



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

**Parks Canada Agency – Central Registry
3 Passage du Chien-d’Or
Québec, QC G1R 3Z8**

REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal to: Parks Canada Agency

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 or attached hereto, the supplies and services listed herein or on any attached sheets at the price(s) set out therefore.

Propositions à : l’Agence Parcs Canada

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

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

Title-Sujet Park System Leadership Course Development and Delivery	
Solicitation No. - N° de l’invitation 10130742	Date November 7, 2013
GETS Reference No. – N° de référence de SEAG	
Client Reference No. – N° de référence du client 13-2038	
Solicitation Closes L’invitation prend fin – at – à 02:00 PM on – le December 5, 2013	Time Zone Fuseau horaire - Eastern Standard Time (EST)
Address Inquiries to: - Adresser toute demande de renseignements à : Marilyn Bernier 3, Passage du Chien-d’Or Québec QC G1R 3Z8	
Telephone No. - N° de téléphone 418-648-4569	Fax No. – N° de FAX: 418-648-5392
Destination of Goods, Services, and Construction: Destination des biens, services et construction: Parks Canada Agency 455 Hunter Street West Peterborough, ON	
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l’entrepreneur :	
Name and title of person authorized to sign on behalf of the Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l’entrepreneur (taper ou écrire en caractères d’imprimerie)	
_____ Name/Nom	_____ Title/Titre
_____ Signature	_____ Date

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PART 1 - GENERAL INFORMATION

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

The work to be performed in detailed under Article 2 of the resulting contract clauses.

3. Debriefings

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

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 (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) Manual issued by Public Works and Government Services Canada.

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

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

2. Submission of Bids

Bids must be submitted only to Parks Canada Agency (PCA) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

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

3. Enquiries - Bid Solicitation

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

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

4. Applicable Laws

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

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

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

Section I: Technical Bid (6 hard copies)

Section II: Financial Bid (1 hard copies)

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

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

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

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

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

Section I: Technical Bid

In their technical bid, bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

The technical Proposal must contain details on the following:

- Mandatory Requirements
- Work Plan and Time Table
- Proposed Work Methods
- Progress Reporting
- Level of effort by team members
- Relevant Experience and CV

Section II: Financial Bid

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

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

(Refer to Annex "B" Evaluation and Mandatory Criteria)

1.1.2 Point Rated Technical Criteria

(Refer to Annex "B" Evaluation and Mandatory Criteria)

1.2 Financial Evaluation

Financial Price will be evaluated in accordance with details included herein at Annex "C"

2. Basis of Selection

2.1 Basis of Selection - Highest Rated within Budget

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation;
 - b. meet all mandatory technical evaluation criteria; and
 - c. obtain the required minimum points for the technical evaluation criteria which are subject to point ratings.
2. Bids not meeting (a) or (b) or (c) will be declared non responsive. The responsive bid with the highest number of points will be recommended for award of a contract, provided that the total evaluated price does not exceed the budget available for this requirement.

Should the Technical Evaluation result in more than one bidder obtaining the highest score, the contract will be awarded to the bidder with the lowest Annual Fixed Fee.

PART 5 - CERTIFICATIONS

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

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the

certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

1. Certifications Precedent to Contract Award

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

1.1 Federal Contractors Program - \$200,000 or more

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

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

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

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

The Bidder or the member of the joint venture

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

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

1.2 Former Public Servant Certification

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

Definitions

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

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

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

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

Former Public Servant in Receipt of a Pension

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

If so, the Bidder must provide the following information:

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

Work Force Reduction Program

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

If so, the Bidder must provide the following information:

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

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

Certification

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

1.3 Status and Availability of Resources

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

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

1.4 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.

PART 6 - RESULTING CONTRACT CLAUSES

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

The work to be performed is detailed under Article 2 of the resulting contract clauses.

3. Standard Clauses and Conditions

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

3.1 General Conditions

2010B (2011-05-16), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

4. Term of Contract

4.1 Period of the Contract

Contract will commence on date of the award and will be completed March 31, 2015.

4.2 Option to Extend the Contract

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

Canada may exercise this option at any time by sending a written notice to the Contractor at least 60 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Marilyn Bernier
Contracts, Procurement and Material Management, Officer
Parks Canada Agency
3 Passage du Chien-d'Or
Québec, QC G1R 3Z8

Telephone: 418-648-4569
Facsimile: 418-648-5392
E-mail address: CSQ.CONTRATS@PC.GC.CA

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

5.2 Project Authority

The Project Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone : _____

Facsimile: _____

E-mail address: _____

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

5.3. Contractor's Representative

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone : _____

Facsimile: _____

E-mail address: _____

Procurement Business Number (PBN) : _____

Instruction on how to obtain a Procurement Business Number (PBN)

Canadian Bidders are required to have a Procurement Business Number (PBN) before Contract award. Bidders may register for a PBN in the Supplier Registration Information service on line at the Business Access Canada Website at: <https://buyandsell.gc.ca>. For non- Internet registration, Bidders may contact the Business Access Canada InfoLine at 1-800-811-1148 to obtain the telephone number of the nearest Supplier Registration Agent.

6. Payment

6.1 Basis of Payment

Canada will pay the Contractor on a Quarterly basis for work performed during the months covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

6.2 Limitation of Expenditure

Canada's total liability to the Contractor under the Contract must not exceed \$ _____ and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, 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 Canada'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. four (4) months before the contract expiry date, or
- c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

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.

6.3 Limitation of Price

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

7. Invoicing Instructions

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

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the release document and any other documents as specified in the Contract;
 - c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
 - d. a copy of the monthly progress report.
2. Invoices must be distributed as follows:

- a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
- b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.
- c. One (1) copy must be forwarded to the consignee.

8. Certifications

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

9. Applicable Laws

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

10. Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions 2010B (2011-05-16) General Conditions - Professional Services (Medium Complexity);
- (c) Annex A, Statement of Work;
- (d) Annex B, Evaluation and Mandatory Criteria
- (e) the Contractor's bid dated _____

11. Basis for Canada's Ownership of Intellectual Property

Parks Canada Agency has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: (6.4.1) the main purpose of the contract, or of the deliverables contracted for, is to generate knowledge and information for public dissemination;

ANNEX "A"

STATEMENT OF WORK

“Park System Leadership” Course Development and Delivery

The Canadian Parks Council is soliciting proposals for reviewing, completing the design and coordinating the delivery of an interactive park system leadership course that provides high quality learning and networking opportunities to build and support future parks leaders.

1.0 Background

The Canadian Parks Council (CPC) is the coordinating body for federal, provincial and territorial park agencies in Canada. It was formed in 1962 to promote excellence in parks and protected area management, to advance park and protected area values, and to encourage cooperation and mutual support among member agencies. National training courses have been offered through the CPC since the 1970s, however the course underwent a significant review in the early 21st century, which resulted in the need for new organization-wide leadership.

The new focus on leadership development was institutionalized and embedded within the course design and delivery of the CPC’s national course in 2005. Now known as the Park System Leadership (PSL) Course, selected employees from federal, provincial and territorial park agencies gather annually to partake in analyzing real-life successes and failures in parks and protected areas. Participants learn how to anticipate, evaluate, and proactively respond to external changes, while examining how to balance innovation with performance. Participants also gain the tools and perspectives needed to develop specific action plans for renewing organizations. To further the learning experience, an effort has been made each year to attract and support international participants. When these efforts are successful, the value-added benefit of international participation has been tremendous.

The new course design and curriculum, developed in 2005, have been used to guide course delivery throughout the past several years. There is wide-spread agreement that the course is well-designed, though augmentation may be welcome depending on the qualities and experience brought forward by the individual(s) who are awarded this contract. Furthermore, this Statement of Work supports an effort underway within the CPC to refresh the Park System Leadership Course and to launch a new course program in the Fall of 2014.

2.0 Description and Scope of Work

The work is complex and annually involves adapting, organizing, delivering, and evaluating an exceptional leadership learning experience, specifically designed for new supervisors, mid-level managers moving into greater responsibilities, and high potential employees in federal, provincial and territorial (FPT) park agencies across Canada and beyond. The course material and means for delivery must be current, modern and extend beyond a traditional operations and leadership course. The intent of this work is to expose participants to the core competencies that are critical to leadership effectiveness and to develop the skills and strategies required to enhance decision-making as a professional park manager. The outcome of participation should be clear growth in applicable knowledge, transformative, and inspiring in order to enhance management decision-making throughout home park agencies and throughout a newly established professional network.

2.1 Learning Outcomes

The course should cover key items and themes from the following broad learning outcome categories. Specific learning objectives are to be honed in collaboration with the CPC’s Curriculum Advisory Committee (CAC) on an annual basis, and throughout the duration of the contract. The CAC is a working group comprised of experienced professionals, representing the diversity of CPC member organizations, who can confirm and/or raise poignant curriculum topics or issues that are critical to address among our current and next generation of park professionals. The emphasis is to be on new and leading edge approaches, best practices and case studies – all of which should be known, demonstrated and incorporated into the PSL Course by the successful contractor.

A. Historical Context – Trends – Future Challenges

- a) Understand the evolution of parks and park system management.
- b) Understand the research and recognize the impact, influence and interplay of social, economic, environmental, and political change and how this affects park planning, development and management (i.e. changing demographics and economies, urbanization, technology, climate change, and visitation trends among key populations).
- c) Understand public expectations of parks and park managers in a changing society.

B. Ecosystem & Cultural Resource Management

- a) Understand and be able to apply the principles of ecosystem-based resource management to park planning and operations.
- b) Recognize that ecosystem and cultural resources exist in a broader landscape and that they must be assessed at the landscape level even though they can be impacted at any scale.
- c) Realize we're all involved and interconnected. Identify how the public can and cannot influence decisions; Informing, involving and educating the public.
- d) Be familiar with case study examples that are transferable to other jurisdictions (in whole or in part)
- e) Be able to compare and contrast the benefits of different conservation approaches.
- f) Be able to set priorities for conservation or restoration projects.

C. The Business of Managing Parks

- a) Collaborative management approaches and partnership development awareness.
- b) Understanding risk-based management, marketing, and media relations.
- c) Time, project, and stress management skills.
- d) Contract, procurement, finance management, and funding strategy opportunities.
- e) Conflict resolution, change management, communication and team-building, succession planning, and retention approaches.
- f) Laws, regulation, policy, and governance models.

2.2 Learning Strategies

The course should be designed to employ a Blended Learning Model, while taking advantage of the latest available technology in adult education. (We define Blended Learning as a structured approach that employs both a variety of learning/training formats and also a variety of delivery/facilitation methods.) The course should be designed in a way that it becomes easy to adapt the course to meet the constantly changing trends in technology.

The course should also incorporate some mechanisms for continuous learning, enhanced retention and transfer of knowledge and skills. (Even after the course, the participants should be able to remain engaged with the subject matter and also to remain connected with each other as a community of practice.)

Consideration should be given to having course participants do assignments, prior to the course; and/or doing project work during the sessions. Suggestions include:

- 1) Overview of the organization or discussion of current issues/accomplishments
- 2) Team exercises: teams are assigned a mentor and a theme that they research and problem-solve; the exercise would end with a group presentation.

Field visits that support course curriculum should be incorporated in the course, based on opportunities available in the area where the course is being offered.

2.3 Course Location, Timing, etc.

The fall is the preferred time to hold the 1-week course, with the first course to be held in Fall 2014.

The course rotates among willing jurisdictions who submit hosting proposals to the CPC. Since 2005, courses have been offered across Canada. The Parks Canada Agency has co-hosted the PSL Course through Field Unit participation. The Course Director works with, and helps coordinate, the host agency (or combination thereof) on the development of the course itinerary, program and logistics.

The course should start on a Saturday evening (introduction and welcome) and run six curriculum days enabling candidates to depart for home the following Saturday.

The Course should be designed to accommodate approximately 25 participants. This is not an orientation course for new employees. Participants will be park supervisors, managers or functional specialists, all in mid-career that demonstrate high potential.

The initial course will be offered in English. Consideration will be given to offering the course in French and/or in bilingual format in future.

2.4 Additional Information

Please refer to Table A attached to this SoW for further information on the Roles and responsibilities for different key individuals and organizations involved in planning and executing annual course programs.

3.0 Deliverables (*Scope of Contractor Work Plan*)

In consultation with the Canadian Parks Council's (CPC) Curriculum Advisory Committee and the CPC Technical Authority/Executive Director, the Consultant will:

Part A. Update and Adapt Course Material (required in Year 1)

- a) Review previous Park System Leadership (PSL) course offering materials and develop a CPC PSL Course syllabus and design/delivery manual. This work will include:
 - Reviewing and adapting the course curriculum, learning approaches, resource materials, resource people/presenter categories, and guidelines to help presenters/facilitators understand course objectives and participant needs/expectations, etc.
 - The objective of this work is to create a comprehensive overview (syllabus) and catalog (information/instruction manual) of the CPC's PSL Course that can be adapted annually to reflect and incorporate the unique content and capabilities offered by host jurisdictions.

Part B. Coordinate and Deliver the Training Program (required annually, incl. Year 1)

- a) Review and adapt course syllabus, manual and materials to reflect the host jurisdiction(s) and unique learning opportunities afforded via venue and location.
 - a. Develop the syllabus, course manual, and all participant handbooks, agendas, reference materials, case studies, activity outlines, A/V presentations and other course support materials as required.
- b) Develop a course prospectus, registration form, and liaise with the CPC's Technical Authority/Executive Director to manage the registration process.
- c) Prepare and manage a budget for the delivery of the training program [*Note: course delivery costs (e.g. venue booking, field trips, speakers, etc.) are recovered and paid via registration fees*].
- d) Develop and manage a project timeline with key project milestones, responsibilities and deliverables.

- e) Work with the host agency to finalize all site details (e.g. venue and accommodation details, meals, and transportation to and from the nearest airport and field tours).
- f) Work with host agency to confirm all speakers, facilitators and resource people (including negotiation of per diems, travel assistance, etc.).
- g) Be on-site throughout the course to manage and coordinate all aspects of course delivery.
- h) Issue and summarize pre- and post-course evaluations and prepare an annual report upon conclusion of each course with recommendations for changes/improvements to improve future courses.

4.0 Contractor Responsibilities

The contractor is responsible for the following:

- Attending a start-up meeting or conference call at the contractor's location with the CPC Technical Authority and CPC Curriculum Advisory Committee for the purpose of a) establishing lines of communication; b) orienting and providing access to CPC resource material relating to this contract; c) confirming the approach, timelines, and schedule of deliverables; and d) initiating Year 1 of this contract;
- Providing all labour, materials, office and equipment, required to complete the work outlined in this contract;
- Consulting with the CPC Technical Authority and CPC Curriculum Advisory Committee Chair on a regular basis; and,
- Consulting with and seeking direction from the Parks Canada Agency Contract Authority on any area of the contract that is uncertain prior to engaging in that aspect of the contract.

5.0 Responsibilities of the CPC Technical Authority

The CPC Technical Authority is responsible for the following:

- Arranging a start-up meeting or conference call between the Contractor and the Curriculum Advisory Committee.
- In conjunction with the CPC Executive and Chair of the Curriculum Advisory Committee:
 - responding to Contractor requests for information and feedback in a timely manner, including clear direction from the CPC on the desired deliverables;
 - reviewing and providing comments on draft material in a timely manner.

6.0 Contract Budget and length

The total contract budget for professional fees is broken into two parts based on section 3.0 – Deliverables.

Part A. Update and Adapt Course Material (Year 1)

- The total budget allocated for this work must not exceed \$20,000.00 (not including taxes)

Part B. Coordinate and Deliver the Training Program (annually, incl. year 1)

- The total annual budget for this work must not exceed \$40,000.00 (not including taxes)

The budget allocations for Part A and Part B include, but are not limited to, all fees for professional services, expenses for office, administration, and communication. As such Year 1 must not exceed \$60,000.00 (plus tax) and all subsequent contract years must not exceed \$40,000.00 annually (plus tax).

Note: *Course delivery costs (e.g. venue booking, accommodation, catering, course materials, etc) are recovered and paid via registration fees.*

Length of the contract: 1 year with a possibility of a 3-years extension.

Travel: All travel has to be approved by the CPC Technical Authority. Only approved and authorized travel will be reimbursed.

7.0 Payment Schedule

Payment to the contractor will occur monthly after the start of work, based on the provision of detailed invoices to Parks Canada.

8.0 Official Languages

Parks Canada is under the obligation to respect the spirit and the letter of the Official Languages Act. It is therefore imperative (mandatory) that the bidder's team includes individuals with proficient abilities in either one of the official languages in both verbal and written communications.

**TABLE A:
Roles and responsibilities for different key individuals and organizations involved in
planning and executing annual course programs**

Project Element	Host Agency/Agencies	PSL Course Director *	CPC and Executive Director
Planning	<ul style="list-style-type: none"> Identify key contact(s) to work with PSL Course Director Dedicate time and resources required to the planning process 	<ul style="list-style-type: none"> Co-ordinate and develop course content based on input from hosts and CPC. Provide leadership and direction to hosts and the CPC on process timeline 	<ul style="list-style-type: none"> CPC Executive Director (E.D.) manages PSL Course Director contract and provides support to host(s) and Course Director throughout planning process
Venue	<ul style="list-style-type: none"> Determines venue, accommodation and meals, which meet criteria. 	<ul style="list-style-type: none"> Helps with comparisons and visits sites if needed and advises re: final selection. 	<ul style="list-style-type: none"> CPC manages administrative aspects of contracts (deposits & bills).
Participant and Special Guest Registration and Transportation	<ul style="list-style-type: none"> Coordinates pick-ups and drop-offs. Determines what government vehicles/drivers may be available. 	<ul style="list-style-type: none"> Coordinates participant and special guest registration and special requirements, and tracks arrival and departure times Communicates registration numbers and 	<ul style="list-style-type: none"> CPC E.D. coordinates the issuance of participant invoicing. CPC E.D. coordinates contracts for rental vehicle(s) and/or shuttles to/from airport as necessary.
Field trips	<ul style="list-style-type: none"> Researches trips and arranges transport, meals, staff and/or guest guides and presenters. Provides transportation support for field trips 	<ul style="list-style-type: none"> Ensures trips compliments course content. Adjusts timetable and supplies support materials as needed. 	<ul style="list-style-type: none"> CPC E.D. coordinates contract arrangements for field trips as necessary (e.g. meals, transportation, presenters, etc.).
Course Development and Delivery	<ul style="list-style-type: none"> Works collaboratively with PSL Course Director to inform course content, identify presenters, or others. Notes A/V requirements and secures necessary equipment*. 	<ul style="list-style-type: none"> Works collaboratively with host to inform course content, identify presenters, facilitators, or others and negotiates per diems, travel assistance, etc. Provides coaching and guidelines for presenters. 	<ul style="list-style-type: none"> CPC to host one or more teleconferences with learning team. CPC E.D. coordinates reimbursement of travel costs and per diems as necessary.

Course prospectus	<ul style="list-style-type: none"> • Provide input regarding travel arrangements, weather, amenities provided at venue and suggested items to bring. 	<ul style="list-style-type: none"> • Develop/edit brochure for annual PSL Course. • Customize prospectus based on host agency characteristics. • PSL Course Director named as key contact and registrar for course. 	<ul style="list-style-type: none"> • CPC E.D. to distribute course prospectus to parks network.
On-site Delivery	<ul style="list-style-type: none"> • Host(s) present during the week to welcome people, introduce and/or facilitate field trips, liaise with venue, help resolve issues, assist with local transportation, arrange and help host social and recreational activities. 	<ul style="list-style-type: none"> • On site full-time, throughout course. • Responsible for communicating itinerary and course agenda • Prepares and produces participant materials (course binder, name tags, etc.) • Is the key participant contact and organizer 	<ul style="list-style-type: none"> • CPC E.D. on-site throughout the week to provide logistical support, resolve issues, etc.
Post-Course	<ul style="list-style-type: none"> • Provides observations and recommendations to be incorporated in Final Report. • Reviews draft of final report 	<ul style="list-style-type: none"> • Develops, circulates, collects and compiles evaluation results • Develops a financial statement summarizing course revenue/expenses • Prepares a brief report 	<ul style="list-style-type: none"> • Reviews and distributes final report; liaise with training committee and CPC directors.
Financial	<ul style="list-style-type: none"> • Informs Course Directors of all associated costs (including in-kind) to be reflected in the Final Report. 	<ul style="list-style-type: none"> • Initiates and maintains an accurate and detailed registry of participants including projected revenues and expenditures. • Prepares, communicates, and maintains course budget. • Liaises with CPC E.D. to verify actual income/expenses. 	<ul style="list-style-type: none"> • Manages contract agreements for the course and coordinates invoicing through the CPC Special Purpose Account held in trust by Parks Canada. • Authorizes all expenditures and provides an accurate account of income and expenses to the Course Director for inclusion

- Please refer to this column for the role and responsibility of the course director

Annexe B

Evaluation and Mandatory Criteria

MANDATORY REQUIREMENTS

In order for proposals to be accepted for further evaluation, all of the following mandatory requirements **must** be met.

O1	The project proposal must not exceed 30 pages in length.
O2	The bidder must provide information on the linguistic capacity (English and French) of each member of the project team. The bidder should also identify one member of the team who is fully bilingual and has the capacity to conduct the work in both languages.
O3	The bidder must identify one member of the team who possesses a minimum of five (5) recent years experience as a team leader or project manager in projects specifically related to Course Development and Delivery.
O4	There is a detailed CV/portfolio of each member of the project team attached to the proposal. (The CVs/portfolios DO NOT count towards the length of the project proposals.)

Rated Requirements

To be considered valid, a bid must have met ALL mandatory requirements and achieve the following score, in the following order.

- a minimum score of 60% in each rated category R1, R2 and R3, with a total score of 70%
- a minimum score of 70% in rated category R4
- a minimum score of 70% in rated category R5

Bidder must provide detailed information addressing each of the evaluation criteria subject to a point rating system as set out in the grid below. Criteria not addressed will be given a score of

	REQUIREMENTS	Page # in Proposal	Max. Score	Min. Score
C1	<p>Qualifications and Experience (based on submitted CV)</p> <ul style="list-style-type: none"> • University degree in related field (5 points) • Experience in course/ curriculum development (5 points) • Experience in course/event delivery and management (5 points) • Experience/specific training in adult education (3 points) • Facilitation experience (3 points) • Experience in PARKS and protected areas training course development/delivery (2 		25	15

	<ul style="list-style-type: none"> points) • Experience in intergovernmental initiatives (2 points) 			
C2	<p>Submitted Proposal: Approach and Methodology</p> <p>Demonstrates:</p> <ul style="list-style-type: none"> • Comprehension of project intent (5 points) • Project Management skills (5 points) • Appropriate communication and engagement with team (5 points) • Attentiveness to diversity of clients/participants issues and needs (5 points) <p>Fiscal awareness and accountability (5 points)</p>		25	15
C3	<p>Submitted Proposal: Quality of Proposal</p> <ul style="list-style-type: none"> • Clear, easy to understand (5 points) • Well written (5 points) • Direct (5 points) • Realistic and feasible within the given timeline and budget (5 points) • Attention to detail (5 points) 		25	15
MINIMUM TOTAL REQUIRED FOR R1, R2 and R3 (70 %):		75		
C4	<p>Candidate Interview:</p> <p>The candidate must demonstrate knowledge and understanding of:</p> <ul style="list-style-type: none"> • Adult learning (10 points) • Course design and delivery options/alternatives (10 points) <p>Canada's parks system: diversity, management practices, current issues (5 points)</p>		25	17,5
C5	<p>Candidate References: (3 References)</p> <ul style="list-style-type: none"> • Openness and ability to listen (4 points) • Tact, discretion and judgement (4 points) • Patience and Persistence (4 points) • Attention to detail (4 points) • Ability to work without direct supervision (4 points) • Client satisfaction (5 points) 		25	17,5
	TOTAL		125	

ORAL PRESENTATION

The suitability of candidates will be determined in an oral interview with candidates lasting 45 minutes to one hour. Evaluation criteria will be based on a series of role playing situations to evaluate each of the criteria identified under the section on Suitability. 30% of the total test scores will be weighed to this presentation.

Annex "C"

Basis of Payment/Pricing Basis

Bidders will provide an **Annual Fixed Fee** for professional services, inclusive of all expenses, except travel expenses and/or administrative expenses.

Annual Fixed Fee: \$_____ (Applicable Taxes Extra)

Travel Expenses will be dictated by the Canadian Parks Council and will vary from year to year depending on where the annual general meetings are held.

Bidders will provide an estimated cost for Annual Travel Expenses. Travel expenses are subject to Treasury Board Travel Directive which can be viewed on the Treasury Board website "http://www.tbs-sct-gc.ca/travel/travel_e.html", and will be reimbursed upon submission of original receipts.

Annual Travel Expenses: \$_____ (Estimate Only).

Bidders will provide an estimated cost for all Annual Administrative Expenses. Administrative expenses will be reimbursed after receipts or statement of expenses.

Annual Administrative Expenses: \$_____ (Estimate Only)

The price quotes is to be exclusive of the Goods and Services Tax (GST) or the Harmonised Sales Tax (HST). (Please indicate separately). All pricing provided will remain in effect for the duration of the contract including any optional period if exercised.

The maximum annual budget available for this project is \$100,000.00 (plus GST or HST). Any financial proposal over this amount will result in the bid being deemed non-compliant.

Annex "C"

Basis of Payment/Pricing Basis

Optional Year # 1

Bidders will provide an **Annual Fixed Fee** for professional services, inclusive of all expenses, except travel expenses and/or administrative expenses.

Annual Fixed Fee: \$_____ (Applicable Taxes Extra)

Travel Expenses will be dictated by the Canadian Parks Council and will vary from year to year depending on where the annual general meetings are held.

Bidders will provide an estimated cost for Annual Travel Expenses. Travel expenses are subject to Treasury Board Travel Directive which can be viewed on the Treasury Board website "http://www.tbs-sct-gc.ca/travel/travel_e.html", and will be reimbursed upon submission of original receipts.

Annual Travel Expenses: \$_____ (Estimate Only).

Bidders will provide an estimated cost for all Annual Administrative Expenses. Administrative expenses will be reimbursed after receipts or statement of expenses.

Annual Administrative Expenses: \$_____ (Estimate Only)

The price quotes is to be exclusive of the Goods and Services Tax (GST) or the Harmonised Sales Tax (HST). (Please indicate separately). All pricing provided will remain in effect for the duration of the contract including any optional period if exercised.

Annex "C"

Basis of Payment/Pricing Basis

Optional Year # 2

Bidders will provide an **Annual Fixed Fee** for professional services, inclusive of all expenses, except travel expenses and/or administrative expenses.

Annual Fixed Fee: \$_____ (Applicable Taxes Extra)

Travel Expenses will be dictated by the Canadian Parks Council and will vary from year to year depending on where the annual general meetings are held.

Bidders will provide an estimated cost for Annual Travel Expenses. Travel expenses are subject to Treasury Board Travel Directive which can be viewed on the Treasury Board website "http://www.tbs-sct-gc.ca/travel/travel_e.html", and will be reimbursed upon submission of original receipts.

Annual Travel Expenses: \$_____ (Estimate Only).

Bidders will provide an estimated cost for all Annual Administrative Expenses. Administrative expenses will be reimbursed after receipts or statement of expenses.

Annual Administrative Expenses: \$_____ (Estimate Only)

The price quotes is to be exclusive of the Goods and Services Tax (GST) or the Harmonised Sales Tax (HST). (Please indicate separately). All pricing provided will remain in effect for the duration of the contract including any optional period if exercised.

Annex "C"

Basis of Payment/Pricing Basis

Optional Year # 3

Bidders will provide an **Annual Fixed Fee** for professional services, inclusive of all expenses, except travel expenses and/or administrative expenses.

Annual Fixed Fee: \$_____ (Applicable Taxes Extra)

Travel Expenses will be dictated by the Canadian Parks Council and will vary from year to year depending on where the annual general meetings are held.

Bidders will provide an estimated cost for Annual Travel Expenses. Travel expenses are subject to Treasury Board Travel Directive which can be viewed on the Treasury Board website "http://www.tbs-sct-gc.ca/travel/travel_e.html", and will be reimbursed upon submission of original receipts.

Annual Travel Expenses: \$_____ (Estimate Only).

Bidders will provide an estimated cost for all Annual Administrative Expenses. Administrative expenses will be reimbursed after receipts or statement of expenses.

Annual Administrative Expenses: \$_____ (Estimate Only)

The price quotes is to be exclusive of the Goods and Services Tax (GST) or the Harmonised Sales Tax (HST). (Please indicate separately). All pricing provided will remain in effect for the duration of the contract including any optional period if exercised.