



ADVANCE CONTRACT AWARD NOTICE

TITLE: Canadian Heritage Medium Term Strategic Policy: Action Research and Knowledge Transfer Initiative

INTRODUCTION:

The Department of Canadian Heritage (PCH) has a requirement for the provision of process expertise that will guide knowledge transfer and develop internal capacity related to a suite of transdisciplinary complexity tools: A framework of visual systems thinking that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking. The purpose of this Advance Contract Award Notice (ACAN) is to signal the government's intention to award a contract for these services to:

*Resilience Design Lab (part of the SFI Labs)
Strategic Foresight and Innovation Program,
OCAD University.*

Before awarding a contract, however, the government would like to provide suppliers with the opportunity to demonstrate that they are capable of satisfying the requirements set out in this notice, by submitting a statement of capabilities during the 15 calendar day posting period.

If other potential suppliers submit a statement of capabilities during the 15 calendar day posting period that meet the requirements set out in the ACAN, the government will proceed to a full tendering process on either the government's electronic tendering service or through traditional means, in order to award the contract.

If no other supplier submits, on or before the closing date, a statement of capabilities meeting the requirements set out in the ACAN, a contract will be awarded to the pre-selected supplier.

BACKGROUND:

The Department of Canadian Heritage (PCH) has a requirement to build internal "process expertise" on a suite of transdisciplinary complexity tools: A framework of visual systems thinking that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking. PCH seeks support to develop internal capacities and skills related to these new tools and approaches, which it will subsequently adapt and deploy to successively address a range of priority issue areas related to medium-term strategic policy development and program renewal with a view to innovation.



Action Research: Knowledge-Sharing, -Generation and -Transfer

PCH is interested in a sound methodological approach – action research – in relation to the ways in which knowledge-sharing, -generation and -transfer are achieved. The work includes guidance to develop internal capacity related to ways to: (1) reframe the chosen problem through the development of multiple futures; (2) identify key challenges, insights and intervention points through an assessment of implications across these multiple futures; and, importantly, (3) use new, participatory and collaborative problem-solving approaches to deploy such insights and to inform and influence systems change that can improve PCH agility and resilience in the face of inevitable challenges associated with the emergent future.

This action research process will be inclusive of, and stewarded by, experienced external collaborators, who will model and accelerate the absorption of new and different ways of working, deepening knowledge transfer and the development of new capacities related to building and communicating a suite of strategic solutions. Deployed within an action research process, the abovementioned transdisciplinary complexity toolkit will complement public policy values; stimulate deep and authentic multi-perspective conversations; and identify potential points of intervention and change that can contribute to anticipatory options in the face of multiple possible future realities.

The work will involve the following:

Development and execution of a multi-phase project design. Each phase will stipulate timeline, objectives, expected results, deliverables and itemized activities. The project design will include:

KNOWLEDGE TRANSFER DELIVERABLES:

- an action research orientation, with an explicit focus on co-creation, knowledge-sharing, -generation and -transfer;
- a clear knowledge-transfer orientation, operating at multiple levels, including:
 - a) joint project team;
 - b) workshops that target organizational actors;
 - c) individual policy practice leaders and intrapreneurs; and
 - d) project documentation (i.e. see research deliverables below) for consumption by a wide range of audiences.
- the use of a suite of transdisciplinary complexity tools, comprising a framework of visual systems thinking that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking; and
- eight (8) one (1) hour-long coaching sessions to take place between October 2016 and April 2017, related to “process expertise” and the subsequent use of the transdisciplinary toolkit.

RESEARCH DELIVERABLES:

- A strategic perspectives report with rich visual documentation based on the insights gained from the scenarios.
- Development of communication tools that provide analytical and rich visual documentation of complex systems, as well as a synthesis of strategic insights and an action research report.
- A sufficient number of workshops for maximum forty (40) people:



- a) these workshops will be conducted at PCH's premises in Gatineau and engage PCH executives and decision-makers.
- any additional collaborative work and deliverables required to ensure that objectives are successfully met, particularly in relation to knowledge transfer and capacity-building.

GROUP STRUCTURE:

The kick-off meeting to establish the joint team, and all regular team meetings, can take place online, or face-to-face, and other means of communications will be used as required to accomplish the work.

Project working team, consisting of:

- Members from the supplier's team:
 - a) At least two (2) established experts (i.e. principal investigators, senior faculty members, etc.), who will lead the group; one (1) of whom will be responsible for the coordination and delivery of all project processes and deliverables; and
 - b) At least three (3) supporting members (i.e. analysts, associates, graduate students, etc.).
- Members from PCH's team:
 - a) Working-level members from across PCH (maximum eight (8));
 - b) One (1) of whom may be designated as main project liaison (coordinating logistical details and the department's content experts, etc.)
 - c) Another one (1) of whom may be embedded with the supplier's team to enhance knowledge transfer in terms of process expertise.
- Based on the supplier's proposed model for the joint project team, the supplier will:
 - a) indicate to PCH the type of time commitments and activities required of joint team members to maximize knowledge transfer and the adoption of innovative organizational practices;
 - b) provide a set of resources that will empower PCH members to be fully working as equal partners with the supplier's team; and
 - c) support PCH joint team members to develop skills and expertise required of new policy practice leaders.

The proposed contract is for a period of 12 months, from June 2016 to May 2017. The bulk of the work, however, will commence immediately and be completed between June and September 2016.

The estimated value of the contract is **\$98,362.00** (applicable taxes are extra).

MINIMUM ESSENTIAL REQUIREMENTS:

Any interested supplier must demonstrate by way of a statement of capabilities that it meets the following requirements:

- Capacity to supply two (2) senior faculty members as principal investigators, with advanced degrees or designations directly related to visual systems thinking that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking. At



least one of these two team members must have a PhD related to digital technology and/or networks and must have served in the private sector in a technology executive role (i.e. chief technology officer, chief information officer, chief transformation officer, etc.).

- Each member must have a minimum of ten (10) years' experience each in projects that were similar in size, scope and complexity.
- Knowledge, understanding and capacity to transfer knowledge:
 - The potential supplier must be able to demonstrate integral links with an active, cutting-edge transdisciplinary learning network (i.e. such as those housed at post-secondary institutions, innovation labs, R&D labs etc.) based in a major Canadian cultural hub.
 - The supplier must be able to demonstrate significant experience in being able to transmit knowledge and competencies (i.e. post-secondary course syllabi and supporting materials; training materials, etc.) related to a framework of visual systems thinking that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking.
 - The supplier must be able to demonstrate experience and a strong willingness to mentor policy practice leaders and intrapreneurs.

JUSTIFICATION FOR THE PRE-SELECTED SUPPLIER:

The Resilience Design Lab (The Lab) at the Ontario College of Arts and Design University (OCADU) has been identified as the government's pre-selected supplier as it is embedded in the only graduate program in Canada that integrates (1) design thinking; (2) business / strategic thinking and (3) futures thinking. The Lab is part of the SFI group of labs at OCAD University that has extensive experience working with public sector institutions and industry partners and demonstrated excellence in capacity building, knowledge transfer, and mentorship of clients throughout and beyond the scope of a project.

The Director of the Resilience Design Lab (part of the SFI Labs) and project lead, Dr. Nabil Harfous is co-founding member of the League of Intrapreneurs Canada and has active links with several leading-edge transdisciplinary learning networks with strong activities in a major Canadian cultural hub. Dr. Harfoush also has extensive experience as technology executive having served as Chief Information Officer for a number of private sector firms.

The second senior team member is Professor Suzanne Stein, Associate Professor Innovation at OCAD University. Professor Stein served as a workshop leader at the Institute Without Boundaries (IWB) and is a Lead Mentor, IdeaBoost, and CFC. She has also served in key roles in the private sector including in Corporate Strategy, Insight & Foresight, at NOKIA. Professor Stein is also actively connected with several leading-edge transdisciplinary innovation networks with strong activities in a major Canadian cultural hub.



It is anticipated that these links will be required to successfully complete the bulk of this work, which will commence immediately and be completed within a short-time frame as described above.

As such, in accordance with exception 6 (d) of the *Government Contracts Regulations*, the Resilience Design Lab at OCAD University is the only entity capable of performing the type of work required of this contract within the given timelines.

Canada intends to retain ownership of any Foreground Intellectual Property arising out of the proposed contract on the basis that the main purpose of the contract is to generate knowledge and information for public dissemination.

RESPONSE:

Suppliers who consider themselves fully qualified and available to meet the specified requirements may submit a statement of capabilities in writing to the Contracting Authority identified in this Notice on or before the closing date of this Notice. The statement of capabilities must clearly demonstrate how the supplier meets the advertised requirements.

The closing date and time for accepting statements of capabilities is June 8, 2016 at 2:00 P.M. EDT.

Inquiries are to be directed to the coordinates provided below no later than June 2, 2016 at 5:00 P.M. EDT:

Lynn Levesque
Procurement and Contract Specialist
Contracting and Materiel Management Directorate
Department of Canadian Heritage
Telephone: 819-994-5119
Facsimile: 819-953-4133
E-mail: PCH.Contrats-Contracting.PCH@canada.ca

Statements of capabilities are to be sent electronically (by e-mail) to:

Lynn Levesque at the following email address:

PCH.Contrats-Contracting.PCH@canada.ca

POLICY INFORMATION:

- Applicable Exceptions to soliciting Bids under the *Government Contracts Regulations* (GCRs): Part 1, section 6(d) “only one person is capable of performing the contract”
- Subject to the Agreement on Internal Trade