Western Economic Diversification Canada

REQUEST FOR PROPOSAL
THIS OPPORTUNITY CONTAINS A SECURITY REQUIREMENT

Evaluation of Community Futures Program

Solicitation Number: 4W002-14-5006

SOLICITATION CLOSES	RETURN BIDS TO:
14:00 (MST) **December 3, 2013**	**Western Economic Diversification Canada** **Via email to:** **WD.BidBox@wd-deo.gc.ca**

Request for Proposal to Western Economic Diversification 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 therefore.

Vendor/Firm Legal Name and Address:

____

____

____

TEL: ______________________________

FAX: ______________________________

Email: ______________________________

Name and title of person authorized to sign on behalf of Vendor/Firm

Print Name & Title: ______________________________

Signature: ______________________________ **Date:** ______________________________

TABLE OF CONTENTS

List of Annexes:

Annex “A” - Statement of Work
Annex “B” - Basis of Payment
Annex “C” - Evaluation Criteria and Contractor Selection Method
Annex “D” - Security Requirement Check List
Annex “E” - Reference Questions
Annex “F” - Terms of Reference: Evaluation of the Community Futures Program
Annex “G” – Community Futures Program – National Performance Measurement Strategy

PART 1 - GENERAL INFORMATION

1. Security Requirement

There is a security requirement associated with the requirement. For additional information, consult Part 4 - Evaluation Procedures and Basis of Selection, and Part 6 - Resulting Contract Clauses.

2. Statement of Work

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

3. Debriefings

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.

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.

The 2003 (2013-06-01) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Revision of Departmental Name – Reference to the Minister of Public Works and Government Services Canada (PWGSC) or to the Department of Public Works and Government Services Canada contained in any term, condition or clause of this contract shall be interpreted as a reference to the Minister of Western Economic Diversification (WD) or to the Department of Western Economic Diversification, as the case may be; with the exception of clause 2012B-02.

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.

2. Submission of Bids

Bids must be submitted to Western Economic Diversification Canada (WD) as follows: E-mail bids with scanned copies of Annex C and a signed copy of the first (1st) page of this RFP to the **WD.BidBox@wd-deo.gc.ca** by:

December 3, 2013 (Tuesday)
14:00 (MST)
Any bids received after this time and date will not be accepted.

Bids received on or before the stipulated bid solicitation closing date and time will become the property of Canada and will not be returned. All bids will be treated as confidential, subject to the provisions of the *Access to Information Act,* R.S. 1985, c. A-1 and the *Privacy Act,* R.S. 1985, c. P-21.

2.1 Restrictions on email bid submission

- The electronic file(s) size, attached to your email, must be less than 10 megabytes (10MB). It is recommended that to ensure your email is accepted by WD's firewall that your email is less than 8 megabytes (8MB) in total size (including all attachments). If you try to electronically submit an email larger than 10MB, your email will be returned to you undelivered.
- Additionally, it is recommended that only Adobe Acrobat documents (PDF), Microsoft Word documents, and Microsoft Excel spreadsheets be submitted electronically.

2.2 Additional Information

- WD's electronic bid submission system will NOT send a delivery receipt

- Be aware that any electronically submitted bids found to be corrupted or unreadable, cannot be opened after the solicitation closes, and will be declared 'NON-RESPONSIVE'.
- If there is more than one version of electronically submitted bids, the version which was received closest prior to "Solicitation Close" will be deemed the submitted bid.
- Any files detected to contain a virus will be deleted from WD's system by anti-virus software without notice to the bidder.

Timely and correct delivery of proposals to WD is the sole responsibility of the Bidder. WD will not assume or have transferred to it those responsibilities. All risk and consequences of incorrect delivery of proposals are the responsibility of the bidder.

2.3 Bid Validity Period

Bids will remain open for acceptance for a period of not less than ninety - (90) days from the closing date of the bid solicitation, unless otherwise indicated in the bid solicitation. WD reserves the right to seek an extension of the bid validity period from all responsive Bidders in writing, within a minimum of three (3) days prior to the end of the bid validity period. If all responsive Bidders accept the extension, WD will continue with the evaluation of the bids. If all responsive Bidders do not accept the extension, WD will, at its sole discretion, either continue with the evaluation of the bids of those who have accepted the extension or cancel the solicitation.

3. Enquiries – Bid Solicitation

All enquiries must be submitted by email to the Contracting Authority WDContractAuthority@wd-deo.gc.ca no later than seven (7) 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 WD 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 WD determines that the enquiry is not of a proprietary nature. WD 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 WD.

4. Applicable Laws

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

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

The contents of the proposal submitted will only be shared with the Evaluation Team and will not be distributed for any other reason. All bids are treated with confidentiality as indicated in this excerpt from Public Works and Government Services Canada Supply Manual, Chapter 7:

> "Client Review
> 7D.393 (2008-12-12)
>
> 1. The contracting officer must treat all information in a secure and confidential manner to ensure the integrity of the contracting process.
> 2. When referring bids to the client department during the evaluation process, the following cautionary note must be provided to the client:
>   *"Bid information is to be divulged only to government officials authorized to participate in this procurement process. None of this information is to be divulged to, or discussed with, the trade."*
> 3. Complete documentation, including all notes, worksheets, etc., made during the processing or evaluation of the bids must be retained for future reference on the procurement file.
> 4. During the period from bid closing to contract award (including during the contract approval process), contracting officers receiving requests from suppliers for the names of bidders may not release this information; they may however, release information on the number of bids received. Contracting officers may also wish to suggest to the suppliers that they consult GETS (Government Electronic Tendering Services) to view the pool of interested suppliers. Where suppliers continue to seek additional information, they should be directed to the Access to Information and Privacy Office."

Unless specified otherwise in the bid solicitation, WD will evaluate only the documentation provided with a bidder's bid. WD will not evaluate information such as references to website addresses where additional information can be found, or technical manuals or brochures not submitted with the bid.

WD requests that Bidders provide their bid as separate attachments, as follows:

- **Section I:** Technical Bid
  - Submitted electronically via WD.BidBox@wd-deo.gc.ca
  - One (1) electronic copy in Microsoft Word or PDF format
- **Section II:** Financial Bid
  - The Submitted electronically via WD.BidBox@wd-deo.gc.ca
  - One (1) electronic copy in Microsoft Word or PDF format

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

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 capabilities and describe their approach in a thorough, concise and clear manner for carrying out the Work as described in Annex "A": Statement of 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, WD requests that Bidders address and present topics in the order of the evaluation criteria and 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.

Annex "C", Evaluation Criteria, contains additional instructions that Bidders should consider when preparing their technical bid.

SectIon II: Financial Bid

Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Annex "B". The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST) has to be shown separately, as applicable.

a) Bidders must submit their price(s) and (or) rate(s), Canadian customs duties and excise taxes included, as applicable, and GST or HST excluded.
b) When preparing their financial bid, Bidders must review and complete Annex "B": Basis of Payment and clause 1.2, Financial Evaluation, of PART 4.
c) The Bidder's firm price in response to an RFP and resulting contract(s) must include all overhead, general & administrative costs and profit. Included are the following costs that may be incurred in providing the required services: office space, computer, hardware and software, word processing, preparation of reports, photocopying, courier services, facsimile services, telephone services.

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

a) Mandatory Criteria at Bid Closing

1. Proposal received prior to closing time and date
2. Completed and signed copy of the first (1st) page of this RFP document
3. Technical bid as outlined in PART 3, Section 1
4. Financial bid as outlined in PART 3, Section 2, Completed Basis of Payment, Annex "B"

b) Mandatory Technical Requirements

As outlined in Annex "C", **Evaluation Procedures and Contractor Selection** Method:

1. Proposed work plan
2. The Bidder must submit resumes of the proposed personnel. The resume shall be up to date and, if known, indicate the security clearance status of the individual
3. Training and education qualifications
4. Executive summaries of reports of similar scope, completed for the references provided
5. Names and contact information for a minimum of two (2) references that are knowledgeable on organization's previous similar work

c) Point Rated Technical Criteria

Refer to Annex "C". Point-rated technical criteria not addressed will be given a score of zero (0).

1.2 Financial Evaluation

Total Firm 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.

2. Contractor Selection Method

2.1 Basis of Selection – Lowest Price Per Point

To be declared responsive, a bid must:

a. Comply with all the requirements of the bid solicitation;
b. Meet all the mandatory requirements at Bid Closing; and
c. Obtain the required minimum number of points specified in Annex "C" for the point rated technical criteria.

Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest Total Firm Price will necessarily be accepted.

The Total Firm Price per point of a responsive bid will be determined by dividing its Total Firm Price by the overall score it obtained for all the point rated technical criteria detailed in Annex C.

The responsive bid with the lowest bid Total Firm Price per point will be recommended for award of a contract. In the event two or more responsive bids have the same lower bid Total Firm Price per point, the responsive bid that obtained the highest overall score for all the point rated technical criteria detailed in Annex C will be recommended for award of a contract.

3. Security Requirement

3.1 Before award of a contract, the following conditions must be met:

(a) The Bidder's proposed individuals requiring access to PROTECTED information, assets or sensitive work site(s) must meet the security requirement at the requisite level of RELIABILITY, granted or approved by Government of Canada; and

(b) The Bidder must provide the name of all individuals who will require access to PROTECTED information, assets or sensitive work sites.

3.2 Western Economic Diversification will not delay the award of any contract to allow bidders to obtain the required clearance.

PART 5 – CERTIFICATIONS

Bidders must provide the required certifications and documentation to be awarded a contract. WD will declare a bid non-responsive if the required certifications are not completed and submitted as requested. Bidders should provide the required certifications in Section III of their bid.

Compliance with the certifications Bidders provide to WD is subject to verification by WD during the bid evaluation period (before award of contract) and after award of 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. Mandatory Certifications Required Precedent to Contract Award

1.1 Code of Conduct and Certifications - Related documentation

By submitting a bid, the Bidder certifies that the Bidder and its affiliates are in compliance with the provisions as stated in Section 01 Code of Conduct and Certifications - Bid of Standard Instructions 2003 (2013-06-01). The related documentation therein required will assist WD in confirming that the certifications are true.

2. Additional Certifications Required Precedent to Contract Award

2.1 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.

2.2 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.

3. Former Public Servant

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, offerors must provide the information required below.

Former Public Servant

Definitions
For the purposes of this clause,

- "**former public servant"** means a 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 and includes:
  - an individual;
  - an individual who has incorporated;
  - a partnership made up of former public servants; or
  - 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 Public Service.
- "**pension**" means a pension payable pursuant to the Public Service Superannuation Act, R.S., 1985, c. P-36, as indexed pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c. S-24.

<u>Former Public Servant in Receipt of a Pension</u>

Is the Bidder a FPS in receipt of a pension as defined above? **YES ( ) NO ( )**

If YES, the Bidder must provide the following information:

1) name of former public servant;

____

1) date of termination of employment or retirement from the Public Service.

____

A contract for the services of a FPS who has been retired for less than one year and who is in receipt of a pension as defined above is subject to a fee reduction (abatement formula) as required by Treasury Board Policy.

4. Work Force Reduction Program

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 **YES**, the Bidder must provide the following information:

1) name of former public servant; ____________________________________

1) conditions of the lump sum payment incentive**;** ________________________

2) date of termination of employment; ______________________________________

3) amount of lump sum payment; ____

4) rate of pay on which lump sum payment is based; _________________________

5) period of lump sum payment including start date, end date and number of weeks; _________

6) 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 fee 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.

PART 6 - 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".

2. Security Requirement

2.1 Contractor personnel requiring access to **PROTECTED** information, assets or sensitive work site(s) must **EACH** hold a valid **RELIABILITY STATUS,** granted or approved by the Government of Canada.

2.2 The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store PROTECTED information and/or perform production until Western Economic Diversification has issued written al. After approval has been granted or approved, these tasks may be performed at the level of PROTECTED " B".

2.3 Subcontracts, which contain security requirements, are NOT to be awarded without the prior written permission of Western Economic Diversification.

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 issued by Public Works and government Services Canada https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual

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

4. Term of Contract

The period of the Contract will be from the date of contract award with an expected deliverable date of February 28, 2014. The final contract end date will be negotiable.

5. Authorities

5.1 Western Economic Diversification Canada Contracting Authority (CA)
The Contracting Authority for the Contract is:

Pamela Riddy
Western Economic Diversification Canada
Suite 1500 Canada Place, 9700 Jasper Avenue
Edmonton AB T5J 4H7
Telephone Number: 780-495-5600
E-mail: pamela.riddy@wd-deo.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 (PA)

The Project Authority for the Contract is: ***Use at Contract award***

Name of Project Authority
Title
Department
Branch / Directorate
Address
Telephone:
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.

5.3 Contractor's Representative ***Use at Contract award***

Name of Contractor's Representative
Title
Telephone:
E-mail address:

6. Payment

6.1 Basis of Payment

The Contractor will be paid in accordance with the Basis of Payment in Annex B, for completion of the Work as detailed in the Statement of Work, Annex "A".

6.2 Firm Price

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price of $______________. Custom duties included; GST and HST is extra, if applicable.

No increase in the total liability of WD 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 these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

The Contractor must not perform any work or provide any service that would result in WD's total liability being exceeded before obtaining the written approval of the Contracting Authority. 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) Thirty (30) days before the Contract expiry date, or
(c) If the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.

6.3 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.

6.4 Method of Payment

6.4.1 Progress Payments

WD will make progress payments in accordance with the Schedule of Payments attached as Annex "B", upon the following terms and conditions:

- WD will make progress payments in accordance with the payment provisions of the Contract for cost incurred in the performance of the Work, if:
  - an accurate and complete claim for payment and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
  - the amount claimed is in accordance with the basis of payment.
- The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of all work required under the Contract if the Work has been accepted by WD and a final claim for the payment is submitted.

Progress payments are interim payments only. WD may conduct a government audit and interim time and cost verifications and reserves the rights to make adjustments to the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to WD.

6.5 Standard Acquisition Clauses and Conditions (SACC)

The following SACC Manual Clauses are included by reference:

A9117C	T1204-Direct Request by Customer Department	2007-11-30
C0305C	Cost Submission	2008-05-12
C0705C	Discretionary Audit	2010B16
C0710C	Time and Contract Price Verification	2007-11-30
C2000C	Taxes – Foreign-based Contractor	2007-11-30

The full text of the SACC Manual is available at: https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual

7. Invoicing Instructions

Payment will only be made on receipt of a satisfactory invoice duly supported by specified release documents and other documents called for under the Contract. Invoices must be submitted on the Contractor's own invoice form. Each claim must be supported by:

- The date;
- Contract number;
- A copy of the progress and attendance reports, when applicable;
- The amount invoiced (exclusive of the Goods and Services Tax [GST] or Harmonized Sales Tax [HST] as appropriate); and
- The amount of GST or HST, as appropriate, shown separately.

The Contractor must not submit claims until all work identified in the claim is completed.

8. Requirement for Training and Familiarization

8.1 Any training and/or familiarization required by Contractor personnel to perform specific assignments will be on the Contractor's time and expense, unless otherwise specifically indicated in the contract.

8.2 WD will not provide technology training, unless otherwise specifically indicated in the contract. WD will, wherever possible, provide standards, policies, guidelines and appropriate documentation to describe how the application systems are designed and configured, as well as other assistance needed to help contract personnel to work on application systems.

9. Replacement of Specific Personnel

9.1 If specific individuals are identified in the Contract to perform the Work, the Contractor must provide the services of those individuals unless the Contractor is unable to do so for reasons beyond its control.

9.2 If the Contractor is unable to provide the services of any specific individual identified in the Contract, it must provide a replacement with similar qualifications and experience within forty-eight (48) hours and the individual tasking/responsibilities will be covered within five working days. The replacement must meet the criteria used in the selection of the Contractor and be acceptable to Canada. The Contractor must, as soon as possible, give notice to the Contracting Authority of the reason for replacing the individual and provide:

(a) The name, qualifications and experience of the proposed replacement; and

(b) Proof that the proposed replacement has the required security clearance granted by Canada, if applicable.

9.3 If it is necessary to replace personnel, the Contractor must give at least five (5) working days notice in writing to the Project Authority. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a replacement stop performing the Work. In such a case, the Contractor must immediately comply with the order and secure a further replacement in accordance with subsection 2. The fact that the Contracting Authority does not order that a replacement stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.

10. Priority of Documents

The documents specified below form part of and are incorporated into the Contract. In the event of a discrepancy, inconsistency or ambiguity between the wordings of any documents, which appear on the list, the wording of the document which first appears on the list will prevail over the wording of any document which subsequently appears on the list:

a) The Articles of Agreement;
b) General Conditions – Professional Services (Medium Complexity) - 2010B (2012-07-16);
c) The Contractor's bid dated ______________________ (insert date of bid);
d) PART 6 – Resulting Contracting Clauses;
e) Annex "A" - Statement of Work;
f) Annex "B" - Basis of Payment;
g) Annex "C" - Evaluation Criteria and Contractor Selection Method; and
h) Annex "D" - Security Requirement Check List

11. Insurance

It is the sole responsibility of the Contractor to decide whether or not any insurance coverage is necessary for its own protection or to fulfill its obligations under the Contract and to ensure compliance with required Federal, Provincial or Municipal law. Any such insurance will be provided and maintained by the Contractor at its own expense.

12. Conflict Of Interest

In order to provide impartial and objective advice to WD and to avoid any real or apparent conflict of interest, the Contractor represents and warrants that any proposed individual(s) assigned to perform any work under the contract must not be in a situation of conflict of interest that would render it unable to provide impartial assistance or advice to WD, or affect or otherwise impair its objectivity in performing the Work.

13. Conflict of Interest - Other Work

The Contractor, during and after the period of performance of the Contract agrees that:

a) It must not bid for any contract to be let as a result of a solicitation where any work performed by the Contractor under this Contract creates a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), and must not participate as a subcontractor or consultant in the preparation of any other Bidder's bid for such a resulting contract; and

b) It must not bid for any contract where the Contractor, in its work performed under this Contract, is required to assist Canada in evaluating the bids or in overseeing performance of a resulting contract, and must not participate as a subcontractor or consultant in the preparation of any other Bidder's bid for such a resulting contract; and

c) If its work under the subject Contract involved access to information that would for any reason create a real or apparent conflict of interest or unfair advantage over other potential suppliers for any resulting contract(s), the Contractor must not bid for any of that resulting contract(s) or participate as a subcontractor or consultant in the preparation of any other Bidder's bid for any resulting contract;

WD will disqualify any bid from the Contractor (or any entity that either controls or is controlled by the Contractor or, together with the Contractor, is under the common control of a third party, as well as such third party) for contracts as described in this clause, in respect to which WD determines, at its sole discretion, that the bidder's involvement in this Contract, whether direct or indirect, has resulted in a real or apparent conflict of interest or unfair advantage over other suppliers for the Work subject to the solicitation.

14. Collection of Personal Information

14.1 It is understood and agreed that to fulfill its obligations under this Contract, the Contractor is required to handle and collect from individual's personal information as defined in the Privacy Act, R.S.C. 1985, c.P-21. The Contractor acknowledges that WD is bound by the Privacy Act regarding the protection of personal information.

14.2 The Contractor undertakes to collect and use only the personal information necessary to fulfill the requirements of the Contract and to ensure that the personal information is as accurate, complete and as up to date as possible. The Contractor must, wherever possible, collect personal information directly from the individuals to whom the information relates, unless the individual authorizes collection from another source or the direct collection might result in the collection of inaccurate information. The Contractor must inform the individual from whom the personal information is collected of the purposes of the collection and use of its personal information, the voluntary nature or alternatively the legal requirement to provide the personal information and obtain the individual's consent for the disclosure and use by Canada of the personal information, including the transfer to a successor of the Contractor. The individual must further be informed that the personal information is subject to the Privacy Act and of the right to access as well as to correct the personal information under the Privacy Act.

14.3 The Contractor and anyone who works with or for the Contractor must keep private and confidential, during and after the effective period of the Contract, any such personal information collected, created or handled under the Contract and must not use, copy, dispose of or destroy such personal information except in accordance with this clause and the delivery provisions of the Contract. The Contractor must appoint a senior officer responsible for ensuring the Contractor's compliance with this clause. The Contractor must at all times take all measures reasonably necessary including those set out in any instructions issued by Canada from time to time for the protection and security of the personal information. The Contractor's premises must at reasonable times be open for inspection The Contractor must ensure that its employees, agents and subcontractors are made aware of the confidential nature of the personal information and are bound by written agreements to hold the information in confidence and deal with in accordance with this Contract.

14.4 It is further understood and agreed that all personal information while under the control and custody of the Contractor in fulfilling this Contract is subject to the Personal Information Protection and Electronic Document Act, S.C 2000, c.5 but that such personal information is the property of Canada. The Contractor shall have no right in or to that information. The Contractor must deliver to Canada all personal information upon completion or termination of the Contract or at such earlier time as Canada may request. Upon delivery of the personal information to Canada the Contractor has no right to retain that information in any form and must ensure that no record of the personal information remains in the Contractor's possession.

ANNEX "A"
STATEMENT OF WORK

Background

As the federal regional economic department for Western Canada, Western Economic Diversification Canada (WD) has a mandate to promote the development and diversification of the economy of the West, British Columbia, Alberta, Saskatchewan and Manitoba, and to advance the interests of Western Canada in national economic policy, program and project development and implementation. WD works to improve the long-term economic competitiveness of the West and the quality of life of its citizens by supporting a wide range of initiatives targeting inter-related project activities – business development, innovation, and community economic development. These programs and services are supported by WD's policy, advocacy and coordination, and internal services activities. Together, these priorities create a foundation to build the prosperity and competitiveness of the West in the 21st century. WD’s corporate office is located in Edmonton with offices in Vancouver, Calgary, Saskatoon, Winnipeg and Ottawa.

Community Futures Program (CFP)[1]

The Community Futures Program (CFP) supports Community Economic Development (CED) and builds the self-reliance and capacity of communities to realize their full sustainable potential. The objectives of the CFP in support of this mandate include:

i) fostering economic stability, growth and job creation;
ii) helping to create diversified and competitive local rural economies; and
iii) helping to build economically sustainable communities.

The CFP is designed to operate in rural communities and in areas normally outside of metropolitan areas. Program reach extends to existing and new small and medium-sized enterprises, including social enterprises, entrepreneurs and community groups and organizations involved in community capacity building. Community Futures organizations (CFs) work with a broad cross section of community stakeholders and partners that include the private sector, non-profit organizations, non-government organizations, financial institutions, equity groups, municipalities, associations, regional networks, education, labour and First Nations.

The CFP provides financial support to CFs, which are incorporated, not-for-profit organizations with volunteer boards of directors and professional staff. These organizations form a national network of more than 3,500 volunteers who dedicate thousands of hours annually to their communities. CFs are independent, arms-length, non-profit organizations with local boards of directors and, as such, they are accountable to government through those terms which have been set out in their contribution agreements with Departments.

At 2013 – 2014 fiscal year, there are 90 non-profit CFs, 4 CF Associations and one Pan-West CF Group in Western Canada. CF organizations also assist with the delivery of WD’s Entrepreneurs with Disabilities Program (EDP) as well as work with the Aboriginal Business Service Network (ABSN). Further, many CFs have also been active participants in the delivery of services or programs for other government departments, such as Human Resources and Skills Development Canada (HRSDC).

[1] Details of WD’s CFP and the methodology of the evaluation can be found in the attached Terms of Reference.

Objective

The purpose of this Request for Proposal (RFP) is to select a contractor and to award one contract for the work associated with the evaluation of WD's CFP. This RFP delineates the scope of the work required and the associated deliverables, contractor selection criteria and procedures for proposal submission. Bidders are asked to submit a proposal that integrates the tasks required for the evaluation. The logic model and evaluation framework for the evaluations are in the attached Terms of Reference.

Scope of Work

The evaluation for the CFP will cover the fiscal years[2] from 2008 – 2009 to 2012 – 2013. The following is a general outline of the Key Tasks required for the successful contractor to complete the evaluations. Bidders are asked to respond in sufficient detail with respect to the activities that they propose to assist WD to assess the merits of their proposal. It should be noted that the selection criteria will be largely based on the ability of the contractor to provide suggestions that enhance the methodology to increase stakeholder participation and response rate for the interviews. Proposed suggestions must include the method of sampling to be used for the tasks and the rational for choosing the sampling method.

The following is a general task outline for the successful contractor. All reports need to be in Word format. The key tasks are:

Task 1 Develop a comprehensive Work Plan and Schedule

Task 2 Conduct Key Informant Interviews

Task 3 Conduct CF & Client survey

Task 4 Administrative Tasks

Task 1: Develop a Comprehensive & Integrated Work Plan and Schedule

The selected Contractor will provide an evaluation design plan for the CFP evaluations, acceptable to the Project Authority, identifying task, personnel assigned, start and completion dates. The plan must take into account the challenges and limitations for the CFP evaluation. Timing must take into account details of the evaluation approach and must be approved by WD prior to implementation. The comprehensive work plan must include a data analysis plan outlining the methodologies the contractor proposes to analyse all interview data gathered for the evaluation.

Task 2: Key informant Interviews

The contractor will conduct 50 – 60 interviews of key informants. This will involve designing key informant interview protocols based on the evaluation framework and conducting the interviews. Different interview protocols will be designed for different groups of interviewees. Interviewees may be selected from the following:

- WD management and staff (10 interviews).
- Representatives from CF Network Organizations (10 interviews).
- Account managers of financial institutions (10 interviews).
- Organizations involved in similar activities as the CFs (10 interviews).
- Community groups/leaders (10 interviews).

---

[2] Fiscal years run April 1 to March 31

- External Stakeholders/subject matter experts knowledgeable about rural community and business development (10 interviews).

The key informant interviews for the evaluation may be conducted by phone or in-person as appropriate. The attached evaluation frameworks indicate the specific evaluation issues that will be explored through the key informant interviews. Where possible, the project leads on both evaluations will assist in providing the contractor with the names and contact information of people to be interviewed. The contractor will:

- Develop a list of an appropriate number of interviewees.
- Develop the interview guides based on the evaluation framework.
- Schedule the interviews.
- Pre-test and conduct the interviews.
- Tabulate the interviews in electronic (Excel or Excel-compatible) format.
- Analyse the results.
- Develop a draft summary technical report.
- Incorporate departmental feedback on the draft summary technical report into a final summary technical report.

Task 3: CF & Client Survey

1. The contractor will conduct a survey of CFs to gain insights on the impacts and relevance of CFP programming. Each CF selected for the survey will include a staff and a board member.
2. The contractor will survey a representative sample of CF clients in all regions. The contractor must provide the sampling method to be used and the rationale. The survey will comprise of equal proportions of clients receiving loans and services.

The contractor will:

- Contact the CFs to schedule the survey.
- Contact the CFs for a list of their clients.
- Develop a list of an appropriate number of interviewees.
- Develop the survey guides based on the evaluation framework.
- Schedule the survey.
- Pre-test and conduct the survey.
- Tabulate the interviews in electronic (Excel or Excel-compatible) format.
- Analyse the results.
- Develop a draft summary technical report.
- Incorporate departmental feedback on the draft summary technical report into a final summary technical report.

Task 4: Administrative Tasks

The selected contractor will:

- Attend an initial meeting with the project team to discuss the methodologies to be used for the project and to gather further information required in order to prepare a detailed work plan.
- Ensure that guides and instruments are approved by the project lead prior to implementation.

- Provide a bi-weekly progress report to the project lead noting any problems that may cause delays or affect subsequent work.
- Provide all office supplies, work facilities and administrative support to conduct the project.
- Arrange with the project lead to access Federal Government facilities, equipment and /or files if required.

Deliverables & Timeline

The following table provides a breakdown of the deliverables under this project and the time frames for submitting them. The anticipated completion date for the project is February 28, 2014.

No.	Deliverables	Timeline
1	Initial meeting with Project Authority	Within 5 days after signed contract
	A comprehensive and integrated work plan and schedule (including proposed data analysis plan)	2 weeks after initial meeting
2	First draft technical report from key informant interviews	February 21, 2014
	First draft survey report	February 21, 2014
3	Final technical report from key informant interviews	February 28, 2014
	Final survey report	February 28, 2014

All documents, including all working documents and databases with interview results, and deliverables must be provided in hard copy where applicable, and electronic versions in Microsoft Word, Excel or PowerPoint format.

The initial meeting may be a face to face meeting, in WD's Edmonton office, or a video/telephone conference

Acceptance

The Project Authority will determine acceptability of all deliverables, based on the contractor complying with the terms and conditions of the contract, and professional evaluation standards.[3]

Government Representatives

Contracting Authority: The Contracting Authority (CA) is responsible for the management of the Contract and the CA must authorize any changes to the Contract in writing. The Contractor must not perform work in excess or outside the scope of the Contract based on verbal or written requests or instructions from anyone other than the CA.

Manager, Corporate Administration
Western Economic Diversification Canada
Suite 1500, 9700 Jasper Avenue
Edmonton AB T5J 4H7

---

[3] For more information see Government of Canada's Directive on the Evaluation Function.
http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15681

Project Authority: The Project Authority (PA) 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 PA, although the PA cannot authorize changes to the scope of the work, which will be done only through a contract amendment issued by the Contracting Authority.

Project Leads: The Project Leads will liaise with the contractor’s Project Lead as required. The Project Leads may make suggestions, provide information as requested and may participate in some interviews. The Project Leads are the contact for day-to-day inquiries and required assistance.

Contractor Support

The Project Leads will facilitate contact with the stakeholders as required. Potential interviewees may also be contacted ahead of time by the Project Leads to inform them of the evaluation and solicit their participation. If required, WD will provide video-conferencing services for all the tasks in WD regional offices.

In addition, the Project Leads may communicate with the contractor on various topics, including, but not limited to:

- proposed changes/ improvements to methodology and conduct of the evaluation.
- feedback on draft reports.
- issues with data provided by WD.
- participation in regular meetings or teleconferences with the contractor to ensure the project remains on track.

Constraints

It may be difficult to schedule interviews with some of the interviewees. It is the responsibility of the contractor to schedule all interviews; however if unable to, the contractor must inform the Project Leads so mitigation strategies can be taken. Mitigation strategies should be included in a contingency plan.

Location of Work

It is anticipated that most of the Work will be done on the contractor’s premises by telephone and e-mail. WD will provide video-conferencing services as required.

Language of Work

The Bidder must be fluent in English (oral, writing and reading comprehension), and written documents must be in English. The bidder must have the capacity to conduct work in French if requested.

Reference Documents

- Terms of Reference: Community Futures Program
- Community Futures Program – National Performance Measurement Strategy

ANNEX “B”
BASIS OF PAYMENT

Vendor/Firm Legal Name and Address:

____

____

____

TEL: ______________________________

FAX: ______________________________

Email: ______________________________

Pricing

Provide pricing as requested for “Total Firm Price” as described below.

Total Firm Price

Total firm price includes: labour, administration, materials, supplies, overhead, profit, and all other costs reasonably incurred

PRICING SCHEDULE

The Bidder must complete this pricing schedule and include it in its financial bid.

PROGRESS PAYMENTS				
#	**Deliverables**	**PROJECTED COST**		**PROPOSED DATE**
		%	**$**	
1	Initial meeting and comprehensive work plan and schedule			
2	First draft technical reports from key informant interviews and survey reports			
3	Final draft technical reports from key informant interviews and final survey reports			
Total Firm Price (includes: labour, administration, materials, supplies, overhead, profit and all other costs reasonably incurred).				

Goods and Services Tax (GST) OR Harmonized Sales Tax (HST) The total estimated GST or HST is not included in the amounts above and GST or HST will be shown as a separate item on each invoice.	**$**

TOTAL COST Includes: Total Firm Price and GST/HST	**$**

Schedule of Payments

Payment will be made in accordance with the terms and conditions as outlined in "6.4 Method of Payment – 6.4.1 Progress Payments" for cost incurred in the performance of the Work following receipt and acceptance by the Project Authority of the relevant Deliverable. Deliverables are to correspond to the level of effort described in the Statement of Work Annex "A", and the technical and management portions of the Contractor's proposal dated ________________________**.**

ANNEX “C”
EVALUATION PROCEDURES AND CONTRACTOR SELECTION METHOD

Mandatory Criteria

A proposal must meet all of the mandatory requirements set out in the evaluation criteria. Proposals that fail to meet these requirements will be discarded without further consideration.

Contractors interested in undertaking the Work described in the Statement of Work (SoW) must provide the following:

Mandatory Requirements		MET	NOT MET
1	Proposed work plan		
2	Qualifications of all members of the team working specifically on this project (proposed resources).		
	a. Resumes of all proposed resources		
	b. Education qualifications and training		
3	The Contractor must provide:		
	a. Names and contact information for a minimum of two (2) references that are knowledgeable on the Contractor’s previous similar work.		
	b. Executive summaries of reports completed for the two (2) references.		

Point Rated Evaluation Criteria

Proposals must receive the Minimum Points or greater in each point rated criteria (e.g. 1.1, 2.3, etc.) for the evaluation process to continue.

Any proposal receiving a score of less than the Minimum Points in any point rated criteria will be given no further consideration.

Point Rated Evaluation Criteria – CFP Evaluation

1. Proposed Work Plan	**Minimum Acceptable**	**Maximum Possible**
1.1 **Understanding of the department, the program and the tasks** • Demonstrates understanding of the department, and the Community Futures Program	3	5
1.2 Methodology • Identifies appropriate methodology summarized by tasks. • Identifies potential problems/constraints and suggest solutions to mitigate problems/constraints summarized by task. • Discusses data analysis methods and how results will be combined with other lines of evidence	20	35
1.3 Improvements to Methodology • Suggests and/or provide examples of enhancements to maximize interview participation	17	30
Maximum score 70 points / Minimum score 40 points		
2. Team Management and Experience	**Minimum Acceptable**	**Maximum Possible**
2.1 Organizational Structure and Composition of the Team • Specifies the proposed resources for each evaluation Defines team structure, related experience of team members, associated hours to complete the proposed work, and including at least 40% dedicated senior management time.	3	4
2.2 Contingency Plan • Defines contingency plan to ensure project continuity and completion.	2	3
2.3 Editorial quality of proposal • Writes proposal in an organized, clear and concise manner	2	3

2.4 Contract Management Controls and quality assurance Defines deliverables, timelines and review processes • Defines quality assurances processes in place for performing the work and ensuring data quality	3	5
2.5 Relevant Knowledge and Experience • Describes two (2) reports of completed evaluations of similar scope involving similar methodologies and data collection approaches as this evaluation. Both reports should be done for entities other than WD. • Include executive summaries of the two (2) reports. • Based on previous work, the team demonstrates their experience in conducting interviews and surveys • Based on previous work, the team demonstrates their experience of evaluation of government programming and the Government of Canada evaluation standards and guidelines	9	13
2.6 References • Includes names and contact information of two (2) references. Both references indicate they would contract with the supplier again.	1	2
Maximum score 30 points / Minimum score 20 points		
Total Maximum Score 100 Points / Total Minimum Score 60 Points		

Contractor Selection Method

Lowest Price Per Point

The responsive bid with the lowest bid evaluated price per point will be recommended for award of a contract. In the event two or more responsive bids have the same lowest bid evaluated price per point, the responsive bid that obtained the highest overall score for all the point rated technical criteria detailed in Annex C will be recommended for contract award.

The evaluated price per point of a responsive bid will be determined by dividing its" **Total Firm Price**" (Annex "B") by the overall "**Technical Points**" score awarded for all the point rated technical criteria detailed in Annex "C".

Example (minimum score of 74 points is required)

Bidder	Total Firm Price*	Technical Points	Price per Point
Company A	$65,500.00	82	$798.78
Company B	$69,500.00	88	$789.77
Company C	$65,000.00	54	Non-responsive
Company D	$80,000.00	72	Non-responsive
Company E	$72,800.00	88	$827.27

Company B will be recommended for contract award with the lowest Price Per Point.

Company C and Company D were non-responsive, as they did not score the minimum required rating of 74 points.

For further information please see PART 4 Section 2.1.

*** The Total Firm Prices listed are only examples, and do not represent expected costs associated with this Work.**

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité Enhanced Reliability

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine: Western Economic Diversification

2. Branch or Directorate / Direction générale ou Direction: Performance Measurement

3. a) Subcontract Number / Numéro du contrat de sous-traitance: Not applicable

3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant: Not applicable

4. Brief Description of Work / Brève description du travail: Data collection for the Evaluation of the Community Futures Program

5. a) Will the supplier require access to Controlled Goods? / Le fournisseur aura-t-il accès à des marchandises contrôlées? — No / Non ✓ — Yes / Oui ☐

5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? / Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques? — No / Non ✓ — Yes / Oui ☐

6. Indicate the type of access required / Indiquer le type d'accès requis

6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? / Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c) — No / Non ☐ — Yes / Oui ✓

6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. / Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé. — No / Non ✓ — Yes / Oui ☐

6. c) Is this a commercial courier or delivery requirement with no overnight storage? / S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit? — No / Non ✓ — Yes / Oui ☐

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada	NATO / OTAN	Foreign / Étranger
✓	☐	☐

7. b) Release restrictions / Restrictions relatives à la diffusion

Canada	NATO / OTAN	Foreign / Étranger
No release restrictions / Aucune restriction relative à la diffusion ☐	All NATO countries / Tous les pays de l'OTAN ☐	No release restrictions / Aucune restriction relative à la diffusion ☐
Not releasable / À ne pas diffuser ✓		
Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐
Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :

7. c) Level of information / Niveau d'information

Canada		NATO / OTAN		Foreign / Étranger	
PROTECTED A / PROTÉGÉ A	☐	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ	☐	PROTECTED A / PROTÉGÉ A	☐
PROTECTED B / PROTÉGÉ B	✓	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	☐	PROTECTED B / PROTÉGÉ B	☐
PROTECTED C / PROTÉGÉ C	☐	NATO CONFIDENTIAL / NATO CONFIDENTIEL	☐	PROTECTED C / PROTÉGÉ C	☐
CONFIDENTIAL / CONFIDENTIEL	☐	NATO SECRET / NATO SECRET	☐	CONFIDENTIAL / CONFIDENTIEL	☐
SECRET / SECRET	☐	COSMIC TOP SECRET / COSMIC TRÈS SECRET	☐	SECRET / SECRET	☐
TOP SECRET / TRÈS SECRET	☐			TOP SECRET / TRÈS SECRET	☐
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	☐			TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT)	☐

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Enhanced Reliability

Canada

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité Enhanced Reliability

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? If Yes, indicate the level of sensitivity: Dans l'affirmative, indiquer le niveau de sensibilité :	☑ No / Non ☐ Yes / Oui
9. Will the supplier require access to extremely sensitive INFOSEC information or assets? Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? Short Title(s) of material / Titre(s) abrégé(s) du matériel : Document Number / Numéro du document :	☑ No / Non ☐ Yes / Oui

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

☑ RELIABILITY STATUS / COTE DE FIABILITÉ	☐ CONFIDENTIAL / CONFIDENTIEL	☐ SECRET / SECRET	☐ TOP SECRET / TRÈS SECRET
☐ TOP SECRET – SIGINT / TRÈS SECRET – SIGINT	☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL	☐ NATO SECRET / NATO SECRET	☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
☐ SITE ACCESS / ACCÈS AUX EMPLACEMENTS			

Special comments:
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work? Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?	☑ No / Non ☐ Yes / Oui
If Yes, will unscreened personnel be escorted? Dans l'affirmative, le personnel en question sera-t-il escorté?	☐ No / Non ☐ Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?	☐ No / Non ☑ Yes / Oui
11. b) Will the supplier be required to safeguard COMSEC information or assets? Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?	☑ No / Non ☐ Yes / Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?	☑ No / Non ☐ Yes / Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?	☐ No / Non ☑ Yes / Oui
11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?	☑ No / Non ☐ Yes / Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Enhanced Reliability

Canada

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat

Security Classification / Classification de sécurité
Enhanced Reliability

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Joanne Pawluk	Acting Director, Performance Measurement	Pawluk

Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
780 495 6171	780-495-0223	Joanne.Pawluk@wd-deo.gc.ca	August 28, 2013

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature
Kevin Johnson	DSO MANAGER, CORP. Admin	Kevin Johnson

Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date
(780) 495-6057	(780) 495-8198	kevin.johnson@wd-deo.gc.ca	September 18, 2013

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?
☑ No / Non ☐ Yes / Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature

Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

17. Contracting Security Authority / Autorité contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature

Telephone No. - N° de téléphone	Facsimile No. - N° de télécopieur	E-mail address - Adresse courriel	Date

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Enhanced Reliability

Canada

Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat
Security Classification / Classification de sécurité
Enhanced Reliability

PART C - (continued) / PARTIE C - (suite)

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
Information / Assets / Renseignements / Biens		✓														
Production																
IT Media / Support TI		✓														
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
Enhanced Reliability

Canada

ANNEX E
REFERENCE QUESTIONS

[The Contractor] submitted a proposal in response to our request and listed you as a reference for our evaluation. The evaluations will involve key informant interviews and surveys. We would like to obtain your input on their performance pertaining to the following five questions:

a) Were the project deliverables on time and within budget?

b) On a ten point scale, with 1 being low and ten being high, how would you rate the quality of their work?
Any reasons for your ratings?

c) Did [the Contractor] have the capability and capacity to complete the tasks you specified in the RFP?

d) Is there anything else about [Contractor] that you would like us to know?
Any concerns that we need to be aware of in working with [Contractor]?

e) Would you contract with this Contractor again?

Western Economic Diversification Canada Diversification de l'économie de l'Ouest Canada

Terms of Reference

Evaluation of the Community Futures Program

WESTERN ECONOMIC DIVERSIFICATION CANADA

Planning & Programs

August 16, 2013

EXECUTIVE SUMMARY

BACKGROUND

The Community Futures Program (CFP) supports Community Economic Development (CED) and builds the self-reliance and capacity of communities to realize their full sustainable potential. The objectives of the CFP in support of this mandate include:

i) fostering economic stability, growth and job creation;
ii) helping to create diversified and competitive local rural economies; and
iii) helping to build economically sustainable communities.

The CFP is designed to operate in rural communities and in areas normally outside of metropolitan areas. Program reach extends to existing and new small and medium-sized enterprises, including social enterprises, entrepreneurs and community groups and organizations involved in community capacity building. CFs work with a broad cross section of community stakeholders and partners that include the private sector, non-profit organizations, non-government organizations, financial institutions, equity groups, municipalities, associations, regional networks, education, labour and First Nations.

The CFP provides financial support to CFs, which are incorporated, not-for-profit organizations with volunteer boards of directors and professional staff. These organizations form a national network of more than 3,500 volunteers who dedicate thousands of hours annually to their communities. CFs are independent, arms-length, non-profit organizations with local boards of directors and, as such, they are accountable to government through those terms which have been set out in their contribution agreements with Departments.

As at 2013 – 14 fiscal year, there are 90 non-profit CFs, 4 CF Associations and one Pan-West CF Group in Western Canada. CF organizations also assist with the delivery of WD's Entrepreneurs with Disabilities Program (EDP) as well as work with the Aboriginal Business Service Network (ABSN). Further, many CFs have also been active participants in the delivery of services or programs for other government departments, such as Human Resources and Skills Development Canada (HRSDC).

SCOPE AND OBJECTIVES OF THE EVALUATION

In keeping with the Treasury Board of Canada Secretariat (TBS) Policy on Evaluation, the department is mandated to evaluate the relevance and performance of all direct programs spending every five years. As outlined in its approved 2012 – 17 evaluation plan, the department has committed to conducting an evaluation of the CFP in 2013 – 14.

The scope of the evaluation will generally include CFP activities funded between 2008-2009 and 2012-2013. Regional Development Agencies are coordinating in an effort to be consistent in defining and reporting on indicators to be used in the evaluation through the use of the national Performance Measurement Strategy. Each agency is required to complete an evaluation of their CFP by June 2014. Completed evaluations and management responses will be submitted to the Treasury Board Secretariat.

METHODOLOGY

Methodology for the evaluation includes Document/Literature Review, Analysis of project /administrative data, Case Studies, Key Informant Interviews, CF & Client Survey, and Statistics Canada data analysis.

BUDGET, DELIVERABLES & SCHEDULE

Contracted Resources to gather and analyse data, as well as report on key informant interviews, and the surveys due lack of capacity internally. Total estimate for contracted resources is $80,000.

WD Internal Resources will gather and analyse data, as well as report on document/literature review, operational data analysis, analysis of project /administrative data, Statistics Canada data analysis, and case studies. A budget will be established for accommodations, travel expenses, and long distance communication required as part of the conduct of the case studies.

A draft report of the evaluation is expected to be completed by the end of March 2014. A final draft report is expected to be presented in May to the Departmental Evaluation Committee for approval.

EVALUATION ISSUES

Issues to be addressed in the evaluation include:

Relevance

1. Is there a continued need for the CFP?
2. To what extent are the objectives of the CFP aligned with: i) Departmental strategic outcomes? ii) Federal priorities and strategies?
3. To what extent are the objectives of the CFP aligned with the federal government's activities, roles and responsibilities?
4. Does the CFP compliment, duplicate or overlap other government programs or private services?

Performance

5 Establishing incrementality: What impact would the absence of CFP funding have had on the start-up? Survival of the business? Growth of the business? Community strategic planning and development? (Incrementality)

6 To what extent have the immediate, intermediate and ultimate outcomes of the CFP been achieved?

6.1 To what extent has the CFP activities contributed to the achievement of identified immediate outcomes? Improved access to capital: Enhanced business services: Strengthened community strategic planning: More effective implementation of CED through projects, partnerships and CED initiatives.

6.2 To what extent has the CFP activities and immediate outcomes contributed to the achievement of identified intermediate outcomes? Improved business practices and increased entrepreneurship: Strengthened and expanded businesses: Strengthened capacity for socio-economic development.

6.3 To what extent has the CFP activities, immediate and intermediate outcomes contributed to its identified ultimate outcomes? Economic stability: growth and job creation: Diversified and competitive local rural economies: Economically sustainable communities.

7 What are the barriers to achieving the CFP immediate, intermediate and ultimate outcomes and to what extent are these being mitigated?

8 To what extent are the CFP's performance measurement and reporting structures effective in reporting on the achievement of the CFP outcomes? How is the performance information used by CFs? By departments?

Demonstration of Efficiency and Economy

9 To what extent is the CFP efficient in the context of the results being achieved?

10 Is there a more cost effective way of achieving expected results, taking into consideration alternative delivery mechanisms, best practices and lessons learned?

11 Are the CF investment funds well managed? Are the loss rates of the loans acceptable? Do the CFs carry an acceptable level of risk? Are CF clients satisfied with services from the CFs?

12 To what extent is the CFs meeting the needs of clients in terms of services rendered?

Table of Contents

TERMS OF REFERENCE

1. Background

1.1 Community Futures Program History

The Community Futures Program (CFP) supports Community Economic Development (CED) and builds the self-reliance and capacity of communities to realize their full sustainable potential. The objectives of the CFP in support of this mandate include:

i) fostering economic stability, growth and job creation;
ii) helping to create diversified and competitive local rural economies; and
iii) helping to build economically sustainable communities.

The CFP was established in 1985, as part of Employment and Immigration Canada's Canadian Jobs Strategy, with the objective of mitigating the labour market adjustment needs in non-metropolitan areas experiencing chronic or acute unemployment. The CFP created a flexible, national resource to support a bottom-up and participatory approach to community adjustment, diversification and development. The government recognized the CFP's broader economic development potential and, by 1995, it was transferred from HRDC to the Departments[4].

The CFP is delivered through the four Regional Development Agencies (RDAs) in their respective regions: the Atlantic Canada Opportunities Agency (ACOA), Economic Development Agency of Canada for the Regions of Quebec (CED-Q), Western Economic Diversification Canada (WD) and the Federal Economic Development Agency for Southern Ontario (FedDev). The Federal Economic Development Initiative for Northern Ontario (FedNor) under Industry Canada (IC) delivers the CFP in northern Ontario. Departments are accountable for the ongoing management of the Transfer Payment Program (TPP) in accordance with all policies and legislations of the Government of Canada unless otherwise noted in the Terms and Conditions of the CFP.

The CFP is designed to operate in rural communities and in areas normally outside of metropolitan areas. Program reach extends to existing and new small and medium-sized enterprises, including social enterprises, entrepreneurs and community groups and organizations involved in community capacity building. CFs work with a broad cross section of community stakeholders and partners that include the private sector, non-profit organizations, non-government organizations, financial institutions, equity groups, municipalities, associations, regional networks, education, labour and First Nations.

The CFP provides financial support to CFs, which are incorporated, not-for-profit organizations with volunteer boards of directors and professional staff. These organizations form a national network of more than 3,500 volunteers who dedicate thousands of hours annually to their communities. CFs are independent, arms-length, non-profit organizations with local boards of directors and, as such, they are accountable to government through those terms which have been set out in their contribution agreements with Departments.

1.2 WD Community Futures Objectives

The CFP builds the capacity of rural communities to realize their full economic potential by aiding the development and implementation of local solutions to local problems. This program provides financial support to CFs to deliver a range of small business services including information, counseling, training, and referrals to stimulate small business growth and local employment. In addition, CFs provides repayable financing to new and existing enterprises through locally controlled investment funds. In collaboration with partners and stakeholders, CFs also assess community needs, develop strategic plans in response to those needs, and implement community economic development projects identified in the plans. Transfer payments in support of this sub-program are made under the authority of the CFP. The activities for the CFP are:

- Improve business productivity;

[4] ACOA, CED-Q, WD, FedDev and Industry Canada (for FedNor), hereinafter reffered to as the "Departments"

- Access to capital;
- Community planning;
- Community development

The CFP consolidates theses four activities as a sub-program under the program activity of Community Economic Growth within WD's Program Alignment Architecture (PAA).
Specifically, the expected results relate to "a strong rural community strategic planning and implementation" "access to business development services", and "access to capital and leveraged capital".

1.3 Community Futures in Manitoba, Saskatchewan, Alberta, and British Columbia

WD assumed responsibility for the CFP in western Canada from Human Resources Development Canada (HRDC) in April 1995. At that time, there were 78 Community Futures organizations (CFs) and two CF Associations. Subsequent to the transfer, WD approved the creation of CF Associations in Alberta and Saskatchewan and 12 new CFs to ensure universal coverage of the non-metropolitan West. To coordinate support to CFs, both on a Pan-western and national basis, WD provides support to the Pan-western CF Network and the Community Futures Network of Canada through Pan-western CF network.

As at 2013-14 fiscal year, there are 90 non-profit CFs, 4 CF Associations and one Pan-West CF Group in western Canada, providing rural coverage in Western Canada. CF organizations also assist with the delivery of WD's Entrepreneurs with Disabilities Program (EDP) as well as work with the Aboriginal Business Service Network (ABSN). Further, many CFs have also been active participants in the delivery of services or programs for other government departments such as Human Resources and Skills Development Canada (HRSDC).

CFs are a key component of the WD Western Business Service Network (WCBSN), which links the CFs with the Canada Business Network offices (CBNs), Women's Enterprise Initiative (WEIs), and Francophone Economic Development Organizations (FEDOs) in the West in providing integrated services to small business across Western Canada.

As per the Terms and Conditions, the maximum amount of financial assistance that may be provided by a local CF in respect of any SME or Social Enterprise shall not normally exceed $150,000. Two or more local CFs may collaborate to provide financial assistance to SMEs or Social Enterprises in cases where there is a demonstrated benefit to their communities. Each participating CF may provide up to $150,000 in such situations.
An evaluation of WD's CFP conducted in 2008 reported that there is a continued need for the CFP, and the objectives and mandate of the Program remain relevant to Government responsibilities and priorities. The evaluation concluded that the CF networks are working effectively primarily at the provincial and sub-provincial levels with a well-managed investment fund. Impacts highlighted in the evaluation the evidence that the CF activities support economic growth and diversification of communities, and strengthen community capacity. The evaluation provided the following recommendations:

There were two main recommendations related to the relevance section:
- WD should introduce one or two specific indicators to capture CFs' role in pursuing collaborative relationships with other organizations (i.e. informal arrangements, memorandums of understanding, etc.) and acting as a gateway to services for their clients (e.g. number of referrals).
- WD Program Managers need to review the recent shift in WD priorities to determine how the CF Program should respond in the future.

There were two main recommendations related to the design and delivery section:
- WD should take the necessary steps to further enhance the management of investment fund.
- WD should take the necessary steps to enhance the reliability and use of performance data.

There were two recommendations related to the impact section:
- WD needs to further define the indicators associated with the long-term outcomes of the program and ensure that data is being tracked against the established indicators.
- Subject to WD preparing a plan to implement the other recommendations in this report, WD should continue its support and long term commitment to the three services provided by the CF program.

1.4 Community Future Organizations Services

The specific services offered by the CFs include:

Community Strategic Planning – CFs may create and implement strategic plans that guide local economic development. A broad cross section of community stakeholders that often include the private sector, non-profit organizations, municipalities, education, labor and First Nations cooperate to build a vision for their community. The planning horizon is usually five years, with detailed annual work plans leading to the long term goals.

Business Information and Referral – CFs may provide access to a broad range of business information and services such as: on-site library; on-site guided access to Internet-based information; and referral to other services and specialists as required. Information available may include how to plan, register and start a small business; government services and regulations affecting business; community profiles, economic and market information; labor market rates and statistics; guided access to Industry Canada website for business; export advice and services.

Business Counseling – CFs may also provide counseling to support the start-up, expansion and diversification of small and medium businesses, and to improve their competitiveness. They assist entrepreneurs in areas such as problem solving, business planning, financial management, cost control, improving quality and service standards, inventory control, marketing, personnel management, making strategic alliances, and new technology.

Business Financing - Each CF has a local investment fund for the start-up, expansion, and/or stabilization of local businesses. Local CF volunteer boards, professionals with business experience and professional staff assess and approve or reject applications for financing, based on CF approved Terms and Conditions. CF investments are provided where financing available from personal investment, financial institutions and other sources is insufficient. Investment details include loans, loan guarantees, and share capital equity investments are available at market rates (normally up to $150,000 maximum) with flexible payment terms, and the provision of ongoing business information and advice.

Other Community Economic Development Activities - In addition to the strategic planning and business development services listed, CFs can engage in a variety of other community economic development activities and projects. These will vary widely from one community to another, according to priorities established through the local strategic planning process. They can include:

- development of infrastructure to support economic development;
- sponsorship of business management and entrepreneurial training courses and seminars;
- promotion of the community for tourism or investment;
- organizing other partners to address telecommunication issues and promote use of the information highway;
- special initiatives to support entrepreneurship among specific groups such as women, youth, Aboriginal people and official language minorities;
- support for micro-enterprise and home-based businesses; and
- awareness and action on sustainable development.

CFs also contract with other government organizations and the private sector to support projects and services, which complement the goals and objectives of the corporation, community strategic plans and corporate business plans. An example is the Self Employment Benefit Program offered through Human Resources and Skills Development Canada. Provincial Associations, Regional Associations and a Pan Canadian CF Group provide support and services to members to improve the capacity, efficiency and effectiveness of individual CFs at the local level.

1.5 Community Futures Program Governance Structure

Although WD is not directly involved in the operation and decision-making activities of the CFs, WD provides annual operational funding to the CFs. Overall responsibility for the achievement of WD results is vested with WD's Deputy Minister, assisted by the Executive Team. Four regional Assistant Deputy Ministers report to the Deputy Minister and they are responsible for program delivery in each of their respective western provinces.

Each WD region includes program managers and officers liaise with CFs to provide the annual funding and determine performance targets. Responsibilities of the program managers and officers include:

- assessing and reviewing of CF performance and plans in order to determine the appropriateness of renewing contribution agreements;
- assessing the risk of each CF when developing and negotiating contribution agreements in order to develop an appropriate monitoring system;
- liaising with CFs on strategic and, as requested, operational issues;
- reviewing and approving CF payment claims; and
- monitoring CFs to ensure compliance with the terms and conditions of the contribution agreements between WD and the CF.

The on-going daily activities of individual CFs is directed by its Board and implemented through the management and staff of the organizations. CFs typically employ between three to five professional staff. Each CF is headed by a General Manager who reports to a Board of Directors. Typically, a loans officer and a community development officer report to the General Manager, along with administrative staff.

1.6 Community Futures Program Funding Allocations

The annual budgets for the CFP for the 2008-2013 period is presented in millions of dollars (Table 1). Operating costs include only the estimated direct program delivery costs and do not include any allocation for regional or corporate support functions. The costs are broken down between grants and contributions (G & C) and operating resources.

Anticipated annual budgets for the CFP for the 2008-2013 period (in $ millions)

Year	G & C	Operating	Total
2008-2009	27.5	1.9	**29.4**
2009-2010	28.1	1.9	**30.0**
2010-2011	22.7	1.9	**24.6**
2011-2012	22.7	1.9	**24.6**
2012-2013	22.7	2.1	**24.8**
TOTAL	**123.71**	**9.7**	**133.4**

1.7 Performance Measurement

The Community Futures Performance Measurement Strategy (PMS)

A national PMS has been developed for the CFP, and contains a national evaluation framework and performance measurement framework for ongoing data collection (attached). A committee comprised of representatives from all funding departments is responsible for coordination of its implementation. All Heads of Evaluations of each Regional Development Agency have approved the implementation of the PMS. As part of the evaluation process for the CFP, a review of performance information related to the CFP and collected through the PMS will be undertaken to determine the breadth and depth of information available, examine usability and reliability/quality of the information, and identify any gaps that could impact on the evaluation. Data collected through the implementation of the PMS will be complemented by additional information on outputs and outcomes that will be collected during the evaluation.

WD's Performance Measurement Framework (PMF)

WD's PMF 2013 – 14 identifies indicators which allows the department to report results at a corporate level. The indicators in the PMS were derived from the national PMS. The CFP performance indicators are not captured through the Department's database. They are captured in a different database hosted by CommonGoals, the developer of the performance measurement software used by the majority of CFs. The indicators identified in the PMS are viewed as indicators of activities or outputs, therefore additional performance indicators will be developed during the evaluation.

2. Scope and Objectives of the Evaluation

In keeping with the Treasury Board of Canada Secretariat (TBS) Policy on Evaluation[5], the department is mandated to evaluate the relevance and performance of all direct programs spending every five years. As outlined in its approved 2012 – 17 evaluation plan, the department has committed to conducting an evaluation of the CFP in 2013 – 14.

The scope of the evaluation will generally include CFP activities funded between 2007 – 08 and 2012 – 13. Regional Development Agencies are coordinating in an effort to be consistent in defining and reporting on indicators to be used in the evaluation through the use of the national Performance Measurement Strategy. Each agency is required to complete an evaluation of their CFP by June 2014. Completed evaluations and management responses will be submitted to the Treasury Board Secretariat.

The TBS Directive on the Evaluation Function requires that evaluations include five core areas of coverage:

Issue 1: Continued Need for the Program

Issue 2: Alignment with Government Priorities

Issue 3: Alignment with Federal Roles and Responsibilities

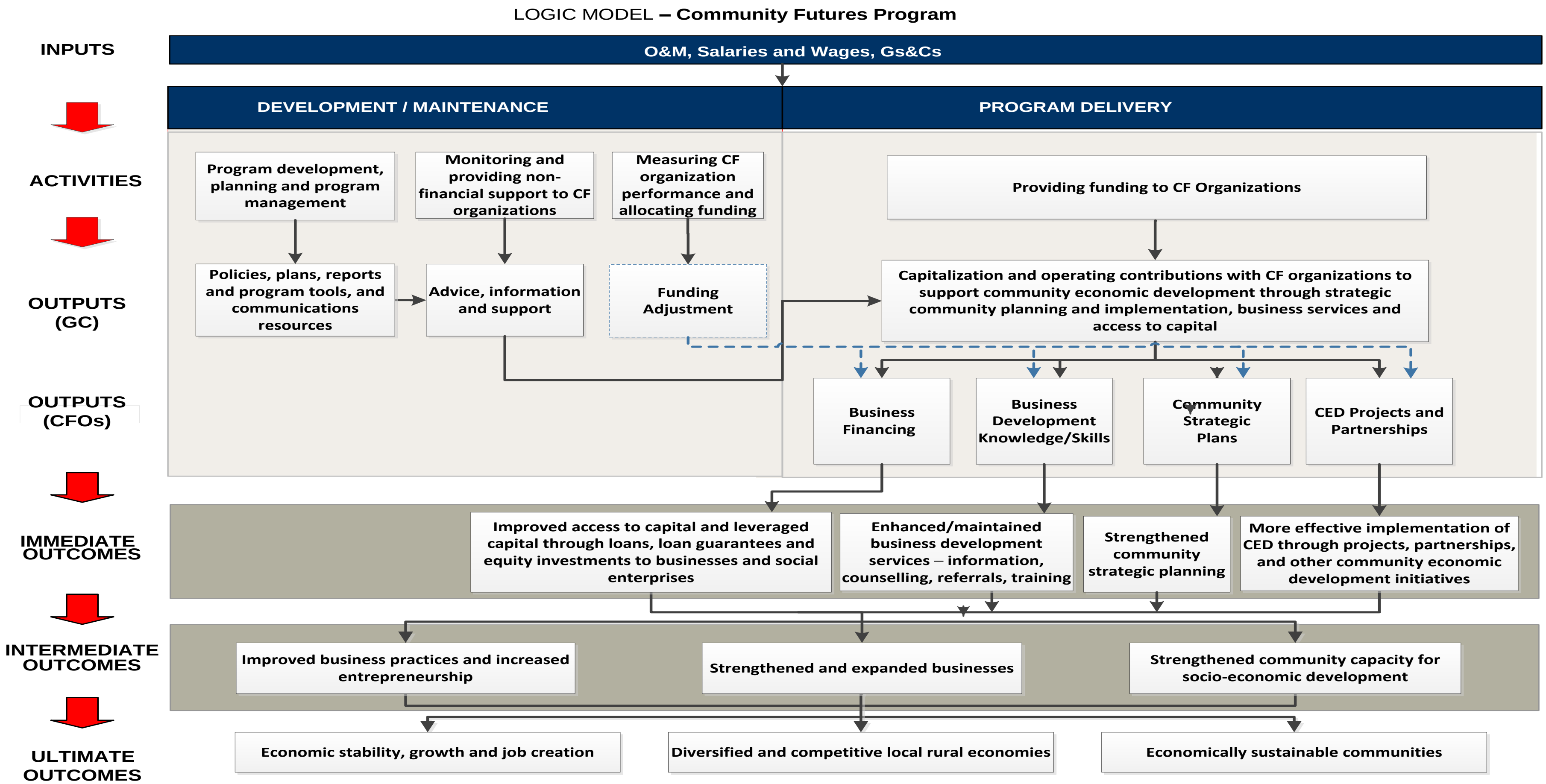
Issue 4: Achievement of expected outcomes

Issue 5: Demonstration of Efficiency and Economy

[5] Treasury Board Secretariat. *Policy on Evaluation,* 2009. http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15024

3. Evaluation Logic Model and Framework

A formal logic model was developed for the CFP as part of the national PMS. The CFP logic model is a diagram that depicts the inputs, activities, and outcomes of the CFP, and the relationship between them. The model also makes the distinction between the activities and outputs of the funding Departments that administer the program, and those of the CFs.



*Dotted boxes and lines may not be applicable to all RDAs or Department.
**Outputs/outcomes of CED initiatives may not be applicable to all RDAs or Department.

This logic model summarises the inter-relationships between the activities, outputs and intended impacts of the CFP. The evaluation issues and indicators based on the logic model are listed in the framework table (Appendix A). The evaluation framework combines the national CFP evaluation framework developed as part of the national PMS and feedback received during the initial evaluation process to reflect coverage of five core issues as per the TB Directive on Evaluation.

4. Evaluation Approach & Methodology

A review of approaches to evaluating community development programming in other jurisdictions suggests that due to the complex nature of community-based programming, an evaluation of CFP requires a mixed-methods research design involving multiple lines of evidence gathered through both quantitative and qualitative methods. In general, quantitative methods such as data analysis and surveys will be more heavily relied upon when describing activities, outputs and short-term impacts. Qualitative methods such as interviews and documents review will play a critical role in studying intermediate and longer term outcomes. A mixed methods approach will allow for triangulation (i.e. convergence of results across lines of evidence) and complementarity (i.e. developing better understanding by exploring different aspects of an evaluation issue).

4.1 Community Futures Evaluation Advisory Process

An advisory committee will be established to provide the evaluation project team with input, advice and suggestions regarding the conduct of the study; resolve ambiguous or contentious issues; and ensure that the project team produces a balanced, objective and credible report. The advisory team is drawn from both the department, and external sources (CFs and CF Associations). A Terms of Reference will guide the operation of the advisory committee.

4.2 Data Collection Methods

Taking into account the results of the evaluation planning process, the National CFP PMS, as well as the program logic model, the following methods have been identified for the CFP evaluation:

- **Document/Literature Review:** A comprehensive document and literature review of relevant internal and external documents, including background documentation related to the CFP, and other documents deemed relevant to the programming, will be undertaken. External documents such as literature pertaining to related community economic development programming or the context in which CFP operates will also be reviewed. Literature on related federal policies and strategies as well as documentation on similar activities in other jurisdictions will also be reviewed for possible lessons learned/best practices that may assist with improving program delivery.

- **Analysis of project /administrative data:** An analysis of project data from the TEA System database will allow for an in-depth look at CFP activities in relation to results achieved. The scope of the analysis will be from 2008-2009 to 2012-2013. Data from the TEA system will be supplemented by data from within the department's financial and human resource systems where possible. WD's reporting system will also be analyzed for information on CFP funding activities. Available administrative data for CFP both within the CFs will be analysed to determine the administrative cost of delivering the CFP. Where possible, attempts will be made to obtain more accurate estimates of resource utilization to support the required analysis of efficiency and economy of CFP programming.
- **Case studies:** Case studies are an effective evaluation method to demonstrate program successes and challenges. While not representative of the entire program, selected case studies are useful for providing examples and explaining how the program is effective – or less effective. Case studies may also be used to illustrate the complexities surrounding the CFP and the contextual elements in which it operates. Focused case studies (8 in total – 2 per region) will be conducted of a sample of CFs. Case study methodology will include interviews (CF staff and Board members – 2, CF clients – 2 to 3), document review, and database analyses. Case studies will be selected in consultation with the CFP Evaluation Advisory Committee.

- CF & Client Survey: A survey will be conducted with CF clients (including non-recipient loan clients) to collect information on the activities and outcomes of CFP – related programming. Clients of the programming (e.g. SMEs) will also be surveyed for insights on program delivery and outcomes. Surveys will mainly inform incrementality, outcomes and factors that impact on the delivery of the CFP. A survey will be conducted of the

CFs not included in the case studies to gain insights on the impacts and relevance of CFP programming. Each CF selected for the survey will include a staff and a board member.

- Key Informant Interviews: Key informants (60) will be interviewed in person (where possible), and by phone and will include a cross section of internal WD management and staff (10), representatives from CF network organisations (10), account managers of financial institutions (10), organisations involved in similar activities as the CFP (10), community groups/leaders (10), as well as external stakeholders/subject matter experts (10). Group interviews may be used with the key-informants.

4.3 Statistics Canada data analysis: As per a contract established with Statistics Canada, Statistics Canada will provide (in response to receiving business numbers) client data tables to Departments/Agencies on employment, sales, and survival rates which will be used to report on CFP indicators (e.g. employment growth, business survival rates) at a national level. Statistics Canada will complete four data runs which will then be used as the basis for establishing performance targets. ACOA is overseeing the contract on behalf of the partnering departments/agencies.

4.4 Evaluation Challenges

The challenges and constraints which may impact the evaluation include:

- **Attribution/Contribution:** As with most of WD programming, other factors will contribute to the expected results/outcomes of CFP. This challenge is particularly relevant for community based programming, given that multiple factors (i.e. multiple funding partners, influence of volunteer boards) can influence outcomes while trying to isolate WD's specific influence on these outcomes/impacts. A mitigation measure for this challenge is the development of a logic model for the CFP which will be used to identify and assess impacts. The evaluation team will also attempt to address the challenge of attribution by using Statistics Canada data to compare aided versus non-aided firms.

- **Data availability for assessing efficiency/economy:** Accurate data on the operational costs of administering programs at WD is often limited or not available which prohibits an extensive analysis of program efficiency and economy. It is anticipated that a similar challenge will be experienced in the CFP evaluation. If so, alternative ways of assessing efficiency and economy will be undertaken, such as seeking out opportunities for more optimal use of resources in program governance and delivery through key-informant interviews.

- **Data availability for assessing performance:** The assessment of performance for the CFP will largely depend on the availability and quality of performance data collected through the CFP PMS. Partnering departments/agencies are currently tracking the implementation of the CFP national PMS to ensure data will be available in a timely manner to support the evaluation.

- **Surveys:** Based on the experience of the last CFP evaluation, lack of reliable contact information for CFP clients could require additional logistical work for conducting client surveys and may necessitate the use of telephone surveys. The response rate of any survey conducted will determine the usability of the data as a valid line of evidence.

4.5 Budget, Deliverables, and Schedule

- **Contracted Resources:** The CFP evaluation will be managed internally with some components conducted by a contractor. A consulting firm will be contracted to gather and analyse data, as well as report on key informant interviews and the surveys due lack of capacity internally. Total estimate for contracted resources is $80,000.

- **Internal Resources:** WD's evaluation team will gather and analyse data, as well as report on the document/literature review, analysis of project/administrative data, case studies, and Statistics Canada data analysis. The WD evaluation team will analyse and integrate all lines of evidence into a final report. The use of case studies may entail travel to the various regions. A budget will be established for travel accommodations, expenses, and long distance communication required as part of the conduct of the case studies.

The following table provides an indication of the deliverables for the evaluation.

Schedule of CFP Evaluation

Deliverables	**Time Frame**	**Responsibility**
Finalized Evaluation Terms of Reference	June – July 2013	WD Evaluation Team
Hire consultant	October 2013	WD Evaluation Team
A comprehensive work plan and schedule for consulting	November 2013	Consultant
Conduct of key-informant interviews, and surveys	Nov 2013 - Feb 2014	Consultant
Document/literature review, Analysis of project /administrative data, and Statistics Canada data analysis	June – Dec 2013	WD Evaluation Team
Case study data collection	Oct – Dec 2013	Consultant
Case study technical report	Feb 2014	Consultant
Technical report from key informant interviews, and survey results	Feb 2014	Consultant
First Draft Final Evaluation Report	March 2014	WD Evaluation Team
Presentation to Advisory Committee	March 2014	WD Evaluation Team
Second Draft Final Evaluation Report	April 2014	WD Evaluation Team
Presentation to Advisory Committee	April 2014	WD Evaluation Team
Final Approved Evaluation Report by Deputy Minister	June 2014	WD Evaluation Team

APPENDIX A – EVALUATION FRAMEWORK

Evaluation Issues, Indicators, and Data Sources

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
1.0 Relevance				
1.1 Is there a continued need for the CFP?	1. Demonstrated need for community strategic planning and development, business development and access to capital in rural Canada.	Literature/document review Interview with key-informants Trends in labour market participation, unemployment and average earnings.(census statistics)	No Statistics Canada	During evaluation project
	2. % of CF clients who were refused funding from other sources prior to approaching a CF or whose funding from another source was conditional upon receipt of CF funding.	Client survey Survey design should incorporate question to find out if and why applications to other funding sources were made and if they were refused		
	3. Proportion of clients deemed "bankable": whether CF funding assisted in obtaining other loans (CF funding acts as a conduit not a condition)			
1.2 To what extent are the objectives of the CFP aligned with: i) Departmental strategic outcomes? ii) Federal priorities and strategies?	1. Evidence of alignment with: i) Department strategic outcomes ii) Federal priorities and strategies	Literature/document review (eg,. departmental reports, speeches from the throne, national budgets) Interviews with departmental experts	No	During evaluation project
1.3 To what extent are the objectives of the CFP aligned with the federal government's activities, roles and responsibilities?	1. Evidence of alignment with federal activities, roles and responsibilities.	Literature/document review demonstrating that the CFP is within the roles and responsibilities of the federal government. Interviews with key informants	No	During evaluation project

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
1.4 Does the CFP compliment, duplicate or overlap other government programs or private services?	1. Evidence of complementarity, duplication or overlap with other government programs or private services.	Literature/document review (Summary of programming supported by other federal and provincial departments, credit unions, other banks, etc). Interview with departments/subject matter experts CF & Client survey	No	During evaluation project
2.0 Performance: Effectiveness				
2.1 Establishing incrementality: What impact would the absence of CFP funding have had on the ▪ Business start-up ▪ survival of the business? ▪ growth of the business? ▪ community strategic planning and development? (Incrementality)	1. Client perception of incrementality: -Would the project have proceeded? (yes/no) If so, -Impact on scope? -Impact on quality? -Impact on duration/timing?	Client survey Literature review (including Canada Small Business Financing Program: Updated Analysis of Incrementality: Allan Riding, Canada Works Ltd. 2009) Case studies	No	During evaluation
	2. For survival of businesses: Comparison of survival rates of CF clients and non-assisted businesses as per CFP PMS	Statistics Canada data analysis	Yes	Annual
2.2 To what extent have the immediate, intermediate and ultimate outcomes of the CFP been achieved?				
2.2.1 To what extent has the CFP activities contributed to the achievement of identified immediate outcomes? ▪ Improved access to capital ▪ Enhanced business services ▪ Strengthened community strate-	1. % of fund in active loans 2. Average number and value of CF loans per year (start-ups and all other eligible loans [expandable by region]) 3. Amount[6] leveraged per dollar invested by CFs	CF Data system	Yes	Annual
	4. Proportion of applicants who were refused funding from other sources or for whom funding was conditional on the funding from CFs.	CF & Client survey Case study	No	During evaluation

[6] Target for this indicator was set based on historical data from each department; results may fluctuate due to economic factors.

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
gic planning ▪ More effective implementation of CED through projects, partnerships and CED initiatives	5. Proportion of clients deemed "bankable": whether CF funding assisted in obtaining other loans (CF funding acts as a conduit not a condition)			
	6. Profile of services provided by CFs (e.g. % of CFs that provide training)	CF survey	No	During evaluation
	7. Client participation in and satisfaction with CFP business services such as provision of information, counseling, referrals and training.	Client survey	No	During evaluation
	8. Perception of maintained/ enhanced business development activities	CF & Client survey	No	During evaluation
	Number of community strategic plans developed or updated	CF data system Case studies	Yes	Annual
	9. Number of partners engaged in community strategic planning	CF data system/ reports Case studies	Yes	Annual
	10. Perception of strengthened community strategic plans that are current, regionally or locally based, include communities of interest (youth, Aboriginals, minorities) and engaged the community.	Interviews with key informants CFs survey Document review Case studies	No	During evaluation
	11. CED initiatives/ community-based projects implemented (#, value, type and funding sources).	CF data system Case studies	Yes	Annual
	12. Number of partners engaged in community development initiatives	CF data system /reports Case studies	Yes	Annual
	13. Evidence of CFP impact on more effective implementation of CED through projects, partnerships and other community economic development initiatives.	Interviews with community organizations, CFs Document review Case studies	None	During evaluation
	14. Quality of partnerships engaged in community strategic planning and CED initiatives	Interviews with CFs Case Studies	None	During evaluation

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
2.2.2 To what extent has the CFP activities and immediate outcomes contributed to the achievement of identified intermediate outcomes? ▪ Improved business practices and increased entrepreneurship ▪ Strengthened and expanded businesses ▪ Strengthened capacity for socio-economic development	1. Client perception of CFP impact on : a. improved business practices b. starting a business c. the strength of their business d. growth of their business in terms of defined criteria: sales, export markets, etc.	Client survey	No	During evaluation
	2. # and $ of start-up loans	Data analysis (CF data system)	Yes	Annual
	3. CF Client sales growth over a five year period (vs. comparison group).	Data analysis (Statistics Canada)	Yes	During evaluation (specific time TBD)
	4. Perception of CFP impact on capacity for socio-economic development. Types of capacity such as (but not limited to): ▪ use of current knowledge and tools to innovate and diversify the local economy; ▪ labour market skills; ▪ leadership and business skills of community organizations; ▪ community services; ▪ Economic development infrastructure. ▪ Community action or working groups which respond to sudden socio-economic challenges; ▪ Inter-community collaboration to explore new economic opportunities; ▪ Partnerships that bring together business government and not-for-profit stakeholders. **Notes**: The impact of CED projects which received direct CF Program funding will be assessed separately from the impact of those for which the CF Organization provided an in-kind contribution only.	Survey/ Interview of key CED project contacts / Case studies	No	During evaluation

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
2.2.3 To what extent has the CFP activities, immediate and intermediate outcomes contributed to its identified ultimate outcomes? ▪ Economic stability, growth and job creation ▪ Diversified and competitive local rural economies ▪ Economically sustainable communities	1. Employment growth variance over a five-year period (CF clients vs. comparison group) 2. % of businesses funded by industry 3. % of employed persons working in various industry sectors 4. Survival rate variance (% of firms that are still operational after a specific period of time after start-up)	Data analysis (Statistics Canada)	Yes	Annual
	5. Perception of community strategic plans contribution to economic stability, growth and job creation, diversification and competitiveness, and economic sustainability.	Client surveys Interviews with community leaders, clients/CFs Case studies	No	During evaluation
2.3 What are the barriers to achieving the CFP immediate, intermediate and ultimate outcomes and to what extent are these being mitigated?	1. Stakeholder identification of barriers and impact 2. Evidence of mitigation strategies	Key informant interviews Document review CF Survey	No	During evaluation project
2.4 To what extent are the CFP's performance measurement and reporting structures effective in reporting on the achievement of the CFP outcomes? How is the performance information used by CFs? By departments?	1. Quality of performance data on CFP outcomes as provided by CFs 2. Use of performance information by CFs, departments	Data analysis Audit reports Interviews with CFs, departments	No	During evaluation project
3.0 Performance: Efficiency and Economy				
3.1 To what extent is the CFP efficient in the context of the results being achieved?	1. Ratio of total operational costs (CF & Department funds) to total project funds (loan and community development) [operating costs may need to be estimated] 2. Ratio of operational costs per project (CF & Department) to project funding per project (loan or community development) [operating costs may need to be estimated]	Data analysis (pending data availability) Operational funds of CFs available in Department database	Yes	Annual
	3. Activities of the CF network organizations and perceived	CF survey	No	During evaluation

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
	value by network staff and CFs.	Interviews with key informants including WD staff		project
3.2 Is there a more cost effective way of achieving expected results, taking into consideration alternative delivery mechanisms, best practices and lessons learned?	1. Mechanisms in place to support efficiency and economy 2. Suggestions for improvements that would lead to greater efficiencies.	CF survey Interviews with CF network representatives Literature / document review (focused on similar programs)	No	During evaluation project
3.3 Are the CF investment funds well managed? Are the loss rates of the loans acceptable? Do the CFs carry an acceptable level of risk? Are CF clients satisfied with services from the CFs?	1. # and % of write off loans, # and % of default loans *Common definition of loan loss rate is the following: Annual loan loss expense ------------------------------- Gross loan receivable In addition, the following definitions specify how to properly locate the source of these figures: 1) Loan Loss Provision Expense: expense as reported on the Statement of Operations in latest audited financial statements 2) Cumulative Loan Loss Provision Expense since incorporation: cumulative total of the Loan Loss Provision Expenses reported on the Statements of Operations in the audited financial statements. This rate will be calculated for the current year as well as over a 5-year average for comparative purposes.[7] The cumulative loan loss rate = Sum of annual loan loss rates ------------------------------------- Number of years (including the years where the rate would be considered as nil)	Data analysis (CF data system) Client survey	Yes	Annual

[7] The accumulation would begin as of the last 5 years (since 2007) and would continue to add the current years up until the next evaluation. The data would cumulate over an ever-growing period as of 2007. Those RDAs able to go back further than 2007 are invited to do so if they wish to refine their findings.

Questions	Indicators	Data sources and Methods	Baseline data needed	Timelines for data collection
	2. % of funds in active loans 3. Opinion of clients on satisfaction			
	3. Perception of investment fund management	Interviews with CF network organizations, CFs and WD Staff Client survey	No	During evaluation project
	4. Extent to which clients were encouraged to seek funding from other sources	Client survey	No	During evaluation project
3.4 To what extent is the CFs meeting the needs of clients in terms of services rendered?	1. Qualitative and quantitative evidence that CFs meet the needs of clients. 2. Comparative analysis of services offered by CFs in the regions	Data analysis (CF data system) Key informant interview Client survey Case studies		