



**RETURN BIDS TO:  
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC**  
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Place du Portage, Phase III  
Core 0B2 / Noyau 0B2  
Gatineau  
Québec  
K1A 0S5  
Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

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

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

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

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

**Comments - Commentaires**

<b>Title - Sujet</b> Communication Marketing Management	
<b>Solicitation No. - N° de l'invitation</b> B8825-180073/A	<b>Date</b> 2017-10-10
<b>Client Reference No. - N° de référence du client</b> B8825-18-0073	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$CX-026-73546	
<b>File No. - N° de dossier</b> cx026.B8825-180073	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2017-10-25</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Deen(CX Div.), Raihanna	<b>Buyer Id - Id de l'acheteur</b> cx026
<b>Telephone No. - N° de téléphone</b> (613) 990-4033 ( )	<b>FAX No. - N° de FAX</b> (613) 949-1281
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF CITIZENSHIP AND IMMIGRATION ATT: SUZANNE ST-DENIS 365 LAURIER W, JETS-19TH FL OTTAWA Ontario K1A1L1 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**

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

**Issuing Office - Bureau de distribution**

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

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

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**ANNEX "D".....38**

## **PART 1 - GENERAL INFORMATION**

### **1.1 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 and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Financial Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Electronic Payment Instruments, and the Task Authorization Form 572.

### **1.2 Summary**

**1.2.1** Immigration, Refugees and Citizenship Canada (IRCC) requires the services of a communications strategy firm to develop an integrated marketing strategy (including a partnership approach and implementation plan) for the department's Biometrics Expansion Project (BEP) set to launch in July 2018.

This marketing strategy will guide IRCC in its roll-out of the BEP to ensure an appropriate approach to marketing and communications activities is in place in order to reach key target audiences with appropriate tactics and in the right timeframe.

A key objective is to inform all Canadian immigration applicants (see list below) of the requirement to enroll their biometrics (fingerprints and photographs) to facilitate their entry into Canada.

**1.2.2** The requirement is subject to the provisions of the Canadian Free Trade Agreement (CFTA).

**1.2.3** The requirement is limited to Canadian services.

**1.2.4** This bid solicitation is to establish a contract with task authorizations for the delivery of the requirement detailed in the bid solicitation to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement, outside the resulting contract.

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

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## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<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](#) (2017-04-27) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

### 2.2 Submission of Bids

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

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

### 2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

#### Definitions

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

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

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

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension](#)

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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 FPSs in receipt of a pension, as applicable:

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

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

### **Work Force Adjustment Directive**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

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

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

## **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

## **2.5 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.

## **2.6 Basis for Canada's Ownership of Intellectual Property**

IRCC has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#): Where the Intellectual Property in Foreground Information consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

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## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

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

Section I: Technical Bid (3 hard copies) and (1 soft copy on CD or USB key);

Section II: Financial Bid (1 hard copy) and (1 soft copy on CD or USB key); and

Section III: Certifications (1 hard copy) and (1 soft copy on CD or USB key).

The bidder can provide only one soft copy (CD or USB key) containing Section I, Section II and Section III in well identified separate files (Technical Bid, Financial Bid and Certification).

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**

Bidders must submit their financial offer in accordance with the detailed Pricing Schedule in Attachment 1 to Part 3.

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### **3.1.2 Electronic Payment of Invoices – Bid**

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex “C” Electronic Payment Instruments, to identify which ones are accepted.

If Annex “C” Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

### **Section III: Certifications**

Bidders must submit the certifications and additional information required under Part 5.

**ATTACHMENT 1 TO PART 3 - PRICING SCHEDULE**

If pricing is not provided, for an element of Table 1 a value of zero will be assigned for the element and the Bidder will be provided an opportunity to agree with the zero amount.

If the Bidder agrees then the Basis of Payment will be considered compliant. However if the Bidder disagrees then the offer will be found non-compliant and no further evaluation will be done.

The number of hours/words Strategic Communication services in Table 1 are for evaluation purposes only and are not a guarantee of the actual number of hours required, nor are they intended to reflect any expectations on behalf of the Government of Canada.

**The Bidder must quote all prices in Canadian dollars, GST/HST extra, FOB destination. The Bidder may not propose any options, provide any optional pricing, or stipulate any conditions. Any Bidder that includes any options or conditions whatsoever will be deemed non-responsive.**

<b>Table 1: Firm Rates – Strategic Communication Services:</b>			
<i>The Bidder must quote firm fixed all-inclusive rates for Strategic Communication Services in accordance with article 5.1.1 Basis of Payment – Marketing Strategy Services in the Resulting Contract Clauses. These firm fixed all-inclusive rates will form part of any resulting Contract and subsequent Task Authorization.</i>			
<b>Category of Service</b>	<b>Firm All-Inclusive Rates</b>	<b>Number of Hours/Words for Evaluation Purposes</b>	<b>Total Evaluated Price</b>
Account Executive	/ hour	50 hours	\$ -
Communications Strategist	/ hour	650 hours	\$ -
Translator (revision)	/ hour	50 hours	\$ -
Translator (translation from English to French)	/ word	5300 words	\$ -

<b>TOTAL ALL-INCLUSIVE BID EVALUATION VALUE (BEV) FOR EVALUATION PURPOSES* (TOTAL FROM TABLE 1)</b>	<b>\$ _____</b>
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**The BEV is calculated for evaluation purposes and will also form the firm all-inclusive Basis of Payment for any resulting Contract and subsequent Task Authorization. The firm all-inclusive rate for Strategic Communications Services quoted by the Bidder in Table 1 will also apply to any resulting Contract and subsequent Task Authorization as indicated herein.**

**PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION**

**4.1 Evaluation Procedures**

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

**4.1.1 Technical Evaluation**

**4.1.1.1 Mandatory Technical Criteria**

#	Mandatory Technical Criterion	MET	NOT MET	Substantiation and Cross Reference to Proposal and/or CV (Page & Paragraph)
M1	<p><b>PROPOSED KEY RESOURCES EXPERIENCE</b></p> <p>The Bidder must identify the proposed Communications Strategist(s) to perform the tasks outlined in the Statement of Work.</p> <p>The proposed resource(s) must have a minimum of five (5) years' experience within the last 10 years in the development of marketing communications plans.</p> <p>At least one (1) of the proposed resource(s) must have a minimum of three (3) years' experience within the last 5 years in the development of online marketing tactics.</p> <p>In order to demonstrate that the proposed resource(s) possess these qualifications, the Bidder must provide a detailed curriculum vitae for each resource, stating the individual(s) related work history and their relevant experience, demonstrating that the individual(s) meet(s) the requisite qualifications.</p> <p>Each curriculum vitae must include:</p> <ul style="list-style-type: none"> <li>a) the employer name for each place of employment;</li> <li>b) the position title and responsibilities of the proposed resource in each identified place employment;</li> <li>c) the period of time that the proposed resource worked in each place of employment (from Month/Year to Month/Year)</li> <li>d) a summary/description of previous projects worked on for the development of marketing communications plans;</li> <li>e) at least one of the proposed resources must demonstrate experience in the development of online marketing tactics.</li> </ul>			

<b>M2</b>	<p><b>MARKETING COMMUNICATIONS PLAN SUMMARIES</b></p> <p>The Bidder must provide two (2) marketing communications plan summaries* produced by the Bidder within the past five (5) years with a minimum budget of \$50,000 CAD that included research, analysis and development of an action plan. Each proposed marketing communications plan summary must be similar in scope and magnitude to the deliverables found in Annex A Statement of Work.</p> <p>For the purposes of evaluating M2, scope and magnitude are defined as: performing extensive research analysis of strengths, weaknesses, opportunities, and threats; identify barriers and solutions; develop key marketing messages; identify key partnership opportunities; develop action plan; develop key tactics for reaching each target audience; and manage timelines and budget.</p> <p>*The summaries could be for the same client or for the same topic but the two summaries must be different.</p> <p>The following information must be submitted for each summary:</p> <ul style="list-style-type: none"><li>• Title and summary description of the Marketing Communications Plan that must include the following:<ol style="list-style-type: none"><li>a) Overall approach and methodology;</li><li>b) Research and analysis;</li><li>c) Target audience;</li><li>d) Key message(s);</li><li>e) Action plan</li><li>f) Deliverables and outcome of the project;</li></ol></li><li>• Dollar value (minimum \$50,000 CAD);</li><li>• Start and completion dates;</li><li>• Name of client and contact information</li></ul> <p>If more than two (2) summaries are submitted, only the first two summaries will be evaluated.</p> <p>This item will be rated in R.3.</p>			
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**4.1.1.2 Point Rated Technical Criteria**

<b>Summary of Point Rated Technical Criteria</b>	<b>Maximum points</b>	<b>Minimum required points required</b>	<b>Actual points received</b>
<b>R.1 APPROACH AND METHODOLOGY</b>			
R.1.1 Understanding of the scope and challenges of the project and the degree to which these are addressed.	120 points	60 points	
R.1.2 Project Management Approach and Detailed Work Plan.	120 points	60 points	
<b>R.2 PROJECT SAMPLES</b>	60 points	0 points	
<b>OVERAL TOTAL</b>	<b>300 points</b>	<b>120 points</b>	

Proposals will be evaluated and scored in accordance with specific evaluation criteria as detailed in this section. To be considered compliant, bidders must obtain the required minimum passing mark of 120 points. The rating is performed on a scale of 300 points. Proposals scoring less than the minimum required points will not be given further consideration.

The following criteria will be evaluated:

<b>Point-Rated Technical Criteria</b>	<b>Actual Score</b>	<b>Cross-Reference to bid</b>
<p><b>R.1: APPROACH AND METHODOLOGY</b></p> <p><b>Maximum points: 120 points</b>  <b>Minimum required points: 60 points</b></p> <p><b>R.1.1 Understanding of the scope and challenges of the project and the degree to which these are addressed.</b></p> <p>The Bidder should provide a proposed approach and methodology for conducting the work as detailed in the Statement of Work at Annex 'A'. The Bidder should provide sufficient detail to demonstrate a complete and full understanding of the Statement of Work.</p> <p>At a minimum, the Bidder should provide the following information to demonstrate their proposed approach and methodology:</p> <ul style="list-style-type: none"> <li>• provides analysis of challenges</li> <li>• identifies potential risks and proposes solutions</li> <li>• describes how the approach and methodology will meet the objectives.</li> </ul>		

<p>The criterion will be evaluated as follows:</p> <p><b>0 pts – Unsatisfactory</b></p> <p>No information is provided.</p> <p><b>20 pts – Limited</b></p> <p>Criterion addressed, however, the Bidder did not provide enough information and/or the proposal did not demonstrate an understanding of the scope and/or most of the information was transcribed from the Statement of Work (SOW) without providing additional information.</p> <p><b>60 pts – Good</b></p> <p>The Bidder demonstrates a good understanding of the project's scope and challenges. The Bidder's proposed approach is good and provides up to two potential risks with some solutions. The approach and methodology stands a good chance of achieving the objectives outlined in the SOW.</p> <p><b>120 pts – Excellent</b></p> <p>The Bidder demonstrates an excellent understanding of the project's scope and challenges. The Bidder's proposed approach is outstanding and it provides an excellent analysis of three or more potential risks with well thought out solutions. The approach and methodology will effectively achieve the objectives.</p> <p><b>R.1.2 Project Management Approach and Detailed Work Plan.</b></p> <p><b>Maximum points: 120 points</b> <b>Minimum required points: 60 points</b></p> <p>The Bidder should provide a proposed Project Management Approach and Detailed Work Plan.</p> <p>At a minimum, Bidder should provide the following information in their proposed Project Management Approach and Detailed Work Plan:</p> <ul style="list-style-type: none"><li>a) a detailed description of the proposed project management approach and procedures;</li><li>b) cost and schedule controls;</li><li>c) risk mitigation approach;</li><li>d) tools and techniques that will be used to plan, organize, direct and control the Project; and</li></ul>		
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<p>e) how the Bidder proposes to work in collaboration with the Project Authority to allow sufficient time for review and Government approval process.</p> <p>The Bidder should explain why the proposed project management approach is better than other approaches typically used in the industry.</p> <p>The Bidder should also provide examples of past projects where the proposed techniques to plan, organize, direct and control the project were successfully implemented.</p> <p><b>0 pts – Unsatisfactory</b></p> <p>No information is provided.</p> <p><b>20 pts – Limited</b></p> <p>Criterion addressed, but the Bidder did not provide enough information and/or information is technically not acceptable. Details on process, schedule controls, planning tools and techniques are limited. The Bidder's risk mitigation approach is weak with limited information.</p> <p><b>60 pts – Good</b></p> <p>The Bidder's proposed project management approach has sufficient details on process, schedule controls, planning tools and techniques. The Bidder provides good techniques to be put in place and used to plan, organize, direct and control the project. The Bidder provides a good risk mitigation approach. The Bidder's proposed approach for working with Project Authority is good.</p> <p>12 pts – Excellent</p> <p>The Bidder's proposed project management approach has details on process, schedule controls, and planning tools and techniques and explains why the approach is better than other approaches typically used in the industry. The Bidder provides very efficient and innovative techniques to be put in place and used to plan, organize, direct and control the project as well as provides examples of past projects where the proposed techniques were successfully implemented. The Bidder provides a very good risk mitigation approach that is detailed appropriate. The Bidder's proposed approach for working with the Project Authority is flexible.</p>		
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<p><b>R.2 Marketing Communication Plan Summaries</b></p> <p><b>Maximum points: 60 points</b>  <b>Minimum required points: 0 points</b></p> <p>The summaries provided for M.2 will be evaluated in R.2</p> <p>In addition to the information provided for M.2, each summary should explain the scope, the description of the work undertaken to meet the client's objectives, and the strategic thinking behind this work. This should include a summary of the overall approach and methodology, research and analysis, action plan, deliverables and outcome of the project. The Bidder should also include the results of the work for each summary.</p> <p>The samples will be evaluated on the following rated criteria:</p> <p><b>0 pts – Unsatisfactory</b></p> <p>No information is provided.</p> <p><b>10 pts – Limited</b></p> <p>Criterion addressed, but missing information.</p> <p><b>30 pts – Good</b></p> <p>One or both marketing communications plan summaries are relevant to the statement of work (similar in scope and magnitude). Very good details were provided. Samples clearly demonstrate that recommendations were supported by evidence and focused on results.</p> <p><b>60 pts – Excellent</b></p> <p>Both marketing communications plan summary are very relevant to the statement of work (similar in scope and magnitude). The Bidder communicated its subject matter in a manner that is excellent and appropriate of the outcome of the project. Outstanding details were provided. Summary clearly demonstrates that recommendations were supported by evidence and focused on results. Strategic thinking of the firm strongly demonstrated through the information provided.</p>		
<p><b>TOTAL SCORE (minimum required is 120/300)</b></p>		

## 1.2 Basis of Selection

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of 120 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 300 points.
2. Bids not meeting (a) or (b) and (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70 % for the technical merit and 30 % for the price.
5. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70 %.
6. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30 %.
7. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
8. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

<b>Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	<b>Pricing Score</b>	$45/55 \times 30 = 24.54$	$45/50 \times 30 = 27$	$45/45 \times 30 = 40$
<b>Combined Rating</b>		84.17	73.15	87.7
<b>Overall Rating</b>		2nd	3rd	1st

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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, 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 made knowingly or unknowingly, during the bid evaluation period or during the contract period.

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

### 5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

### 5.2 Certifications Precedent to Contract Award and Additional Information

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

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Additional Certifications Precedent to Contract Award

##### 5.2.2.1 Canadian Content Certification

This procurement is limited to Canadian services.

The Bidder certifies that:

( ) the service offered is a Canadian service as defined in paragraph 2 of clause [A3050T](#).

**5.2.3.1.1** SACC Manual clause [A3050T](#) (2014-11-27) Canadian Content Definition.

#### **5.2.2.2 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.

#### **5.2.2.4 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.

Solicitation No. - N° de l'invitation  
B8825-180073/A  
Client Ref. No. - N° de réf. du client  
B8825-180073

Amd. No. - N° de la modif.  
File No. - N° du dossier  
CX026 B8825-180073

Buyer ID - Id de l'acheteur  
CX026  
CCC No./N° CCC - FMS No./N° VME

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## **PART 6 –FINANCIAL REQUIREMENTS**

### **6.1 Financial Capability**

SACC *Manual* clause [A9033T](#) (2012-07-16) Financial Capability

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## **PART 7 - RESULTING CONTRACT CLAUSES**

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

### **7.1 Statement of Work**

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

#### **7.1.2 Task Authorization**

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

##### **7.1.2.1 Task Authorization Process**

1. The Project Authority will provide the Contractor with a description of the task using the "Task Authorization" form specified in Annex "E".
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.
3. The Contractor must provide the Project Authority within ten (10) calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.
4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

##### **7.1.2.2 Task Authorization Limit**

The Project Authority may authorize individual task authorizations up to a limit of \$50,000.00. Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Contracting Authority before issuance.

##### **7.1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations**

1. In this clause,  
  
"Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and  
  
"Minimum Contract Value" means 10%.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's

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maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

#### **7.1.2.4 Periodic Usage Reports - Contracts with Task Authorizations**

The Contractor must compile and maintain records on its provision of services to the federal government under authorized Task Authorizations issued under the Contract.

The Contractor must provide this data in accordance with the reporting requirements detailed below. If some data is not available, the reason must be indicated. If services are not provided during a given period, the Contractor must still provide a "nil" report.

The data must be submitted on a quarterly basis to the Contracting Authority.

The quarterly periods are defined as follows:

1st quarter: April 1 to June 30;

2nd quarter: July 1 to September 30;

3rd quarter: October 1 to December 31; and

4th quarter: January 1 to March 31.

The data must be submitted to the Contracting Authority no later than ten (10) calendar days after the end of the reporting period.

#### **Reporting Requirement- Details**

A detailed and current record of all authorized tasks must be kept for each contract with a task authorization process. This record must contain:

##### **For each authorized task:**

- i. the authorized task number or task revision number(s);
- ii. a title or a brief description of each authorized task;
- iii. the total estimated cost specified in the authorized Task Authorization (TA) of each task, exclusive of Applicable Taxes;
- iv. the total amount, exclusive of Applicable Taxes, expended to date against each authorized task;
- v. the start and completion date for each authorized task; and
- vi. the active status of each authorized task, as applicable.

##### **For all authorized tasks:**

- i. the amount (exclusive of Applicable Taxes) specified in the contract (as last amended, as applicable) as Canada's total liability to the contractor for all authorized TAs; and
- ii. the total amount, exclusive of Applicable Taxes, expended to date against all authorized TAs.

## 7.2 Standard Clauses and Conditions

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

### 7.2.1 General Conditions

[2035](#) (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### 7.2.2 Supplemental General Conditions

4007 (2010-08-16), Supplemental General Conditions – Canada to Own Intellectual Property Rights in Foreground Information, apply to and form part of the Contract.

### 7.2.3 Reference Checks

Reference checks

- (i) Canada reserves the right to check references to verify the accuracy of the information provided by the bidder.
- (ii) If Canada checks references, the checking will be done by email. Canada will email all reference check requests on the same day to references provided by bidders. The references will have five (5) working days from the date of the sending of the email to reply. Canada will not consider that a mandatory criterion has been met and will not award any points if responses are received after the deadline has passed.
- (iii) On the third working day after sending out the emails, if Canada has not received a response, Canada will notify the bidder by email so that the bidder can remind its reference that that he or she must reply to Canada within the prescribed period of 5 working days. If the individual named by the bidder is unavailable during the evaluation period, the bidder may provide the name and email address of an alternate contact person from the same client. Bidders will only be provided with this opportunity once for each customer, which means that the bidder cannot submit the name of another person if the originally named individual does not want to reply or is unavailable to do so. The five (5) working days will not be extended to provide additional time for the new person to respond.
- (iv) Wherever information provided by a reference differs from the information supplied by the bidder, the information supplied by the reference will be the information evaluated.
- (v) Canada will not consider that a mandatory criterion has been met or award any points if:
  - (A) the customer reference indicates that he or she cannot provide the information requested or does not want to; or
  - (B) the reference is an affiliate or other entity that deals at arm's length with the bidder.

## 7.3 Term of Contract

### 7.3.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2018 inclusive.

#### **7.3.4 Comprehensive Land Claims Agreements (CLCAs)**

The Contract with Task Authorizations is to establish the delivery of the requirement detailed under the Contract, to the Identified Users across Canada, excluding locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement outside the Contract.

#### **7.4 Authorities**

##### **7.4.1 Contracting Authority**

The Contracting Authority for the Contract is:

Raihanna Deen  
Supply Specialist  
Public Works and Government Services Canada  
Acquisitions Branch  
Communications Procurement Directorate  
360 Albert Street  
Ottawa, ON K1A 0S5 F

Telephone: 613-990-4033  
Facsimile: 613-991-5870  
E-mail address: [Raihanna.Deen@pwgsc-tpsgc.gc.ca](mailto:Raihanna.Deen@pwgsc-tpsgc.gc.ca)

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

##### **7.4.2 Project Authority**

*The Project Authority will be identified in the resulting Contract.*

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

##### **7.4.3 Contractor's Representative**

*The Contractor's Representative will be identified in the resulting Contract.*

#### **7.5 Proactive Disclosure of Contracts with Former Public Servants**

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2012-2](#) of the Treasury Board Secretariat of Canada.

## 7.6 Payment

The Contractor will be paid in accordance with the Basis of Payment at Annex "B", for Work performed pursuant to the Task Authorization and subject to acceptance by the Project Authority.

### 7.6.1 Firm Rates – Strategic Communication Services

For the Strategic Communication Services associated with the Work described in the Statement of Work in Annex "A" and subsequent Task Authorizations:

The Contractor is subject to the Applicable Laws as outlined in article 7.11 of the Contract. As such, the Contractor is responsible for ensuring adherence to these Laws, including any applicable Labour Laws. The rates charged by the Contractor reflect this responsibility and Canada will not be subject to additional charges not expressly laid out herein.

In consideration of the Contractor satisfactorily completing its obligations under each Task Authorization, the Contractor will be paid firm hourly rates in accordance with B.1 of the Annex "B" Basis of Payment. 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.

### 7.6.2 Basis of Payment – Limitation of Expenditure – Task Authorizations

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment in Annex "B", to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are subject to exemption and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

### 7.6.3 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ *(to be inserted upon contract award)*. Customs duties are subject to exemption and Applicable Taxes are extra.
2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
  - a. when it is 75 percent committed, or
  - b. four (4) months before the contract expiry date, or

- c. as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions, whichever comes first.
4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

#### **7.6.4 Monthly Payments**

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

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

#### **7.6.5 Electronic Payment of Invoices – Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

*The Electronic Payment Instruments will be identified in the resulting Contract.*

#### **7.6.6 Discretionary Audit**

SACC Manual clause [C0705C](#) (2010-01-11) - Discretionary Audit

#### **7.7 Invoicing Instructions**

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

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
  - b. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses.
2. Invoices must be distributed as follows:
    - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
    - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## **7.8 Certifications and Additional Information**

### **7.8.1 Compliance**

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### **7.8.3 SACC Manual Clauses**

SACC Manual clause [A3060C](#) (2008-05-12) - Canadian Content Certification

## **7.9 Applicable Laws**

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

## **7.10 Priority of Documents**

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

- a) the Articles of Agreement;
- b) the supplemental general conditions [4007](#) (2010-08-16), Canada to Own Intellectual Property Rights in Foreground Information;
- c) the general conditions [2035](#) (2016-04-04), Higher Complexity – Services;
- d) Annex A, Statement of Work;
- e) Annex B, Basis of Payment;
- f) Annex C, Electronic Payment Instruments
- g) the signed Task Authorizations (including all of its annexes, if any); and
- h) the Contractor's bid dated \_\_\_\_\_.

## **7.11 Insurance**

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

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## ANNEX A

### STATEMENT OF WORK

#### **Biometrics\* Expansion Project (BEP) marketing strategy, partnership approach and implementation plan.**

##### **A1. Title**

Biometrics\* Expansion Project (BEP) marketing strategy, partnership approach and implementation plan.

Biometrics - Biometrics refers to the measurement of unique physical characteristics, such as people's fingerprints and digital, in-person, photos.

##### **A2. Objective**

Immigration, Refugees and Citizenship Canada (IRCC) requires the services of a communications strategy firm to develop an integrated marketing strategy (including a partnership approach and implementation plan) for the department's Biometrics Expansion Project (BEP) set to launch in July 2018.

This marketing strategy will guide IRCC in its roll-out of the BEP to ensure an appropriate approach to marketing and communications activities is in place in order to reach key target audiences with appropriate tactics and in the right timeframe.

A key objective is to inform all Canadian immigration applicants (see list below) of the requirement to enroll their biometrics (fingerprints and photographs) to facilitate their entry into Canada.

##### **A3. Background**

###### **Overview**

Based on a successful pilot project in 2013, the Temporary Resident Biometrics Project (TRBP), which established the capacity to collect, verify, process, and safeguard biometrics information for thirty (30) nationalities, IRCC and its government partners, Canadian Border Services Agency (CBSA), Royal Canadian Mounted Police (RCMP) and Shared Services Canada (SSC) decided to expand the project to include all visitor visa, work permit, study permit and temporary resident permit applicants (excluding U.S. nationals), as well as permanent resident applicants.

The Biometrics Expansion Project (BEP) will be rolled out over two years (2018-2019) with key legislation dates leading the implementation of the project. The legislation and policy will come into force (CIF):

- In July 2018 for current TRBP nationalities residing in Canada; and for CIF 1 of biometric expansion applicants (in Canada and abroad) based on nationalities (see VAC roll out below); this will make up 18% of all applicants who are required to provide their biometrics.
- In December 2018 for CIF 2 of biometric expansion applicants (in Canada and abroad) will apply to all remaining nationalities (see VAC roll out below) – this will cover the remaining 82% of all applicants who are required to provide their biometrics.

Canada will join over 70 countries around the world, who already collect biometrics.

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## Communications objectives

1. To inform all visitor visa, work permit, study permit and temporary resident permit applicants (*excluding* U.S. nationals), and permanent resident applicants of the need to provide their biometrics (fingerprints and photograph) as part of IRCC's application process.
2. To clearly communicate to all key audiences what are biometrics, why Canada is collecting biometrics, where and how biometrics will be collected in Canada and abroad, and what biometrics will be used for.
3. To emphasize that biometric screening is standard practice around the world and aligns Canada with other like-minded nations, including the Migration 5 partners (Canada, U.K, U.S, Australia and New-Zealand).
3. To emphasize that biometric collection and verification will help streamline the entry of genuine travelers to Canada while reducing fraudulent cases.
4. To explain how the Government of Canada will manage biometric information to ensure that Canada's privacy laws are respected and that individual privacy is protected.
5. To inform key audiences where and when biometric collection will be expanded in Canada and overseas.
6. To explain any measures the Government of Canada is implementing to alleviate the impact of biometric collection and verification requirements.

## Measurable Objectives

Exact objectives are still to be determined, but some of the metrics that IRCC will be looking at to evaluate the roll-out of the BEP include:

1. Achieving a steady uptake of biometrics enrollment by Canadian visa applicants and permanent residents.
2. Number of feedback from domestic stakeholders.
3. Number of feedback from IRCC's online tools (i.e. feedback received via online form submissions, etc.).
4. Number of engagement activities through IRCC's social media channels.
5. Number of mainstream and ethnic media coverage of the BEP.

## Monitoring and Evaluation

Activity on the IRCC website and social media channels will be monitored, as well as client inquiries to the IRCC Client Support Centre and enquiries from the media. Feedback from stakeholders, Visa Application Centres (VACs), IRCC visa offices, and other government departments will be collected.

## Key communications messages

- The use of biometric information (fingerprints and photograph) is an integral component of immigration screening and border management.
- Biometrics are recognized globally as a reliable and accurate tool for establishing and confirming identity and for screening. More than seventy (70) countries use biometrics in immigration and border programs. Canada must align with international partners, including the U.S., U.K., New Zealand and Australia.
- Biometrics will help to streamline the entry of genuine travellers, as border service officers will be able to quickly and accurately confirm the identity of travellers, facilitating their entry to Canada.
- In 2018, biometrics collection will expand overseas in two waves to more than 150 Visa Application Centres (VACs). Also, applicants in the U.S. will have access to the extensive Application Support Center (ASC) network across the country to enrol their biometrics.
- VACs provide assistance for the submission of temporary resident applications only. They are the primary service point for biometric enrolment overseas.
- Temporary Resident applicants will only have to provide their biometrics once every 10 years.
- Permanent residents have to provide their biometrics when they apply for permanent residence.
- For permanent residents, after receiving their application, IRCC will send the applicant a Biometrics Instruction Letter (BIL). Upon receiving the BIL, Permanent Resident (PR) applicants can go to any location (in Canada or abroad) that registers collects biometrics (Service Canada Centres (SC Centres), Ports Of Entry (POE), or VACs) to provide their biometrics.
- Enhanced immigration information sharing with the UK, Australia and New Zealand will further support the integrity of Canada's immigration system.
- IRCC will continue to work in collaboration with the Office of the Privacy Commissioner to ensure we protect applicants' personal information when collecting, using and conducting queries on biometric data.
- Information will only be shared in a manner that respects Canada's privacy laws.

**Target Audiences**

Target Audiences	Audience Interests	Communications Needs
<p><b>Applicants</b>            Temporary resident visa, work permit, study permit, temporary resident permit applicants (excluding U.S. nationals), and all permanent resident applicants</p>	<p>Directly impacted by the project. May raise concerns over cost and inconvenience of providing biometrics, as well as privacy protection</p>	<p>Will need clear, timely information about how and when biometric enrolment will impact them; where they can go to give biometrics, the process, as well as why biometrics is being used, privacy safeguards, etc.</p>
<p><b>International stakeholders:</b>            Foreign governments, international organizations, United Nations High Commissioner for Refugees (UNHCR), ICAA, International Biometric Industry, ICG, Airport Associations, foreign media, etc. ....</p>	<p>Foreign governments already using biometrics for immigration screening are expected to be supportive of this initiative as it may mirror a process they already have in place</p>	<p>How the increased availability of VACs will streamline the application process will be highlighted</p>
<p><b>Media/General Public</b></p>	<p>Media is expected to ask about privacy rights, cost to taxpayers, and how information will be used, while the Canadian public is likely to be concerned about how this impacts them, and what the benefits are for Canadians. Some ethnic communities will be concerned that biometrics will make it more difficult for people in their countries to get a visa</p>	<p>Clear, plain language information will be disseminated explaining what biometrics is, why it is important, the process, etc. A technical briefing for media could form part of a public information package</p>

## **A4. Tasks**

### **Scope of work**

The Contractor must develop a strategic marketing plan to inform target audiences of the Biometrics Expansion Project. The plan should be based upon research undertaken by the supplier, information provided by IRCC's Project Authority (PA), and industry best practices in marketing communications. IRCC has limited capacity to undertake paid advertising for this initiative; however, the department has the capacity to implement a wide range of other marketing and communications tactics, based on the Contractor's recommendations. The services for this contract does not include any paid advertising.

### **The Contractor must perform the following tasks:**

- i. Review relevant documents provided by the PA to fully understand the Biometrics expansion project and its effect on the target audiences and stakeholders.
- ii. Undertake additional research as needed to determine whether there are additional target audiences, or additional characteristics of the existing target audiences, that should be considered.
- iii. Provide a strategy of how to market biometrics expansion to each target audience.
- iv. Determine how the selected target audiences obtain their information about immigration or other related matters.
- v. Conduct an analysis of strengths, weaknesses, opportunities, and threats of the Biometrics Expansion Project to inform the recommendations. Identify barriers and ways to overcome those.
- vi. Develop key marketing messages based on initial messages provided by the PA and research undertaken.
- vii. Identify key partnership opportunities as appropriate, and outline how to integrate those partnerships into the marketing strategy. Partners may include, but not limited to, other government departments such as Global Affairs Canada (GAC), Royal Canadian Mounted Police (RCMP), Canada Border Services Agency (CBSA), Shared Services Canada (SSC), private sector organizations and other countries. Partnerships should be made with multipliers and influencers
- viii. Identify the contacts and distribution networks to disseminate information to various partners.
- ix. Develop an action plan to transform the strategy into action. Provide key tactics for reaching each target audience and the associated timelines and budget with each.

x. Draft the marketing communications plan for submission to the PA. The plan should include, but is not limited to, the following elements:

- Background
- Objectives (provided by IRCC)
- Situational analysis / environmental scan
- SWOT analysis
- Key marketing messages
- Target audiences
- Recommended marketing strategy to achieve objectives
- Partnership strategy and distribution plan
- Action plan with marketing tactics and related timelines and budget breakdown
- Recommendations on how to monitor and evaluate success

xi. Deliver a presentation on the final marketing communications plan to IRCC officials.

#### **A5. Roles and Responsibilities of Key Personnel**

##### **Account Executive**

The Contractor must provide the services of an Account Executive, whose tasks include the following:

- a) Working with the Project Authority in regards to the development and execution of the integrated marketing strategy, including a partnership approach and implementation plan;
- b) Expressing and exchanging information in a clear and concise manner;
- c) Ensuring information is communicated to the appropriate people in a timely manner;
- d) Ensuring communications are clearly understood and listening to feedback from the Project Authority;
- e) Managing, on a day-to-day basis, all resources working on the development of the strategy, including the partnership approach and implementation plan;
- f) Attending client briefings and meetings;
- g) Supervising and reporting on any work produced by approved subcontractors;
- h) Creating and submitting to the Project Authority status update reports by email (at least bi-weekly) detailing the time and resources used to provide the services required.
- i) Ensuring that all Government of Canada procedures are followed and ensure that correct documentation is in place;

The contractor's proposed Account Executive must have a minimum of three (3) years of experience overseeing (supervision) of planning, implementation, monitoring and reporting services within the last five (5) years.

##### **Communications Strategist**

The Contractor must provide the services of a Communications Strategist, whose tasks include the following:

Develop the the various elements of the integrated marketing strategy (including a partnership approach and implementation plan) and the action plan;

Other tasks of a Communications Strategist could include:

- a) Planning, researching, modifying, assisting, writing and/or reviewing materials to inform or support the integrated marketing strategy;
- b) Providing communications advice to support strategic marketing initiatives and tactics;

- c) Developing creative communication and information products using a variety of tools, techniques and media and suggesting an appropriate medium to convey information, ideas, and results within the plan;
- d) Researching, developing and implementing communications strategies involving social media and related content (ie. blogs, microblogs, wikis, crowdsourcing, content communities, social networks, etc); and
- e) Determine target audiences in order to better develop key messages;
- f) Identify and determine communications impediments and barriers;
- g) Provide advice in using social media channels to complement traditional channels
- h) Expressing and exchanging information in a clear and concise manner;
- i) Ensuring information is communicated to the appropriate people in a timely manner;
- j) Ensuring confidentiality with respect to organizational or client information and data;

**A6. Deliverables**

The following deliverables are required. Timelines have been assigned to each deliverable.

Deliverable	Language and Format	Due Date
Draft version of marketing plan in Microsoft Word for IRCC review	English only – electronic version	6 weeks after contract award
Final version of marketing plan in Microsoft Word for IRCC review	English and French – electronic version	6 weeks after receiving draft version of marketing plan.
PowerPoint presentation (with notes) on marketing plan for IRCC review	English and French – electronic version	4 weeks after receiving final version of marketing plan
Presentation to IRCC officials	In person - English	1 week after receiving PowerPoint presentation (with notes) on marketing plan

**A7. Reporting**

The Contractor must meet with the PA either by teleconference or in person, to kick off the project. The frequency of meetings throughout the project will be on an as required basis and can be by phone or in person. The Contractor must provide regular status updates (at least bi-weekly) by e-mail. The Contractor must provide an evergreen work-back schedule at the beginning of the project to outline their work process.

**A8. Limitations and Constraints**

1. Biometrics is a cornerstone of the Government of Canada’s modernization agenda: for IRCC, it is a foundational tool to support effective screening by accurately confirming identity and identifying low and high risk applicants. For the CBSA, it is an integral part of their efforts to modernize and automate processing of air arrivals without compromising on security screening.

- As such, it is vitally important that communications are timed appropriately. Project timelines should be firmly in place before major communications are released in order to avoid negative feedback.

2. While the public is generally supportive of measures to protect the security of Canadians and deter fraud, foreign nationals, particularly from visa-exempt countries, who are impacted by the new biometrics

requirement, may complain about the inconvenience of having to travel a distance or to another country to provide biometrics in person.

- Messaging will highlight the expanding network of options to register your biometrics: VACs worldwide and in Canada (SC centres and POEs) and via U.S. ASCs, as well as the fact that TRs only need to register once every ten years and PRs only when they apply for PR.

3. Travellers may also raise concerns about the high cost of providing biometrics.

- Communications will highlight that the cost is on par with what other countries collecting biometrics charge, that they are valid for 10 years (only \$8.50/year; less than 2.5 cents a day!) and that the use of biometrics is now “commonplace” worldwide.
- Communications should also emphasize the “savings” in using biometrics in terms of preventing fraud and enhancing the security of Canadians while reducing processing time at the port of entry.

4. Those affected by the BEP, from temporary and permanent residents and industry specialists, domestic and international stakeholders, and missions abroad will have different information needs and concerns.

- As much as possible, all communications will be tailored to the target audience.
- Where possible, communications will emphasize the protection of private information.

#### **A9. Official Languages**

The work can be conducted in English, however the final Marketing Plan must be delivered in English and in French.

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## ANNEX B

### BASIS OF PAYMENT

#### B.1. Firm Hourly Rates – Strategic Communications Services

The Contractor will be paid firm fixed all-inclusive rates for the required Strategic Communications Services. The firm all-inclusive firm fixed all-inclusive rates will form part of any resulting Contract and task authorizations.

The firm fixed rates charged for Strategic Communications Services are all-inclusive. They include the cost of labour, fringe benefits, general and administrative expenses, time in transit, overhead, profit and the like, excepting only Applicable Taxes.

The Contractor is subject to the Applicable Laws as outlined in article 10 of the Resulting Contract. As such, the Contractor is responsible for ensuring adherence to these Laws, including any applicable Labour Laws. The firm fixed all-inclusive rates charged by the Contractor reflect this responsibility and Canada will not be subject to additional charges not expressly laid out herein.

For the purposes of this Contract, "time in transit" is defined as the length of time (in 30 minute increments) that is required for the Contractor to travel from the Contractor's facilities to the final destination (or vice versa). The means of transportation selected must be in accordance with the National Joint Council Travel Directive. Time in transit (excepting local travel and unless otherwise specifically provided for in the task authorization) is subject to verification by and the approval of the Client. Reasonable rest periods will be permitted at the discretion of the Client. Where it is deemed that the Contractor may charge labour fees for time in transit, the Contractor will only be paid for the actual time in transit as defined above, including reasonable rest periods.

There is no provision for overtime under this Contract.

<b>Strategic Communications Services</b>	
	<b>Firm all-inclusive rates</b>
Account Executive	\$
Communications Strategist	\$
Translator (revision)	\$
Translator (translation from English to French)	\$

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**ANNEX "C" to PART 3 OF THE BID SOLICITATION**

**ELECTRONIC PAYMENT INSTRUMENTS**

*As indicated in Part 3, clause 3.1.2, the Bidder must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.*

The Bidder accepts to be paid by any of the following Electronic Payment Instrument(s):

- VISA Acquisition Card;
- MasterCard Acquisition Card;
- Direct Deposit (Domestic and International);
- Electronic Data Interchange (EDI);
- Wire Transfer (International Only);
- Large Value Transfer System (LVTS) (Over \$25M)

**ANNEX D**

**TASK AUTHORIZATION FORM PWGSC-TPSGC 572**



Public Works and Government Services Canada / Travaux publics et Services gouvernementaux Canada

Annex  
 Annexe \_\_\_\_\_

**Task Authorization  
 Autorisation de tâche**

Contract Number - Numéro du contrat

Contractor's Name and Address - Nom et l'adresse de l'entrepreneur	Task Authorization (TA) No. - N° de l'autorisation de tâche (AT)
	Title of the task, if applicable - Titre de la tâche, s'il y a lieu
	Total Estimated Cost of Task (Applicable taxes extra) Coût total estimatif de la tâche (Taxes applicables en sus) \$
Security Requirements: This task includes security requirements Exigences relatives à la sécurité : Cette tâche comprend des exigences relatives à la sécurité <input type="checkbox"/> No - Non <input type="checkbox"/> Yes - Oui    If YES, refer to the Security Requirements Checklist (SRCL) included in the Contract Si OUI, voir la Liste de vérification des exigences relative à la sécurité (LVERS) dans le contrat	

**For Revision only - Aux fins de révision seulement**

TA Revision Number, if applicable Numéro de révision de l'AT, s'il y a lieu	Total Estimated Cost of Task (Applicable taxes extra) before the revision Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision \$	Increase or Decrease (Applicable taxes extra), as applicable Augmentation ou réduction (Taxes applicables en sus), s'il y a lieu \$
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**Start of the Work for a TA : Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.**

**Début des travaux pour l'AT : Les travaux ne peuvent pas commencer avant que l'AT soit autorisée conformément au contrat.**

**1. Required Work: - Travaux requis :**

A. Task Description of the Work required - Description de tâche des travaux requis	See Attached - Ci-joint <input type="checkbox"/>
B. Basis of Payment - Base de paiement	See Attached - Ci-joint <input type="checkbox"/>
C. Cost of Task - Coût de la tâche	See Attached - Ci-joint <input type="checkbox"/>
D. Method of Payment - Méthode de paiement	See Attached - Ci-joint <input type="checkbox"/>

**Annex**  
**Annexe** \_\_\_\_\_

Contract Number - Numéro du contrat

## 2. Authorization(s) - Autorisation(s)

**By signing this TA, the authorized client and (or) the PWGSC Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.**

**En apposant sa signature sur l'AT, le client autorisé et (ou) l'autorité contractante de TPSGC atteste(nt) que le contenu de cette AT respecte les conditions du contrat.**

**The client's authorization limit is identified in the contract. When the value of a TA and its revisions is in excess of this limit, the TA must be forwarded to the PWGSC Contracting Authority for authorization.**

**La limite d'autorisation du client est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante de TPSGC pour autorisation.**

\_\_\_\_\_  
Name and title of authorized client - Nom et titre du client autorisé à signer

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
PWGSC Contracting Authority - Autorité contractante de TPSGC

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## 3. Contractor's Signature - Signature de l'entrepreneur

\_\_\_\_\_  
Name and title of individual authorized - to sign for the Contractor  
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date