



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 0BZ / Noyau 0BZ
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

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

Issuing Office - Bureau de distribution
Science Procurement Directorate/Direction
de l'acquisition
de travaux scientifiques
11C1, Phase III
Place du Portage
11 Laurier St. / 11, rue Laurier
Gatineau, Québec K1A 0S5

Title-Sujet Operational and Programmatic Gap Analysis	
Solicitation No. - N° de l'invitation M7594-162036/001/SV	Date 2016-02-05
Client Reference No. - N° de référence du client M7594-162036	
GETS Reference No. - N° de référence de SEAG	
File No. - N° de dossier 035sv M7594-162036/001/SV	CCC No./N° CC - FMS NO. / N° VME
Solicitation Closes - L'invitation prend fin at - à 2:00 PM on - le 2015	Time Zone Fuseau horaire Eastern Standard Time EST
F.O.B. - F.A.B	
Plant-Usine : <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Joseph Hulse	Buyer Id - Id de l'acheteur 035SV
Telephone No. - N° de téléphone 819-956-3356	FAX No. - N° de FAX 819-957-2229
Destination of Goods, Services and Construction: Destinations des biens, services et construction : Specified Herein Précisé dans les présentes	

Instructions : See Herein

Instructions : voir aux présentes

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 telephone 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



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PART 1 - GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into seven parts plus attachments 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 Security, Financial and Other 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 include the Statement of Work, the Basis of Payment, and the Security Requirements Checklist.

2. Summary

The resulting contract is from date of contract award until **May 31, 2017**

There is a security requirement associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "[Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders](http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31)" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the [Departmental Standard Procurement Documents website](#)

Bidders must provide a list of names, or other related information as needed, pursuant to section 01 of Standard Instructions 2003

For services requirements, Bidders in receipt of a pension or a lump sum payment must provide the required information as detailed in attachment 3 of Part 5 of the bid solicitation.

The requirement is limited to Canadian goods and/or services

The Royal Canadian Mounted Police (RCMP) takes its role in protecting Canada's critical infrastructure (CI), and its ability to deliver the vital services Canadians require, from the Federal Government's responsibility to ensure public safety. The RCMP has not only a responsive role in the event of an incident which impacts CI and public safety, but it also has a responsibility to detect, and when appropriate, intervene, when a criminal threat, including a National Security threat, to CI is identified as either imminent or possible.



Public Safety Canada defines critical infrastructure as the “processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructure can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects and significant harm to public confidence.”

The main objective of this project is to strengthen critical infrastructure protection (CIP). The project required the Contractor to:

- I. To identify opportunities regarding information sharing across critical infrastructure (CI) Stakeholders (private sector and government agency) and law enforcement. This will focus on the uptake of information by law enforcement and the criteria and factors that shape it. A report with recommendations will be produced.
- II. To conduct a CIP operational and programmatic gap analysis. This will focus on enhancing the program while concentrating on operational requirements. A report with recommendations will be produced.

3. Debriefings

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

4. Communications

As a courtesy and in order to coordinate any public announcements pertaining to this contract, the Government of Canada requests that the successful Bidder notify the Contracting Authority 5 days in advance of their intention to make public an announcement related to the recommendation of a contract award, or any information related to the contract. The Government of Canada retains the right to make primary contract announcements.

5. Conflict of Interest

The Work described herein and the deliverable items under any resulting Contract specifically exclude the development of any statement of work, evaluation criteria or any document related to a bid solicitation. The Contractor, its subcontractor(s) or any of their agent(s) directly or indirectly involved in the performance of the Work and/or in the production of the deliverables under any resulting Contract will not be precluded from bidding on any potential future bid solicitation related to the production or exploitation of any concept or prototype developed or delivered under any resulting Contract.



PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual)(<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada. 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 (*2015-07-03*) 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: 120 days

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.

3. 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 questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

4. Applicable Laws

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

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their



choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

5. Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 10 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

6. Maximum Funding

The maximum funding available for the contract resulting from the bid solicitation is \$185,000.00 (Applicable Taxes Included). Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.



PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

Section I: Technical Bid (4 hard copies) (and 1 soft copy on CD)

Section II: Financial Bid (1 hard copy) (and 1 soft copy on CD)

Section III: Certifications (1 hard copy)

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

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

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

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

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

- 1) use 8.5 x 11 inch (216 mm x 279 mm) 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

1.1 Bidders must submit their financial bid in accordance with the following:

- (a) A firm, all inclusive price for the Work, which must not exceed the maximum funding specified in Part 2. The total amount of Applicable Tax is to be shown separately, if applicable.
- (b) For Canadian-based bidders, prices must be in Canadian funds, Applicable Taxes excluded and Canadian customs duties and excise taxes included.

For foreign-based bidders, prices must be in Canadian funds, Applicable Taxes, Canadian customs duties and excise taxes excluded. Canadian customs duties and excise taxes payable by Canada will be added, for evaluation purposes only, to the prices submitted by foreign-based bidders.

For the purpose of the bid solicitation, bidders with an address in Canada are considered Canadian-based bidders and bidders with an address outside of Canada are considered foreign-based bidders.

1.1.1 Price Breakdown

Bidders are requested to detail the following elements for the performance of the Work, as applicable:

- (a) Labour: For each individual and (or) labour category to be assigned to the Work, indicate: i) the hourly rate, inclusive of overhead and profit; and ii) the estimated number of hours.
- (b) Equipment: Specify each item required to complete the Work and provide the pricing basis of each one, Canadian customs duty and excise taxes included, as applicable. These items will be deliverable to Canada upon completion of the contract.
- (c) Materials and Supplies: Identify each category of materials and supplies required to complete the Work and provide the pricing basis.
- (d) Travel and Living Expenses: Indicate the number of trips and the number of days for each trip, the cost, destination and purpose of each journey, together with the basis of these costs which must not exceed the limits of the Treasury Board (TB) Travel Directive. With respect to the TB Directive, only the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the Directive <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>, and the other provisions of the Directive referring to "travellers", rather than those referring to "employees", are applicable. The Treasury Board Secretariat's Special Travel Authorities, http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/statb-eng.asp, also apply.
- (e) Subcontracts: Identify any proposed subcontractor and provide for each one the same price breakdown information as contained in this article.
- (f) Other Direct Charges: Identify any other direct charges anticipated, such as long distance communications and rentals, and provide the pricing basis.
- (g) Applicable Taxes: Identify any Applicable Taxes separately.



Section III: Certifications

Bidders must submit the certifications required under Part 5.



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

1.1.1 Bidder Experience

Except where expressly provided otherwise, the experience described in the bid must be the experience of one or more of the following:

- 1. The Bidder itself (which includes the experience of any companies that formed the Bidder by way of a merger but does not include any experience acquired through a purchase of assets or an assignment of contract); or
- 2. The Bidder's affiliates (i.e. parent, subsidiary or sister corporations, provided the Bidder identifies and demonstrates the transfer of know-how, the use of toolsets and the use of key personnel from the affiliate for the applicable criterion); or
- 3. The Bidder's subcontractors (provided the Bidder includes a copy of the teaming agreements and identifies the roles and responsibilities of all parties under the agreement and how their work will be integrated).

The experience of the Bidder's suppliers will not be considered.

1.1.2 Supporting Information

In the event that the Bidder fails to submit any supporting information pursuant to technical or financial, the Contracting Authority may request it thereafter in writing, including after the closing date of the bid solicitation. It is mandatory that the Bidder provide the supporting information within three (3) business days of the written request or within such period as specified or agreed to by the Contracting Authority in the written notice to the Bidder.

1.2 Mandatory and Point Rated Criteria

Mandatory and point rated technical evaluation criteria are included in Attachment 2.

1.3 Financial Evaluation

1.3.1 Evaluation of Price

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, Canadian customs duties and excise taxes included.

2. Basis of Selection

2.1 Basis of Selection - Highest Rated Within Budget

To be declared responsive, a bid must:



- (a) comply with all the requirements of the bid solicitation;
- (b) meet all mandatory technical evaluation criteria; and
- (c) obtain the required minimum points overall for the technical evaluation criteria which are subject to point rating (68%).

Bids not meeting (a) or (b) or (c) will be declared non responsive. The responsive bid with the highest number of points will be recommended for award of a contract, provided that the total evaluated price does not exceed the budget available for this requirement. In the event that the highest number of points is obtained by more than one responsive bid, the responsive bid with the lowest evaluated price will be recommended for award of a contract.



“ATTACHMENT 1”

FINANCIAL BID PRESENTATION SHEET

Part 1

(a) A firm, all inclusive price for the Work, which must not exceed the maximum funding specified in Part 2. The total amount of Applicable Tax is to be shown separately, if applicable.

(b) For Canadian-based bidders, prices must be in Canadian funds, Applicable Taxes excluded and Canadian customs duties and excise taxes included.

For foreign-based bidders, prices must be in Canadian funds, Applicable Taxes, Canadian customs duties and excise taxes excluded. Canadian customs duties and excise taxes payable by Canada will be added, for evaluation purposes only, to the prices submitted by foreign-based bidders.

For the purpose of the bid solicitation, bidders with an address in Canada are considered Canadian-based bidders and bidders with an address outside of Canada are considered foreign-based bidders.

(c) Firm, all inclusive, price \$_____.

Part 2

Price Breakdown

Bidders are requested to detail the following elements for **the performance** of the Work, as applicable:

(a) Labour : For each individual and (or) labour category to be assigned to the Work, indicate: i) the hourly rate, inclusive of overhead and profit; and ii) the estimated number of hours.

(b) Equipment : Specify each item required to complete the Work and provide the pricing basis of each one, Canadian customs duty and excise taxes included, as applicable. These items will be deliverable to Canada upon completion of the contract.

(c) Materials and Supplies: Identify each category of materials and supplies required to complete the Work and provide the pricing basis.



- (d) Travel and Living Expenses: Indicate the number of trips and the number of days for each trip, the cost, destination and purpose of each journey, together with the basis of these costs which must not exceed the limits of the Treasury Board (TB) Travel Directive. With respect to the TB Directive, only the meal, private vehicle and incidental allowances specified in Appendices B, C and D of the Directive <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php> , and the other provisions of the Directive referring to "travellers", rather than those referring to "employees", are applicable. The Treasury Board Secretariat's Special Travel Authorities, http://www.tbs-sct.gc.ca/pubs_pol/hrpubs/tbm_113/statb-eng.asp, also apply.
- (e) Subcontracts: Identify any proposed subcontractor and provide for each one the same price breakdown information as contained in this article.
- (f) Other Direct Charges: Identify any other direct charges anticipated, such as long distance communications and rentals, and provide the pricing basis.
- (g) Applicable Taxes: Identify any Applicable Taxes separately.



“Attachment 2” Mandatory and Point Rated Technical Criteria

In their proposals, bidders must demonstrate they meet the following mandatory criteria. Failure to meet any of the mandatory criteria will render the bid non-compliant and it will be given no further consideration.

1. To be considered compliant a proposal must:

- a. Meet all of the Mandatory requirements; and
 - b. Achieve the required minimum technical score of 68% overall.
2. In evaluating resource and bidders past performance experience, compliance must be demonstrated through a well written, coherent, brief (if possible), past project description containing the following:
- 1) Name of the resource(s)
 - 2) Name of the project.
 - 3) Resource(s)/Bidders position/role.
 - 4) Contract start date.
 - 5) Work completion date.
 - 6) Duration of the experience in months.
 - 7) Description of the project and other relevant details that document how this experience has been acquired by the Bidder.
 - 8) An explanation why this experience meets the specific criteria of this solicitation.
 - 9) Client Contact Info, reference, if available. If no reference is available please indicate why.
 - 10) More than one resource can be named in order to meet the years of experience required for each criteria.

1. Mandatory Criteria

	CRITERIA	MET	NOT MET
M1.	The Bidder must provide general information about their organization, key personnel, and, all proposed subcontractors who will be responsible for this project.		
M2.	The Bidder must demonstrate a minimum of five (5) years of experience creating, administering and analysing third party surveys and questionnaires for analysis and program evaluation purposes.		



M3.	The Bidder must demonstrate a minimum of five (5) years of experience conducting literature reviews and gap analysis to identify program gaps and opportunities of improvement in a law enforcement setting.		
M4.	The Bidder must demonstrate a minimum of five (5) years of experience working and or studying with critical infrastructure assets as it relates to law enforcement and criminal intelligence.		

2. POINT-RATED EVALUATION CRITERIA

The Bidder Should:

	POINT-RATED EVALUATION CRITERIA	Points	Maximum Score
R1.	Provide general information about Bidder's organization, key personnel, and or subcontractors (if applicable) who will be responsible for this project.	<p>Points will be awarded based on information provided, outlined below, to a maximum of 3 points.</p> <ul style="list-style-type: none"> -Name of organization and name of key personnel and all proposed subcontractor were provided with no details given about them = 1 pts - Name of organization and name of key personnel and all proposed subcontractors were provided along with a general description of the organization and the personnel and or subcontractor's experience = 2 pts - Name of organization and name of key personnel and all proposed subcontractors were provided along with detailed description of the organization and the personnel and/or subcontractor's experience = 3pts 	3
R2.	Demonstrate experience creating, administering and analysing third party surveys and questionnaires.	<p>Points will be awarded based on years of experience, outlined below, to a maximum of 4 points.</p> <ul style="list-style-type: none"> >5 years to < 6 years = 1 pts 6 years to < 7 years = 2 pts 7 years to < 8 years = 3 pts 8+ years = 4 pts 	4



R3.	Demonstrate experience in research and development of program analysis and evaluations in a law enforcement setting.	Points will be awarded based on years of experience, outlined below, to a maximum of 4 points. >5 years to < 6 years = 1 pts 6 years to < 7 years = 2 pts 7 years to < 8 years = 3 pts 8+ years = 4 pts	4
R4.	Demonstrate experience working and or studying with critical infrastructure assets as it relates to law enforcement and criminal intelligence.	Points will be awarded based on years of experience, outlined below, to a maximum of 4 points. >5 years to < 6 years = 1 pts 6 years to < 7 years = 2 pts 7 years to < 8 years = 3 pts 8+ years = 4 pts	4
R5.	Demonstrate experience in examining interdepartmental information sharing associated with law enforcement organizations.	Points will be awarded based on years of experience, outlined below, to a maximum of 4 points. 0 years to < 1 years = 0 pts 1 years to < 3 years = 1 pts 3 years to < 5 years = 2 pts 5 years to < 7 years = 3 pts 7 + years = 4 pts	4
Maximum Points Available: 19			
Bidder's Score: (68% is the minimal score = 13 points)			



PART 5 - CERTIFICATIONS

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

The certifications, in Attachment 3, 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, if any certification made by the Bidder is found to be untrue whether 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 with this request will also render the bid non-responsive or will constitute a default under the Contract.

1. Mandatory Certifications Required Precedent to Contract Award

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 related documentation therein required will assist Canada in confirming that the certifications are true.

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" 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 annex [Federal Contractors Program for Employment Equity - Certification](#), before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

1.3 Canadian Content Certification

This procurement is solely limited to Canadian services.

Subject to the evaluation procedures contained in the bid solicitation, bidders acknowledge that only bids with a certification that the service offered is a Canadian service, as defined in clause A3050T, will be considered.

Failure to provide this certification completed with the bid will result in the service offered being treated as a non-Canadian service and deemed non-compliant.



2. Additional Certifications Precedent to Contract Award

The certifications in Attachment 3, Certifications Precedent to Contract Award, should be completed and submitted with the bid but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.



“Attachment 3”

**CERTIFICATIONS PRECEDENT TO CONTRACT AWARD AND
CERTIFICATIONS REQUIRED WITH THE BID**

1.0 Certifications Required with the Bid

1.1 Integrity Provisions

1. Bidders should provide, with their bids or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Bidders must submit the list of directors before contract award, failure to provide such a list within the required time frame will render the bid non-responsive.

COMPLETE LIST OF BIDDER'S DIRECTORS	
1	4
2	5
3	6

2. The Contracting Authority may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification form – PWGSC- TPSGC 229) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

1.2 FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY

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" 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 annex [Federal Contractors Program for Employment Equity - Certification](#), before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

1.3 Canadian Content Certification

[This procurement is limited to Canadian services.](#)



Subject to the evaluation procedures contained in the bid solicitation, bidders acknowledge that only bids with a certification that the service offered is a Canadian service, as defined in clause A3050T, may be considered.

Failure to provide this certification completed with the bid will result in the service offered being treated as a non-Canadian service.

The Bidder certifies that:

- () a minimum of 80 percent of the total bid price consist of Canadian services as defined in paragraph 5 of clause A3050T.

2.0 Certifications Precedent to Contract Award

2.1 Former Public Servant - Competitive Requirements

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

Definitions

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

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

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

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

Former Public Servant in Receipt of a Pension

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

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



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

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

Work Force Reduction Program

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

If so, the Bidder must provide the following information:

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

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

2.2 Status and Availability of Resources

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

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

2.3 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the



Bidder for the requirement is capable of performing the Work described in the resulting contract.

3. Acknowledgment:

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

The bid must contain no condition. Any condition, whatsoever, will render the bid non-responsive.

Name: _____

Signature: _____

Date: _____



PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

1. Security Requirement

1. Before award of a contract, the following conditions must be met:
 - (a) the Bidder must hold a valid Facility Security Clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
 - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
3. For additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the [Departmental Standard Procurement Documents](#) website.

2. Financial Capability

SACC Manual Clause A9033T (2012-07-16) Financial Capability



PART 7 - RESULTING CONTRACT CLAUSES

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

1.0 Statement of Work

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

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.

2.1 General Conditions

2040 (2015-09-03), General Conditions - Research & Development, apply to and form part of the Contract.

3. Security Requirement

3.1 The following security requirement (SRCL and related clauses) applies and forms part of the Contract.

1. The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor personnel requiring access to CLASSIFIED information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **SECRET**, granted or approved by CISD/PWGSC.
3. The Contractor MUST NOT remove any CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC.
5. The Contractor must comply with the provisions of the:
 - (a) Security Requirements Check List and security guide (if applicable), attached at Annex B
 - (b) *Industrial Security Manual* (Latest Edition)

4. Term of Contract

4.1 Period of the Contract

The period of the contract is date of contract award until May 31, 2017.



5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Joseph Hulse
Public Works and Government Services Canada
Acquisitions Branch
Science Procurement Directorate
Place du Portage, Phase III, 11C1
11 Laurier Street
Gatineau, Quebec
K1A 0S5
11 Laurier Street
Gatineau, Quebec
K1A 0S5

Telephone: (819) 956-3356
Facsimile: (819) 997-2229
E-mail address: Joseph.Hulse@pwgsc.gc.ca

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

5.2 Technical Authority

The Technical Authority for the Contract is:

(To be entered at contract award)

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone: ____-____-_____
Facsimile: ____-____-_____
E-mail address: _____

The Technical 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 Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3 Contractor's Representative

(To be entered at contract award)



6. Proactive Disclosure of Contracts with Former Public Servants

SACC Manual Clause A3025C (2012-11-19)

7. Payment

7.1 Basis of Payment

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm, all inclusive price, as specified in the contract for a cost of \$ _____ (**insert the amount at contract award**). Customs duties are included, and Applicable Taxes are extra.

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

7.2 Method of Payment – Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a) an accurate and complete claim for payment using PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;
- c) all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

7.2.1 Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

milestone	Description	Start Date	End Date	Deliverable	Firm Price
Part 1: Information Sharing					
1	<u>Conduct a literature review and background research</u>	Date of contract award	03/16	Report: critical analysis of current state of informational sharing to support CI	
2	<u>Develop survey and questionnaire</u>	03/16	04/16	Survey and questionnaire	
3	<u>Progress report</u>		04/16	Progress report	



4	<u>Survey distribution and collection.</u>	04/16	05/16	Survey Tool Survey tool will be submitted as a deliverable for feedback prior to dissemination and data collection. Initial survey/questionnaire report.	
5	<u>Analysis of survey results</u>	05/16	06/16	Report	
6	<u>Information Sharing Final report</u>	06/16	08/16	Information Sharing Final Report	
Part 2: Gap Analysis					
7	<u>Conduct a literature and document review</u>	02/16	07/16	Completed report that compares and contrasts the various approaches to the CIP program design.	
8	<u>Progress report</u>		07/16	Progress report	
9	<u>Develop survey and questionnaire</u>	08/16	09/16	Survey and questionnaire.	
10	<u>Progress report</u>		11/16	Progress report	
11	<u>Survey distribution and collection</u>	09/16	11/16	Survey tool will be submitted as a deliverable for feedback prior to dissemination and data collection. Initial survey/questionnaire report.	
12	<u>Analysis of survey results</u>	11/16	01/17	Report	
13	<u>Gap Analysis Final report</u>	01/17	05/17	Gap Analysis Final report	

7.3 SACC Manual Clauses

A9117C (2007-11-30), T1204 - Direct Request by Customer Department
C2000C (2007-11-30), Taxes - Foreign-based Contractor

8. Invoicing Instructions



1. The Contractor must submit a claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment.
Each claim must show:
 - a. all information required on form [PWGSC-TPSGC 1111](#);
 - b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
 - c. the description and value of the milestone claimed as detailed in the Contract.
2. The Contractor must prepare and certify one original and two (2) copies of the claim on form [PWGSC-TPSGC 1111](#), and forward it to the *Technical authority* identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place.
The Technical Authority will then forward the original and two (2) copies of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.
3. The Contractor must not submit claims until all work identified in the claim is completed.

9. Certifications

9.1 Compliance

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

9.2 [SACC Manual Clause](#)

A3060C (2018-05-12) Canadian Content Certification

10. Applicable Laws

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

11. 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.

- (1) the Articles of Agreement;
- (2) Annex B, Security Requirements Check List;
- (3) the general conditions 2040 ([2015-09-03](#)), General Conditions - Research & Development;
- (4) Annex A, Statement of Work; [and](#),
- (5) the Contractor's bid dated _____.

12. Insurance



SACC Manual clause G1005C (2008-05-12), Insurance

13. Government Site Regulations

The Contractor must comply with all standing orders or other regulations, instructions and directives in force on the site where the Work is performed.



ANNEX A

Statement of Work

1. TITLE

Critical Infrastructure Protection: Information Sharing, Operational and Programmatic Gap Analysis

2. OBJECTIVE

The main objective of this project is to strengthen critical infrastructure protection (CIP). The project required the contractor to:

- III. To identify opportunities regarding information sharing across critical infrastructure (CI) stakeholders (private sector and government agencies) and law enforcement. This will focus on the uptake of information by law enforcement and the criteria and factors that shape it. A report with recommendations will be produced.
- IV. To conduct a CIP operational and programmatic gap analysis. This will focus on enhancing the program while concentrating on operational requirements. A report with recommendations will be produced.

3. BACKGROUND

The Royal Canadian Mounted Police (RCMP) takes its role in protecting Canada's critical infrastructure (CI), and its ability to deliver the vital services Canadians require, from the Federal Government's responsibility to ensure public safety. The RCMP has not only a responsive role in the event of an incident which impacts CI and public safety, but it also has a responsibility to detect, and when appropriate, intervene, when a criminal threat, including a National Security threat, to CI is identified as either imminent or possible.

The RCMP's National Critical Infrastructure Team (NCIT) is responsible for capturing intelligence and assessing criminal threats to critical infrastructure in support of the RCMP's and the Government of Canada's critical infrastructure protection (CIP) mandates. NCIT collaborates closely with domestic and international partners to acquire, assess, analyze and share information to prevent, detect, deter and respond to actual and potential criminal threats to Canada's critical infrastructure.

Public Safety Canada defines critical infrastructure as the "processes, systems, facilities, technologies, networks, assets and services essential to the health, safety, security or economic well-being of Canadians and the effective functioning of government. Critical infrastructure can be stand-alone or interconnected and interdependent within and across provinces, territories and national borders. Disruptions of critical infrastructure could result in catastrophic loss of life, adverse economic effects and significant harm to public confidence."

Criminal threats to the functioning of CI are specifically identified as terrorist threats in the criminal code. The proposed legislation (Bill C-639), if passed, would allow for criminal charges in cases where the criminal acts on CI facilities were motivated by profit. The Government of Canada has a number of initiatives specifically related to ensuring situational awareness, information sharing, emergency preparedness and threat mitigation specific to CI including The National Strategy and



Action Plan for Critical Infrastructure (2009), the updated National Strategy for Critical Infrastructure (2014) and the Canada-United States Action Plan for Critical Infrastructure (2010).

The Federal Government's new, anti-terrorism legislation (Bill C-51) also recognizes the importance and priority of CI protection. Among other things, it proposes to create the *Security of Canada Information Sharing Act*, which would authorize a range of government institutions to share information with each other about activities that undermine "the security of Canada." This broad and vague term includes interference with "the economic or financial stability of Canada" or with "critical infrastructure."

The '*Critical Infrastructure Protection: Information Sharing, Operational and Programmatic Gap Analysis*' is a project in accordance with the Canadian Safety and Security Program (CSSP) managed through Defence Research and Development Canada's Centre for Security Science (DRDC CSS). This Targeted Investment project is being conducted primarily for the Critical Infrastructure Portfolio and funded by DRDC CSS.

The CSSP is a federally-funded program led by DRDC CSS, in partnership with Public Safety Canada.

Launched in 2012, CSSP's collaborative model fosters, through different mechanisms, innovative science and technology advancements that contribute to the safety and security of Canadians. In order to sustain growth in our fields of interest, increase capabilities and respond to a changing environment, DRDC CSS works domestically and internationally in partnership with government, industry, and academia.

The CSSP's mission is to strengthen Canada's ability to anticipate, prevent, mitigate, prepare for, respond to, and recover from natural disasters, serious accidents, crime and terrorism through the convergence of science and technology (S&T) with policy, operations, and intelligence.

The CSSP's current portfolio includes close to two hundred projects and activities. These projects are led by either federal, provincial, territorial and municipal governments, or academic institutions, through innovative federal contracting mechanisms managed by Public Works and Government Services Canada.

Current projects focus on the following priorities:

- enhancing Canada's resilience to chemical, biological, radiological-nuclear and explosives threats;
- protecting our borders;
- enhancing the resiliency of Canada's critical infrastructure and cyberspace; and
- improving emergency response capabilities and interoperability.

4. PROJECT STAKEHOLDERS

The Technical Authority - The Royal Canadian Mountain Police (RCMP) - National Critical Infrastructure Team (NCIT): The Technical Authority will be responsible for acceptance of deliverables, payment of funds, providing feedback and answering questions the Contractor may have about tasks and deliverables.



The Contractor - The Contractor will be responsible for the creation and timely delivery of project deliverables to the Technical Authority. The Contractor will also be responsible for purchasing equipment needed for implementation of project deliverables. The Contractor is responsible for status reporting to the Technical Authority.

The Project Sponsor - Defense Research Development Canada (DRDC): The Project Sponsor is responsible for transferring the funds to the Technical Authority.

Private Industry and Government Stakeholders - The Stakeholders are responsible of answering the surveys and questionnaires sent by the Contractor.

5. SCOPE OF WORK

Two items to be addressed:

Part 1: Information Sharing

Determining how to more effectively engage and communicate with police investigators on information coming from private sector stakeholders to determine potential investigative and mitigation potential is essential in enhancing the sharing and handling of information between law enforcement and CIP stakeholders.

The information received from CI stakeholders varies from information that is deemed quite preliminary to information that is more specific and concerning. Private sector stakeholders information, if identified properly, presented and followed up appropriately, might help detect and prevent an attack against the infrastructure itself or a plot with another target where the infrastructure is involved. As the Technical Authority mandate includes providing support to, and initiation of, the Technical Authority investigations, the Technical Authority would like to explore innovative ways to have law enforcement fully engage the CIP community to enhance investigations.

The Contractor must:

- a. Conduct a literature review of innovative methods of information sharing within the CIP context;
- b. Develop partner survey and questionnaire;
- c. Distribute and collect survey results;
- d. Analyze and report survey results and;
- e. Complete scheduled CSSP required reporting.

Part 2: Gap Analysis

A critical examination of the external and internal components that can affect team effectiveness and its ability to get the most up-to-date, valuable information on criminal threats to CIP to the appropriate stakeholders is required. The examination of issues as diverse as team and organizational culture, dynamics, communication, effective information sharing, data storage, access and exploitation will have to be undertaken. The study will focus on a gap analysis with regards to CI information sharing and protection.

The Contractor must:



- a. Conduct a literature and document review of the CIP program within the RCMP, Canada and other five eyes countries;
- b. Write a report that compares and contrasts the various approaches to CIP program design;
- c. Develop stakeholders survey and questionnaire focusing on examining gaps and opportunities regarding the CIP program;
- d. Analyze and report on survey results. Identify gaps and opportunities and;
- e. Complete scheduled CSSP required reporting.

This project aligns directly with Canadian Safety and Security Program (CSSP) investment areas 4 and 5. We aim to accomplish priority 4, “the development of concrete recommendations to enhance CIP using evidence-based qualitative and quantitative research”.

The final reports will provide an overall description of key gaps and opportunities for CIP. The report will be used by the Technical Authority to facilitate program review and recommendations.

6. TASKS, TECHNICAL SPECIFICATIONS AND DELIVERABLES

Work Breakdown Structure (WBS): The schedule shows the planned start and stop dates for each task in the WBS and appropriate milestones and or delivery dates. The total Project period of performance is indicated in months from the start date through the completion date.

The Contractor must complete the following tasks. All resulting deliverables are subject to review and approval from the technical authority.

Task #	Description	Start Date	End Date	Deliverable(s)
Part 1: Information Sharing				
1	<u>Conduct a literature review and background research</u> The Contractor must conduct a literature review of innovative methods of information sharing within the CIP context. The contractor must conduct background research examining interdepartmental information sharing protocols associated with federal and provincial policing organizations.	Date of contract award	03/16	Report: critical analysis of current state of informational sharing to support CI
2	<u>Develop survey and questionnaire</u> The Contractor, in consultation with Technical Authority, must shape the survey content. The Technical Authority and the Contractor must determine which key stakeholders from the list of 235 technical authority stakeholders would be better suited to participate in this research. The elements of the survey (number of questions, number of participants, and length of survey) must be determined by the Contractor with the help of the	03/16	04/16	Survey and questionnaire



	<p>Technical Authority. The Contractor must use lessons identified from the literature and background research to help develop the survey and questionnaire.</p>			
3	<p><u>Progress report</u> The Contractor must provide a progress report that outlines:</p> <ul style="list-style-type: none"> • the progress made to date; • if the project is on schedule, and if it is not, an explanation of why it is not on schedule and the measures the contractor will use to make sure the project is back on schedule. 		31/04/2016	Progress report
4	<p><u>Survey distribution and collection</u> The Contractor must suggest a survey dissemination and collection tool to the Technical Authority for their approval. It is the Contractor's responsibility to have a tool that can be used for this purpose, whether it is a tool that was made in house or a commercial off the shelf product. The Contractor must use the approved dissemination and collection tool to capture and consolidate results. The Contractor must provide the Technical Authority with a summary of survey results for the purpose of providing immediate feedback to Technical Authority. This must include the stakeholders' response rate.</p>	04/16	05/16	Survey Tool Survey tool will be submitted as a deliverable for feedback prior to dissemination and data collection. Initial survey/questionnaire report.
5	<p><u>Analysis of survey results</u> The Contractor must perform a qualitative analysis of the survey results. The literature and background review as well as the survey analysis must be used in the final report to determine how to more effectively engage and communicate with police investigators on information coming from private sector stakeholders to determine potential investigative</p>	05/16	06/16	Report



	and mitigation avenues.			
6	<p><u>Information Sharing Final report</u> The contractor must write a final report outlining their findings which must include:</p> <ul style="list-style-type: none"> • a description of the methodology used throughout the research; • the results of the literature review; • the results of the surveys and questionnaires; • the analysis of the surveys and questionnaires and; • recommendations. 	06/16	08/16	Information Sharing Final Report
Part 2: Gap Analysis				
7	<p><u>Conduct a literature and document review</u> The Contractor must conduct a literature and document review of the CIP program within the RCMP, Canada and the five eyes countries. Write a report that compares and contrast the various approaches to the CIP program design. Must focus on:</p> <ul style="list-style-type: none"> • Current policy • CIP Technical aspects • Standard Operating procedures • Performance framework • Business model 	02/16	07/16	Completed report that compares and contrasts the various approaches to the CIP program design.
8	<p><u>Progress report</u> The Contractor must provide a progress report that outlines:</p> <ul style="list-style-type: none"> • the progress made to date; • if the project is on schedule, and if it is not, an explanation of why it is not on schedule 		31/07/2016	Progress report
9	<p><u>Develop survey and questionnaire</u> The Contractor must focus on examining gaps and opportunities regarding the CIP program. The examination of issues such as team</p>	08/16	09/16	Survey and questionnaire.



	<p>and organizational culture, dynamics, communication, effective information sharing, data storage, access and exploitation must be undertaken.</p> <p>The Technical Authority and the contractor must determine which key partners from the list of stakeholders would be better suited to participate in this research. The elements of the survey (number of questions, number of participants, and length of survey) must be determined by the Contractor with the help of the Technical Authority.</p>			
10	<p><u>Progress report</u></p> <p>The contractor will provide a progress report that outlines:</p> <ul style="list-style-type: none">• the progress made to date;• if the project is on schedule, and if it is not, an explanation of why it is not on schedule		11/16	Progress report
11	<p><u>Survey distribution and collection</u></p> <p>Using the selected dissemination and collection tool, capture and consolidate results. It will be the Contractor's responsibility to have a tool that can be used for this purpose, whether it is a tool that was made in house or a commercial off the shelf product.</p> <p>The Contractor will provide the Technical Authority with a summary of survey results for the purpose of providing immediate feedback to NCIT. This will include the stakeholders' response rate.</p>	09/16	11/16	Survey tool will be submitted as a deliverable for feedback prior to dissemination and data collection. Initial survey/questionnaire report.
12	<p><u>Analysis of survey results</u></p> <p>The Contractor will perform a qualitative analysis of the survey results.</p> <p>The literature and background review as well as the survey analysis will be used in the final report to determine more effective ways the Technical Authorities program can get the most up to date, valuable information on criminal threats to CI.</p>	11/16	01/17	Report



	<p><u>Gap Analysis Final report</u> The Contractor will write a final report outlining their findings which should include:</p> <ul style="list-style-type: none"> • a description of the methodology used throughout the research; • the results of the literature review; • the results of the surveys and questionnaires; • The results of the analysis of the surveys and questionnaires and; • Recommendations. 	01/17	05/17	Gap Analysis Final report
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7. TRAVEL

No travel will be required for the project.

8. CONSTRAINTS

No constraints are anticipated.

9. CLIENT SUPPORT

A researcher from the Technical Authority will be assigned to provide technical feedback to the Contractor. The Contractor will be provided with a confidential list of CI private sector stakeholders who have agreed to participate in the research. The Contractor will be provided access to law enforcement personnel and supporting material to conduct the required research.

10. MEETINGS

Meetings will be scheduled as required at the RCMP Headquarters building located at 73 Leikin Drive, Ottawa, Ontario. Meetings will be scheduled during regular business hours while the contractor is on site.

11. LANGUAGE

The Contractor must submit the reports in English.

12. WORK LOCATION

RCMP Headquarters building located at 73 Leikin Drive, Ottawa, Ontario. The technical authority will provide a work station and computer.



ANNEX B

SECURITY REQUIREMENTS CHECK LIST

RECEIVED
NOV 24 2015

M7594-162036



Government of Canada

Gouvernement du Canada

Contract Number / Numéro du contrat 201602036
Security Classification / Classification de sécurité

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine RCMP		2. Branch or Directorate / Direction générale ou Direction Federal Policing Criminal Operations-NCIT
3. a) Subcontract Number / Numéro du contrat de sous-traitance		3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant
4. Brief Description of Work / Brève description du travail Critical Infrastructure Protection: Information Sharing, Operational and Programmatic Gap Analysis. The main objective of this project is to strengthen critical infrastructure protection (CIP). <i>- all work completed now ex site no safeguarding required therefore.</i>		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No <input checked="" type="checkbox"/> Yes Non Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No <input type="checkbox"/> Yes Non Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of Information / Niveau d'information		
PROTECTED A PROTÉGÉ A <input type="checkbox"/>	NATO UNCLASSIFIED <input type="checkbox"/>	PROTECTED A PROTÉGÉ A <input type="checkbox"/>
PROTECTED B PROTÉGÉ B <input type="checkbox"/>	NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED B PROTÉGÉ B <input type="checkbox"/>
PROTECTED C PROTÉGÉ C <input type="checkbox"/>	NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED C PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>	CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>
SECRET <input checked="" type="checkbox"/>	NATO SECRET NATO SECRET <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET TRÈS SECRET <input type="checkbox"/>	COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>	TOP SECRET TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>



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PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? [X] No [] Yes

If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? [X] No [] Yes

Short Title(s) of material / Titre(s) abrégé(s) du matériel :
Document Number / Numéro du document :

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

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

- RELIABILITY STATUS COTE DE FIABILITÉ
TOP SECRET- SIGINT TRÈS SECRET - SIGINT
SITE ACCESS ACCÈS AUX EMBLEMES
CONFIDENTIAL CONFIDENTIEL
NATO CONFIDENTIAL NATO CONFIDENTIEL
SECRET SECRET [X]
NATO SECRET NATO SECRET
TOP SECRET TRÈS SECRET
COSMIC TOP SECRET COSMIC TRÈS SECRET

Special comments:

Commentaires spéciaux :

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

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? [X] No [] Yes

If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté? [] No [] Yes

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? [X] No [] Yes

PRODUCTION

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

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

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? [X] No [] Yes

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? [X] No [] Yes



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

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

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

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED? No / Yes
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? Non / Oui

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

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED? No / Yes
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? Non / Oui

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