

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
**Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC**  
**11 Laurier St. / 11, rue Laurier**  
**Place du Portage, Phase III**  
**Core 0A1 / Noyau 0A1**  
**Gatineau**  
**Québec**  
**K1A 0S5**  
**Bid Fax: (819) 997-9776**

**REQUEST FOR PROPOSAL**  
**DEMANDE DE PROPOSITION**

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

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

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

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

**Comments - Commentaires**

<b>Title - Sujet</b> CRA Advertising Planning/Production	
<b>Solicitation No. - N° de l'invitation</b> 46558-144382/A	<b>Date</b> 2013-05-03
<b>Client Reference No. - N° de référence du client</b> 46558-14-4382	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$CZ-032-62676	
<b>File No. - N° de dossier</b> cz032.46558-144382	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2013-06-05</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Gervais, Karine	<b>Buyer Id - Id de l'acheteur</b> cz032
<b>Telephone No. - N° de téléphone</b> (613) 998-7752 ( )	<b>FAX No. - N° de FAX</b> (613) 949-1281
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> CANADA REVENUE AGENCY 6TH FL. 555 MACKENZIE AVE OTTAWA Ontario K1A0L5 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**  
**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

Communication Procurement Directorate/Direction de  
l'approvisionnement en communication  
360 Albert St. / 360, rue Albert  
12th Floor / 12ième étage  
Ottawa  
Ontario  
K1A 0S5

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

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## **PART 1 - GENERAL INFORMATION**

### **1. Introduction**

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

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

The Annexes include the Statement of Work, the Basis of Payment, Technical and Financial Evaluation and the Task Authorization Form.

### **2. Summary**

The Canada Revenue Agency (CRA) requires an advertising contractor (hereinafter referred to as "Contractor") to assist in the strategic planning, account management, media planning and management, and production of creative products for regional and national advertising campaigns, and public notice campaigns.

These services are to be provided on an "as and when requested basis"

The period of the Contract will be from date of award to March 31, 2014 with the possibility of three (3) additional one (1) year option periods under the same terms and conditions.

Bidders must provide a list of names, or other related information as needed, pursuant to section 01 of Standard Instructions 2003.

The requirement is limited to Canadian goods and/or services.

### **3. Debriefings**

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

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## PART 2 - BIDDER INSTRUCTIONS

### 1. Standard Instructions, Clauses and Conditions

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

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

The 2003 (2012-11-19) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: sixty (60) days

Insert: one hundred and twenty (120) days

Subsection 08 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete on its entirety

Insert: BIDS SUBMITTED BY FACSIMILE OR OTHER ELECTRONIC MEANS WILL NOT BE ACCEPTED.

### 2. Submission of Bids

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

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

### 3. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

### 4. Applicable Laws

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

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory

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specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

#### **5. Basis for Canada's Ownership of Intellectual Property**

The Canada Revenue Agency has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

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## PART 3 - BID PREPARATION INSTRUCTIONS

### 1. Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (four (4) hard copies)  
Creative samples (two (2) electronic copies)

Section II: Financial Bid (one (1) hard copy)

Section III: Certifications (one (1) hard copy)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

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

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of Cerlox, duotangs or binders.

#### Section I: Technical Bid

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

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

#### Section II: Financial Bid

Bidders must submit their financial bid in accordance with the in Annex B, Basis of Payment. The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable.

#### Payment by Credit Card

Canada requests that bidders complete one of the following:

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(a) ( ) Government of Canada Acquisition Cards (credit cards) will be accepted for payment of invoices.

The following credit card(s) are accepted:

VISA: \_\_\_\_\_

MasterCard: \_\_\_\_\_

(b) ( ) Government of Canada Acquisition Cards (credit cards) will not be accepted for payment of invoices.

The Bidder is not obligated to accept payment by credit card.

Acceptance or credit cards for payment of invoices will not be considered as an evaluation criterion.

### **Section III: Certifications**

Bidders must submit the certifications required under Part 5.

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## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 1. Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### 1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Annex "C".

#### 1.2 Financial Evaluation

Financial evaluation criteria are included in Annex "C".

### 2. Basis of Selection

1. To be declared responsive, a bid must:

- (a) comply with all the requirements of the bid solicitation;
- (b) meet all mandatory criteria; and
- (c) obtain the required minimum points specified for each criterion for the technical evaluation.

The rating is performed on a scale of **900** points.

- 2. Bids not meeting (a), (b) and (c) will be declared non-responsive.
- 3. The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be **80%** technical merit and **20%** financial.
- 4. To establish the overall technical score, the technical merit score, will be multiplied by **80%**.
- 5. The financial score obtained for each category of service will be added together to determine the overall financial score (see example at Annex C, C.2, Financial Evaluation).
- 6. For each responsive bid, the technical merit score and the weighted financial score will be added together to determine its combined rating.
- 7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of the contract.

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## PART 5 - CERTIFICATIONS

Bidders must provide the required certifications and related documentation to be awarded a contract. Canada will declare a bid non-responsive if the required certifications and related documentation are not completed and submitted as requested.

Compliance with the certifications that bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications, to provide the related documentation or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

### 1. Mandatory Certifications Required Precedent to Contract Award

#### 1.1 Code of Conduct and Certifications - Related documentation

By submitting a bid, the Bidder certifies as per section 01 of Standard Instructions 2003, for himself and his affiliates, to be in compliance with the Code of Conduct and Certifications clause of the Standard instructions. The related documentation therein required will help Canada in confirming that the certifications are true.

### 2. Additional Certifications Precedent to Contract Award

The certifications listed below should be completed and submitted with the bid but may be submitted afterwards. If any of these required certifications are not completed and submitted as requested, the Contracting Authority will inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

#### 2.1 Federal Contractors Program - Certification

1. The Federal Contractors Program (FCP) requires that some Bidders, including a Bidder who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including Applicable Taxes), make a formal commitment to implement employment equity. This is a condition precedent to contract award. If the Bidder, or, if the Bidder is a joint venture and if any member of the joint venture, is subject to the FCP, evidence of its commitment must be provided before the award of the Contract.

Bidders who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the *Government Contracts Regulations*. *Bidders may be declared ineligible contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any bids from ineligible contractors, including a bid from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.*

2. If the Bidder does not fall within the exceptions enumerated in 3.(a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP, the Bidder must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.

3. The Bidder, or, if the Bidder is a joint venture the member of the joint venture, certifies its status with the FCP, as follows:

The Bidder or the member of the joint venture

- ( ) is not subject to the FCP, having a workforce of less than 100 full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada;
- ( ) is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
- ( ) is subject to the requirements of the FCP, having a workforce of 100 or more full-time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;
- ( ) is subject to the FCP, and has a valid certificate number as follows: \_\_\_\_\_ (e.g. has not been declared an ineligible contractor by HRSDC).

*Further information on the FCP is available on the HRSDC Web site.*

## 2.2 Former Public Servant Competitive Requirement

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

### Definitions

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

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

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

"pension" means, a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c.C-17, the Defence Services Pension Continuation Act

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, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c.M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c.C-8.

### Former Public Servant in Receipt of a Pension

a. As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes ( ) No ( )**

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

- a. name of former public servant;
- b. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

### Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

## 2.3 Canadian Content Certification

**2.3.1.** *SACC Manual* clause A3050T (2010-01-11) Canadian Content Definition.  
This procurement is limited to Canadian Services.

The Bidder certifies that:

( ) the services offered is a Canadian services as defined in paragraph 2 of clause A3050T.

## 2.4 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

## 2.5 Education and Experience

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

## 2.6 Capability of Resources

The Bidder or Joint Venture entity certifies that it has in-house resources capable of meeting roles and responsibilities (as outlined in Annex "A.1", Statement of Work and Annex "A.2") of the following categories of service, which are not being evaluated:

- (a) Account Management
- (b) Account Coordination
- (c) Partnerships
- (d) Graphic Design
- (e) Copywriting (English or French)
- (f) Copy Editing (English or French)
- (g) Proofreading (English and French)
- (h) Translation and Adaptation
- (i) Production Management
- (j) Production Coordination Services
- (k) Media Research
- (l) Media Planning and Coordination
- (m) Media Distribution (Trafficking)

( ) YES ( ) NO

## 2.7 Note to Contractor - Exclusivity Provision

1. The Bidder acknowledges and agrees that under the Agency of Record Contract of the Government of Canada for the provision of media placements and related services, contract number EP361-091572/001/CZ, the Bidder, its parent corporation, its subsidiary corporation and any body

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corporate of the Supplier's immediate family shall not be eligible to bid for any federal government procurement contracts relating to advertising during the term of contract EP361-091572/001/CZ or of any extension thereof.

The Bidder acknowledges and agrees that under the contract EP361-091572/001/CZ, the Supplier's senior officials will disclose all real and potential conflicts of interest by written notice to the Contracting Authority under that contract.

The Bidder acknowledges and agrees that any subcontractor to the Bidder under contract EP361-091572/001/CZ is subject to the same conditions and restrictions as the Bidder under the contract EP361-091572/001/CZ.

Therefore, the Bidder certifies that it is not the Bidder under contract EP361-091572/001/CZ, a parent corporation, a subsidiary corporation or any body corporate of the Supplier's immediate family or a subcontractor subject to the same conditions and restrictions of the said bidder under contract EP361-091572/001/CZ. Any certification made by the Bidder that is untrue, whether made knowingly or unknowingly, or failure to comply with the conditions and restrictions mentioned above before or after contract award, or failure to comply with the request of the Contracting Authority for additional information will render the bid non-responsive and any resulting contract will be terminated for default.

2.The following definitions apply to the above provisions:

"PARENT" means, in relation to the bidder under the Agency of Record contract EP361-091572/001/CZ, a body corporate of which the said bidder under the Agency of Record contract EP361-091572/001/CZ is a subsidiary within the meaning of subsection 2(5) of Canada's Business Corporations Act, RSC c C-44.

"SUBSIDIARY" means, in relation to the bidder under the Agency of Record contract EP361-091572/001/CZ, a body corporate within the meaning of subsections 2(3) and 2(5) of Canada's Business Corporations Act, RSC c C-44, and for the purposes of the Agency of Record contract EP361-091572/001/CZ, also includes those with a less than 50% ownership.

"FEDERAL GOVERNMENT PROCUREMENT CONTRACTS" means a contract as defined under the Government Contracts Regulations entered into by institutions identified in Schedule I, I.1 and II of the Financial Administration Act, unless excluded by specific acts, regulations or Orders in Council.

"BODY CORPORATE OF THE BIDDER'S IMMEDIATE FAMILY" means a body corporate (including subsidiaries) that has the same parent as the bidder under the Agency of Record contract EP361-091572/001/CZ or means a body corporate that does not operate but acquires and hold shares or a controlling interest in the bidder under the Agency of Record contract EP361-091572/001/CZ.

"RELATING TO ADVERTISING" means all activities involved in the purchase, by or on behalf of Canada, for the development and production of advertising campaigns and associated purchases of space or time in print or broadcast media, or in other mass media, such as digital, cinema or out-of home advertising.

"CONFLICT OF INTEREST" means any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the bidder under the Agency of Record contract EP361-091572/001/CZ is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

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## **PART 6 - FINANCIAL AND OTHER REQUIREMENTS**

### **1. Financial Capability**

*Manual SACC clause A9033T (2012-07-16) Financial Capability*

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## PART 7 - RESULTING CONTRACT CLAUSES

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

### 1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

#### 1.2 Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

##### 1.2.1 Replacement or addition of key personnel

To replace or add key personnel to the contract, the Contractor must submit the name of the proposed individual, the category of service and their curriculum vitae to the contracting authority for evaluation. The individual will be evaluated in accordance with the applicable rated requirements C.2.2 Key Personnel - Requirements and Rated Criteria. The individual must meet the mandatory criteria and obtain the minimum pass mark of 60% in the rated criteria to be considered responsive.

##### 1.2.2 Task Authorization Process

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

Task Authorization Process:

1. The Project Authority will provide the Contractor with a description of the task using the Task Authorization form specified in Annex "D".
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis(bases) and methods of payment as specified in the Contract.
3. The Contractor must provide the Project Authority, within 3 calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

##### 1.2.2 Task Authorization Limit

The Project Authority may authorize individual task authorizations up to a limit of \$ 350,000, Goods and Services Tax or Harmonized Sales Tax included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Project Authority and the Contracting Authority before issuance.

### 1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause,

"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and

"Minimum Contract Value" means \$15 000.

2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

## 2. Standard Clauses and Conditions

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

### 2.1 General Conditions

2035 (2013-04-25), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

## 3. Term of Contract

### 3.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2014 inclusive.

### 3.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three (3) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

## 4. Authorities

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#### 4.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Karine Gervais  
Title: Supply Specialist  
Public Works and Government Services Canada  
Acquisitions Branch  
Communication Procurement Directorate  
360 Albert, 12th Floor,  
Ottawa, Ontario K1A 0S5

Telephone: 613-998-7752

Facsimile: 613-949-1281

E-mail address: Karine.Gervais@tpsgc-pwgsc.gc.ca

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

#### 4.2 Project Authority

The Project Authority for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_

Facsimile: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_

E-mail address: \_\_\_\_\_

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

In addition, assistance supplied by the CRA will include:

1. Providing past campaign materials, such as printed artwork, logos (including the animated Canada wordmark, the O Canada audio sting and any other logos to be used in the creative), footage, etc. to the Contractor to ensure a smooth transition;
2. Working with the Contractor to develop strategies consistent with other CRA communications and marketing initiatives;
3. Reviewing materials submitted by the Contractor and work with the Contractor to revise and enhance the material according to the agreed upon processes and timelines;
4. Working with the Contractor to adjust and adapt the campaign based on the results of research activities, such as surveys and focus group studies, designed to measure the qualitative and quantitative effects of the campaign on an ongoing basis;
5. Coordinating the overall project, providing, as required, feedback, direction and guidance to the Contractor, and accepting and approving the Contractor deliverables on behalf of the CRA;
6. Ensuring that the appropriate subject-matter experts from within the CRA (and other relevant departments, as required) are available to the Contractor to discuss and provide material, as well as

facilitate cooperation with other CRA representatives and other government department representatives, as required;

7. Providing other assistance or support as required; and
8. Ensuring that approvals from within the CRA and from the central agencies are provided in accordance with the agreed-upon processes and timelines.

## 5. Payment

### 5.1 Basis of Payment

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

### 5.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ \_\_\_\_\_. Customs duties are included and the Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.
2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75 percent committed, or
  - b. four (4) months before the contract expiry date, or
  - c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,

whichever comes first.

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

### 5.3 Method of Payment

#### 5.3.1 Monthly Payment

SACC *Manual* clause H1008C (2008-05-12) Monthly Payment.; or

#### 5.3.2 Milestone Payment

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract, article 6, Invoicing Instructions, and the payment provisions of the Contract detailed in article 5. Payment if:

- (a) an accurate and complete invoice and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

### 5.3.3 Payment by Credit Card

The credit card \_\_\_\_\_ is accepted.

OR

The credit cards \_\_\_\_\_ and \_\_\_\_\_ are accepted.

## 5.4 SACC Manual Clauses

*SACC Manual* clause A9117C (2007-11-30) T1204 - Direct Request by Customer Department

## 5.5 Discretionary Audit

*SACC Manual* clause C0705C (2010-01-11) Discretionary Audit

## 6. Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. category of services and names of resources, number of hours per category and hourly rates;
- b. a copy of time sheets to support the time claimed;
- c. a copy of the release document and any other documents as specified in the Contract;
- d. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- e. a copy of the monthly progress report.

2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the Project Authority identified under the section entitled "Authorities" of the Contract.
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

Schedule of Milestones: if applicable.

## 7. Certifications

### 7.1 Compliance

Compliance with the certifications and related documentation provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification, provide the related documentation or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

## 8. Applicable Laws

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

## 9. Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2013-04-25), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) the signed Task Authorizations (including all of its annexes, if any);
- (f) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_, as amended on \_\_\_\_\_".

## 10. Insurance

SACC *Manual* clause G1005C (2008-05-12) Insurance

## 11. Restrictive Provision

The Contractor represents and warrants that no gift, benefit or any pecuniary advantage or other inducement has been or will be paid, given, promised or offered directly or indirectly to the Contractor by any third party, including media outlets in relation to the performance of the Work.

## 12. Conflicting Interests

1. Subject to subsection (2), the Contractor represents, warrants and shall ensure that, to its knowledge, the services to be provided pursuant to the Contract (the "services") are not creating, and will not create, during the course of the Contract period, a conflict with competing or opposing interests of the Contractor.

2. Where the Contractor is aware that the services are or may be in conflict with competing or opposing interests of the Contractor, the Contractor shall identify the potentially competing services and interests involved, and forthwith offer an explanation setting out the reasons why the situation would not represent a conflict of interest.

3. Where Canada becomes aware that the services are or may be in conflict with competing or opposing interests of other clients of the Contractor, Canada shall inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.

4. Following a review of the Supplier's explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada shall deliver his decision in writing. The Contractor shall have a ten (10) working day period, from the date of receipt of the Canada's decision, to submit either a supplementary or an alternate explanation. Following a review of the Supplier's supplementary or alternate explanation, if any, Canada may either accept and agree with this supplementary or alternate explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection (5).

5. Where Canada rejects the Supplier's initial explanation (or supplementary or alternate explanation, if any) referred to in subsection (4), Canada will set aside any Contract and treat any resulting contract against a Contract as being in default..

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## ANNEX A.1 - STATEMENT OF WORK

### 1. Introduction

The Canada Revenue Agency (CRA) requires an advertising contractor (hereinafter referred to as "Contractor") to assist in the strategic planning, account management, media planning and management and production of creative products for regional and national advertising campaigns, and public notice campaigns.

### 2. Background

The CRA is responsible for administering tax programs, delivering economic and social benefits, and ensuring compliance with tax laws. In doing so, it targets various audiences including: individual tax filers, benefit recipients, businesses, intermediaries, charities and stakeholders.

These activities support Government of Canada (GC) priorities as follows:

- The productivity of the economy is increased when taxpayers comply with their tax obligations and receive the benefits to which they may be entitled;
- Compliance with tax legislation has a direct impact on the tax base and the government's ability to fund programs. The CRA's fundamental approach to compliance is to encourage tax filers to fully comply with their tax obligations;
- Encouraging Canadians to use online services supports and complements the GC's focus on service to Canadians, online engagement with Canadians, and, specifically, improved service delivery through online channels.

Since the early 2000s, the CRA has undertaken national advertising campaigns to support government priorities related to tax relief measures for individuals and for businesses. In addition, the CRA has undertaken advertising campaigns related to introducing new CRA online services and encouraging their use, donor awareness campaigns related to charities, and the underground economy.

### 3. Objectives

Objectives may include, but are not limited to:

- Providing information to help target audiences gain knowledge and understanding of their tax obligations;
- Promoting and building awareness about the credits and benefits to which Canadians may be entitled in order to receive the maximum available tax relief;
- Promoting and building awareness about CRA online tools and services (and their enhancements) in order for Canadians to more easily engage with the CRA to meet their tax obligations or access benefits and services to which they may be entitled;
- Promoting and building awareness about CRA information that is relevant to particular target groups - e.g., information about charities for donors, information for new businesses about how to start a business, information for new Canadians or first time filers on how to file their tax returns, etc.;
- Promoting and building awareness about the benefits of fully participating in, and fully complying with, the tax system and creating awareness about the risks and drawbacks of participating in the underground economy.

Other objectives may be determined by the Project Authority (PA) depending on the campaign and target audience(s). The Contractor shall deliver services to achieve these objectives on an as-and-when-required basis. The Contractor will be authorized to perform particular tasks and submit appropriate deliverables by TA pursuant to the resulting contract.

### 4. Expected Results

Based on these objectives, the advertising campaigns are intended to:

- Raise awareness about the subject matter being advertised. It is expected that these awareness levels will be higher than the general advertising benchmarks.

- Drive Canadians to the Web site being promoted in the campaigns where they can obtain more information about the subject matter being advertised.
- The CRA will use a combination of quantitative and qualitative mechanisms to measure the effectiveness of the advertising campaigns, including:
  - Concept/creative testing (either focus groups or online testing) to ensure that creative materials resonate with the target audiences in order to achieve the desired objective prior to finalizing creative materials;
  - Advertising Campaign Evaluation Tool (ACET), a standardized, GC evaluation tool, to measure ad recall (aided and unaided), awareness of the specific messages, and differences in awareness and opinion between those who saw and those who had not seen the advertising campaign;
  - Visits to the CRA Website and calls to call centres during the campaign period.

## 5. Target Audiences

- All Canadians: this includes, but is not limited to, individual tax filers and benefit recipients, businesses, charities, associations, influencers, stakeholders, etc.
- Sub-audiences will be determined, based on particular requirements of each campaign.

## 6. Environmental Considerations

- Some of the CRA advertising (e.g., related to tax credits) takes place in a crowded media market because tax preparers advertise heavily during that period. As such, the CRA advertising must be compelling and distinctive so that messages do not get lost in this busy environment;
- In some instances the CRA is advertising with many other GC departments or agencies. While the specific messages of individual departments and agencies are different, they all support the general GC priorities. It is important that the CRA's specific messages be promoted in a distinctive and memorable manner while at the same time be supportive of GC efforts;
- In some cases more than one CRA campaign may be running at the same time - each campaign should be distinct but complementary;
- Some of the services and products that the CRA promotes are comparable with those offered by the private sector (e.g., online tools for filing taxes). The CRA services must be promoted in a manner that distinguishes them from private sector offerings and encourages trial and adoption of CRA products and services;
- Some of the CRA campaigns are intended to encourage Canadians to change their behaviour. While behaviour change is a long-term undertaking (and advertising is only one component of encouraging the behaviour change), individual advertising campaigns must clearly present the benefits of changing behaviour;
- For some campaigns the CRA is presenting one of many perspectives about the subject matter (e.g., information about charities, use of online tools and products, etc.). The advertising must position the CRA messages as reliable, authoritative and trustworthy in order that Canadians receive the messages positively.

## 7. Requirement, Deliverables, Tasks and Services, and Project Schedule

### 7.1 Requirement

The CRA requires a Contractor to plan, manage and implement regional and national advertising campaigns (supported by marketing and/or partnership activities), and public notice campaigns. Previous advertising campaigns that the CRA has undertaken have ranged from print-only national public notice campaigns to full multi-media campaigns that include television, radio, print, out-of-home and digital media. More recent campaigns have also included partnership programs where the CRA messages are extended through non-paid avenues - in some cases the partnership activities have included collateral materials, point-of purchase materials, etc.

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The Contractor may be working under very short timeframes. No rush charges will be paid, as it is understood that this is the nature of the work.

## 7.2 Deliverables

For each campaign the CRA will require planning, development, implementation and post-campaign reporting for all elements of the campaign. For each campaign the specific requirements and deliverables will be outlined in detailed TA.

## 7.3 Tasks and Services

The CRA requires a Contractor to plan, manage and implement regional and national ad campaigns (supported by marketing and/or partnership activities, as required), and public notice campaigns. **A detailed listing is found in Annex A.2.**

**Note: Public opinion research does not form part of this requirement and will be contracted separately by the Government of Canada.**

## 7.4 Project Schedule

The Contractor shall provide services to meet the CRA's objectives within four (4) distinct periods of the contract:

- 1) Initial contract period: From contract award date to March 31, 2014.
- 2) Option Period 1: From April 1, 2014 to March 31, 2015.
- 3) Option Period 2: From April 1, 2015 to March 31, 2016.
- 4) Option Period 3: From April 1, 2016 to March 31, 2017.

**8. Assistance Supplied by the CRA - See PART 7 - RESULTING CONTRACT CLAUSE, article 4.2 Project Authority**

## 9. Project Management Overview

As part of its normal service delivery, the Contractor will be responsible for adhering to the following project management principles:

### 9.1 Commitment and Resources

- Provide the best value for services to the GC from concept to execution of advertising services;
- Ensure availability of resources and that qualified personnel are applied to meet the objectives deadlines, quality standards and budget, as outlined by the PA for a specific requirement;
- Demonstrate a high level of responsiveness to client requirements;
- Exhibit financial reliability and administrative control through documented processes for all transactions related to GC business.

### 9.2 Confidentiality and Conflict

- Acknowledge the responsibility to treat information and strategies from the GC as strictly confidential, and only make available to employees and outsourced Contractors on an as-and-when-needed basis;
- Make disclosure if the Contractor is coincidentally contracted with another client that has advertising and communication needs that are counter to the interests of the specific objectives of the SOW.

### 9.3 Financial Control and Verification

#### 9.3.1 Information Management

- Document and track the projects being undertaken for the CRA;
- Document and track the budgets for projects being undertaken for the CRA

#### 9.3.2 Budget Control

Implement a budget control system in a manner agreed to by the PA at the outset of the assignment.

The budget control system must:

- Record released funds;
- Contain detailed planned, actual and adjusted costs;
- Ensure that all funds and expenditures in the PA's account are properly recorded and auditable.

Prior to making any changes to the objectives and strategies contained in the SOW, it is mandatory that any additional costs that may result are authorized by the PA and that an amendment to the contract is issued by PWGSC to reflect the additional cost prior to production or realization.

### 9.3.3 Audit Trail

Maintain documents and records for the purpose of verifying any production or other orders and invoices from outside suppliers for expenses which the Contractor has incurred on behalf of, and re-billed to, the GC. These documents and records are to be maintained for a period of six (6) years from date of final payment.

### 9.3.4 Time and Staff Remuneration

An hourly rate system will be the basis of payment for the contract. The Contractor shall specify all actual hours in respect to the specific assignment, and in respect of each individual staff member with an allocation of time, by number of hours per day and date. Time and staff must be monitored by the Contractor so as not to exceed the budget for remuneration.

## 10. Work and Contract Constraints

### 10.1 Policies and Acts

The GC implements advertising in compliance with procedures and regulations of the Communications Policy of the Government of Canada, the Federal Identity Program Policy (Section 5(6) and Appendix A, sub-sections 3.2, 3.3), the Contracting Policy, the Official Languages Act (Articles 7, 11, 12, 13, and 30), the Multiculturalism Act, Common Services Policy, the Privacy Act, and the Standard on Web Accessibility (see section A.11 - Reference Web Sites).

The Contractor must maintain financial records in support of each government institution's responsibilities under the Financial Administration Act and provide information in support of each government institution's responsibilities under the Access to Information Act. See A.11, Reference Websites.

### 10.2 Approval Process Constraints

The CRA will work with the Contractor to develop materials required for each campaign. The Contractor will submit all required materials (as outlined in each TA) to the PA who will be responsible for approvals, receiving all final deliverable materials, and verifying that value for money has been obtained.

The Contractor may be asked to provide presentation materials and/or present the material to assist in obtaining approvals. Note that these approvals may result in longer time frames before final materials can be produced. Revisions are likely and will be executed according to agreed-upon processes and timelines. Ongoing marketing research, such as surveys and focus group and/or online creative studies, designed to measure the qualitative and quantitative effectiveness of the campaign, may also require the Contractor to adjust and adapt the campaign.

The PA will acquire appropriate approvals from:

- Technical advisors (in program areas);
- Senior management at the CRA, including the CRA's Commissioner and Minister;
- Government of Canada central agencies - all GC campaigns are coordinated centrally by the Privy Council Office (PCO) and Public Works and Government Services Canada (PWGSC).

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The Contractor must not forward materials to the GC's Agency of Record (AOR) or to media outlets before receiving the PA's written approval and the AOR's email acknowledgement of receipt of the Work Authorizatio (WA) and list of media purchased, as applicable. Note that traffic instructions are the responsibility of the Contractor, except for Internet display creative which is the responsibility of the AOR.

All work carried out under any resulting contract is to be performed to the satisfaction of the PA or this person's designated representative in accordance with the terms and conditions of the contract and approved estimates.

Should any part of the campaign not be satisfactory, the PA may request that it be corrected or changed before approving payment.

### 10.3 Reporting Standards and Communications

The Contractor shall report as follows to the PA:

- Weekly status reports detailing all projects being worked on indicating current status, next steps, agency teams, and due dates;
- Contact reports (as required) detailing overall discussion points and decisions;
- Monthly budget control reports, including overall summary of costs incurred to date on each planned project and forecasted final projected cost as compared to estimates and overall budgets. All financial reports shall be prepared in accordance with Generally Accepted Accounting Principles (GAAP);
- Post campaign reports as required;
- Post-mortem report summarizing the planning, development and implementation of the entire campaign, including results, lessons learned, recommendations, etc.

It is the responsibility of the Contractor to facilitate and maintain regular communication with the PA and to immediately notify the PA of any issues, problems, or areas of concern in relation to any work completed under the Contract, as they arise. Finally, the Contractor will respond to requests from the PA within twenty four (24) hours or less of receiving the request.

### 10.4 Creative Constraints

- The Contractor must consider existing creative artwork, in conjunction with the PA, to determine what, if any, can/should be used in new campaign(s).
- The Contractor must consult with the PA regarding the depiction of minority groups such as women, visible minorities, and Aboriginal persons;
- All television and cinema advertisements must contain the Canada Wordmark, preceded with the approved animation of the flag symbol as the last image of the advertisement, and the image must remain on the screen for 4 seconds;
- All television, cinema and radio advertisements must end with the narration: "A message from the Government of Canada" followed by the approved musical signature (first four notes of "O Canada," lasting 1.5 seconds) in the language of the advertisement;
- For television and cinema advertisements, the voice-over must be announced over a static screen image of the Canada Wordmark by itself and be at least 2.5 seconds in duration;
- All digital and print advertisements, as well as marketing/partnership materials, must contain the appropriate Federal Identity Program (FIP) corporate signature, as well as the Canada Wordmark and any other GC logo or symbol, as required;
- All public notices must use the CRA public notice template;
- All advertisements should identify an appropriate Website and/or applicable contact information. These will be provided to the Contractor by the PA;
- The Contractor may be required to produce ads in ethnic or Aboriginal languages, as requested by the PA.

#### 10.4.1 Internet Display (Standard and Non-Standard)

*Standard* placements are those that can be hosted by the AOR's ad server.

*Non-Standard* placements are those that cannot be hosted by the AOR's ad server.

If the Contractor is unsure whether a placement is Standard or Non-Standard, they must contact the AOR prior to finalizing the media planning template.

Estimated impressions or clicks must be indicated in all media plans (standard and non-standard).

**10.4.1.1 Standard Internet Display:**

Ripple technology is used by the AOR to track delivery of rich media creative. Online documentation is available for banner developers.

Rich media ads must use one of Ripple's 3 standard architectures:

- Banner: regular in-page banner
- Expandable: regular banner that can be expanded in the page. In Ripple this consists of 2 separate files - collapsed (small) and expanded (large).
- Top Layer Ad (TLA): similar to the banner, except that it appears over the page content for a certain amount of time.

Additional production notes:

- Ripple must be installed before building any rich media ad.
- Flash development must use AS2 until further notice, as determined by the Interactive Advertising Bureau of Canada (IAB).
- The frame rate must be either 18 or 30 frames per second (fps).
- The production team must contact the AOR in the case of dynamic content based on external data or combinations (several banners talking to each other).
- The AOR requires a minimum of 5 working days for testing and trafficking (programming) of a basic creative and at least 10 working days for a rich media creative. These timelines are required to validate both production and delivery issues with the sites. If a problem is detected and it is production related, the creative will be returned to the Contractor to be corrected. If the problem is related to serving the creative, the AOR will resolve the issue.
- File size of creative must be indicated in all standard media plans. The breakdown in file size is the following:

<b>Total Display Ad File Size</b> (including all files called up by the ad)
Under 30K
30K – 300K
300K – 2.2mb
2.2mb – 4.4mb
Over 4.4mb

**10.4.1.2 Non-Standard Internet Display:**

- There are no production requirements for non-standard placements as they cannot be hosted by the AOR's ad server.
- File size of creative is not required in non-standard media plans, however you must indicate if the media is to be purchased on a CPM or CPC basis and whether the AOR is to track clicks and/or impressions.

**10.4.1.3 SEM or keyword optimization:**

- A media strategy, ad groups, text ads, and positive and negative keywords are required for all media plans. The AOR will provide recommendations to optimize from that point forward, based on the WA parameters.
- For better optimization results, "read only" access to the institution's website analytics account can be provided to the AOR. Please refer to the AOR manual for the process.

The AOR requires a minimum of 7 working days after the date of receipt of the WA to book the campaign. This timeline is required to obtain mandatory approvals from search engines, as applicable.

### 10.5 Media Plan Constraints

All media plans and advertising materials (including marketing/partnership materials) produced by the Contractor must be compliant with the Official Languages Act. Moreover, institutions must respect the Government of Canada's commitment, stated in Part VII of the Act, to enhance the vitality of official language minority communities.

When implementing the media plan approved by the CRA, the Contractor must co-ordinate its activities with the AOR for all media placements. The Contractor must use the official GC media plan templates provided by, and available from, the AOR.

### 10.6 Software Standards

At a minimum, and unless specified otherwise, the Contractor should be proficient with Adobe (including Adobe Illustrator, Adobe Photoshop, Adobe PremierePro, Adobe FireWorks, and Adobe Flash) for the various advertising media that it is required to produce. As well the Contractor must be able to provide all required deliverables in electronic format compliant with the CRA's software suite:

- Word processing - MS Word 2003, MS Word 2010
- Spreadsheet - MS Excel 2003, MS Excel 2010
- Presentation - MS PowerPoint 2003, MS PowerPoint 2010
- Media - MS Media Player Version 10 (or higher), Flash 8 (or higher), WMV files
- PDF - Adobe Acrobat Reader v8 (or higher)

#### Additional requirements/Video:

- Provide transcripts in Word format
- Online video requirements:
  - Be available in multiple web-ready versions including, but not limited to the following formats:
    - MPEG 4 (H264 Codec + AAC)
    - WEBM (VP8 Codec)
  - A minimum of 2 sizes are required in each format:
    - 700 pixels wide with an average bitrate of no more than 350kbps;
    - 480 pixels wide with an average bitrate of no more than 150kbps;
  - Aspect Ratio: 16 x 9 widescreen
  - Provide two closed captioning files. One in Timed Text Markup (TTML) 1.0 format and one in SubRip (.SRT) format;
  - Provide copies or originals of the source files before and after editing, in digital format on an external hard drive capable of working with a MAC and PC.
  - The videos must be configured to allow the videos to progressively download.
- Offline video requirements
  - Provide a rough cut of the Videos, in Windows Media Player (WMV) or via online approval mechanism such as Vimeo to the CRA PA for review purposes, no later than ten business days after recording each Video.
- Audio requirements: MP3, Ogg Vorbis

In addition, the Contractor must have the ability to upgrade/change their software in response to CRA changes to their standard software throughout the period of the contract.

### 10.7 Other Constraints

- Official Languages: The Contractor must be able to work in both official languages for the purposes of discussing, planning, organizing, producing and implementing campaigns, partnership/marketing activities, creative and media plans with CRA personnel, partners, media suppliers, and the AOR.
- Relevant Legislation: The Contractor will ensure compliance with the relevant legislation of all Canadian jurisdictions where the campaign materials will be used.
- Meetings: Throughout the development of the campaign, the Contractor will be asked to participate in meetings, by phone or in person, with various audiences. Many of the meetings may involve examination, assessment and refinement of advertising materials that can only be accomplished in person. In addition, the requirements for this examination may, from time to time, arise on an urgent basis.
- Travel: The CRA will pay reasonable travel expenses for the Contractor's representative(s) in accordance with Treasury Board Travel Guidelines at the time of travel to attend these meetings in person, including the Contractor's mandatory participation in creative research if required. Where travel is deemed necessary, the Contractor will submit a cost estimate before travelling. All related approvals by the PA must be acquired prior to travel.

### 11. Reference Web Sites

- Public Works and Government Services Canada: <http://www.pwgsc.gc.ca>
- Communications Policy of the Government of Canada: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>
- Official Languages Act and Access to Information Act: <http://www.justice.gc.ca>
- Federal Identity Program: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12314>
- Contracting Policy: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494>
- Multiculturalism Act: <http://laws-lois.justice.gc.ca/eng/acts/c-18.7>
- Common Services Policy: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025&section=text>
- Privacy Act: <http://laws-lois.justice.gc.ca/eng/acts/P-21/index.html>
- Standard on Web Accessibility: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601&section=text> .

## **Annex A.2 - ROLES AND RESPONSIBILITIES FOR THE CATEGORIES OF SERVICE**

Regardless of position titles, all individuals proposed for each key category of service must meet the minimum level of qualification for that category of service. Should the proposed individual(s) not meet the minimum level of qualification the individual(s) will not be authorized to perform work for the resulting contract.

### **1. Account Services**

#### **1.1 Account Strategy and Direction**

The designated resource providing account strategy and direction services will be responsible for the following:

- Developing a strategy and/or providing advertising and marketing/partnership services to assist in creating public awareness of, and/or encouraging a call to action for, products, services or issues of the GC which may require expertise in specific areas as determined in the contract and in the TAs;
- Working in collaboration with the designated resource responsible for providing media strategy and direction to:
  - Provide advice and guidance on the use of new and emerging media, and methods of execution;
  - Use information provided in the SOW and creative brief to prepare the overarching strategy and/or advertising (including marketing/partnerships) plan. The Contractor may also need to provide secondary research and analysis data on which to base strategies. These can include, but are not limited to:
    - Consumer and market research;
    - Target market analysis;
  - Detail the objectives, strategies and execution that will be undertaken in the advertising (including marketing/partnerships) plan. It should include measures to assess the effectiveness of the activities to determine if it meets objectives. It can include:
    - Advertising, marketing and partnership objectives;
    - Branding;
    - Target audiences;
    - Key messages;
    - Creative strategy and concepts (artwork and layout);
    - Recommendation for research and creative pre-testing, as required;
    - Budget;
    - Timing;
    - Rationale;
    - Deliverables;
    - Next steps;
    - Evaluation process;
  - Ensure the advertising (including marketing/partnerships) plan has signed authorization by the PA prior to implementation.

#### **1.2 Account Management**

The designated resource providing account management services will be responsible for the following:

- Work on the day-to-day development and execution of account management services;
- Ensure that all procedures for the contract and TAs have been followed and correct documentation is in place;
- Document all activities in all categories of service and all direct costs that include the level of effort (time and resources) to deliver the services required by the PA;
- Adhere to all procedures (including budgets, time, and staff resources) and ensure that correct documentation is in place;
- Ensure that changes to the SOW are documented and approved by the PA, and that amendments to the contract are issued by the Contracting Authority prior to the work being done;

- Manage all resources working on the development and production of advertising and marketing/partnership materials;
- Deliver good value for money to the GC on a timely basis.
- Attend client briefings and meetings, and participate in conference calls as required;
- Provide cost reports detailing the monitoring of developing campaigns, budgets and work schedules, produce timely estimates for approval, and advise of budget variances;
- Facilitate creative production and ensure all creative elements have the PA's approval prior to production;
- Provide background information and materials, in both electronic and hard copy formats in all required languages, to other GC contractors to test advertising campaign creative concepts as well as to evaluate audience impact, as required;
- Supervise and report on any work produced by approved sub-contractors.

### 1.3 Account Coordination

The designated resource providing account coordination services will be responsible for the following:

- Provide continuous account support to the PA to deliver all of the advertising and marketing/partnership components as detailed in the SOW and TAs;
- Assist the designated resource responsible for account management in the accomplishment of his/her roles and responsibilities which include, but are not limited to:
  - Attending client briefings and meetings (upon request);
  - Providing contact reports and budget reports detailing the monitoring of developing campaigns;
  - Providing budgets and timetables;
  - Producing timely estimates for approval;
  - Advising of budget variances;
  - Facilitating creative production.

### 1.4 Partnerships

Partnerships or collaborative arrangements may be sought to increase the visibility and overall success of a GC advertising campaign. These partnerships can take many forms and can include participation from media suppliers.

Within the scope of developing partnerships and subject to approval from the PA, the designated resource providing partnership or collaborative arrangements development services will be responsible for the following:

- Outlining the potential types of partnership(s);
- Developing and proposing the objectives, key elements and goals of the partnership(s);
- Identifying potential partners;
- Informing the AOR if media partnerships are identified;
- Overseeing various aspects of the partnership(s) which may include, but is not limited to:
  - Developing the request for proposal, or letter of agreement, or other partnership documentation for approval by the PA;
  - Consulting with the AOR on all media elements including evaluation of media opportunities, as required;
  - Distributing the request for proposal or letter of agreement or other partnership documentation to the potential partners, as required;
  - Participating in the evaluation of the proposals led by the PA, as required;
  - Communicating with partners on behalf of the PA;
  - Developing partnership materials for approval by the PA;
  - Producing and distributing relevant materials to partners, as required;
- Evaluating partnership activities and briefing the PA on performance and results.

The AOR is the sole agent mandated to negotiate with media suppliers in the name of the GC. Within this context, the Contractor must contact the AOR to initiate any and all negotiations with media suppliers for media opportunities.

## **2. Creative Services**

### **2.1 Creative Strategy and Direction**

The designated resource providing creative direction services will be responsible for the following:

- Overseeing and providing direction on overall quality of all creative elements, concepts, development, and production of all products;
- Attending client briefings and meetings, and participating in conference calls as required;
- Assigning, directing and supervising all aspects of the production team including copywriting, graphic design, copy editing, proofreading, translation and adaptation, management, and production services;
- Overseeing and providing direction for all creative work produced by sub-contractors.

### **2.2 Graphic Design**

The designated resource providing graphic design services will be responsible for the following:

- Developing creative concepts, including copy and artwork, as well as facilitating the production of all required creative materials. It may include, but is not limited to, creating broadcast, digital, out-of-home, cinema, and print advertisements, as well as marketing/partnership materials;
- Working in collaboration with the designated resource providing creative direction, to advise the client where and when to use existing assets and when original work may be required.

### **2.3 Copy Writing (English or French)**

The designated resource providing copy writing services will be responsible for the following:

- Overall quality of all copy elements from concepts to final products, including advertising and marketing/partnership materials;
- Creating new copy and/or providing revisions to existing copy in both official languages;
- Ensuring messaging is appropriate for target audience(s).

### **2.4 Copy Editing (English or French)**

The designated resource providing copy editing services will be responsible for the following:

- Copy editing in one of the official languages for a variety of media such as broadcast, digital, out-of-home, cinema, and print, as well as marketing/partnership materials;
- Ensure messaging is appropriate for target audience(s).

### **2.5 Translation and Adaptation**

The designated resource providing translation and adaptation services will be responsible for the following:

- Providing or managing the translation and adaptation of materials in both official languages;
- Providing or managing the translation and adaptation of materials into Aboriginal languages, as and when required;
- Providing or managing the translation and adaptation of materials into ethnic languages, as and when required.

### **2.6 Proofreading (English and French)**

The designated resource providing proofreading services will be responsible for the following:

- Proofreading copy to ensure accuracy;
- Proofreading copy to ensure the proper equivalency is maintained between the two official languages;
- Managing proofreading of materials that have been translated into ethnic/Aboriginal languages, as and when required.

### **2.7 Production Management**

The designated resource providing production management services will be responsible for the following:

- Providing production management services for multi-media advertising products such as, but not limited to:
  - Broadcast;
  - Digital;
  - Out-of-home;
  - Cinema;
  - Print;
  - Marketing/partnership materials.
- Ensuring production supervision and quality control of materials, including work that is outsourced for broadcast, digital, out-of-home, cinema, and print as well as marketing/partnership materials;
- Adhering to creative content constraints outlined in Section 10.4 of the SOW.
- Providing production management services including, but not limited to:
  - Accurately estimating costs;
  - Negotiating with production sub-contractors;
  - Establishing contingency plans in case of unforeseen events;
  - Following required tendering processes for sub-contracting;
  - Obtaining legal clearance for intellectual property;
  - Negotiating copyright on behalf of the Crown;
  - Casting, negotiating, contracting and paying talent and residuals; and
  - Obtaining and documenting talent releases.

## **2.8 Production Coordination Services**

The designated resource providing production coordination services will be responsible for the following:

- Cinema production;
- Print production;
- Broadcast production:
  - TV and audio production;
  - Video and audio duplication;
- Digital production:
  - Internet;
  - Digital media;
  - Interactive media;
- Out-of-home;
- Marketing/partnership material production.

All "Studio Services" including items such as file retrieval, burning CDs, uploads to extranet, mounting and mock-ups, etc., to support the development of advertising and marketing/partnership must be included within the production coordination services category.

## **3. Media Services**

### **3.1 Media Strategy and Direction**

The designated resource providing media strategy and direction services will be responsible for the following:

- Developing media strategies and tactical plans that are supported by media analyses and consumer insights;
- Developing media strategies that respond to the objectives of the campaign and optimize cost efficiencies and effectiveness. Consideration of all traditional and non-traditional media channels and their roles in the overall advertising (including marketing/partnerships) plan (paid, owned or earned) is essential;
- Working in collaboration with the designated resource responsible for strategic planning and development to:
  - Provide advice and guidance on the use of new and emerging media, and methods of execution;

- 
- Use information from the creative and media briefs, consumer and market research, media industry research tools (e.g., Print Measurement Bureau, NadBank, Nielsen Media Advisor, Comscore, etc.) and proprietary research to develop media insights to inform the advertising (including marketing/partnerships) plan;
  - Providing the basic components, rationale and media research support (if available) for the following:
    - Media objectives;
    - Target demographics;
    - Coverage;
    - Campaign timing;
    - Media selection;
    - Recommended media weights;
    - Audience receptivity;
    - Media estimates;
    - Recommended reach and frequency;
    - Media properties;
    - Media costs by property;
    - Total media budget;
    - Media distribution plan.
  - Providing other services including, but not limited to:
    - Ensure a close working relationship with the AOR by:
      - Facilitating media plan sign-off by the PA. It is the responsibility of the Contractor to ensure that all media negotiations and placements are only made through the AOR;
      - Briefing the AOR on media plan specifications;
      - Develop accurate cost estimates and budget control of all media activities for easy client access and retrieval;
    - Analyze and interpret pre-buy reports prior to air date and publication date, to update the PA on campaign delivery and performance.
    - Analyze and interpret post-buy reports to update the PA on campaign delivery and performance.

### 3.2 Media Research

The designated resource providing media research services will be responsible for the following:

- Researching availability of media;
- Researching demographics, target audiences, and market trends;
- Researching new and emerging media.

### 3.3 Media Planning and Coordination

The designated resource providing media planning and coordination services will be responsible for the following:

- Developing media plans that respond to the needs of the advertising (including marketing/partnerships) plan objectives including, but not limited to:
  - Campaign timing;
  - Media selection and rationale including:
    - Recommended placement for television, radio, cinema, print, and digital;
    - Recommended placement for out-of-home materials by type of product (e.g., transit posters, billboards, digital screens), and traffic/audience exposure;
    - Media weights and ad size;
    - Media costs;
    - Reach and frequency;
    - Media properties;
    - Media costs by property;
    - Total media budgets by media;
    - Flight plan;

- Flow chart of activity and media exposure such as Gross Rating Points (GRPs) and readership.
- Producing all media plans in accordance with the media plan template provided by PWGSC;
- Ensuring a close working relationship with the AOR by:
  - Using the appropriate AOR planning cost guides; and
  - Briefing the AOR on media plan specifications.
- Facilitating media plan sign-off by the PA. It is the responsibility of the Contractor to ensure that all media negotiations and placements are only made through the AOR.
- Developing accurate cost estimates and budget control of all media activities for easy client access and retrieval.
- Developing media plans in compliance with the Official Languages Act.
- Working in collaboration with the designated resources providing media strategy and direction to:
  - Analyze and interpret pre-buy reports prior to air date and publication date, to ensure successful execution of the media strategy;
  - Analyze and interpret post-buy reports to update the PA on campaign delivery and performance.
- Reviewing and approving AOR reports and recommendations received periodically to provide timely responses to the PA and adjust media plans as required.
- Developing lists of positive and negative keywords and text links.
- Working in collaboration with the designated media research resource to research:
  - Availability of media;
  - Demographics, target audiences, and market trends;
  - New and emerging media.

### 3.4 Media Distribution (Trafficking):

The designated resource providing media distribution services will be responsible for the following:

- Compiling list of media distribution (trafficking) contact information for delivery of creative(s).
- Ensuring delivery of creative(s) in proper formats to each media outlet in a timely fashion, except for Internet display creative which is the responsibility of the AOR.

**NB: Ad server services are not included in this requirement. This service is covered under contract with the AOR responsible for all services related to ad servers.**

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## ANNEX B BASIS OF PAYMENT

### NOTE TO Bidders:

Bidders must submit an hourly rate for each of the three (3) key categories of services and three (3) blended hourly rate (see table below under B.1) The blended hourly rates to be submitted are the rate the Bidder will charge for any of the following services:

#### **Blended for hourly rate 1 - Account Services**

- Account Management
- Account Coordination
- Partnerships

#### **Blended for hourly rate 2 - Creative Services**

- Graphic Design
- Copywriting (English or French)
- Copy Editing (English or French)
- Translation and Adaptation
- Proofreading (English and French)
- Production Management
- Production Coordination Services

#### **Blended for hourly rate 3- Media Services**

- Media Research
- Media Planning and Coordination
- Media Distribution (Trafficking)

The Bidder will be paid in accordance with the following Basis of Payment for Work performed pursuant to any TA.

Bidders must include all agency charges in their hourly rates as no other agency fee or commission will be payable above these rates.

The hourly rates are firm and will be used in the evaluation.

### **B.1 HOURLY RATES**

The firm hourly rates are all inclusive. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only GST and HST if applicable. All expenses normally incurred in providing the services (i.e., project office space [including contractor hardware and software], word processing, reports, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rate identified hereunder, and will not be permitted as direct charges under this Contract. **The Bidder is not permitted to charge hourly rates to prepare work estimates.**

The rates are in Canadian currency, Customs and duties are included, and Goods and Services Tax (GST) and Harmonized Sales Tax (HST) are extra, if applicable.

Category of Service	NAME OF RESOURCE(S)	HOURLY RATE FOR INITIAL CONTRACT PERIOD	HOURLY RATE EXTENSION PERIOD 1	HOURLY RATE EXTENSION PERIOD 2	HOURLY RATE EXTENSION PERIOD 3
Account Strategy and	To be identified in each Task	\$ _____	\$ _____	\$ _____	\$ _____

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Direction	Authorization				
Creative Strategy and Direction	To be identified in each Task Authorization	\$ _____	\$ _____	\$ _____	\$ _____
Media Strategy and Direction	To be identified in each Task Authorization	\$ _____	\$ _____	\$ _____	\$ _____
Blended for hourly rate 1 - Account Services	Identification not required	\$ _____	\$ _____	\$ _____	\$ _____
Blended for hourly rate 2 - Creative Services	Identification not required	\$ _____	\$ _____	\$ _____	\$ _____
Blended for hourly rate 3 - Media Services	Identification not required	\$ _____	\$ _____	\$ _____	\$ _____

## B.2 PRODUCTION COSTS

The production costs are costs associated with the production of the ads and marketing/partnership activities and products, excluding the professional fees billed as hourly rate.

Production costs will be reimbursed at cost, as subcontracted services and direct expenses.

### B.2.1 SUBCONTRACTED SERVICES

The Contractor will be reimbursed at cost for any actual expenditures reasonably and properly incurred to acquire goods and services from outside contractor at the suppliers' price, net of any trade or prompt payment discounts.

**For each subcontracted service over \$25,000.00 (GST/HST included),** during the life of the contract which includes the option periods, the Contractor will obtain competitive bids from no less than three outside contractor. The Contractor must provide to the Contracting Authority and the PA, the names of the contractor who submitted bids, the total amount of each bid obtained, the selection criteria, and the results.

### B.2.2 DIRECT EXPENSES

The professional fees submitted in B.1 are all inclusive.

The Contractor will be reimbursed for expenses not covered in the Hourly Rates, in certain cases and at the sole discretion of Canada, where services outside of normal overhead expenses are required to complete the Work. Such expenses may be allowable as direct expenses given the service(s) is/are documented upon approval of the Estimate. These expenses will be reimbursed net of any discounts, with no mark-up, provided the costs are approved in advance by the PA and they are reasonably and properly incurred in carrying out production and advertising services.

## B.3 TRAVEL AND LIVING EXPENSES

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All payments are subject to audit by Canada.

All travel must have prior authorization of the PA.

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#### **B.4 CONTRACTUAL JOINT VENTURE (IF APPLICABLE)**

The Contractor is a contractual joint venture and the signatories are acting and responsible jointly and severally. The payment of monies under the Contract to the identified lead member, (insert name), shall be deemed a payment to all signatories and furthermore, will act as a release from all parties. In addition, it is agreed that giving notice by Canada to the identified lead member shall be deemed notice to all parties. .

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## **ANNEX "C"**

### **TECHNICAL AND FINANCIAL EVALUATION**

#### **C.1 MANDATORY TECHNICAL CRITERIA**

The Bidder MUST meet all the mandatory requirements of the RFP.

##### **C.1.1 EXPERIENCE OF THE BIDDER**

The Bidder MUST submit three (3) examples of advertising/marketing campaigns which were completed\* within the last three (3) years of the bid closing date. One of the examples must be a campaign that addressed behaviour change and/or financial services and/or the adoption of electronic (online) services. One of the examples must have been directed at business as the primary target audience. One of the examples provided must include a partnership program that complemented the campaign. For each example, the Bidder MUST provide two (2) electronic copies of associated creative samples.

\*Completed advertising/marketing campaign is one for which the planning and production have been completed, tactics have been executed, and measured results are known.

##### **C.1.2 KEY PERSONNEL**

The Bidder MUST propose a minimum of one (1) but not more than three (3) resources per key personnel category.

The minimum years of experience for proposed resources per category are:

- Account Strategy and Direction - three (3) years as an VP Client Services, Account Director, Senior Account Director or equivalent
- Media Strategy and Direction - five (5) years as a VP Media Services, Media Director, Corporate Media Director or equivalent
- Creative Strategy and Direction - five (5) years as a VP Creative Services, Creative Director, Executive Creative Director, Group Creative Director or equivalent

**C.1.3** The Bidder MUST comply with the certification requirements as described in Part 5.

**C.2. POINT RATED TECHNICAL CRITERIA**

Rated Criteria	Minimum Points Required	Maximum Points
C.2.1. Experience of the Bidder	282	470
C.2.2 Key Personnel	180	300
C.2.3 Management Approach	60	100
C.2.4 Environmental	N/A	30

Bidders that fail to meet the minimum points in each rated criterion will not be evaluated further and will be considered non-responsive.

**The following scoring grid will be used for the evaluation of all rated criteria.**

Percentage	Rating Level	Description
80-100%	Strong	<ul style="list-style-type: none"> <li>- The information is comprehensive and provides an excellent picture of what was requested.</li> <li>-Meets all and exceeds many or all the requirements of the capability, expertise or capacity being evaluated. No inherent weaknesses. Distinguishes itself from the norm.</li> </ul>
60-79%	Satisfactory	<ul style="list-style-type: none"> <li>- The information provides a good picture of what was requested. Some aspects are less clear.</li> <li>-Meets most of the requirements of the capability, expertise or capacity being evaluated. Overall, the strengths outnumber the one or two moderate, or several minor weaknesses or deficiencies that are present. The weaknesses pose no important risk to the project.</li> </ul>
40-59%	Weak	<ul style="list-style-type: none"> <li>- The information provides only a partial picture of what was requested and is, therefore, difficult to evaluate.</li> <li>-Meets some of the requirements of the capability, expertise or capacity being evaluated. One or more major weaknesses or deficiencies are present which pose important risk to the project.</li> </ul>
0-39%	Unacceptable	<ul style="list-style-type: none"> <li>- Did not submit enough or the right information to adequately evaluate the requirement.</li> </ul>

**C.2.1 EXPERIENCE OF THE BIDDER - REQUIREMENTS AND RATED CRITERIA**

What we are looking for:

Demonstration that the Bidder or its senior personnel has developed compelling and insightful creative solutions using a variety of traditional and non-traditional media to solve business or social issues for their clients (e.g., raise awareness of a product or service, increase sales, promote a change of behaviour, adopt an electronic service, etc.). Demonstration that the Bidder has superior production capabilities.

**EXPERIENCE OF THE BIDDER – REQUIREMENT 1:**

The Bidder should provide three (3) examples of advertising/marketing campaigns which were completed\* within the past three (3) years of the bid closing date and produced by the Bidder or its senior personnel. One of the examples must be a campaign that addressed behaviour change and/or financial services and/or the adoption of electronic (online) services. One of the examples must have been directed at business as the major target audience. One of the examples provided must include a partnership program

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that complemented the campaign. For each example provided, the Bidder should follow the Example Template provided at the end of Section **C.2.1**.

\*Completed advertising/marketing campaign is one for which the planning and production have been completed, tactics have been executed, and measured results are known.

### EXPERIENCE OF THE BIDDER – REQUIREMENT 2:

The Bidder should provide the following details on their firm's business volume related to gross media billings<sup>1</sup>:

	Current Year	Previous Year	Previous 2 Years
Estimated % of total gross media billings for each of the following: – TV – Print – Radio – Digital (search, display, etc.) – Out-of-Home – Cinema –Other (specify)			

### EXPERIENCE OF THE BIDDER – REQUIREMENT 3:

The Bidder should provide a list of the media industry research tools (e.g., Print Measurement Bureau, Nad Bank, Nielsen Media Advisor, Comscore, etc.) and proprietary research tools to which it has access to develop media strategies and plans.

Type of media	Tool Used by ad agency	Purpose
Print		
Digital		
Broadcast		
Out-of-home		
Other		

### EXPERIENCE OF THE BIDDER – RATED CRITERIA

The following criteria will be evaluated based on EXPERIENCE REQUIREMENT 1, 2 and 3. For the case studies submitted for Experience Requirement 1, each case study will be evaluated and scored individually; the final score will be derived by taking an average of the three scores

#### C.2.1.1 Strategic Thinking (Solution/Creative Concept) - 150 Points

The Bidder:

- clearly and succinctly articulated the client's objectives and the role of the agency;
- demonstrated an in-depth understanding of the product/service/social issue market(s) and target audience(s);
- extrapolated key insight(s) to rationalize creative and media recommendations;

<sup>1</sup> For respondents that submit a Government of Canada campaign, with media planned but booked by the AOR, indicate the gross media amounts included in the media plan but booked by the AOR. Include both these amounts plus the gross media billings that are purchased by your agency.

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- recommended insightful creative and described why and how the creative idea resonated with and motivated the target audience(s);
- rationalized how the creative elements worked together, and why, to achieve the stated business objective(s).

**C.2.1.2 Strategic Thinking (Media) - 150 Points total (20 points based on Media Research Tools from REQUIREMENT 3)** Each category of media would be assigned up to a possible of 20 points.)

The Bidder:

- developed a comprehensive approach to recommending specific communications vehicles to meet the objective(s);
- provided recommendations that were supported by evidence and focused on results;
- executed the media plan flawlessly according to the strategy;

**C.2.1.3 Quality of Creative Materials - 120 Points**

The production quality of the various elements (e.g., layout, on-screen talents' performance; voice over, sound, animation, art direction, cinematography, overall technical, photography) was technically sound.

**C.2.1.4 Breadth and Depth of Experience with a Range of Media- 50 Points (20 points based on Business Volume by Media from REQUIREMENT 2)**

- Demonstrated experience in employing a variety of traditional and non-traditional media (e.g., television, radio, cinema, print, out-of-home, digital including mobile and interactive).
- Demonstrated experience in conceptualizing and implementing media innovations(s).

**EXPERIENCE OF THE BIDDER - EXAMPLE TEMPLATE**

The Bidder should: use the headings and sub-headings provided below; use plain language; provide facts and sources; and ensure that creative samples are properly labeled.

EXAMPLE # \_\_\_\_\_

**SECTION I: BACKGROUND INFORMATION**

Agency Name:  
Campaign Name:  
Client Name:  
Campaign Dates:  
Geographic Area Covered:

Campaign Budget Range:

\_\_\_ Under \$500K      \_\_\_ \$500K to \$1M      \_\_\_ \$1M to \$2M  
\_\_\_ \$2M to \$3M      \_\_\_ \$3M to \$4M      \_\_\_ over \$4M

**SECTION II: SITUATION ANALYSIS (Limit 300 words)**

Describe your client's business requirement, challenge, or opportunity and what your agency was hired to do. Include a description of the product/service/social issue at the heart of the campaign, the market(s) and the target audience(s).

**SECTION III: STRATEGIC THINKING (Limit 700 words)**

Describe the strategic thinking behind the strategy (creative and media) that you developed to respond to your client's business requirement. This should include: a summary of the key data, information, and/or insights (including specific media research tools, see EXPERIENCE REQUIREMENT 3) that anchored your strategic recommendations; a description of the creative

idea; the central message; the target audience(s); rationale for why the idea would be compelling to the target audience(s); a summary of the media strategy; and media innovation(s) (if applicable).

#### **SECTION IV: CAMPAIGN EXECUTION (Limit 400 words)**

Describe what approaches were used and how the elements of the campaign worked together. Explain how the creative idea was executed in the various media and illustrate the role of each element and the synergy between them. Summarize the media plan (percentage of budget allocated to each medium, weight levels, and roll-out dates by medium) and the rationale behind it.

#### **SECTION V: RESULTS (Limit 300 words)**

Summarize campaign results-for the entire campaign period (e.g., not specific peaks where results were the best). Include campaign metrics (key performance indicators) and outcome(s) relative to the benchmarks and the client's business objectives.

#### **SECTION VI: GENERAL (OPTIONAL) (Limit 300 words)**

Provide any additional information that could be useful in better understanding the outcome of the campaign and the contribution of your firm. For example, specific challenges which were identified and resolved, award(s) received for the campaign, etc.

#### **SECTION VII: CREATIVE SAMPLES**

Provide two (2) digital samples of final versions\* of all related campaign creative materials, (on CD, DVD or flash drive) formatted for viewing in Microsoft Windows to include:

- Image Files - .pdf file type;
- Video Files - QuickTime for Windows - .mov file type - .avi file type / H.264 compression / 4:3 NTSC (i.e. 640x480) or 16:9 NTSC (i.e. 720x480) / 8Mbps / 16 bit, stereo, 48khz;
- Audio Files -mp3, stereo, 128kbps.

\*Final versions refer to those that appeared in media. Draft creative will not be accepted.

### **C.2.2 KEY PERSONNEL - REQUIREMENTS AND RATED CRITERIA**

What we are looking for:

Demonstration that the Bidder has personnel in key service categories with the capability, capacity and expertise to provide the required services and deliverables listed in the Statement of Work.

#### **KEY PERSONNEL – REQUIREMENT 1:**

For each of the three service categories below, the Bidder should provide a minimum of one (1) to a maximum of three (3) C.V.'s of proposed individuals who will be assigned to work on CRA campaigns.. Only those individuals who meet the minimum number of years of experience required for each category of service (described in C.1.2) will be evaluated.

Each CV for each service category will be evaluated and scored collectively – the total score for each service category will be the average score of the CVs submitted for that category.

#### **Categories of Service**

- Account Strategy and Direction;
- Media Strategy and Direction; and
- Creative Strategy and Direction.

The C.V.'s should be limited to two (2) pages and include the following information:

- the proposed category of service for which the individual is being proposed;
- the number of years of experience in the advertising/marketing communications field;
- the number of years of experience in the proposed category of service;
- any professional accreditations, related professional development, and awards;
- proficiency in English and French; and
- three (3) examples of projects in the last three (3) years (as of bid closing date) that demonstrate the individual's expertise in their field. Each example should provide details on the scope and size of the project and the individual's role and contribution.

#### **KEY PERSONNEL – RATED CRITERIA:**

Each individual who meets the minimum number of years in the position will be evaluated on the following:

##### **C.2.2.1 Account Strategy and Direction - 100 Points**

- Number of years in the advertising/marketing communications field: 3-5 years; 6-9 years; 10+ years; [4 points for 3-5 years, 6 points for 6-9 years, 8 points for 10+ years for a possible total of 8 points]
- Relevant combined formal education, accreditation and professional development; [8.5 points]
- Efforts made to maintain/upgrade their professional skills and knowledge; [8.5 points]
- Relevant expertise demonstrated through their role and contribution to the successful outcome of the three (3) sample projects in their C.V. [25 points for each of the three sample projects for a possible total of 75]

##### **C.2.2.2 Media Strategy and Direction - 100 Points**

- Number of years in the advertising/marketing communications field: 5-6 years; 7-9 years; 10+ years; [4 points for 5-6 years, 6 points for 7-9 years, 8 points for 10+ years for a possible total of 8 points]
- Relevant combined formal education, accreditation and professional development; [6 points]
- Efforts made to maintain/upgrade their professional skills and knowledge; [6 points]
- Experience planning national\* campaigns to reach English and French audiences. [5 points]
- Relevant expertise demonstrated through their role and contribution to the successful outcome of the three sample (3) projects in their C.V.; [25 points for each of the three sample projects for a possible total of 75]

\*National campaign is defined as a campaign delivered in at least four regions of Canada. One of these four regions must be Quebec. The regions are: British Columbia; Prairies (Alberta, Saskatchewan, and Manitoba); Ontario; Quebec; Atlantic (New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador); and the Territories (Yukon, North West Territories, Nunavut).

##### **C.2.2.3 Creative Strategy and Direction - 100 Points**

- Number of years in the advertising/marketing communications field: 5-6 years; 7-9 years; 10+ years; [4 points for 5-6 years, 6 points for 7-9 years, 8 points for 10+ years for a possible total of 8 points]
- Relevant combined formal education, accreditation and professional development; [8.5 points]
- Efforts made to maintain/upgrade their professional skills and knowledge; [8.5 points]
- Relevant expertise demonstrated through their role and contribution to the successful outcome of the three (3) sample projects in their C.V. [25 points for each of the three sample projects for a possible total of 75]

#### **C.2.3 MANAGEMENT APPROACH - REQUIREMENTS AND RATED CRITERIA**

What we are looking for:

Demonstration that the Bidder can manage competing priorities, assign the required resources to a project, and control budgets, timelines and quality.

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### **C.2.3.1 Robust Management Systems - 50 Points**

The Bidder should describe how they assign resources to projects and control budgets and timelines; the systems and processes that are in place to manage projects that may require the use of the same limited resources and their approach to acquiring surge capacity; and, their approach to quality assurance.

### **C.2.3.2 Quality Assurance Process for Language and Creative Adaptation - 50 Points**

The Bidder should describe the processes that are in place to ensure the quality of creative materials that are translated/adapted from one of Canada's official languages into the other, and into any number of other languages for various ethno-cultural audiences.

## **C.2.4 ENVIRONMENTAL – REQUIREMENTS AND RATED CRITERIA**

What we are looking for:

Demonstration that the Bidder has environmentally ethical and sustainable business practices.

### **Environmentally ethical and sustainable business practices - 30 Points**

The Bidder should provide their existing or proposed company-wide environmental statement and mission (including environmental measures undertaken in office operations); and their existing or proposed action plan for materials/equipment sourcing (e.g., intended use of recycled or reused products, waste management strategy, etc.).

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### C.3 FINANCIAL EVALUATION

The figures below are for demonstration purposes only and do not represent current or expected hourly rates for advertising services.

The financial scores will be calculated as follows:

**Step 1:** For each Bidder, an average hourly rate per category of service will be calculated using the rates submitted for each of the three periods of the Contract (initial period, extension period 1, extension period 2 and extension period 3).

#### Example of Step 1:

##### Bidder A

Category of Service	HOURLY RATE FOR CONTRACT PERIOD	HOURLY RATE FOR EXTENSION PERIOD 1	HOURLY RATE FOR EXTENSION PERIOD 2	HOURLY RATE FOR EXTENSION PERIOD 3	AVERAGE HOURLY RATE
Account Strategy and Direction	\$150.00	\$155.00	\$160.00	\$155.00	\$155.00
Creative Strategy and Direction	\$160.00	\$165.00	\$170.00	\$165.00	\$165.00
Media Strategy and Direction	\$180.00	\$185.00	\$190.00	\$185.00	\$185.00
Blended Rate 1 - Account Services	\$150.00	\$155.00	\$160.00	\$165.00	\$157.50
Blended Rate 2 - Creative Services	\$160.00	\$165.00	\$170.00	\$175.00	\$167.50
Blended Rate 3 - Media Services	\$170.00	\$175.00	\$180.00	\$185.00	\$177.50

##### Bidder B

Category of Service	HOURLY RATE FOR CONTRACT PERIOD	HOURLY RATE FOR EXTENSION PERIOD 1	HOURLY RATE FOR EXTENSION PERIOD 2	HOURLY RATE FOR EXTENSION PERIOD 3	AVERAGE HOURLY RATE
Account Strategy and Direction	\$175.00	\$180.00	\$185.00	\$190.00	\$182.50
Creative Strategy and Direction	\$180.00	\$185.00	\$190.00	\$195.00	\$187.50
Media Strategy and Direction	\$200.00	\$205.00	\$210.00	\$215.00	\$207.50
Blended Rate 1 - Account Services	\$175.00	\$180.00	\$185.00	\$190.00	\$182.50
Blended Rate 2 - Creative Services	\$175.00	\$180.00	\$185.00	\$190.00	\$182.50
Blended Rate 3 - Media Services	\$175.00	\$180.00	\$185.00	\$190.00	\$182.50

##### Bidder C

Category of Service	HOURLY RATE FOR	HOURLY RATE FOR	HOURLY RATE FOR	HOURLY RATE FOR	AVERAGE
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	CONTRACT PERIOD	EXTENSION PERIOD 1	EXTENSION PERIOD 2	EXTENSION PERIOD 3	HOURLY RATE
Account Strategy and Direction	\$320.00	\$325.00	\$330.00	\$330.00	\$326.25
Creative Strategy and Direction	\$330.00	\$335.00	\$340.00	\$340.00	\$336.25
Media Strategy and Direction	\$345.00	\$350.00	\$355.00	\$355.00	\$351.25
Blended Rate 1 - Account Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25
Blended Rate 2 - Creative Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25
Blended Rate 3 - Media Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25

**Bidder D**

Category of Service	HOURLY RATE FOR CONTRACT PERIOD	HOURLY RATE FOR EXTENSION PERIOD 1	HOURLY RATE FOR EXTENSION PERIOD 2	HOURLY RATE FOR EXTENSION PERIOD 3	AVERAGE HOURLY RATE
Account Strategy and Direction	\$445.00	\$440.00	\$435.00	\$430.00	\$437.50
Creative Strategy and Direction	\$460.00	\$455.00	\$450.00	\$445.00	\$452.50
Media Strategy and Direction	\$500.00	\$495.00	\$490.00	\$480.00	\$491.25
Blended Rate 1 - Account Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25
Blended Rate 2 - Creative Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25
Blended Rate 3 - Media Services	\$200.00	\$205.00	\$210.00	\$210.00	\$206.25

**Bidder E**

Category of Service	HOURLY RATE FOR CONTRACT PERIOD	HOURLY RATE FOR EXTENSION PERIOD 1	HOURLY RATE FOR EXTENSION PERIOD 2	HOURLY RATE FOR EXTENSION PERIOD 3	AVERAGE HOURLY RATE
Account Strategy and Direction	\$80.00	\$85.00	\$90.00	\$95.00	\$87.50
Creative Strategy and Direction	\$100.00	\$105.00	\$110.00	\$115.00	\$107.50
Media Strategy and Direction	\$95.00	\$100.00	\$105.00	\$110.00	\$102.50
Blended Rate 1 - Account Services	\$60.00	\$65.00	\$70.00	\$75.00	\$67.50
Blended Rate 2 - Creative Services	\$70.00	\$75.00	\$80.00	\$85.00	\$77.50
Blended Rate 3 - Media Services	\$60.00	\$65.00	\$70.00	\$75.00	\$67.50

**Step 2:** The highest and lowest average hourly rate per category of service will be removed prior to calculating the overall average rate per category.

**Example of Step 2:**

Bidder	Account Strategy and Direction	Media Strategy and Direction	Creative Strategy and Direction	Blended Rate 1 Account Services	Blended Rate 2 Creative Services	Blended Rate 3 Media Services
BIDDER A	\$155.00	\$165.00	\$185.00	\$157.50	\$167.50	\$177.50
BIDDER B	\$182.50	\$187.50	\$207.50	\$182.50	\$182.50	\$182.50
BIDDER C	\$326.25	\$336.25	\$351.25	\$206.25	\$206.25	\$206.25
BIDDER D	\$437.50	\$452.50	\$491.25	\$340.00	\$350.00	\$360.00
BIDDER E	\$87.50	\$107.50	\$102.50	\$67.50	\$77.50	\$67.50
<b>OVERALL AVERAGE</b>	<b>\$221.25</b>	<b>\$229.58</b>	<b>\$247.92</b>	<b>\$182.08</b>	<b>\$185.42</b>	<b>\$188.75</b>

**Step 3:** If any Bidder's average hourly rate per category is more than 50% below or 100% above the overall average of a category of service, its bid will be considered non-responsive.

**Example of Step 3:**

Bidder	Account Strategy and Direction	Media Strategy and Direction	Creative Strategy and Direction	Blended Rate 1 Account Services	Blended Rate 2 Creative Services	Blended Rate 3 Media Services
BIDDER A	\$155.00	\$165.00	\$185.00	\$157.50	\$167.50	\$177.50
BIDDER B	\$182.50	\$187.50	\$207.50	\$182.50	\$182.50	\$182.50
BIDDER C	\$326.25	\$336.25	\$351.25	\$206.25	\$206.25	\$206.25
BIDDER D	\$437.50	\$452.50	\$491.25	\$340.00	\$350.00	\$360.00
BIDDER E	\$87.50	\$107.50	\$102.50	\$67.50	\$77.50	\$67.50
<b>OVERALL AVERAGE</b>	<b>\$221.25</b>	<b>\$229.58</b>	<b>\$247.92</b>	<b>\$182.08</b>	<b>\$185.42</b>	<b>\$188.75</b>
Maximum Responsive Hourly Rate	\$442.50	\$459.17	\$495.83	\$364.17	\$370.83	\$377.50
Minimum Responsive Hourly Rate	\$110.63	\$114.79	\$123.96	\$91.04	\$92.71	\$94.38

**Bidder E would be non-responsive as they did not meet the minimum responsive hourly rate.**

**Step 4:** The weighted Financial Score will be determined per category of service

**Example of Step 4:**

Lowest Responsive Hourly Rate X 3.3 = Weighted Financial Score per Category  
Bidder's Hourly Rate

BIDDER	ACCOUNT STRATEGY AND DIRECTION	WEIGHTED FINANCIAL SCORE
BIDDER A	\$155.00	3.33
BIDDER B	\$182.50	2.83
BIDDER C	\$326.25	1.58
BIDDER D	\$437.50	1.18

BIDDER	CREATIVE STRATEGY AND DIRECTION	WEIGHTED FINANCIAL SCORE
BIDDER A	\$165.00	3.33

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<b>BIDDER B</b>	<b>\$187.50</b>	<b>2.93</b>
<b>BIDDER C</b>	<b>\$336.25</b>	<b>1.64</b>
<b>BIDDER D</b>	<b>\$452.50</b>	<b>1.22</b>

<b>BIDDER</b>	<b>MEDIA STRATEGY AND DIRECTION</b>	<b>WEIGHTED FINANCIAL SCORE</b>
<b>BIDDER A</b>	<b>\$185.00</b>	<b>3.33</b>
<b>BIDDER B</b>	<b>\$207.50</b>	<b>2.97</b>
<b>BIDDER C</b>	<b>\$351.25</b>	<b>1.76</b>
<b>BIDDER D</b>	<b>\$491.25</b>	<b>1.26</b>

<b>BIDDER</b>	<b>BLENDED RATE 1 ACCOUNT SERVICES</b>	<b>WEIGHTED FINANCIAL SCORE</b>
<b>BIDDER A</b>	<b>\$157.50</b>	<b>3.33</b>
<b>BIDDER B</b>	<b>\$182.50</b>	<b>2.88</b>
<b>BIDDER C</b>	<b>\$206.25</b>	<b>2.55</b>
<b>BIDDER D</b>	<b>\$340.00</b>	<b>1.54</b>

<b>BIDDER</b>	<b>BLENDED RATE 2 CREATIVE SERVICES</b>	<b>WEIGHTED FINANCIAL SCORE</b>
<b>BIDDER A</b>	<b>\$167.50</b>	<b>3.33</b>
<b>BIDDER B</b>	<b>\$182.50</b>	<b>3.06</b>
<b>BIDDER C</b>	<b>\$206.25</b>	<b>2.71</b>
<b>BIDDER D</b>	<b>\$350.00</b>	<b>1.60</b>

<b>BIDDER</b>	<b>BLENDED RATE 3 MEDIA SERVICES</b>	<b>WEIGHTED FINANCIAL SCORE</b>
<b>BIDDER A</b>	<b>\$177.50</b>	<b>3.33</b>
<b>BIDDER B</b>	<b>\$182.50</b>	<b>3.24</b>
<b>BIDDER C</b>	<b>\$206.25</b>	<b>2.87</b>
<b>BIDDER D</b>	<b>\$360.00</b>	<b>1.64</b>

**Step 5:** The Total Financial Score will be calculated by adding all of the weighted Financial Scores per category.

**Example of Step 5:**

<b>BIDDER</b>	<b>Account Strategy and Direction</b>	<b>Creative Strategy and Direction</b>	<b>Media Strategy and Direction</b>	<b>Blended Rate 1 - Account Services</b>	<b>Blended Rate 2 - Creative Services</b>	<b>Blended Rate 3 - Media Services</b>	<b>Total Score</b>
<b>BIDDER A</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>3.33</b>	<b>20.00</b>
<b>BIDDER B</b>	<b>2.83</b>	<b>2.93</b>	<b>2.97</b>	<b>2.88</b>	<b>3.06</b>	<b>3.24</b>	<b>17.91</b>
<b>BIDDER C</b>	<b>1.58</b>	<b>1.64</b>	<b>1.76</b>	<b>2.55</b>	<b>2.71</b>	<b>2.87</b>	<b>13.10</b>
<b>BIDDER D</b>	<b>1.18</b>	<b>1.22</b>	<b>1.26</b>	<b>1.54</b>	<b>1.60</b>	<b>1.64</b>	<b>8.43</b>

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## ANNEX "D" - TASK AUTHORIZATION FORM PWGSC-TPSGC 572



Travaux publics et  
Services gouvernementaux  
Canada

Public Works and  
Government Services  
Canada

**Annex  
Annexe**

<b>Task Authorization Autorisation de tâche</b>		Contract Number - Numéro du contrat
Contractor's Name and Address - Nom et l'adresse de l'entrepreneur		Task Authorization (TA) No. - N° de l'autorisation de tâche (AT)
		Title of the task, if applicable - Titre de la tâche, s'il y a lieu
		Total Estimated Cost of Task (GST/HST extra) Coût total estimatif de la tâche (TPS/TVH en sus) \$
Security Requirements: This task includes security requirements Exigences relatives à la sécurité : Cette tâche comprend des exigences relatives à la sécurité <input type="checkbox"/> No - Non <input type="checkbox"/> Yes - Oui    If YES, refer to the Security Requirements Checklist (SCRL) included in the Contract Si OUI, voir la Liste de vérification des exigences relative à la sécurité (LVERS) dans le contrat  		

### For Revision only - Aux fins de révision seulement

TA Revision Number, if applicable Numéro de révision de l'AT, s'il y a lieu	Total Estimated Cost of Task (GST/HST Extra) before the revision Coût total estimatif de la tâche (TPS/TVH en sus) avant la révision \$	Increase or Decrease (GST/HST Extra), as applicable Augmentation ou réduction (TPS/TVH en sus), s'il y a lieu \$

**Start of the Work for a TA : Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.**

**Début des travaux pour l'AT : Les travaux ne peuvent pas commencer avant que l'AT soit autorisée conformément au contrat.**

### 1. Required Work: - Travaux requis :

A. Task Description of the Work required - Description de tâche des travaux requis	See Attached - Ci-joint <input type="checkbox"/>
B. Basis of Payment - Base de paiement	See Attached - Ci-joint <input type="checkbox"/>
C. Cost of Task - Coût de la tâche	See Attached - Ci-joint <input type="checkbox"/>
D. Method of Payment - Méthode de paiement	See Attached - Ci-joint <input type="checkbox"/>

Solicitation No. - N° de l'invitation

46558-144382/A

Amd. No. - N° de la modif.

File No. - N° du dossier

cz03246558-144382

Buyer ID - Id de l'acheteur

cz032

CCC No./N° CCC - FMS No/ N° VME

46558-14-4382

**Annex  
Annexe**

Contract Number - Numéro du contrat

## 2. Authorization(s) - Autorisation(s)

By signing this TA, the authorized client and (or) the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.

En apposant sa signature sur l'AT, le client autorisé et (ou) l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

The client's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.

La limite d'autorisation du client est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante de TPSGC pour autorisation.

\_\_\_\_\_  
Name and title of authorized client - Nom et titre du client autorisé à signer

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
PWGSC Contracting Authority - Autorité contractante de TPSGC

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## 3. Contractor's Signature - Signature de l'entrepreneur

\_\_\_\_\_  
Name and title of individual authorized - to sign for the Contractor  
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date