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SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

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K1A 0S5

Title - Sujet VAC GLOBAL CONTRACT RENEWAL	
Solicitation No. - N° de l'invitation B8694-150140/A	Amendment No. - N° modif. 001
Client Reference No. - N° de référence du client B8694-150140	Date 2014-09-15
GETS Reference No. - N° de référence de SEAG PW-\$\$XQ-007-27953	
File No. - N° de dossier 007xq.B8694-150140	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2014-10-20	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Tomei, David	Buyer Id - Id de l'acheteur 007xq
Telephone No. - N° de téléphone (819) 956-1412 ()	FAX No. - N° de FAX (819) 956-8303
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Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Solicitation No. - N° de l'invitation

B8694-150140/A

Amd. No. - N° de la modif.

001

Buyer ID - Id de l'acheteur

007xq

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

B8694-150140

File No. - N° du dossier

007xqB8694-150140

CCC No./N° CCC - FMS No/ N° VME

Please see Attached.

**Public Works and Government Services Canada (PWGSC)
Acquisitions Branch (AB)**

Subject

Visa Application Centres (VAC) Re-Procurement

Introduction

Public Works and Government Services Canada (PWGSC) and Citizenship and Immigration Canada (CIC) have begun work on the possible re-procurement for CIC's global visa application centres service delivery network. As part of the re-procurement strategy, PWGSC and CIC want to engage industry early, and at certain stages in the re-procurement process, in order to solicit industry feedback on the VAC business requirements, possible service delivery models as well as the related re-procurement strategy. The overall objective of collaborating with the industry is to obtain valuable feedback to help shape the VAC business requirements and possible alternative delivery solutions as well as the re-procurement strategy to achieve an end-state business solution meeting the needs of Canada's Citizenship & Immigration Programs.

This Notice outlines Canada's intended industry engagement strategy. Also, the Notice invites industry to provide any initial feedback at this point and to identify its organization, if interested, to participate in the engagement process. Canada may issue other Notices which will contain more detailed information relating to the re-procurement. Suppliers may also identify themselves as a participating entity at that time.

Suppliers are encouraged to continue to monitor the Government Electronic Tendering Services (GETS) for further information on the VAC re-procurement process.

Industry Engagement Strategy

The consultative approach may involve:

- 1) An Industry Day (an awareness/information session and open forum);
- 2) In person individual one-on-one session(s) with interested suppliers;
- 3) Working group sessions with all participating suppliers; and
- 4) Written responses to a formal Request For Information and Draft Request For Proposal.

Please note that participation in any of the Industry consultation steps is not a mandatory requirement. Industry representatives that do not participate in the consultation process will remain eligible to submit a proposal in response to any future Request For Proposal relating to the VAC re-procurement.

1. *Industry Day*

An Industry Day will be held on October 21, 2014.

At the Industry Day, PWGSC and CIC representatives will share the procurement strategy and the business needs underlying this new procurement. Industry Day is intended to be an open forum allowing Canada to communicate its requirements at a performance outcome level, and for industry to ask questions and seek information in order to gain a sound understanding of the business needs of the VAC program.

Following the Industry Day, Canada may request organizations that participated in the Industry Day to submit written feedback on the re-procurement (potential alternative procurement strategies, evaluation criteria, project specific risks and appropriate risk management strategies) as well as identify feasible solutions to meet the VAC operational needs.

Attendance at this event will be strictly reserved to properly registered industry representatives.

Industry Day:
October 21, 2014
9.00 am – 12.00 pm
Marriott Hotel
100 Kent Street
Ottawa Ontario
K1P 5R7

Refer to Attachments 1 & 2 for the VAC Program and Biometrics Program overview and Supplier feedback forms.

To register intent to participate in the Industry Day, email the PWGSC contact person named in this Notice with the names, phone numbers and email addresses of attendees.

2. *One-on-one sessions with individual Suppliers*

Subsequent to the Industry Day consultation session, separate one-on-one meeting(s) with individual Suppliers are anticipated to allow the opportunity to discuss requirements in more detail and possible viable options for service delivery models.

Attendance at these meetings will be strictly reserved to properly registered industry representatives. More details concerning such meetings, registration, location and time will be communicated directly to registered Industry representatives.

Interested Suppliers must duly complete the attached Terms of Engagement (Attachment 4) as well as provide their preferred three dates and times for the one-on-one meetings using the form in Attachment 3, to the PWGSC contact person named below.

3. Working Groups Sessions

Canada may also hold working group sessions with all participating Suppliers.

Attendance at these sessions will be strictly reserved to properly registered Suppliers who have signed the Terms of Engagement. More details concerning such meetings, registration, location and time will be communicated directly to registered Industry representatives.

4. Request For Information/Draft Request For Proposal

Canada intends to issue a Request for Information (RFI), including a DRAFT Request For Proposal (RFP), which incorporates the findings and recommendations from Industry engagement that meet the VAC operational needs. The RFI/Draft RFP will be issued to Suppliers registered in the engagement process. The purpose would be to solicit further feedback from Industry prior to developing any final Request For Proposal.

Confidentiality

Canada will handle any material or information provided by industry in response to this request for input in accordance with the Access to Information Act.

Disclaimer

This document is intended for information purposes only and may be subject to change without notice. Release of this information does not constitute a commitment on the part of the Government of Canada to contract for any of the above-mentioned requirements.

Also, please note that attendees are responsible for their own transportation, accommodation, meals, parking and all other expenses. Canada will not reimburse any Supplier or attendee for expenses incurred in responding to Canada's questions or attending the consultation sessions.

This engagement process does not guarantee that a re-procurement process will be carried out and any final Request For Proposal issued.

Contact Person

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Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

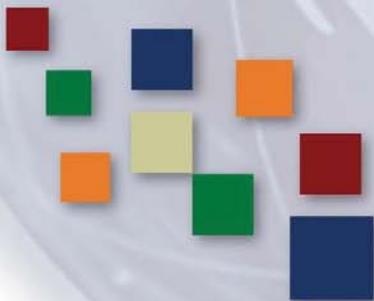


CIC GLOBAL VAC NETWORK

Industry Engagement: Business Model Overview

Citizenship and Immigration Canada

cic.gc.ca



Canada

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Purpose

Citizenship and Immigration Canada (CIC) is exploring business requirements for a possible re-procurement of its Global Visa Application Centre (VAC) network by 2017, which, if it were to proceed, would take into consideration critical developments in the department's modernization platform. This document is intended to provide a summary of CIC's VAC business model and includes:

- A brief program history
- A general description of the current VAC model
- The vision and options for possible future VAC model expansion

While this document outlines various initiatives for consideration, it is intended to elicit industry engagement only, and is not a commitment that a new procurement process will be launched.

Background

VACs are the exclusive service providers for the Government of Canada (GC) authorized to accept visa applications from clients outside of Canada. They also provide various administrative support services, such as courier services, status notifications and scheduling interviews with Visa Offices. CIC first began opening VACs in 2000. At the time, the VAC network was limited to areas where access to service providers and the volume of applications justified VAC services. By 2012, CIC had 60 VACs in 41 countries, all implemented under unique local Service Agreements.

On January 31, 2012, CIC launched a procurement process through Public Works and Government Services Canada (PWGSC) with the goal of expanding and standardizing the VAC network. This global VAC model allowed CIC to install VACs to provide extensive global coverage, as well as offering standardized and consistent services. In addition, VACs are key to supporting the implementation of biometrics in Canada's immigration program. The contract was awarded in November 2012, for a five-year period, and CIC's VAC network today consists of 129 locations in over 92 countries outside of Canada.

Current VAC Model

1. Guiding Principles

- VACs are commercial service providers. They are managed by private companies authorized to provide specific administrative services to CIC visa clients under the terms of a formal contract with the Government of Canada. VACs cannot provide any services that are not included in the contract.
- VACs do not represent the Government of Canada (GC), they have no discretionary powers and cannot interpret or apply the Immigration and Refugee Protection Act and its regulations. Moreover, VACs are expressly forbidden to provide any visa-related advice to clients; they simply provide administrative support services to clients related to the submission of their application.
- VACs do not process applications and play no role in the decision-making process. All decisions continue to be made by CIC Visa Officers.
- All VACs provide biometric enrolment services.

These principles will most likely remain for the future contract.

2. Regional Groupings

The existing VAC contract divides the VAC network into nine regions. Service providers bid on each individual region. As part of the bidding process, each region was sub-divided into the following groups:

- Group A: Mandatory countries that service providers had to bid on.
- Group B: Countries for which bidding was optional.
- Group C: Countries where there was no plan to establish a VAC at that time, but considered for use in future planning purposes.

CIC is considering a change to both the existing regional coverage as well as the sub-division of groups.

See Annex A for details on considerations for the future VAC contract.

3. Services offered by VACs

The existing contract divides services into 2 distinct categories: (1) Core Services and (2) Value-added Services.

(1) Core Services

All VACs must offer core services. Clients pay one charge directly to the VAC for the existing package of core services, which generally include:

- Performing a completeness/correctness check of paper applications
- Packaging applications, supporting documents and passports for delivery to the Visa Office
- Securely transmitting and delivering paper and electronic applications and supporting documents to the Visa Office
- Collection of GC fees
- Scheduling visa interviews
- Tracking applications and providing status update to clients

(2) Value-added Services

All VACs offer some value-added services, however value-added services vary from VAC to VAC.

Value-added services are paid for by the client directly to the VAC. Examples include:

- Photography booths
- Photocopy and printing services
- Application status updates via Short Message Service (SMS)
- Courier services

There are currently no plans to change this service model should there be a new contract; rather, CIC anticipates some possible changes to each category of services. For core services, all applications could be rendered into electronic format, and other business lines could be added to the current service model. For value-added services, some VACs may be asked to provide additional services such as videoconferencing capabilities for interviews.

CIC currently considers that all VACs would continue to provide biometric enrolment capabilities. Please see section on Vision of the Future VAC Model for details.

4. VAC Service Charges

The current VAC contract does not allow for the GC to pay the VAC for any services (excluding for biometrics-required clients); as such, VACs mainly operate on a user-pay model. This means that:

- Any core services provided by the VAC to non-biometric-required clients are paid for by the client. VAC service charges are not part of the CIC visa application fee paid by clients to the GC.
- VAC service charges paid to the VACs differ from country to country and are consistent with local commercial practices and contingent on the costs of doing business in a particular region. These are set out in pricing tables in the contract and have been approved by the GC.
- Biometric-required clients must pay a biometric fee. This fee, paid by the client to the GC includes the VAC biometric charge. The GC, in turn, reimburses the VAC for providing core application-handling and biometric enrolment services for these clients.

There would likely be no change to this pricing model should CIC proceed with a new contract.

5. Current Information Technology Requirements

The current VAC contract outlines various Information Technology requirements including the requirement for the VACs to provide the following:

- Website
- Call centre
- Ticketing/queue system
- Application tracking
- Client workstations
- Scheduling system

There could be some changes to these IT requirements should there be a new VAC contract as technology evolves and the needs of CIC and clients may change.

6. Privacy and Security Requirements

Privacy and security are paramount considerations for the GC. Personal information of clients must be safeguarded. Currently, the contractor must ensure that all databases containing personal information are located in Canada. The contractor must perform a security screening of all VAC personnel who access personal information, including identity, residency, educational, employment history, criminal record, and credit checks. Physical security safeguards at the VAC must be implemented to protect staff, clients, and CIC's material and information from loss, damage or theft. Various security reports must be provided including the requirement to complete a Threat and Risk Assessment report.

Note there are limited changes being considered to these requirements above; the protection of client personal information and safeguarding of VACs continues to be paramount for CIC.

Vision of the Future VAC Model

As part of CIC's modernization agenda, the department is contemplating changing the way it operates; this means that the vision for the future VAC model may be changing as well. The future vision contemplates an increase in services offered, changes in the application types accepted and an expansion of the network. VACs would continue to offer core services and value-added services but other operations may differ in conjunction with some additional CIC modernization initiatives.

Some of the key initiatives being explored at the time of writing this document include:

- Expansion of business lines offered at VACs to expand on the temporary resident line of business to permanent resident, citizenship, and passport lines of business.
- Additional value-added services at VACs including video-conferencing capacity, premium lounges and provision of tourism information.
- Digitization of applications and supporting documentation.
- Expansion of VAC Network, which may include potential for CIC to share VACs with other countries.
- VAC network in Canada.
- An automated kiosk ticketing system which would track client's time spent at the VAC.
- Expansion of electronic applications.
- Biometric Enrolment Kits: consideration as to whether GC or the contractor would provide and maintain.
- Upon collecting GC fees, connecting to CIC's Integrated Payment Revenue Management System (IPRMS) ePayment tool, via a specific URL to process credit card payment transactions as well as providing IPRMS with payment information via an automated technical CIC IT solution (e.g. interface).

See Annexes B and C for details on considerations for the future VAC contract.

1. Measurement and Reporting

The contractor would commence measuring its service levels from the opening date of each VAC separately. A grace period may be permitted up to the first full calendar month upon opening of a VAC location, to accommodate VAC locations that open mid-month. The grace period would only apply to each individual location as the network is deployed.

Tools to be used to measure each service level would be agreed upon by both parties. The contractor will supply relevant performance data to CIC, using the reporting template provided by CIC. CIC reserves the right to audit the data and its collection as desired. Performance will be measured on a periodic basis and reported through a Monthly Service Report, supplied by CIC. The Monthly Service Report shall highlight and describe all Service Level Defaults for the preceding month.

See Annex D for details on volumes of applicants.

2. Service Standards

A 2-tiered system would be considered:

- 1st tier: Critical Service Levels
Subject to both corrective measures and financial penalties
- 2nd tier: Standard Service Levels
Subject to corrective measures only

Failure to meet Critical Service Levels would be subject to both corrective measures & financial penalties, while failure to meet Standard Service Levels would be subject to corrective measures only. The number of service standards designated as “Critical Service” would not exceed a given number, but CIC would reserve the right to change the classification of a service standard from “Standard Service” to “Critical Service” (and vice-versa) provided the overall number of Critical Service Levels did not exceed that given number. Changes to designation would be made through a Change Management Process, with 30 days notice given to the contractor.

3. Service Credits

Critical Service Levels would be measured monthly for each individual VAC. Failure to meet these would be subject to financial penalty in the form of credits to CIC. For each Critical Service Level, a default payment of 1% of charges payable for that invoicing month would apply, not to exceed 10% in total for any combination of defaulted Critical Service Levels. In addition to service credit payment, default of a Critical Service Level may include corrective measures. These may include the contractor being required to draft an action plan for improving a particular service level, amending internal operating procedures, or providing additional training.

Standard Service Levels would be measured monthly. Failure of the contractor to meet these 3 consecutive months or 4 months in any given 18-month period would be subject to corrective measures. This may include the contractor being required to draft an action plan for improving a particular service level, amending internal operating procedures, or providing additional training.

See Annexes E and F for details on both service standards and service credits under considerations for the future VAC contract.

4. Security Screening Requirements

The contractor must perform a security screening of all individuals who will have access to the VAC (including visiting VAC personnel and subcontractors), not just those individuals who will have access to Personal Information. The contractor must conduct checks as part of the security screening process and provide the information to CIC for each employee; these must be completed prior to the employee being granted access to any operational and secure areas of the VAC. The contractor must keep the security screening documentation on file and available to the GC, for each employee, for a period of ten (10) years following the initial offer of employment.

See Annex G for details on the proposed security screening requirements for the future VAC contract.
See Annex H for a complete overview of the future VAC contract vision.

Annex A: Regional Groupings

Annex A outlines the proposed regional groupings for the future VAC contract. All the countries listed in each table within a region will likely be included in any potential contract award for that region. Therefore, service providers would be required to submit a bid for all “A” locations within a region and have the option of submitting a bid for group “B” locations.

Region One – considered locations

Region One: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Azerbaijan	1	Baku	Ankara
2	Bahrain	1	Manama	Abu Dhabi
3	Egypt	1	Cairo	Cairo
4	Georgia	1	Tbilisi	Ankara
5	Jordan	1	Amman	Amman
6	Kuwait	1	Kuwait City	Abu Dhabi
7	Lebanon	1	Beirut	Beirut
8	Oman	1	Muscat	Abu Dhabi
9	Qatar	1	Doha	Abu Dhabi
10	Saudi Arabia	3	Jeddah, Khobar, Riyadh	Riyadh
11	Turkey	2	Ankara, Istanbul	Ankara
12	United Arab Emirates	2	Abu Dhabi, Dubai	Abu Dhabi
	Total VAC sites	16		

Region One: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Iran	1	Tehran	Ankara
2	Iraq	2	Baghdad, Erbil	Amman
3	Israel	1	Tel Aviv	Tel Aviv
4	Palestinian Authority	1	West Bank	Amman
5	Palestinian Authority	1	Gaza	Cairo
6	Sudan	1	Khartoum	Cairo
7	Syria	1	Damascus	Beirut
8	Turkmenistan	1	Ashgabat	Ankara
9	Yemen, Republic of	1	Sana'a	Abu Dhabi
	Total VAC sites	10		

Region Two – considered locations

Region Two: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Armenia	1	Yerevan	Moscow
2	Austria	1	Vienna	Vienna
3	Bosnia-Herzegovina	1	Sarajevo	Vienna
4	Finland	1	Helsinki	London
5	Germany	1	Dusseldorf	Vienna
6	Ireland	1	Dublin	London
7	Kazakhstan	1	Almaty	Moscow
8	Kyrgyzstan	1	Bishkek	Moscow
9	Kosovo	1	Pristina	Vienna
10	Macedonia, FYR	1	Skopje	Vienna
11	Montenegro	1	Podgorica	Vienna
12	Netherlands, The	1	Amsterdam	Vienna
13	Poland	1	Warsaw	Warsaw
14	Russia	6	Moscow, Novosibirsk, Rostov-on-Don, St Petersburg, Vladivostok, Yekaterinburg	Moscow
15	Serbia	1	Belgrade	Vienna
16	Sweden	1	Stockholm	London
17	Tajikistan	1	Dushanbe	Moscow
18	Ukraine	2	Kiev, Lviv	Kiev
19	United Kingdom	1	London	London
	Total VAC sites	25		

Region Two: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Belarus	1	Minsk	Warsaw
2	Croatia	1	Zagreb	Vienna
3	Denmark	1	Copenhagen	London
4	Hungary	1	Budapest	Vienna
5	Slovak Republic	1	Bratislava	Vienna
	Total VAC sites	5		

Region Three – considered locations

Region Three: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Albania	1	Tirana	Rome
2	Algeria	1	Algiers	Algiers
3	Bulgaria	1	Sofia	Bucharest
4	France	1	Paris	Paris
5	Italy	1	Rome	Rome
6	Libya	1	Tripoli	Tunis
7	Moldova	1	Chisinau	Bucharest
8	Morocco	1	Rabat	Rabat
9	Romania	1	Bucharest	Bucharest
10	Spain	1	Madrid	Paris
11	Tunisia	1	Tunis	Tunis
	Total VAC sites	11		

Region Three: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Belgium	1	Brussels	Paris
2	Greece	1	Athens	Rome
3	Switzerland	1	Zurich	Paris
	Total VAC sites	3		

Region Four – considered locations

Region Four: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Ghana	1	Accra	Accra
2	Cameroon	1	Yaoundé	Dakar
3	Guinea	1	Conakry	Dakar
4	Ivory Coast	1	Abidjan	Dakar
5	Mali	1	Bamako	Dakar
6	Niger	1	Niamey	Dakar
7	Senegal	1	Dakar	Dakar
8	Burkina Faso	1	Ouagadougou	Dakar
9	Kenya	1	Nairobi	Nairobi
10	Congo, Democratic Republic of the	1	Kinshasa	Nairobi
11	Ethiopia	1	Addis Ababa	Nairobi
12	Mauritius	1	Port Louis	Nairobi
13	Tanzania	1	Dar-es-Salam	Nairobi
14	Uganda	1	Kampala	Nairobi
15	Nigeria	2	Lagos, Abuja	Lagos
16	Zimbabwe	1	Harare	Pretoria
17	South Africa	2	Pretoria, Cape Town	Pretoria
	Total VAC sites	19		

Region Four: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Benin	1	Cotonou	Accra
2	Togo	1	Lomé	Accra
3	Burundi	1	Bujumbura	Nairobi
4	Congo, Republic of	1	Brazzaville	Nairobi
5	Madagascar	1	Antananarivo	Nairobi
6	Rwanda	1	Kigali	Nairobi
7	Angola	1	Luanda	Pretoria
8	Botswana	1	Gaborone	Pretoria
9	Namibia	1	Windhoek	Pretoria
10	Zambia	1	Lusaka	Pretoria
11	South Sudan	1	Juba	Nairobi
	Total VAC sites	11		

Region Five – considered locations

Region Five: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Argentina	1	Buenos Aires	Buenos Aires
2	Paraguay	1	Asuncion	Buenos Aires
3	Uruguay	1	Montevideo	Buenos Aires
4	Brazil	6	Brasilia, Rio de Janeiro, Sao Paulo, Recife, Belo Horizonte, Puerto Alegre	Sao Paulo
5	Chile	1	Santiago	Santiago
6	Colombia	3	Bogota, Medellin, Cali	Bogota
7	Ecuador	1	Quito	Bogota
8	Peru	1	Lima	Lima
9	Bolivia	1	La Paz	Lima
	Total VAC sites	16		

Region Five: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Argentina	1	Mendoza	Buenos Aires
	Total VAC sites	1		

Region Six – considered locations

Region Six: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Costa Rica	1	San Jose	Guatemala City
2	El Salvador	1	San Salvador	Guatemala City
3	Guatemala	1	Guatemala City	Guatemala City
4	Honduras	1	Tegucigalpa	Guatemala City
5	Nicaragua	1	Managua	Guatemala City
6	Panama	1	Panama City	Guatemala City
7	Mexico	3	Guadalajara, Monterrey, Mexico City	Mexico City
8	Venezuela	1	Caracas	Mexico City
	Total VAC sites	10		

Region Six: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Belize	1	Belmopan	Guatemala City
	Total VAC sites	1		

Region Seven – considered locations

Region Seven: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Dominican Republic	1	Santo Domingo	Santo Domingo
2	Guyana	1	Georgetown	Port of Spain
3	Haiti	1	Port-au-Prince	Port-au-Prince
4	Jamaica	2	Kingston, Montego Bay	Kingston
5	Trinidad and Tobago, Republic of	1	Port of Spain	Port of Spain
6	St. Vincent & Grenadines	1	Kingstown	Port of Spain
7	United States of America	1	New York	New York
8	United States of America	1	Los Angeles	Los Angeles
	Total VAC sites	9		

Region Seven: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Grenada	1	St. George's	Port of Spain
2	St. Lucia	1	Castries	Port of Spain
	Total VAC sites	2		

Region Eight – considered locations

Region Eight: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	China	3	Beijing, Chongqing, Guangzhou	Beijing
2	Mongolia	1	Ulaanbaatar	Beijing
3	China	1	Hong Kong	Hong Kong
4	China (Taiwan)	1	Taipei	Hong Kong
5	China	1	Shanghai	Shanghai
	Total VAC sites	7		

Region Eight: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
	TBD	TBD	TBD	TBD
	Total VAC sites	TBD		

Region Nine – considered locations

Region Nine: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	India	7	Ahmadabad, Chennai, Hyderabad, Kolkata, Mumbai, New Delhi, Pune	New Delhi
2	India	2	Chandigarh, Jalandhar	Chandigarh
3	India	1	Bangalore	Bangalore
4	Nepal	1	Kathmandu	New Delhi
5	Pakistan	3	Islamabad, Karachi, Lahore	Islamabad
6	Sri Lanka	1	Colombo	Colombo
	Total VAC sites	15		

Region Nine: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Afghanistan	1	Kabul	Islamabad
	Total VAC sites	1		

Region Ten – considered locations

Region Ten: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Australia	2	Perth, Sydney	Sydney
2	Fiji	1	Suva	Sydney
3	New Zealand	1	Auckland	Sydney
4	Bangladesh	3	Chittagong, Dhaka, Sylhet	Singapore
5	Indonesia	2	Jakarta, Surabaya	Jakarta
6	Malaysia	1	Kuala Lumpur	Kuala Lumpur
7	Philippines	2	Cebu, Manila	Manila
8	Korea, Republic of	1	Seoul	Manila
9	Japan	1	Tokyo	Manila
10	Cambodia	1	Phnom Penh	Bangkok
11	Vietnam	2	Hanoi, Ho Chi Minh	Ho Chi Minh
12	Singapore	1	Singapore	Singapore
13	Thailand	1	Bangkok	Bangkok
	Total VAC sites	19		

Region Ten: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Visa Office
1	Burma/Myanmar	1	Rangoon/Yangon	Bangkok
2	Laos	1	Vientiane	Bangkok
	Total VAC sites	2		

Region Eleven – considered locations

Region Eleven: Group A

	Country	Number of VACs	VAC Location(s)	Responsible Office
1	Canada	2	Vancouver, Surrey, British Columbia	TBD
		1	Montreal, Quebec	TBD
		3	Toronto, Mississauga, Scarborough, Ontario	TBD
		2	Calgary, Edmonton, Alberta	TBD
	Total VAC sites	8		

Region Eleven: Group B

	Country	Number of VACs	VAC Location(s)	Responsible Office
1	Canada	TBD	TBD	TBD
	Total VAC sites	TBD		

Annex B: Services to be provided by VACs

1. Considered Core Services

Considered Core Services			
Paper Application		Paper Applications Transposed to Electronic Format	Electronic Application
1	Provide information to client	Provide information to client	Provide information to client
2	Collect GC Fees as required	Collect GC Fees as required	Collect GC Fees as required
3	Take in application	Take in application	N/A
4	Completeness/Correctness check	Completeness/Correctness check	N/A
5	Full Checklist Review	Full Checklist Review	N/A
6	Biometric collection (if applicable)	Biometric collection (if applicable)	Biometric collection (if applicable)
7	N/A	Enter application into electronic format	N/A
8	N/A	Scan supporting documentation	N/A
9	Package application and supporting documents; passport; etc.	Package application and supporting documents; passport; etc.	N/A
10	Transmit paper application to CIC office	Transmit paper and electronic versions to CIC office	Transmit passport to CIC office
11	Schedule interviews, as required	Schedule interviews, as required	Schedule interviews, as required
12	Coordinate requests for additional supporting documentation	Coordinate requests for additional supporting documentation	Coordinate requests for additional supporting documentation
13	Track and provide status updates	Track and provide status updates	Track passport and provide status updates
14	Return package to client	Return package to client	Return package to client

2. Considered Value-added Services

Value-added services may be mandatory for certain locations, and optional for others.

Considered Value-added Services		Location	
		Outside Canada (Regions 1-10)	Inside Canada (Region 11)
1	Assisted Service – Temporary Resident	Mandatory	Mandatory
2	Assisted Service – Permanent Resident	Mandatory	Mandatory
3	Assisted Service – PR Card	N/A	Mandatory
4	Assisted Service – Citizenship Applications	Mandatory	Mandatory
5	Assisted Service – Passport Applications	Mandatory	N/A
6	Assisted Service – eTA (electronic Travel Authorization)	Mandatory	Mandatory
7	Passport/Document Transmission	Mandatory	Mandatory
8	Photocopy & Printing Services	Optional	Optional
9	Application Status Update via SMS	Optional	Optional
10	Courier Services	Optional	Optional
11	Videoconferencing Facilities	Optional	Optional
12	Self Service Workstation	Mandatory	Mandatory
13	Photography Booth	Optional	Optional
14	Application Translation Services	Optional	N/A
15	Tourism Booth/Services	Optional	Optional
16	Self-Service Scanning	Optional	Optional
17	Premium Lounge	Optional	Optional

Annex C: Business Lines Serviced by the VAC

VACs may be required to accept applications for many of CIC's business lines, which may include some or all of the following.

1. To be considered for Outside-of-Canada VACs

	Temporary Resident	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
1	Visitor Visa	No	Yes	Yes	VO	18
2	Study Permit	No	Yes	Yes	VO	16
3	Work Permit	No	Yes	Yes	VO	18
4	eTA (electronic Travel Authority)	No	No	Yes	N/A	N/A

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

	Permanent Resident	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
5	Federal Skilled Workers (General)	Yes	No	No	Sydney	25
6	Provincial Nominee Program	Yes	No	No	Sydney	18
7	Quebec-selected skilled workers	Yes	No	No	Sydney	15
8	Federal Skilled Trades Program	Yes	No	No	Sydney	24
9	Canada Experience Class	Yes	No	No	Sydney	17
10	Start-up Business Class	Yes	No	No	Sydney	18
11	Self-Employed Persons	Yes	No	No	Sydney	15
12	Quebec Selected Business Class	Yes	No	No	Sydney	17
13	Family Class: Spouse, common-law partners, conjugal partners and minor children (in Canada)	Yes	No	No	Mississauga	45
14	Family Class: Spouse, common-law partners, conjugal partners and minor children (outside Canada)	Yes	No	No	Mississauga	38
15	Family Class: Parents and Grandparents	Yes	No	No	Mississauga	17
16	Family Class: Other relatives	Yes	No	No	Mississauga	29
17	Verification of Status (VOS) or Replacement of an Immigration Document	Yes	No	No	Ottawa	9

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

	Other	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
18	Permanent Resident Travel Document	Yes	No	No	VO	11
19	Application for Criminal Rehabilitation	Yes	No	No	VO	12

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

2. To be considered for in-Canada VACs

	Temporary Resident	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
1	Visitor Visa extension	No	Yes	Yes	Vegreville	18
2	Study Permit extension	No	Yes	Yes	Vegreville	18
3	Work Permit extension	No	Yes	Yes	Vegreville	25
4	Temporary Resident Permit Extension	No	No	No	Vegreville	14

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

	Permanent Resident	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
5	Federal Skilled Workers (General)	Yes	No	No	Sydney	25
6	Provincial Nominee Program	Yes	No	No	Sydney	18
7	Quebec-selected skilled workers	Yes	No	No	Sydney	15
8	Federal Skilled Trades Program	Yes	No	No	Sydney	24
9	Canada Experience Class	Yes	No	No	Sydney	17
10	Start-up Business Class	Yes	No	No	Sydney	18
11	Self-Employed Persons	Yes	No	No	Sydney	15
12	Quebec Selected Business Class	Yes	No	No	Sydney	17
13	Family Class: Spouse, common-law partners, conjugal partners and minor children (in Canada)	Yes	No	No	Mississauga	45
14	Family Class: Spouse, common-law partners, conjugal partners and minor children (outside Canada)	Yes	No	No	Mississauga	38
15	Family Class: Parents and Grandparents	Yes	No	No	Mississauga	17
16	Family Class: Other relatives	Yes	No	No	Mississauga	29
17	Verification of Status (VOS) or Replacement of an Immigration Document	Yes	No	No	Ottawa	9

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

	Citizenship	Paper application	Paper to electronic	E-application	Documentation sent to	Number of items on checklist*
18	Grant of citizenship (adult)	Yes	No	No	Sydney	12
19	Grant of citizenship (child)	Yes	No	No	Sydney	12
20	Proof of citizenship	Yes	No	No	Sydney	10
21	Search for citizenship records	Yes	No	No	Sydney	N/A

*Number of items on checklist refers to supporting documents for application. For further information visit www.cic.gc.ca

Annex D: Historical Regional Volumes

The following are approximate application intake volumes for 2013.

Regions	Temporary Resident	Permanent Resident*	Citizenship Grant	Passport**
Region 1 <i>Middle East</i>	106,413	22,311	N/A	20,787
Region 2 <i>North Europe</i>	84,113	19,410	N/A	18,404
Region 3 <i>South Europe/Maghreb</i>	86,525	20,995	N/A	15,607
Region 4 <i>Sub-Saharan Africa</i>	73,351	24,049	N/A	3,750
Region 5 <i>South America</i>	141,575	6,061	N/A	4,211
Region 6 <i>Central America</i>	121,215	7,524	N/A	7,511
Region 7 <i>USA and Caribbean</i>	114,865	20,515	N/A	7,163
Region 8 <i>China and Mongolia</i>	320,265	25,236	N/A	33,179
Region 9 <i>South Asia</i>	179,552	42,900	N/A	4,261
Region 10 <i>Asia Pacific</i>	138,390	60,637	N/A	18,703
Region 11 <i>Canada</i>	156,950	23	333,860	N/A

*Permanent Resident – measured by citizenship of client, as listed on application form

** Passport numbers are based on data from the 2013/2014 fiscal year.

Source: CIC, permanent resident data as of June 25, 2014, temporary resident data as of July 22, 2014, Citizenship data as of August 6, 2014, passport data as of July 29, 2014.

Annex E: Critical Service Levels

The following critical service levels are being considered for the next contract.

Service Item	Service Requirement	Service Level	Definition of Measurement	Derivation of Data	Timeframe & Frequency	Default Level
#1 Technical Infrastructure	Uptime for all technical applications	95%	# hrs downtime / total hrs operation	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month
#2 Information Services	Accuracy of website content	100%	# hrs inaccuracy past 24-hr deadline / total hrs operation	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month
#3 Information Services	Accuracy of information given to clients by VAC Staff	<3	# total incidents of inaccurate information	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month
#4 Completion Check	All applications must have mandatory fields completed and correctly inputted as defined in the SOW.	95%	# of incomplete applications / total number of applications received	Contractor to provide total number of applications received per VAC, CIC to track total incidents of incomplete/incorrect applications	First through to last business day of month, monthly	1 month
#5 Application Tracking ID	Contractor must ensure that the package is clearly marked with a Tracking ID that is legible by approved CIC scanners.	98%	# of applications without clear tracking ID / total number of applications received	Contractor to provide total number of applications received per VAC, CIC to track total incidents of applications without a clear tracking ID	First through to last business day of month, monthly	1 month
#6 Applicant Wait Time	Client wait time be called to service counter	<60mins	below 95% level, average per month	Measured by automated queuing ticketing system, contractor to supply data by VAC	First through to last business day of month, monthly by VAC	1 month
#7 Application Intake Time – TR	Application intake time from initiation to completeness	97% within prescribed time	# of incidents below 97% / total # of application intakes	Measured by automated queuing ticketing system, contractor to supply data by VAC	First through to last business day of month, monthly by VAC	1 month

Service Item	Service Requirement	Service Level	Definition of Measurement	Derivation of Data	Timeframe & Frequency	Default Level
#8 Application Intake Time – PR	Application intake time from initiation to completeness	97% within prescribed time	# of incidents below 97% / total # of application intakes	Measured by automated queuing ticketing system, contractor to supply data by VAC	First through to last business day of month, monthly by VAC	1 month
#9 Application Intake Time - Citizenship	Application intake time from initiation to completeness	97% within prescribed time	# of incidents below 97% / total # of application intakes	Measured by automated queuing ticketing system, contractor to supply data by VAC	First through to last business day of month, monthly by VAC	1 month
#10 Biometrics	Contractor must collect quality biometrics as instructed by CIC in the Standard Operating Procedures that will be provided by CIC.	99% of fingerprints must meet or exceed the minimum quality threshold defined by CIC's technical solution, AND 75% of these fingerprints must also be in the top 25% of this quality range. AND 95% of photos must meet or exceed the minimum quality threshold defined by the ICAO.	# total incidents of collection not meeting the instructions provided by CIC / total number of collections performed	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month
#11 Biometrics	Contractor must ensure that the collected biometrics are associated with the correct application and client.	100% (0% error rate)	Any reported incidents of collection not meeting the instructions provided by CIC	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month

Annex F: Standard Service Levels

The following standard service levels are being considered for the next contract.

Service Item	Service Requirement	Service Level	Definition of Measurement	Derivation of Data	Timeframe & Frequency	Default Level
#12 Opening Hours	VAC must be open and operational 100% of the time during agreed hours (agreed by both Parties), other than closure agreed upon by CIC or under Force majeure.	<3	# of total incidents of VAC not being open and operational 100% during agreed hours	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period
#13 Application Packaging	All applications are packaged according to VO instructions	95%	# of applications packaged incorrectly / total number of applications received	Contractor to provide total number of applications received per VAC, CIC to track total incidents of applications incorrectly packaged	First through to last business day of month, monthly	3 consecutive months or 4 months in any given 18-month period
#14 Transmission of Applications and Supporting Documents	When in possession of an application, the contractor must retrieve and transmit the application and all related documents and information to CIC	95% by end of following business day	# late incidents / # total business days	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period
#15 Notifications	Contractor must contact client using client's preferred channel of communication when packages are ready for pick-up at the VAC within 12 business hours of receipt of package from VO	<3	# of total incidents of notifications made using incorrect channel and/or past 12hrs of receipt of package	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period
#16 Appointments	Contractor must send client notification to inform them of appointments that are added, updated or cancelled within 8 business hours of VO notification	<3	# of total incidents of notifications made past 8hrs of VO notification	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period

Service Item	Service Requirement	Service Level	Definition of Measurement	Derivation of Data	Timeframe & Frequency	Default Level
#17 Appointment System	Contractor must schedule and conduct client appointments within 48hrs of client request. Where required, the contractor must request additional application related documents and photographs from the client within 1 business day of the request by CIC.	95% within 48hrs	# late appointments / # total client appointments scheduled	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period
#18 Additional Documentation Requests	Where required, the contractor must request additional application related documents and photographs from the client within 1 business day of the request by CIC.	<3	# of total incidents of notifications made past 1 business day of request	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	3 consecutive months or 4 months in any given 18-month period
#19 Reporting	Contractor must supply CIC with all requested reports by due date agreed to by both Parties.	<3	# of incidents of reports not submitted by due date	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month
#20 Invoicing	Contractor must provide a complete and accurate invoice to CIC within 30 calendar days after end of invoicing month.	30 calendar days after end of invoicing month	31 calendar days past end of invoicing month	Incidents verified and logged by CIC in Monthly Service Report	First through to last business day of month, monthly by VAC	1 month

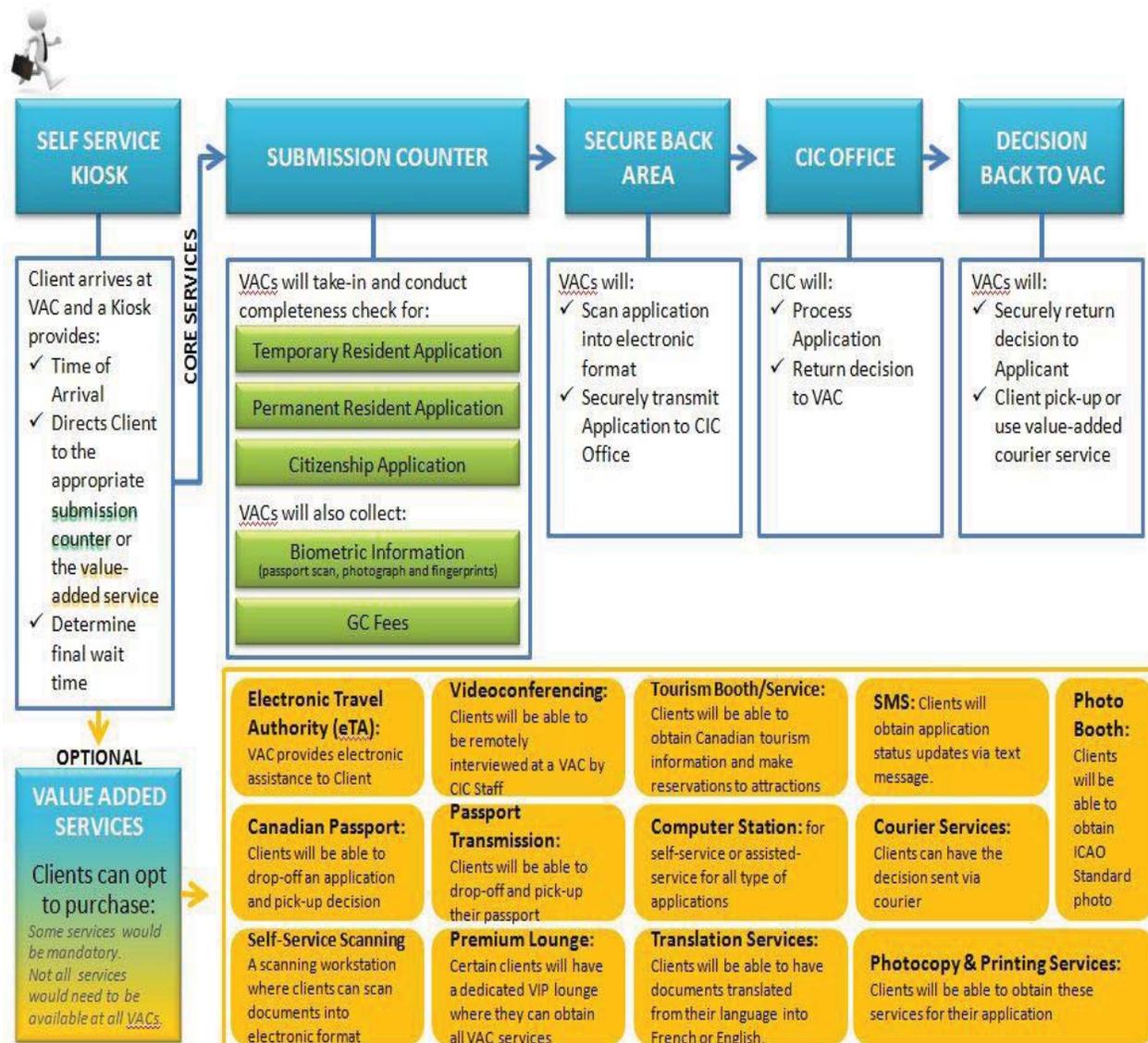
Annex G: Security Screening Requirements

The GC does not anticipate any changes to these security screening requirements; the protection of client personal information and safeguarding of VACs is paramount for CIC.

1. Identity check
 - Copies of two of valid original pieces of government issued identity documentation, one of which must include a photo
 - Surname (last name)
 - Full given names (first name) – underline or circle usual name used
 - Family name at birth
 - All other names used (aliases)
 - Name changes - Must include the name they changed from and the name they changed to, the place of change and the institution changed through
 - Gender
 - Date of birth
 - Place of birth (city, province/state/region, and country)
 - Citizenship(s)
 - Current marital status (married, common-law, separated, widowed, divorced, single)
 - All current spouses (if applicable)
 - Date and duration of marriage/common-law partnership
2. Residency check
 - The last five (5) years of residency history starting from most recent job with no gaps in time
 - Apartment number, street number, street name, city, province or state, postal code or zip code, country, from-to dates
3. Educational check
 - The educational establishments attended and the corresponding dates
4. Employment history check
 - The last five (5) years of employment history starting from most recent with no gaps in time
 - Three (3) employment reference checks from the last five (5) years
5. Criminal records check
 - report(s) containing all criminal convictions for the last five (5) years in and outside of the candidate's country of residence
6. Credit check report where available.

Annex H: Overview of Prospective VAC

The following is an overview of potential services that could be offered by a VAC. Legal, Privacy and Security requirements would need to be assessed as part of the feasibility of each service/layout.



Annex I: Glossary

Applicant Intake Time

The amount of time from when a client sees a VAC agent to begin submitting his / her application to the time when the submission is complete.

Applicant Wait Time

The amount of time from a client waits to see a VAC agent.

Application Status Update via SMS

VAC will send basic tracking updates to clients via SMS text messaging for a fee.

Assisted Service

VAC agent assists client with filling out an application for a fee. Note that the VAC agent does not provide evaluative advice.

Biometric Enrolment

The digital capture of a client's fingerprints and ICAO (International Civil Aviation Organization) compliant photo.

Biometric Enrolment Kits

The equipment necessary to complete a biometric enrolment.

Completeness/Correctness Check

For paper applications the VAC agent ensures all required documentation (including application form, GC fees, passport, VAC service charge and VAC consent form) is included and all key data points are correct (including full name, sex, date of birth, place of birth, citizenship, passport number, passport country of issue, passport issue date and passport expiry date).

Courier Services

Courier decision/passport from VAC to client's residence for a fee.

Critical Service Levels

Critical service standards which have a financial penalty associated to them.

Electronic Applications

CIC applications which are completed and submitted online.

Full Checklist Review

Ensure all documents listed on application checklist are included and correct.

Monthly Service Report

A monthly service report containing data analysis of the contractor's ability to meet service standards.

Passport/Document Transmission

Transmission of a client's passport and/or supporting documents to and from a Citizenship and Immigration Canada office.

Personal Information

Information about an identifiable individual that is recorded in any form including, without restricting the generality of the foregoing,

- (a) information relating to the race, national or ethnic origin, colour, religion, age or marital status of the individual,
- (b) information relating to the education or the medical, criminal or employment history of the individual or information relating to financial transactions in which the individual has been involved,
- (c) any identifying number, symbol or other particular assigned to the individual,
- (d) the address, fingerprints or blood type of the individual,
- (e) the personal opinions or views of the individual except where they are about another individual or about a Bid for a grant, an award or a prize to be made to another individual by a government institution or a part of a government institution specified in the regulations,
- (f) correspondence sent to a government institution by the individual that is implicitly or explicitly of a private or confidential nature, and replies to such correspondence that would reveal the contents of the original correspondence,
- (g) the views or opinions of another individual about the individual,
- (h) the views or opinions of another individual about a Bid for a grant, an award or a prize to be made to the individual by an institution or a part of an institution referred to in paragraph (e), but excluding the name of the other individual where it appears with the views or opinions of the other individual, and
- (i) the name of the individual where it appears with other Personal Information relating to the individual or where the disclosure of the name itself would reveal information about the individual.

Photocopy & Printing Services

VAC provides clients with the ability to photocopy or print their documents at the VAC for a fee.

Photography Booth

A booth at the VAC where clients can have ICAO compliant photos taken for a fee (separate from biometric enrolment).

Premium Lounge

A dedicated VIP lounge facility that clients can opt to use for a fee.

Self-Service Scanning

A scanning workstation at the VAC where a client can scan documents into electronic format (separate from scanning as a core service).

Self Service Workstation

A computer workstation at the VAC where a client can complete their application for a fee.

Service Level Default

The threshold which defines when the service provider is in default of the contract due to missed service standards.

Standard Service Levels

Service standards which do not have a financial penalty associated with them.

Threat and Risk Assessment

Conducting a threat and risk assessment is the fundamental principle in assessing the need for adequate security measures to protect sensitive information technology assets. The Security policy requires departments to assess threats and risks to which sensitive information and assets are exposed, select risk-avoidance options, implement cost-effective safeguards, and develop contingency and business resumption plans, as required. A department's IT system development life cycle methodology should include the appropriate steps for:

- coordination of security plans and implementation;
- application of security risk management techniques throughout the life cycle; and
- approval, selection and implementation of appropriate safeguards.

When properly implemented, the security risk management process helps ensure that appropriate types and levels of protection are built in, thus avoiding less effective and costly retro-fit situations. The process also confirms the need for minimum safeguards and shows the need for additional types or levels of safeguards. Finally, it provides value-added by increasing awareness and support for the ITS program.

Tourism Booth/Service

A booth or service which provides Canadian tourism information and allows clients to make reservations to Canadian attractions.

Translation Services

VAC agent will translate application information from a local language to one of Canada's official languages for a fee.

Value-added service

An optional service pertaining to any service supporting a core service.

Videoconferencing

Videoconferencing will allow a Client to be remotely interviewed at the VAC by CIC staff via a videoconference stream.



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

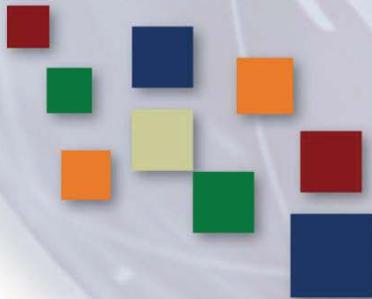


CIC GLOBAL VAC NETWORK

Industry Engagement: Biometrics Collection Overview

Citizenship and Immigration Canada

cic.gc.ca



Canada 

This document provides a high level understanding and description of the biometrics collection requirements that were identified for the implementation of the technical solution in the RFP (Request for Proposal) posted in 2011. The requirements identify the data being collected and the methods of submission to CIC (Citizenship and Immigration Canada).

Requirements below are subject to change.

1 Data Collected

The data collected by the current CIC technical solution includes biographic information (as seen on a passport or a CIC official letter), 3 separate NIST 2011 Type-14 fingerprint slaps (one right hand, one left hand, and one for both thumbs together), 1 NIST 2011 Type-10 photo, and some operational information (e.g. fingerprint Livescan model, operator notes, fingerprint quality metrics).

The table below lists the data elements and description.

Data Element		Description
<i>Biographic Information</i>		
1	Global Unique ID (Transaction number)	Globally Unique ID that uniquely identifies this data collection package
2	CIC Number	Unique ID provided by CIC to correlate the biometrics information to a client's application
3	Surname	
4	Given Name	
5	Date of Birth	
6	Country of Birth	Country of birth using CIC-provided country codes
7	Place of Birth	State/City of birth
8	Sex	Gender
9	Nationality	Nationality using CIC-provided country codes
10	Travel Document Type	Type of travel document used to capture the biographic information (e.g. passport)
11	Travel Document Number	Identifier of the valid travel document used
12	Travel Document Issue Date	
13	Travel Document Expiry Date	
14	Travel Document Issuing country or organization	Country or Organization using CIC-provided codes

Data Element		Description
<i>Biometrics Information</i>		
15	Missing Fingerprints	Identifies the finger(s) that are missing, with a reason code as to why they are missing
16	Fingerprint quality	NIST and Product-specific quality algorithm scores for each individual fingers in a slap
17	Fingerprint Override Reasons	Identifies the finger(s) that are considered of poor quality and the reason why they are poor quality
18	Type-14 data (Fingerprint)	Fingerprint image and information (NIST 2011 mandatory Type-14 data such as segmentation coordinates, resolution, compression algorithms) The slap image resolution must meet RCMP's specifications (be 1500 x 1600 pixels, compression ratio 15:1)
19	Type-10 data (Photo)	Photo image and information (NIST 2011 mandatory Type-10 data, JPEG2000 compression)
20	Status of Photo	Determines whether the photo is ICAO compliant or not
<i>Operational Information</i>		
21	Collect Operator	ID of the operator that performed the collection (must not be operator's name)
22	Notes	Free text field for notes entered by the operator during the collection
23	Biometrics Collection Date/Time	
24	Biometrics Collection Location	Location Code where the biometrics were collected
25	Livescan Make	
26	Livescan Model	
27	Livescan Serial Number	
28	Computer Unique ID	The unique ID of the computer used to collect the biometrics

2 Submission

The data collected is currently securely submitted to CIC using either the following methods:

- a. Custom CIC enrolment web service message, based on the binary version of NIST 2011
- b. IXM (Ident Exchange Message) version 6.0.4

3 Security Controls

The current CIC technical solution provides security controls to ensure privacy and integrity of the data.

- a. Non-repudiation: Each data package is digitally-signed by the operator that collected it.
- b. Data Encryption: The content in the data package is encrypted using approved Communications Security Establishment Canada ciphers.
- c. Transmission Encryption: The transmission to CIC servers is encrypted using approved Communications Security Establishment Canada ciphers.



cic.gc.ca

Citizenship and Immigration Canada



CIC GLOBAL VAC NETWORK

Industry Engagement – Business Model Feedback Form



Citizenship and Immigration Canada

Citoyenneté et Immigration Canada

Canada

Instructions

Industry is invited to provide Citizenship and Immigration (CIC) with advance feedback on proposed initiatives being considered for the next Global Visa Application Centre (VAC) Contract in preparation for Industry Day and individual one-on-one meetings. Industry providing written feedback are expected to express their views, identify potential issues or risks, and propose alternative strategies where applicable.

Industry feedback on this form will be used to facilitate discussions during scheduled one-on-one meetings directly with the respective organization only. As such, CIC will not follow up or solicit clarification on submitted feedback forms prior to that time.

The Government of Canada will handle any material or information provided by Industry in response to this request for input in accordance with the Access to Information Act.

Due date

Completed forms will be accepted any time prior to the scheduled Industry Day, and up to 10 days after an organization's scheduled one-on-one meeting. Please note that you must complete the form in order to submit your feedback; no other formats will be accepted. Additional documentation explaining or supporting feedback given on the form may be included with the completed form.

Organizations wishing to participate in providing written feedback are to complete and return the form to the Contracting Authority named in the Notice.



Participant Feedback

Organization Name:

1. Regional Groupings

Outside of Canada	
1.1 Annex A outlines potential regional groupings for the next VAC contract. Service providers would be required to submit a bid for all "A" locations within a region and have the option of submitting a bid for group "B" locations.	1.1.1 Industry willingness/ability to support this approach: <input type="radio"/> Yes <input type="radio"/> No
1.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of these groupings: [Insert feedback here]	
Inside of Canada	
1.2 VACs in Canada, if introduced, could be treated as a separate and additional region to the current groupings in place, and could generally follow the same model as VACs outside of Canada. Locations are yet to be determined, but would likely include major city centres where the business need is present.	1.2.1 Industry willingness/ability to support this addition: <input type="radio"/> Yes <input checked="" type="radio"/> No
1.2.2 Industry feedback, solutions, suggestions or issues on the feasibility of this addition: [Insert feedback here]	



2. Services Provided by the Visa Application Centres (VACs)

Core Services	
2.1 Annex B outlines the Core Services that may be considered to be provided by VACs of the future. Please review.	2.1.1 Industry willingness/ability to support these services: <input type="radio"/> Yes <input type="radio"/> No
2.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of these services: [Insert feedback here]	
2.1.3 Applications may require the scanning of supporting documents into electronic format; many of these could be a large number of individual documents of varying sizes and thicknesses. What technological solutions might be proposed to render the process of scanning quick and efficient, perhaps even automated, keeping in mind solutions that ensure the security and integrity of scanned documents? [Insert feedback here]	
2.1.4 CIC may consider implementing an appointment system by which the VAC schedules appointments for applicants, for either part or all of its operating hours. What are the benefits and challenges of scheduling versus walk-ins, keeping in mind emergency walk-ins would likely still form part of this service? [Insert feedback here]	
2.1.5 CIC is considering the option of requesting that VACs remain open for longer hours during business days and possibly open on the weekends. Please provide feedback on the feasibility of providing this flexibility. [Insert feedback here]	
2.1.6 Would Industry like to propose any changes or new additional Core Services not listed in Annex B? [Insert feedback here]	
Value-Added Services	
2.2 Annex B outlines the Value-Added Services that may be considered to be provided by VACs of the future. Please review.	2.2.1 Industry willingness/ability to support these services: <input type="radio"/> Yes <input type="radio"/> No
2.2.2 Industry feedback, solutions, suggestions or issues on the feasibility of these services: [Insert feedback here]	
2.2.3 CIC may consider permitting space within the VAC for Canadian tourism-related activities, such as dissemination of information and brochures, purchase of tickets for events/attractions, etc. Does Industry have suggestions on other tourism activities that could be included and the kinds of transactions that could take place? What process would be used to select the tourism providers, and are there strategies to mitigate possible complaints of unfair competition for that segment of business within the VAC? [Insert feedback here]	
2.2.4 CIC may consider permitting the VACs to offer document translation services from the applicant's first language into English or French. Do you foresee any obstacles in providing such a service? [Insert feedback here]	
2.2.5 CIC may consider permitting the VACs to offer video-conferencing capability for applicants requiring an interview. Would VACs be able to provide this service? Any technical or infrastructure considerations that should be considered or any country-specific constraints that Industry foresees?	



[\[Insert feedback here\]](#)

2.2.6 CIC may consider permitting space within the VAC, such as a separate boardroom, for use during the day or after-hours use by the Government of Canada, on a pay-per-use basis. The frequency of use for this space would likely be undetermined at the onset, and could vary widely based on geographic location. How would this affect the pricing model used for costing the service to clients?

[\[Insert feedback here\]](#)

2.2.7 Would Industry like to propose any new additional Value-Added Services not listed in Annex B?

[\[Insert feedback here\]](#)



3. Business Lines Serviced by the VACs

Additional Business Lines	
3.1 Annex C outlines the business lines that may be serviced by VACs of the future. In addition to the current Temporary Resident applications, Permanent Resident, Citizenship and Passport applications are now under consideration for inclusion in the next contract.	3.1.1 Industry willingness/ability to support this coverage: <input type="radio"/> Yes <input type="radio"/> No
3.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this coverage: [Insert feedback here]	
3.1.3 CIC may decide to implement e-Application forms for some/all of its business lines during the lifetime of the contract, which could result in a significant uptake of applications electronically. What impact, if any, would this have on your operations? [Insert feedback here]	

4. General Requirements / Layout

Self-service Kiosk	
4.1 CIC may consider having the Contractor provide an automated self-service kiosk at the entrance of each VAC. Clients would input the services they require, be issued a ticket directing them to the appropriate queue, and the system would track the time spent in the VAC from beginning to end.	4.1.1 Industry willingness/ability to support this service: <input type="radio"/> Yes <input type="radio"/> No
4.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this service: [Insert feedback here]	
4.1.3 Does Industry have suggestions on functionality and systems available for this kind of service? [Insert feedback here]	

5. Performance Management

Service Standards	
5.1 CIC may consider implementing a tiered service standards approach to performance management. Please refer to Annex F for a description of the proposed tiers and associated default remedies.	5.1.1 Industry willingness/ability to support this approach: <input type="radio"/> Yes <input type="radio"/> No
5.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this approach: [Insert feedback here]	
5.1.3 Regarding the possible adoption of an appointment system, are there potential challenges in meeting the 48hr appointment availability standard? [Insert feedback here]	

6. Finance



Collection of Government of Canada (GC) Fees	
6.1 CIC may consider requiring the Contractor to connect to CIC's Integrated Payment Revenue Management System (IPRMS) ePayment tool to process credit card payment transactions on behalf of CIC clients.	6.1.1 Industry willingness/ability to support this proposal: <input type="radio"/> Yes <input type="radio"/> No
6.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this proposal: [Insert feedback here]	
6.1.3 Would the Contractor be willing to use a Corporate VAC credit card to pay CIC on behalf of applicants who do not have access to a personal credit card, keeping other forms of payment from clients (cash, certified instruments, etc)? If so, would the Contractor consider performing the refund to the applicants, where required, after CIC has refunded the Corporate VAC credit card? [Insert feedback here]	
6.1.4 For non-credit card payments collected from clients, would the Contractor be able to interface with IPRMS daily to transfer detailed GC fee payment information? [Insert feedback here]	

7. Privacy and Security Requirements

Staff Security Screening	
7.1 Some organizations perform their own security screening checks, while other hire accredited parties to perform checks on their behalf. Please see Annex G.	7.1.1 Industry willingness/ability to support this approach: <input type="radio"/> Yes <input type="radio"/> No
7.1.2 How does your organization ensure the validity of the security screening being performed? [Insert feedback here]	
7.1.3 Does your organization perform regular audits of security screening? Please describe the process and its successes/challenges. [Insert feedback here]	
Threat & Risk Assessments (TRAs)	
7.2 There are many methodologies that exist today on how to perform a threat and risk assessment. The preferred methodology currently used within the Government of Canada is the RCMP Harmonized Threat and Risk Assessment process.	7.2.1 Industry willingness/ability to support this approach: <input type="radio"/> Yes <input checked="" type="radio"/> No
7.2.2 Does your organization have any feedback or questions regarding the proposed TRA process? [Insert feedback here]	
7.2.3 What alternate methodologies might be used for TRAs? [Insert feedback here]	

8. VAC-sharing with Other Countries

Additional Business Lines	
8.1 CIC currently permits the sharing of some VACs with other countries, specifically limited to the sharing of staff and	8.1.1. Industry willingness/ability to support this approach:



facilities. Where possible, CIC would like to see an increase in shared locations across its global network and potentially the sharing of systems as well.

Yes No

8.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this approach:

[\[Insert feedback here\]](#)

8.1.3 In the future, would sharing systems be a possibility? For example, tracking, appointment or other information systems. Please describe any barriers or obstacles you could foresee. Are there any other systems that might be shared?

[\[Insert feedback here\]](#)

9. Additional Feedback

Industry may provide feedback or suggestions on items not already covered in this form:

[\[Insert feedback here\]](#)





cic.gc.ca

Citizenship and Immigration Canada



CIC GLOBAL VAC NETWORK

Industry Engagement - Biometrics Collection Feedback Form



Citizenship and Immigration Canada

Citoyenneté et Immigration Canada

Canada

Instructions

Organizations are invited to provide CIC with feedback on proposed initiatives being considered for the next Global Visa Application Centre Contract in preparation for Industry Day and individual one-to-one meetings. Participants providing written feedback are expected to discuss their views, identify potential issues or risks, and propose alternative strategies where applicable.

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Participant Feedback

Organization Name:

10. Biometric Collection

Biometric Equipment	
10.1 CIC may consider having the Contractor supply and maintain equipment and software for the collection of biometrics. Equipment would be required to conform with specifications provided by CIC.	10.1.1 Industry willingness/ability to support this initiative: <input type="radio"/> Yes <input type="radio"/> No
10.1.2 Industry feedback, solutions, suggestions or issues on the feasibility of this initiative: [Insert feedback here]	
10.1.3 Additionally, should CIC require Contractors to supply and maintain biometrics collection equipment and software there may also be a need for local Visa Offices to have the same equipment. Would Industry consider being the provider of the equipment to Visa Offices, and how does Industry foresee that arrangement working? [Insert feedback here]	
10.1.4 CIC may possibly require Contractors to supply a mobile collection solution. What is the feasibility of providing mobile services, and in what ways could it be used? [Insert feedback here]	

11. Additional Feedback

Industry may provide feedback or suggestions on items not already covered in this form:
[\[Insert feedback here\]](#)

Please refer to enclosed Biometrics Collection Overview for more information, which provides a description of the collection requirements that were identified for the implementation of biometrics collection for CIC.



GLOBAL VAC NETWORK INDUSTRY DAY: ONE-ON-ONE MEETING REQUEST FORM

Suppliers are encouraged to participate in one-on-one meetings with the Industry Day hosts to further explore the possible re-procurement of the VAC global network. Each one-on-one meeting will be limited to 2½ hours. To request a one-to-one meeting, please complete the form below and return it to PWGSC.

Kindly note the following:

- Meeting dates will be booked for suppliers on a first come, first booked basis
- Supplier parties are limited to a maximum of five (5) attendees
- Suppliers will be contacted by email with a confirmation of the date, time, and location

Once completed, return this form by email to the Contracting Authority named in the Notice.

Company Name			
Name of Participant(s)	Title	Phone Number	Email
One-on-one Meeting Preferred Dates			
Preferred Date/Time #1			
Preferred Date/Time #2			
Preferred Date/Time #3			

ONE-ON-ONE MEETING DATES:

MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY	
2014/10/20	-	2014/10/21	-	2014/10/22	Morning	2014/10/23	Morning	2014/10/24	Morning
	-		Afternoon		Afternoon		Afternoon		Afternoon
2014/10/27	Morning	2014/10/28	Morning	2014/10/29	Morning	2014/10/30	Morning	2014/10/31	Morning
	Afternoon								
2014/11/03	TBD	2014/11/04	TBD	2014/11/05	TBD	2014/11/06	TBD	2014/11/07	TBD
	TBD								

VISA APPLICATION CENTRES (VAC) RE-PROCUREMENT

INDUSTRY ENGAGEMENT PROCESS

RULES OF ENGAGEMENT

(MANDATORY FORM TO PARTICIPANT)

B8694-150140

An overriding principle of the Industry Engagement is that it be conducted with the utmost fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.

All Crown documentation provided throughout the Industry Engagement process, which begins with the Industry Engagement session and concludes when an official RFP is published on the Government Electronic Tendering Service (GETS) (“Consultative Process”), will be provided to all participants who have agreed to and signed the Rules of Engagement (“Participant”).

The Consultative Process will consist of an Industry Engagement Session, Industry Meetings, Working Group Sessions and any other processes deemed necessary by the Contracting Authority.

In order to maximize the benefits of the Consultative Process, Canada will endeavor to solicit comments from Participants on various issues raised.

Any solutions, ideas or issues raised during the One-on-One sessions will be first analyzed for further consideration by Canada;

Any issues, recommendations, solutions or ideas raised during the One-on-One meetings and accepted by Canada, shall be raised for discussion during the Working Group Sessions;

An agenda with discussion topics and any available supporting documentation will be provided to Participants in advance of each Working Group Session;

A Record of Discussion following each Working Group Sessions will be distributed to all Participants.

A draft-RFP will be made available to Participants before the RFP is published on GETS. The draft-RFP may also be published on GETS.

Canada will not disclose proprietary or commercially-sensitive information concerning a Participant to other Participants or third parties, except and only to the extent required by law.

TERMS AND CONDITIONS

The following terms and conditions apply to the Consultative Process. In order to encourage open dialogue, Participants agree to:

- Discuss their views concerning the VAC requirement and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions. Allow Canada to record and/or make notes during the one-on-one sessions, should clarification of information be required;

- NOT reveal or discuss any information to the MEDIA/NEWSPAPER regarding the VAC requirement during this Consultative Process. Any media questions will be directed to the PWGSC Media Relations Office at 819-956-2313;
- Direct enquiries and comments only to authorized representatives of Canada, as directed in notices given by the Contracting Authority from time to time. Any communication to unauthorized representatives of Canada may be subject to full disclosure by Canada on GETS;
- Canada is not obligated to issue any Request for Proposal (RFP), or to negotiate any Contract for the VAC requirement;
- If Canada does release a RFP, the terms and conditions of the RFP shall be subject to Canada's absolute discretion;
- Canada will not reimburse any person or entity for any cost incurred in participating in this Industry Consultative Process;
- All enquiries with regard to the procurement of the VAC requirement are to be directed to the Contracting Authority;
- Participation is not a mandatory requirement. Not participating in this Consultative Process will not preclude a bidder from submitting a proposal;
- A Final Draft RFP may be posted on GETS for Industry comment;
- Failure to agree to and to sign the Rules of Engagement will result in the exclusion from participation in the one-on-one meetings and review of the Final Draft RFP; and
- A dispute resolution process to manage impasses throughout this Industry Engagement Process shall be adhered to as follows:

Dispute Resolution Process

1. By informal discussion and good faith negotiation, each of the parties shall make all reasonable efforts to resolve any dispute, controversy or claim arising out of or in any way connected to this Industry Engagement.
2. Any dispute between parties of any nature arising out of or in connection with this Industry Engagement shall be resolved by the following process:
 - a. Any such dispute shall first be referred to the Participant's Representative and the PWGSC Manager managing the Industry Engagement. The parties will have three (3) business days in which to resolve the dispute;
 - b. In the event the representatives of the parties specified in Article 2.a. above are unable to resolve the dispute, it shall be referred to the Participant's Project Director and the PWGSC Senior Director of the

Division responsible to manage the Industry Engagement. The parties will have three (3) business days to resolve the dispute;

- c. In the event the representatives of the Parties specified in Article 2.b. above are unable to resolve the dispute, it shall be referred to the Participant's Chief Executive Officer and the PWGSC Assistant Deputy minister, acquisitions Branch, who will have five (5) business days to resolve the dispute;
- d. In the event the representatives of the Parties specified in Article 2.c. above are unable to resolve the dispute, it shall be referred to the Participant's President and the PWGSC Director General, who will have three (3) business days to resolve the dispute; and
- e. In the event the representatives of the Parties specified in Article 2.d. above are unable to resolve the dispute, the Contracting Authority shall within five (5) business days render a written decision which decision shall include a detailed description of the dispute and the reasons supporting the Contracting Authority's decision. The Contracting Authority shall deliver a signed copy thereof to the Participant.

By signing this document, the individual represents that he/she has full authority to bind the company listed below and that the individual and the company agrees to be bound by all the terms and conditions contained herein.

Name of Company:

Name of Individual:

Telephone:

E-mail:

Signature:

Date:

IMPORTANT: COMPANIES INTERESTED IN PARTICIPATING IN THE CFHIS SUPPORT INDUSTRY ENGAGEMENT MUST AGREE UPON AND SIGN THIS MANDATORY FORM.

RECEIPT OF THIS SIGNED FORM VIA E-MAIL TO TPSGC.CRDVApprovisionnement-VACProcurement.PWGSC@tpsqc-pwgsc.gc.ca IS ACCEPTED.

PLEASE ADVISE IF ANY COMPANY REPRESENTATIVE REQUIRES SPECIAL VENUE ARRANGEMENTS FOR MEETING I.E. PERSON WITH SPECIAL NEEDS