingly, permission from the Province is not required.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Tuesday, July 17, 2012 3:25 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: message

There has been a release of documents from a Freedom of Information request relating to our discussion with government. I attached the documents. In these documents there is reference to an email from myself to Ida Chong (page 9). This is an incorrect reference. The email was sent to Ben Stewart. I have received a request from Brian

Hutchinson from the National Post as to why I sent an email to Ida Chong. I would like to advise him to whom I sent the email.

Again, I apologize for bothering you with this when you are busy on more important matters.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 13, 2012 12:49 PM
To: Scott Lyons (EXEL CA)
Subject: message

Hi Scott,
I got your messages. I'm in meetings all day. If you want to make a media statement could you send me what you would like to say and I can take it from there.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:05 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: notification

Importance: High

Dear Proponent,

The stage 2 evaluations are now completed. With a tie for third ranked Proponent four Proponents are invited to enter stage 3 of the NRFP process.

Pending reference checks the Short-Listed Proponents are (in alphabetical order):

- ContainerWorld Forwarding Services Inc.
- Exel Canada Ltd.
- Kuehne+Nagel Ltd.
- Metro Supply Chain Group

I would like to remind all Proponents that you are still bound by the confidentiality provisions in the declaration of interest including that any media statements must be pre-approved by the Province.

Debrief sessions will be offered to all Proponents at the end of the procurement process.

Best regards,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Friday, July 20, 2012 3:29 PM
To: Agerup, Pelle LCTZ:EX
Subject: Response to potential media inquiries

Just in case, we would appreciate approval to provide the following statement if we receive a media inquiry:

Exel is pleased to have met the selection criteria to become one of the proponents for the next round of the Negotiated Request for Proposals process. We look forward to sharing our expertise in warehousing and logistics operations over the next few months to design and present for review a new system that works for the industry, the government, the BCGEU, and most importantly the consumers of British Columbia.

Please understand that we don't want to get into a ping pong game with the media. Thus, if we receive a follow on request from the media our response will be that we cannot comment further due to the conditions of the NRFP.

Thanks,
Scott
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Friday, July 20, 2012 4:52 PM
To: Agerup, Pelle LCTZ:EX
Cc: Spiliadis, Peggy; Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX; Graham, Martin
Subject: Re: SATP-301 help with reference checks

Will reach out to all via email ASAP and follow-up Monday via phone.

Chris

On 2012-07-20, at 7:42 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi,
We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for them, please provide, that would help as well.

Cheers,
Pelle

Loblaws - Regional Distribution Solution (Retail)
Frank Merkley
Tel: s.22

Honda - Parts Distribution (Automotive)
Jeff Stralak
Tel: 905-888-8110

Petsmart - Transportation Services
Chris Walsh
Tel: s.22

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Monday, July 23, 2012 9:09 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Graham, Martin
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Metro will have 5 people attending in person for Wednesday's feedback session. They are as follows:

Martin Graham, President
Glenn Ross, SVP Sales
Glenn Welsh, VP Operations
Tony Delutis, VP Human Resource
Chris Jarvis, VP Solution Design

We also plan to have a number of folks attending via conference line. Please provide the necessary details when they are available.

Thanks,

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM
To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Tuesday, July 24, 2012 8:28 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

When we arrive tomorrow do we ask for you at reception?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: July 23, 2012 7:44 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,
Here is the conference call details:

Dial-in Phone Numbers: S 15, S 17 Toll Free - North America S 15, S 17 Vancouver local)
Participant Conference ID: S 15, S 17

Cheers,
Pelle

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Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Could you also advise call in number as I would like to distribute to our engineers so they can call in for the meeting.

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Sent: July 23, 2012 2:36 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi pelle,

We will stick to our original plan and see you Wednesday at 1:00.

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From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 23, 2012 12:49 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

We can do Friday 9AM. Would that work? Conference call is also an option.

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From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 20, 2012 5:35 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Tuesday, July 24, 2012 11:41 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Resending attendance list. Please confirm receipt.

I will be in the air at 4pm EST and unavailable until 6pm PST.

Chris

On 2012-07-23, at 12:08 PM, "Jarvis, Chris" <cjarvis@metroscg.com> wrote:

Hi Pelle,

Metro will have 5 people attending in person for Wednesday's feedback session. They are as follows:

Martin Graham, President
Glenn Ross, SVP Sales
Glenn Welsh, VP Operations
Tony Delutis, VP Human Resource
Chris Jarvis, VP Solution Design

We also plan to have a number of folks attending via conference line. Please provide the necessary details when they are available.

Thanks,

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM
To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Tuesday, July 24, 2012 11:53 AM
To: Agerup, Pelle LCTZ:EX
Cc: Welt, Lilian LDB:EX
Subject: RE: Feedback session

Hi Pelle,

Personally attending will be myself, James Markwart (Distribution Manager – Western Canada) & John Levin (President & CEO). We will have a few subject matter experts (engineering & IT) calling in, do you need their names as well?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 24, 2012 2:29 PM
To: Agerup, Pelle LCTZ:EX
Cc: Welt, Lilian LDB:EX
Subject: Feedback session

Hi,

If you have not done so already could you send us the names of the participants for the feedback session. We need the names for the front desk/sign in.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 24, 2012 9:02 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: RE: SATP-301 help with reference checks

We notice that you are conducting reference checks on three individuals that provided letters of reference for us. These are all industry representatives and we included them as additional proof of our capabilities. We would also encourage you to reach out to the references we provided in our response on pages 97 and 98. These individuals are customers of ours and as such have more direct experience with how we operate:



Mr. Alain Maisonneuve, Director, Liquor and Strategic Services, Alberta Gaming and Liquor Commission, 780-447-8731 work, S 22 mobile, alain.maisonneuve@aglc.ca



Ms. Christi Clinger, VP Logistics, 7 Eleven, 972 828-7180 work, S 22 mobile, Christi.Clinger@7-11.com



Mr. Wayne Currie, General Manager, Supply Chain, Overwaitea Food Group, 604-881-3444 work, S 22 mobile, wayne_currie@owfg.com

We would be happy to assist with these reference checks as well. Just let us know.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 7:42 PM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for all of them, please provide, that would help as well.

Alberta Liquor Store Association

Ivonne Martinez – President, Alberta Liquor Store Association

Cell: S 22

Alberta Hotel and Lodging Association

Dave Kaiser – President and CEO

780 436-6112

IVSA – Import Vintners and Spirits Association

Dave Gordon – Alberta Chair IVSA

604 581-0374 Toll free: 1 877-881-0374

Email: ivsa@shaw.ca

Cheers,

Pelle

Pelle Agerup, BSc MBA RYT

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Thursday, July 26, 2012 11:31 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301

Hi Pelle,

Our CEO asked me to provide a list of the evaluators that were attending the meeting yesterday. I have the below list provided in the VDR however some names are missing, can you advise the names of the other evaluators in attendance?

1. Jay Chambers – General Manager, LDB
2. Roger Bissoondatt – Chief Financial Officer, LDB
3. Kelly Wilson – Executive Director, Retail services, LDB
4. Ken McDonnell – Director, Warehouse Operations, LDB
5. Bette-Jo Hughes – Assistant Deputy Minister, Service BC, Ministry of Labour, Citizens' Services and Open Government
6. Richard Poutney - Executive Lead, Strategic Partnerships Office, Ministry of Labour, Citizens' Services and Open Government

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
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Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: July 26, 2012 1:48 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Did it work?
Pelle

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Wednesday, July 25, 2012 2:20 PM
To: Agerup, Pelle LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

I didn't actually receive the email copy of the scorecard. Can you resend?

Cheers,

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Wednesday, July 25, 2012 02:46 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Welt, Lilian LDB:EX <Lilian.Welt@bcladb.com>
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

It will be Lilian meeting you at the reception.

We are handing out a feedback booklet. For those on the phone, should I send you a copy to distribute? Alternatively give me their emails.

Cheers,
Pelle

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To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Yes. I'll be there.
My cell is (250) 516-5340 if anything goes wrong.

Cheers,
Pelle

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Participant Conference ID: S 15, S 17

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Thursday, July 26, 2012 12:49 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Since we didn't exchange cards during yesterday meeting, would you mind sending me the names and titles in attendance on your side?

Thanks,
Chris

From: Jarvis, Chris
Sent: July 24, 2012 2:40 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Resending attendance list. Please confirm receipt.

I will be in the air at 4pm EST and unavailable until 6pm PST.

Chris

On 2012-07-23, at 12:08 PM, "Jarvis, Chris" <cjarvis@metroscg.com> wrote:

Hi Pelle,

Metro will have 5 people attending in person for Wednesday's feedback session. They are as follows:

Martin Graham, President
Glenn Ross, SVP Sales
Glenn Welsh, VP Operations
Tony Delutis, VP Human Resource
Chris Jarvis, VP Solution Design

We also plan to have a number of folks attending via conference line. Please provide the necessary details when they are available.

Thanks,
Chris Jarvis
VP, Engineering & Solutions Design
Metro Supply Chain Group

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 5:35 PM

To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3

Hi Chris,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 9 – 11 AM**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Thursday, July 26, 2012 3:31 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: SATP-301 help with reference checks

Great. And Thanks again for the feedback session. It was extremely helpful. I wish all our prospective clients took the same time and care to review our proposals and give us excellent feedback.

Cheers,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Thursday, July 26, 2012 3:49 PM
To: Scott Lyons (EXEL CA)
Subject: RE: SATP-301 help with reference checks

Hi Scott,
I forgot to mention that we had a great chat with AGLC yesterday.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
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563 Superior St 3fl, Victoria, BC Canada
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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Tuesday, July 24, 2012 9:02 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: RE: SATP-301 help with reference checks

We notice that you are conducting reference checks on three individuals that provided letters of reference for us. These are all industry representatives and we included them as additional proof of our capabilities. We would also encourage you to reach out to the references we provided in our response on pages 97 and 98. These individuals are customers of ours and as such have more direct experience with how we operate:



Mr. Alain Maisonneuve, Director, Liquor and Strategic Services, Alberta Gaming and Liquor Commission, 780-447-8731 work, S 22 mobile, alain.maisonneuve@aglc.ca



Ms. Christi Clinger, VP Logistics, 7 Eleven, 972 828-7180 work, S 22 mobile, Christi.Clinger@7-11.com



Mr. Wayne Currie, General Manager, Supply Chain, Overwaitea Food Group, 604-881-3444 work, S 22 mobile, wayne_currie@owfg.com

We would be happy to assist with these reference checks as well. Just let us know.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 7:42 PM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,
We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for all of them, please provide, that would help as well.

Alberta Liquor Store Association
Ivonne Martinez – President, Alberta Liquor Store Association
Cell: S 22

Alberta Hotel and Lodging Association
Dave Kaiser – President and CEO
780 436-6112

IVSA – Import Vintners and Spirits Association
Dave Gordon – Alberta Chair IVSA

604 581-0374 Toll free: 1 877-881-0374

Email: ivsa@shaw.ca

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

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Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, August 14, 2012 1:15 PM
To: Agerup, Pelle LCTZ:EX
Cc: Omer Rashid (Exel CA); Saman Saiy (EXEL CA); Robert Maclellan (EXEL US); Dave Martin (EXEL CA)
Subject: RE: SATP-301 site tours



Utilizing the dates provided below here is what we would like to suggest. Please let us know if it will work. We will have at least four in attendance. Two of our key operators, and two of our key engineers. We would like to see the Vancouver DC / WCC, the Victoria WCC, and the Kamloops DC. From our perspective, it is not critical that we be hosted by the Director of Distribution. A operations manager would be just fine.

We suggest visiting the Vancouver warehouse in the morning of the 29th, Vancouver Island in the afternoon of the 29th, and Kamloops in the morning of the 30th. We researched flight schedules (see below). We would suggest setting up the warehouse tours at 8:30 am. This should give us 2-3 hours before next flight. We should be able to see the WCC in Victoria at 3PM and spend 1 hour before return flight.

Here are some flights:

Wednesday 08/29/2012:

Outbound flight: Vancouver, BC , Canada (YVR) - Victoria, BC , Canada (YYJ) Aug 29



 Air Canada #8053	Vancouver Intl Arprt (YVR)	Victoria Intl Arprt (YYJ)	
	Depart: Wednesday, 1:30pm	Arrive: Wednesday, 1:53pm	
	Stops: 0 Duration: 23m Tango: E De Havilland DHC-8 Dash 8-300 20 lbs CO ₂		

Return flight: Victoria, BC , Canada (YYJ) - Vancouver, BC , Canada (YVR) Aug 30



 Air Canada #8074	Victoria Intl Arprt (YYJ)	Vancouver Intl Arprt (YVR)	
	Depart: Thursday, 5:00pm	Arrive: Thursday, 5:24pm	
	Stops: 0 Duration: 24m Tango: E De Havilland DHC-8 Dash 8-300 20 lbs CO ₂		

Thursday 08/30/2012:

Outbound flight: Vancouver, BC , Canada (YVR) - Kamloops, BC , Canada (YKA) Aug 30

 Air Canada #8190	Vancouver Intl Arpt (YVR)	Davie Fulton Arpt (YKA)	
	Depart: Thursday, 6:20am	Arrive: Thursday, 7:12am	
	Stops: 0 Duration: 52m Tango: G De Havilland DHC-8 Dash 8-300 85 lbs CO ₂		

Return flight: Kamloops, BC , Canada (YKA) - Vancouver, BC , Canada (YVR) Aug 30

 Air Canada #8193	Davie Fulton Arpt (YKA)	Vancouver Intl Arpt (YVR)	
	Depart: Thursday, 12:10pm	Arrive: Thursday, 1:04pm	
	Stops: 0 Duration: 54m Tango: G De Havilland DHC-8 Dash 8-300 85 lbs CO ₂		

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: Friday, August 10, 2012 2:10 PM
To: Scott Lyons (EXEL CA)
Subject: RE: SATP-301 site tours

Hi Scott,

Finding alternative dates is difficult in the summer month. Aug 16 for either location and the morning of Sept 5 for VDC are alternatives. Aug 29 and 30 might work if I can find an alternate for the Director of Distribution.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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Email: Pelle.Agerup@gov.bc.ca

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From: Scott Lyons (EXEL CA) [mailto:Scott.Lyons@exel.com]
Sent: Friday, August 10, 2012 10:38 AM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: RE: SATP-301 site tours

Just following up regarding setting up tours for alternate dates.

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Scott Lyons (EXEL CA)
Sent: Tuesday, August 07, 2012 3:38 PM
To: 'Agerup, Pelle LCTZ:EX'
Cc: Bennett, Dawn LCTZ:EX; Omer Rashid (Exel CA); Robert Maclellan (EXEL US)
Subject: RE: SATP-301 site tours

We are looking to have several key individuals (from engineering and operations) tour these sites. Unfortunately, due to the summer season the 14th and 15th of August do not work for them. Is there flexibility to have our tours on different dates?

Thanks,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: Tuesday, August 07, 2012 12:43 PM
To: Agerup, Pelle LCTZ:EX
Cc: Bennett, Dawn LCTZ:EX
Subject: SATP-301 site tours

Hi,
As mention in the update email Aug 3, we have blocked off Aug 14th for private tours of the warehouse and the wholesale area in **Vancouver**. This is not mandatory.

In addition we have blocked off Aug 15 for private tours of the warehouse in **Kamloops**. Again this is not mandatory.

In order to schedule time slots and flights (especially Kamloops) I need to know if you like any of these tours. Please **get back to me by Thursday (Aug 9)**.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, August 14, 2012 3:39 PM
To: Agerup, Pelle LCTZ:EX
Subject: NRFP question

In the section on Proponent Profile there is reference to describing our “jurisdiction”. Can you shed light on what the evaluation committee is looking to understand in terms of “jurisdiction”?

“Each Proponent should include a corporate profile that details background information on the Proponent and any subcontractors, including for each year they were (and subcontractors, if any) established, corporate ownership and hierarchy, jurisdiction, corporate strategic direction, area of recognized expertise in the market place, and an overview of the corporate information including size, revenues, market and geographic presence. Each Proponent should demonstrate its ability to manage long-term business relationships and contractual engagements by providing examples where the Proponent has successfully done so and by describing the methods and processes applied.”

Also, the first line is confusing to read. It is asking that we provide this information for each year they were (and subcontractors, if any) established,... Are we correct in assuming that we are only being asked to provide the date we were established and not providing this information for each year we were established?

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Wednesday, July 25, 2012 12:13 PM
To: Agerup, Pelle LCTZ:EX
Subject: Re: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Just arrived at the airport. Please e-mail to me and I can forward to the team,

See you shortly.

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: Wednesday, July 25, 2012 02:46 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Welt, Lilian LDB:EX <Lilian.Welt@bcldb.com>
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

It will be Lilian meeting you at the reception.

We are handing out a feedback booklet. For those on the phone, should I send you a copy to distribute? Alternatively give me their emails.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 24, 2012 8:39 AM
To: 'Frank, Craig / Kuehne + Nagel / Tor ZVK -A'
Cc: Welt, Lilian LDB:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Yes. I'll be there.
My cell is (250) 516-5340 if anything goes wrong.

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]

Sent: Tuesday, July 24, 2012 8:28 AM

To: Agerup, Pelle LCTZ:EX

Cc: Bennett, Dawn LCTZ:EX

Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

When we arrive tomorrow do we ask for you at reception?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]

Sent: July 23, 2012 7:44 PM

To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A

Cc: Bennett, Dawn LCTZ:EX

Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

Here is the conference call details:

Dial-in Phone Numbers S 15, S 17 Toll Free - North America (S 15, S 17 Vancouver local)
Participant Conference ID: S 15, S 17

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada
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Email: Pelle.Agerup@gov.bc.ca

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Monday, July 23, 2012 1:06 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Could you also advise call in number as I would like to distribute to our engineers so they can call in for the meeting.

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: July 23, 2012 2:36 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi pelle,

We will stick to our original plan and see you Wednesday at 1:00.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 23, 2012 12:49 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Craig,

We can do Friday 9AM. Would that work? Conference call is also an option.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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563 Superior St 3fl, Victoria, BC Canada

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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]

Sent: Monday, July 23, 2012 8:38 AM

To: Agerup, Pelle LCTZ:EX

Subject: RE: NRFP SATP-301 Guide to the Stage 3

Hi Pelle,

Thank you very much and we are extremely excited at the chance to strengthen our proposal!

Can you advise if there is any chance to push back our feedback session on Wednesday? Our CEO and VP are scheduled to be in New York that day and would very much like to attend the feedback session. Could we move to later this week or early next week?

If it is an inconvenience we will do our best to have proper representation on Wednesday.

Cheers,

Craig Frank

National Business Development Manager - Drinks Logistics

77 Foster Crescent

Mississauga, Ontario

Canada L5R 0K1

Phone - 905-502-7776 x 2931

Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]

Sent: July 20, 2012 5:35 PM

To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL

Cc: Martin, Leigh LCTZ:EX

Subject: NRFP SATP-301 Guide to the Stage 3

Hi Frank,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 25 at 1 – 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Wednesday, July 25, 2012 10:07 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Feedback Session - July 26, 2012

Will do

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-24-12 8:51 PM
To: Brian Chipman
Subject: RE: Feedback Session - July 26, 2012

Hi Brian,
Send it to me please.

Cheers,
Pelle

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, July 24, 2012 5:06 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Feedback Session - July 26, 2012

Hi Pelle,

We appreciate your support with our request and agree with the terms listed below. Please confirm who you wish us to send the copy of the recording to after the July 26th Feedback Session.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road

Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [\[mailto:Pelle.Agerup@gov.bc.ca\]](mailto:Pelle.Agerup@gov.bc.ca)
Sent: July-24-12 3:37 PM
To: Brian Chipman
Subject: RE: Feedback Session - July 26, 2012

Regarding recording:

1. The recording will be part of the confidential as per the Declaration of interest
2. For use within CW only for the purpose of this NRFP
3. Destroyed at the end of the process, or when so instructed
4. Give us a copy of the recording after the meeting

Will this work?

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Brian Chipman [\[mailto:bchipman@containerworld.com\]](mailto:bchipman@containerworld.com)
Sent: Tuesday, July 24, 2012 10:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: Feedback Session - July 26, 2012
Importance: High

Hi Pelle,

Further to our telecom and per your request ContainerWorld is planning to have the following participants attend our feedback session in person on July 26, 2012 :

1. Dennis Christmas
2. Harjeet Kaur
3. Jim White
4. Peter Ilich
5. Gary Combrink
6. Dave Reynolds

Due to the participant limitation and participant availability we would appreciate a conference call number to allow other individuals to attend by phone and clearance to audio record this feedback session.

Please confirm and provide the conference call in number at your earliest convenience.

Thank you,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road

Richmond, BC V6W 0A3

Office: (604) 276-1303

Cell: (604) 354-8869

Fax: (604) 276-1301

Email: bchipman@containerworld.com

www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 24, 2012 2:38 PM
To: Agerup, Pelle LCTZ:EX
Cc: Welt, Lilian LDB:EX
Subject: Re: Feedback session

Scott Lyons
Nigel Mathew
Greg Foreman
Robert Maclellan
Stephen Dougans
Mark Osbourne

Do you need the phone-in participants?

Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Wednesday, July 25, 2012 02:28 AM
To: Agerup, Pelle LCTZ:EX <Pelle.Agerup@gov.bc.ca>
Cc: Welt, Lilian LDB:EX <Lilian.Welt@bcldb.com>
Subject: Feedback session

Hi,
If you have not done so already could you send us the names of the participants for the feedback session. We need the names for the front desk/sign in.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Tuesday, July 24, 2012 11:38 AM
To: Agerup, Pelle LCTZ:EX
Cc: Welt, Lilian LDB:EX
Subject: Re: Feedback session

Pelle,

I've already sent in separate cover and will re-issue.

We are awaiting the conference call details or I could issue my con call info to our additional team members.

Please confirm on call details.

Chris

On 2012-07-24, at 2:32 PM, "Agerup, Pelle LCTZ:EX" <Pelle.Agerup@gov.bc.ca> wrote:

Hi,

If you have not done so already could you send us the names of the participants for the feedback session. We need the names for the front desk/sign in.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

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Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Tuesday, July 24, 2012 10:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: conference call info

Thanks!

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-24-12 10:21 AM
To: bchipman@containerworld.com
Subject: conference call info

Here is the conference call info

Dial-in Phone Numbers:

S 15, S 17 Toll Free - North America

S 15, S 17 Vancouver local

Participant Conference ID: S 15, S 17

Pelle Agerup, [BSc](#) [MBA](#) [RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Thursday, July 5, 2012 4:08 PM
To: Agerup, Pelle LCTZ:EX; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Government reference check
Attachments: Copy of ContainerWorld Government Contracts.pdf

Hi Pelle,

Thanks again for your inquiry.

Further to our discussion I have attached a spreadsheet listing all contacts ContainerWorld/CLI has with the BC Government.

As noted the attached spreadsheet lists the following:

- BCLDB regions/service areas
- Initial date CLI began servicing the regions
- Estimated # cases per year
- Estimated weight per year
- Estimated contract value totalling \$2,442,225.00
- Contract start date and contract duration

Please do not hesitate to contact me should you have any further questions.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-05-12 11:38 AM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: Government reference check

Hi,

I'm doing the Government reference check on the Proposals. I didn't see any mention of government contracts over \$1m over the last 3 years in the Proposal.

I'm guessing you did not have any. Could you confirm please?

Thanks,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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July-05-12

ContainerWorld Forwarding Services Inc. BC Government Contracts over the past 3 years as at July 5th 2012

Notes:

1. ContainerWorld's contracts with the BC Government are established with our wholly owned distribution company, Commercial Logistics Inc. (CLI). There are seven CLI contracts currently in place with the BCLDB. These contracts cover distribution services from the BCLDB Vancouver and/or Kamloops Distribution Centers, to Government Liquor Stores and Private Liquor Stores within the applicable BCLDB regions.
2. The following schedule has seven contracts listed, however, within our NRFP proposal (Company Capabilities, page 15) we have indicated six contracts. The additional contract is for region #16 (Parksville/Alberni), which was recently awarded to CLI.

BCLDB Region#	Service Area	Date CLI First Began Servicing These BCLDB Regions	Estimated # of Cases/Year	Estimated Weight (lbs)/Year	Estimated Annual Contract Value	Contract Start Date	Contract Duration
3	Okanagan	October 2011			945,730	October 2011	5 years
7	Fraser Valley	June 2000			273,914	October 2011	5 years
12	Kamloops	March 2007			199,023	April 2011	5 years
14	Ashcroft	March 2007			66,149	April 2011	5 years
16	Parksville/Alberni	May 2012		S 21	395,455	July 2012	5 years
18	McBride	April 2007			48,672	April 2011	5 years
19	Cariboo/Prince G.	September 2002			513,282	Open contract	Open contract
Annual Total					\$2,442,225		

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Friday, July 6, 2012 10:41 AM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Government reference check

Hi Pelle,

The contacts for our BCLDB contracts listed on my earlier email are as follows:

Rob Cann, Logistics Manager BCLDB (604) 252-3423

Scott Lovas, Purchasing non-liquor BCLDB (604) 252-3000

Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-05-12 4:28 PM
To: Brian Chipman
Subject: RE: Government reference check

Hi Brian,
Do you have a contact person at LDB for the contracts?

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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they are addressed. If you have received this e-mail in error, please notify the sender. Any unauthorized copying, disclosure or distribution of the e-mail or the information it contains, is strictly forbidden.

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Thursday, July 5, 2012 4:08 PM
To: Agerup, Pelle LCTZ:EX; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Government reference check

Hi Pelle,

Thanks again for your inquiry.

Further to our discussion I have attached a spreadsheet listing all contacts ContainerWorld/CLI has with the BC Government.

As noted the attached spreadsheet lists the following:

- BCLDB regions/service areas
- Initial date CLI began servicing the regions
- Estimated # cases per year
- Estimated weight per year
- Estimated contract value totalling \$2,442,225.00
- Contract start date and contract duration

Please do not hesitate to contact me should you have any further questions.

Kind Regards,

Brian Chipman, CPIM

General Manager

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Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-05-12 11:38 AM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: Government reference check

Hi,

I'm doing the Government reference check on the Proposals. I didn't see any mention of government contracts over \$1m over the last 3 years in the Proposal.

I'm guessing you did not have any. Could you confirm please?

Thanks,
Pelle

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Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Monday, July 23, 2012 5:31 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX; Graham, Martin
Subject: RE: SATP-301 help with reference checks

Good morning Pelle,

I can confirm that all three Metro references below have been contacted and await your contact to setup a 30min call. Details on availability and email address are below as requested...

Loblaw:

availability = between 11:30/12:00 or after 3:30pm EST
email = Frank.Merkley@loblaw.ca

Honda:

availability = Please email prior to the call and will work to make himself available.
email = jeff_stralak@ch.honda.com
cell number = S 22

Petsmart:

availability = Please email prior to the call and will work to make himself available.
email = cwalsh@ssg.petsmart.com

Please let me know if there is anything else you need in this regard.

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group
1401 Creditstone Road
Concord, Ontario L4K4N7
Office: 905 760-4423
Mobile: 647 278-3313

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, July 20, 2012 7:42 PM
To: Jarvis, Chris; Spiliadis, Peggy
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for them, please provide, that would help as well.

Cheers,
Pelle

Loblaws - Regional Distribution Solution (Retail)
Frank Merkley
Tel: S 22

Honda - Parts Distribution (Automotive)
Jeff Stralak
Tel: 905-888-8110

Petsmart - Transportation Services
Chris Walsh
Tel: S 22

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Monday, July 23, 2012 7:38 AM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: RE: SATP-301 help with reference checks

Hi Pelle,

Here are the e-mail addresses. References have been notified that you will be in contact.

marc.lapierre@bell.ca

rirwin@hyundaicanada.com

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July 20, 2012 7:42 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A; Cunneyworth, Jason / Kuehne + Nagel / Tor NL
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,
We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for all of them, please provide, that would help as well.

Heineken
Paul Hoffman - UK Supply Chain Director
Edinburgh

S 22

paul.hoffman@heineken.co.uk

Bell Mobility Inc.
Marc Lapierre - Director, Procurement & Supply Chain
Tel: S 22

Hyundai Canada
Ray Irwin- PDC Manager

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [Craig.Frank@kuehne-nagel.com]
Sent: Monday, August 13, 2012 10:59 AM
To: Agerup, Pelle LCTZ:EX
Cc: Markwart, James / Kuehne + Nagel / Van FW
Subject: RE: RFP Questiona

Hi Pelle,

This works well. We accept 9:00 am slot for site visit and will tele conference is good for 27th.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [mailto:Pelle.Agerup@gov.bc.ca]
Sent: August 10, 2012 3:43 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Markwart, James / Kuehne + Nagel / Van FW; Agerup, Pelle LCTZ:EX
Subject: RE: RFP Questiona

Working on it...

I think the first financial model meeting we could do remote. The purpose is to make sure you understand the though behind it and we can answer any questions. We have access to a tele presence room. If you can find one at your end it is almost like being there in person.

The proposal improvement sessions are practically impossible to move – too many senior staff booked for those meetings. If we tried to move them you would lose a lot of expertise at the table.

We could do the VDC tour in the morning of Sept 5th – let me know if you want the time slot. Say 9 AM?

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Friday, August 10, 2012 11:12 AM
To: Agerup, Pelle LCTZ:EX
Cc: Markwart, James / Kuehne + Nagel / Van FW
Subject: RE: RFP Questiona

Hi Pelle,

Any possibility to reschedule as per below?

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Sent: August 7, 2012 4:29 PM
To: 'Agerup, Pelle LCTZ:EX'
Subject: RE: RFP Questiona

Thanks Pelle,

We would also be good with moving session 1 of the Financial Model (Aug 27th) meetings to week of September 6th if possible and consolidating with tour and session 1 of Process Improvement. Let me know if possible.

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: August 7, 2012 3:38 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Markwart, James / Kuehne + Nagel / Van FW; Bennett, Dawn LCTZ:EX
Subject: RE: RFP Questiona

Hi Craig,

There are key people away most of August so moving the improvement session 1 will not work. I'll see if we can do a tour on the 5th.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Tuesday, August 7, 2012 11:43 AM
To: Agerup, Pelle LCTZ:EX
Cc: Markwart, James / Kuehne + Nagel / Van FW
Subject: RFP Questiona

Hi Pelle,

Is it possible to change the date of our session 1(Sept. 6th) of the proposal improvement to the week of August 26th and schedule the VDC site visit to this same week to assist us to reduce travel costs?

Cheers,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 17, 2012 1:24 PM
To: Jarvis, Chris
Cc: Martin, Leigh LCTZ:EX
Subject: RE: BCLDB Alert - Home.aspx

Hi Chris,

I think it is only a notification when we added "Metro" instead of the number. I'll check.

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Jarvis, Chris [<mailto:cjarvis@metroscg.com>]
Sent: Tuesday, July 17, 2012 10:49 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: BCLDB Alert - Home.aspx

Hi Pelle,

We received the below email notification from the VDR and not sure what it means. Perhaps it's just a system admin setting change. Please let me know if there is anything we should be aware of.

Thanks,
Chris

Begin forwarded message:

From: Proponent 1375 <DoNotReply@SP2010.gov.bc.ca>
Date: 17 July 2012 13:05:35 EDT
To: <mgraham@metroscg.com>
Subject: BCLDB Alert - Home.aspx
Reply-To: <DoNotReply@SP2010.gov.bc.ca>

[Proponent 1375](#)

Home.aspx has been changed

Wiki Content:

NRFP SATP-301 VDR

METRO

Remember that these are confidential documents as outlined in the Declaration of Interest that you have signed.

false,false,1

Document ID Value: C7JPAR22R7A6-67-1

Document ID: [C7JPAR22R7A6-67-1](#)

Checked Out To:

Last Modified 7/17/2012 10:01 AM by Martin, Leigh LCTZ:EX

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 9:51 AM
To: cjarvis@metroscg.com; pspiliadis@metroscg.com
Cc: Martin, Leigh LCTZ:EX
Subject: SATP-301 clarification request

Follow Up Flag: Follow up
Flag Status: Completed

Hi Chris,

Please clarify our understanding that Metro plans to exit VDC and KDC S 21 If not, please specify the timeframe.

Please also confirm that the \$9 per square foot facilities rent that LDB will be charging is already factored into your proposal.

Thanks,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Jarvis, Chris [cjarvis@metroscg.com]
Sent: Thursday, August 2, 2012 7:46 AM
To: Agerup, Pelle LCTZ:EX; SSBC Purchasing SSBC:EX
Cc: Martin, Leigh LCTZ:EX; Graham, Martin
Subject: NRFP SATP-301 - fact gathering & questions
Attachments: NRFP SATP-301 Stage 3 - Questions August 1, 2012.docx

Importance: High

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Pelle,

Further to the request below for various meetings and access to specific areas of the business, we have compiled a list of questions based on the Stage 2 feedback.

The attached file attempts to collect as much information as possible to aid us in developing a very detailed and pragmatic solution and transition plan.

Please confirm receipt and expected response timing.

Thanks,

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

1401 Creditstone Road
Concord, Ontario L4K4N7

Office: 905 760-4423
Mobile: 647 278-3313

From: Jarvis, Chris
Sent: Friday, July 27, 2012 2:03 PM
To: 'Agerup, Pelle LCTZ:EX'
Cc: 'Martin, Leigh LCTZ:EX'
Subject: NRFP SATP-301 - access & fact gathering

Hi Pelle,

Our team is busy developing our work plan for Stage 3 and we are internalizing the Stage 2 feedback. We understand August is a busy period for everyone given vacation schedules and the ongoing bid process.

We really appreciated the time you and your team spent with us at the feedback session on Wednesday and the clarity of the discussion.

We plan to submit a complete list of questions in writing by Wed Aug 1st to aid in addressing the gaps outlined in the Stage 2 feedback. Beyond the written reply to questions, clarification of scope and Stage 3 financial template, we believe that greater access to your business is key to delivering the best possible solution for the BCLDB. To achieve

this, would it be possible to arrange meetings with key individuals over the course of the month of August ? The areas we would like to address are;

1. VDC, KDC and WCC Victoria tours to better understand current constraints and opportunities.
2. LDB store and private store tours to review receiving, storage methods in backrooms, truck specification, ordering processes and opportunities.
3. Store delivery 'ride along' or 'drive beside' to observe typical driver schedule and management of store interaction.
4. Information technology meetings where our respective IT teams can discuss details of your current system architecture, outline functional flows and understand constraints.
5. Call centre visit and discussions with subject matter experts to better understand service expectations, team structure and resolution guidelines
6. Meeting with BCGEU and BCLDB Industrial relations management
7. WCC web portal demonstration and understanding of application features
8. Agent warehouse tour to better understand process and product flow at these sites
9. Wholesale customer discussions to define current opportunities and stakeholder needs
10. Transportation planning and routing department meeting

We hope you can help us to achieve as much of the above as possible and we look forward to hearing from you further.
Have a nice weekend!

Chris

Pages 408 through 417 redacted for the following reasons:

s 21

Kindylides, Thespina LCTZ:EX

From: Ross, Glen [gross@MetroSCG.com]
Sent: Thursday, August 9, 2012 8:20 PM
To: Agerup, Pelle LCTZ:EX; Jarvis, Chris; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX
Cc: Graham, Martin; Welsh, Glenn; Poon, Calvin; Bennett, Dawn LCTZ:EX
Subject: RE: Metro RE: NRPP SATP-301 Update

Thanks Chris,

Point 7 - yes, I will be interested
Point 8 - Any idea of the addresses?

Kind regards,

Glenn

From: Agerup, Pelle LCTZ:EX [Pelle.Agerup@gov.bc.ca]
Sent: August 9, 2012 10:14 AM
To: Jarvis, Chris; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX
Cc: Graham, Martin; Welsh, Glenn; Ross, Glen; Poon, Calvin; Bennett, Dawn LCTZ:EX
Subject: Metro RE: NRPP SATP-301 Update

[Here is the first piece of info:](#)

1. VDC, KDC and WCC Victoria tours to better understand current constraints and opportunities.

Site visits planned for VDC, KDC and the wholesale in Vancouver. Any questions regarding WCC Victoria can be asked at VDC or via the Q&A process.

2. LDB store and private store tours to review receiving, storage methods in backrooms, truck specification, ordering processes and opportunities.

No visits are planned for this part of the process. Please request any specifications or data through the written Q&A process.

3. Store delivery 'ride along' or 'drive beside' to observe typical driver schedule and management of store interaction.

These types of detailed operational requests are anticipated to be conducted with the Successful Proponent only. At this stage please request any specifications or data through the written Q&A process.

4. Information technology meetings where our respective IT teams can discuss details of your current system architecture, outline functional flows and understand constraints.

The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

5. Call centre visit and discussions with subject matter experts to better understand service expectations, team structure and resolution guidelines

The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

6. Meeting with BCGEU and BCLDB Industrial relations management

No. Discussion with the BCGEU is not part of the process at this stage – we have HR experts you can ask questions at the improvement sessions or submit through the Q&A process.

7. WCC web portal demonstration and understanding of application features

On-line training session available – would that be of interest? Further questions could be asked at the proposal improvement sessions and/or through the Q&A process.

8. Agent warehouse tour to better understand process and product flow at these sites

Scope clarification was sent out with the August 3 update. You will see the LDB side of the wholesale process at the site visit. The warehouses participating in the agent stocking program are private corporations outside of the LDB control.

9. Wholesale customer discussions to define current opportunities and stakeholder needs

The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

10. Transportation planning and routing department meeting

The proposal improvement session are scheduled for this type of interaction with key staff. Leading up to these sessions please submit written questions.

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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From: Jarvis, Chris [mailto:cjarvis@metroscg.com]

Sent: Thursday, August 9, 2012 8:35 AM

To: Agerup, Pelle LCTZ:EX; SSBC Purchasing SSBC:EX; Martin, Leigh LCTZ:EX

Cc: Graham, Martin; Welsh, Glenn; Ross, Glen; Poon, Calvin

Subject: FW: NRPP SATP-301 Update

Importance: High

Pelle,

This is a follow-up email and a request for additional details in prep for Tues/Wed site tours.

Please confirm receipt of the attached emails in good order.

Some of the details we're looking for in planning the VDC & KDC tours:

1. How much time do we have at each of the sites and what time do we start?

We're are scheduling all today –2 hours should be plenty for the warehouses

2. Who will be attending from the BCLDB? Ken and Donna? IT? Call Centre? Union? Transport?

Ken and Donna. See question set above

3. Can we get a demo of the WCC web portal will at the VWCC?

See above

4. While at VDC would it be possible to visit other operational outside the DC? I'm thinking of customer service/call centre, transportation planning, and demand planning?

See question set above

We planning to have four people attend the tours:

1. Glenn Welsh, VP Operations
2. Glenn Ross, Sales
3. Calvin Poon, Sr. Manager Solution Design
4. Chris Jarvis, VP Solution Design

We hope to make the necessary travel arrangements by tomorrow based on your confirmation of the agenda/schedule.

Chris Jarvis

VP, Engineering & Solutions Design
Metro Supply Chain Group

1401 Creditstone Road
Concord, Ontario L4K4N7

Office: 905 760-4423

Mobile: 647 278-3313

From: Jarvis, Chris
Sent: Friday, August 03, 2012 3:27 PM
To: 'Agerup, Pelle LCTZ:EX'
Cc: Graham, Martin
Subject: RE: NRPP SATP-301 Update

Hi Pelle,

Metro is interested in a private tour of VDC and the Vancouver WCC.

Also, as requested in the attached email we are also interested in a tour of KDC and Victoria WCC. Will these tours be made available?

Have a nice weekend.

Chris

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, August 03, 2012 11:31 AM
To: Agerup, Pelle LCTZ:EX
Subject: FW: NRPP SATP-301 Update

Dear Short Listed Proponent

Here are some updated for Stage 3 of the Distribution of Liquor Project (NRPP SATP-301).

Reference Check

The reference check process is completed without surprises. You have passed another step in the process.

Financial Template

The new financial template is anticipated to be ready and sent out next week (week of Aug 6). The template will include details around anticipated volume projections.

Questions and Answers

Please keep emailing me (Pelle.Agerup@gov.bc.ca) your questions. The VDR is open and we are still posting information that pertains to all Short Listed Proponents in the VDR rooms. In this Stage 3 most question will be answered directly to the Short Listed Proponent that asked the question, and is not shared with all the Short Listed Proponents. We anticipate that this will be main source of information flow before the Proposal Improvement Sessions. Answers will be sent to the contact person of the Short Listed Proponent. If you want change contact person or add someone (CC) please let me know.

Scope Clarification

As promised at the Feedback Session attached is a clarification of the scope showing how the Product flow is anticipated to look in the future. Please note that the financial template will include more detailed of the in scope volume numbers.

Site tour at VDC

If you are interested in a private tour of the warehouse and the wholesale area in Vancouver please let me know. Currently scheduled for Aug 14th. Time: TBD

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Tuesday, July 3, 2012 2:30 PM
To: Craig.frank@kuehne-nagel.com; Jason.Cunneyworth@Kuehne-Nagel.com
Cc: Martin, Leigh LCTZ:EX
Subject: FW: K + N Clarifying Questions
Attachments: K+N Clarifying Financial Questions.docx

Follow Up Flag: Follow up
Flag Status: Completed

Hello Craig,
Please find attached questions regarding the financial submission. Please respond before July 7.

Cheers,
Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 29, 2012 4:19 PM
To: Frank, Craig / Kuehne + Nagel / Tor ZVK -A
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Kuehne + Nagel response

The documents did not make it to BCBid. Could you email them to me?

Thanks,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
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From: Frank, Craig / Kuehne + Nagel / Tor ZVK -A [<mailto:Craig.Frank@kuehne-nagel.com>]
Sent: Friday, June 29, 2012 4:05 PM
To: Agerup, Pelle LCTZ:EX
Subject: Kuehne + Nagel response
Importance: High

Hi,

Due to technical difficulties with e-bid process our submission was uploaded at 16:00:14. Please advise if this is acceptable?

We await your urgent reply.

Thank you kindly,

Craig Frank
National Business Development Manager - Drinks Logistics
77 Foster Crescent
Mississauga, Ontario
Canada L5R 0K1
Phone - 905-502-7776 x 2931
Cell - 416-566-3297

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Instructions

- 0 **IMPORTANT:** PRIOR TO SUBMITTING THE COMPLETED ECONOMIC MODEL TEMPLATE, THE PROPONENT MUST PASSWORD-PROTECT THE FILE. PROPONENTS MUST COMMUNICATE THE PASSWORD TO THE GOVERNMENT CONTACT PERSON VIA EMAIL IMMEDIATELY AFTER SUBMITTING THE NRFP RESPONSE.
- 1 Proponents should describe any additional assumptions in the "Assumptions" columns provided in each worksheet.
- 2 If necessary, Proponents can add additional notes and comments at the bottom of each worksheet, with clear reference to the related content to which the notes refers to.
- 3 Only where indicated, Proponents can add rows as needed.
- 4 Proponents are **NOT** to delete any previously existing rows, columns and worksheets.
- 5 Proponents are **NOT** to protect, hide or lock any cells, rows, columns, or worksheets.
- 6 Proponents are to read and follow the instructions appearing at the top of each worksheet.
- 7 Proponents are to enter their assumptions and inputs only into Blue Cells.
- 8 Yellow cells represent illustrative examples of the type of content expected from Proponents. These examples are not intended to lead or constrain Proponent's submission in any way.
- 9 Green cells are not to be changed by Proponents.
- 10 Pink cells are calculated and not to be changed by Proponents

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, June 22, 2012 12:49 PM
To: Martin, Leigh LCTZ:EX
Subject: Fw: Liquor Distribution Project - SATP-301 Question

Follow Up Flag: Follow up
Flag Status: Completed

From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Friday, June 22, 2012 12:18 PM
To: Agerup, Pelle LCTZ:EX
Subject: Liquor Distribution Project - SATP-301 Question

From the Jun 20th Q&A question 3 read as follows:

S 21

Thanks!
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3

Canada

Telephone: 905 366-7691

Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 10, 2012 2:41 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX; Greg Foreman (EXEL US)
Subject: RE: SATP-301 clarification request

Follow Up Flag: Follow up
Flag Status: Completed

S 21

I trust this response answers your question. If you require further information to facilitate your evaluations please do not hesitate to contact us.

Cheers,

Scott Lyons

Telephone: 905 366-7691

Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]

Sent: Thursday, July 05, 2012 12:50 PM

To: Scott Lyons (EXEL CA)

Cc: Martin, Leigh LCTZ:EX

Subject: SATP-301 clarification request

Hi Scott,

Please clarify our understanding that Exel plans to exit VDC and KDC S 21 If not, please specify the timeframe. Please also confirm that the \$9 per square foot facilities rent that LDB will be charging is already factored into your proposal.

Thanks,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 10, 2012 1:53 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Cc: Greg Foreman (EXEL US)
Subject: RE: SATP-301 clarification request

Follow Up Flag: Follow up
Flag Status: Completed

As per clause 8.2.8.2 Pricing Submission

Where it states "When developing the proposed pricing, Proponents are to take into account the 'normalizing modelling assumptions' listed below"

and as per k) of 8.2.8.2

Where it states "All RS&W employees, as per Appendix I, accept offers of employment with the Service Provider."

We assumed as per the instructions provided that all LDB in-scope employees accept employment offers at service commencement.

We trust this answers your question.

Cheers,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: Friday, July 06, 2012 5:58 PM
To: Martin, Leigh LCTZ:EX; Agerup, Pelle LCTZ:EX
Subject: SATP-301 clarification request

Can you please provide the number of LDB in-scope employees you have assumed accept employment offers from your company at service commencement?

Leigh Martin, Project Director
Strategic Vendor Management
Labour, Citizens' Services and Open Government
553 Superior St | Victoria, BC | 250-216-5078

Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Tuesday, July 10, 2012 1:38 PM
To: Agerup, Pelle LCTZ:EX; Martin, Leigh LCTZ:EX
Cc: Greg Foreman (EXEL US)
Subject: RE: Clarification

Follow Up Flag: Follow up
Flag Status: Completed

Our apologies for missing this requirement.

I can confirm that we will operate in full compliance with provincial and federal policy and regulatory framework. We do so now in our operations for the AGLC in Alberta.

Cheers,
Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Tuesday, July 10, 2012 11:04 AM
To: Martin, Leigh LCTZ:EX
Cc: Agerup, Pelle LCTZ:EX
Subject: Clarification

Hello,

An update to the NRFP (Amendment 4, dated May 18th, 2012) was posted to Proponents VDRs regarding the evaluation criterion, Section 7.2.1 - 2, item (h) Distribution Services Solution – Compliance with provincial and federal policy and regulatory framework.

Can you please Indicate where in your proposal you have responded to this evaluation criterion or otherwise you may provide a clarification to this criterion, by email, by end of day July 11, 2012.

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Friday, June 29, 2012 3:43 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Re: Seal symbol

The document submitted is a scanned copy of the document with the seal. The seal is an indent in the paper and does not show upon photocopying or scanning. If you wish I can courier out the original on Tuesday.

Have a wonderful Canada Day!

Cheers,

Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Saturday, June 30, 2012 05:52 AM
To: Scott Lyons (EXEL CA)
Cc: Martin, Leigh LCTZ:EX <Leigh.Martin@gov.bc.ca>
Subject: Seal symbol

Hi Scott,

I might have caused this misunderstanding. On page two of Appendix B there is a funny looking seal icon. That is the seal referred to in the document, no need for embossed corporate seal.

Could you re-submit page 2 with the seal icon included next to the signature? Scan and email works great.

Thanks you!
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Scott Lyons (EXEL CA) [Scott.Lyons@exel.com]
Sent: Friday, June 29, 2012 3:40 PM
To: Agerup, Pelle LCTZ:EX
Cc: Dave Martin (EXEL CA); Martin, Leigh LCTZ:EX
Subject: Re: Our Response

Understood - we thought it would help to have the printed copies.

Scott Lyons

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: Friday, June 29, 2012 07:53 AM
To: Scott Lyons (EXEL CA)
Cc: Dave Martin (EXEL CA); Martin, Leigh LCTZ:EX <Leigh.Martin@gov.bc.ca>
Subject: RE: Our Response

Hi Scott,

Thank you for submitting the Proposal. You are more than welcome to submit a paper copy in addition to the electronic BCBid submission, but there is no requirement to do so.

Best regards,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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From: Scott Lyons (EXEL CA) [<mailto:Scott.Lyons@exel.com>]
Sent: Thursday, June 28, 2012 4:43 PM
To: Agerup, Pelle LCTZ:EX
Cc: Dave Martin (EXEL CA)
Subject: Our Response

We submitted our bid on BC Bid this afternoon.

The password for Appendix K is: S 15

We will also be submitting printed copies as well.

Thanks,
Scott Lyons

Exel
90 Matheson Blvd. West, Suite 111
Mississauga, Ontario
L5R 3R3
Canada

Telephone: 905 366-7691
Mobile: 416 417-2537

www.exel.com

Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 4:42 PM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX; Welt, Lilian LDB:EX
Subject: SATP-301 help with reference checks

Hi,

We are trying to conduct the reference checks as soon as possible. We selected the three references below to contact. Would it be possible for you to contact them and let them know there will be a call on Monday morning to schedule a 30 min conference call. If you have email addresses for them, please provide, that would help as well.

Afic Exim (Canada Inc)
Ashok Fogla – CEO/Founder
604 898-1774

Andrew Peller Limited
Scott Moore – Director of Operations
905 643 4131

Authentic Wine and Spirits Merchants
Darryl Weinbren – President
604 708-5022 ext 418

Cheers,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Friday, July 20, 2012 2:35 PM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: NRFP SATP-301 Guide to the Stage 3
Attachments: Stage 3 - Guide to Proponents_CW_Release.pdf

Hi Brian,

Here is your guide to the Stage 3. **Your feedback session is scheduled for July 26 at 1 - 3 PM.**

Congratulations!

Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Thursday, July 5, 2012 11:38 AM
To: bchipman@containerworld.com; hkaur@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: Government reference check

Follow Up Flag: Follow up
Flag Status: Completed

Hi,
I'm doing the Government reference check on the Proposals. I didn't see any mention of government contracts over \$1m over the last 3 years in the Proposal.
I'm guessing you did not have any. Could you confirm please?

Thanks,
Pelle

Pelle Agerup, [BSc MBA RYT](#)
Senior Director, Strategic Acquisitions

Logistics and Business Services
Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
563 Superior St 3fl, Victoria, BC Canada
Cell: (250) 516-5340 Fax: (250) 387-7309
Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Agerup, Pelle LCTZ:EX
Sent: Wednesday, June 27, 2012 4:11 PM
To: bchipman@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: FW: BC Wines

Hi Brian,
I have discussed BC Wines with the project team:

Distribution of Product that flow through the LDB Distribution Centres to GLS's have always been in scope. It is the first statement in the scope description (3.1.2). It was also covered in presentation of the future supply chain (slide 22) at the Proponents meeting.

All the proponents have received the clarification so there is no reason to elaborate further with them.

In a meeting between LDB and the president of the BC Wine Institute on Monday the issue was brought up and they understood the scope. As the BC Wine Institute represent as large part of BC Wineries we see no need for further communications from the procurement process.

If, as a part of normal business, ContainerWorld wishes to discuss the scope regarding BC Wine with its customers please use the NRFP document as it is public. Figure 1 on page 21 shows the flow of BC Product today and it is the same in the future supply chain. For clarity the Province is not authorizing mass mailing or media statements.

Best regards,

Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

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Ministry of Labour, Citizens' Services and Open Government
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-----Original Message-----

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Saturday, June 23, 2012 4:27 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Ferry - BC Wines
Importance: High

Hi Pelle,

I trust all is well and you enjoying your vacation.

I understood from our discussion on June 21st that you would be contacting me before the end of the day to advise how the BCLDB preferred to communicate to the industry that that BC wines are now in scope. As mentioned the industry still believes per the same meeting that BC wines are out of scope per the May 9th Industry Meeting Presentation (updated on June 11th).

Please confirm if the BCLD authorizes ContainerWorld to communicate or if the BCLDB wishes to communicate themselves and if so please advise timing and method of communication.

Kind Regards,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.
16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

-----Original Message-----

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: June-21-12 9:19 AM
To: 'bchipman@containerworld.com'
Subject: Ferry

Hi Brian,
I'm on the ferry. Spotty reception. I'll give you a call when we get to Tssawassen.
Cheers,
Pelle=

Liquor Distribution Project – SATP-301

Amendment 4

NRFP addition and correction

The NRFP did not include response guideline in section 8.2.3 for the current evaluation criterion item (h) Compliance with provincial and federal policy and regulatory framework. The response guideline for the above criterion is:

Compliance with provincial and federal policy and regulatory framework.

Proponents should indicate ability to comply with provincial and federal policy and regulations.

Note that on review of the response guideline the numbering for section 8.2.3 is missing the letter (d). There is no missing text only a skipped letter.

Joint Venture Clarification

We received a question regarding the definition of “joint venture”, as set out in the Declaration, Section 5, Schedule A2 and Section 1.11 of the NRFP.

For clarity, a joint venture for the purposes of this NRFP is where more than one legal entity signs the same declaration or submits a proposal. The Province’s requirement is that only one legal entity may sign the Declaration, submit a Proposal in response to this NRFP and sign the Agreement.

However, as stated in this NRFP, the Province intends to conduct a more rigorous due diligence examination with respect to the corporate capacity of the Proponent to perform the Distribution Services.

Evaluators for Distribution of Liquor Project

The suggested names of the evaluation committee were disclosed at the industry information session on May 9th, 2012. At least one Proponent has asked for the names after the meeting.

This list is not inclusive and could be subject to change:

1. Jay Chambers – General Manager, LDB
2. Roger Bissoondatt – Chief Financial Officer, LDB
3. Kelly Wilson – Executive Director, Retail services, LDB
4. Ken McDonnell – Director, Warehouse Operations, LDB
5. Bette-Jo Hughes – Assistant Deputy Minister, Service BC, Ministry of Labour, Citizens’ Services and Open Government
6. Richard Poutney - Executive Lead, Strategic Partnerships Office, Ministry of Labour, Citizens’ Services and Open Government

Proponents are not to communicate with any person with a view to influencing preferred treatment in the NRFP process (including but not limited to the lobbying of decision makers involved in the NRFP process).

Names of Proponents

The names of the Proponents have been requested from various sources. As of May 16th 2012 the Proponents were:

- ContainerWorld Forwarding Services Inc.
- Exel Canada Ltd.
- Centric Retail Logistics Inc.
- Schenker of Canada (DB Logistics)
- Hopewell Distribution Services Inc.
- Kuehne+Nagel Ltd.
- Dimex Distribution Corp.
- GL Distribution Ltd.
- Hillebrand Westlink Inc.

Section Reference Discrepancy Summary

It has been brought to ContainerWorld's attention that a few section number references are in error within our NRFP SATP-301 Proposal. As had been indicated within section 2.1 paragraph 4:

"Our proposal does not exactly follow the numerical sequence outlined within the NRFP as a number of requirements have multiple dimensions to them such as Order Management and Key Performance Indicators (KPI's). These requirements are addressed in each section as appropriate and are also summarized in separate sections to easy review."

Our document has adopted a different numbering convention, however, in the process of converting to this revised numbering scheme there were a few references to the original section numbers that were missed. The table below summarizes the corrections within our original document submission.

Document Location	Page #	Reference Reads	Reference Should Read
3.1.2.1 "Current Warehouse and Operations Processes" – sub section "Compliance With Regulations"	12	8.3.5	4.2
3.1.2.1 "Current Warehouse and Operations Processes" – sub section "Warehouse Management Technology"	12	8.3 8.3.2 8.3.4 8.3.5	4 4.3 4.5 4.2
3.1.8 "Staff and Labour Relations"	24	8.3.3	4.6
4.9.1 "Technology"	100	8.3.4	4.5
4.9.2 "The Business Process"	102	8.3.5	4.2
6.1.3.1 "Current Warehouse and Operations Processes"	144	8.3.2	4.3
6.1.3.2 "IT and Systems Infrastructure"	144	8.3.4	4.5

S 21

S 21

Compliance with Regulations

ContainerWorld fully complies with all Federal and Provincial regulations. For the proposed future processes which include compliance requirements, please refer to ~~8.3.5~~ 4.2 Process Approach.

S 21

3.1.8 Staff and Labour Relations

Excluding hourly and salary staffing associated with our delivery service contractor CLI, ContainerWorld currently has 187 full time equivalent management and staff (FTE), including 101 hourly warehouse employees. This hourly staff complement increases at peak times, such as summer and Christmas/New Year holiday period.

The 101 FTE ContainerWorld warehouse staff have been unionized for 15 years, initially represented by Canadian Auto Workers (CAW) and currently by Teamsters Local 31. We are pleased that we have never had a strike and that we have a well-established long term working relationship with the Teamsters.

We accept the NRFP requirement to respect the Memorandum of Agreement between the Government and BCGEU and we look forward to meeting with the BCGEU to form a sectoral agreement with them. Should ContainerWorld be the successful bidder we anticipate discussions between Teamsters and BCGEU will need to occur early in the contract process. ContainerWorld's approach (described more fully in Section ~~8.3.3~~ 4.6 Labour Relations Strategy) will be to develop a constructive and harmonious working relationship, one which will include mutual flexibility and support to enable a smooth transition and to ensure continued uninterrupted customer service.

As you will expect, we have a full complement of Human Resource policies and procedures, such as new staff orientation, employee safety and training programs. If we become the Selected Proponent, ContainerWorld understands the need for, and will commit to reviewing and revising all relevant Human Resource policies and procedures to accommodate the resulting staffing transitions. This review will be done in a proactive manner, designed to enhance the transition process for everyone involved. These types of activities are built into our proposed Transition Plan.

4.9 Summary of Order Processing

Order Processing is addressed in several sections of the ContainerWorld proposal. For ease of evaluation, the components of Order Processing are summarized in this section.

4.9.2 The Business Process

S 21

Page 455 redacted for the following reason:

S 21

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Tuesday, July 10, 2012 3:01 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Clarification
Attachments: Amendment 4 - SATP-301 DLP FINAL.PDF;
CW_section_reference_discrepancy_summary.pdf;
CW_amended_pages_for_section_references.pdf

Importance: High

Follow Up Flag: Follow up
Flag Status: Completed

Hi Pelle,

As confirmed in our telecom the subject matter on your email issued at 8:04am today is appropriately covered on page 12 in section 3.1.2.1 (Current Warehouse and Operations Processes) and again in on page 36 in section 4.1 (Future Organization - Introduction).

3.1.2.1 Current Warehouse and Operations Processes - Page 12

Compliance with Regulations

- *ContainerWorld fully complies with all Federal and Provincial regulations. For the proposed future processes which include compliance requirements, please refer to ~~8.3.5~~ 3.1.2.1 Process Approach.*

4 Future Organization

4.1 Introduction - Page 36

- *full compliance with all federal and provincial regulations*

As discussed we have identified a few discrepancies in relation to our reference numbers, which may have caused some confusion. These discrepancies have been listed on the attached summary for your future reference and we have also attached the amended the NRFP pages to reflect the correct reference number.

We apologize for this oversight and ask that you please contact me at your soonest convenience if you have any further questions.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>] **Sent:** July-10-12 12:10 PM
To: Brian Chipman
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Clarification

Hi Brian,
We're in evaluation meetings all day. If possible can we do this via email? If not I can call at lunch.
Pelle

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Tuesday, July 10, 2012 12:07 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: FW: Clarification
Importance: High

Hi Pelle,

I left you a message a few minutes ago and would appreciate you calling me on my cell to discuss this message at your earliest convenience.

Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

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Richmond, BC V6W 0A3
Office: (604) 276-1303
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Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-10-12 8:04 AM
To: Martin, Leigh LCTZ:EX
Cc: Agerup, Pelle LCTZ:EX
Subject: Clarification

Hello,

An update to the NRFP (Amendment 4, dated May 18th, 2012) was posted to Proponents VDRs regarding the evaluation criterion, Section 7.2.1 - 2, item (h) Distribution Services Solution – Compliance with provincial and federal policy and regulatory framework.

Can you please Indicate where in your proposal you have responded to this evaluation criterion or otherwise you may provide a clarification to this criterion, by email, by end of day July 11, 2012.

Cheers,

Pelle

Pelle Agerup, [BSc MBA RYT](#)

Senior Director, Strategic Acquisitions

Logistics and Business Services

Shared Services BC

Ministry of Labour, Citizens' Services and Open Government

563 Superior St 3fl, Victoria, BC Canada

Cell: (250) 516-5340 Fax: (250) 387-7309

Email: Pelle.Agerup@gov.bc.ca

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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Tuesday, July 10, 2012 12:22 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Clarification

Importance: High

Hi Pelle,

My apologies for the inconvenience. It would be greatly appreciated if Dennis and I could talk to you for a few minutes at your lunch time.

Please advise a time and we can call you.

Thank you,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: July-10-12 12:10 PM
To: Brian Chipman
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Clarification

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Pelle

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Sent: Tuesday, July 10, 2012 12:07 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: FW: Clarification
Importance: High

Hi Pelle,

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From: Agerup, Pelle LCTZ:EX [\[mailto:Pelle.Agerup@gov.bc.ca\]](mailto:Pelle.Agerup@gov.bc.ca)
Sent: July-10-12 8:04 AM
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Cc: Agerup, Pelle LCTZ:EX
Subject: Clarification

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Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

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Shared Services BC
Ministry of Labour, Citizens' Services and Open Government
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Cell: (250) 516-5340 Fax: (250) 387-7309
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Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Wednesday, June 27, 2012 6:57 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: BC Wines

Thanks for the response Pelle

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

-----Original Message-----

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: June-27-12 4:11 PM
To: bchipman@containerworld.com
Cc: Martin, Leigh LCTZ:EX
Subject: FW: BC Wines

Hi Brian,
I have discussed BC Wines with the project team:

Distribution of Product that flow through the LDB Distribution Centres to GLS's have always been in scope. It is the first statement in the scope description (3.1.2). It was also covered in presentation of the future supply chain (slide 22) at the Proponents meeting.

All the proponents have received the clarification so there is no reason to elaborate further with them.

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Best regards,

Pelle

Pelle Agerup, BSc MBA RYT
Senior Director, Strategic Acquisitions

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-----Original Message-----

From: Brian Chipman [<mailto:bchipman@containerworld.com>]
Sent: Saturday, June 23, 2012 4:27 PM
To: Agerup, Pelle LCTZ:EX
Subject: RE: Ferry - BC Wines
Importance: High

Hi Pelle,

I trust all is well and you enjoying your vacation.

I understood from our discussion on June 21st that you would be contacting me before the end of the day to advise how the BCLDB preferred to communicate to the industry that that BC wines are now in scope. As mentioned the industry still believes per the same meeting that BC wines are out of scope per the May 9th Industry Meeting Presentation (updated on June 11th).

Please confirm if the BCLD authorizes ContainerWorld to communicate or if the BCLDB wishes to communicate themselves and if so please advise timing and method of communication.

Kind Regards,

Brian Chipman, CPIM
General Manager
ContainerWorld Forwarding Services Inc.
16133 Blundell Road
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Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

-----Original Message-----

From: Agerup, Pelle LCTZ:EX [<mailto:Pelle.Agerup@gov.bc.ca>]
Sent: June-21-12 9:19 AM
To: 'bchipman@containerworld.com'
Subject: Ferry

Hi Brian,

I'm on the ferry. Spotty reception. I'll give you a call when we get to Tssawassen.

Cheers,

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Tuesday, June 26, 2012 6:01 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Rental Fee - VDR

Follow Up Flag: Follow up
Flag Status: Completed

Dear two,

Please confirm where the rental fee noted below is located in the VDR.

- a. Proponents electing to use the Vancouver Distribution Warehouse or Kamloops Distribution Warehouse during the proposed services transition will be charged a rental fee by the Ministry/LDB. The rental fee will be provided in the VDR.

Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Wednesday, June 20, 2012 5:00 PM
To: Martin, Leigh LCTZ:EX
Subject: FW: NRFP Documents - Appendix G - 10 DS0 P12 2011.xls

SharePoint Document Library:
Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

Hi Leigh,
I am unable to access Appendix G.

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Proponent 4411 [<mailto:DoNotReply@SP2010.gov.bc.ca>]
Sent: June-20-12 1:16 PM
To: bchipman@containerworld.com
Subject: NRFP Documents - Appendix G - 10 DS0 P12 2011.xls
SharePoint Document Library: Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

[Proponent 4411](#)

Appendix G - 10 DS0 P12 2011.xls has been added

[Modify my alert settings](#) | [View Appendix G - 10 DS0 P12 2011.xls](#) | [View Shared Documents](#) | [Mobile View](#)

Last Modified 6/20/2012 1:15 PM by Martin, Leigh LCTZ:EX

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Thursday, June 14, 2012 5:15 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: Distribution of Liquor Project (DLP) SATP - 301 Q&A: Responses as of June 12, 2012 (Part 2) - Question 14

Importance: High

Follow Up Flag: Follow up
Flag Status: Completed

Dear Mr. Agerup,

RE: Distribution of Liquor Project (DLP) SATP – 301 Q&A: Responses as of June 12, 2012 (Part 2)

Question 14: “Reference Question 4 of the Distribution of Liquor Project (DLP) SATP – 301 Q&A: Responses as of June 8, 2012, please advise which of the following positions identified are union and which are non-union?

Answer:

“

“KDC:

- o 1 manager - Excluded
- o 1 supervisor
- o 3 clerical - admin
- o 30 full-time
- o 30 part-time warehouse workers.

Admin staff:

- 3 Regular clerks
- 1 Regular R14
- 1 Auxiliary clerk

VDC:

- o 1 director - excluded
- o 3 managers - excluded
- o 8 supervisors
- o 12 assistant supervisors
- o 10 clerical - admin
- o 220 full-time
- o 185 part-time warehouse workers

Admin staff:

- 2 Supervisors
- 7 Regular clerks
- 3 Regular R14 “

Please confirm line by line which positions are union and which are non-union. As well, could you provide average hourly rate for each category. Are all ETO positions and Info System (Potential ETO Positions Impacted as of March 5/12) included in above. What is the average hourly rate for Info Systems.

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301

Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Thursday, June 14, 2012 1:07 PM
To: Agerup, Pelle LCTZ:EX
Cc: Martin, Leigh LCTZ:EX
Subject: RE: Distribution of Liquor Project (DLP) SATP - 301 Q&A: Responses as of June 13, 2012. - Question 3

Importance: High

Follow Up Flag: Follow up
Flag Status: Completed

Dear Mr. Agerup,

RE: Distribution of Liquor Project (DLP) SATP – 301 Q&A: Responses as of June 13, 2012.

Question 3: “Also, please provide the fully loaded benefit costs (as a percentage of these average wage rates) that all Proponents must utilize in developing their cost estimates. “ Answer: “The current fully loaded benefit rate is 23%.”

Based on the Master Agreement and other labor rate information provided, our calculation for fully loaded benefit costs (as a percentage of these average wage rates) appears to be significantly higher. Accordingly, please provide detailed line by line % breakdown for each benefit (i.e. health & welfare, Medical, Short term Disability, Long Term Disability, Pension, boots, etc.).

Kind Regards,

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
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Office: (604) 276-1303
Cell: (604) 354-8869
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Email: bchipman@containerworld.com
www.containerworld.com

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Wednesday, June 13, 2012 12:38 PM
To: Martin, Leigh LCTZ:EX
Subject: RE: NRFP Documents - TESTING OUT THE EMAIL ALERTS.doc...

Yes – thanks again for your continued support.

Brian Chipman, CPIM

General Manager

ContainerWorld Forwarding Services Inc.

16133 Blundell Road
Richmond, BC V6W 0A3
Office: (604) 276-1303
Cell: (604) 354-8869
Fax: (604) 276-1301
Email: bchipman@containerworld.com
www.containerworld.com

From: Martin, Leigh LCTZ:EX [<mailto:Leigh.Martin@gov.bc.ca>]
Sent: June-13-12 9:02 AM
To: 'Brian Chipman'
Subject: FW: NRFP Documents - TESTING OUT THE EMAIL ALERTS.doc...
SharePoint Document Library: Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

Hi,

Did you receive the alert below?

If not, give me a call when you get a moment, I have another suggestion to try and make this work.

Leigh
250-216-5078

From: Proponent 4411 [<mailto:DoNotReply@SP2010.gov.bc.ca>]
Sent: Wednesday, June 13, 2012 9:01 AM
To: Martin, Leigh LCTZ:EX
Subject: NRFP Documents - TESTING OUT THE EMAIL ALERTS.doc...
SharePoint Document Library: Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

[Proponent 4411](#)

TESTING OUT THE EMAIL ALERTS.doc... has been added

[Modify my alert settings](#) | [View TESTING OUT THE EMAIL ALERTS.doc...](#) | [View Shared Documents](#) | [Mobile View](#)

Title:

Kindylides, Thespina LCTZ:EX

From: Brian Chipman [bchipman@containerworld.com]
Sent: Wednesday, June 13, 2012 12:33 PM
To: Martin, Leigh LCTZ:EX
Subject: FW: An alert for 'NRFP Documents' has been created

SharePoint Document Library:
Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

Hi Leigh,

I received the following this morning and the link directed me to the site where I found the new update regarding testing out email alerts. When trying to open the alert word Doc it didn't display anything, so I'm not sure if that's what I should expect. Perhaps the alerts are now working?

Regards,

Brian Chipman, CPIM

General Manager

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From: Proponent 4411 [<mailto:DoNotReply@SP2010.gov.bc.ca>]
Sent: June-13-12 8:55 AM
To: bchipman@containerworld.com
Subject: An alert for 'NRFP Documents' has been created
SharePoint Document Library: Shared Documents
<https://asddocs.gov.bc.ca/LDB/Proponent4411/Shared%20Documents>

'[Martin, Leigh LCTZ:EX](#)' has subscribed you for alert 'NRFP Documents' on '[Proponent 4411](#)'.

You will receive alerts according to the delivery method, timing and criteria that were selected when the alert was created.

You can change this alert or any of your other alerts on the [My Alerts on this Site](#) page.