

CANADIAN HERITAGE

REQUEST FOR PROPOSALS

REQUEST NUMBER: 10140906

TITLE OF PROJECT: Study of the impact of digital technology on the Canadian newspaper industry

REQUEST DATE: November 27th, 2014

CLOSING DATE AND TIME: December 18th, 2014, 2:00 p.m., EST

ADDRESS ALL ENQUIRIES: Line Séguin
Procurement and Contract Specialist
Contracting and Materiel Management Directorate
Canadian Heritage
15 Eddy Street, 9th Floor (15-9-G)

Tel: 819-997-2389
Fax: 819-953-4133
E-mail: line.seguin@pch.gc.ca

The Department of Canadian Heritage has a requirement for the above services to be carried out in accordance with the Statement of Work attached hereto as Annex "A". The services are to be performed during the period commencing upon the date of award of the contract and are to be completed by the month of June 2015, as detailed in the Statement of Work.

If you are interested in undertaking this project, your sealed proposal, clearly indicating the title of the work and addressed to the undersigned will be received up to 14:00 hours (2 p.m.) EST, December 18th, 2014, at 15 Eddy Street, 2nd Floor (15-2-C), Gatineau, Quebec, K1A 0M5.

It is the Bidder's responsibility to ensure that their proposals are delivered to the above noted tender address no later than the time and date specified.

Bidders submitting a proposal are also requested to complete the Offer of Services attached at Annex "D". By signing and submitting this form, Bidders are confirming that they have read the entire Request for Proposal (RFP) including the documents incorporated by reference into the Request for proposal (RFP) and that:

1. They consider themselves and their products able to meet all the mandatory requirements in the Request for Proposal;
2. Their bid is valid for the period requested in the Request for Proposal;
3. All the information provided in the bid is complete, true and accurate; and
4. If they are awarded a contract, they will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation in Part 6 – Resulting Contract Clauses.

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PART 1 – GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into six parts and annexes, as follows:

Part 1	General Information: provides a general description of the requirement;
Part 2	Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
Part 3	Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
Part 4	Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
Part 5	Certifications: includes the certifications to be provided;
Part 6	Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.
Annex "A"	Statement of Work
Annex "B"	Mandatory and Point Rated Technical Evaluation Criteria
Annex "C"	Basis of Payment
Annex "D"	Offer of Services Form

2. Summary

Daily and non-daily newspapers have been an important part of the communications infrastructure in Canada for many years. The Federal Government supports the newspaper industry both directly through the Canada Periodical Fund and indirectly through legislative measures to ensure that Canadian authored content reflecting Canadian perspectives is accessible to Canadian readers.

The environment in which the Canadian newspaper industry operates has changed considerably in recent years. The traditional advertising-based business model is in flux and new competitive pressures abound. Barriers to entry have been dramatically reduced and new business opportunities are emerging.

The aim of this research is to study the impact of digital technology on the newspaper industry and to provide an up-to-date portrait of the sector.

A report and a formal PowerPoint presentation will be required at the end of the project.

3. Debriefings

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

PART 2 – BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

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

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 (2014-09-25) Standard Instructions – Goods or Services – Competitive Requirements, are incorporated by reference and form part of the bid solicitation.

2. Submission of bids

Bids must be submitted only to Canadian Heritage (PCH) Mail room / Bid Receiving by the date, time and place indicated on page 1 of the bid solicitation.

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

3. Former Public Servant

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

Definitions

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

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

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

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

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

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

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

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

Work Force Reduction Program

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

If so, the Bidder must provide the following information:

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

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

4. Enquiries – Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than three (3) 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 details 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.

5. 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.

6. Basis for Canada's Ownership of Intellectual Property

The Department of Canadian Heritage (PCH) 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 to generate knowledge and information for public dissemination".

PART 3 – BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

Section 1: Technical Bid: 4 hard copies

Section 2: Financial Bid: 1 hard copy

Section 3: Certifications: 1 hard copy

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

Canada requests that the 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 ([Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) at <http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>) into the procurement process. 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 1: Technical Bid

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

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

Section 2: Financial Bid

Bidders must submit their financial bid in accordance with Annex “C” Basis of Payment. The total amount of applicable tax(es) must be shown separately.

Section 3: Certifications

Bidders must submit the certifications as 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 evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.
- (c) Bidders are required to ensure that their Proposal provides sufficient evidence for Canadian Heritage to assess the compliance of their Proposal with the following criteria. It is the sole responsibility of Bidders to provide sufficient information in their Proposals to enable Canadian Heritage to complete its evaluation. Selection and evaluation is based on a 'rules of evidence' approach, such that the Bidder's Proposal is the sole demonstration of the Bidder's capacity to fulfill the work as described in this RFP. No prior knowledge of or experience with the Bidder will be taken into consideration.
- (d) Bidders are required to include any reference material they wish to be considered for evaluation within their Proposal. Any material or documents outside the Proposal shall **not** be considered, (for example, should the Bidder wish to provide screen shots of its Web site, etc. for evaluation, copies or printouts of Web site material are required to be included within the Proposal. URL links to the Contractor's Web site will **not** be considered during the evaluation).
- (e) Proposals are required to identify the qualifications and experience of the Bidder and the proposed resources to carry out the tasks by systematically addressing each of the experience requirements as detailed below.
- (f) Experience gained during formal education shall not be considered work experience. All requirements for work experience is required to have been obtained in a professional work environment as opposed to an educational setting. Co-op terms are considered work experience provided they are related to the required services.
- (g) Bidders are advised that the month(s) of individual resource experience listed for a project in which the timeframe overlaps that of another referenced project for the same named resource will only be counted once. For example: Project #1 timeframe is July 2005 to December 2005; Project #2 time frame is October 2005 to January 2006; the total months of experience for these two project references is seven (7) months.
- (h) Bidders are also advised that the experience is as of the closing date of the Request for Proposal (RFP). For example, if a given requirement states "The Bidder must have experience, within the last five (5) years", then the five (5) year period is calculated as of the closing date of the RFP.
- (i) Verification of Previous Projects:

Canadian Heritage reserves the right to contact the referenced Client Project Authorities to verify the accuracy of information provided by the Bidder. Failure on the part of the Bidder to provide accurate and current contact information may result in the Bidder's Proposal being deemed non-compliant and being given no further consideration in the evaluation process. Canadian Heritage reserves the right to forward the text provided by the Bidder on a Project Summary reference to the identified Client Project Authority for verification purposes. The reference check will then be conducted with the identified Client Project Authority to verify the various elements of the Project Summary reference. For any discrepancies resulting from the reference check, Canadian Heritage will re-contact the Bidder in writing for a written clarification. The assessment of the

Bidder's original response for the Project Summary will then be finalized taking into account the results of the validation process described herein.

(j) Requests for Clarification:

Should Canadian Heritage require clarification on any information provided in the Bidder's Proposal, the Bidder will be required to provide such clarification, in writing, to the Contracting Authority within 48 hours of having received the request for clarification from Canadian Heritage, unless otherwise agreed to in writing by the Contracting Authority. If the clarification of a Mandatory Requirement is not provided within the stipulated time frame, that applicable area may be deemed non-compliant. No new information may be introduced within the Bidder's response to a request for clarification.

(k) The Selection and Evaluation Process for Proposals consists of the following two (2) stages:

- | | |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Stage 1 | Bidders will be evaluated on Mandatory Requirements MT1 to MT3. |
| Stage 2 | Bidders meeting ALL the Mandatory Requirements will be evaluated on the basis of Point-Rated Requirements RT1 to RT6. The minimum score required is 70%. |

Bidders failing to meet any of the above will be deemed non-compliant at the stage where they fail to meet the above, and will be given no further consideration beyond that stage.

1.1 Technical Evaluation

Mandatory and Point rated technical evaluation criteria are included in Annex "B".

2. Basis of Selection

Highest Rated within Budget

2.1 To be declared responsive, a bid must:

- (a) Comply with all the requirements of the bid solicitation;
- (b) Meet all the mandatory technical evaluation criteria and
- (c) Obtain the required minimum of 59 points (70%) overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 85 points.

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 (in the event two or more responsive bids have the same rating, the responsive bid with the lowest evaluated price will be recommended for award of a contract).

2.2 Bidders should note that all contracts are subject to PCH's internal approvals process, which includes a requirement to approve funding in the amount of any proposed contract. Notwithstanding that a bidder may have been recommended for contract award, issuance of any contract will be contingent upon internal approval. If such approval is not given, no contract will be awarded.

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 during the 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.

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.

1. Mandatory Certifications Required Precedent to Contract Award

1.1 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "[FCP Limited Eligibility to Bid](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from [Human Resources and Skills Development Canada \(HRSDC\) - Labour's](#) website

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list at the time of contract award.

2. Additional Certifications Precedent to Contract Award

The certifications listed below should be completed and submitted with the bid but may be submitted afterwards. If any of these required certifications 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 the time period will render the bid non-responsive.

2.1 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.

Signature of authorized representative

2.2 Education and Experience

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

Signature of authorized representative

PART 6 – RESULTING CONTRACT CLAUSES

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

1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex “A” and the Contractor’s technical bid entitled _____, and dated _____.

2. SACC Clauses and Conditions

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

2.1 General Conditions

2035 (2014-09-25), General Conditions – Higher Complexity – Services, apply to and form part of the Contract.

3. Term of Contract

3.1 Period of the Contract

The period of the Contract is from date of contract award to June 2015.

4. Authorities

4.1 Contracting Authority

The Contracting Authority for the Contract is:

Line Séguin
Procurement and Contract Specialist
Contracting and Materiel Management Directorate
Department of Canadian Heritage
15 Eddy Street, 9th Floor (15-9-G)
Gatineau, QC K1A 0M5

Tel: 819-997-2389

Fax: 819-953-4133

E-mail: line.seguin@pch.gc.ca

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

4.2 Project Authority

The Project Authority for the Contract is:

To be inserted at contract award.

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.

4.3 Contractor's Representative

To be inserted at contract award.

5. Proactive Disclosure of Contracts with Former Public Servants (if applicable)

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

6. Payment

6.1 Basis of Payment

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price, as specified in the Basis of Payment at Annex "C" for a cost of \$_____. Customs duties are included and Goods and applicable tax is extra, if applicable.

6.2 Method of Payment

SACC Manual Clause H3009C (2010-01-11) Milestone Payments

Canada will make milestone payments in accordance with the Basis of Payment – Annex "C" detailed in the Contract and as applicable any deliverable required have been completed and accepted by Canada.

7. Invoicing Instructions

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

7.2 Invoices must be distributed as follows:

- a. The original must be forwarded to the Project Authority for certification and payment.

8. Certifications

8.1 Compliance

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

9. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in (will be inserted at contract award).

10. Priority of Documents

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

- a. The Articles of Agreement;
- b. The general conditions 2035 (2014-09-25) – Higher Complexity – Services;
- c. Annex A: Statement of Work;
- d. Annex C: Basis of Payment;
- e. The Contractor's Bid dated _____.

11. Dispute Resolution Services

The parties understand that the Procurement Ombudsman appointed pursuant to subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request of a party, provide a proposal for an alternative dispute resolution process to resolve any dispute arising between the parties respecting the interpretation or application of a term or condition of this contract. The parties may consent to participate in the proposed alternative dispute resolution process and to bear the cost of such process. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.

12. Contract Administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by the supplier respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are not in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.

13. Official Languages

The Department is under the obligation to respect the spirit and the letter of the Official Languages Act R.S.1985,C.31 (4th Suppl.). It is therefore imperative that the Contractor when representing the Crown ensures that verbal communications are in the preferred official language of the participants. Written communications will be in the language(s) of the participants and must be submitted to the Project Authority before they are issued. If participants are required to communicate by telephone with the Contractor or his/her representatives, the Contractor must ensure that all persons, including receptionists

and other contacts who will be receiving these calls, are bilingual.

14. Green Procurement

The Contractor should make every effort to ensure that all documents prepared or delivered under this contract are printed double-sided on Ecologo certified recycled paper or on paper with equivalent post-consumer recycled content, to the extent it is procurable.

ANNEX “A” STATEMENT OF WORK

1. Scope

1.1 Title

Study of the impact of digital technology on the Canadian newspaper industry.

1.2 Introduction

The purpose of this research is to study the impact of digital technology on the newspaper industry and to provide an up-to-date portrait of the sector.

1.3 Estimated Value

The total value of the contract emanating from this process shall not exceed \$30,000.00, including travel and living expenses. Applicable taxes are extra.

1.4 Objectives of the Requirement

The results of this project will be used to inform policy development and complement the program evaluation of the Canada Periodical Fund.

1.5 Background, Assumptions and Specific Scope of the Requirement

Daily and non-daily newspapers have been an important part of the communications infrastructure in Canada for many years. The Federal Government supports the newspaper industry both directly through the Canada Periodical Fund and indirectly through legislative measures to ensure that Canadian authored content reflecting Canadian perspectives is accessible to Canadian readers.

The environment in which the Canadian newspaper industry operates has changed considerably in recent years. The traditional advertising-based business model is in flux and new competitive pressures abound. Barriers to entry have been dramatically reduced and new business opportunities are emerging.

The aim of this research is to study the impact of digital technology on the newspaper industry and to provide an up-to-date portrait of the sector.

2. Requirements

2.1 Tasks, Activities, Deliverables and Milestones

Every document produced must be in MS Word format and sent electronically to the Project Authority.

Project deliverables are the following:

Description	Date required
Draft outline of the report, including a breakdown of each section and the methodology for the report, to be approved by the Project Authority prior to any work commencing	March 2015
Weekly progress updates - by email to the Project Authority	Ongoing
First draft	April 2015
Final draft of report including executive summary	May 2015
Final report and draft of PowerPoint presentation	June 2015
Final power point presentation	June 2015
Formal presentation of the research results to the Cultural Industries Branch, including a Power point presentation	June 2015

In addition to the final report and presentation, the Contractor will provide the Project Authority with:

- Hard and electronic copies of all notes, text, graphics, and spreadsheets used for the delivery of this Contract.

The Contractor must personally meet with the Project Authority at Canadian Heritage, in Gatineau or by teleconference throughout the project. Meetings will take place as follows:

- Initial meeting with the Project Authority upon awarding of the contract
- Discussion of final work plan (outline, methodology)
- Comments on drafts, including final presentation
- Other meetings as necessary

At a minimum, the Contractor will be required to address the questions outlined below. Please note however, that the Contractor is not limited to these questions.

- a) Can the print newspaper survive the digital age?
 - Can print newspapers co-exist with digital newspapers and/or news content that is available digitally? (i.e. through a website, email, download etc.).

- Has digital news content attracted new readership?
 - Has newspaper content changed? i.e. is digital affecting Canadian content?
 - How are print and digital newspapers faring internationally? (At a minimum the UK, Australia and the United States should be considered.)
 - What factors could influence the survival or demise of the print newspaper?
 - To what degree might convergence and/or consolidation within the industry be a factor?
- b) What has been the financial impact of digital publishing on the Canadian newspaper industry?
- How has it changed the cost structure for newspapers? (qualitative and quantitative data)
 - How have production and distribution costs changed?
 - How has the digital revolution impacted publishers' ability to generate advertising and circulation revenues?
 - What impact has this had on foreign competition?
 - In what ways has technology changed the financial barriers of entry for start-ups?
- c) What has been the impact of digital on the traditional business model?
- How are business models changing and why?
 - What are the costs related to maintaining both a print and digital version?
 - Has digital technology permitted Canadian content to be distributed and made more broadly accessible outside of Canada and if so, how?
- d) For print publishers, what are the costs/savings associated with converting from print to digital?
- What are the factors behind the decision to do this? Are costs too high for some publications?
 - What is the technical expertise required to convert from print to digital?

When preparing this report, including addressing the above questions, both the daily and non-daily newspaper industries must be taken into account. The report must also include a detailed overview of the challenges and opportunities in the daily and non-daily newspaper industries due to digital technology, as well as analysis as to the extent digital technology is currently impacting the industry and projection with supporting evidence as to the extent that digital will replace print including potential time frame.

It is expected that the Contractor will consult a variety of sources in preparing the study, including, but not limited to document and literature review, data collection and analysis, and discussion with various industry stakeholders and industry experts. Prior to contacting any industry stakeholders and/or experts the Contractor must receive approval from the Project Authority.

2.2 Meetings

For every deliverable including the presentation deck, electronic copies will be delivered to the Project Authority for review. Meetings will be held in order to share comments and ask the Contractor for changes. Once comments are integrated by the Contractor, drafts and the final report will be delivered electronically to the Project Authority. Work will be considered complete once accepted by the Project Authority.

2.3 Change Management Procedures

Should any change to the deliverables be made, the Project Authority will provide reasonable notice to the Contractor and the changes and/or addition of deliverable(s) will be administered through an official amendment to the Contract, issued by the Contracting Authority.

2.4 PCH's Obligations

The Project Authority is responsible for providing other necessary background information or documents, responding to questions, providing comments on draft reports within 10 working days and liaising with the Contractor and other representatives of Canadian Heritage.

The Project Authority will provide the Contractor with a list of industry stakeholders and experts.

2.5 Contractor's Obligations

The Contractor is responsible for all deliverables and for carrying out the work required to produce them to the Project Authority.

Prior to contracting any industry stakeholders and/or experts (other than those names provided by the Project Authority) the Contractor must receive approval from the Project Authority.

2.6 Location of Work, Work site and Delivery Point

The Contractor will complete the work from its own facilities.

All personnel assigned to the Contract resulting from this process must be ready to work in close and frequent contact with the Project Authority and other departmental personnel.

2.7 Language of Work

Although communications between the Project Authority (and other departmental personnel) and the Contractor can be in either French or English, including the weekly progress reports, all the drafts must be provided to the Project Authority in English. The final report must be delivered in English while the presentation must be delivered in both official languages.

3. Project Schedule

3.1 Expected Start and Completion Dates

The services of the Contractor will be required for a period of approximately 6 months commencing at contract award. The expected completion date of this project is June 2015.

ANNEX “B”

MANDATORY AND POINT RATED TECHNICAL EVALUATION CRITERIA

1. MANDATORY TECHNICAL CRITERIA (MT)

For the purpose of the mandatory technical criteria specified below, the experience of the Bidder* will be considered.				
“Bidder” means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors.				
#	Mandatory Technical Criterion	MET	NOT MET	Cross Reference to Proposal
MT1	<p>PREVIOUS PROJECTS</p> <p>The Bidder must provide a project summary for at least two (2) previous research projects - Involving qualitative and quantitative data gathering and analysis - completed or directed by the proposed key member(s) of the team during the last five (5) years. Each project summary must include:</p> <ul style="list-style-type: none"> (a) the name and description of the projects, including the general approach and methodology used, and similarities to this proposed contract; (b) a one-page extract (summary); (c) the date of the contracts; (d) the dollar value of the contracts; and (e) the names and telephone numbers of the clients for whom the work was completed. <p>If more than two projects are submitted, only the two first will be evaluated.</p>			

<p>MT2</p>	<p>OFFICIAL LANGUAGES</p> <p>Bidders must demonstrate the capacity to communicate and to analyze information pertaining to all project components in both official languages. While the majority of the work is to be conducted in English, the bidder's team must include individuals with proficient abilities in both official languages in order to review documents in both official languages, as well as communicate verbally and in writing in the preferred official language of stakeholders, during all phases of the contract.</p> <p>Using the table provided in article 1.1 below as a guide, the Bidder MUST clearly indicate in its proposal the level of bilingualism of each proposed team member.</p>			
<p>MT3</p>	<p>MAXIMUM BUDGET</p> <p>The total value of the contract emanating from this process shall not exceed \$30,000.00, including travel and living expenses. Applicable taxes are extra.</p>			

1.1 Language Proficiency Levels and Interpretations

Legend	Oral	Comprehension	Written
Basic	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"> • Ask and answer simple questions; • Give simple instructions; • Give uncomplicated directions relating to routine work situations 	<p>A person reading at this level can:</p> <ul style="list-style-type: none"> • Fully understand very simple texts; • Grasp the main idea of the texts about familiar topics; and • Read and understand elementary points of information such as dates, numbers, or names from relatively more complex texts to perform routine job-related tasks 	<p>A person writing at this level can:</p> <ul style="list-style-type: none"> • Write isolated words, phrases, simple statements or questions on very familiar topics using words of time, place or person.
Intermediate	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"> • Sustain a conversation on concrete topics; report on actions taken; • Give straightforward instructions to employees; and • Provide factual descriptions and explanations. 	<p>A person reading at this level can:</p> <ul style="list-style-type: none"> • Grasp the main idea of most work-related texts; • Identify specific; and • Distinguish main from subsidiary ideas 	<p>A person writing at this level can:</p> <ul style="list-style-type: none"> • Deal with explicit information on work-related topics since they have sufficient mastery of grammar and vocabulary.
Advanced	<p>A person speaking at this level can:</p> <ul style="list-style-type: none"> • Support opinions; and understand and express hypothetical and conditional ideas. 	<p>A person reading at this level can:</p> <ul style="list-style-type: none"> • Understand most complex details, inferences and fine points of meaning and; • Have a good comprehension of specialized or less familiar material. 	<p>A person writing at this level can:</p> <ul style="list-style-type: none"> • Write texts where ideas are developed and presented in a coherent manner.

2. POINT RATED TECHNICAL CRITERIA

- 2.1 Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.
- 2.2 Bids must obtain the required minimum of 59 points (70%) overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 85 points; and
- 2.3 Each point rated technical criterion should be addressed separately.

Rated Technical Criteria (RT)		Maximum	Cross Reference to Proposal
(The terms indicated by asterisks are defined under Definition)			
RT1	<p>Knowledge of the daily and non-daily newspaper industries in Canada</p> <p>The proposal will be evaluated based on the bidder's knowledge of the following elements:</p> <ul style="list-style-type: none"> • The current state of the newspaper industry in Canada • History of the newspaper industry in Canada since 1960 • Current business models for the newspaper industry • Ownership concentration and foreign ownership in the newspaper industry in Canada <p>Differences and similarities between the daily and non-daily newspaper industries should be identified where applicable.</p> <p>The scales presented below will be used to conduct the evaluation. The score for this rated criterion will be established by adding the score obtained for each sub-criterion.</p>	15	
	<p>RT1-A. Coverage:</p> <p>5 points: All the above-mentioned elements are covered in the proposal.</p> <p>3 points: Three (3) of the above-mentioned elements are covered in the proposal.</p> <p>1 point: Two (2) or less of the above-mentioned elements are covered in the proposal.</p>	/5	

	<p>RT1-B Understanding:</p> <p>5 points: The bidder demonstrates a thorough* and exhaustive* level of understanding of all the elements.</p> <p>3 points: The bidder demonstrates a general* level of understanding of all the elements OR the bidder demonstrates a thorough* and exhaustive* level of understanding of only 2 or 3 elements.</p> <p>1 point: The bidder demonstrates a minimal* level of understanding of the elements.</p> <p>0 point: The bidder demonstrates an inadequate* level of understanding of certain elements.</p>	/5	
	<p>RT1-C. Details:</p> <p>5 points: Specific* details are provided for all the elements.</p> <p>4 points: Specific* details are provided for two or three of the elements and general* information is provided for the other elements.</p> <p>3 points: General* information is provided for all the elements.</p> <p>1 point: General* information is provided for two or less of the elements.</p>	/5	
	TOTAL RT1	/15	

<p>RT2</p>	<p>Knowledge of challenges facing the daily and non-daily newspaper industries due to the digital environment</p> <p>The proposal will be evaluated based on the bidder's knowledge of the following elements:</p> <ul style="list-style-type: none"> • How and why the digital environment is impacting circulation and advertising revenues; • Foreign competition due to the digital environment; • Challenges of converting from print to digital; • Other challenges facing the industry. <p>Differences and similarities between the daily and non-daily newspaper industries should be identified where applicable.</p> <p>The scales presented below will be used to conduct the evaluation. The score for this rated criterion will be established by adding the score obtained for each sub-criterion.</p>	<p>15</p>	
	<p>RT2-A. Coverage:</p> <p>5 points: the first three of the above-mentioned elements are covered in the proposal and for the fourth element at least two other challenges facing the industry are covered.</p> <p>3 points: The first three of the above-mentioned elements are covered in the proposal.</p> <p>1 point: 2 or less of the above-mentioned elements are covered in the proposal.</p>	<p>/5</p>	

	<p>RT2-B. Understanding:</p> <p>5 points: The bidder demonstrates a thorough* and exhaustive* level of understanding of all the elements.</p> <p>3 points: The bidder demonstrates a general* level of understanding of all the elements OR the bidder demonstrates a thorough* and exhaustive* level of understanding of only 2 or 3 elements.</p> <p>2 points: The bidder demonstrates a minimal* level of understanding of the elements covered in the proposal.</p> <p>1 point: The bidder demonstrates an inadequate* level of understanding of certain elements.</p>	/5	
	<p>RT2-C. Details:</p> <p>5 points: Specific* details are provided for all the elements.</p> <p>4 points: Specific* details are provided for two or three of the elements and general* information is provided for the other elements.</p> <p>3 points: General* information is provided for all the elements</p> <p>1 point: General* information is provided for two or less of the elements.</p>	/5	
	TOTAL RT2	/15	

<p>RT3</p>	<p>Experience</p> <p>The proposal must include a CV for each proposed team member, outlining their experience (including project examples) and their expected contribution to the project. The team's experience as a whole will be judged on the basis of relevant experience in:</p> <ul style="list-style-type: none"> a) Conducting research and analysis b) Delivering and managing research projects c) Conducting interviews with industry experts <p>Scale:</p> <p>20 points: At least one of the team members (or a combination of members) has significant* relevant* experience in all three areas listed above.</p> <p>15 points: At least one of the team members (or a combination of members) has considerable* relevant* experience in all three areas listed above.</p> <p>10 points: At least one of the team members (or a combination of members) has relevant* experience in all three areas listed above.</p> <p>8 points: At least one of the team members (or a combination of members) has relevant* experience in at least one of the three areas listed above.</p> <p>0 point: The experience stated is not relevant* to any of the areas mentioned above.</p>	<p>20</p>	
<p>TOTAL RT3</p>		<p>/20</p>	

<p>RT4</p>	<p>Approach and methodology</p> <p>The proposal is expected to outline the approach (i.e. the methods to be used) and specific tasks to be undertaken to complete all aspects of the project (research, interviewing, project management, etc.). This information is presented in a master work plan and includes the estimated allocated time for each task to allow for a complete understanding of the deliverables to be produced. Evaluation will cover all aspects of the project and the strengths and weaknesses of the methodology.</p> <p>Scale:</p> <p>20 points: There is a detailed and clear proposed work plan for completion of work phases and tasks. The plan demonstrates clear understanding of the intent and scope of the project, the expected results, potential constraints etc. and details how the team is structured, (including names, titles, roles, and levels of responsibility), and the number of days to be spent by each team member for each task and illustrates commitment to meeting the assignment's objective and target dates.</p> <p>15 points: The proposed work plan covers most of the elements stated above, including a general structure of the team, a general breakdown of how the time will be spent and target dates. The plan also demonstrates a general understanding of the intent and scope of the project, expected results and potential constraints.</p> <p>10 points: The proposed work plan lacks in details but still has some of the elements mentioned above.</p> <p>3 points: The proposed work plan is unclear in many aspects, and does not cover a sufficient number of elements above.</p> <p>0 point: The proposed work plan has very little or no details, lacks logic and structure, and is missing important elements.</p>	<p>20</p>	
<p>TOTAL RT4</p>		<p>/20</p>	

<p>RT5</p>	<p>Quality Control</p> <p>The proposal outlines how the bidder proposes to control the project's management, ensure quality control of the deliverables, and ensure that key challenges and difficulties are anticipated, including possible solutions.</p> <p>Scale:</p> <p>10 points: Specific actions are described in a plan to ensure quality control of the deliverables, and that key challenges and difficulties are anticipated. Possible solutions are mentioned.</p> <p>8 points: A general plan is outlined, which covers each of the above elements in a general way.</p> <p>6 points: An overview is given for the control of the project's management, but no specific action is described.</p> <p>3 points: The information provided is unclear in many aspects, and does not cover a sufficient number of elements above.</p> <p>0 points: Very little details are given related to the control of the project's management.</p>	<p>/10</p>	
<p>TOTAL RT5</p>		<p>/10</p>	

RT6	GREEN PROCUREMENT AND SERVICES	5	
	The proposal is printed double-sided.	/1	
	The proposal is printed on certified recycled paper (30% post-consumer recycled content or more) and a certification to that effect is provided. In terms of the certification, the bidder must simply provide the brand name of the paper used and proportion of the recycled content.	/2	
	The bidder certifies that all documents prepared under this contract will be printed double-sided and on certified Ecologo recycled paper or equivalent.	/2	
TOTAL RT6		/5	
GRAND TOTAL (The minimum score required is 70% or 59 points)		/85	

2.4 Definitions

Considerable:	Notably large in size, amount, or extent.
Exhaustive:	Complete; exhausting a subject or topic; treating all parts or aspects without omission.
General:	Considering or including only the main features or elements of something; not exact or detailed.
Inadequate:	Not adequate or sufficient. No attention to accuracy or detail. Lacking the quality or quantity required.
Thorough:	Extremely attentive to accuracy and detail; complete with regard to every detail; not superficial or partial; written with great care and completeness.
Minimal:	Barely adequate or the least possible.
Relevant	Having significant and demonstrable bearing on the matter at hand; relating to a subject in an appropriate way.
Specific:	Belonging or relating uniquely to a particular subject or item; precise and clear; clearly defined or identified.
Significant experience:	Is defined as having the depth and breadth of experience usually associated with full time performance of the duties for a minimum period of five (5) years and the performance of those duties within the last five (5) years.

ANNEX "C"

BASIS OF PAYMENT

The Contractor will be paid in accordance with the following Basis of Payment for Work performed pursuant to the Contract.

All deliverables are F.O.B. Destination, and Canadian Customs Duty included, and applicable tax(es) extra.

While bidders must submit their bid on a firm price basis, they must also provide breakdowns of costs such as per diem fees for professionals.

1. Contract Period from contract award to June 2015

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

2. Schedule and Estimated Level of Effort (Work Breakdown Structure)

Description	Date	Payment	TOTAL
Draft outline of the report	March 2015	15%	
Weekly progress updates	Ongoing		
First draft	April 2015	25%	
Final draft	May 2015		
Final Report, draft presentation deck, working documents	June 2015		
Final deck	June 2015		
Presentation to the Periodical Publishing Policy and Programs Directorate	June 2015	60%	
Total			
Applicable taxes			_____ %
TOTAL			_____ \$

ANNEX “D”
OFFER OF SERVICES
REQUEST FOR PROPOSALS 10140906
Study of the impact of digital technology on the Canadian newspaper industry

<i>(to be filled in by Bidder)</i>	
Bidder’s full legal name	
Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)	Name
	Title
	Address
	Telephone #
	Fax #
	Email
Bidder’s Procurement Business Number (PBN) <i>(see the Standard Instructions 2003)</i>	
Bidder’s GST/HST/QST number	
Tax rate to be charged on any resulting contract	Specify percentage: _____ %
Jurisdiction of Contract: Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
Former Public Servants See the Article in Part 2 of the bid solicitation for a definition of “Former Public Servant”.	<p>Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 5 entitled “Former Public Servant Certification”</p> <hr/> <p>Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program? Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 5 entitled “Former Public Servant Certification”</p>

<p>On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none">1. The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;2. This bid is valid for the period requested in the bid solicitation;3. All the information provided in the bid is complete, true and accurate; and4. If the bidder is awarded a contract, it will accept all the terms and conditions set out in Part 6 -Resulting contract clauses, included in the bid solicitation.	
Signature of Authorized Representative of Bidder	