

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

Title - Sujet CFC Event Management Services	
Solicitation No. - N° de l'invitation W8160-120001/A	Date 2012-08-27
Client Reference No. - N° de référence du client W8160-12-0001	
GETS Reference No. - N° de référence de SEAG PW-\$\$CX-004-61097	
File No. - N° de dossier cx004.W8160-120001	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2012-09-12	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: York, Rochelle	Buyer Id - Id de l'acheteur cx004
Telephone No. - N° de téléphone (613) 998-8408 ()	FAX No. - N° de FAX (613) 993-2581
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF NATIONAL DEFENCE 215 YONGE BLVD TORONTO Ontario M5M3H9 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

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

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Appendix "1" M.2 Experience of Proposed Resources - Sample Fact Sheet
Appendix "2" M.3 Experience of the Firm - Sample Fact Sheet

PART 1 - GENERAL INFORMATION

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

To provide the Canadian Forces College (CFC) with the planning, arranging and execution of events as part of its educational mandate. Events are to be held at CFC and include short programmes, symposiums, operational exercises and convocation ceremonies. Occasionally, these events are required to be held at other sites in Toronto or elsewhere in Canada. Events planned to be held outside CFC include operational exercises and programme trips, in the form of Field Study Exercises (FSEs), to Canadian and international cities to visit military, government, multinational and commercial institutions, facilities and think tanks. The Contractor must perform the Work in accordance with the detailed Statement of Work at Annex "A".

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 will be provided in writing.

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 (2012-07-11) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

1.1 Basis for Canada's Ownership of Intellectual Property

Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract(s) 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.

1.2 SACC Manual Clauses

SACC Manual Clause A9033T (2012-07-16) Financial Capability

2. Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) at the Bid Receiving Unit by the date, time and place as follows:

Bids must be submitted by 2:00 pm Eastern Daylight Time (EDT) on September 12, 2012 to:

Bid Receiving (HQ)
Department of Public Works and Government Services
Bid Receiving Unit
Portage III, 0A1
11 Laurier Street
Gatineau, Quebec
For couriers: J8X 4A6 For regular mail: K1A 0S5
Telephone (819) 956-3370
Fax No.: (819) 997-9776

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.

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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 the province of Ontario.

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

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 (2 hard copies and 1 soft copy on CD, DVD or USB key)

Section II: Financial Bid (2 hard copies and 1 soft copy on CD, DVD or USB key)

Section III: Certifications (2 hard copies)

Bidders should clearly label all hard and soft copies of their bids with their firm's name and the solicitation number.

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.

All bids become the property of Canada and will not be returned to the bidders.

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; and
- c) No plastic covers or binders, if possible. Please be considerate of the environment.

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>). To assist Canada in reaching its objectives, bidders are encouraged to:

- a) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- b) 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 explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Financial Bid

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

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

M.1 FINANCIAL PROPOSAL

The Bidder must provide costing information strictly in accordance with Annex "B" Basis of Payment.

M.2 EXPERIENCE OF PROPOSED RESOURCES

The Bidder must identify two (2) resources, a Primary Senior Event Manager and a Back-up Senior Event Manager.

The Bidder must identify three (3) event management project samples for each of the Primary Senior Event Manager and the Back-up Senior Event Manager. The same event management project sample may not be used to demonstrate the experience of both the Primary and the Back-up Senior Event Manager. An event planned by either the Primary or Back-up Senior Event Manager on behalf of a firm other than the Bidder will be accepted.

For each event:

- The event start date must have been after January 1, 2007;
- The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);
- A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance;
- One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates;
- The provision of all of the following event management services was required: accommodations, hospitality, and transportation.

The Bidder must provide the following information for each of the six (6) event management project samples submitted:

- a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event;
- b) Client;
- c) Client contact;

- d) Description of the event;
- e) Event start date;
- f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);
- g) Number of delegates in attendance;
- h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates];
- i) Number of days the firm was on-site; and
- j) List of events management services provided.

To better understand the event management project samples submitted for the mandatory criteria M.2, please complete the "M.2 Experience of Proposed Resources - Sample Fact Sheet", located in Appendix "1", for each of the six (6) samples.

M.3 EXPERIENCE OF THE FIRM

The Bidder must identify three (3) events management projects executed by the Bidder.

Two (2) of the events must have been managed by the Primary Senior Event Manager identified in M.2 and one (1) of the events must have been managed by the Back-up Senior Event Manager identified in M.2. The same events management project sample may not be used to demonstrate the experience of both the Primary and the Back-up Senior Event Manager. However, the Bidder may identify an events management project or projects which was/were previously identified under M.2 Experience of Proposed Resources. An event managed by either the Primary or Back-up Senior Event Manager on behalf of a firm other than the Bidder will not be accepted.

Two (2) of the events must have been located at international venues (ie. must have taken place outside of Canada). Of these two (2) international events, only one (1) may have been located within the United States of America.

For each event:

- The event start date must have been after January 1, 2007;
- The firm's assigned portion of the overall budget must have been at least \$85,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);
- A minimum of 40 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance;
- One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; and
- The provision of all of the following event management services was required: accommodations, hospitality, and transportation.

The Bidder must provide the following information for each of the three (3) event management project samples submitted:

- a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event;

- b) Client;
- c) Client contact;
- d) Description of the event;
- e) Event start date;
- f) Event location;
- g) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);
- h) Number of delegates in attendance;
- i) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates];
- j) Number of days the firm was on-site; and
- k) List of events management services provided.

The Bidder must provide a letter of reference for two (2) of the three (3) event management project samples submitted. One letter of reference must be for one of the two events managed by the Primary Senior Event Manager and one letter of reference must be for the event managed by the Back-up Senior Event Manager. Each letter of reference must be from the client for the event management project sample and be addressed to the Bidder. The Senior Event Manager who worked on the project must be named in the letter of reference. The letter of reference must indicate the client's satisfaction with the performance of the Bidder, including the client's satisfaction with the Bidder's ability to adhere to their quoted budget.

To better understand the event management project samples submitted for the mandatory criteria M.3, please complete the "M.3 Experience of the Firm - Sample Fact Sheet", located in Appendix "2", for each of the three (3) samples.

M.4 LANGUAGE

The Bidder must confirm that the firm is capable of providing services to the event delegates in both official languages (English and French). As such, the Bidder must include a duly signed and dated copy of the following Certification in the Technical Proposal portion of the bid submission.

Language Certification:	
The Bidder hereby certifies that its firm is capable of providing services to the event delegates in both official languages (English and French).	
_____	_____
<i>Signature</i>	<i>Date</i>

**BIDS NOT MEETING ALL OF THE MANDATORY REQUIREMENTS
WILL BE GIVEN NO FURTHER CONSIDERATION.**

1.2 Financial Evaluation

1.2.1 Evaluation of Price

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The price of the bid will be evaluated in Canadian dollars, the Goods and Services Tax or the Harmonized Sales Tax excluded, FOB destination, Canadian customs duties and excise taxes included.

1.2.2 Financial Evaluation Criteria

Bids declared fully responsive according to the criteria identified in article 2 Basis of Selection below will be evaluated based on the prices proposed in the Financial Proposals.

The Bidder must identify prices and rates in accordance with the Basis of Payment at Annex "B".

2. Basis of Selection

A bid must comply with the requirements of the bid solicitation and meet all mandatory technical evaluation criteria to be declared responsive. The responsive bid with the lowest Bid Evaluation Value (BEV) will be recommended for award of a contract.

PART 5 - CERTIFICATIONS

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

Compliance with the certifications 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 or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

1. Code of Conduct Certifications - Consent to a Criminal Record Verification

1.1 Bidders must submit with their bid, by the bid solicitation closing date:

- i) a complete list of names of all individuals who are currently directors of the Bidder;
- ii) a properly completed and signed form Consent to a Criminal Record Verification (PWGSC-TPSGC 229), for each individual named in the list. Here is the link to the form:

[Http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html](http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html)

2. 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 is not completed and submitted as requested, the Contracting Authority will so 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 suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including all 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.

Suppliers 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. Suppliers 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

- a) () 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;
- b) () is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
- c) () 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;
- d) () 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.

SIGNATURE

DATE

2.2 Former Public Servant Certification

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

Former Public Servant in Receipt of a Pension

Is the Bidder a FPS in receipt of a pension as defined above?

Yes () No ()

If so, the Bidder must provide the following information:

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

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:

- i. name of former public servant;
- ii. conditions of the lump sum payment incentive;
- iii. date of termination of employment;
- iv. amount of lump sum payment;
- v. rate of pay on which lump sum payment is based;
- vi. period of lump sum payment including start date, end date and number of weeks;
- vii. 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 the Goods and Services Tax or Harmonized Sales Tax.

Certification

By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

SIGNATURE

DATE

2.3 Canadian Content Certification

2.3.1. SACC Manual clause A3050T (2010-01-11) Canadian Content Definition.

2.3.2. This procurement is limited to Canadian services.

The Bidder certifies that:

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

SIGNATURE

DATE

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.

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2.5 Education and Experience

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

SIGNATURE

DATE

PART 6 - RESULTING CONTRACT CLAUSES

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

To provide the Canadian Forces College (CFC) with the planning, arranging and execution of events as part of its educational mandate. Events are to be held at CFC and include short programmes, symposiums, operational exercises and convocation ceremonies. Occasionally, these events are required to be held at other sites in Toronto or elsewhere in Canada. Events planned to be held outside CFC include operational exercises and programme trips, in the form of Field Study Exercises (FSEs), to Canadian and international cities to visit military, government, multinational and commercial institutions, facilities and think tanks. The Contractor must perform the Work in accordance with the detailed Statement of Work at Annex "A".

3. 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.

3.1 General Conditions

2010B (2012-07-16), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from date of Contract to July 31, 2013 inclusive.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Rochelle York
Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Communications Procurement Directorate
360 Albert St., 12th Floor, #3

Ottawa, ON K1A 0S5

Telephone: 613-998-8408
 Facsimile: 613-993-2581
 E-mail address: rochelle.york@pwgsc-tpsgc.gc.ca

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

5.2 Project Authority

The Project Authority for the Contract is:

The name and contact information will be provided in the resulting contract.

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.

5.3 Contractor's Representative

The name and contact information will be provided in the resulting contract.

5.3.1 Qualified Resources (Senior Event Manager)

The resources qualified to perform work under the Contract in the following positions are (To be inserted by the Contracting Authority prior to Contract award):

Positions	Resources
Primary Senior Event Manager	
Back-up Senior Event Manager	

6. Payment

6.1 Basis of Payment

The Contractor will be paid in accordance with the Basis of Payment at Annex "B", for Work performed pursuant to the Contract and subject to acceptance by the Project Authority.

6.1.1 Basis of Payment - Professional Services

The firm fixed lot prices per event charged for professional services are all-inclusive. They include the cost of labour, fringe benefits, general and administrative expenses, time in transit, overhead, profit and the like, excepting only GST and HST if applicable.

The Contractor is subject to the Applicable Laws as outlined in article 9 of the Contract. As such, the Contractor is responsible for ensuring adherence to these Laws, including any applicable Labour Laws. The firm fixed all-inclusive lot prices charged by the Contractor reflect this responsibility and Canada will not be subject to additional charges not expressly laid out herein.

There is no provision for overtime under this Contract.

6.1.1.1 Firm Lot Prices - Professional Services

For the Professional Services associated with the Work described in the Statement of Work in Annex "A", and according to Table 1 in Annex "B" Basis of Payment:

In consideration of the Contractor satisfactorily completing its obligations under the Contract, the Contractor will be paid firm lot prices for a cost of **\$ (TBD)**. Customs duties are included and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

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

6.1.2 Basis of Payment - Direct and Subcontracted Expenses

6.1.2.1 Direct Expenses

Direct expenses include any expenses directly incurred by the Contractor during the performance of the Work or for the purpose of the project, relating to the purchase or rental of materials, equipment, supplies, or other required items. Direct expenses may include, but are not limited to, the following: badges; lanyards; tent cards; flip charts; on-site printing; signage; audio/video equipment rental; simultaneous interpretation equipment rental; commercial transportation; requirement-specific insurance coverage (at the request of the Project Authority); and any project-specific photocopies, telephone and facsimile charges, parking costs, and mailing, courier, and shipping fees.

All expenses, general and administrative, normally incurred in providing the services (i.e. project office space [including Contractor's hardware and software]; word processing; non-project specific reports, photocopying, courier and telephone charges; local travel and the like) are to be included in the prices for professional services identified herein, and will not be permitted as direct expenses under the Contract.

Direct expenses will be charged at net cost with a **(TBD)% mark-up** (as per Annex "B" Basis of Payment) to cover carrying charges.

6.1.2.2 Subcontracting

Subcontracted items include any expenses incurred during the performance of the Work or for the purpose of the project for which a separate contract exists between the Contractor and the person or firm providing the goods / services. Subcontracted items may include, but are not limited to, the following: the venue, audio/video equipment rental, simultaneous interpretation equipment rental, commercial transportation, hospitality, facilitators, note takers, translation services, travel and living for event participants, on-site printing, signage, etc.

All subcontracted requirements will be provided at net cost with a **(TBD)% mark-up** (as per Annex "B" Basis of Payment). Invoices from the Contractor to Canada must be accompanied by copies of invoices from the subcontractors. Invoices from second-tier subcontractors (the subcontractors of the Contractor's subcontractors) are not required under the Contract.

For each subcontracted service over \$25,000 (taxes included) the Contractor will obtain competitive bids from no fewer than three outside suppliers. The Contractor must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results.

6.1.2.3 Limitation of Expenditure - Direct and Subcontracted Expenses

For the Direct and Subcontracted Expenses associated with the Work described in the Statement of Work in Annex "A", including any applicable Direct and Subcontracted Expenses Mark-up as per Table 2 in Annex "B" Basis of Payment:

1. Canada's total liability to the Contractor for the Direct and Subcontracted Expenses under this Contract will not exceed **\$(TBD)**. Goods and Services Tax or Harmonized Sales Tax extra, as applicable.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the specifications, will be authorized or paid to the Contractor unless such design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority prior to their incorporation into the Work. The Contractor will not be obliged to perform any work or provide any service that would cause the total liability of Canada to be exceeded without the prior written approval of the Contracting Authority. The Contractor will notify the Contracting Authority in writing as to the adequacy of this sum when:
 - a) it is 75 percent committed, or
 - b) four (4) months prior to the Contract expiry date, or
 - c) if the Contractor considers that the funds provided are inadequate for the completion of the Work, whichever comes first.
3. In the event that the notification refers to inadequate funds, the Contractor will provide to the Contracting Authority, in writing, an estimate for the additional funds required. Provision of such notification and estimate for the additional funds does not increase Canada's liability.

6.1.3 Basis of Payment - 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 (<http://www.njc-cnm.gc.ca/directive/index.php?did=10&lang=eng>), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

With respect to Modules 2, 3, and 4 of the Directive, meals will be reimbursed based on receipts up to a maximum of the daily allowances specified in Appendix C or D of the

Directive, as applicable. If receipts are unavailable, the Contractor may sign a Declaration in order to receive reimbursement.

Note: The Contractor is not an employee of Canada and as such, is not eligible for any Government of Canada employee benefits as they pertain to the National Joint Council Travel Directive, or otherwise. This includes any provisions pertaining to "travel status" as set out in the Directive which are not expressly permitted herein.

6.1.3.1 Ceiling Price - Travel and Living Expenses (Contractor)

For the Contractor's Travel and Living Expenses associated with the Work described in the Statement of Work in Annex "A":

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with Table 3 in Annex "B" Basis of Payment, to a ceiling price of **\$(TBD)**. Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

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

6.2 Hospitality

All hospitality must have the prior written authorization of the Project Authority and must be included in the Contractor's quote for the specific requirement. It is the Contractor's and the Project Authority's combined responsibility to ensure that Hospitality is secured and provided to event participants in accordance with the requirements outlined in the Treasury Board Directive on the Management of Expenditures on Travel, Hospitality and Conferences. It is the Project Authority's responsibility to adhere to all applicable internal approval procedures as they pertain to Hospitality.

The Treasury Board Directive on the Management of Expenditures on Travel, Hospitality and Conferences is available at: <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=19855>.

6.3 Multiple Payments

Canada will pay the Contractor upon completion and delivery of Work in accordance with the payment provisions of the Contract if:

- i. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- ii. all such documents have been verified by Canada;
- iii. the Work delivered has been accepted by Canada.

6.4 SACC Manual Clauses

SACC Manual clause A9117C (2007-11-30) T1204 - Direct Request by Customer Department
SACC Manual Clause C0705C (2010-01-11) Discretionary Audit

7. 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.

For the purposes of invoice submission, "work" is defined as professional services rendered, direct or subcontracted expenses (either in whole or in part) incurred, and/or travel and living expenses incurred.

Each invoice must be supported by a copy of the invoices, receipts, and/or vouchers for all direct expenses, subcontracted expenses, and all travel and living expenses;

2. Invoices must be distributed as follows:

- i. The original and one (1) copy must be forwarded to the following address for certification and payment.

The name and contact information will be provided in the resulting contract.

- ii. One (1) electronic copy must be forwarded to the Contracting Authority identified under article 5.1 at the same time the invoice is forwarded for certification and payment.

8. Certifications

8.1 Compliance with the certifications 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 or 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.

8.2 SACC Manual Clauses

SACC Manual clause A3060C (2008-05-12) Canadian Content Certification
SACC Manual Clause A7017C (2008-05-12) Replacement of Specific Individuals

9. Applicable Laws

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

10. 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 2010B (2012-07-16) General Conditions - Professional Services (Medium Complexity);

- c) Annex "A", Statement of Work;
- d) Annex "B", Basis of Payment;
- e) the Contractor's bid dated **(TBD)**.

11. Commercial General Liability Insurance

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

- n) Advertising Injury: While not limited to, the endorsement must include coverage piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.
- o) All Risks Tenants Legal Liability - to protect the Contractor for liabilities arising out of its occupancy of leased premises.
- p) Sudden and Accidental Pollution Liability (minimum 120 hours): To protect the Contractor for liabilities arising from damages caused by accidental pollution incidents.
- q) Litigation Rights: Pursuant to subsection 5(d) of the *Department of Justice Act*, S.C. 1993, c. J-2, s.1, if a suit is instituted for or against Canada which the Insurer would, but for this clause, have the right to pursue or defend on behalf of Canada as an Additional Named Insured under the insurance policy, the Insurer must promptly contact the Attorney General of Canada to agree on the legal strategies by sending a letter, by registered mail or by courier, with an acknowledgment of receipt.
- r) For the province of Quebec, send to:

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

For other provinces and territories, send to:
Senior General Counsel,
Civil Litigation Section,
Department of Justice
234 Wellington Street, East Tower
Ottawa, Ontario K1A 0H8

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

12. Errors and Omissions Liability Insurance

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

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Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

13. Basis for Canada's Ownership of Intellectual Property

Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract(s) 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.

ANNEX "A"

STATEMENT OF WORK

EVENT MANAGEMENT SERVICES – CANADIAN FORCES COLLEGE

A.1 BACKGROUND

The Canadian Forces College (CFC) prepares senior military and civilian leaders to meet the complex security challenges of the future through the development and delivery of educational curriculum in the form of annual programmes and single-issue symposiums. Major CFC programmes include:

- National Security Programme (NSP) – a 10-month residential programme for approximately 30 colonels/naval captains from the Canadian Forces (CF) and foreign militaries, as well as Government of Canada (GOC) executives;
- Joint Command and Staff Programme (JCSP) – a 10-month residential programme for approximately 140 majors/lieutenant-commanders from the CF and foreign militaries;
- Executive Leaders Programme (ELP) – a one-week seminar for approximately 20 CF General Officers/Flag Officers, Chief Warrant Officers/Chief Petty Officers and invited GOC executives; and
- Canadian Security Studies Programme (CSSP) – a two-week seminar for approximately 90 senior military, public service, international and private sector leaders.

A.2 PURPOSE

CFC requires support to plan, arrange and conduct events as part of its educational mandate. Events to be held at CFC include short programmes, symposiums, operational exercises and convocation ceremonies. Occasionally, these events are required to be held at other sites in Toronto or elsewhere in Canada. Events planned to be held outside CFC include operational exercises and programme trips, in the form of Field Study Exercises (FSEs), to Canadian and international cities to visit military, government, multinational and commercial institutions, facilities and think tanks.

A.3 SCOPE OF WORK

Tasks involved in this requirement are to provide services that support the planning and conduct of specified CFC events. The provision of these services includes, but is not limited to, the tasks listed in the following sub-sections.

A.3.1 General Activities

Upon direction from the CFC Project Authority, the Contractor will be required to:

- a) Clarify the aim, objectives, schedule, locations, budget and resource limitations of the event;
- b) Participate in frequent (or as required) teleconferencing coordination meetings to brief on progress and receive directions;
- c) Prepare and deliver options analyses in support of the planning of the event;
- d) Solicit and negotiate best rates and optimal inclusions for event services;

- e) Prepare and deliver rated and ranked bids for evaluation and selection by the applicable CFC Project Authority;
- f) Conduct contingency planning and risk management;
- g) Deliver event services;
- h) Manage protocols for dignitaries for inside and outside Canada according to CFC policies;
- i) Budget and manage all contracts and financial aspects for services;
- j) Pay service providers for all services rendered, except for those specified to be paid separately, such as for other CFC contractors and other third party or National Defence; and
- k) Submit to the CFC Project Authority an After Action Report of the event, when requested, for the purpose of improving the conduct of future events of similar nature.

A.3.2 Event Services

The Contractor will be required to plan, arrange and deliver the following event services, upon direction from the CFC Project Authority:

- a) Arranging and providing for transport of participants and shipping of material;
- b) Arranging and providing for accommodation for delegates and other personnel, if required;
- c) Arranging for the rental of space location (including identifying and negotiating with selected sites and facilities authorities);
- d) Planning and managing the function room and audio-visual requirements;
- e) Managing hospitality, food and beverage in accordance to the Directive on the Management of Expenditures on Travel, Hospitality and Conferences (<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=19855>);
- f) Selecting and making provisions for speakers according to CFC policies;
- g) Providing translation and simultaneous interpretation from a specified language to English and/or French;
- h) Printing, reproduction, distribution and shipping of documents and materials; and
- i) Other general administration duties.

A.3.3 Other Activities and/or Services:

The Contractor may be required to provide the following event services:

- a) Event marketing and promotion;
- b) Assembling and distribution of event kits such as, but not limited to symposia;
- c) Floor-space management;
- d) Managing Exhibit and booth set-up;
- e) Staff and volunteer hiring and training;
- f) Establishing registration procedures and managing the registration process whether it be automated or paper based;
- g) Arranging and providing for on-site security during the event and after hours;
- h) Audio-visual, photographic and secretarial recording;
- i) Production of proceedings (i.e. itinerary and agenda);
- j) Arranging and providing for Entertainment and family programs; and
- k) Maintaining logistical control of events.

A.4 PROCEDURES FOR EVENT SCHEDULING (i.e. the tasking process)

The DND officer in charge of scheduling the event (herein referred to as the "Planner") will fill out an internal form, which will direct the Contractor to schedule a particular trip with the entire event details included.

The Contractor will then fill out a "Task Proposal", which is the Contractor's itemized best estimate of the costs associated with carrying out the tasking (no money has been authorized to be spent yet).

The Planner will review the Task Proposal and if he approves of the costs and course of action recommended by the Contractor, then the Task Proposal will be signed with the appropriate authorization. This is the point at which the Contractor has been authorized to expend funds and complete work.

A.5 DELIVERABLES

The deliverables for each Task/Event include the completion of some or all activities as described in clause A.3 – Scope of Work. The list of anticipated events along with the associated administrative Event Planner activities and estimated budget for each is attached as Appendix "1" to this Statement of Work. Appendix "1" is for planning purposes only and CFC has the right to delete/add/modify events as required.

A.6 LANGUAGE REQUIREMENTS

The primary language of work will be English. However, the Contractor must be able to communicate with event participants in either English or French.

A.7 TRAVEL

- a) The Contractor will be required to attend a start-up meeting at CFC within two weeks of award of contract;
- b) The Contractor will travel to CFC at least twice annually for consolidated planning and progress review meetings with applicable CFC Planners;
- c) The Contractor will support each FSE either by sending a representative to travel with each group or by maintaining a 24-hour telephone and e-mail response capability, as tasked by the Project Authority.
* (For planning purposes, this support requirement is shown for upcoming major events at Appendix "1" to this Statement of Work);
- d) The Contractor may be tasked on short notice to travel to CFC, an event location or elsewhere to support the planning or conduct of an event; and
- e) The Contractor may be required, especially during the conduct of FSEs, to work at all hours, often on a continuous basis, and to travel with little notice, for extended periods of time.

A.8 WORK LOCATION

The Contractor may conduct the majority of preparation and planning work for events from the Contractor's business location.

APPENDIX "1" TO ANNEX "A" STATEMENT OF WORK**ANTICIPATED EVENT MANAGEMENT TASKS/EVENTS****CFC ACADEMIC YEAR 2012–2013**

#	EVENT	DATE	ACTIVITIES	SUPPORT	BUDGET ⁽¹⁾
1	NSP US/UN FSE ~40 pers ~14 days	Jan/Feb 2013	<ul style="list-style-type: none"> • Bus from CFC to Toronto Pearson International Airport • Air to NYC • Train between NYC / Washington, DC • Buses at both destinations • Hotels and meeting rooms at both destinations • Meals – Breakfasts and Lunches • Air back to Toronto 	By telephone / e-mail	\$200,000
2	NSP Exercise Strategic Power ~40 pers ~5 days	Mar 2013	<ul style="list-style-type: none"> • Bus from CFC to Toronto Pearson International Airport • Air to Ottawa • Hotel and meeting room in Ottawa • Meals – Breakfasts and Lunches • Air back to Toronto 	By telephone / e-mail	\$85,000
3	Leavenworth Exchange ~ 13 pers ~5 days	Mar 2013	<ul style="list-style-type: none"> • Bus from CFC to Toronto Pearson International Airport • Air to Fort Leavenworth, Kansas • Hotel in Fort Leavenworth • Air back to Toronto 	By telephone / e-mail	\$20,000
4	JCSP Canadian Defense FSE ~155 pers ~5 days	Mar 2013	<ul style="list-style-type: none"> • Transportation to Halifax, Ottawa and Colorado Springs • Buses at all destinations • Hotels at all destinations • Meals – Breakfasts and Lunches • Transportation back to Toronto 	1 x Contractor representative travels with group	\$350,000
5	NSP International FSE ~40 pers divided into two groups ~14 days	Apr 2013	<ul style="list-style-type: none"> • Bus from CFC to Toronto Pearson International Airport • Air for first group to International destination A (TBD)⁽²⁾ • Air for second group to International destination B (TBD)⁽²⁾ • Air for both groups to merge at International destination C (TBD)⁽²⁾ • Air for both groups to International destination D (TBD)⁽²⁾ • Hotels and meeting rooms at all destinations • Buses at all destinations • Meals – Breakfasts and Lunches • Air for whole group back to Toronto 	2 x Contractor representatives travel – 1 x representative with each group	\$500,000

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#	EVENT	DATE	ACTIVITIES	SUPPORT	BUDGET ⁽¹⁾
6	JCSP European FSE ~155 pers ~5 days	May-Jun 2013	<ul style="list-style-type: none"> • Buses to/from CFC–Toronto Pearson International Airport • Air to/within Europe (destinations TBD) • Buses at all destinations in Europe • Hotels at all destinations in Europe • Meals – Breakfasts and Lunches • Air back to Toronto 	1 x Contractor representative travels with group	\$800,000
7	NSP Exercise Strategic Play ~40 pers ~5 days	Jun 2013	<ul style="list-style-type: none"> • Bus from CFC to Toronto Pearson International Airport • Air to Ottawa • Hotels and meeting rooms in Ottawa • Meals – Lunches • Air back to Toronto 	By telephone / e-mail	\$85,000
ESTIMATED COSTS: (with \$272,350.00 HST): \$2,367,350.00					\$2,095,000.00

Notes:

(1) *The budgeted amounts are estimates only for scoping and planning purposes and are subject to change.*

(1) *The NSP International FSE is intended to focus on a single international region, such as Europe or East Asia. It is likely that the region for the coming academic year will be Latin America, with destinations in Colombia, Chile and Brazil. These destinations are suggested only for scoping and planning purposes and are subject to change.*

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ANNEX "B" BASIS OF PAYMENT

The Bidder must quote all prices in Canadian dollars, GST/HST extra, FOB destination. The Bidder may not propose any options, provide any optional pricing, or stipulate any conditions. Any Bidder that includes any options or conditions whatsoever will be deemed non-responsive.

Table 1: Firm Lot Prices - Professional Services:

The Bidder must quote a firm fixed all-inclusive lot price for Professional Services for each event (as identified below and in the Statement of Work at Annex "A") in accordance with article 6.1.1 Basis of Payment - Professional Services in the Resulting Contract Clauses. These firm fixed all-inclusive lot prices will form part of any resulting Contract.

Event Number	Event	Firm All-Inclusive Lot Prices for Professional Services
1	NSP US/UN FSE	
2	NSP Exercise Strategic Power	
3	Leavenworth Exchange	
4	JCSP Canadian Defense FSE	
5	NSP International FSE	
6	JCSP European FSE	
7	NSP Exercise Strategic Play	
Total Firm Lot Price - Professional Services (excluding GST/HST)		\$0.00

Table 2: Limitation of Expenditure - Direct and Subcontracted Expenses:

The Bidder must quote a firm all-inclusive Mark-up on Direct and Subcontracted Expenses as a percentage in accordance with article 6.1.2 Basis of Payment - Direct and Subcontracted Expenses in the Resulting Contract Clauses. An estimate for the direct and subcontracted expenses for the requirement has been provided below which is in accordance with the Statement of Work at Annex "A". This estimate and the Firm All-Inclusive Direct and Subcontracted Expenses Mark-up will form the Limitation of Expenditure for Direct and Subcontracted Expenses in any resulting contract.

Total Estimated Direct and Subcontracted Expenses for this Requirement	\$2,150,000.00
Firm All-Inclusive Direct & Subcontracted Expenses Mark-up	%
Total Estimated Direct and Subcontracted Expenses (excluding GST/HST)	#VALUE!

Table 3: Ceiling Price - Travel and Living (Contractor):

The Bidder must quote a total price for its travel and living expenses in accordance with the Work outlined in the Statement of Work at Annex "A", and in accordance with article 6.1.3 Basis of Payment - Travel and Living Expenses in the Resulting Contract Clauses. The total price quoted will be the ceiling price for Travel and Living Expenses in any resulting Contract. Note: this is the travel and living expenses for the Bidder only - not any travel and living expenses for event delegates, which is included in the Total Estimated Direct and Subcontracted Expenses in Table 2 above.

Total Travel and Living Expenses (excluding GST/HST)	
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TOTAL ALL-INCLUSIVE BID EVALUATION VALUE (BEV) FOR EVALUATION PURPOSES ONLY* (TOTAL FROM TABLES 1 - 3)	#VALUE!
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**NOTE: Although the BEV is calculated for evaluation purposes only and will not form part of any resulting Contract, the prices and rates quoted by the Bidder in Tables 1, 2 and 3 will apply to any resulting Contract as indicated herein. The Firm All-Inclusive Lot Prices for Professional Services for each individual event will serve as benchmark pricing if modifications or additions are required to the events listed in Appendix "1" to Annex "A" Statement of Work. Any modifications or additions to the events will be authorized by the PWGSC Contracting Authority through a formal amendment to the Contract.*

An electronic version of this Annex is available by contacting the Contracting Authority named in Part 6, article 5.1.

Solicitation No. - N° de l'invitation

W8160-120001/A

Amd. No. - N° de la modif.

File No. - N° du dossier

cx004W8160-120001

Buyer ID - Id de l'acheteur

cx004

CCC No./N° CCC - FMS No/ N° VME

Client Ref. No. - N° de réf. du client

W8160-12-0001

**ANNEX "C"
EVALUATION GRIDS**

EVALUATION SUMMARY	
MANDATORY REQUIREMENTS:	<input type="checkbox"/> MET <input type="checkbox"/> NOT MET
Mandatories Checked by:	Date:
Overall Comments:	

NOTE TO EVALUATORS: These evaluation grids contain the basic criteria. These grids must be used in conjunction with the RFP document to ensure the evaluation is being conducted strictly in accordance with the published criteria.

Evaluation Criteria	Met	Not met
The bid is signed and bid submission requirements of Standard Instructions 2003 are met.		
The certifications in Part 5 - Subsection 1 - Code of Conduct have been provided upon bid submission.		
The certifications in Part 5 - Subsection 2 - Certifications Precedent to Contract Award have been completed and signed (either upon or following bid submission).		
Comments:		

Evaluation Criteria	Met	Not met
M.1 FINANCIAL PROPOSAL		
The Bidder must provide costing information strictly in accordance with Annex "B"		

Solicitation No. - N° de l'invitation

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W8160-120001/A

cx004

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No/ N° VME

W8160-12-0001

cx004W8160-120001

Basis of Payment.		
Comments:		

Evaluation Criteria	Met	Not met
M.2 EXPERIENCE OF PROPOSED RESOURCES		
The Bidder must identify two (2) resources, a Primary Senior Event Manager and a Back-up Senior Event Manager.		
The Bidder must identify three (3) event management project samples for each of the Primary Senior Event Manager and the Back-up Senior Event Manager. The same event management project sample <u>may not</u> be used to demonstrate the experience of both the Primary and the Back-up Senior Event Manager. An event planned by either the Primary or Back-up Senior Event Manager on behalf of a firm other than the Bidder will be accepted.		
<p>Event Management Project Sample #1:</p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); g) Number of delegates in attendance; h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; i) Number of days the firm was on-site; and 		

j) List of events management services provided.		
<p><u>Event Management Project Sample #2:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); g) Number of delegates in attendance; h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; i) Number of days the firm was on-site; and j) List of events management services provided. 		
<p><u>Event Management Project Sample #3:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p>		

<p>a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event;</p> <p>b) Client;</p> <p>c) Client contact;</p> <p>d) Description of the event;</p> <p>e) Event start date;</p> <p>f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);</p> <p>g) Number of delegates in attendance;</p> <p>h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates];</p> <p>i) Number of days the firm was on-site; and</p> <p>j) List of events management services provided.</p>		
<p><u>Event Management Project Sample #4:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <p>a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event;</p> <p>b) Client;</p> <p>c) Client contact;</p> <p>d) Description of the event;</p> <p>e) Event start date;</p> <p>f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);</p> <p>g) Number of delegates in attendance;</p> <p>h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates];</p> <p>i) Number of days the firm was on-site; and</p> <p>j) List of events management services provided.</p>		
<p><u>Event Management Project Sample #5:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted 		

<p>expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);</p> <ul style="list-style-type: none"> • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); g) Number of delegates in attendance; h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; i) Number of days the firm was on-site; and j) List of events management services provided. 		
<p>Event Management Project Sample #6:</p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$200,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 100 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; 		

<p>e) Event start date;</p> <p>f) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes);</p> <p>g) Number of delegates in attendance;</p> <p>h) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates];</p> <p>i) Number of days the firm was on-site; and</p> <p>j) List of events management services provided.</p>		
Comments:		

Evaluation Criteria	Met	Not met
M.3 EXPERIENCE OF THE FIRM		
The Bidder must identify three (3) events management projects executed by the Bidder.		
Two (2) of the events must have been managed by the Primary Senior Event Manager identified in M.2 and one (1) of the events must have been managed by the Back-up Senior Event Manager identified in M.2. The same events management project sample <u>may not</u> be used to demonstrate the experience of both the Primary and the Back-up Senior Event Manager. However, the Bidder may identify an events management project or projects which was/were previously identified under M.2 Experience of Proposed Resources. An event managed by either the Primary or Back-up Senior Event Manager on behalf of a firm other than the Bidder <u>will not be accepted</u> .		
Two (2) of the events must have been located at international venues (ie. must have taken place outside of Canada). Of these two (2) international events, only one (1) may have been located within the United States of America.		
The Bidder must provide a letter of reference for two (2) of the three (3) event management project samples submitted. One letter of reference must be for one of the two events managed by the Primary Senior Event Manager and one letter of reference must be for the event managed by the Back-up Senior Event Manager. Each letter of reference must be from the client for the event management project sample and be addressed to the Bidder. The Senior Event Manager who worked on the project must be named in the letter of reference. The letter of reference must indicate the client's satisfaction with the performance of the Bidder, including the client's satisfaction with the Bidder's ability to adhere to their quoted budget.		
Event Management Project Sample #1: <ul style="list-style-type: none"> The event start date must have been after January 1, 2007; 		

<ul style="list-style-type: none"> • The firm's assigned portion of the overall budget must have been at least \$85,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 40 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; and • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Event location; g) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); h) Number of delegates in attendance; i) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; j) Number of days the firm was on-site; and k) List of events management services provided. 		
<p><u>Event Management Project Sample #2:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$85,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 40 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; and • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <ol style="list-style-type: none"> a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; 		

<p>b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Event location; g) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); h) Number of delegates in attendance; i) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; j) Number of days the firm was on-site; and k) List of events management services provided.</p>		
<p><u>Event Management Project Sample #3:</u></p> <ul style="list-style-type: none"> • The event start date must have been after January 1, 2007; • The firm's assigned portion of the overall budget must have been at least \$85,000 (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); • A minimum of 40 delegates, including delegates having at least (1) of the following profiles: a) senior ranking (Major/Lieutenant-Commander or higher) domestic and foreign military officials; b) Government of Canada executives; or c) domestic or foreign private sector executives (Senior Management or higher), must have been in attendance; • One or more of the firm's resources must have been on-site for three (3) days or more. "On-site" is defined as at the event location(s) and/or travelling with the delegates; and • The provision of all of the following event management services was required: accommodations, hospitality, and transportation. <p>The bidder must provide:</p> <p>a) Name of the proposed Primary or Back-up Senior Event Manager responsible for managing the event; b) Client; c) Client contact; d) Description of the event; e) Event start date; f) Event location; g) Firm's assigned portion of the overall budget (including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes); h) Number of delegates in attendance; i) Profile of delegates in attendance [ie. the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]; j) Number of days the firm was on-site; and k) List of events management services provided.</p>		
<p>Comments:</p>		

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cx004W8160-120001

CCC No./N° CCC - FMS No/ N° VME

Evaluation Criteria	Met	Not met
M.4 LANGUAGE		
The Bidder must confirm that the firm is capable of providing services to the event delegates in both official languages (English and French). As such, the Bidder must include a duly signed and dated copy of the Certification in the Technical Proposal portion of the bid submission.		
Comments:		

1.2 Financial Evaluation

1.2.1 Evaluation of Price

The price of the bid will be evaluated in Canadian dollars, the Goods and Services Tax or the Harmonized Sales Tax excluded, FOB destination, Canadian customs duties and excise taxes included.

1.2.2 Financial Evaluation Criteria

Bids declared fully responsive according to the criteria identified in article 2 Basis of Selection below will be evaluated based on the prices proposed in the Financial Proposals.

The Bidder must identify prices and rates in accordance with the Basis of Payment at Annex "B".

2. Basis of Selection

A bid must comply with the requirements of the bid solicitation and meet all mandatory technical evaluation criteria to be declared responsive. The responsive bid with the lowest Bid Evaluation Value (BEV) will be recommended for award of a contract.

APPENDIX "1"
M.2 EXPERIENCE OF PROPOSED RESOURCES - SAMPLE FACT SHEET

In order to ensure that the evaluation team gets the information needed to evaluate the six (6) event management project samples identified for M.2 Experience of Proposed Resources, please ensure that the following information is provided on a "per project" basis.

Event Management Project Sample # _____

Name of the Senior Event Manager: _____

Client	Company, department, commission, or agency name.
Client Contact	Name and contact information for the company/department/commission/agency representative that managed the project.
Description of the Event	Brief description of the event managed, including objectives and event location.
Event Start Date	Month, day, and year the event started.
Firm's Assigned Portion of the Overall Budget	What was the total dollar value of the budget managed, including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes?
Number of Delegates	How many delegates were in attendance?
Profile of Delegates	Who attended the event [ie. specify the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]?
Number of Days On-site	How many days was the firm on-site (where "on-site" is defined as at the event location(s) and/or travelling with the delegates)?
List of Event Management Services Provided	What types of event management services were provided (accommodations, hospitality, transportation)? Provide a brief description of each.

APPENDIX "2"
M.3 EXPERIENCE OF THE FIRM - SAMPLE FACT SHEET

In order to ensure that the evaluation team gets the information needed to evaluate the three (3) event management project samples identified for M.3 Experience of the Firm, please ensure that the following information is provided on a "per project" basis.

Event Management Project Sample # _____

Name of the Senior Event Manager: _____

Client	Company, department, commission, or agency name.
Client Contact	Name and contact information for the company/department/commission/agency representative that managed the project.
Description of the Event	Brief description of the event managed, including objectives.
Event Start Date	Month, day, and year the event started.
Event Location	Where was the event held?
Firm's Assigned Portion of the Overall Budget	What was the total dollar value of the budget managed, including professional fees, direct expenses, sub-contracted expenses, travel and living expenses, and any other project-related revenues, as applicable, but excluding applicable taxes?
Number of Delegates	How many delegates were in attendance?
Profile of Delegates	Who attended the event [ie. specify the sector (private, public or military), ranks or positions, and country(ies) of origin of the delegates]?
Number of Days On-site	How many days was the firm on-site (where "on-site" is defined as at the event location(s) and/or travelling with the delegates)?
List of Event Management Services Provided	What types of event management services were provided (accommodations, hospitality, transportation)? Provide a brief description of each.
Letter of Reference	Provide a letter of reference for two (2) of the three (3) event management project samples submitted. One letter of reference must be for one of the two events managed by the Primary Senior Event Manager and one letter of reference must be for the event managed by the Back-up Senior Event Manager. Each letter of reference must be from the client for the event management project sample and be addressed to the Bidder. The Senior Event Manager who worked on the project must be named in the letter of reference. The letter of reference must indicate the client's satisfaction with the performance of the Bidder, including the client's satisfaction with the Bidder's ability to adhere to their quoted budget.