

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des
soumissions - TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage, Phase III
Core 0B2 / Noyau 0B2
Gatineau
Québec
K1A 0S5
Bid Fax: (819) 997-9776

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

**Proposal To: Public Works and Government
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services
Gouvernementaux Canada**

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

Comments - Commentaires

Title - Sujet Agency Of Record	
Solicitation No. - N° de l'invitation EP361-151112/A	Date 2015-03-13
Client Reference No. - N° de référence du client EP361-15-1112	
GETS Reference No. - N° de référence de SEAG PW-\$\$CZ-003-66974	
File No. - N° de dossier cz003.EP361-151112	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2015-04-22	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
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: Sigouin(cz003), Myriam	Buyer Id - Id de l'acheteur cz003
Telephone No. - N° de téléphone (613) 990-6696 ()	FAX No. - N° de FAX (613) 949-1281
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA 4TH FL. 350 ALBERT ST. OTTAWA Ontario K1A0S5 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address

**Raison sociale et adresse du
fournisseur/de l'entrepreneur**

Issuing Office - Bureau de distribution

Communication Procurement Directorate/Direction de
l'approvisionnement en communication
360 Albert St. / 360, rue Albert
12th Floor / 12ième étage
Ottawa
Ontario
K1A 0S5

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

Solicitation No. - N° de l'invitation

EP361-151112/A

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

EP361-15-1112

Amd. No. - N° de la modif.

File No. - N° du dossier

cz003EP361-151112

Buyer ID - Id de l'acheteur

cz003

CCC No./N° CCC - FMS No/ N° VME

Agency of Record

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PART 1 – GENERAL INFORMATION

1.1 INTRODUCTION

The bid solicitation is divided into seven 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, and the basis of selection;

Part 5 Certifications: includes the certifications to be provided;

Part 6 Financial Requirements: includes specific requirements that must be addressed by bidders; and

Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes includes the Statement of Work, the Basis of Payment and Financial Evaluation, the Technical Evaluation and the Evaluation Grid.

1.2 SUMMARY

Canada is seeking to select an advertising media buying agency to serve as its Agency of Record (AOR). The period of contract will be for three (3) years with the possibility of two (2) additional one (1) year option periods. The services will be carried out as described in Annex "A", Statement of Work.

There is also a bidder's conference associated with this requirement. Consult Part 2 – Bidder Instructions.

To avoid any conflict of interest or potential conflict of interest, an exclusivity clause will form part of the AOR solicitation. It will forbid the eligibility of any one supplier from being awarded both the AOR and Advertising Technology Provider (ATP) contracts. A similar clause will be included in the associated Advertising Technology Provider solicitation EP361-150005/A.

More information on advertising practices of Canada can be found at: <http://www.tpsgc-pwgsc.gc.ca/pub-adv/index-eng.html>

The requirement is limited to Canadian services.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired. The environmental impact assessment of a product or service considers the whole life cycle of the product or service. All government procurement will be including more demanding environmental criteria or specifications to encourage suppliers to improve their operations to reduce their impact on the environment.

As per the Integrity Provisions under section 01 of Standard Instructions 2003 and 2004, bidders must provide a list of all owners and/or Directors and other associated information as required. Refer to section 4.21 of the *Supply Manual* for additional information on the Integrity Provisions.

For services requirements, Bidders must provide the required information as detailed in article 2.3 of Part 2 of *the bid solicitation*, in order to comply with Treasury Board policies and directives on contracts awarded to former public servants.

The Federal Contractors Program (FCP) for employment equity applies to this procurement; see Part 5 - Certifications, Part 7 - Resulting Contract Clauses.

1.3 ACRONYMS

For ease of reference and to avoid repetition, the following provides a summary of acronyms frequently used in this document:

Advertising Coordination and Partnerships Directorate	ACPD
Advertising Technology Provider	ATP
Advertising Technology Services	ATS
Agency of Record	AOR
Agency Trading Desk	ATD
Communication Procurement Directorate	CPD
Data Management Platform	DMP
Demand Side Platform(s)	DSP
Government of Canada	GC
Media Placement Authorization Number	ADV
Media Planning Authorization	MPA
Real-Time Bidding	RTB
Public Works and Government Services Canada	PWGSC
Statement of Work	SOW
Search Engine Marketing	SEM
Work Authorization	WA

1.4 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 from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

PART 2 – BIDDER INSTRUCTIONS

2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS

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

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

The 2003 (2014/09/25) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 180 days

2.2 SUBMISSION OF BIDS

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

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

2.3 FORMER PUBLIC SERVANT

Contracts awarded to 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 awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

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 Superannuation 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 FPSs 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 Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

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 adjustment 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.

2.4 ENQUIRIES - BID SOLICITATION

All enquiries must be submitted in writing to the Contracting Authority **no later than ten (10) calendar days before the bid closing date**. Enquiries received after that time may not be answered.

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

2.5 BIDDERS' CONFERENCE

A Bidder's conference/teleconference will be held at Constitution Square, 340 Albert Street, 2nd Floor, Ottawa Ontario on March 23, 2015. The conference will begin at 1:00 p.m. for the English conference and at 3:00 p.m. for the French conference, in the Constitution Boardroom 3. Bidders are invited to attend in person or by teleconference. The scope of the requirement outlined in the Request for Proposal (RFP) will be reviewed during the conference and questions will be answered. It is recommended that Bidders who intend to submit a proposal attend or send a representative.

Bidders are requested to communicate with the Contracting Authority before the conference to confirm attendance or to receive teleconference instructions. Bidders should provide, in writing, to the Contracting Authority, the name of the person(s) who will be attending and a list of issues they wish to table at least two (2) working days before the scheduled conference.

Any clarifications or changes to the RFP resulting from the Bidders' conference will be included as an amendment to the RFP. Bidders who do not attend will not be precluded from submitting a proposal.

2.6 APPLICABLE LAWS

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

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

2.7 BASIS FOR CANADA'S OWNERSHIP OF INTELLECTUAL PROPERTY

Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

PART 3 – BID PREPARATION INSTRUCTIONS

3.1 BID PREPARATION INSTRUCTIONS

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

Section I: Technical Bid (five (5) hard copies)
Creative Samples (one (1) electronic copy)

Section II: Financial Bid (one (1) hard copy)

Section III: Certifications (one (1) hard copy)

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

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

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

Section I: Technical Bid

In their technical bid, bidders should 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 II: Financial Bid

Bidders must submit their financial bid in accordance with the Basis of Payment in Annex "B". The total amount of Applicable Taxes must be shown separately.

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 EVALUATION PROCEDURES

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

4.1.1 TECHNICAL EVALUATION

Mandatory and Point Rated technical evaluation criteria are fully described in Annex "C".

4.1.2 FINANCIAL EVALUATION

Financial evaluation criteria are fully described in Annex "B".

4.2 BASIS OF SELECTION

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation;
 - b. meet all mandatory technical evaluation criteria; and
 - c. obtain the required minimum of 75 percent of the points for each selected rated criteria, 75 percent for categories of selected criteria and an overall passing mark of 750 points for the rated technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **1000** points.

Bids not meeting (a) or (b) or (c) will be declared non-responsive.

2. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be **70 %** for the technical merit and **30 %** for the price.
3. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of **70 %**.
4. To establish the pricing score, each rates or fees will be prorated against the lowest rate or fee for each individual category of service. The ratio of **30 %** will be divided against the three main category services (10.5/30 for Media Planning Services, 4.5/30 for Corporate Services and 15/30 for Media Buying Services).
5. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
6. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.
7. Should a Bidder be the winner of both solicitation EP361-151112/A (Agency of Record (AOR)) and EP361-150005/A (Advertising Technology Provider (ATP)), the Contracting Authority will contact the Bidder and request that they select one of the two resulting contracts. In order to conform to the Exclusivity Provision clause, the Bidder will have to withdraw their bid for the solicitation that is not chosen. The second responsive bid that has obtained the highest combined rating of technical merit and price will then be recommended for award of a contract for the other resulting contract.

PART 5 – CERTIFICATIONS

Bidders must provide the required certifications and associated information to be awarded a contract.

The certifications provided by bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default in carrying out any of its obligations under the Contract, if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority may render the bid non-responsive or constitute a default under the Contract.

5.1 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

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

5.1.1 INTEGRITY PROVISIONS - ASSOCIATED INFORMATION

By submitting a bid, the Bidder certifies that the Bidder and its Affiliates are in compliance with the provisions as stated in Section 01 Integrity Provisions - Bid of Standard Instructions 2003. The associated information required within the Integrity Provisions will assist Canada in confirming that the certifications are true.

5.1.2 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 [Employment and Social Development Canada \(ESDC\) - 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.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "[FCP Limited Eligibility to Bid](#)" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed certification [Federal Contractors Program for Employment Equity - Certification](#) under 5.1.3.2 in Part 5, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed certification Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.1.3 ADDITIONAL CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

5.1.3.1 CANADIAN CONTENT CERTIFICATION

5.1.3.1.1 SACC Manual clause [A3050T](#) (2014/11/27) Canadian Content Definition.

5.1.3.1.2 This procurement is limited to Canadian services.

The Bidder certifies that:

() the services offered are Canadian services as defined in paragraph 4 of clause [A3050T](#).

For more information on how to determine the Canadian content for a mix of services, consult Annex 3.6.(9), Example 2, of the [Supply Manual](#).

Signature

Date

5.1.3.2. FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- () A1. The Bidder certifies having no work force in Canada.
- () A2. The Bidder certifies being a public sector employer.
- () A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- () A4. The Bidder certifies having a combined work force in Canada of less than 100 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- () A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

- () A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- () B1. The Bidder is not a Joint Venture.
OR
() B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

Signature

Date

5.1.3.3 STATUS AND AVAILABILITY OF RESOURCES

SACC Manual clause A3005T (2010/08/16) Status and Availability of Resources

Signature

Date

5.1.3.4 EDUCATION AND EXPERIENCE

SACC Manual clause A3010T (2010/08/16) Education and Experience

Signature

Date

5.1.3.5 CAPABILITY OF RESOURCES

The Bidder or Joint Venture entity certifies that it has in-house resources capable of meeting roles and responsibilities (as outlined in Annex "A", Statement of Work) of the following categories of service, which are not being evaluated:

Media Research and Analytics
Media Planning
Media Distribution (Trafficking)
Media Buying – Reporting
Media Buying, Verification, Billing and Payments
Systems and Processes
Media Planning Tools
Corporate Reporting
Training
Advertising Research

() YES() NO

Signature

Date

5.1.3.6 BILINGUAL CAPABILITIES

The Bidder or Joint Venture entity certifies that it has the capacity in key categories of service (as outlined in Annex C – Technical Evaluation Criteria, Requirement 6 to, at a minimum, deliver the following services and products and communicate with key stakeholders/partners/suppliers in both official languages:

- Provide ongoing strategic advice and account management services to the Program Authority
- Make selected presentations to the Program Authority, such as the annual Corporate Plan
- Communicate with English and French media suppliers to plan and buy media, negotiate and manage contracts and resolve ongoing operational issues.
- Develop and maintain core working tools e.g. cost guides, media planning templates, AOR Manual

() YES () NO

Signature

Date

5.1.3.7 OPERATION OF AN AGENCY TRADING DESK

The Bidder or Joint Venture entities certifies that they currently operate an Agency Trading Desk or have an agreement, as of (Date)_____, with an Agency Trading Desk.

() YES () NO

Signature

Date

PART 6 – FINANCIAL REQUIREMENTS

6.1 FINANCIAL CAPABILITY

1. **Financial Capability Requirement:** The Bidder must have the financial capability to fulfill this requirement. To determine the Bidder's financial capability, the Contracting Authority may, by written notice to the Bidder, require the submission of some or all of the financial information detailed below during the evaluation of bids. The Bidder must provide the following information to the Contracting Authority within fifteen (15) working days of the request or as specified by the Contracting Authority in the notice:
 - a. Audited financial statements, if available, or the unaudited financial statements (prepared by the Bidder's outside accounting firm, if available, or prepared in-house if no external statements have been prepared) for the Bidder's last three fiscal years, or for the years that the Bidder has been in business if this is less than three years (including, as a minimum, the Balance Sheet, the Statement of Retained Earnings, the Income Statement and any notes to the statements).
 - b. If the date of the financial statements in (a) above is more than five months before the date of the request for information by the Contracting Authority, the Bidder must also provide, unless this is prohibited by legislation for public companies, the last quarterly financial statements (consisting of a Balance Sheet and a year-to-date Income Statement), as of two months before the date on which the Contracting Authority requests this information.
 - c. If the Bidder has not been in business for at least one full fiscal year, the following must be provided:
 - i. the opening Balance Sheet on commencement of business (in the case of a corporation, the date of incorporation); and
 - ii. the last quarterly financial statements (consisting of a Balance Sheet and a year-to-date Income Statement) as of two months before the date on which the Contracting Authority requests this information.
 - d. A certification from the Chief Financial Officer or an authorized signing officer of the Bidder that the financial information provided is complete and accurate.
 - e. A confirmation letter from all of the financial institution(s) that have provided short-term financing to the Bidder outlining the total of lines of credit granted to the Bidder and the amount of credit that remains available and not drawn upon as of one month prior to the date on which the Contracting Authority requests this information.
 - f. A detailed monthly Cash Flow Statement covering all the Bidder's activities (including the requirement) for the first two years of the requirement that is the subject of the bid solicitation, unless this is prohibited by legislation. This statement must detail the Bidder's major sources and amounts of cash and the major items of cash expenditures on a monthly basis, for all the Bidder's activities. All assumptions made should be explained as well as details of how cash shortfalls will be financed.

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- g. A detailed monthly Project Cash Flow Statement covering the first two years of the requirement that is the subject of the bid solicitation, unless this is prohibited by legislation. This statement must detail the Bidder's major sources and amounts of cash and the major items of cash expenditures, for the requirement, on a monthly basis. All assumptions made should be explained as well as details of how cash shortfalls will be financed.
2. If the Bidder is a joint venture, the financial information required by the Contracting Authority must be provided by each member of the joint venture.
3. If the Bidder is a subsidiary of another company, then any financial information in 1. (a) to (f) above required by the Contracting Authority must be provided by the ultimate parent company. Provision of parent company financial information does not by itself satisfy the requirement for the provision of the financial information of the Bidder, and the financial capability of a parent cannot be substituted for the financial capability of the Bidder itself unless an agreement by the parent company to sign a Parental Guarantee, as drawn up by Public Works and Government Services Canada (PWGSC), is provided with the required information.
4. **Financial Information Already Provided to PWGSC:** The Bidder is not required to resubmit any financial information requested by the Contracting Authority that is already on file at PWGSC with the Contract Cost Analysis, Audit and Policy Directorate of the Policy, Risk, Integrity and Strategic Management Sector, provided that within the above-noted time frame:
- a. the Bidder identifies to the Contracting Authority in writing the specific information that is on file and the requirement for which this information was provided; and
 - b. the Bidder authorizes the use of the information for this requirement.

It is the Bidder's responsibility to confirm with the Contracting Authority that this information is still on file with PWGSC.

5. **Other Information:** Canada reserves the right to request from the Bidder any other information that Canada requires to conduct a complete financial capability assessment of the Bidder.
6. **Confidentiality:** If the Bidder provides the information required above to Canada in confidence while indicating that the disclosed information is confidential, then Canada will treat the information in a confidential manner as permitted by the [Access to Information Act](#), R.S., 1985, c. A-1, Section 20(1) (b) and (c).
7. **Security:** In determining the Bidder's financial capability to fulfill this requirement, Canada may consider any security the Bidder is capable of providing, at the Bidder's sole expense (for example, an irrevocable letter of credit from a registered financial institution drawn in favour of Canada, a performance guarantee from a third party or some other form of security, as determined by Canada).

6.2 FINANCIAL SECURITY

1. The Contractor must provide the Contracting Authority with financial security within ten (10) calendar days after the date of contract award. The financial security must be in the form of a security deposit as defined below in clause 6.2.1 "Security Deposit

Definition" in the amount of **\$ 3,300,000** for the entire contract period, including any extension.

2. If, for any reason, Canada does not receive the security deposit in the amount set out above within the specified period, the Contractor will be in default. Canada may, at its discretion, terminate the contract and either accepts another bid or reject all bids and issue a new bid solicitation.

3. If the security deposit is in the form of government guaranteed bonds with coupons, all coupons that are unmatured at the time the security deposit is provided must be attached to the bonds. The Contractor must provide written instructions concerning the action to be taken with respect to coupons that will mature while the bonds are pledged as security, when such coupons are in excess of the security deposit requirement.

4. If the security deposit is in the form of a bill of exchange, Canada will deposit the bill of exchange in an open account in the Consolidated Revenue Fund. Bills of exchange that are deposited to the credit of the Consolidated Revenue Fund will bear simple interest, calculated on the basis of the rates which are in effect during the period the deposit is held.

These rates are published monthly by the Department of Finance and are set to be equal to the average yield on 90-day Treasury Bills, less 1/8 of 1 percent. Interest will be paid annually or, when the security deposit is returned to the Contractor, if earlier. The Contractor may, however, request Canada to hold and not cash the bill of exchange, in which case no interest will become payable.

5. Canada may convert the security deposit to the use of Canada if any circumstance exists which would entitle Canada to terminate the Contract for default, but any such conversion will not constitute termination of the Contract.

6. When Canada so converts the security deposit:

the proceeds will be used by Canada to complete the Work according to the conditions of the Contract, to the nearest extent that it is feasible to do so and any balance left will be returned to the Contractor on completion of the warranty period; and
if Canada enters into a contract to have the Work completed, the Contractor will:

be considered to have irrevocably abandoned the Work; and
remain liable for the excess cost of completing the Work if the amount of the security deposit is not sufficient for such purpose. "Excess cost" means any amount over and above the amount of the Contract Price remaining unpaid together with the amount of the security deposit.

7. If Canada does not convert the security deposit to the use of Canada before completion of the contract period, Canada will return the security deposit to the Contractor within a reasonable time after such date.

8. If Canada converts the security deposit for reasons other than bankruptcy, the financial security must be reestablished to the level of the amount stated above so that this amount is continued and available until completion of the contract period, including any extension.

6.2.1 Security Deposit Definition

1. "security deposit" means
 - a. a bill of exchange that is payable to the Receiver General for Canada and certified by an approved financial institution or drawn by an approved financial institution on itself; or
 - b. a government guaranteed bond; or
 - c. an irrevocable standby letter of credit, or
 - d. such other security as may be considered appropriate by the Contracting Authority and approved by Treasury Board;
2. "approved financial institution" means
 - a. any corporation or institution that is a member of the Canadian Payments Association;
 - b. a corporation that accepts deposits that are insured by the Canada Deposit Insurance Corporation or the "Régie de l'assurance-dépôts du Québec" to the maximum permitted by law;
 - c. a credit union as defined in paragraph 137(6) of the [Income Tax Act](#);
 - d. a corporation that accepts deposits from the public, if repayment of the deposits is guaranteed by a Canadian province or territory; or
 - e. the Canada Post Corporation.
3. "government guaranteed bond" means a bond of the Government of Canada or a bond unconditionally guaranteed as to principal and interest by the Government of Canada that is:
 - a. payable to bearer;
 - b. accompanied by a duly executed instrument of transfer of the bond to the Receiver General for Canada in accordance with the [Domestic Bonds of Canada Regulations](#);
 - c. registered in the name of the Receiver General for Canada.
4. "irrevocable standby letter of credit"
 - a. means any arrangement, however named or described, whereby a financial institution (the "Issuer"), acting at the request and on the instructions of a customer (the "Applicant"), or on its behalf,
 - i. will make a payment to or to the order of Canada, as the beneficiary;
 - ii. will accept and pay bills of exchange drawn by Canada;
 - iii. authorizes another financial institution to effect such payment, or accept and pay such bills of exchange; or
 - iv. authorizes another financial institution to negotiate, against written demand(s) for payment, provided that the conditions of the letter of credit are complied with.
 - b. must state the face amount which may be drawn against it;
 - c. must state its expiry date;
 - d. must provide for sight payment to the Receiver General for Canada by way of the financial institution's draft against presentation of a written demand for payment signed by the authorized departmental representative identified in the letter of credit by his/her office;
 - e. must provide that more than one written demand for payment may be presented subject to the sum of those demands not exceeding the face amount of the letter of credit;
 - f. must provide that it is subject to the International Chamber of Commerce (ICC) Uniform Customs and Practice (UCP) for Documentary Credits, 2007 Revision, ICC Publication No. 600. Pursuant to the ICC UCP, a credit is irrevocable even if there is no indication to that effect; and
 - g. must be issued (Issuer) or confirmed (Confirmer), in either official language, by a financial institution that is a member of the Canadian Payments Association and is on the letterhead of the Issuer or Confirmer. The format is left to the discretion of the Issuer or Confirmer.

PART 7 – RESULTING CONTRACT CLAUSES

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

7.1 STATEMENT OF WORK

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

7.1.2 AUTHORIZATION PROCEDURES

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A". There are three (3) types of Authorization Procedures. Except for the Corporate Services, all other work must be done with one of these Authorization Procedures:

7.1.2.1 MEDIA PLANNING AUTHORIZATION (MPA) FOR MEDIA PLANNING SERVICES

The Contracting Authority will proceed as follows to issue a MPA for Media Planning Services:

- a) The Contracting Authority will ensure that a registration number has been issued by the Program Authority.
- b) The Contracting Authority will provide the Contractor with the details of the work activities to be performed as described in the Statement of Work and Creative Brief.
- c) The Contractor will have forty-eight (48) hours of receiving the request to submit a project estimate for completion of the Work outlined in the Statement of Work and Creative Brief to the Contracting Authority, unless the requirement is deemed urgent by the Project Authority, in which case the turnaround time would be shorter.
- d) The project estimate will be established by multiplying the applicable rate(s) as specified in the Basis of Payment by the number of days and / or hours negotiated and agreed upon by the Contracting Authority and the Contractor. The breakdown of costs and the names of personnel shall be submitted with every proposal.
- e) Travel and living expenses incurred under a MPA will be reimbursed provided that prior approval from the Contracting Authority and Project Authority was obtained and that the expenses are in accordance with National Joint Council Travel Directive.
- f) The Contractor will be authorized by the Contracting Authority to proceed with the Work by the issuance of the MPA.
- g) The delivery deadlines as negotiated and specified in the MPA document must be adhered to.
- h) The Contractor shall not undertake any of the specified Work unless and until a MPA is issued by the Contracting Authority.
- i) An amendment to the MPA or a written approval must be received from the Contracting Authority before the Contractor initiates any changes to the MPA. The Contractor acknowledges that any and all work performed in the absence of the aforementioned approved Amendment to the MPA or written approval by the Contracting Authority will be done at the Contractor's own risk, and Canada shall not be liable for payment therefore, unless or until an approved Amendment to the MPA or written approval is provided by the Contracting Authority.

7.1.2.2 WORK AUTHORIZATION-MEDIA (WA-MEDIA) FOR MEDIA BUYING SERVICES

The Contracting Authority will proceed as follows to issue a WA-Media for Media Buying Services:

- a) The Contracting Authority will ensure: that a Media Placement Authorization number (ADV) number has been issued by the Program Authority.
- b) The WA-Media approved by the Contracting Authority should contain the following information:
 - (i) the details of the work activities to be performed as described in the media plan for the Advertising Media buying;
 - (ii) a description of the deliverables and reports to be submitted, if applicable;
 - (iii) A schedule indicating completion dates and submission dates for deliverables and reports, if applicable, and
 - (iv) any other specific instructions relating to the work.
- c) The Contractor will be authorized by the Contracting Authority to proceed with the Work by the issuance of WA-media. An obligation will come into force for these services only where a WA-media is issued and only to the extent designated in the WA-media.
- d) The value of each WA-media for Advertising Media Placement will be determined by the percentage fees to be charged per type on media placement as detailed in Annex "B"- Basis of Payment and the estimated value of the Advertising Media Placement as provided in the media plan.
- e) The Contractor shall not commence work until an approved WA-media has been received from the Contracting Authority. The Contractor acknowledges that any and all work performed in the absence of the aforementioned approved WA-media will be done at the Contractor's own risk, and Canada shall not be liable for payment therefore, unless or until an approved WA-media is provided by the Contracting Authority.
- f) An amendment to the WA-media or a written approval must be received from the Contracting Authority before the Contractor initiates any changes to the WA-media. The Contractor acknowledges that any and all work performed in the absence of the aforementioned approved Amendment to the WA-media or written approval by the Contracting Authority will be done at the Contractor's own risk, and Canada shall not be liable for payment therefore, unless or until an approved Amendment to the WA-media or written approval is provided by the Contracting Authority.

Approval is not required from the Contracting Authority when parameters are already indicated in the WA-media. In such case, the Contractor shall only inform the Contracting Authority.

7.1.2.3 WORK AUTHORIZATION (WA) FOR OTHER RELATED SERVICES

The Contracting Authority will proceed as follows to issue a WA for Other Related Services:

- a) The Contracting Authority will provide the Contractor with the details of the work activities to be performed as described in the Statement of Work.
- b) The Contractor will have forty-eight (48) hours of receiving the request to submit a project estimate for completion of the Work outlined in the Statement of Work and Creative Brief to the Contracting Authority.
- c) The project estimate will be established by multiplying the applicable rate(s) as specified in Annex "B" - Basis of Payment by the number of days and / or hours negotiated and agreed upon by the Contracting Authority and the Contractor. The breakdown of costs and the names of personnel shall be submitted with every proposal.

- d) Travel and living expenses incurred under a WA will be reimbursed provided that prior approval from the Contracting Authority and Project Authority was obtained and that the expenses are in accordance with National Joint Council Travel Directive.
- e) The Contractor will be authorized by the Contracting Authority to proceed with the Work by the issuance of the WA.
- f) The delivery deadlines as negotiated and specified in the WA document must be adhered to.
- g) The Contractor shall not undertake any of the specified Work unless and until a WA is issued by the Contracting Authority.
- h) An amendment to the WA or a written approval must be received from the Contracting Authority before the Contractor initiates any changes to the WA. The Contractor acknowledges that any and all work performed in the absence of the aforementioned approved Amendment to the WA or written approval by the Contracting Authority will be done at the Contractor's own risk, and Canada shall not be liable for payment therefore, unless or until an approved Amendment to the WA or written approval is provided by the Contracting Authority.

7.2 STANDARD CLAUSES AND CONDITIONS

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

7.2.1 GENERAL CONDITIONS

[2035 \(2014/09/25\)](#), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

Section 04 of 2035 (2014/09/25), General Conditions - Services, is amended as follows:

Insert:

It is understood that dealings with media suppliers and with the creative advertising agencies shall be conducted by the Contractor acting as an agent of Canada, but solely for the purpose of entering into service contracts with media suppliers for the publishing, airing or running of advertisements on behalf of Departments. To this end, the Contractor shall print or stamp on each of its purchase orders to media suppliers or send a written notice to media suppliers when purchase orders are not used to the effect that: "The Contract for advertising media space or time is between the media supplier and Canada, (to be identified at contract award) acting herein as agent, and all questions and invoices are to be addressed to (to be identified at contract award)."

7.3 SECURITY REQUIREMENTS

There is no security requirement applicable to this Contract.

7.4 TERM OF CONTRACT

7.4.1 PERIOD OF THE CONTRACT

The period of the Contract is for three (3) years from the award date.

7.4.2 OPTION TO EXTEND THE CONTRACT

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year periods under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.5 AUTHORITIES

7.5.1 CONTRACTING AUTHORITY

The Contracting Authority for the Contract is:

Public Works and Government Services Canada
Acquisitions Branch
Communication Procurement Directorate
Constitution Square
360 Albert Street, 12th Floor
Ottawa, Ontario K1A 0S5

Name: Myriam Sigouin
Telephone: 613-990-6696
Fax: 613-949-1281
E-mail Address: myriam.sigouin@pwgsc-tpsgc.gc.ca

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

7.5.2 PROGRAM AUTHORITY

The Program Authority is responsible for issuing formal approval of media placements of advertising through an ADV number after reviewing for compliance with the *Official Languages Act* and the Federal Identity Program. It also coordinates the activities of the AOR for all media placements.

The name and their coordinates will be provided in the contract.

7.5.3 PROJECT AUTHORITY

The Project Authority for the Contract is:

The name and their coordinates will be provided in the contract.

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

7.5.4 CONTRACTOR'S REPRESENTATIVE

The name and their coordinates will be provided in the contract.

7.6 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS

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.

7.7 PAYMENT

7.7.1 BASIS OF PAYMENT

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with Annex "B" - Basis of Payment.

7.7.2 LIMITATION OF EXPENDITURE

1. Canada's total liability to the Contractor under the Contract must not exceed \$ _____ . Customs duties are included and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - a. when it is 75 percent committed, or
 - b. four (4) months before the contract expiry date, or
 - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work, whichever comes first.
3. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.7.3 LIMITATION OF CANADA'S FINANCIAL OBLIGATION

Notwithstanding the Expenditure Limitation described in clause 7.7.2 hereof, Canada's obligation to the Contractor shall not exceed \$ _____, Applicable Taxes are extra, as appropriate and representing the fixed fee for corporate services. Canada's obligation shall only increase upon receipt of an approved WA or MPA and only by the amount provided in the said WA, WA-media or MPA. The Contractor, shall upon receipt of the said WA, WA-media or MPA, comply with the terms thereof inclusive of the new limitation of Canada's financial obligation to the Contractor. The Contractor shall not exceed the amount specified in the said WA, WA-media or MPA.

7.8 Account

With respect to this contract, the Contractor shall open and maintain a separate account for the sole purpose of controlling receipts and disbursements to third parties pertaining to this contract. The Contractor shall not retain in this account any of the payments received from Canada for its services. Within one hundred and fifty (150) days following the end of each fiscal year, the Contractor shall submit a statement of receipts and disbursements including all interest received and shall pay and remit to Canada all interest received in relation with said account.

Canada reserves the right to audit the records, kept by the Contractor, of the receipts and disbursements provided in the statement.

7.9 Exchange Rate Fluctuation Adjustment

1. The foreign currency component (FCC) is defined as the portion of the price or rate that will be directly affected by exchange rate fluctuation. The FCC should include all related taxes, duties and other costs paid by the Bidder and which are to be included in the adjustment amount.
2. For each line item where a FCC is identified, Canada assumes the risks and benefits for exchange rate fluctuation, as shown in the Basis of Payment. For such items, the exchange rate fluctuation amount is determined in accordance with the provision of this clause.
3. The total price paid by Canada on each invoice will be adjusted at the time of payment, based on the FCC and the exchange rate fluctuation provisions in the contract. The exchange rate adjustment amount will be calculated in accordance with the following formula:
Adjustment = FCC x Qty x ($i_1 - i_0$) / i_0
where formula variables correspond to:

FCC

Foreign Currency Component (per unit)

i_0

Initial exchange rate (CAN\$ per unit of foreign currency [e.g. US\$1])

i_1

exchange rate for adjustments (CAN\$ per unit of foreign currency [e.g. US\$1])

Qty

quantity of units

4. The initial exchange rate is typically set as the noon rate as published by the Bank of Canada on the solicitation closing date.
5. For goods, the exchange rate for adjustment will be the noon rate as published by the Bank of Canada on the date the goods were delivered. For services, the exchange rate for adjustment will be the noon rate on the last business day of the month for which the services were performed. For advance payments, the exchange rate for adjustment will be the noon rate on the date the payment was due. The most recent noon rate will be used for non-business days.
6. The Contractor must indicate the total exchange rate adjustment amount (either upward, downward or no change) as a separate item on each invoice or claim for payment

submitted under the Contract. Where an adjustment applies, the Contractor must submit with their invoice form [PWGSC-TPSGC 450](#), Claim for Exchange Rate Adjustments.

7. The exchange rate adjustment will only be applied where the exchange rate fluctuation is greater than 2% (increase or decrease), calculated in accordance with column 8 of form [PWGSC-TPSGC 450](#) (i.e. $[i_1 - i_0] / i_0$).
8. Canada reserves the right to audit any revision to costs and prices under this clause.

7.10 INVOICING

7.10.1 INVOICING INSTRUCTIONS

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

Payment will only be made upon receipt of a satisfactory invoice duly supported by specified release documents and other documents called for under the Contract.

- The original and one (1) copy of the invoices for corporate services will be submitted to the Program Authority.
- The original and one (1) copy of the invoices for media planning services will be submitted to the Project Authority as stated in the MPA.
- The original and one (1) copy of the invoices for advertising media buying and other related services will be submitted to Project Authority as stated in the WA-media or WA.

One copy of each invoice, together with attachments, shall be forwarded to the Contracting Authority.

7.10.2 MONTHLY INVOICES ARE REQUIRED FOR:

- Media Planning services,
- Corporate Services,
- Media Buying – Digital services, and
- other related services

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

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

Furthermore: Invoices that are submitted for Media planning Services and for Other Related Services must be supported by:

- a) category of services and names of resources, number of hours per category and hourly rates;
- b) a copy of time sheets to support the time claimed;
- c) a copy of the release document and any other documents as specified in the Contract;

- d) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- e) a copy of the monthly progress report.

7.10.3 MILESTONE PAYMENTS WILL APPLY FOR MEDIA BUYING SERVICES- TRADITIONAL

Canada will make milestone payments in accordance with the Schedule of Milestones below:

Interim Invoice:

For each WA-media, the Contractor shall be entitled to invoice as an "Interim Advertising Placement Invoice", 50% of the net value of the total media placement booked.

If a WA-media is received by the AOR **before March** for a placement in a new fiscal year (April and onwards), the AOR will book the advertising space based on the booking deadline date for the placement. If the placement must be booked in the current fiscal year, the interim invoice will be issued in March of that year.

If a work authorisation is received **in March** for a placement in a new fiscal year, the interim invoice will be issued in the new fiscal year.

Final invoices:

For each WA-media, upon verification and reconciliation, the Contractor shall issue a Final Advertising Placement Invoice and a Contractor's Fees Invoice. The invoices shall be entitled "Final Advertising Placement Invoice" and "Contractor's Fees Invoice", shall be accompanied by a report summarizing all of the costs and will request complete payment of:

- the balance of the amount payable for the advertising media placement booked
- the Contractor's fees for the advertising media placement.

The total media placement booked will be based on the campaign schedules, estimates and calendars as described in A.4.2.4 Media Buying – Reporting, of the Statement of Work. The Contractor's fees are only invoiced upon verification and reconciliation of the advertising media placement booked with the final invoice.

7.10.3.1 CANCELLATION AND RESCHEDULING:

7.10.3.1.1 COST OF MEDIA PLACEMENT FOR RESCHEDULING OF MEDIA:

Within 30 days

When media placements have been booked and are rescheduled within 30 days of original booking, there will be no additional Contractor fees.

An amendment will be issued to confirm the changes.

OR

After 30 days

When media placements have been booked and are rescheduled, either in part or in their entirety, after 30 days of original booking, the Contractor will be paid as follows:

- 50% of the Contractor's percentage fees, per media type, calculated on the net value of the rescheduled media placements; and
- 100% of the Contractor's percentage fee, per media type, calculated on the net value of the rescheduled media placements.

An amendment will be issued to confirm the changes.

Note: penalty fees from the media supplier may apply.

Note: rescheduling refers to rebooking placements within the same institution and campaign, it does not refer to shifting placements between institutions and/or campaigns which would entail a new WA-media being issued.

Note: If payment was made by Canada for placement booked prior to the cancellation, the Contractor will reimburse Canada, for those placements cancelled, within 30 days of the cancellation. The reimbursement must be payable to the Receiver General of Canada.

7.10.3.1.2 COST OF MEDIA PLACEMENT FOR CANCELLATION

When media placements have been booked and then cancelled in all or in part, the Contractor will be paid as follows:

- 50% of the Contractor's percentage fees, up to the maximum amount per media type, calculated on the value of the media placements cancelled.

An amendment will be issued to reflect the cancellation.

Note: penalty fees from the media supplier may apply.

Note: If payment was made by Canada for placement booked prior to the cancellation, the Contractor will reimburse Canada, for those placements cancelled, within 30 days of the cancellation. The reimbursement must be payable to the Receiver General of Canada.

7.11 CERTIFICATIONS

7.11.1 COMPLIANCE

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing associated information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the associated information, 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.

7.11.2 FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - DEFAULT BY THE CONTRACTOR

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.12 SACC Manual Clauses

SACC Manual clauses A3060C (2008/05/12), Canadian Content Certification

SACC Manual clauses C0705C (2010/01/11), Discretionary Audit

SACC Manual clauses C0711C (2008/05/12), Time Verification

7.13 APPLICABLE LAWS

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

7.14 PRIORITY OF DOCUMENTS

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 dated 2014/09/25;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) signed WA's, WA-Media or MPA's; WA's, WA-Media or MPA's amendments (including all of its annexes, if any) ; and;
- (f) the Contractor's bid dated _____,

7.15 INSURANCE

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

7.16 EXCLUSIVITY PROVISION

1. **The Supplier certifies** that the Supplier, its parent corporation, its subsidiary corporation and any body corporate of the Supplier's immediate family **is not the prime contractor, the joint venture or a sub-contractor** under contract EP361-150005 for the Advertising Technology Provider.

The Supplier acknowledges and agrees that under the contract EP361-151112, the Supplier's senior officials will disclose all real and potential conflicts of interest by written notice to the Contracting Authority under that contract.

The Supplier acknowledges and agrees that any subcontractor to the Supplier under contract EP361-151112 is subject to the same conditions and restrictions as the Supplier under the contract EP361-151112.

Therefore, the Supplier certifies that it is not the supplier under contract EP361-150005, a parent corporation, a subsidiary corporation or any body corporate of the Supplier's immediate family or a subcontractor subject to the same conditions and restrictions of the said supplier under contract EP361-150005. Any certification made by the Supplier that is untrue, whether made knowingly or unknowingly, or failure to comply with the conditions and restrictions mentioned above before or after contract award, or failure to comply with the request of the Contracting Authority for additional information will render the bid non-responsive and any resulting contract will be terminated for default.

2. The following definitions apply to the above provisions:

"PARENT" means, in relation to the supplier under the Agency of Record contract EP361-151112, a body corporate of which the said supplier under the Agency of Record contract EP361-151112 is a subsidiary within the meaning of subsection 2(5) of Canada's Business Corporations Act, RSC c C-44.

"SUBSIDIARY" means, in relation to the supplier under the Agency of Record contract EP361-151112, a body corporate within the meaning of subsections 2(3) and 2(5) of Canada's Business Corporations Act, RSC c C-44, and for the purposes of the Agency of Record contract EP361-151112, also includes those with a less than 50% ownership.

“FEDERAL GOVERNMENT PROCUREMENT CONTRACTS” means a contract as defined under the Government Contracts Regulations entered into by institutions identified in Schedule I, I.1 and II of the Financial Administration Act, unless excluded by specific acts, regulations or Orders in Council.

“BODY CORPORATE OF THE BIDDER'S IMMEDIATE FAMILY” means a body corporate (including subsidiaries) that has the same parent as the supplier under the Agency of Record contract EP361-151112 or means a body corporate that does not operate but acquires and hold shares or a controlling interest in the bidder under the Agency of Record contract EP361-151112.

“RELATING TO ADVERTISING” means all activities involved in the purchase, by or on behalf of Canada, for the development and production of advertising campaigns and associated purchases of space or time in print or broadcast media, or in other mass media, such as digital, cinema or out-of home advertising.

“CONFLICT OF INTEREST” means any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the supplier under the Agency of Record contract EP361-151112 is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

7.17 CONFLICTING INTEREST

“CONFLICT OF INTEREST” means any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the Contractor is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

1. Subject to subsection (2), the Contractor represents, warrants and shall ensure that, to its knowledge, the services to be provided pursuant to this Contract (the “services”) are not, and will not, during the course of the contract period, be in conflict with competing or opposing interests of other clients of the Contractor.
2. Where the Contractor is aware that the services are or may be in conflict with interests of other clients of the Contractor, the Contractor shall identify the potentially competing services and interests involved, and forward an explanation setting out the reasons why the situation would not represent a conflict of interest.
3. Where Canada becomes aware that the services are or may be in conflict with interests of other clients of the Contractor, Canada shall inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.
4. Following a review of the Contractor's explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada shall deliver his decision in writing. The Contractor shall have a ten (10) working day period, from the date of receipt of Canada's decision, to submit either a supplementary or an alternate explanation. Following a review of the Contractor's supplementary explanation, if any, Canada may either accept/agree with this supplementary explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection 5.
5. Where Canada rejects the Contractor's initial explanation (or supplementary explanation, if any) referred to in subsection (4), Canada may terminate this contract in accordance with subsection (6).

6. The Contractor agrees that Canada relies upon subsection (1) to authorise this Contract and any breach of subsection (1) shall entitle Canada to terminate this contract for default.

7.18 FINANCIAL SECURITY

1. The Contractor must provide the Contracting Authority with financial security within ten (10) calendar days after the date of contract award. The financial security must be in the form of a security deposit as defined below in clause 7.19 " Security Deposit Definition" in the amount of **\$ 3,300,000** for the entire contract period, including any extension.
2. If, for any reason, Canada does not receive the security deposit in the amount set out above within the specified period, the Contractor will be in default. Canada may, at its discretion, retain the bid financial security and accept another bid, reject all bids or issue a new bid solicitation.
3. If the security deposit is in the form of government guaranteed bonds with coupons, all coupons that are unmatured at the time the security deposit is provided must be attached to the bonds. The Contractor must provide written instructions concerning the action to be taken with respect to coupons that will mature while the bonds are pledged as security, when such coupons are in excess of the security deposit requirement.
4. If the security deposit is in the form of a bill of exchange, Canada will deposit the bill of exchange in an open account in the Consolidated Revenue Fund. Bills of exchange that are deposited to the credit of the Consolidated Revenue Fund will bear simple interest, calculated on the basis of the rates which are in effect during the period the deposit is held.
These rates are published monthly by the Department of Finance and are set to be equal to the average yield on 90-day Treasury Bills, less 1/8 of 1 percent. Interest will be paid annually or, when the security deposit is returned to the Contractor, if earlier. The Contractor may, however, request Canada to hold and not cash the bill of exchange, in which case no interest will become payable.
5. Canada may convert the security deposit to the use of Canada if any circumstance exists which would entitle Canada to terminate the Contract for default, but any such conversion will not constitute termination of the Contract.
6. When Canada so converts the security deposit:
 - a. the proceeds will be used by Canada to complete the Work according to the conditions of the Contract, to the nearest extent that it is feasible to do so and any balance left will be returned to the Contractor on completion of the warranty period; and
 - b. if Canada enters into a contract to have the Work completed, the Contractor will:
 - i. be considered to have irrevocably abandoned the Work; and
 - ii. remain liable for the excess cost of completing the Work if the amount of the security deposit is not sufficient for such purpose. "Excess cost" means any amount over and above the amount of the Contract Price remaining unpaid together with the amount of the security deposit.
7. If Canada does not convert the security deposit to the use of Canada before completion of the contract period, Canada will return the security deposit to the Contractor within a reasonable time after such date.

8. If Canada converts the security deposit for reasons other than bankruptcy, the financial security must be reestablished to the level of the amount stated above so that this amount is continued and available until completion of the contract period.

7.19 SECURITY DEPOSIT DEFINITION

1. "security deposit" means
 - a. a bill of exchange that is payable to the Receiver General for Canada and certified by an approved financial institution or drawn by an approved financial institution on itself; or
 - b. a government guaranteed bond; or
 - c. an irrevocable standby letter of credit, or
 - d. such other security as may be considered appropriate by the Contracting Authority and approved by Treasury Board;
2. "approved financial institution" means
 - a. any corporation or institution that is a member of the Canadian Payments Association;
 - b. a corporation that accepts deposits that are insured by the Canada Deposit Insurance Corporation or the Régie de l'assurance-dépôts du Québec to the maximum permitted by law;
 - c. a credit union as defined in paragraph 137(6) of the [Income Tax Act](#);
 - d. a corporation that accepts deposits from the public, if repayment of the deposits is guaranteed by a Canadian province or territory; or
 - e. the Canada Post Corporation.
3. "government guaranteed bond" means a bond of the Government of Canada or a bond unconditionally guaranteed as to principal and interest by the Government of Canada that is:
 - a. payable to bearer;
 - b. accompanied by a duly executed instrument of transfer of the bond to the Receiver General for Canada in accordance with the [Domestic Bonds of Canada Regulations](#);
 - c. registered in the name of the Receiver General for Canada.
4. "irrevocable standby letter of credit"
 - a. means any arrangement, however named or described, whereby a financial institution (the "Issuer"), acting at the request and on the instructions of a customer (the "Applicant"), or on its behalf,
 - i. will make a payment to or to the order of Canada, as the beneficiary;
 - ii. will accept and pay bills of exchange drawn by Canada;
 - iii. authorizes another financial institution to effect such payment, or accept and pay such bills of exchange; or
 - iv. authorizes another financial institution to negotiate, against written demand(s) for payment, provided that the conditions of the letter of credit are complied with.
 - b. must state the face amount which may be drawn against it;
 - c. must state its expiry date;
 - d. must provide for sight payment to the Receiver General for Canada by way of the financial institution's draft against presentation of a written demand for payment signed by the authorized departmental representative identified in the letter of credit by his/her office;
 - e. must provide that more than one written demand for payment may be presented subject to the sum of those demands not exceeding the face amount of the letter of credit;

- f. must provide that it is subject to the International Chamber of Commerce (ICC) Uniform Customs and Practice (UCP) for Documentary Credits, 2007 Revision, ICC Publication No. 600. Pursuant to the ICC UCP, a credit is irrevocable even if there is no indication to that effect; and
- g. must be issued (Issuer) or confirmed (Confirmer), in either official language, by a financial institution that is a member of the Canadian Payments Association and is on the letterhead of the Issuer or Confirmer. The format is left to the discretion of the Issuer or Confirmer.

7.20 PROTECTION AND SECURITY OF DATA STORED IN DATABASES

1. The Contractor must ensure that all the databases containing any information related to the Work are located in Canada or, if the Contracting Authority has first consented in writing, in another country where:
 - a. equivalent protections are given to personal information as in Canada under legislation such as the [Privacy Act](#), R.S. 1985, c.P-21, and the [Personal Information Protection and Electronic Documents Act](#), S.C. 2000, c.5, and under any applicable policies of the Government of Canada; and
 - b. the laws do not allow the government of that country or any other entity or person to seek or obtain the right to view or copy any information relating to the Contract without first obtaining the Contracting Authority's written consent.

In connection with giving its consent to locating a database in another country, the Contracting Authority may, at its option, require the Contractor to provide a legal opinion (from a lawyer qualified in the foreign country) that the laws in that country meet the above requirements, or may require the Contractor to pay for Canada to obtain such a legal opinion. Canada has the right to reject any request to store Canada's data in a country other than Canada if there is any reason to be concerned about the security, privacy, or integrity of Canada's data. Canada may also require that any data sent or processed outside of Canada be encrypted with Canada-approved cryptography and that the private key required to decrypt the data be kept in Canada in accordance with key management and storage processes approved by Canada.

2. The Contractor must control access to all databases on which any data relating to the Contract is stored so that only individuals with the appropriate security clearance are able to access the database, either by using a password or other form of access control (such as biometric controls).
3. The Contractor must ensure that all databases on which any data relating to the Contract is stored are physically and logically independent (meaning there is no direct or indirect connection of any kind) from all other databases, unless those databases are located in Canada (or in an another country approved by the Contracting authority under subsection 1) and otherwise meet the requirements of this article.
4. The Contractor must ensure that all data relating to the Contract is processed only in Canada or in another country approved by the Contracting Authority under subsection 1.
5. The Contractor must ensure that all domestic network traffic (meaning traffic or transmissions initiated in one part of Canada to a destination or individual located in another part of Canada) is routed exclusively through Canada, unless the Contracting

Solicitation No. - N° de l'invitation
EP361-151112/A
Client Ref. No. - N° de réf. du client
EP361-151112

Amd. No. - N° de la modif.
File No. - N° du dossier
CZ003.EP361-151112

Buyer ID - Id de l'acheteur
CZ003
CCC No./N° CCC - FMS No./N° VME

Authority has first consented in writing to an alternate route. The Contracting Authority will only consider requests to route domestic traffic through another country that meets the requirements of subsection 1.

6. Despite any section of the General Conditions relating to subcontracting, the Contractor must not subcontract (including to an affiliate) any function that involves providing a subcontractor with access to any data relating to the Contract unless the Contracting Authority first consents in writing.

ANNEX "A" **STATEMENT OF WORK**

Agency of Record

A.1. Overview of the Mandate

- A.1.1 Advertising in the Government of Canada
- A.1.2 Roles and Responsibilities of the Agency of Record
- A.1.3. Service Expectations

A.2. Reporting Structure

- A.2.1 Contract Administration and Management
- A.2.2. Authorizations and Approvals

A.3. Government Advertising Budget

A.4. Detailed Services Required

- A.4.1 Media Planning Services
- A.4.2 Media Buying Services
- A.4.3 Corporate Services
- A.4.4 Other Related Services

A.5. Acts, Policies, Procedures and Standards

- A.5.1 Government of Canada
- A.5.2 Advertising Industry

A.6. Audit and Evaluation

- A.6.1 Cost Benchmarking and Performance
- A.6.2 Media Strategy and Performance
- A.6.3 Service Delivery and Performance
- A.6.4 Resources and Staff Time
- A.6.5 Financial and Contractual

A.1. OVERVIEW OF THE MANDATE

Advertising is an important way for the GC to communicate with Canadians about policies, programs, services, rights, responsibilities and protections. PWGSC is seeking the services of an advertising agency to fulfill the mandate of **GC advertising media planning and buying AOR** (hereinafter referred to as "AOR"), to support the communications of a wide range of government initiatives.

The GC advertising process involves many organizations. It includes rigorous annual planning and reporting mechanisms which are designed to ensure that advertising activities align with government priorities, meet the communications needs of Canadians, comply with acts, policies and procedures, and provide value for money.

The AOR provides services to the institutions listed in schedules I, I.1 and II of the *Financial Administration Act*. Historically, approximately 35 to 40 of the 105 institutions listed therein advertise in any given year.

GC advertising is aimed at national, regional, rural and community-based audiences within Canada, of all ages and origins, including ethnic and Aboriginal communities, in English and French, as well as in other languages, as required. A limited number of campaigns are directed to international audiences.

The AOR must provide services in English and French, as required.

A.1.1. Advertising in the Government of Canada

GC advertising is coordinated centrally through the Privy Council Office and PWGSC. However, government institutions are responsible for the day-to-day management of their advertising activities. It is normal for many advertising initiatives to be in development at the same time. There are multiple levels of approvals. These can vary from one institution to the other and impact media planning and buying execution timelines. Numerous revisions to plans may be requested with short lead times. The AOR must be able to respond within tight timelines and possibly outside normal business hours. No rush or overtime charges are accepted.

It is also important to note that when a General Federal Election is called, all GC advertising activities under this Contract must be suspended. All media placements that have been booked must be cancelled and all media planning must stop during and for a certain period after the election period, in accordance with the Canada Elections Act and the Government of Canada Communications Policy. The only work that can take place is for services required to cancel all media placements, including any related reporting.

GC advertising takes place in environments where other marketing and communications activities are managed. These other activities may be managed through government institutions, other agencies and other marketing partners outside the scope of this Contract. Close collaboration with multiple stakeholders is therefore essential to ensure advertising is well integrated.

The addition of media planning services is new. Combining media planning and buying under a single AOR is intended to streamline execution and increase cost efficiencies and effectiveness. Media planning services were previously provided under separate contracts by planning and creative agencies. Existing contracts that include planning services will be maintained until their term expires. New media planning services will be mandated to the AOR.

The AOR will be required to work closely with GC institutions and their creative agencies, including participating in meetings, possibly in person and on short notice. The creative agencies acting as the Lead Agency will be responsible for overall campaign strategic direction and creative development. Refer to <http://www.tpsgc-pwgsc.gc.ca/pub-adv/ac-ar-eng.html> for a complete list.

The GC will also be consolidating related advertising technology services under a separate supplier. This supplier will be responsible for managing the ad server, Demand Side Platform(s) (DSP) and the Data Management Platform (DMP). The DMP will aggregate and store all data related to GC digital advertising activities, and facilitate monitoring and reporting. GC institutions and the AOR will have ongoing access to this DMP.

The AOR will also be required to use this supplier to traffic all GC digital creative and to coordinate execution of all programmatic buys, such as Real-Time Bidding (RTB). The AOR will however maintain responsibility for the Agency Trading Desk (ATD).

A.1.2. Roles and Responsibilities of the Agency of Record

An AOR function is an important feature of the GC advertising management framework. As sole authority designated by the GC to purchase advertising media space and time on its behalf, and to develop media strategies and plans, the AOR enables the government to get optimal value by consolidating the collective buying power of government institutions. Centralizing these services also enables better oversight, control and reporting.

The AOR is required to provide four (4) categories of services:

1. Media Planning Services;
2. Media Buying Services;
3. Corporate Services; and
4. Other Related Services.

More specifically, the AOR will be required to:

- Lead integrated media teams providing planning and buying services.
- Commit the necessary resources and expertise to ensure quality and timely service delivery and optimal efficiencies.
- Ensure the availability of additional resources, as required, to meet the needs of the GC.
- Ensure continuity in staffing to deepen knowledge of the account and foster continuous improvement.
- Ensure that work performed reflects public sector sensitivities.
- Establish strong relationships and timely communication with GC institutions, Lead Agencies and other marketing partners, to facilitate seamless execution of GC advertising activities.
- Manage the full gamut of media planning and buying services, from audience analysis, media habits and trends, choice of media and markets to choice of supplier, negotiation, purchase, verification and billing.
- Develop media strategies and plans which meet the objectives and timelines set out by GC institutions and their Lead Agencies and ensure optimal quality and value.

-
- Stay abreast of media consumption trends and apply in-depth knowledge of media market conditions, integrating current industry research to provide insights and recommendations on media strategies that will best meet the needs of the GC.
 - Provide national, regional, rural, community-based, ethnic, Aboriginal and international media planning and buying expertise and capacity, for all forms of advertising media.
 - Develop media planning cost guides and tools to assist GC institutions with media planning.
 - Provide message management services to ensure that advertising is supportive and complementary. Identify potential duplication or conflict and provide timely alternatives that meet target objectives.
 - Act as one voice with the media and leverage the collective volume of GC media dollars to ensure optimal value.
 - Establish systems and processes to enable timely implementation, management and coordination of GC advertising activities, in keeping with government acts, policies, procedures and standards.
 - Centralize data and report on all GC advertising media planning strategies, media placements, costs and savings, and ensure full transparency and accountability.
 - Demonstrate financial reliability and administrative control through documented processes and systems to optimize cost efficiencies, effectiveness and benefits to the GC.
 - Document internal processes to track all work performed and budgets.
 - Implement budget control processes to account for all transactions including planned and actual costs, and to ensure that all funds are recorded, transparent and auditable.
 - Ensure that any changes are authorized prior to any work being performed and costs being incurred.
 - Maintain financial records and related documents for audit purposes on all work performed including, but not limited to, invoices, payments, proofs of performance and related supporting documents. This information must be maintained by the AOR for a period of six (6) years, from date of final transactions.
 - Provide training to GC institutions on topics such as AOR processes and tools, the media landscape and key issues and trends.

These requirements are further defined in Section A.4. Detailed Services Required.

A.1.3. Service Expectation

The AOR must make a minimum core team of people available to the Program Authority and work within established service standards. Most services will be rendered during regular working hours (90%). However, the AOR must have an established process to deliver services outside normal business hours, as required (e.g. digital posts). Minimum service standards must include regular reviews with follow-up action plans to ensure that changes are implemented rapidly. The AOR's core team must always be able to answer calls from the Program Authority on a timely basis. Substitution of AOR key personnel must be approved by the Program Authority and an amendment to the contract must be issued by the Contracting Authority. Additionally, the AOR must provide services 24/7 in

emergency or crisis situations, which could include, but is not limited to, situations that could impact on the health and safety of Canadians.

A.2. REPORTING STRUCTURE

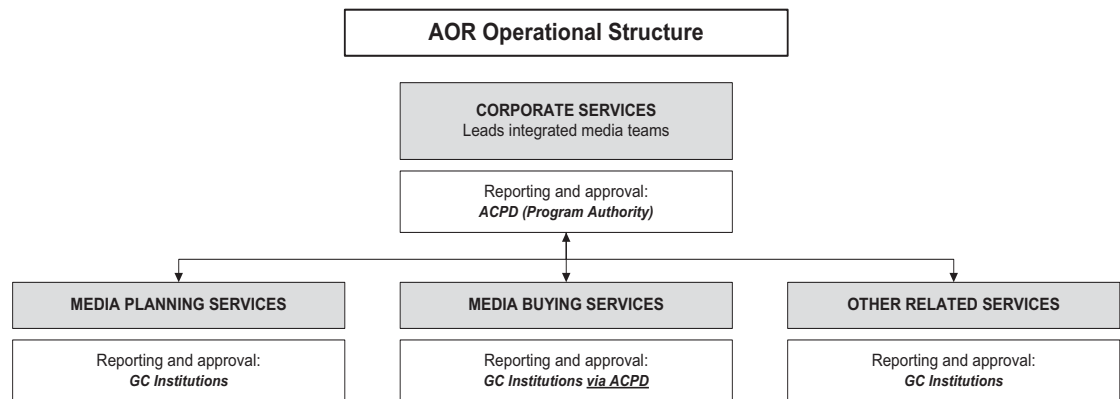
A.2.1. Contract Administration and Management

The Contracting Authority for GC advertising services is CPD at PWGSC. The Contracting Authority issues all contractual documents, manages all procurement tools and coordinates all selection processes for advertising services suppliers.

The Program Authority for GC advertising services is ACPD, also at PWGSC. The Program Authority reviews all media plans and creative, provides advice and guidance to GC institutions to ensure compliance with relevant acts, policies, procedures and standards, and issues ADVs authorizing CPD to issue WAs to the AOR to execute media plans. The Program Authority also reviews SOWs for advertising services and manages the AOR and the advertising technology services contracts.

The Program Authority will be the AOR's day-to-day primary contact on all operational matters related to the Contract.

The following chart illustrates the AOR's operational structure for the above noted four (4) categories of services, once an MPA and a WA have been issued by the Contracting Authority:



A.2.2. Authorizations and Approvals

The following reporting structure will apply to the four (4) categories of services noted in section A.1.2.:

A.2.2.1. Media Planning Services

The AOR must receive a MPA from the Contracting Authority prior to providing any media planning services. Each MPA will be accompanied by a detailed SOW and media brief. An amendment to the MPA or written authorization by the Contracting Authority is required prior to initiating any changes to the original SOW. After authorization is received, the AOR will report to the responsible Project Authority for each project, as indicated in the MPA.

The Project Authority will be the AOR's sole contact point for reviewing and approving all deliverables.

A.2.2.2. Media Buying Services

The AOR must receive a WA-media from the Contracting Authority prior to providing any media buying services. Each WA-media will be accompanied by a detailed media plan and strategy, as required. An amendment to the WA-media or written authorization by the Contracting Authority is required prior to initiating any changes to the approved media plan. After authorization is received, the AOR will report on the status of the media buys (e.g. campaign reports) to the responsible Project Authority for each project, as indicated in the WA-media. Any communication with the AOR over the course of each project will be initiated through the Program Authority, except for questions related to billing.

The AOR will also be required to work closely with other AOR staff members providing Media Planning Services, to ensure optimal cost efficiencies and effectiveness.

If media planning services are provided by another agency (some contracts may still be active), the AOR must work collaboratively with these agencies.

GC institutions occasionally choose to handle their own media planning requirements internally; in this case, they will assume the roles and responsibilities associated with the media planning function. The AOR will be required to work collaboratively with these institutions.

A.2.2.3. Corporate Services

The Program Authority will be the AOR's sole contact point, reviewing and approving all deliverables.

A.2.2.4. Other Related Services

All requests for other related services will be coordinated through the Program Authority. The AOR must receive a WA from the Contracting Authority prior to providing any of these services. Each WA will be accompanied by a detailed SOW. Any changes to the SOW will require an amendment to the WA or written authorization from the Contracting Authority. After authorization is received, the AOR will report to the responsible Project Authority for each project, as indicated in the WA. The Project Authority will be the AOR's sole contact point for reviewing and approving all deliverables.

A.3. GOVERNMENT ADVERTISING BUDGET

Based on historical practices, the GC undertakes on average seventeen (17) major campaigns annually for which production and media costs exceed \$500K.

It is impossible for the GC to provide a minimum guaranteed dollar value for media planning and media buying services. An estimate of total annual media placement volume, based on historical trends for fiscal years 2010-11 to 2012-13, is provided below. Total annual spending is currently estimated at \$60M net. For more details, Table 1 provides an overview of total spending by media, highlighting the top three (3) media each year and Table 2 provides an overview of the spending in digital advertising and Table 3 provides an overview of spending within Canada and abroad.

Table 1 – GC Annual Advertising Media Spending, \$ Millions and % Share

Note: Spending for 2013-14 cannot be provided at this time as the GC advertising annual report has not been published. Currently, the following general trends are noted: the top three media were television, internet and radio; television and internet remained dominant; and internet spending continued to increase.

MEDIA	YEAR (\$ millions / % share over total annual spending)						TOTAL	
	10-11		11-12		12-13			
Cinema	\$3.73	5.79%	\$0.74	1.19%	\$1.01	1.83%	\$5.48	3.02%
Internet	\$9.39	14.58%	\$8.51	13.69%	\$10.88	19.81%	\$28.78	15.86%
Out-of-Home	\$4.96	7.71%	\$3.98	6.40%	\$1.67	3.05%	\$10.61	5.85%
Print Dailies	\$2.79	4.34%	\$1.21	1.94%	\$0.94	1.71%	\$4.94	2.72%
Print Magazine	\$3.56	5.53%	\$2.44	3.92%	\$0.81	1.48%	\$6.81	3.75%
Print Weeklies*	\$4.28	6.65%	\$5.17	8.31%	\$5.36	9.75%	\$14.81	8.16%
Radio	\$4.89	7.58%	\$17.24	27.74%	\$1.25	2.27%	\$23.38	12.88%
TV	\$30.79	47.83%	\$22.88	36.81%	\$33.01	60.10%	\$86.68	47.76%
TOTAL	\$64.38	100.00%	\$62.16	100.00%	\$54.93	100.00%	\$181.49	100.00%

Source: GC advertising annual reports, AOR Media Placements by Type.

* Include mainstream, ethnic and Aboriginal spending.

Table 2 – GC Annual Digital Advertising Media Spending, \$ Million and % Share

Note: Spending for 2013-14 cannot be provided at this time as the GC advertising annual report has not been published. Currently, the following general trends are noted: total spending and % share has increased; display remains dominant; social media received a higher share than in previous years; SEM's share decreased compared to the previous year; and RTB was introduced in digital strategies.

MEDIA	YEAR (\$ million / % share over total annual spending)						TOTAL	
	10-11		11-12		12-13			
Display	\$7.13	75.93%	\$6.42	75.44%	\$8.25	75.83%	\$21.80	75.75%
Social Media*	\$0.65	6.93%	\$0.79	9.28%	\$0.61	5.61%	\$2.05	7.12%
SEM	\$1.61	17.15%	\$1.30	15.28%	\$2.02	18.57%	\$4.93	17.13%
TOTAL	\$9.39	100.00%	\$8.51	100.00%	\$10.88	100.00%	\$28.78	100.00%

Source: AOR

* Includes Facebook, Twitter and LinkedIn.

Table 3 – GC Annual Advertising Media Spending, Canada and Abroad, \$ Millions

Note: Spending for 2013-14 cannot be provided at this time as the GC advertising annual report has not been published. Currently, general trends noted indicate that spending abroad has increased in 2013-14 and that placements were mostly in the United States.

MEDIA	YEAR (\$ millions)						TOTAL
	10-11		11-12		12-13		
	Canada	Abroad	Canada	Abroad	Canada	Abroad	
Canada	\$63.35		\$60.85		\$54.86		\$179.06
Dominican Republic				\$0.01			\$0.01
Japan				\$0.59			\$0.59
Mexico				\$0.60		\$0.04	\$0.64
United Arab Emirates		\$0.01					\$0.01
United Kingdom		\$0.01		\$0.02		\$0.01	\$0.04
United States		\$1.02		\$0.10		\$0.02	\$1.14
Subtotal	\$63.35		\$60.85		\$54.86		\$179.06
		\$1.04		\$1.32		\$0.07	\$2.43
TOTAL	\$64.38		\$62.16		\$54.93		\$181.49

Source: AOR annual reports.

Since fiscal year 2010-11, the GC has adopted a new approach for the purchase of television airtime. This approach – referred to as “bulk buying” – entails pooling the requirements of several institutions and buying early in the year when prices are lower and selection is at its best. The bulk buy strategy enables the GC to obtain maximum cost savings, access the best quality programming, and improve message management throughout the year. The annual bulk buy often includes airtime for five-to-eight (5-8) of the GC’s major campaigns and is executed in advance of the overall campaign planning activities.

For more information on GC advertising practices and spending, please consult the GC advertising annual reports at <http://www.tpsgc-pwgsc.gc.ca/pub-adv/annuel-annual-eng.html>.

A.4. DETAILED SERVICES REQUIRED

A.4.1. MEDIA PLANNING SERVICES

Media Planning Services will be required on an as requested basis. Requirements have been grouped into four (4) sub-categories of services:

- Account Management and Coordination
- Media Strategy and Direction (Traditional and Digital)
- Media Research and Analytics (Traditional and Digital)
- Media Planning (Traditional and Digital)

A.4.1.1. Account Management and Coordination

- Ensuring the timely delivery of required AOR Media Planning Services to the Project Authority.
- Ensuring close working relationships and effective communication with Lead Agencies and other AOR teams to ensure seamless execution of GC requirements and optimal cost efficiencies and effectiveness.
- Working with the Project Authority and team members to develop and implement processes to ensure that the needs of the Project Authority are met including, but not limited to, providing accurate cost estimates, reviewing and reporting on activity status, team operations, budget control and identifying and mitigating issues. Needs may vary for each MPA and the AOR must be able to adapt accordingly.
- Ensuring that all required authorizations (see section A.2. Reporting Structure) have been received prior to initiating any work.
- Ensuring that processes agreed upon with the Project Authority are adhered to by the team.
- Facilitating sign-off of media strategies and plans, by providing additional supporting information, as required, and taking part in meetings to support the Project Authority in obtaining required approvals.
- Briefing AOR Media Buying Services team members on media strategy and plan objectives to facilitate seamless execution of media buys.

A.4.1.2. Media Strategy and Direction (Traditional and Digital)

- Participating in strategic planning meetings with GC institutions and Lead Agencies to discuss overall strategy and advertising media strategy direction.
- Developing media insights to inform strategies based on information from media briefs, consumer and market research, advertising research, industry databases and tools, data from web analytics platforms including, but not limited to, the GC's DMP and social media, and proprietary research.
- Developing evidence-based integrated media strategies (paid, owned and earned) that demonstrate how they will meet the objectives in the SOW and media brief provided by the Project Authority and maximize cost efficiencies and effectiveness.
- Providing advice and recommendations to the Project Authority and Lead Agencies on the use of new and emerging media, and methods of execution.
- Providing the basic components, rationale and research support for, but not limited to:
 - Media objectives
 - Target demographics
 - Target markets and national coverage
 - Timing
 - Media type selection
 - Audience receptivity
 - Media weights
 - Media reach and frequency
 - Media properties
 - Media costs by type and property

- Total media costs
- Measures for brand safety and impression fraud (digital media)
- Measures and metrics for post-campaign results
- Briefing AOR Media Buying Services team members on the objectives of the media strategies and plans to facilitate execution of media buys.

A.4.1.3. Media Research and Analytics (Traditional and Digital)

- Researching media availability, new and emerging media, target audiences' media consumption practices, receptivity and market trends, using current advertising research databases and industry resources and tools, and providing insight for the development of GC media strategies and plans.
- Collecting, analyzing and interpreting data across all target touch-points to aggregate into reports and ensure that GC advertising activities are having the desired outcomes, that objectives are met, that issues and opportunities are addressed, and that insights are considered.
- Analyzing, interpreting and providing feedback on media buy reports and data from web analytics platforms including, but not limited to, the GC's DMP and social media, to assess execution of media strategies and plans against planned objectives, and advising on delivery and performance, providing recommendations to ensure optimal cost efficiencies and effectiveness.

A.4.1.4. Media Planning (Traditional and Digital)

- Developing media plans for traditional and digital media that respond to the objectives set out in media briefs provided by the Project Authority and reflected in media strategies, including, but not limited to:
 - Timing
 - Media type selection, traditional media
 - Media weights and sizes
 - Media costs
 - Media reach and frequency
 - Media properties
 - Media costs by type and property
 - Total media costs
 - Flight plan and chart including all planned activities and total exposure (e.g. Gross Rating Points, occasions)
 - Measures and metrics for post-campaign results
- Producing all media plans using media planning templates and cost guides developed and maintained by the AOR (see section A.4.3.4 Media Planning Tools), in accordance with all requirements set out in the Contract (e.g. official languages).

A.4.2. MEDIA BUYING SERVICES

Media Buying Services will be required on an as requested basis. Requirements have been grouped into five (5) sub-categories of services:

- Account Management and Coordination
- Media Buying (Traditional and Digital)
- Media Distribution (trafficking)
- Media Buying Reporting
- Media Buying Verification, Billing and Payments

A.4.2.1 Account Management and Coordination

- Ensuring the timely delivery of required AOR Media Buying Services to the Project Authority through the Program Authority.
- Ensuring close working relationships and effective communication with Lead Agencies and other AOR teams to ensure seamless execution of GC requirements and optimal cost efficiencies and effectiveness.
- Working with team members to develop and implement processes to ensure that the needs of the Project Authority are met, based on instructions provided in media plans, including, but not limited to, reviewing and reporting on activity status, team operations, budget control and identifying and mitigating issues. Needs may vary for each WA and the AOR must be able to adapt accordingly.
- Ensuring that all required authorizations (see Section A.2. Reporting Structure) have been received prior to initiating any media placements or changes to media buys. Costs incurred prior to receiving the required authorizations could result in the inability by the GC to pay for work completed without the required authorizations.
- Ensuring that processes agreed upon with the Project Authority, as indicated in media plans, are adhered to by the team, including, but not limited to reporting formats, timelines, etc.

A.4.2.2. Media Buying (Traditional and Digital)

- Providing advice and recommendations on the purchase of advertising media time and space that will best meet the planned objectives set out in media strategies and plans.
- Negotiating and purchasing all GC advertising media space and time in all media ensuring best possible price and position, so that the GC always receives premium advertising media placement and optimal value. If media buys require that placements come from inventory that is owned by the AOR, providing complete transparency on the rationale for using this inventory over other competing inventory. This rationale shall clearly indicate the proportion of the Contractor's inventory that will be used and explain why this inventory provides better efficiencies and optimal value for money for the GC, including pricing and competitive analysis.
- Working collaboratively with the GC's advertising technology services supplier responsible for the DSP(s), executing all programmatic media buys, such as RTB, as required, and providing recommendations to improve cost efficiencies and effectiveness. This will entail, but is not limited to, managing the Agency Trading Desk (ATD).
- Recommending alternative media placement options with supporting rationale, if planned objectives cannot be executed (e.g. short lead time, inventory), to ensure optimal results.
- For traditional media, monitoring media buy execution during activities and after they have ended, negotiating compensation or make goods if contracted value is not achieved, working collaboratively with and briefing AOR Media Planning Services on activity status and providing recommendations to improve cost efficiencies and effectiveness.
- For digital media, including search engine marketing and social media, monitoring and optimizing media buy execution throughout, based on parameters set out in WAs and accompanying media strategies and plans, and providing recommendations to ensure optimal efficiencies and effectiveness. This could entails, but is not limited to:

- Briefing AOR Media Planning Services on execution status against planned objectives while activities are underway and after activities have ended, and providing advice if emerging patterns are detected or questions arise related to key issues such as brand safety, impression fraud and viewability.
- Note: Monitoring and reporting will be facilitated by the GC's DMP that will be managed by the GC's advertising technology services supplier, to which the AOR and the Project Authority will have access. Additionally, the AOR could be required to use other platforms to monitor and optimize execution of digital media buys (e.g. social media, other data management tools).

A.4.2.3. Media Distribution (trafficking)

- Compiling and maintaining lists of media contact information for trafficking of all GC traditional media creative, and ensuring timely delivery of creative in the proper formats to each media outlet, following up if any issues are encountered to ensure seamless execution of media buys.
- Coordinating trafficking of all GC digital media creative, ensuring timely delivery of creative in the proper formats to the GC's advertising technology services supplier responsible for ad serving, and following up if any issues are encountered to ensure seamless execution of media buys.

A.4.2.4. Media Buying – Reporting

- Ensuring coordination and delivery of the following reports – The table below provides summary descriptions of reporting requirements. The format of each report and specific details to be included will be agreed upon with the Program Authority and may evolve over the course of the Contract. Additionally, other reports may be required to align with current industry practices and standards, and the evolving media landscape over the course of the Contract.

ALL MEDIA BUYS		
Frequency/Timing	Report title	Report description
As required, when issues encountered	Wrap up	Highlights issues encountered and proposed alternatives – For review and follow up by the Project Authority (e.g. to revise WA and media plan).
After booking as required	Cancellations	Confirms actual media buy executed and portion cancelled – For review and follow up by the Project Authority (e.g. to revise WA, reallocate savings).
After booking and revised as required	Calendars	Confirms actual media buy executed and any subsequent changes – For review and follow up by the Project Authority (e.g. to reallocate savings).
After activity ends	Measures and Metrics	Details actual media buy executed and results achieved against planned measures and metrics.
After activity ends	Savings	Details savings achieved during activity and specifics on source of savings (e.g. premium positioning at no cost).

TRADITIONAL MEDIA		
Frequency/Timing	Report title	Report description
After booking and revised as required	Schedules (broadcast)	Highlights actual television and radio programming purchased including, but not limited to, day parts purchased by station, by week, by demographic and by market.
After booking and revised as required	Estimates (broadcast)	Highlights estimated monthly media spending – For review by the Project Authority (e.g. to reallocate savings).
After booking and revised as required	Pre-buy analysis (broadcast)	Details planned and actual media buy executed relative to media strategies and plans, prior to airing, including, but not limited to, ratings, audience, programming and budget – For review by the Project Authority (e.g. to ensure target objectives have been achieved).
After activity ends	Post-buy analysis (broadcast)	Details planned and actual media buy executed relative to media strategies and plans, after airing, including, but not limited to, ratings, audience, programming and costs – For review by the Project Authority (e.g. to ensure target objectives have been achieved).

DIGITAL MEDIA		
<p><u>Note:</u> Reporting will be facilitated by the GC's DMP that will be managed by the GC's Advertising Technology Services supplier, to which the AOR and the Project Authority will have access. Additionally, the AOR could be required to use other platforms to monitor and report on media buy execution.</p>		
Frequency/Timing	Report title	Report description
Weekly and as required	Impressions/clicks status	Details current performance status on planned and actual media buy executed including, but not limited to, impressions, clicks and costs, providing recommendations to optimize efficiencies and effectiveness – For review by the Project Authority (e.g. to ensure planned objectives have been achieved).
Weekly and as required	SEM optimization	Details current performance status on purchased ad groups, ads and keywords, providing recommendations to improve efficiencies and effectiveness – For review by the Project Authority (e.g. to ensure planned objectives have been achieved).
After activity ends	Impressions/clicks final	Details planned and actual media buy executed including, but not limited to, impressions, clicks and costs, providing recommendations to optimize efficiencies and effectiveness – For review by the Project Authority (e.g. lessons learned).

DIGITAL MEDIA		
<p>Note: Reporting will be facilitated by the GC's DMP that will be managed by the GC's Advertising Technology Services supplier, to which the AOR and the Project Authority will have access. Additionally, the AOR could be required to use other platforms to monitor and report on media buy execution.</p>		
Frequency/Timing	Report title	Report description
After activity ends	SEM final	Details planned and actual media buy executed including, but not limited to, clicks, impressions and performance of purchased ad groups, ads and keywords, including overall observations on media buy performance – For review by the Project Authority (e.g. lessons learned).
As required, if included	Campaign verification	Details actual media buy executed against verified results if campaign verification was included.

A.4.2.5. Media Buying Verification, Billing and Payments

- Reconciling all GC advertising media placements, ensuring that all invoices and proofs of performance from media suppliers conform to qualitative and quantitative requirements of the AOR's insertion orders and contracts, and WAs and accompanying media strategies and plans received. This will entail, but is not limited to:
 - Obtaining invoices and proofs of performance from media suppliers and processing payments in accordance with the Contract.
 - Ensuring that all available prompt payment discounts and other discounts accrue to the GC by paying media suppliers in a prompt manner or as required, and passing these savings to the GC.
 - Reporting any discrepancies to the responsible Project Authority; the AOR cannot pay for GC advertising media placements that don't conform to the required supporting documentation.
 - **Note:** AOR verification processes and proof of performance compliance will be based on current industry standards and practices. If these standards and practices evolve over the course of the Contract, the AOR must adapt accordingly. Additionally, the AOR will advise the designated resources responsible for Account Management and Account Coordination, who will in turn advise the Program Authority, of any changes affecting verification and reconciliation processes for GC advertising media placements.
- Upon completing media placement reconciliation, billing the responsible Project Authority in accordance with the requirements of the Contract. GC institutions are expected to honor the standard 30-day GC payment policy; otherwise, the AOR will report late payments to the designated resources responsible for Account Management and Account Coordination who will in turn report these issues to the Program Authority.
- Ensuring close working relationships with other team members to establish processes that will ensure that the needs of the Project Authority are always met, and taking part in team meetings organized by the designated resource(s) responsible for Media Buying Client Relationship Management, to review activity status, team operations and discuss any emerging issues or challenges.

A.4.3. CORPORATE SERVICES

Corporate Services will be required on an ongoing basis. Requirements have been grouped into six (6) categories of services. Deliverables are identified in **bold** for ease of reference:

- Account Management and Coordination
- Strategic Planning and Advice
- Systems and Processes
- Media Planning Tools
- Corporate Reporting
- Training

A.4.3.1. Account Management and Coordination

- Ensuring the timely delivery of all AOR services and providing or coordinating the delivery of Corporate Services to the Program Authority in accordance with the Contract.
- Ensuring strong relationships and effective coordination and communication with and between the various AOR teams, organizing regular meetings to discuss activity status, issues and challenges, and providing or coordinating follow-up action plans.
- Leading integrated AOR media teams, ensuring seamless processes, streamlined management and coordination, and optimal leveraging of the benefits of consolidation of the GC's advertising budget, through centralized processes, volume deals and other collective/corporate contracts the agency has in place, to ensure the most competitive advertising rates and benefits to the GC.
- Ensuring timely communication with the Program Authority through regular meetings and email, identifying key operational issues and providing advice and recommendations, including providing contact reports and reporting on AOR activities and budget control.
- Working with the Program Authority to ensure that the needs of the GC are met, ensuring appropriate systems and processes are in place and that all agreed upon processes are adhered to by AOR team members, reviewing performance periodically and providing follow-up action plans.
- Working with the Program Authority and the appropriate AOR team to facilitate implementation of Application Programming Interfaces (APIs), as required, enabling connection of AOR systems with the GC's DMP, to facilitate buying, monitoring and reporting of GC advertising activities (e.g. programmatic trading, billing).
- Ensuring that appropriate resources are in place within AOR teams, taking into account periods of high activity, special requirements or circumstances, urgent requests requiring same day turn-around or short lead time to cancel or postpone, and providing timely notice to the Program Authority of any changes or issues affecting AOR teams or operational efficiency. This includes ensuring that substitution of key personnel is approved by the Program Authority and that services can be provided in English and French, as required.
- Ensuring that time sheets are maintained for all work performed by the AOR under this Contract. Reporting format, frequency and specific details to be included will be agreed upon with the Program Authority
- Taking part in meetings or briefings facilitated by the Program Authority to stay on top of GC advertising issues and challenges, and attending events with the Program Authority organized by lead industry associations, addressing key trends and issues, facilitating networking to discuss related challenges and opportunities that could benefit the GC.

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- Taking part in meetings or briefings with GC institutions and their Lead Agencies to provide advice on topics such as issues, processes and the media landscape, or to discuss overall strategic direction and advertising media strategy requirements. This could also involve other AOR team members.
 - Organizing or taking part in meetings with media owners and senior representatives, on behalf of the GC, to negotiate on complex issues or discuss media opportunities, ensuring fair and open opportunities for all GC advertising sales, briefing media representatives with clarity and honesty, and reporting to the Program Authority.
 - **AOR performance indicators:** Working in collaboration with the Program Authority to develop and update key performance indicators to ensure AOR services always meet the needs of the GC.

A.4.3.2. Strategic Planning and Advice

- Taking part in strategic planning meetings with GC institutions and Lead Agencies to discuss overall strategy and advertising media strategy direction.
- Providing advice and recommendations to the Program Authority on:
 - media opportunities and proposals including the assessment of media value (POV);
 - media strategies that will best benefit the GC as a whole (e.g. block-buys, bulk buys);
 - for early planning purposes of internal advertising proposals for specific programs, media strategies that will best reach proposed objectives and target groups; and
 - issues related to the advertising media landscape and the industry that may impact GC advertising activities.

A.4.3.3. Systems and Processes

- Implementing, upgrading or updating systems, processes and tools, based on the needs of the GC, and ensuring capacity for full transparency and accountability. The GC's account must be entirely separate from other client accounts and, within this account, costs for Corporate Services, Media Planning Services, Media Buying Services and Other Related Services must be kept separate, including, but not limited to, AOR fees, media placement costs, prompt payment discounts, negotiated savings, and any interest accrued or charged, as applicable.
- Ensuring that all required documentation is collected, retained and readily available, and that all data is organized for speedy retrieval and reporting.
- Implementing APIs, as required, to connect AOR systems with the GC's DMP managed separately by the advertising technology services supplier, to facilitate monitoring and reporting for GC advertising activities (e.g. programmatic trading, billing).
- **AOR website:** Developing, implementing and maintaining a web-based platform, in English and French, with controlled access by the AOR, for the purpose of posting, updating and distributing media planning cost guides and tools, for use by GC institutions and other agencies (some contracts may still be active).
- **AOR process manual:** Developing, implementing, updating and distributing a process manual, in English and French, for use by GC institutions and Lead Agencies. The

manual will be distributed via the AOR website and must include, but may not be limited to, information on the role and responsibilities of key players, AOR processes and contact information.

A.4.3.4. Media Planning Tools

- **Media planning cost guides:** Developing, updating and distributing generic media planning cost guides, in English and French, for, but not limited to, television, radio, internet and general interest newspapers (dailies and weeklies), for mainstream, minority official languages, ethnic and Aboriginal media. Cost guides will be distributed via the AOR website and must contain all necessary media planning information for national, provincial and regional advertising purposes, including, but not limited to, market, language, traditional sizes, length and showing with modifiers (e.g. seasonality, lead time), negotiated rates and contact information.
- **News media audience profiles:** Developing, updating and distributing news media audience profiles on top national and provincial news programs, websites and publications, for television, radio, internet and print media, based on current advertising research and industry databases and tools. These profiles will be updated once a year and distributed via the AOR website.
- Reviewing and evaluating newspapers on media planning cost guides to ensure quality control based on GC eligibility criteria and evaluation questionnaire, maintaining all related records, documenting all changes, and providing documents to the Program Authority, upon request.
- **Media planning templates:** Developing, updating and distributing media planning templates, in English and French, for media used for GC advertising, to facilitate planning, approval and execution of media buys. Templates will be distributed via the AOR website.
- **Customized media planning cost guides:** Developing and providing customized cost guides, in English and French, as required. Cost guides will be distributed via the AOR website.

A.4.3.5. Corporate Reporting

Coordination and delivery of the following reports – The table below provides summary descriptions of reporting requirements. The format of each report and specific details to be included will be agreed upon with the Program Authority and may evolve over the course of the Contract:

Frequency	Report title	Report description
Annually August	Corporate plan	Retrospective on all activities over previous fiscal years, benchmarks, key environmental changes, analyses of individual media performance, current fiscal year strategies and recommendations for long-term that will best benefit the GC. The AOR will be required to present this report in person, in Ottawa, in a meeting facilitated by the Program Authority. This may be presented in conjunction with the AOR annual report which is required at the same time.

Frequency	Report title	Report description
Annually August	Fiscal year closing	Final account statement after all payables and receivables have been reconciled including supporting documents (e.g. bank statements, GC advertising spending report), and breakdown of funds for all AOR services, including, but not limited to, AOR fees, media placement costs, interest and prompt payment discounts and other discounts received.
Annually August	Annual report	AOR activities and accomplishments over the previous fiscal year including, but not limited to, media planning and buying spending, savings, discounts and premiums, showing any relevant details such as media, official languages, ethnic and Aboriginal spending. The AOR will be required to present this report in person, in Ottawa, in a meeting facilitated by the Program Authority.
Semi annually October, April	Resources and staff time	AOR resources and staff time for all categories services under the Contract. The purpose is to enable the Program Authority to monitor the level of effort and assess remuneration structures and related costs.
Monthly	GC advertising spending	Media planning and buying spending to-date, including, but not limited to, AOR fees, media planning and buying estimated and actual costs. A final report will also be required as supporting documentation when closing each fiscal year (see Fiscal year closing requirement above).
Monthly	Payables and receivables	Accounts payables and receivables, including, but not limited to, breakdown of Corporate Services, Media Planning Services, Media Buying Services and Other Related Services, with any accounts in arrears clearly identified.
Weekly	Status update	Current status on all GC advertising activities, showing any issues and challenges encountered.
Weekly	Message management	Blocking chart showing the big picture of GC advertising activities including, but not limited to, national weekly coverage, by GC institution, media, weight, target and costs.
Upon request	Advertising research	Advertising research information, in response to specific requests for information, based on current advertising research, industry databases and tools.
Upon request	Other reports	Documents for audit purposes such as, but not limited to, media supplier invoices and proofs of performance, and providing customized advertising spending reports to assist the GC in responding to various inquiries.

A.4.3.6. Training

- **One full day training for GC institutions annually:** Developing and providing training in person, in Ottawa, in English and French, as required, on the AOR's role, responsibilities, processes and tools. Specific content will be agreed up with the Program Authority and logistics will be facilitated by the Program Authority. Training may be split over two half-day sessions and may take place partially or completely online, for a total time commitment of one full day.

- **One full day meeting with Lead Agencies annually:** Taking part in a meeting in person, in Ottawa or in a location determined by the Program Authority, to discuss issues and challenges related to the execution of GC advertising activities. The purpose is to facilitate open discussion and help identify opportunities to improve efficiency. The specific agenda will be determined collaboratively between the various players and logistics will be facilitated by the Program Authority. The meeting may be split over two half-days and may take place partially or completely online, for a total time commitment of one full day.

A.4.4. OTHER RELATED SERVICES

Other Related Services will be required on an as requested basis. Requirements have been grouped into two (2) categories of services:

- Training
- Advertising research

A.4.4.1. Training

- Delivering training in English and French on various advertising-related topics to GC institutions and Lead Agencies. This could entail, but may not be limited to:
 - Traveling to deliver training in agreed upon location and facilities.
 - Ensuring that qualified resources are available and applied to deliver the training.
 - Preparing training material in English and French.

Note: All training facilities and logistics will be coordinated by the Program Authority.

A.4.4.2. Advertising Research

- Researching media consumption and performance, new and emerging media, market trends and ratings, using current advertising research databases and industry resources and tools, and providing reports and insight for the development of GC media strategies and plans.
- Analyzing performance using various tools and resources including, but not limited to, tagging processes coordinated through the GC's Advertising Technology Services to enable tracking.

A.5. ACTS, POLICIES, PROCEDURES AND STANDARDS

A.5.1. Government of Canada

All GC advertising must be implemented in compliance with the Communications Policy of the GC and the following related acts, policies, procedures and standards:

- Communications Policy of the Government of Canada:
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316>
- Federal Identity Program Policy (Section 5(6) and Appendix A, sub-sections 3.2, 3.3):
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12314>
- Contracting Policy:
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494>
- Common Services Policy:
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025§ion=text>

- *Official Languages Act* (Section 7, 11, 12, 13, 30 and 41):
<http://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>
- *Canadian Multiculturalism Act*:
<http://laws-lois.justice.gc.ca/eng/acts/c-18.7/>
- *Privacy Act*:
<http://laws-lois.justice.gc.ca/eng/acts/P-21/index.html>
- *Canada Elections Act*:
<http://laws.justice.gc.ca/eng/acts/E-2.01/>
- Standard on Web Accessibility:
<http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601§ion=text>

GC institutions must determine their obligations under Sections 11 and 30 of the *Official Languages Act* to address the needs, concerns and language preferences of Canadians in their media strategies and plans for GC advertising activities and provide guidance to the AOR for media planning purposes.

Furthermore, the AOR must maintain financial records in support of GC institutions' responsibilities under the *Financial Administration Act*, as well as provide information in support of GC institutions' responsibilities under the *Access to Information Act*. For more details, these acts can be found at:

- *Financial Administration Act*:
<http://laws-lois.justice.gc.ca/eng/acts/F-11/page-1.html>
- *Access to Information Act*:
<http://laws-lois.justice.gc.ca/eng/acts/A-1/index.html>

The AOR is also responsible for ensuring compliance with relevant legislation of all Canadian jurisdictions where GC advertising activities will take place (e.g. provincial laws).

The AOR must also provide all required services and deliverables in electronic formats compatible with software and applications used by the GC, which include, but may not be limited to:

- MS Word 2007
- MS Excel 2007
- MS PowerPoint 2007
- MS Windows Media Player 7
- Adobe Acrobat Reader X

Should software and application requirements evolve over the course of the Contract, the AOR must be able to adapt and provide electronic formats compatible with any new or upgraded software and applications.

A.5.2. Advertising Industry

AOR services, systems and processes must align to industry practices and standards over the course of the mandate. The AOR must advise the Program Authority of any new or emerging practices, trends or issues, which could impact GC advertising activities, and provide advice and recommendations on any required changes.

A.6. AUDIT AND EVALUATION

A.6.1. Cost Benchmarking and Performance

A third party evaluation process will be initiated by the Program Authority approximately eighteen (18) months after the Contract has been awarded. The purpose will be to review AOR negotiated media placement costs and performance based on objectives set out in media strategies and plans, compared to similar qualitative and quantitative parameters in the marketplace. This process will also seek to identify factors related to cost efficiencies that impact on performance. This evaluation process may be initiated in two separate parts, for traditional media and digital media, taking into account auction-base and negotiated costs.

A.6.2. Media Strategy and Performance

A third party evaluation process will be initiated by the Program Authority approximately two (2) years after the Contract has been awarded. The purpose will be to review AOR media strategies and plans compared to those of other advertisers with similar qualitative and quantitative parameters. This process will also seek to identify factors related to cost efficiencies that impact on performance.

A.6.3. Service Delivery and Performance

An evaluation process will be established by the Program Authority in collaboration with the AOR, to monitor service delivery and performance annually. The purpose will be to ensure that services meet the needs of the GC, by establishing a mechanism for ongoing communication and feedback, to identify opportunities for improvement and to enhance performance over the course of the mandate.

A.6.4. Resources and Staff Time

An evaluation process will be established by the Program Authority to review AOR resources and staff time periodically. The purpose will be to monitor the level of effort for service delivery to enable the GC to assess remuneration structures and related costs over the course of the mandate.

A.6.5. Financial and Contractual

Financial and contractual audits and reviews may be initiated at any time without prior notice. These audits could be initiated by the Contracting Authority, the Program Authority or GC institutions. The purpose is generally to examine AOR financial records to determine if they are accurate and complete. It could also be to examine specific WAs-media or WAs or MPAs to determine if the AOR has adhered to all terms and conditions.

The following outlines the most common financial and contractual audit and reviews:

- Random WAs-media or WAs or MPAs for quality control.
- GC institutions may initiate internal audits related to their campaigns; in that case, the AOR would typically be required to provide copies of campaign financial records and reports.
- Access to information requests, received by GC institutions, will require the AOR to review and provide information in accordance with the *Access to Information Act* and the *Privacy Act*. These requests usually arise without prior notice and require timely responses. This would typically require reviewing copies of WAs-media or WAs or MPAs to ensure all business confidential information is removed.

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EP361-151112/A
Client Ref. No. - N° de réf. du client
EP361-151112

Amd. No. - N° de la modif.
File No. - N° du dossier
CZ003.EP361-151112

Buyer ID - Id de l'acheteur
CZ003
CCC No./N° CCC - FMS No./N° VME

- A third-party of the AOR's performance will be initiated by the Contracting Authority after two (2) years. The purpose will be to determine the extent to which the AOR has complied with financial and contractual terms and conditions of the Contract.

ANNEX "B"
BASIS OF PAYMENT AND FINANCIAL EVALUATION

B.1 NOTE TO BIDDER:

Bidders are requested to submit rates and fees, specified below, for all the periods.

Firm, all inclusive, hourly rates for Media Planning Services;
Firm, all inclusive, percentage fee of the net value of the advertising media placement cost;
Firm, all inclusive, monthly fee for Corporate Services;
Firm, all inclusive, hourly rates for Other Related Services;

All provided rates and fees under B.1 will be evaluated under B.2 Financial Evaluation.

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

The names of resources which will be identified in the resulting contract must meet the minimum requirements for the category of service for which they are being proposed, as described in Annex "C" - Technical Evaluation Criteria.

The Contractor must include all agency charges in their hourly rates or fees as no other agency fee or commission will be payable above these rates.

Canada will not accept any travel and living expenses incurred by any contractor as a consequence of any relocation required to satisfy the terms of any resulting contract.

The rates are in Canadian currency, Customs and duties are included, and Applicable Taxes are extra, if applicable.

All deliverables are F.O.B. Destination, and Canadian Customs Duty included, where applicable.

All prices and amounts of money in the Contract are exclusive of Applicable Taxes unless otherwise indicated. The Applicable Taxes, whichever is applicable, is extra to the price herein and will be paid by Canada. Applicable Taxes, to the extent applicable, will be incorporated into all invoices and progress claims and shown as a separate item on invoices and progress claims. All items that are zero-rated, exempt or to which the Applicable Taxes does not apply, are to be identified as such on all invoices. The Contractor agrees to remit to Canada Customs and Revenue Agency any amounts of Applicable Taxes paid or due.

B.1.1. MEDIA PLANNING SERVICES

To provide all of the services, as and when requested, as described in section A.4.1 Media Planning Services, of the Statement of Work, Annex "A".

The firm hourly rates are all inclusive. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, except Applicable Taxes. All expenses normally incurred in providing the services (i.e., project office space [including Contractor's hardware and software], word processing, reports, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rate identified hereunder, and will not be permitted as direct charges under any Call-up against a Standing Offer. **The Contractor is not permitted to charge hourly rates to prepare work estimates.**

Category of Service	NAME OF RESOURCE(S)	HOURLY RATE INITIAL 3-YEAR PERIOD	HOURLY RATE FIRST OPTION PERIOD	HOURLY RATE SECOND OPTION PERIOD
Account Management and Coordination for media planning services	To be identified at contract award based on evaluation of personnel	\$ _____	\$ _____	\$ _____
Media Strategy and Direction - Traditional	To be identified at contract award based on evaluation of personnel	\$ _____	\$ _____	\$ _____
Media Strategy and Direction - Digital	To be identified at contract award based on evaluation of personnel	\$ _____	\$ _____	\$ _____
Blended rate for all other media planning services - Traditional	Not required	\$ _____	\$ _____	\$ _____
Blended rate for all other media planning services - Digital	Not required	\$ _____	\$ _____	\$ _____

B.1.2 MEDIA BUYING SERVICES

To provide all of the services, as and when requested, as described in section A.4.2 Media Buying Services, of the Statement of Work, Annex "A".

The Contractor fees are calculated on the net value of the media placement cost. Firm, all inclusive percentage fees, per WA, for each type of advertising media placement, as follows:

Type of advertising media placement	Percentage fee of the net value of the advertising media placement cost		
	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD	SECOND OPTION PERIOD
Television	%	%	%
Radio	%	%	%
Print (includes daily, community, ethnic, aboriginal and magazine)	%	%	%
Out-of-home including cinema	%	%	%
Internet - Display	%	%	%
Internet - Search Engine Marketing	%	%	%
Internet - Real-Time Bidding	%	%	%
Internet – Social Media	%	%	%

B.1.3. CORPORATE SERVICES

To provide all services described in section A.4.3 "Corporate Services" of the Statement of Work, Annex "A".

	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD 1	SECOND OPTION PERIOD 2
Firm, all inclusive, monthly fee of	\$ _____	\$ _____	\$ _____

Category of Service	NAME OF RESOURCE(S)
Account Management and Coordination	To be identified at contract award based on evaluation of personnel
Strategic Planning and Advice	To be identified at contract award based on evaluation of personnel

B.1.4 OTHER RELATED SERVICES

To provide all of the services, as and when requested, as described in section A.4.4 Other Related Services, of the Statement of Work, Annex "A".

The firm hourly rates are all inclusive. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting Applicable Taxes. All expenses normally incurred in providing the services (i.e., project office space [including Contractor's hardware and software], word processing, reports, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rate identified hereunder, and will not be permitted as direct charges under the Contract. **The Contractor is not permitted to charge hourly rates to prepare work estimates.**

Category of Service	HOURLY RATE INITIAL 3-YEAR PERIOD	HOURLY RATE OPTION PERIOD 1	HOURLY RATE OPTION PERIOD 2
Training	\$ _____	\$ _____	\$ _____
Advertising Research	\$ _____	\$ _____	\$ _____

B.1.5 SUBCONTRACTED SERVICES

The Contractor will be reimbursed at cost for any actual expenditure, reasonably and properly incurred to acquire goods and services from third parties at the suppliers' price, net of any trade or prompt payment discounts.

For each subcontracted service over \$25,000.00 (Applicable Taxes included), during the life of the contract, the Contractor will obtain competitive bids from no less than three outside suppliers. Each option period will be calculated individually. The Contractor must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results.

B.1.6 DIRECT EXPENSES

The Contractor will be reimbursed for expenses not covered in the firm fees, in certain cases and at the sole discretion of Canada, where services outside of normal overhead expenses are required to complete the Work, such expenses may be allowable as direct expenses so long as the service(s) is/are documented upon approval of the WA or MPA. These expenses will be reimbursed net of any discounts, with no mark-up, provided the costs are approved in advance by the Project Authority and Contracting Authority and they are reasonably and properly incurred in carrying out advertising services.

B.1.7 TRAVEL AND LIVING EXPENSES

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the [National Joint Council Travel Directive](http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php) (<http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All travel must have the prior authorization of the Project Authority.
All payments are subject to government audit.

B.2 FINANCIAL EVALUATION

The following steps will be followed for the Financial Evaluation using the rates or fees provided in the Annex "B" of the Basis of Payment:

- B.2.1 MEDIA PLANNING SERVICES**
- B.2.2 CORPORATE SERVICES**
- B.2.3 MEDIA BUYING SERVICES**
- B.2.4 TOTAL WEIGHTED FINANCIAL SCORE**

The entire Financial Evaluation is worth 30% of the total proposal final score. The allotment per step above will be as follows:

POINTS ALLOTTED TABLE:

Steps of Financial Evaluation	Weighting	Points Allotted (for calculation purposes)
B.2.1 Media Planning Services	35%	10.5
B.2.2 Corporate Services	15%	4.5
B.2.3 Media Buying Services	50%	15
TOTAL	100%	30

B.2.1 MEDIA PLANNING SERVICES

Step 1: An average hourly rate per category of service will be calculated using the rates submitted for each years of the contract (initial 3-year period, first option and second option) in B.1.1. The initial period will be multiply by 3.

Example of Step 1:

BIDDER A

Category of Service	HOURLY RATE FOR INITIAL 3-YEAR PERIOD	HOURLY RATE FIRST OPTION PERIOD	HOURLY RATE SECOND OPTION PERIOD	AVERAGE HOURLY RATE
Account Management and Coordination for Media planning Services	\$150.00	\$155.00	\$160.00	\$153.00
Media Strategy and Direction - Traditional	\$160.00	\$165.00	\$170.00	\$163.00
Media Strategy and Direction – Digital I	\$180.00	\$185.00	\$190.00	\$183.00
Blended rate for all other media planning services - Traditional	\$190.00	\$195.00	\$200.00	\$193.00
Blended rate for all other media planning services - Digital	\$120.00	\$125.00	\$130.00	\$123.00

BIDDER B

Category of Service	HOURLY RATE FOR INITIAL 3-YEAR PERIOD	HOURLY RATE FIRST OPTION PERIOD	HOURLY RATE SECOND OPTION PERIOD	AVERAGE HOURLY RATE
Account Management and Coordination for Media planning Services	\$175.00	\$180.00	\$185.00	\$178.00
Media Strategy and Direction - Traditional	\$180.00	\$185.00	\$190.00	\$183.00
Media Strategy and Direction – Digital	\$200.00	\$205.00	\$210.00	\$203.00
Blended rate for all other media planning services - Traditional	\$170.00	\$175.00	\$180.00	\$173.00
Blended rate for all other media planning services - Digital	\$160.00	\$165.00	\$170.00	\$163.00

BIDDER C

Category of Service	HOURLY RATE FOR INITIAL 3-YEAR PERIOD	HOURLY RATE FIRST OPTION PERIOD	HOURLY RATE SECOND OPTION PERIOD	AVERAGE HOURLY RATE
Account Management and Coordination for Media planning Services	\$320.00	\$325.00	\$330.00	\$323.00
Media Strategy and Direction - Traditional	\$330.00	\$335.00	\$340.00	\$333.00
Media Strategy and Direction – Digital I	\$345.00	\$350.00	\$355.00	\$348.00
Blended rate for all other media planning services - Traditional	\$330.00	\$335.00	\$340.00	\$333.00
Blended rate for all other media planning services - Digital	\$300.00	\$305.00	\$310.00	\$303.00

BIDDER D

Category of Service	HOURLY RATE FOR INITIAL 3-YEAR PERIOD	HOURLY RATE FIRST OPTION PERIOD	HOURLY RATE SECOND OPTION PERIOD	AVERAGE HOURLY RATE
Account Management and Coordination for Media planning Services	\$375.00	\$380.00	\$380.00	\$377.00
Media Strategy and Direction - Traditional	\$420.00	\$425.00	\$430.00	\$423.00
Media Strategy and Direction – Digital I	\$385.00	\$390.00	\$395.00	\$388.00
Blended rate for all other media planning services - Traditional	\$355.00	\$360.00	\$365.00	\$358.00
Blended rate for all other media planning services - Digital	\$400.00	\$405.00	\$410.00	\$403.00

Step 2: Points to be allotted (of the 10.5 available for B.2.1 Media Planning Services) based on the weighting percentage per category of service.

CATEGORY OF SERVICE	WEIGHTING	POINTS ALLOTTED PER CATEGORY OF SERVICE
Account Management and Coordination for Media planning Services	20%	2.1
Media Strategy and Direction - Traditional	25%	2.625
Media Strategy and Direction – Digital I	25%	2.625
Blended rate for all other media planning services - Traditional	15%	1.575
Blended rate for all other media planning services - Digital	15%	1.575
Total	100%	10.5

Step 3:

The weighted Financial Score will be determined per category of service.
 The multiplier for this calculation is the points allotted per category of service in the table of **Step 2** above.

Example of Step 3:

Example for the Account Management and Coordination for Media Planning

Lowest Responsive Hourly Rate X 2.1 = Weighted Financial Score per Category
 Bidder's Hourly Rate

Bidder	ACCOUNT MANAGEMENT AND COORDINATION FOR MEDIA PLANNING	WEIGHTED FINANCIAL SCORE
BIDDER A	\$153.00	2.100
BIDDER B	\$178.00	1.805
BIDDER C	\$323.00	0.995
BIDDER D	\$377.00	0.852

Example for the Media Strategy & Direction - Traditional

Lowest Responsive Hourly Rate X 2.625 = Weighted Financial Score per Category
 Bidder's Hourly Rate

Bidder	MEDIA STRATEGY & DIRECTION - TRADITIONAL	WEIGHTED FINANCIAL SCORE
BIDDER A	\$163.00	2.625
BIDDER B	\$183.00	2.338
BIDDER C	\$333.00	1.285
BIDDER D	\$423.00	1.012

Example for the Media Strategy & Direction - Digital

Lowest Responsive Hourly Rate X 2.625 = Weighted Financial Score per Category
 Bidder's Hourly Rate

Bidder	MEDIA STRATEGY & DIRECTION - DIGITAL	WEIGHTED FINANCIAL SCORE
BIDDER A	\$183.00	2.625
BIDDER B	\$203.00	2.366
BIDDER C	\$348.00	1.380
BIDDER D	\$388.00	1.238

Example for the Blended Rate for all Other Media Planning Services - Traditional

Lowest Responsive Hourly Rate X 1.575 = Weighted Financial Score per Category
 Bidder's Hourly Rate

Bidder	BLENDED RATE FOR ALL OTHER MEDIA PLANNING SERVICES – TRADITIONAL	WEIGHTED FINANCIAL SCORE
BIDDER A	\$193.00	1.412
BIDDER B	\$173.00	1.575
BIDDER C	\$333.00	0.818
BIDDER D	\$358.00	0.761

Example for the Blended Rate for all Other Media Planning Services - Digital
 Lowest Responsive Hourly Rate X 1.575 = Weighted Financial Score per Category
 Bidder's Hourly Rate

Bidder	BLENDED RATE FOR ALL OTHER MEDIA PLANNING SERVICES – DIGITAL	WEIGHTED FINANCIAL SCORE
BIDDER A	\$123.00	1.575
BIDDER B	\$163.00	1.188
BIDDER C	\$303.00	0.639
BIDDER D	\$403.00	0.481

Step 4: The Total Financial Score (for B.2.1 Media Planning Services) will be calculated by adding all of the weighted Financial Scores per category.

Bidder	ACCOUNT MANAGEMENT AND COORDINATION FOR MEDIA PLANNING SERVICES	MEDIA STRATEGY & DIRECTION - TRADITIONAL	MEDIA STRATEGY AND DIRECTION – DIGITAL	BLENDED RATE FOR ALL OTHER MEDIA PLANNING SERVICES – TRADITIONAL	BLENDED RATE FOR ALL OTHER MEDIA PLANNING SERVICES – DIGITAL	TOTAL WEIGHTED FINANCIAL SCORE (B.2.1)
BIDDER A	2.100	2.625	2.625	1.412	1.575	10.337
BIDDER B	1.805	2.338	2.366	1.575	1.188	9.272
BIDDER C	0.995	1.285	1.380	0.818	0.639	5.117
BIDDER D	0.852	1.012	1.238	0.761	0.481	4.344

B.2.2. CORPORATE SERVICES

STEP 1: Bidders will have submitted all inclusive monthly fees as per B.1.3.

Example of STEP 1:

Bidder	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD 1	SECOND OPTION PERIOD 2
BIDDER A	\$20,000.00	\$20,000.00	\$20,000.00
BIDDER B	\$35,000.00	\$37,500.00	\$40,000.00
BIDDER C	\$15,000.00	\$20,000.00	\$25,000.00
BIDDER D	\$25,000.00	\$25,000.00	\$25,000.00

Step 2: Proposed monthly fee provided, will be multiplied by 36 months (contract period of 3 years) and multiplied by 12 months for each option period. A total will then be calculated.

Example of STEP 2:

Bidder	PROPOSED MONTHLY FEE CONTRACT PERIOD X 36 MONTHS	PROPOSED MONTHLY FEE FIRST OPTION PERIOD X 12 MONTHS	PROPOSED MONTHLY FEE SECOND OPTION PERIOD X 12 MONTHS	TOTAL
BIDDER A	\$720,000.00	\$240,000.00	\$240,000.00	\$1,200,000.00
BIDDER B	\$1,260,000.00	\$450,000.00	\$480,000.00	\$2,190,000.00
BIDDER C	\$540,000.00	\$240,000.00	\$300,000.00	\$1,080,000.00
BIDDER D	\$900,000.00	\$300,000.00	\$300,000.00	\$1,500,000.00

Step 3: The weighted Financial Score will be determined per Bidder
 The multiplier for this calculation is 4.5 (from Points Allotted Table under B.2)

Example of Step 3:

Lowest Total Fee Submitted X 4.5 = Weighted Financial Score
 Bidder's Total Fee Submitted

Bidder	TOTAL PROPOSED FEES FOR CORPORATE ONGOING SERVICES	TOTAL WEIGHTED FINANCIAL SCORE (B.2.2 CORPORATE SERVICES)
BIDDER A	\$1,200,000.00	4.05
BIDDER B	\$2,190,000.00	2.219
BIDDER C	\$1,080,000.00	4.5
BIDDER D	\$1,500,000.00	3.24

B.2.3 MEDIA BUYING SERVICES

Step 1: An average percentage fee per type of media will be calculated using the percentage fees submitted for each years of the contract (initial 3-year period, first option and second option) in B.1.2. The initial period will be multiply by 3.

Example of Step 1:

BIDDER A

Type of advertising media placement	Percentage fee of the net value of the advertising media placement cost			
	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD	SECOND OPTION PERIOD	AVERAGE PERCENTAGE
Television	1%	1.5%	2%	1.3%
Radio	1.5%	2%	2.5%	1.8%
Print (includes daily, community, ethnic, aboriginal and magazine)	2.5%	3%	3.5%	2.8%
Out-of-home including cinema	1%	1.5%	2%	1.3%
Internet - Display	5%	5.5%	6%	5.3%
Internet - Search Engine Marketing	12%	12.5%	13%	12.3%
Internet - Real-Time Bidding	15%	15.5%	16%	15.3%
Internet – Social Media	5%	5.5%	6%	5.3%

BIDDER B

Type of advertising media placement	Percentage fee of the net value of the advertising media placement cost			
	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD	SECOND OPTION PERIOD	AVERAGE PERCENTAGE
Television	2%	2%	2%	2%
Radio	2%	2%	2%	2%
Print (includes daily, community, ethnic, aboriginal and magazine)	3%	3%	3%	3%
Out-of-home including cinema	2%	2%	2%	2%
Internet - Display	7%	6.5%	6%	6.7%
Internet - Search Engine Marketing	10%	9.5%	9%	9.7%
Internet - Real-Time Bidding	10%	9.5%	9%	9.7%
Internet – Social Media	7%	6.5%	6%	6.7%

BIDDER C

Type of advertising media placement	Percentage fee of the net value of the advertising media placement cost			
	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD	SECOND OPTION PERIOD	AVERAGE PERCENTAGE
Television	10%	9.5%	9%	9.7%
Radio	5%	5%	5%	5%
Print (includes daily, community, ethnic, aboriginal and magazine)	3%	3%	3%	3%
Out-of-home including cinema	2%	2.5%	2.5%	2.2%
Internet - Display	2%	2%	2%	2%
Internet - Search Engine Marketing	3%	3.5%	4%	3.3%
Internet - Real-Time Bidding	2%	2%	2%	2%
Internet – Social Media	2%	2%	2%	2%

BIDDER D

Type of advertising media placement	Percentage fee of the net value of the advertising media placement cost			
	INITIAL 3-YEAR PERIOD	FIRST OPTION PERIOD	SECOND OPTION PERIOD	AVERAGE PERCENTAGE
Television	7%	7.5%	8%	7.3%
Radio	7%	7.5%	8%	7.3%
Print (includes daily, community, ethnic, aboriginal and magazine)	7%	7.5%	8%	7.3%
Out-of-home including cinema	3%	3%	3%	3%
Internet - Display	2%	2.5%	3%	2.3%
Internet - Search Engine Marketing	5%	5.5%	5%	5.1%
Internet - Real-Time Bidding	2%	3%	4%	2.6%
Internet – Social Media	2%	3%	4%	2.6%

Step 2: Points (of the 15 points available for B.2.3 Media Buying Services) to be allotted per media are based on weighting percentage by type of media. The weighting per type of media is not to be considered a commitment by Canada.

Example of Step 2:

Type of media	Weighting	Points Allotted per Media
Television	40%	6
Radio	8%	1.2
Print (Includes daily, community, ethnic, aboriginal and magazines)	10%	1.5
Out-of-home including cinema	6%	0.9
Internet - Display	20%	3
Internet - Search Engine Marketing	6%	0.9
Internet – Real-Time Bidding	5%	0.75
Internet – Social Media	5%	0.75
TOTAL	100.0%	15

Step 3: The Weighted Score will be determined per Media Type.
 The multipliers for these calculations will be the points allotted per media (table directly above).

Examples of Step 3:

Example for Television:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 6 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Television
BIDDER A	1.3%	6
BIDDER B	2.0%	3.9
BIDDER C	9.7%	0.8
BIDDER D	7.3%	1.07

Example for Radio:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 1.2 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Radio
BIDDER A	1.8%	1.2
BIDDER B	2.0%	1.08
BIDDER C	5.0%	0.43
BIDDER D	7.3%	0.3

Example for Print (Includes daily, community, ethnic, aboriginal and magazines):

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 1.5 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Print
BIDDER A	2.8%	1.5
BIDDER B	3.0%	1.4
BIDDER C	3.0%	1.4
BIDDER D	7.3%	0.58

Example for Out-of-Home including cinema:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 0.9 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Out-of-Home including cinema
BIDDER A	1.3%	0.9
BIDDER B	2.0%	0.59
BIDDER C	2.2%	0.53
BIDDER D	3.0%	0.39

Example for Internet - Display:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 3 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Internet - Display
BIDDER A	5.3%	1.13
BIDDER B	6.7%	0.9
BIDDER C	2.0%	3
BIDDER D	2.3%	2.61

Example for Internet - SEM:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 0.9 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Internet - SEM
BIDDER A	12.3%	0.24
BIDDER B	9.7%	0.31
BIDDER C	3.3%	0.9
BIDDER D	5.1%	0.58

Example for Internet - RTB:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 0.75 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Internet - RTB
BIDDER A	15.3%	0.1
BIDDER B	9.7%	0.15
BIDDER C	2.0%	0.75
BIDDER D	2.6%	0.58

Example for Internet – Social Media:

$\frac{\text{Lowest \% Submitted}}{\text{Bidder's \% Submitted}} \times 0.75 = \text{Weighted Financial Score}$

Bidder	Average percentage	Weighted Score for Internet – Social Media
BIDDER A	5.3%	0.28
BIDDER B	6.7%	0.22
BIDDER C	2.0%	0.75
BIDDER D	2.6%	0.58

Step 4: The Total Score per Bidder, for B.2.3 Media Buying Services, will be calculated by adding the weighted Scores per type of media together.

Example of Step 4:

Type of Media	BIDDER A	BIDDER B	BIDDER C	BIDDER D
Television	6	3.9	0.8	1.07
Radio	1.2	1.08	0.43	0.3
Print (Includes daily, community, ethnic, aboriginal and magazines)	1.5	1.4	1.4	0.58
Out-of-home including cinema	0.9	0.59	0.53	0.39
Internet - Display	1.13	0.9	3	2.61
Internet - Search Engine Marketing	0.24	0.31	0.9	0.58
Internet – Real-Time Bidding	0.1	0.15	0.75	0.58
Internet – Social Media	0.28	0.22	0.75	0.58
TOTAL for B.2.3	11.35	8.55	8.56	6.69

B.2.4 TOTAL WEIGHTED FINANCIAL SCORE

The total scores calculated under B.2.1, B.2.2 and B.2.3 will be totaled to determine the total weighted financial score of the financial proposal.

Example:

Bidder	Media Planning Services Weighted Score (B.2.1)	Corporate Services Weighted Score (B.2.2)	Media Buying Services Weighted Score (B.2.3)	TOTAL WEIGHTED FINANCIAL SCORE
BIDDER A	10.337	4.05	11.35	25.737
BIDDER B	9.272	2.219	8.55	20.041
BIDDER C	5.117	4.5	8.56	18.177
BIDDER D	4.344	3.24	6.69	14.274

ANNEX "C"

TECHNICAL EVALUATION CRITERIA

C.1 PRESENTATION GUIDELINES OF THE PROPOSAL

The Bidder is asked to organize its response according to the numbering sequence provided herein. This includes following the maximum page limits identified. A page is defined as an 8.5" X 11" sheet of paper, printed single spaced. Acceptable fonts are Times New Roman 11 pt. or Arial 10 pt. with margins of a minimum size of one (1) inch all around. Any images included on the pages will be considered as part of the total page length. Use plain language; provide facts and sources; and ensure that creative samples are properly labeled.

The quality of the proposal will be evaluated under rated requirement 9. Points will be deducted for not following the required specifications (see Annex "D" – Evaluation Grid for more information).

C.2 SUMMARY OF WHAT WE ARE LOOKING FOR

Demonstration that the Bidder extrapolates key insights from research and evidence-based tools to support its media recommendations.

Demonstration that the Bidder, or its senior personnel, has planned and executed large-scale, integrated media strategies and plans, using a variety of traditional and non-traditional media, to reach a variety of audiences (i.e. different demographic and/or ethnographic profiles), in order to solve a variety of business or social issues for their clients (e.g. raise awareness of a product or service, change an attitude or behaviour, etc.)

Demonstration that the Bidder has successfully planned and executed paid media strategies and plans that leverage earned and owned media, and employ innovative communications approaches to engage the audience.

Demonstration that the Bidder has planned and executed national media buys to communicate with English and French audiences nationally.

Demonstration that the Bidder has executed programmatic buys (including Real-Time Bidding) and that it operates an Agency Trading Desk in-house or through a formal agreement with a third-party supplier.

Demonstration that the Bidder has the systems, processes and expertise to effectively monitor digital campaigns and identify and recommend timely opportunities to optimize campaign performance.

Demonstration that the Bidder has managed large scale annual media purchases for English and French audiences in Canada and international markets. Large scale is defined as annual net media totaling \$120M or more.

Demonstration that the Bidder employs a series of industry-recognized and proprietary research tools to inform media planning and buying decisions.

Demonstration that the Bidder has in-depth knowledge of the media and operates and employs systems and personnel to deliver optimal value on the Government of Canada's consolidated media investments.

Demonstration that the Bidder can seamlessly deliver all categories of services within expected service levels, in a complex environment characterized by uneven demand and competing priorities from multiple stakeholders.

Demonstration that the Bidder can provide an appropriate level of integration and consistency for all GC requirements while also ensuring that the unique requirements of individual assignments are met.

Demonstration that the Bidder can communicate in both of Canada's official languages, including making presentations, discussing progress and issues related to the advertising campaign with the Program/Project Authority, as described in SOW, and developing and maintaining selected core tools in a bilingual format (e.g. cost guides, media planning templates, AOR Manual, etc.)

Demonstration that the Bidder has established systems in place to track and report on a range of subjects related to the full scope of contracted activities, which are customizable and flexible.

Demonstration that the Bidder has the personnel in key categories of services with the capability, capacity and expertise to provide the required services and deliverables listed in the SOW.

Demonstration that the Bidder has environmental practices which are ethical and sustainable.

C.3 TECHNICAL EVALUATION

C.3.1. MANDATORY TECHNICAL CRITERIA

Bidders **MUST** meet all the mandatory requirements of the RFP. No further consideration will be given to Bidders not meeting all the mandatory criteria.

MANDATORY REQUIREMENT 1:

The Bidder **MUST** submit three (3) examples of advertising/marketing campaigns which were completed* within the last three (3) years of the bid closing date. For each example, the Bidder **MUST** provide one (1) electronic copy of the associated creative samples. If more than three (3) examples are submitted, only the first three (3) will be evaluated.

- One of the examples **MUST** be a national** campaign targeted to English and French audiences.
- One of the examples **MUST** include a description of an innovative communication strategy/approach that was used to heighten engagement with the audience.
- One of the examples **MUST** be a large-scale, national** digital-only campaign (budget of \$300K+), which included a variety of tactics including a programmatic buying component.

Notes:

* A completed advertising/marketing campaign is one for which planning and production have been completed, tactics have been executed, and measured results are known.

**A national advertising campaign is defined as one that is delivered in at least four regions of Canada. The regions are: British Columbia; Prairies (Alberta, Saskatchewan, and Manitoba); Ontario; Quebec; Atlantic (New Brunswick, Nova Scotia, Prince Edward Island, Newfoundland and Labrador); and the Territories (Yukon, North West Territories, and Nunavut).

MANDATORY REQUIREMENT 2:

The Bidder MUST submit a minimum of one (1) CV for each of the following key categories of services, and the resources proposed MUST meet the minimum years of experience and language requirements (if applicable). The resources proposed herein will be named in the contract and serve as the primary contacts for the AOR mandate.

- **Account Management and Coordination** - five (5) years as an Account Director, Senior Account Director, V.P. Client Services, or equivalent and fluent in both official languages (speaking and writing)
- **Strategic Planning and Advice** - five (5) years as an Account Strategist, or equivalent
- **Media Strategy and Direction (traditional media)** - five (5) years as a Media Director, Corporate Media Director, V.P. Media Services, or equivalent
- **Media Strategy and Direction (digital media)** - five (5) years as a Media Director, Corporate Media Director, V.P. Media Services, or equivalent
- **Media Buying (traditional media)** - five (5) years as a VP Media Services, Media Director, Corporate Media Director, or equivalent
- **Media Buying (digital media)** - five (5) years as a VP Media Services, Media Director, Corporate Media Director, or equivalent

MANDATORY REQUIREMENT 3:

The Bidder MUST comply with all the certification requirements as described in Part 5 - Certifications.

MANDATORY REQUIREMENT 4:

The Bidder MUST provide fees and rates in accordance with the Basis of Payment, Annex B – Basis of Payment. If costs provided are not in accordance with the Basis of Payment, the proposal will be declared non-responsive.

MANDATORY REQUIREMENT 5:

The Bidder MUST have the financial capability to undertake this requirement. The financial requirements are described in detail in Part 6 – Financial Requirements.

C.3.2 RATED TECHNICAL CRITERIA

In addition to meeting all of the mandatory evaluation criteria, Bidders must achieve a minimum passing mark of 75 % for each selected rated criteria, 75% for categories of selected criteria and an overall passing mark of 750 points on a scale of 1000 points in the Rated Requirements section of the Technical Evaluation to be considered responsive. Additional details are provided in Annex D- Evaluation Grid. Proposals that fail to meet these minimums will not be evaluated further and will be considered to be non-responsive.

RATED REQUIREMENT 1: MEDIA PLANNING AND BUYING EXPERIENCE AND EXPERTISE (limit: 3 pages per case study) (Maximum: 120 pts, minimum: 90 pts)

The three (3) case studies submitted under Mandatory Requirement 1 will be evaluated in this Rated Requirement. Bidders are requested to use the CASE STUDY FORMAT for each case submitted.

CASE STUDY FORMAT

SECTION I: BACKGROUND INFORMATION

Campaign Name:

Client Name:

Campaign Dates:

Geographic Area Covered:

Campaign Budget Range:

\$300K - \$500K \$500K to \$1M \$1M to \$2M
 \$2M to \$3M \$3M to \$4M over \$4M

SECTION II: SITUATION ANALYSIS

Describe your client's business requirement, challenge, or opportunity and what your agency was hired to do. Include a description of the product/service/social issue at the heart of the campaign, the marketplace/environment and the target audience(s).

SECTION III: STRATEGIC THINKING

Provide a summary of the media strategy and describe how it responds to your client's objectives. This should include: a summary of the key data, information, and/or insights (including specific media research tools,) that anchored your strategic recommendations and why; include a brief description of the creative idea and the core message if they are central to the choice of media and the target audience(s).

SECTION IV: CAMPAIGN EXECUTION

Describe what communication approaches were used, including an innovative strategy/approach to heighten audience engagement (if applicable) and how all the elements of the campaign worked together with particular emphasis on the role of the various media and the synergy between them. Summarize the media plan (percentage of budget allocated to each medium, weight levels, and roll-out dates by medium) and the rationale behind it.

SECTION V: RESULTS

Summarize the performance of each media relative to planned media objectives and describe the contribution of the media strategy to overall campaign results. Include campaign metrics (key performance indicators) and outcome(s) relative to benchmarks and the client's business objectives. Results are to be for the entire campaign period and should not only relate to specific peaks where results were the best.

SECTION VI: IN-CAMPAIGN DIGITAL OPTIMIZATION

NOTE: This section (VI) is required for the digital-only campaign.

Describe the process that was followed to monitor and provide recommendations during the campaign to the client to optimize the effectiveness of each digital tactic used. This should include a description of the tools used to monitor performance, the key elements of the analysis to support the recommendations made to the client, and a brief description of the major elements and frequency of the report(s) provided. Briefly summarize how the recommendations impacted campaign efficiencies and performance.

RATED REQUIREMENT 2: SCOPE OF MEDIA BUYING EXPERIENCE (Maximum: 90 pts, minimum: 67.5 pts)

Using the table below, the Bidder should provide the following details on the volume of English and French media it purchased, including the percentage distribution in domestic and international markets:

	Current Year		Previous Year		Previous 2 Years	
	English	French	English	French	English	French
Estimated \$ net media purchased						
• Television						
• Radio						
• Print						
• Out-of-Home						
• Cinema						
• Digital						
○ Search						
○ Display						
○ Social Media						
○ Programmatic Buying						
▪ RTB						
• Other (Specify)						
Sub-Total						
GRAND TOTAL						
Percentage distribution in domestic and international markets	Domestic	Int'l	Domestic	Int'l	Domestic	Int'l

RATED REQUIREMENT 3: RESEARCH TOOLS (Limit: ½ page) (Maximum: 50 points, minimum: 37.5 pts)

The Bidder should provide a list of media industry research tools (e.g. Print Measurement Bureau, NadBank, Nielsen Media Advisor, ComScore, Bureau of Broadcast Measurement/Numeris, etc.) and any proprietary research tools to which it has access to develop and execute media strategies and plans. If propriety research is indicated, please specify its purpose.

Type of media	Tool Used by ad agency	Purpose
Print		
Digital		
Broadcast		
Out-of-home		
Other		

RATED REQUIREMENT 4: EFFICIENCIES (Limit: 1 page) (Maximum: 90 points, minimum: 67.5 pts)

The Bidder should provide evidence from a third-party evaluation of its performance, relative to industry benchmarks, in obtaining buying cost efficiencies, and optimal performance and value for its client. The response should include, at a minimum, a description of the scope of the evaluation/validation undertaken and a summary of the top-line findings for television, radio and print media.

The Bidder should describe how it manages last-minute changes, shifts or cancellations to advertising initiatives to minimize the impact on cost efficiencies.

RATED REQUIREMENT 5: MANAGEMENT APPROACH (Limit: 2 pages) (Maximum: 150 points)

The Bidder should describe how it proposes to manage the account. This includes:

- the structure of the team to deliver corporate, planning, and buying services and meet the service expectations outlined in SECTION A.1.3 of the SOW;
- the primary roles and responsibilities of each key position;
- the reporting relationships ;
- how resources will be assigned to each project;
- how timely communication between the various stakeholders will be maintained (e.g. internal teams-- including teams resulting from a strategic alliance , joint venture or other business arrangement, the Program Authority, Projects Authority(ies); Lead Agencies, Media Suppliers, and the Advertising Technology Services Provider, etc.);
- how conflicts/issues/problems will be resolved; and
- how lessons-learned will be applied for future campaigns.

RATED REQUIREMENT 6: KEY CATEGORY (Limit: 2 pages per CV) (Maximum: 300 points, minimum: 225 pts)

The proposed resources for each of the key categories submitted under Mandatory Requirement 2 will be evaluated in this Rated Requirement. Only those resources who meet the mandatory requirement for each category of services will be evaluated.

The Bidder should propose a minimum of one (1) resource for each of the key categories of services who meet the stated minimum years of experience and language requirements (if applicable). The total number of resources proposed for these specific categories of service should align to what the Supplier has proposed in response to Requirement 5 – MANAGEMENT APPROACH. If more than one resource is evaluated per category, the average score will be used. However, the proposed resources that do not meet the minimum points will not be named in the contract.

For each resource: the CV should include the following information:

- category and sub-category of service for which the individual is being proposed.
Example: Corporate and Media Buying Services, Account Management and Coordination
- number of years of experience in the advertising/marketing communications field;
- number of years of experience in the proposed category of service;
- summary of formal education, professional accreditations, related professional development, and awards (N.B. Professional development includes demonstrated efforts to maintain and upgrade skills and knowledge; it does not, for example, include reading trade publications but could include teaching in a relevant field. Relevant awards and prizes will be evaluated as long as the specific role of the individual in the project that received the reward is described.);
- level of oral and writing proficiency in English and French; and
- three (3) examples of projects completed within the last three (3) years (as of bid closing date) that demonstrate the individual's expertise in their field. Each example should provide details on the scope and size of the project and the individual's role and outstanding contribution (NB: contribution means an action(s) above and beyond the normal roles and responsibilities of the position, e.g. implementing a unique, project-specific mechanism to mitigate tight timelines).

For all key categories: at least one (1) of the project examples should be for a campaign that targeted English and French audiences nationally.

For the Account Management and Coordination position(s): the CV(s) should include the average number of brand accounts managed simultaneously over the past three (3) years and the approximate total value of these accounts.

RATED REQUIREMENT 7: TRACKING SYSTEMS AND REPORTS (Limit: 2 pages)
(Maximum: 80 points)

The Bidder should describe the systems it has in place and the regular reports it produces and provides to clients to record, track and report, individual campaigns and activities aggregated at the account-level, regarding media plans, media purchases, performance targets and achievements, including efficiencies, and financial commitments and disbursements against media plans.

The Bidder should also describe how its tracking and reporting systems can be customised to a client's specific needs and describe how this was done for an existing or former client, including a brief description of the circumstances or business objective and the timeframe to implement.

RATED REQUIREMENT 8: ENVIRONMENTALLY RESPONSIBLE PRACTICES (Limit: ½ page)
(Maximum: 20 points)

The Bidder should provide their existing or proposed company-wide environmental statement and mission, including environmental measures undertaken in office operations; and their existing or proposed action plan for materials/equipment sourcing (e.g. intended use of recycled or reused products, waste management strategy, etc.).

Solicitation No. - N° de l'invitation
EP361-151112/A
Client Ref. No. - N° de réf. du client
EP361-151112

Amd. No. - N° de la modif.
File No. - N° du dossier
CZ003.EP361-151112

Buyer ID - Id de l'acheteur
CZ003
CCC No./N° CCC - FMS No./N° VME

RATED REQUIREMENT 9: QUALITY OF THE PROPOSAL (Maximum: 100 points, minimum: 75 pts)

The Bidder will be evaluated based on their ability to provide a proposal that is organized according to C.1 Presentation Guidelines of the Proposal and for overall quality (i.e. clarity, style, syntax and spelling).

ANNEX "D"
EVALUATION GRID

Bidder: _____

EVALUATION SUMMARY FOR THE AGENCY OF RECORD SERVICES		
MANDATORY REQUIREMENTS: <input type="checkbox"/> MET <input type="checkbox"/> NOT MET		
Rated Requirements	Minimum Points Required	Maximum Points
Experience of the Supplier (R.1, R.2, R.3 and R.4)	262.5	350
<ul style="list-style-type: none"> ○ R.1 Media Planning and Buying Experience and Expertise ○ R.2 Scope of Media Buying Experience ○ R.3 Research Tools ○ R.4 Efficiencies 	<p>90</p> <p>67.5</p> <p>37.5</p> <p>67.5</p>	<p>120</p> <p>90</p> <p>50</p> <p>90</p>
Management Approach and Systems (R.5, R.7 and R.8)	187.5	250
<ul style="list-style-type: none"> ○ R.5 Management Approach ○ R.7 Tracking Systems and Reports ○ R.8 Environmentally Responsible Practices 	<p>n/a</p> <p>n/a</p> <p>n/a</p>	<p>150</p> <p>80</p> <p>20</p>
Personnel	225	300
<ul style="list-style-type: none"> ○ R.6 Key Personnel <ul style="list-style-type: none"> ○ Account Management and Coordination ○ Strategic Planning and Advice ○ Media Strategy and Direction (traditional) ○ Media Strategy and Direction (digital) ○ Media Buying (broadcast) ○ Media Buying (digital) 	<p>52.5</p> <p>22.5</p> <p>37.5</p> <p>37.5</p> <p>37.5</p> <p>37.5</p>	<p>70</p> <p>30</p> <p>50</p> <p>50</p> <p>50</p> <p>50</p>
R.9 Quality of Proposal	75	100
OVERALL TOTAL	750	1000

The following scoring grid will be used for the evaluation of Rated Requirements 1 to 8 inclusively with the exception of R.6.1.1, R.6.2.1, R.6.3.1, R.6.4.1, R.6.5.1 and R.6.6.1 (the number of years experience in the advertising field):

Percentage	Rating Level
0%	Little or no information provided to assess the Bidder's ability to meet the criteria.
40%	Limited. Very limited information was provided to assess the Bidder's ability to meet the criteria. There are serious discrepancies and/or deficiencies that pose important risks to the requirement.
60%	Weak. Information was provided, but with only partial description of the Bidder's ability to meet the criteria. There are discrepancies and/or deficiencies that pose some risks to the requirement.
75%	Satisfactory. Good description provided of the Bidder's ability to meet the criteria. Minimal weaknesses and/or deficiencies could exist, but would not pose any significant risk to the requirement.
90%	Excellent. Complete and clear description provided of the Bidder's ability to meet the criteria. No evident weaknesses or deficiencies that would pose any risk to the requirement.
100%	Exceptional. Complete and clear description provided that goes beyond the Bidder's ability to meet the criteria. No weaknesses or deficiencies that would pose any risk to the requirement.

RATED REQUIREMENTS:

RATED REQUIREMENT 1 – MEDIA PLANNING AND BUYING EXPERIENCE AND EXPERTISE – (Maximum: 120 pts, minimum: 90 pts)

This requirement will be evaluated using the information provided in the three (3) case studies collectively.

The following rated criteria will be used for evaluation:

Requirement 1 – Media Planning and Buying Experience– up to a maximum of 120 points			
	Assessment of Criteria	Percentage	Points
R.1.1	Strategic thinking – insightful recommendations		/20 Points
R.1.2	Creative, integrated media strategies that leverage other communications activities		/20 Points
R.1.3	Breadth and depth of experience with a range of media/channels		/15 Points
R.1.4	Breadth of experience targeting audiences with various demographic and/or ethnographic profiles		/15 Points
R.1.5	Breadth of experience developing different types of campaigns		/15 Points
R.1.6	Capacity and expertise to optimize digital campaign performance		/20 Points
R.1.7	Capacity and expertise to plan and execute campaigns nationally in English and French		/15 Points
Total			/120 points

RATED REQUIREMENT 2 – SCOPE OF MEDIA BUYING EXPERIENCE – (Maximum: 90 pts, minimum: 67.5 pts)

This requirement will be evaluated based on details provided on the volume of domestic (English and French) and international media purchased.

The following rated criteria will be used for evaluation:

Requirement 2 – Scope of Media Buying Experience– up to a maximum of 90 points			
	Assessment of Criteria	Percentage	Points
R.2.	Experience purchasing a large volume of all forms of media in Canada, in English and French, as well as international experience.		/90 Points
Total			/90 points

RATED REQUIREMENT 3 – RESEARCH TOOLS – (Maximum: 50 points, minimum: 37.5 pts)

This requirement will be evaluated based on details provided in the list of media industry and proprietary research tools.

The following rated criteria will be used for evaluation:

Requirement 3 – Research Tools– up to a maximum of 50 points			
R.3	Assessment of Criteria	Percentage	Points
	Print		/5 Points
	Digital		/15 Points
	Broadcast		/15 Points
	Out-of-home		/10 Points
	Other		/5 Points
Total			/50 points

RATED REQUIREMENT 4 – EFFICIENCIES – (Maximum: 90 points, minimum: 67.5 pts)

This requirement will be evaluated based on details provided in the third-party evaluation and the management of last-minute changes, shifts, or cancellations to advertising initiatives.

The following rated criteria will be used for evaluation:

Requirement 4 – Efficiencies – up to a maximum of 90 points			
	Assessment of Criteria	Percentage	Points
R.4.1	Maximising media efficiencies and obtaining optimum value.		/45 Points
R.4.2	Minimizing penalties and lost efficiencies.		/45 Points
Total			/90 Points

RATED REQUIREMENT 5 – MANAGEMENT APPROACH – (Maximum: 150 points)

This requirement will be evaluated based on details provided on the proposed management structure for the account.

The following rated criteria will be used for evaluation:

Requirement 5 - Management Approach – up to a maximum of 150 points			
	Assessment of Criteria	Percentage	Points
R.5.1	Team structure including roles and responsibilities of key positions and their interdependencies.		/75 Points
R.5.2	Communication between key positions and stakeholders including a 360° feedback process.		/75 Points
Total			/150 Points

RATED REQUIREMENT 6 – KEY PERSONNEL – (Maximum: 300 points, minimum: 225 pts)

This requirement will be evaluated based on the CV(s) provided for the key categories of services:

If more than one resource is evaluated per category, the average score will be used. However, the proposed resources that do not meet the minimum points will not be named in the contract.

R.6.1 Account Management and Coordination (Maximum: 70 points, minimum: 52.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Account Management and Coordination – up to a maximum of 70 points			
	Assessment of Criteria	Percentage	Points
R.6.1.1	Number of years in the advertising field. 0 points for less than 9 years, 4 points for 9-12 years, 5 points for 13+ years, for a possible total of 5 points.		/5 Points
R.6.1.2	Relevant combined formal education, accreditation, professional development an skills and knowledge		/5 Points
R.6.1.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 7 points for each of the three sample projects for a possible total of 21 points. 4 points for a national English/French campaign		/25 Points
R.6.1.4	Demonstration of their ability to manage a number of large-scale (million dollar+ accounts) simultaneously.		/35 Points
Total			/70 Points

R.6.2 Strategic Planning and Advice (Maximum: 30 points, minimum: 22.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Strategic Planning and Advice – up to a maximum of 30 points			
	Assessment of Criteria	Percentage	Points
R.6.2.1	Number of years in the advertising field. 0 points for less than 9 years, 3 points for 9-12 years, 4 points for 13+ years, for a possible total of 4 points.		/4 Points
R.6.2.2	Relevant combined formal education, accreditation and professional development.		/4 Points
R.6.2.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 6 points for each of the three sample projects for a possible total of 18 points. 4 points for a national English/French campaign		/22 Points
Total			/30 Points

R.6.3 Media Strategy and Direction (traditional media) (Maximum: 50 points, minimum: 37.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Media Strategy and Direction (traditional media) – up to a maximum of 50 points			
	Assessment of Criteria	Percentage	Points
R.6.3.1	Number of years in the advertising field. 0 points for less than 9 years, 4 points for 9-12 years, 5 points for 13+ years, for a possible total of 5 points.		/5 Points
R.6.3.2	Relevant combined formal education, accreditation and professional development.		/5 Points
R.6.3.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 12 points for each of the three sample projects for a possible total of 36 points. 4 points for a national English/French campaign		/40 Points
Total			/50 Points

R.6.4 Media Strategy & Direction (digital media) (Maximum: 50 points, minimum: 37.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Media Strategy and Direction (digital media) – up to a maximum of 50 points			
	Assessment of Criteria	Percentage	Points
R.6.4.1	Number of years in the advertising field. 0 points for less than 9 years, 4 points for 9-12 years, 5 points for 13+ years, for a possible total of 5 points.		/5 Points
R.6.4.2	Relevant combined formal education, accreditation and professional development.		/5 Points
R.6.4.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 12 points for each of the three sample projects for a possible total of 36 points. 4 points for a national English/French campaign		/40 Points
Total			/50 Points

R.6.5 Media Buying (broadcast) (Maximum: 50 points, minimum: 37.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Media Buying (broadcast) – up to a maximum of 50 points			
	Assessment of Criteria	Percentage	Points
R.6.5.1	Number of years in the advertising field. 0 points for less than 9 years, 4 points for 9-12 years, 5 points for 13+ years, for a possible total of 5 points.		/5 Points
R.6.5.2	Relevant combined formal education, accreditation and professional development.		/5 Points
R.6.5.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 12 points for each of the three sample projects for a possible total of 36 points. 4 points for a national English/French campaign		/40 Points
Total			/50 Points

R.6.6 Media Buying (digital media) (Maximum: 50 points, minimum: 37.5 pts)

The following rated criteria will be used for evaluation:

Requirement 6 - Media Buying (broadcast) – up to a maximum of 50 points			
	Assessment of Criteria	Percentage	Points
R.6.6.1	Number of years in the advertising field. 0 points for less than 9 years, 4 points for 9-12 years, 5 points for 13+ years, for a possible total of 5 points.		/5 Points
R.6.6.2	Relevant combined formal education, accreditation and professional development.		/5 Points
R.6.6.3	Relevant experience and expertise demonstrated through their role in, and contribution to, the successful outcome of the three (3) sample projects in their CV, one of which should include a national English/French campaign. 12 points for each of the three sample projects for a possible total of 36 points. 4 points for a national English/French campaign		/40 Points
Total			/50 Points

RATED REQUIREMENT 7 – TRACKING SYSTEMS AND REPORTS – (Maximum: 80 points)

This requirement will be evaluated based on the description of systems and reports currently in place to report on individual campaigns as well as activities at the account-level. And the ability to customize the systems and reports for a client's specific needs. The example provided, will also be evaluated.

The following rated criteria will be used for evaluation:

Requirement 7 - Tracking Systems and Reports – up to a maximum of 80 points			
	Assessment of Criteria	Percentage	Points
R.7.1	Ability to track, aggregate and report on various levels and types of account activities		/15 Points
R.7.2	Ability to customize systems and reports.		/40 Points
R.7.3	Example of a customized system(s) for an existing or former client.		/25 Points
Total			/80 Points

RATED REQUIREMENT 8 – ENVIRONMENTALLY RESPONSIBLE PRACTICES – (Maximum: 20 points)

This requirement will be evaluated based on information provided on company-wide environmental statement and measures in-place.

The following rated criteria will be used for evaluation:

Requirement 8 - Environmentally Responsible Practices – up to a maximum of 20 points			
	Assessment of Criteria	Percentage	Points
R.8.	Commitment to Green practices in place		/20 Points
Total			/ 20 Points

RATED REQUIREMENT 9 - QUALITY OF PROPOSAL – (Maximum: 100 points, minimum: 75 pts)

This requirement will be evaluated based on the degree to which the proposal follows the presentation guidelines (numbering system, format and page limitations), as described in C.1; uses correct spelling and grammar and is well written.

The following rated criteria will be used for the evaluation:

Requirement 9 - Quality of the Proposal – up to a maximum of 100 points			
	Assessment of Criteria	Percentage	Points
R.9.1	Follows numbering sequence provided and respects format, page limitations, page size, fonts, etc.		/60 Points
R.9.2	Is well written (stylistic quality)		/20 Points
R.9.3	Uses correct spelling and grammar		/20 Points
Total			/100 Points

Each sub-criterion is evaluated separately using the following grid:

Percentage	Rating Level
0%	The proposal does not follow the presentation guidelines of the proposal (numbering sequence, page limitations, page size, fonts, etc.) as described in C.1, for five (5) or more rated requirements.
50%	<ul style="list-style-type: none">• The proposal does not follow the presentation guidelines of the proposal (numbering sequence, page limitations, page size, fonts, etc.) as described in C.1, for four (4) or less rated requirements.• The proposal is poorly written (inferior stylistic quality).• There are many spelling and grammar errors.
75%	<ul style="list-style-type: none">• The proposal follows the presentation guidelines of the proposal (numbering sequence, page limitations, page size, fonts, etc.) as described in C.1, but may have a few minor discrepancies.• The proposal is well written (acceptable stylistic quality).• There are very few spelling and grammar errors.
100%	<ul style="list-style-type: none">• The proposal follows the presentation guidelines of the proposal (numbering sequence, page limitations, page size, fonts, etc.) exactly as described in C.1• The proposal is very well written (strong stylistic quality).• There are no spelling or grammar errors.