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REQUEST FOR INFORMATION

Office of the Chief Electoral Officer File No.:

ECCL-RFI-16-0226

Title:

Corporate and Events
Hosting and Operations
Management Services

Date:

October 18, 2016

Closing Date and Time:

November 3, 2016 – 2:00 P.M. Gatineau Time

ENQUIRIES

supplier@elections.ca

Attention:

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RESPONSES

SUBMIT RESPONSE VIA EMAIL TO:

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Corporate and Events Hosting and Operations Management Services

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REQUEST FOR INFORMATION**Corporate and Events Hosting and Operations Management Services****PART 1. Background and Purpose****1.1. Background**

Elections Canada's (EC) Chief Information Officer Branch (CIOB) maintains their central infrastructure in two locations.

The first location is an internally managed Elections Canada data-center which is located in Ottawa. The physical facility is provided under a co-location agreement with Shared Services Canada (SSC), which provides floor space, environmental needs and security only. Technology design, acquisition and maintenance are performed by CIOB personnel. All operations management and support is currently provided by EC staff.

The second location is a Tier III data-center operated by a Service Provider. This location hosts all web-based and outward-facing applications. The EC-dedicated equipment and peripherals at this location are owned, operated and maintained by the Service Provider' under a managed services contract This contract includes provision for infrastructure build-up and build-down for event and non-event periods and specifies service levels to be maintained for these periods.

The current application environment consists of approximately 160 applications. There are some COTS products, but most of the applications are custom developed. See Appendix A.

1.2. Current Challenges

The following provides a high level review of the challenges Elections Canada experience in housing their infrastructure at two separate locations:

- The two major data-centers (SSC and the Service Provider) operate to deliver different (albeit interdependent) capabilities. They do not provide redundancy for each other for incident management or disaster recovery.
- Challenges during application development can occur between the two data-centers can occur during the development of web-based applications as the SSC site provides the development and test environments while the Service Provider site provides the pre-production and the production environments.
- Challenges with regards to sustaining synchronicity of software, patch versions and technical configuration between the two sites has caused issues when applications are promoted from development to production.
- The outcome of this project must be implemented and fully operational by fall 2018.

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- EC data consists of 'Protected B' data which cannot be viewed or retrieved by anyone other than qualified personnel. Based on Treasury Board standards, this implies that the data center/cloud solution must reside in Canada.

1.3. Objectives

The objectives of the Corporate and Events Hosting and Operations Management Project are as follows:

1. Establish a contract for external hosting and operations management services which:
 - Provides the services which are currently provided by the Service Provider's data center that will meet current and future processing requirements (event¹ and non-event) in a secure, scalable and agile environment with strengthened governance, management and accountability processes to address deficiencies in the existing contract.
 - Achieve end-to-end alignment of production and application monitoring, support and issue/problem resolution processes across internal and external hosting services.
2. Rationalize and consolidate internal hosting infrastructure and internal processes for operations management, including rationalization with the external hosting service.
3. Rationalization and optimization of the the environments at Elections Canada within the EC's data centers.
4. Design and implementation of sustainable release management and production assurance processes and practices across data centers.
5. Effect changes to the structure, operations and management of CIOB and Elections Canada as required enabling the desired business model with external service providers to operate as intended.

1.4. Desired Outcomes

- Improved system integration as a continuum service between development, test and production environments (current inconsistency in pre-production and production environments and across the application development spectrum result in less than adequate quality assurance).
- Scalability of hosting environments during peak periods specifically to support a Federal General election.

¹ An event is defined as a Federal General Election, By-election or a Referendum.

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- Agility: Ability to provision adequate environment(s) to conduct integration testing and performance testing. Ability to expand/reduce infrastructure on demand and pay on usage for any environments, as required.
- Availability: EC systems must have high availability. External websites must be available 24*7 and be 99.7 to the public.
- Capacity: Ability to support potential growth resulting from the Electoral Services Modernization and the Voting Services Modernization projects.
- Increase IT Service Model (ITSM) maturity level within CIOB with effective operational processes and practices that are aligned with those of a large, mature vendor.
- An appropriate Business Continuity and Disaster Recover strategy integrated with the Corporate and Event Hosting and Operations Management Services and tailored to the Agency's risk profile.

1.5. Purpose

EC is requesting feedback from suppliers on Elections Canada's requirement for Corporate and Events Hosting and Operations Management Services RFI. In order to meet EC's objectives, desired outcomes and expectations, strategies for a hybrid model which entails part of the IT operations remaining in house at EC and the remainder being transitioned to a Service Provider are currently under consideration.

The respondents are requested to provide a maximum of three (3) business and technology models that would fulfill the objectives of the Corporate and Events Hosting and Operations Management Services Project and also where appropriate suggest cost effective, innovative recommendations and processes. Refer to Part 11 for further submission details.

1.6. EC Mandate

EC, headed by the Chief Electoral Officer, an agent of Parliament, is an independent, non-partisan agency with unique organizational features that reports directly to Parliament. EC exercises general direction and supervision over the conduct of elections and referendums at the federal level. Its mandate is to:

- a) be prepared at all times to conduct a federal general election, by-election or referendum;
- b) administer the political financing provisions of the *Canada Elections Act*;
- c) monitor compliance with electoral legislation;
- d) conduct public information campaigns on voter registration, voting and becoming a candidate;

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- e) conduct education programs for students on the electoral process;
- f) provide support to the independent commissions in charge of adjusting the boundaries of federal electoral districts following each decennial census;
- g) carry out studies on alternative voting methods and, with the approval of parliamentarians, test alternative voting processes for future use during electoral events; and
- h) provide assistance and cooperation in electoral matters to electoral agencies in other countries or to international organizations.

1.7. Anticipated Procurement Timeline

Elections Canada is at the preliminary stage of the procurement process. The high-level procurement timeline will follow a multi-phase procurement process that will comprise of the following key activities:

Procurement Phase	Estimated Timeline
Planning – RFI	October 2016
RFP Solicitation	March 2017
Evaluation	May 2017
Contract Award	June 2017

PART 2. Nature of Request for Information

This is not a solicitation. This RFI will not result in the award of any contract and no source list will be created. As a result, potential suppliers of any goods or services described in this RFI should not reserve stock or facilities, nor allocate resources, as a result of any information contained in this RFI. Therefore, whether or not any potential supplier responds to this RFI, it will not preclude that supplier from participating in any future procurement. Also, the procurement of any of the goods and services described in this RFI will not necessarily follow this RFI. This RFI is simply intended to solicit feedback from industry with respect to the subject matter described herein and should not be considered as an authorization to undertake any work that would result in costs being charged to EC. EC reserves the right to accept or reject any or all comments received. Further respondent engagement may be conducted by Elections Canada which may include, but is not limited to, supplier engagement days, one-on-one meetings, product demonstrations, vendor presentations, requesting additional information from respondents, etc.

PART 3. Nature and Format of Responses Requested

Respondents are requested to provide their comments, concerns and, where applicable, alternative recommendations regarding how the requirements or objectives described in this RFI could be satisfied. Respondents are also invited to provide comments regarding the content, format and/or organization of any draft documents included in this RFI. Respondents should explain any assumptions they make in their responses. The questionnaire in Appendix C – “General Questions” needs to be completed once, while the questionnaire in Appendix D – “Option Specific Questions”, should be completed for each of your recommended options.

PART 4. Response Costs

EC will not reimburse any respondent for expenses incurred in responding to this RFI.

PART 5. Treatment of Responses

5.1. Use of Responses

Responses will not be formally evaluated. However, the responses received, may be used by Elections Canada to develop or modify procurement strategies or any draft documents contained in the planned RFP. Elections Canada will review only responses that have been received by the RFI closing date. Elections Canada may, at its discretion, review responses received after the RFI closing date.

5.2. Review Team

A review team composed of representatives from Elections Canada will review the responses. Elections Canada reserves the right to hire any independent consultant, or use any government resources that it considers necessary to review any response. Not all members of the review team will necessarily review all responses.

5.3. Confidentiality

Respondents should indicate any portions of their response that they consider proprietary or confidential. Elections Canada will handle the responses in accordance with the Access to Information Act.

5.4. Follow-Up Activity

Elections Canada may, at its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response or for one-on-one meetings.

PART 6. Official Languages

Responses to this RFI may be submitted in either of the official languages of Canada, French or English.

PART 7. Information Requested by Elections Canada

7.1. Comments on Preliminary Documents

This RFI contains the following documents in respect to Elections Canada's request for comments from industry:

- a) Appendix A – EC Architecture
- b) Appendix B - High Level Requirements
- c) Appendix C – General Questions
- d) Appendix D – Option Specific Questions

These documents remain a work in progress and respondents should not assume that new clauses or requirements will not be added to any solicitation that is ultimately published by Elections Canada. Nor should respondents assume that none of the clauses or requirements will be deleted or revised. Comments regarding any aspect of the draft document are welcome.

7.2. Responses to Questions to Industry

Elections Canada requests responses to the questions found in Annex C – General Questions and Appendix D – Option Specific Questions.

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Additional supporting documents may be sent via the email address by the closing date and time identified on the cover page of this document.

PART 8. Volumetric Data

The transaction volume data is being provided to respondents purely for information purposes. This data is a representative sample and represents the best information currently available for the subset of applications that have been selected. Elections Canada does not guarantee that the data is complete or free from error. Reliance by respondents on the data is at their sole discretion. Consequently, EC is not responsible or liable in any way for the accuracy and integrity of such data.

APPLICATION NAME	APPLICATION DESCRIPTION	TRANSACTIONS PROCESSED 6 MONTH PERIOD PRIOR TO THE 42ND GE	TRANSACTIONS PROCESSED DURING 42 GE
Central Information Repository (CIR)	CIR is a database that acts as a buffer between publicly facing online and external applications and the National Register of Electors database. Outside an event, the CIR Process Controller, processes elector related transactions from E-REG. It also processes transactions from the NROE during the sync update process as well as transactions internal to CIR. During an event the CIR interfaces with the REVISE application, E-REG and SVRS.	1,957,258	4,192,348
E-Registration (E-REG)	E-REG is EC's publicly facing online voter registration system that allows voters to verify if they are on the list of electors. Registered voters may also update their residential address online. E-REG interfaces with the CIR and is online inside and outside an event. Access to E-REG is available through Elections Canada's main web site.	21,604	366,421
National Register of Electors (NROE)	The National Register of Electors (NROE) is a permanent, continually-updated database of Canadians who are qualified to vote in federal elections and referendums. It contains the name, address, gender and date of birth of each elector, as well as a unique identifier to help track changes to the elector's record. Inclusion in the Register of Electors is at the option of each Elector. Elections Canada uses	5,289,945	6,671,925

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APPLICATION NAME	APPLICATION DESCRIPTION	TRANSACTIONS PROCESSED 6 MONTH PERIOD PRIOR TO THE 42 ND GE	TRANSACTIONS PROCESSED DURING 42 GE
	<p>the information in the National Register of Electors (the Register) to create lists of electors (voter's lists) at the beginning of federal elections and referendums.</p> <p>The Chief Electoral Officer is legislatively responsible for managing and maintaining the Register of Electors. The Register of Electors is Canada's authoritative source for Federal Elector data.</p> <p>The NROE is updated with information from data sources external to EC as well as EC applications such as CIR.</p>		
REVISE	<p>REVISE is an operational application used by Returning Officers (RO's) and their staff in the Electoral Districts (ED's) to update the diverse revision activities that allow all eligible electors the opportunity to be added to the list of electors or to update their personal information if they are already on the list.</p> <p>REVISE also manages the following event functions:</p> <ul style="list-style-type: none"> • Production of the List of Electors • Management of Polling Divisions (PD's), Advance Polls and Mobile Polls • Production of Voter Information Cards (VIC's) • Advance Poll administration <p>The REVISE application is only used during an event, which is defined as: a General Election, By-election or Referendum.</p> <p>REVISE interfaces with CIR and the transfer of information is an integral part of running an event.</p>	0	6,802,281
Special Voting Rules System (SVRS)	The Special Voting Rules System (SVRS) manages the issuance of special ballots to any elector who cannot or does not wish to vote at a polling station during	0	283,017

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APPLICATION NAME	APPLICATION DESCRIPTION	TRANSACTIONS PROCESSED 6 MONTH PERIOD PRIOR TO THE 42 ND GE	TRANSACTIONS PROCESSED DURING 42 GE
	<p>an election or referendum. Voting by special ballot is governed by the Special Voting Rules, set out in the <i>Canada Elections Act</i>. The Special Voting Rules apply to five categories of electors; some categories only exist during an event.</p> <p>A. Exist outside <u>and</u> during events and are maintained by the SVRS:</p> <ul style="list-style-type: none"> • International elector, and • Canadian Forces elector. <p>B. Exist <u>only</u> during an event and are Ordinary electors between events:</p> <ul style="list-style-type: none"> • National elector, • Local elector, and • Incarcerated elector. <p>The SVRS provides information to NRoE and REVISE and is only used during an event.</p>		
Election Night Results (ENR)	The Election Night Results application is used to relay the voting results from Electoral Districts (ED's), to EC headquarters after the polls have closed. The information is then given to the Media Consortium for dissemination to the Canadian Public on polling night. ENR is only used during an event	0	<p>Oct 19, 2015 = 567,226 Oct 20– 22, 2015 = 838,736</p>
Elections Canada's Main Web Site (Note: Volume is a count of the visits to the website)	<p>Elections Canada's website maintains information pertinent to Canadian voters on the following subject matter:</p> <ul style="list-style-type: none"> • Voter information • Results for current and past Elections Canada • A Resource Centre for Legislative, Research and Publication information • News releases and information released to the media • Employment opportunities • Financial reports of political entities • Tools for use by political entities (forms and information) <p>E-REG and the Voter Information Service (VIS) are accessed through the</p>	1,884,746	16,020,241

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APPLICATION NAME	APPLICATION DESCRIPTION	TRANSACTIONS PROCESSED 6 MONTH PERIOD PRIOR TO THE 42 ND GE	TRANSACTIONS PROCESSED DURING 42 GE
	website. The website also contains links to other websites such as the Commissioner of Canada Elections and the Department of Justice.		
TOTAL TRANSACTIONS		9,153,553	35,742,195
PERCENTAGE INCREASE			390%

PART 9. Format of Responses

9.1. Cover Page

If the response includes multiple volumes, respondents are requested to indicate on the front cover page of the response the title of the response, the RFI number, the number of volumes and the full legal name of the respondent.

9.2. Title Page

The first page of each volume of the response should be the title page, which should contain:

- a) the title of the respondent's response and the volume number;
- b) the name and address of the respondent;
- c) the name, address, telephone number and email address of the respondent's contact;
- d) the date; and
- e) the RFI number.

9.3. Numbering System

Respondents are requested to prepare their response using a numbering system corresponding to the one in this RFI. All references to descriptive material, technical manuals and brochures included as part of the response should be referenced accordingly.

PART 10. Enquiries

This is not a solicitation, therefore Elections Canada will not necessarily respond to enquiries in writing or by circulating answers to all potential respondents. However, respondents with questions regarding this RFI may direct their enquiries to the Contracting Authority via the email address identified on the cover page of this document.

PART 11. Submission of Responses**11.1. Time and Place for Submission of Responses**

Respondents interested in providing a response should submit it by email to the Contracting Authority via the email address and by the closing date and time identified on the cover page of this document.

11.2. Responsibility for Timely Delivery

Each respondent is solely responsible for ensuring its response is delivered on time to the correct location.

11.3. Identification of Response

Each respondent should ensure that its name, contact person and email address, the RFI number and the closing date are included in their response in a prominent location.

Appendix A – Elections Canada Architecture

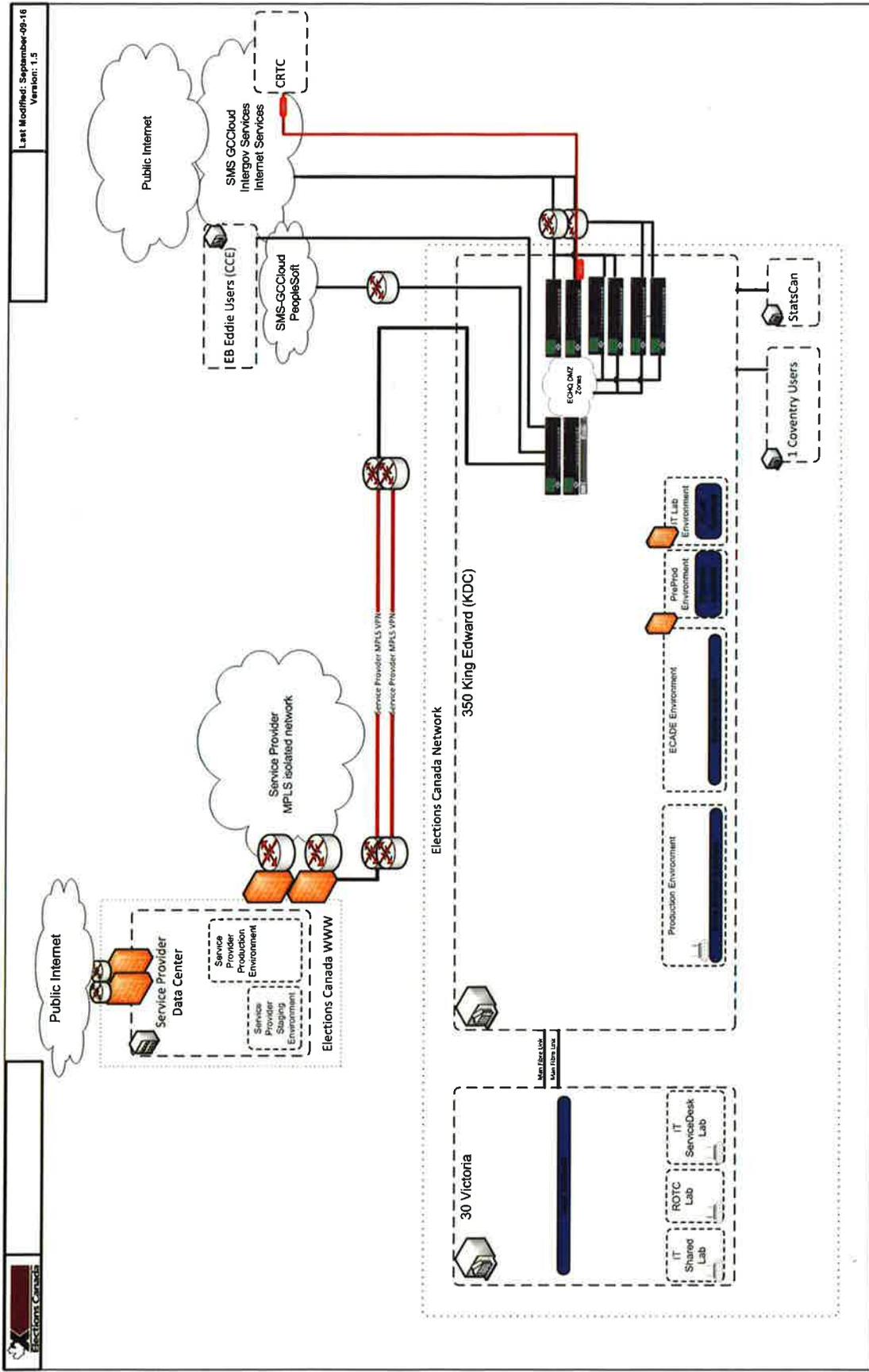
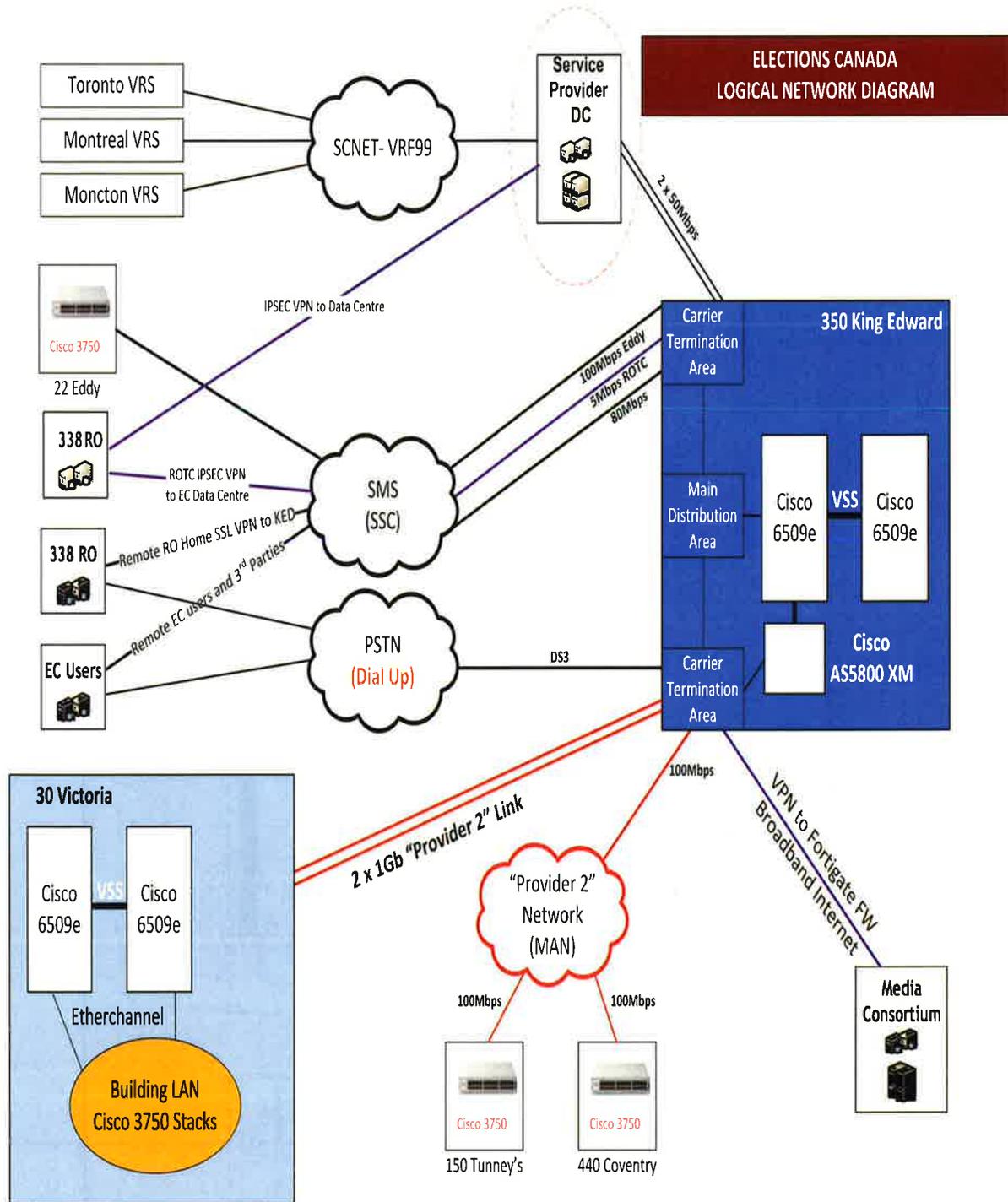


Figure 1 EC architecture



Elections Canada Logical Network Diagram (WAN Links).vsd

Figure 2 EC Networking Architecture

Internal Production Environment

The SSC data center contains EC's production environment for all applications not hosted at the Service Provider; the Elections Canada applications development environment (ECADE); the pre-prod environment and the IT Lab Environment. The Pre-Prod environment is used as a staging area to deploy to the Service Provider's production environment. The IT Lab environment is used for proof of concept testing

Approximately 144 applications reside in the production environment in the EC's data center hosted at SSC. The applications hosted in the datacenter run on various technologies, as listed below: (This lists includes the major technologies that run the applications)

- Oracle Enterprise Linux
- Microsoft Windows
- ESRI ArcGIS
- Freebalance
- Oracle Enterprise Database
- Oracle Identity and Access Management Suite
- Oracle Data Vault
- Oracle Audit Vault
- Oracle Goldengate
- Call Detailed Reporting Tool
- IBM Cognos Analytics
- Microsoft SQL Database
- MySQL
- PHP
- Java
- Microsoft Reporting Services
- Microsoft .NET Framework
- SAP Powerbuilder
- SAP SQL Anywhere
- VMware vSphere ESX
- VMware vCenter
- VMware Horizon View
- Axios IT Service Management Software
- Microsoft System Center – Operations Manager
- Microsoft System Center – Configuration Manager
- Microsoft Sharepoint

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- Microsoft Exchange
- Microsoft IIS
- Microsoft Active Directory
- Adobe Forms
- Actuate eReport Designer
- GCDOCS (OpenText)
- SAS Desktop
- SAS DMS
- Apache Tomcat
- Apache HTTP Server
- Dundas BI
- Microstrategy Enterprise Analytics

Elections Canada Data Center

There are approximately 1,100 servers in the SSC production environment. Based on the existing documentation, these servers can be broken down as follows: (Includes a staging, testing, UAT and production environment)

Internal Server	Count
Application Development environment	~750 Virtual, ~19 Physical Machines
Production environment	~218 Virtual, ~36 Physical Machines
IT Lab Environment	~130 Virtual, ~4 Physical Machines

Service Provider Production Environment

There are 26 applications which reside in the production environment at the Service Provider. These applications are broken down as follows:

The service provider currently support EC's public website and custom and COTS applications to service the public. The technology and services are as follows:

- Asp.net on a various range of frameworks
- Active server pages (classic ASP)
- SQL Server Reporting Servers
- SAS Data Management Systems (DMS)
- Oracle databases
 - o Oracle GoldenGate
 - o Oracle Database Vault
 - o Oracle Audit Vault
 - o Oracle advance security
 - o Oracle text
- Microsoft SQL database services
- Operation Systems
 - o Microsoft Windows
 - o Various Linux flavors

In addition, there are approximately 80 servers in the Service Provider's environment as shown in the table below. (Includes a staging and production environment)

Internal Server	Count
Application Development environment	~750 Virtual, ~19 Physical Machines
Production environment	~218 Virtual, ~36 Physical Machines
IT Lab Environment	~130 Virtual, ~4 Physical Machines

In addition to these servers, there is infrastructure for firewalls, global load balancers, VPN devices and and other security services.

Appendix B – High Level Requirements

Performance
Hyper scalability for Event apps for peak periods when expected usage is unknown.
High availability (e.g. 99.97%) for production environments.
Ability to support EC growth required for expanding operations and potentially online voting. (i.e., capacity; performance).
24/7 monitoring and support (availability; performance; security).
Ability to integrate with EC's network with an adequate capacity for evolving bandwidth needs.
Flexibility
Can host custom (including legacy) and COTS applications without significant upfront re-engineering.
Provide EC read-only access to monitor and/or troubleshoot apps, infrastructure, and data as required.
Ability to expand/reduce infrastructure on demand and pay on usage for any environments, as required.
Interoperability with other hosted solutions
Governance
Vendor manages (procurement; deployment; configuration; support) EC's complete infrastructure layer and some of the apps, under a well-defined SLA.
Maturity
High integration and standardization of DEV to PROD based on EC's SDLC.
Ability to rapidly create, manages, and decommissions SDLC environments that reflect the PROD environment.
Ability to monitor and provide reports for infrastructure, bandwidth, applications, Web/social media, technical support according to EC's specifications for the duration of the contract.
Clear governance; responsibilities, escalation process
Security
Ability to host Protected B data for classified information.
Ability to zone hosting solution to adhere to EC's specifications.
Solution located in Canada with proven capability to ensure data residency.
Business Continuity
Availability of a Disaster Recovery Capability

Appendix C- General Questions

Complete the following set of questions once.

General Questions		Service Provider Name:
Q #	Question	Service Provider Response
1.	<p>Service Model Selection</p> <p>a) Based on Elections Canada technology architecture, what factors should be considered when determining which applications to migrate into a hybrid model or public, private or hybrid cloud model?</p> <p>b) What cloud computing model would you recommend for Elections Canada? Please elaborate.</p> <p>c) Can you describe the risks which are associated with each cloud delivery model in the context of being prepared for the anticipated volumes for the next general election?</p>	
2.	<p>Governance</p> <p>a) Please describe your approach and governance structure that promotes senior level collaboration in order to facilitate the definition of high level initiatives that are aligned with your clients' organization's business strategy.</p>	
3.	<p>Disaster Recovery</p> <p>a) Please describe your approach to disaster recovery (DR) and Business Continuity</p>	

General Questions		Service Provider Name:
Q #	Question	Service Provider Response
	<p>Planning (BCP) for the hosted and cloud-based services if a failure were to cause the site or equipment to be unusable for an extended period of time.</p> <p>b) What issues may be expected in providing these services to Government clients such as Elections Canada?</p> <p>c) Are there other solutions/approaches that Elections Canada should consider during and post elections? (i.e. point in time copies versus highly automated business integrated solutions)</p>	
4.	<p>Agility</p> <p>a) Describe your approach to ensure that EC has the agility to quickly and easily expand while accommodating current requirements and future enhancements to EC's infrastructure.</p>	
5.	<p>Licensing</p> <p>a) Describe the challenges that you have encountered in order to reuse clients existing licenses when transitioning to an IaaS or PaaS scenario? Please describe your approach to resolving these challenges?</p> <p>b) What factors should Elections Canada consider with regards to license ownership and transfer prior to transitioning to a cloud model?</p>	

General Questions		Service Provider Name:
Q #	Question	Service Provider Response
6.	<p>Networking</p> <p>a) How do you determine the link capacity requirements / bandwidth scalability? b) Describe how you handle redundancy/high availability. (Please refer to Figure 2)</p>	
7.	<p>Service Operation Processes</p> <p>a) Describe your approach to service operation. What steps do you take to monitor and manage the quality of your service operation?</p>	
8.	<p>Security</p> <p>a) Describe your approach to managing the segregation of 'Protected B' information in a multi-tenant environment.</p>	
9.	<p>Request For Proposal Content</p> <p>a) Please comment on what other types of information is required in order for you to respond to an RFP with the scope that is implied by this RFI.</p>	
10.	<p>General</p> <p>a) Based on a review of the breadth and scope of requested services, what additional information would be needed to better scope and price the requested services? b) From your experience, what are the primary</p>	

General Questions		Service Provider Name:
Q #	Question	Service Provider Response
	<p>reasons large out-sourcing projects fail, or fall short of intended goals?</p> <p>c) What concerns, issues or roadblocks would you anticipate with delivering the scope of services described in this RFI?</p>	
11.	<p>Service Catalog</p> <p>a) Please provide your service catalog.</p>	

Appendix D– Option Specific Questions

Complete the following set of questions for each recommendation/option being submitted.

Option Specific Questions		Service Provider Name
Q#	Question	Service Provider Response
12.	<p>Legacy Systems Integration</p> <p>a) For each of the proposed options, describe the pros and cons of aligning or integrating Elections Canada’s existing legacy systems with your cloud architecture.</p> <p>b) Describe problems which may occur as a result of the coexistence of legacy and modernized solutions in transition.</p> <p>c) Given the EC still has over 100 legacy applications which we will continue to enhance and support, what items would you</p>	

Option Specific Questions	Service Provider Name
Q#	Service Provider Response
<p>recommend be added to a contract to allow EC to transition towards a solution in the future?</p> <p>13. Transition Strategy</p> <p>b) Based on Elections Canada technology architecture described in Appendix A, what approach would you use to migrate this proposed option, taking into account the timelines, migration of legacy applications and the cloud model proposed in question 3?</p> <p>c) What additional information would you need to propose a migration strategy with high level timing and costing?</p> <p>d) Can you identify any risks associated with the attainment of these deadlines and suggest strategies to mitigate those risks?</p>	

