



International Joint Commission

Request for proposal for the redesign, development and maintenance of the IJC.org website

Date Due: April 19, 2017 (6 weeks)

Email for submission: lobrichons@ottawa.ijc.org

Questions Deadline: March 31, 2017

Enquiries: All enquiries and bid submission are to be directed to:
Sarah Lobrichon, Acting Public Affairs Adviser
Canadian Section, International Joint Commission
lobrichons@ottawa.ijc.org

Issuing Office: International Joint Commission
234 Laurier Avenue West, 22nd Floor
Ottawa, ON K1P 6K6

VENDORS NAME AND SIGNATURE

Name (please print):	Date:
Signature:	

TABLE OF CONTENTS

1	About the IJC	4
2	About this Project.....	5
2.1	Findings from the discovery exercise.....	5
2.2	Information Architecture	6
2.3	Content Clean Up.....	6
3	Statement of Work	7
3.1	Deliverables	7
3.2	Functional Requirements.....	7
3.2.1	Standards and Best Practices	8
3.2.2	Search, Taxonomy and Dynamic Content.....	8
3.2.3	Boards.....	9
3.2.4	Events Calendar	10
3.2.5	API Integration.....	10
3.2.6	Hosting and Performance.....	11
3.2.7	Web Publishing	11
3.2.8	Google Analytics and Tracking.....	11
3.2.9	Training and Support	12
4	PROPOSAL FORMAT	13
4.1	COVER LETTER.....	13
4.2	TECHNICAL PROPOSAL.....	13
4.2.1	Table of Contents	13
4.2.2	Executive Summary	13
4.2.3	Company Summary - Project Experience	13
4.2.4	Company Summary - Client References	14
4.2.5	Proposed Team and CVs.....	14
4.2.6	Understanding of IJC and this project	14
4.2.7	Approach and schedule	14
4.3	FINANCIAL PROPOSAL.....	14
4.3.1	Financial Requirements	14
4.3.2	Non-Resident of Canada.....	15

- 4.3.3 Mathematical Errors.....15
- 5 Proposal Evaluation.....16
 - 5.1 Evaluation Communication.....16
 - 5.2 Evaluation Methodology.....16
 - 5.2.1 Mandatory Requirements16
 - 5.2.2 Rated Requirements17
 - 5.2.3 Financials17
 - 5.2.4 Presentations/Demos/Shortlist.....17
 - 5.2.5 Final Score18
 - 5.3 Proponent Financial Capacity18
 - 5.4 Proponent Selection18
- 6 CONDITIONS19
 - 6.1 Enquiries19
 - 6.2 Submission Deadline.....19
 - 6.3 Proposal Submission Instructions.....19
 - 6.3.1 Method of Sending19
 - 6.3.2 Number of Copies.....20
 - 6.3.3 Changes to Submission.....20
 - 6.4 Joint ventures20
 - 6.5 Validity of Proposal.....21
 - 6.6 Proponents Costs21
 - 6.7 Governing Laws.....21
 - 6.8 Conflict of Interest21
 - 6.9 Rights of the International Joint Commission21

1 ABOUT THE IJC

The International Joint Commission (IJC) is an independent, Treaty-based international organization created by the Boundary Waters Treaty, signed by Canada and the United States in 1909.

Its mandate is to prevent and resolve disputes between the United States of America and Canada and pursue the common good of both countries as an independent and objective advisor to the two governments.

In particular the Commission rules upon applications for approval of projects affecting boundary or transboundary waters and may regulate the operation of these projects; it assists the two countries in the protection of the transboundary environment, including the implementation of the *Great Lakes Water Quality Agreement*; and it alerts the governments to emerging issues along the boundary that may give rise to bilateral disputes.

Canada and the United States each appoint three of the six IJC Commissioners, including one chair from each country. The Commissioners are appointed by the highest level of government in each country, but once appointed they do not represent the national governments; they operate at arm's length. The Commissioners traditionally work by consensus to find solutions that are in the best interest of both countries. The Commissioners are supported by U.S. and Canadian Section offices in Washington, D.C., and Ottawa, Ontario, as well as a regional office in Windsor, Ontario.

The IJC has established more than 20 boards and task forces to help meet its responsibilities along the Canada-U.S. boundary. Board and task force members are drawn equally from both countries and are expected to work in their professional capacities, not as representatives of an organization or region.

2 ABOUT THIS PROJECT

The IJC's website suffers from an out of date and poorly maintained proprietary CMS that is hindering the ability of the IJC to manage and maintain its website. This project is intended to modernize the Commission's web presence for the foreseeable future so that the IJC can enhance its communications out to its stakeholders while at the same time providing a platform for soliciting the views of the public on the Commission's work.

To that end the IJC has undertaken a discovery exercise to identify business requirements (see below) and document the technical and functional needs for the IJC's website. As part of this initial project, the IJC also developed an information architecture and proposed structure for the IJC's new web presence (see attached document - IJC-Planningv01.pdf). This structure accommodates for the needs of the IJC and is built to provide scalability and flexibility to the IJC's web presence.

2.1 Findings from the discovery exercise

The following recommendations came from the discovery exercise undertaken with IJC stakeholders. These recommendations are embedded in the approved information architecture and the technical requirements for this project.

Recommendation	Description
Hosting Environment	Hosting environment should be upgraded to a professional package with proper support services. We request that bidding firms recommend a hosting environment, including a monthly maintenance package.
Analytics	Implement Google Analytics (GA) for tracking web analytics for the IJC and ensure that there are at least two individuals with admin access. All other users should be provided access through their own email accounts and not through a shared email account. This provides granular control over user access to the account and will prevent against the IJC being locked out of its analytics in the future.
Rebuild on Opensource	Complete rebuild of the IJC site on the Drupal open source CMS. Drupal was recommended for the IJC due to several factors: <ol style="list-style-type: none"> 1. Open source Licensing 2. Market share and maturity 3. Feature set and ability to customize 4. Workflow functionality 5. Ability to integrate with other systems and APIs 6. Availability and access to developers skilled with the platform 7. Consistency with existing Drupal websites within the IJC web ecosphere
Flat Hierarchy	Move towards a flat hierarchy and leverage tagging to pull content to appropriate pages. Flat hierarchies are far more scalable and flexible than hierarchical models and can improve the way content is leveraged across the IJC's web presence.

Recommendation	Description
Friendly URLs	The IJC should establish a proper URL strategy for friendly URLs. Creating logical and indexable URLs is vital for both effective SEO and an improved User Experience.
Integrate Board Sites	Board sites be integrated into the IJC site using a consistent structure and template and not treated as separate sites. This will allow the IJC to leverage content across board sites and reduce confusion with users. A scalable and extensible site structure can be applied to all boards and committee subsites while maintaining their own unique requirements for structure and content usage.
Redirect Strategy	As part of the migration to a new website an effective redirect strategy be put in place to eliminate HTTP Status errors and ensure that users with bookmarks will continue to be able to find content.
Tag Manager	We recommend using a Tag Manager--such as Google Tag Manager (GTM)--for integrating all 3rd party tag software including Analytics, Survey tools, usability tools, etc. A tag manager will provide the IJC with the ability to effectively manage tags on the website without having to access the code for the site.
Public Engagement	Public Engagement exercises include online surveys, commenting and other mechanisms for soliciting, gathering and compiling public feedback. The IJC should be able to take advantage of 3 rd party tools in a plug-and-play structure that allows the IJC to select the most appropriate tool for its requirements.
Ownership and sharing of open data.	There is a desire to share 3 rd party content through the IJCs website. This should be accommodated where possible by providing the content as downloadable data sources or as links to other web properties.
Address collaboration tools	Outside of the scope of this project is the need for collaboration tools for the Boards. There are numerous potential tools available on the market, many at minimal cost, that can be used to facilitate communication and collaboration between the boards and the IJC. We recommend investigating these tools and implementing them as a separate project.

2.2 Information Architecture

The attached planning document (IJC-Planningv01.pdf) identifies the desired structure and approach that the IJC desires to take with its web presence.

2.3 Content Clean Up

The IJC will be undertaking a content clean up exercise to eliminate redundant, out-of-date and trivial (ROT) content and will make all efforts to have final content ready for migration into the new website as required.

3 STATEMENT OF WORK

3.1 Deliverables

The IJC is looking to redevelop its corporate website and associated board sites as a single web site built on Drupal open source CMS.

To date the IJC has undertaken a discovery exercise to identify the major challenges that the IJC face and to recommend an approach to its website moving forward. As part of this project the IJC requires the following deliverables:

1. **Wireframes and Visual Design Concepts**

Design and implement a new look and feel for the IJC website. This process must include development of wireframes for all key page types and up to 4 rounds of revisions. The design process must incorporate presentation of 3 distinct visual design concepts (mock-ups) with up to 3 rounds of revisions. The IJC does not currently have a graphic style guide in place.

Note that unsolicited proposals for rebranding will not be considered as part of this RFP process and your proposal must assume that no rebranding will take place.

2. **Website development and deployment**

Complete rebuild, content migration and launch of the new IJC.org website. See requirements in this document and the attached Information Architecture. The IJC will only be able to handle limited content migration and thus the successful proponent will need to migrate content to the new site as part of this project.

3. **Training, ongoing maintenance and support**

The successful bidder must provide a minimum of 12 months of support from the date of launch. This must include 2 onsite training sessions for staff and ongoing support and maintenance for all module updates and patches to the CMS.

4. **Recommendation on Hosting**

The successful bidder will include recommendations on hosting that includes ongoing security and software updates and a proactive approach to server maintenance. There is a desire from the IJC IT team for the site to be hosted on a Windows environment to facilitate maintaining the hosting environment as necessary. The IJC will entertain hosting on other environments provided that concerns regarding access and maintenance are addressed.

- a. There is no requirement for the hosting to be maintained in Canada.
- b. The recommendation on hosting must include costs for all related costs for annual hosting of the IJC website for the next five years.

Other sites, that are **not part of the scope** of this project but that should be considered for migration into the site in the future, and onto a common hosting environment:

- Great Lakes Association of Science Ships (PHP/MySQL): <http://www.canamglass.org>
- The Great Lakes-St. Lawrence Research Inventory (Drupal 8): <http://ri.ijc.org>

3.2 Functional Requirements

The following are the detailed functional requirements for the new IJC website. Please ensure that your proposal addresses each of the following as part of your approach.

3.2.1 Standards and Best Practices

3.2.1.1 WCAG 2.0 AA Accessibility

The site must meet Web Content Accessibility Guidelines (WCAG) 2.0 AA checkpoints. This includes site contrast and font sizing. Exceptions for functionality around complex documents and maps will be made on a case-by-case basis.

3.2.1.2 Browser Compatibility

Site must work with all modern browsers for both desktop (Internet Explorer, Microsoft Edge, Chrome, Firefox, Safari) and mobile devices (Chrome, Safari, Opera Mini, Internet Explorer).

3.2.1.3 Mobile Responsive for Desktop, Tablet and Small Screens

The site must be designed and built to work on both mobile devices and desktops. Interface elements must consider touch interface principles and sizing. Exceptions for complex documents and maps will be made.

3.2.1.4 Design Style Guides

The design for the IJC site must include style guides to provide design guidance for other web properties including social media and 3rd party tools (Survey Monkey, Mailchimp, etc). The style guide must document all specifications for fonts and typography, images, graphics and layout.

3.2.2 Search, Taxonomy and Dynamic Content

3.2.2.1 Site Search

The site must support site-wide textual search with advanced filtering for content type and taxonomy elements.

3.2.2.2 Dynamic Content Placement

Content must be able to be dynamically pulled to pages based on keywords. (see Controlled Vocabulary)

3.2.2.3 Controlled Taxonomy

The site must support a controlled taxonomy to manage dynamically pulling content to various areas of the site. Taxonomy categories will (at a minimum) include Topics, Watersheds, Docket#, Author(s), Date Published, Content Types, etc. Page authors must be able to specify the taxonomy items for pages from a controlled list.

This functionality should use OR within a list and AND between lists. i.e. Pull items tagged: Research Reports AND Water Quality AND (Watershed: Lake Superior OR Lake Ontario OR Great Lakes).

3.2.2.4 Dynamically pulling and grouping Related Publications

Several publications consist of several separate parts (A Canadian and an American response). The system must support pulling all related parts and presenting them grouped together as a single object. This "Object" may itself be filtered or searched for.

3.2.3 Boards

3.2.3.1 Flexible Board Sub-site structure

Board structure must support flexible structure. Not all boards post the same amount of frequency of content. Site must not look "stale and empty" if the board only has limited content.

3.2.3.2 Ability to create separate "Board" sites.

The system must allow the web master to easily create a new board site and assign ownership and rights to the site.

3.2.3.3 Ability to archive board

Boards sites should be archivable. They will stay visible but be filtered out of lists by default unless user chooses to view archived boards.

3.2.3.4 Shared Content

All content should exist within the primary IJC site and be pulled to board sections based on taxonomy filters.

3.2.3.5 Platform for newsletters and blogs

Newsletters and blogs are key mechanisms used by the IJC to deliver content to stakeholders and audiences. The IJC requires installation and configuration of a 3rd party tool that can support its need to deliver content, incorporate various forms of media, meet high design standards and integrate seamlessly with the IJC web site.

3.2.3.6 Public Engagement

The IJC requires the ability to accommodate various public engagement activities including online surveys, public consultation, commenting and feedback and event registration. The results of any public engagement must be able to be archived and provided online as an archive. Currently on the IJC website there is no archival system for public consultation comments received online and if the comment button is removed on past consultations pages all the comments will disappear, example: <http://ijc.org/en /PBDEs>.

An example of current public engagement activities can be seen here: <http://www.participateijc.org/> This approach suffers as it is limited in what can be done and does not allow the IJC to integrate and customize as required. The IJC seeks a solution that is flexible and scalable and that can leverage the abilities of various 3rd party tools while seamlessly integrating them into the IJC web site. In addition, the IJC requires installation and configuration of a 3rd party tools can support its basic need to collect and display public comment on specific topics, allow commenters to post attachments in various file formats and media, automatically acknowledge receipt of comments, export the comments in various report formats and integrate seamlessly with the web site.

3.2.3.7 Stakeholder contact management

The IJC and its boards currently use email to distribute all newsletters, reports, announcements and follow up to public comments. The IJC requires installation and configuration on a 3rd party tools, which can support its need to centrally house all such distributions lists, allow subscribers to select by topic the content they wish to receive, and integrate seamlessly with the IJC web site.

3.2.4 Events Calendar

3.2.4.1 Aggregated Calendar

A single calendar that can aggregate events from all boards and main IJC site and can be filtered by board or type of event.

3.2.4.2 Auto Archive Past Events

Events must be automatically changed from "upcoming" to past, once the closing date has finished.

3.2.4.3 Archived Events shown in Reverse Chronological Order

Archived events are displayed in reverse chronological order (last event first)

3.2.4.4 Upcoming Events shown in Chronological Order

Upcoming events are displayed in chronological order (next event first)

3.2.4.5 Start and Finish Dates for events

All events must have a start time:date and a finish time:date allowing for multi-day events and consistent treatment of all events whether 1 hr or 1 year.

3.2.4.6 Calendar Filtering

Users must be able to apply filters to the calendar to have it show relevant content (Filter by Board, Event Type, Issue, Location)

3.2.4.7 Calendar Integration

Calendar must be able to be integrated into Outlook, iCal and Google Calendar with filtering in place.

3.2.5 API Integration

3.2.5.1 GIS integration

Site must be able to display maps from the ESRI system and other common GIS formats. Integration with Google Maps API is desirable.

3.2.5.2 Data Visualization

Site must be able to accommodate Data Visualization tools such as D3.js, leaflet.js and Tableau pulling from 3rd party and IJC data sources.

3.2.5.3 3rd party tool Integration

The site must accommodate for integration of 3rd party tools for functions such as email marketing, surveys, social sharing, etc.

3.2.5.4 Social Media Integration

Pages must be able to be shared via common social media channels along with appropriate imagery, titles, URLs and tags.

3.2.5.5 DAM Integration

The site must allow content to be maintained and pulled from the OpenText Digital Asset Management tool.

3.2.6 Hosting and Performance

3.2.6.1 Page Load Speeds

The initial page load (un-cached first load) should be less than 2 seconds. Additional pages should be less than 1 second. Pages with specialized content and functionality (GIS maps, videos) may be excluded from these thresholds.

3.2.6.2 Security

Site must be built with a valid security certificate (https)

3.2.6.3 Production and Staging Environment

The hosting environment must include development, production and staging environments.

3.2.7 Web Publishing

3.2.7.1 Basic publishing workflows

The new site must have basic publishing workflows including page creation, content editing, content translation, approvals, draft, live, and archived states. All content additions, edits and deletions must be approved by a Web Publisher before going live.

3.2.7.2 CMS User Roles

The site must allow for a master Admin role, along with the ability to support multiple Web publisher, Content Editor and Translator roles.

3.2.7.3 Distributed web publishing

The site must allow for distributed web publishing and content editing.

3.2.7.4 Live and Stale Dating

The site must support both Live and Stale dating of content based on predefined date and times.

3.2.7.5 Translation

The CMS and web process must support inline translation of web content. (Translated content added manually to the CMS during the publishing process)

3.2.7.6 Non-parallel bilingualism

While all primary pages will be available in both English and French, it is highly likely that Board sites and other content will only be available in one language. The CMS must allow for the creation of pages without an alternate language while still supporting alternate language pages where appropriate.

3.2.8 Google Analytics and Tracking

3.2.8.1 Google Analytics

Proper set up of Google Analytics to track user behaviour and traffic patterns and events. Must include views to strip out IJC employees from results and separate between English and French sites.

3.2.8.2 Goal Tracking

Ability to track downloads and other key conversion points as goals.

3.2.8.3 Tag Manager

Integration of Tag Manager (such as Google Tag Manager (GTM)) to facilitate management of 3rd party tools and Google Event tracking.

3.2.9 Training and Support

3.2.9.1 Onsite Training

A minimum of two in person training sessions for the web publishing team.

3.2.9.2 Documentation for maintenance

Provide step-by-step documentation for key maintenance activities including: Editing existing pages, publishing new pages, adjusting featured content.

3.2.9.3 Web Style Guide

Provide a documented style guide for typography, colours, photography and image treatments, etc. for the website (preferably as an online pattern library).

3.2.9.4 Ongoing maintenance

The successful firm must provide a guaranteed rate for maintenance and availability for ongoing maintenance of the site for a minimum of 12 months after launch.

3.2.9.5 Online support (help)

The successful firm must provide support services via email and telephone for a minimum of 12 months after launch.

3.2.9.6 Updates and patches

The successful firm will be responsible for implementing all patches and updates to the CMS and associated plugins and modules for a minimum of 12 months after launch.

The above requirements are inviolable and are must be accommodated in full as part of your proposal and budget. Individual items may be removed only at the discretion of, and with written approval of the IJC.

4 PROPOSAL FORMAT

Proposal responses should be organized and submitted in accordance with the instructions in this section.

Proposals should be in 8 1/2" x 11" (letter) format, with each page numbered. Elaborate or unnecessary voluminous proposals are not desired. The font used should be easy to read and generally be no smaller than 11 points (smaller font can be used for short footnotes).

Proposals may be submitted in English or French.

4.1 COVER LETTER

A one (1) page covering letter on the Proponent's letterhead should be submitted and should include the following:

- a) A reference to the RFP number and RFP title.
- b) The primary contact person with respect to this RFP: the individual's name, address, phone number and email address.
- c) A statement confirming the validity of the proposal (refer to section 5.4).
- d) A statement confirming the Proponent does not have a conflict of interest with this RFP, real or perceived (refer to section 5.7).
- e) The letter signed by person(s) duly authorized to sign on behalf of the Proponent and bind the Proponent to statements made in response to the RFP.

4.2 TECHNICAL PROPOSAL

The Technical Proposal must include the following:

4.2.1 Table of Contents

The Proponent should include a table of contents with page numbers for easy reference by the evaluation committee.

4.2.2 Executive Summary

The Proponent shall include a short executive summary highlighting the following:

- a) the Proponent's business and specializations
- b) the location of its head office and other offices (specify city and province only)
- c) the total number of years the Proponent has been in business
- d) the number of full-time employees
- e) details of any sub-contracting arrangements to be proposed
- f) a brief summary of what makes the Proponent's organization stand out from its competitors.

4.2.3 Company Summary - Project Experience

The Proponent must demonstrate that it has experience with developing similar website (scope, functionality, complexity) with Drupal CMS and has completed redesign projects with other science-based

public sector or non-governmental organizations in the past five (5) years (to a maximum of six (6) projects).

4.2.4 Company Summary - Client References

The Proponent shall provide three (3) client references for whom similar services have been done within the past two (2) years from the RFP closing date. This shall include: company name, client contact name, contact title, contact telephone number, email address, services period, and brief description of services provided.

Note: The IJC reserves the right to contact these references. The IJC cannot be used as a reference towards this RFP.

4.2.5 Proposed Team and CVs

The proponent must identify the team that will be working on the project. A one page CV per team member identifying at a minimum relevant and related education, project experience and skills. Each team member must have a minimum of 3 years' experience working on projects of a similar scope and complexity.

4.2.6 Understanding of IJC and this project

The Proponent shall demonstrate that it has a complete understanding of the mission, mandate and activities of the IJC; and the objectives and deliverables of this project.

4.2.7 Approach and schedule

The proposal must provide a detailed approach as to how the Proponent intends to address each of the functional requirements identified in section 3.2 and to ensure that the resulting website is a success for the IJC.

This must include a schedule demonstrating a realistic and reasonable time frame.

- a) Assume a contract start date of June 1st for scheduling purposes.
- b) Significant client approvals (such as final wireframes or designs) should allow for a minimum of 10 business days.

4.3 FINANCIAL PROPOSAL

The Proponent must provide a *separate* response relative to the pricing of its proposed solution.

Note: The IJC will not be releasing a budget value for this project.

4.3.1 Financial Requirements

The Proponent must provide pricing for all its proposed services.

The Proponent is to provide pricing to implement all elements included in the SOW and state the assumptions underlying its financial proposal.

All prices are to be quoted in Canadian dollars (CAD) and be exclusive of the Goods and services Tax (GST) or Harmonized Sales Tax (HST). The GST or HST, whichever is applicable, shall be extra to the prices quoted by the Proponent and will be paid by the IJC.

Where applicable, the pricing shall include, at a minimum, **all-inclusive per diem rate** applicable to each proposed resource and their **estimated total number of billable days** to do the work. Prices shall include all labour, materials, photocopies, telephone charges, overhead, profit, travel, and all other costs associated with providing the Services outlined in the SOW.

Proponents should provide detailed breakdown of time and costs for the following elements:

- a) Wireframes and Visual Design Concepts
- b) Website development and deployment
- c) Training, ongoing maintenance and support

Prices for “optional features” or enhancements above and beyond requested should be outlined in a separate table if not part of the core proposed solution.

Note: these prices will not be used in the evaluation process but the additional features may be considered in the rated evaluation of the technical proposal.

The Proponent shall propose an invoicing schedule.

A note on Agile:

The Proponent is free to propose an agile approach for this project, however this project is a fixed scope, fixed price project. All of the functional requirements agreed upon on contract signing must be provided within the agreed upon contract price.

4.3.2 Non-Resident of Canada

Any Proponent who is a non-resident of Canada for tax purposes shall clearly state this fact in its financial proposal; otherwise, the Proponent will be deemed to have represented and warranted that it is a resident of Canada for tax purposes.

4.3.3 Mathematical Errors

If there are errors in the mathematical extension of unit price items, the unit prices prevail and the unit price extension is adjusted accordingly.

If there are errors in the addition of lump sum prices or unit price extensions, the total is corrected, and the correct amount reflected in the total price.

Any Proponent affected by mathematical errors shall be notified by IJC and be given the corrected prices.

5 PROPOSAL EVALUATION

This section describes the process that IJC will use to evaluate Proposals and select a Lead Proponent.

5.1 Evaluation Communication

During Proposal evaluations, the IJC reserves the right to contact or meet with any individual Proponent to obtain clarification of its submission or to gain insight into the quality and scope of relevant services. A Proponent will not be allowed to add, change, or delete any information during the process. The IJC is in no way obligated to meet with any or all Proponents for this purpose.

5.2 Evaluation Methodology

The following methodology will be used to evaluate Proposals.

5.2.1 Mandatory Requirements

Each Proposal will first be examined to determine compliance with the **mandatory requirements** identified in this RFP. A mandatory requirement is a minimum standard that a proposal must meet in order to be considered for further evaluation. Mandatory is defined as having substantial compliance as assessed by the IJC in its sole and absolute discretion.

The IJC will evaluate Proponent's proposals based on the following:

	Mandatory Requirements	Pass or Fail
M1	Proposal Format: Proposal was submitted on time and to the correct location.	
M2	Proposal Format: Formatting and Structure of the Proposal match that requested in this RFP. Financial and technical proposals were submitted separately with no indication of pricing in the technical proposal.	
M3	Project Experience: Proponent has completed minimum 3 Drupal web sites of similar scope in the past 3 years.	
M4	Proposed Team: Primary proposed team members each have a minimum of 3 years' experience in their respective roles designing and developing websites using Drupal CMS.	
M5	Proposed approach: The proposed approach accommodates for all functional requirements identified in section 3.2	

Important Note: Proposals which fail, in the sole discretion of the International Joint Commission, to meet any mandatory requirement will be eliminated from further consideration in the evaluation process.

5.2.2 Rated Requirements

Responses that have met all the mandatory requirements will then proceed to the **rated** requirements evaluation. **Rated** requirements are each weighted by importance and will be evaluated according to the degree to which they meet or exceed the IJC's requirements.

RFP Section	Rated Requirements (RFP chapter)	Weighting	Points 0-10	Score
		A	B	A x B
Technical	Project Experience (4.2.3)	15%		
Technical	Client References (4.2.4)	10%		
Technical	Drupal CMS Experience (4.2.5)	10%		
Technical	Proposed Team (4.2.6)	15%		
Technical	Approach and Schedule (4.2.7)	30%		
Financial*	Total Pricing, exclusive of taxes (4.3)	20%		
Proposal Review: Total		100%		
Presentations at the IJC: (see 5.2.4)		30		
GRAND TOTAL		130%		

5.2.3 Financials

Financial Proposals* will be scored based on a relative pricing formula. Each Proponent will receive a percentage of the total possible points arrived at by dividing that Proponent's total price by the lowest submitted total price. For example, if the lowest total price is \$120.00, that Proponent receives 100% of the possible points ($120/120 = 100\%$), a Proponent who submits \$150.00 receives 80% of the possible points ($120/150 = 80\%$), and a Proponent who submits \$240.00 receives 50% of the possible points ($120/240 = 50\%$).

5.2.4 Presentations/Demos/Shortlist

At the discretion of the IJC, a shortlist **up to a maximum of three (3) Proponents** based on the highest scores for the rated requirements will be created for presentation to the IJC web evaluation team.

Shortlisted Proponents will be asked to prepare a presentation, provide a demonstration of its solution, or provide additional information prior to the final selection. The IJC reserves the right to supply more information to those Proponents who are shortlisted.

5.2.5 Final Score

Total points will be calculated and the IJC may select the Lead Proposal or Proposals achieving the highest total points, subject to the IJC's reserved rights.

5.3 Proponent Financial Capacity

The IJC reserves the right to conduct an assessment of the Lead Proponent's financial capacity. The IJC may request that the Lead Proponent provide proof of financial stability via bank references, financial statements, or other similar evidence. The Lead Proponent must provide this information upon 72 hours of the IJC's request. Failure to comply may result in disqualification.

5.4 Proponent Selection

Acceptance of a proposal does not oblige ICC to incorporate any or all of the accepted proposal into a contractual agreement, but rather demonstrates a willingness on the part of the IJC to enter into negotiations for the purpose of arriving at a satisfactory contractual arrangement with one or more parties.

Without changing the intent of this RFP or the Lead Proponent's proposal, the IJC will enter into discussions with the Lead Proponent for the purpose of finalizing the Contract.

In the event no satisfactory contract can be negotiated between the Lead Proponent and the IJC, the IJC may terminate negotiations. In such event, if the IJC feels that the Proponent with the second highest score may meet the requirements, the IJC will continue the process with the secondary Proponent, and so on.

Announcement of the successful Proponent will be made to all Proponents following the signing of a contract.

6 CONDITIONS

The purpose of this section is to inform the Proponent about IJC's procedures and rules pertaining to the RFP process.

6.1 Enquiries

All enquiries regarding the bid solicitation shall be submitted in writing, by e-mail to the Contracting Authority: lobrichons@ottawa.ijc.org

All enquiries shall be submitted as early as possible within the bidding period. Enquiries must be received by March 31, 2017 by 11:00 am (EST). Questions received after this time will not be answered.

To ensure consistency and quality of information provided to all Bidders, Contracting Authority will provide, simultaneously, any information with respect to enquiries/questions received and the replies to such enquiries/questions without revealing the sources of the enquiries.

All enquiries and other communications with IJC staff throughout the solicitation period shall be directed only to the Contracting Authority. Non-compliance with this condition during the solicitation period may (for that reason alone) result in the disqualification of a Proponent's bid submission.

Bidders shall promptly examine all documents comprising this RFP and shall report any errors, and seek clarification of apparent errors, ambiguities or other problems.

It is the Bidder's responsibility to avail themselves of all the necessary information to prepare a compliant tender in response to this RFP. The Contracting Authority may but is under no obligation to seek clarification of a bid submission from a Bidder.

Important note: Proponents must download all RFP documents directly from the Buy and Sell website. IJC will not distribute RFP documents that are posted on buyandsell.gc.ca

6.2 Submission Deadline

All Tenders must be delivered, on or before the closing date and time as specified, unless subsequently amended by the IJC. Closing Date: April 19, 2017 Time: 2:00 pm EST

Important note: Late proposals will not be accepted. No adjustments to proposals will be considered after the closing date and time.

There will not be a public opening of bids. Each firm that submitted a bid will be notified by letter of the results.

6.3 Proposal Submission Instructions

Proposals should be submitted in accordance with the instructions in this section.

6.3.1 Method of Sending

The preferred method of proposal submission is electronic, via **email**, in **PDF** format to the Contracting Authority named on page 1. Proponents *email subject line* should cite "**RFP IJC-2017-01 IJC Website Renewal**" when submitting via email.

Important Note: Email messages with large attachments can be slowed down in servers between the Proponent's email and the Contracting Authority's email inbox. It is the Proponent's responsibility to ensure that large emails are sent sufficiently in advance to be at IJC by the close date and time. Proponents should use electronic receipt confirmation and or contact the Contracting Authority to confirm receipt.

Important Note: The maximum size of an email that IJC can receive is 10MB. If necessary, Proponents can send multiple emails.

6.3.2 Number of Copies

Electronic submission should consist of **two (2) files**: one (1) for the cover letter and technical proposal and one (1) for the financial proposal.

6.3.3 Changes to Submission

Changes to the submitted proposal can be made, if required, provided they are received as an Addendum (or an Amendment) to, or clarification of, previously submitted proposal, or as a complete new proposal to cancel and supersede the earlier proposal. The addendum, clarification, or new proposal should be submitted as per the delivery instructions outlined above, be clearly marked "**REVISION**", and **MUST be received no later than the submission deadline**. In addition, the revised proposal should include a description of the degree to which the contents are in substitution for the earlier proposal.

6.4 Joint ventures

The Proponent should clearly and explicitly state whether the bidding entity is or is not a joint venture in accordance with the definition below:

A joint venture is an association of two or more parties who combine their money, property, knowledge, skills, time or other resources in a joint business enterprise agreeing to share the profits and the losses and each having some degree of control over the enterprise. Joint ventures may be carried on in a variety of legal forms divided into three categories:

1. The incorporated joint venture;
2. The partnership joint venture;
3. The contractual joint venture where the parties combine their resources in the furtherance of a single business enterprise without actual partnership or corporate designation.

If the response to this RFP is made by a joint venture, the Proponent **shall** describe the precise nature of the joint venture, its legal status and its acceptance of the following general principles:

1. That the signatories are acting and responsible jointly and severally;
2. That the payment of moneys under the contract to the identified lead member shall act as a release from all parties;
3. That giving notice by the International Joint Commission to the identified lead member shall act as notice to all parties;
4. That the International Joint Commission may, at its discretion in the event of disputes among joint venture parties or changes in its composition, direct that the contract be terminated, without in any way altering the liability of the original signatories for performance of the terms of the contract; and

5. Where the International Joint Commission has determined that the joint venture lacks sufficient assets to guarantee its contract performance, financial and performance guarantees may be required from each of the joint venture members.

It is a condition precedent to any contract being awarded to a Proponent that the Proponent provides a copy of the signed Joint Venture Agreement (or equivalent document which defines the participant's roles and responsibilities) if the Proponent is bidding as a joint venture (as defined above).

6.5 Validity of Proposal

Proposals **WILL** remain open for acceptance for **one hundred and twenty (120) days** after the close date.

6.6 Proponents Costs

All costs and expenses incurred by a Proponent in any way related to the Proponent's response to the RFP, including but not limited to any clarifications, interviews, presentations, subsequent proposals, review, selection or delays related thereto or occurring during the RFP process, are the sole responsibility of the Proponent and will not be chargeable in any way to IJC.

6.7 Governing Laws

This RFP is issued pursuant to the laws of the province of Ontario and the laws of Canada.

6.8 Conflict of Interest

In submitting a Proposal, the Proponent **MUST** avoid any real, apparent or potential conflict of interest and will declare to IJC any such conflict of interest.

In the event that any real, apparent, or potential conflict of interest cannot be resolved to the satisfaction of IJC, IJC will have the right to immediately reject the Proponent from consideration and, if applicable, terminate any Contract entered into pursuant to this RFP.

6.9 Rights of the International Joint Commission

IJC does not bind itself to accept any proposal submitted in response to this RFP, and may proceed as it, in its sole discretion, determines following receipt of proposals. IJC reserves the right to accept any proposal(s) in whole or in part, or to discuss with any Proponents, different or additional terms to those envisioned in this RFP or in such a Proponent's proposal.

After selection of preferred proposal(s), if any, IJC has the right to negotiate with the preferred Proponent(s) and, as a part of that process, to negotiate changes, amendments or modifications to the proposal(s) at the exclusion of other Proponents.

Without limiting the foregoing, IJC reserves the right to:

- a. seek clarification or verify any or all information provided by the Proponent with respect to this RFP, including, if applicable to this RFP, contacting the named reference contacts;
- b. modify, amend or revise any provision of the RFP or issue any addenda at any time; any modifications, amendment, revision or addendum will, however, be issued in writing and provided to all Proponents;
- c. reject or accept any or all proposals, in whole or in part, without prior negotiation;

- d. reject any proposal based on real or potential conflict of interest;
- e. if only one proposal is received, elect to accept or reject it;
- f. in its sole discretion, cancel the RFP process at any time, without award, noting that the lowest or any proposal will not necessarily be accepted;
- g. negotiate resulting Contract terms and conditions;
- h. cancel and/or re-issue the RFP at any time, without any liability whatsoever to any Proponent;
- i. award all or any part of the work to one or more Proponents based on quality, services, and price and any other selection criteria indicated herein; and
- j. retain all proposals submitted in response to this RFP.

Important note: The Proponent should outline any objections with reasons to any terms and conditions contained in this RFP and include them in its proposal. Failure to identify objections at the proposal stage may preclude Proponents from raising these objections in the course of any future negotiations.