



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

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 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

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

Title - Sujet Advertising Creative Services	
Solicitation No. - N° de l'invitation W5830-170052/A	Date 2018-01-03
Client Reference No. - N° de référence du client W5830-17-0052	
GETS Reference No. - N° de référence de SEAG PW-\$\$CZ-002-74060	
File No. - N° de dossier cz002.W5830-170052	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2018-02-05	Time Zone Fuseau horaire Eastern Standard Time EST
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Ivany, Chris	Buyer Id - Id de l'acheteur cz002
Telephone No. - N° de téléphone (613) 993-0048 ()	FAX No. - N° de FAX (613) 949-1281
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF NATIONAL DEFENCE ADM (PA) DGM, DMA National Printing Bureau 45 Sacré-Coeur Blvd., 2nd Floor Room C2104-85 Gatineau Quebec Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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

THIS DOCUMENT CONTAINS A SECURITY REQUIREMENT

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Solicitation Number
W5830-170052/A

AMD

Buyer ID
CZ 002

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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 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Task Authorization Form, the Federal Contractors Program for Employment Equity – Certification, the Technical and Financial Evaluation, the Evaluation Grids and the SRCL.

2.2 Summary

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) requires the services of a firm specializing in marketing and advertising using a mix of traditional and digital channels, in support of the Canadian Armed Forces recruiting priority. Services to be provided include account management, creative and strategic development, brand development, production management services (creative and technical), digital engagement strategies, and more, in support of advertising campaigns.

These services will be provided from the date of the contract until March 31, 2019 inclusively with the option to extend the period of the contract by up to three (3) additional one-year periods.

There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

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

The requirement is limited to Canadian goods and/or services.

The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the annex titled Federal Contractors Program for Employment Equity - Certification.

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.

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>) 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.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 150 days

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 CAF or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or

- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

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

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

Former Public Servant in Receipt of a Pension

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

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

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

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

Work Force 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. date 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.

Signature

Date

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) 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

DND has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

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 (5 hard copies)
 Creative Samples (1 electronic copy on USB)
- Section II: Financial Bid (1 hard copy)
- Section III: Certifications (1 hard copy)

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

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

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

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

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

1. use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably managed forest and containing minimum 30% recycled content; and
2. use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability 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 bid in accordance with the Basis of Payment in Annex "B". The total amount of Applicable Taxes must be shown separately.

Section III: Certifications

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

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 and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Annex "F".

4.1.2 Financial Evaluation

Financial evaluation criteria are included in Annex "F".

4.2 Basis of Selection

1. To be declared responsive, a bid must:
 - (a) comply with all the requirements of the bid solicitation;
 - (b) meet all mandatory criteria; and
 - (c) obtain the required minimum points specified for each criterion for the technical evaluation;

The rating is performed on a scale of 150 points.

Bids not meeting (a), (b) or (c) will be declared non-responsive.

2. The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be 80% for the technical merit and 20% for the price.
3. 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 80%.
4. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.
5. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

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.

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 Precedent to Contract Award

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.

5.1.1 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.

5.1.2 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.

5.1.3 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's website](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed) (http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Annex "E", Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.2 Additional Certifications Precedent to Contract Award

5.2.1 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](#).

Signature

Date

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

5.2.2 Status and Availability of Resources

5.2.2.1 SACC Manual Clause A3005T (2010-08-16) - Status and Availability of Resources

Signature

Date

5.2.3 Education and Experience

5.2.3.1 SACC Manual clause A3010T (2010-08-16) Education and Experience

Signature

Date

5.2.4 Capability of Resources

The Bidder or Joint Venture entity certifies that it has in-house resources, capable of meeting roles and responsibilities (as outlined in Annex "A") of the following categories of service:

- Account Management & Coordination Services – Resource(s) must have minimum three (3) years in this key category of service.
- Strategy Planning & Development Services – Resource(s) must have minimum three (3) years in this key category of service.
- Creative and Production Services – Resource(s) must have minimum three (3) years in this key category of service.

() YES () NO

Signature

Date

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirement

1. Before award of a contract, the following conditions must be met:
 - a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
2. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
3. For additional information on security requirements, Bidders should refer to the Contract Security Program of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

6.2 Financial Capability

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

PART 7 - RESULTING CONTRACT CLAUSES

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

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 C.
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 three (3) 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 **\$250,000.00**, Applicable Taxes included, inclusive of any revisions.

Any task authorization to be issued in excess of that limit must be authorized by the Project Authority and 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 **\$20,000.00**.
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 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.

7.2 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.

7.3 Security Requirements

The following security requirements (SRCL, in Annex, and related clauses provided by the Contract Security Program) apply and form part of the Contract.

7.3.1 SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:

PWGSC FILE N° W5830-17-0052

1. The Contractor/Offeree must, at all times during the performance of the Contract/Standing Offer, hold a valid *Designated Organization Screening* (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Offeree personnel requiring access to *sensitive work site(s)* must EACH hold a valid RELIABILITY STATUS, granted or approved by the CISD/PWGSC.
3. Subcontracts, which contain security requirements, are NOT to be awarded without the prior written permission of CISD/PWGSC.
4. The Contractor/Offeree must comply with the provisions of the:
 - a) Security Requirements Check List and Security Guide (if applicable), attached at Annex G;
 - b) Industrial Security Manual (Latest Edition).

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2019.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three (3) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least fifteen (15) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Chris Ivany
Public Service and Procurement Canada
Acquisitions Branch
Address: 360 Albert Street, 12th Floor, Ottawa ON, K1A 0S5

Telephone: 613-993-0048

E-mail address: christopher.ivany@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.

7.5.2 Project Authority

The Project Authority for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-____

Facsimile: ____-____-____

E-mail address: _____

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.

7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone: ____-____-____

Facsimile: ____-____-____

E-mail address: _____

7.6 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.

7.7 Payment

7.7.1 Basis of Payment

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 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 excluded 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.

7.7.2 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 \$ _____. Customs duties are excluded 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.

7.7.3 Method of Payment

7.7.3.1 Monthly Payment

SACC Manual Clause H1008C (2008-05-12) Monthly Payment

7.7.4 SACC Manual Clauses

SACC Manual Clause A9117C (2007-11-30) - T1204 - Direct Request by Customer Department

7.7.5 Discretionary Audit

SACC Manual Clause C0705C (2010-01-11) - Discretionary Audit

7.7.6 Time Verification

SACC Manual Clause C0711C (2008-05-12) - Time Verification

7.8 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) category of services and names of resources, number of hours per category and hourly rates;
- (b) a copy of time sheets to support the time claimed;
- (c) a copy of the release document and any other documents as specified in the Contract;
- (d) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- (e) a copy of the monthly progress report.

7.9 Certifications and Additional Information

2. Invoices must be distributed as follows:

- (a) The original and one (1) copy must be forwarded to the Project Authority identified under the section entitled "Authorities" of the Contract.
- (b) One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.9 Certifications and Additional Information

7.9.1 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.

7.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.10 Applicable Laws

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

7.11 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2016-04-04);
- (c) Annex "A", Statement of Work;
- (d) Annex "B", Basis of Payment;
- (e) Annex "E", Federal Contractors Program for Employment Equity - Certification (if applicable);
- (f) the signed Task Authorizations (including all of its annexes, if any);
- (g) the Contractor's bid dated _____.

7.12 Insurance

SACC Manual clause G1005C (2016-01-28) Insurance – No Specific Requirement

7.13 Restrictive Provision

The Contractor represents and warrants that no gift, benefit or any pecuniary advantage or other inducement has been or will be paid, given, promised or offered directly or indirectly to the Contractor by any third party, including media outlets in relation to the performance of the Work.

7.14 Conflicting Interests

Subject to subsection (2), the Contractor represents, warrants and shall ensure that, to its knowledge, the services to be provided pursuant to the Contract (the "services") are not creating, and will not create, during the course of the Contract period, a conflict with competing or opposing interests of the Contractor.

Where the Contractor is aware that the services are or may be in conflict with competing or opposing interests of the Contractor, the Contractor shall identify the potentially competing services and interests involved, and forthwith offer an explanation setting out the reasons why the situation would not represent a conflict of interest.

Where Canada becomes aware that the services are or may be in conflict with competing or opposing interests of other clients of the Contractor, Canada shall inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.

Following a review of the Supplier's explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada shall deliver his decision in writing. The Contractor shall have a ten (10) working day period, from the date of receipt of the Canada's decision, to submit either a supplementary or an alternate explanation. Following a review of the Supplier's supplementary or alternate explanation, if any, Canada may either accept and agree with this supplementary or alternate explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection (5).

Where Canada rejects the Supplier's initial explanation (or supplementary or alternate explanation, if any) referred to in subsection (4), Canada will set aside any Contract and treat any resulting contract against a Contract as being in default.

ANNEX "A" STATEMENT OF WORK

1. Introduction

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) requires the services of a firm specializing in marketing and advertising using a mix of traditional and digital channels, in support of the Canadian Armed Forces attraction program in support of recruiting. Services to be provided include account management, creative and strategic development, brand development, production management services (creative and technical), digital engagement strategies, and possibly more, in support of advertising campaigns.

Using various digital and social media tactics, the contractor will conceptualized and create local, regional, national strategies and creative content that is compliant with the technical standards of numerous digital channels (internet, mobile, social media, video, etc...) and be able to strategically target young Canadians of various backgrounds.

Media planning and buying is undertaken by the Agency of Record (AOR). As such, the contractor will need to work in close collaboration with the AOR in order to determine appropriate technical specifications for the mediums indicated in the media plan to reach the target audience. The creative products are the primary focus of the contractor whereas the media planning, media strategy, buying and programming functions rest with the AOR.

2. Background

The Department of National Defence's Assistant Deputy Minister (Public Affairs), through the Director General, Marketing (DGM) and Director, Marketing and Advertising (DMA), in consultation with Chief Military Personnel, is responsible for implementation of Canadian Armed Forces (CAF) marketing and advertising programs in support of recruiting .

Responding to the recent defence policy, *Strong, Secure, Engaged*, and the Fall 2016 Report of the Auditor General of Canada, DND and the CAF must make recruitment a priority and increase the number of members in order to meet its defence needs. In addition, the CAF needs to establish appropriate representation goals for women for each occupation and for people with diverse backgrounds (Indigenous peoples and visible minorities) and implement targeted measures to attract enough qualified applicants for all occupations for which it is difficult to attract applicants.

To meet these objectives, DND/CAF launched the nationwide digital recruitment advertising campaign *Dare to be Extraordinary* in 2017 to generate awareness for the numerous and diverse career opportunities available in the CAF.

DMA has the mandate to support the recruitment efforts and objectives of the CAF by maintaining a high level of awareness about the CAF, promoting the CAF as an employer of choice and dispelling myths about life in the CAF using marketing and advertising strategies and tactics.

In addition, a *Priority Occupations* campaign has continued annually until the present. The objective of this campaign is to fill in-demand positions in the CAF as quickly as possible in order to maintain its operational capability.

All campaign elements promote a call-to-action that drives the target audience to Canada.ca/forces-jobs, a content-rich source of information about careers, education and life in the CAF.

All recruitment marketing follows an Integrated Marketing Approach. This approach prescribes uniform messaging and a common look and feel across all DND/CAF recruitment channels, including: advertising and marketing campaigns, Canada.ca/forces-jobs, recruiting centres, exhibits and displays, events, and recruitment support products.

3. Advertising Objectives and Expected Results

Objectives

The requested Canadian Armed Forces advertising will:

- Maintain the awareness of the Canadian Armed Forces;
- Ensure that the Canadian Armed Forces brand remains visible and credible.
- Using a call to action, increase the level of attraction of serious and quality candidates, especially among the target age group of 18 to 34, who would consider a full- or part-time military career in the Canadian Armed Force or the Reserve Force;
- Motivate a greater number of young Canadians of all races, gender and background to contact a Canadian Armed Forces recruiter through Canada.ca/forces-jobs, the e-recruiting website, or by going to a Canadian Armed Forces recruiting centre or a Reserve unit;
- Encourage more women and visible minorities to seek out information on various job opportunities with the CAF;

Other objectives may be determined by the Project Authority (PA) depending on the campaign and target audience(s). The Contractor shall deliver services to achieve these objectives on an as-and-when-required basis. The Contractor will be authorized to perform particular tasks and submit appropriate deliverables by Task Authorizations pursuant to the resulting contract.

Expected Results

Over the next few years, the CAF must increase the Regular Force by 3,500 members (to 71,500) and the Reserve Force by 1,500 members (to 30,000). In addition, by 2026 the proportion of the CAF represented by women, visible minorities and Indigenous peoples must be increased to the following: women to 25%, visible minorities to 12% and Indigenous peoples to 3.5%.

To be considered successful, the marketing and advertising campaigns are intended to:

- Maintain the awareness of the Canadian Armed Forces' employment opportunities.
- Persuade a greater number of prospects, including women and Canadians with diverse backgrounds (Indigenous peoples, visible minorities and their influencers), explore opportunities, consider a career in the Canadian Armed Forces, and ultimately apply.
- Fill in-demand jobs in the Army, Navy and Air Force, Health Services and CANSOF as required.

4. Target Audience(s)

Primary Target Audience – Canadians 18 to 34 Years Old

This primary target audience is segmented by life stage with tailored messaging to address their unique motivations and barriers with an emphasis on:

- Diverse audience: women, Indigenous peoples, visible minorities and their influencers
- Targeted high-schools, colleges and university campuses, and specific education programs
- Young adults in specific trades and professions – to recruit for our difficult to fill occupations
- Women in non-conventional jobs such as firefighters.

Secondary Target Audience – Influencers and Intermediaries

This audience is composed of adults, between 30 and 60 years of age, and includes: parents, family members, educators, guidance counsellors, community leaders and other individuals who play a role in the career decisions of the target audiences.

5. Key Messages

- The Canadian Armed Forces is a first-class, professional employer that offers rewarding and challenging careers with competitive pay and benefits;
- Serving your country from which you obtain a sense of purpose and belonging.
- A career with the Canadian Armed Forces can take many forms: long-term or short-term; full-time or part-time;
- There are more than 100 different career opportunities in the Canadian Armed Forces;
- The Canadian Armed Forces is an inclusive workplace that is working to reflect Canadian society; all genders from all ethnic and cultural backgrounds are welcome.
- Benefits include: Paid education, paid leave and life-long skills

Other messages may be determined by the Project Authority (PA) depending on the campaign and target audience(s).

6. Environmental Considerations

The CAF faces a recruitment conundrum: while the vast majority of Canadians have a positive impression of the people in the CAF, only a small majority of Canadians would recommend it as a career. Source: DND's Views on the Canadian Armed Forces – 2016 Tracking Study (Phoenix SPI)

- Today, 90% of Canadians have a positive impression of the people who serve in the CAF, but just 57% of Canadians would view favourably the decision of a young person joining the CAF.
- 29% of Canadians consider Canada's military to be "modern," whereas almost as many (21%) think of the military as "outdated."
- 28% of Canadians say the CAF does a poor job taking care of personnel compared to 63% who say the CAF does a good job.
- 49% of Canadians say that the CAF does a poor job of dealing with sexual harassment in the workplace compared to 33% who say the CAF does a good job.

While visible minority Canadians have very positive views of the CAF organization, comparable with the general population, they are slightly less likely than the general population to consider it a top-of-mind career. Visible minority youth were not likely to rule out the military because it was unknown but rather put the military aside in favour of alternatives – most notably, entering civilian university. Need to showcase that the CAF provides education, training and experience that will open doors for you throughout your life.

Women surveyed demonstrate having a generally favourable impression of the CAF and a particularly favourable impression of the people who serve in the CAF.

- Women who are still students or only working part-time are more likely to consider a career in the CAF than those who are already employed full time.
- Statistically speaking, no women are currently identifying the military as the career of greatest interest. Conversely, the military is the second most common answer when women are asked which career is of least interest, ranking behind only mining and selected as often as banking.
- The pool of women likely to consider a career in the CAF triples if women discover it is possible for

them to pursue their career of greatest interest within the Forces.

- The logical implication of simultaneously wanting career paths that are offered within the CAF and not wanting a military career are that women have a definition of a military career that either precludes or excludes the thought of pursuing a career of greatest interest (e.g. healthcare).
- The pay, an intellectual challenge, a satisfactory work-life balance and the existence of job opportunities in the field are the most common considerations in determining whether a career path is of interest.
- Women most want to avoid careers that are physically risky; are deemed to offer poor work-life balance; and options that would require moving far away.

7. Advertising Campaign Evaluation

If requested, the Contractor must provide information and materials to other Contractors of the Government of Canada to test advertising campaign creative concepts as well as to evaluate audience impact.

Each media tactic will be measured against key performance indicators identified for the overall recruitment advertising campaigns, but may vary by campaign and tactic. These include:

- Awareness/recall of campaign (ACET);
- Increase in number of Canadians (e.g. target audiences) who have applied online or at recruiting centres (Web analytics and Recruiting centres statistics);
- Increased number of Canadians who have visited Canada.ca/forces-jobs (Web Analytics);
- Increase in number of Canadians (e.g. target audiences) who have knowledge of the CAF and believe it's a desirable job opportunity or education opportunity (Google Trends, online surveys and the CAF yearly tracking survey);
- Increase in number of influencers who believe that service in the Canadian Armed Forces is desirable and have knowledge of the CAF (CAF yearly tracking survey).

The DND/CAF will utilize a combination of quantitative and qualitative mechanisms to determine the results of the campaigns such as:

- **Web Traffic:** Increase web traffic to specific webpages, including the campaign page and specific priority occupations job pages.
- **Social Media:** Increase in impressions, engagement and Click-Through-Rate (CTR) in comparison from year to year.
- **Advertising Campaign Evaluation Tool (ACET):** Public opinion research testing the recall of the awareness campaign "Dare to be Extraordinary" using pre and post-campaign results
- **Digital Brand Studies:** Test the recall of recruitment campaigns using brand lift studies when offered by the media, such as YouTube and Snapchat.
- **Other DND/CAF surveys:** The Canadian Armed Forces regularly conducts attitudinal surveys such as focus tests to assess Canadians' disposition. These surveys will also be consulted in assessing the effectiveness of advertising campaigns.

Note: Government of Canada advertising campaigns with media buys over \$1,000,000 **must** be pre-tested.

Public opinion research does not form part of this requirement and will be contracted separately by the Government of Canada.

8. Services Required

To support departmental objectives through advertising, The Department of National Defence (DND) and the Canadian Armed Forces (CAF) requires a Contractor to provide strategic advice, marketing, production, and day-to-day account management services as further outlined below.

The Contractor will be required to liaise regularly with the Agency of Record (AOR) to ensure alignment between the creative and media strategies.

Account Management and Coordination Services

The Contractor will be required to provide account services that may include, but are not limited to:

- Ensure that all procedures have been followed and that the call-up, and any amendments, are received from the Communication Procurement Directorate (CPD) of Public Services and Procurement Canada (PSPC) prior to the commencement of work;
- Oversee the life of the project to ensure the quality of work and the adherence to timelines, budgets, and staff resources;
- Provide daily verbal status updates (fast turnaround times are required for this project and regular updates and calls are required);
- Attend client briefings and meetings; provide weekly status reports detailing budgets and timelines; produce estimates for approval; advise of budget variances; and facilitate the production process;
- Work closely with the AOR to ensure an integrated campaign and seamless execution.
- Ensure that all creative elements have the PA's signed approval prior to production;
- Provide cost reports on a monthly basis including breakdown by personnel, resources, travel and rates; and
- Deliver all requested components as detailed in this Statement of Work (SOW).

Strategic Planning and Development Services

The Contractor will be required to produce an overarching campaign strategy. The campaign must ensure maximum exposure among the target audiences, within the budget available, in order to meet DND's objectives. The strategy must include general awareness for millennials and sub-targeted campaigns to persuade a greater number of women and Canadians with diverse backgrounds (Indigenous peoples and visible minorities) to join the Canadian Armed Forces.

As part of the strategy, the contractor will need to include optimization of marketing campaigns to reach women and visible minorities more specifically in order to communicate more directly and effectively with these groups and communities. Using segmentation tools to identifying the appropriate demographic and behavioral data to better qualify and reach the targeted audience will be necessary in order to speak to these cultural communities and maximize our spending.

The strategy should include:

- Initial media strategy discussion with Agency of Record (media)
- a summary of the insights that support the strategic recommendation(s);
- a description of the creative idea, the central message(s), sub message (s) and a rationale of why the idea will resonate with the target audience(s);
- clear and specific content
- measurable objectives;
- production budgets per tactic;
- critical path; and
- evaluation process (including benchmarks against industry and other relevant standards).

The contractor will also:

- Develop creative strategies and work closely and collaboratively with the AOR's Media Planning Services to ensure integrated creative and media strategies/plans;
- Adapt, update and/or build on any existing creative strategy for advertising services, as proposed by a previous advertising agency or design firm;
- Provide secondary research and analysis data (if necessary), and review past campaign performance (e.g., ACET, Google Analytics reports, AOR reports, survey results, etc.) and supplied research, on which to base the overall campaign strategy that will provide best approaches to achieve campaign objectives.

Creative and Production Services

All non-official language translations should be done by professional translators and should be double-verified for accuracy by additional translators coordinated through the Contractor.

All advertisements should identify the campaign website and/or applicable contact information. The Contractor will be required to present three (3) distinct colour design concepts, adapted for the various media in the media plan, for review and approval by the Project Authority (PA).

For all creative, as applicable to each medium, the contractor is required to:

- Oversee and provide direction on overall quality of all creative elements, concepts, development, and production of all advertising products as well as any marketing/partnership materials developed in support of the advertising products;
- Produce creative concepts in the form of mock-ups, story boards, treatments, or scripts;
- Provide creative material for focus testing in both official languages, and other languages, if required;
- Revise and finalize the creative concept based on focus testing results and/ or PA's recommendations; as well as changes that can arise throughout the approval process;
- Write and edit text for all drafts through to final materials;
- Translate/adapt to the other official language and non-official language(s) all text for drafts through to final materials;
- Work with the AOR to remain fully informed on media specifications prior to presenting concepts.
- Produce graphics, photographs and design layouts through to pre-press for all printed materials;
- Script, shoot, and post-produce through to final edit for broadcast, video, and cinema materials;
- Design, program and test through to final release for new media and Internet materials;
- Print, resize or duplicate copies (including quality assurance) for distribution to media outlets;
- Acquire all copyrights (for pictures and artwork) and negotiate talent fees following appropriate Canadian unions (e.g. Alliance of Canadian Cinema, Television and Radio Artists (ACTRA), Union des Artistes (UDA);
- Distribute (traffic) materials to media outlets for non-digital creative and to the AOR for digital creative;
- Deliver a CD master copy of final materials (including all working files) to the PA; and
- Manage and ensure quality control of sub-contractors' work.

All "studio" services including items such as file retrieval, burning CDs, upload to extranet, mounting and mock-ups, etc. to support the development of advertising materials are to be included within the production services category as identified above.

As well, please note:

Ownership of Product – Copyright for all originally produced materials generated by this project shall rest with Her Majesty of Canada.

Rights – The provision of the necessary rights, and documented proof thereof (releases), to all materials contained in the productions and supplied by the Contractor, including copyright and recording clearances, for stock and/or original scores, stock shots, talents, effects, etc., for the following uses:

- i. Distribution: public service announcements, non-commercial television (including ETV, specialty channels, CATV, pay television), non-theatrical (including home video), right to distribute including exhibitions, by sale, loan and free give-away of copies in any format of any existing medium or medium to be invented.
- ii. Territory: World
- iii. Duration: In perpetuity

Reporting Requirements

The Contractor will be required to prepare a work plan at the beginning of each project, and weekly project status reports. Bi-weekly budget reports outlining the overall budget and how the project is tracking against it will be required.

At the minimum the work may include:

- Project status updates to be provided via email
- Cost reports on a bi-weekly basis, including breakdown by personnel, resources, travel and rates; the Contractor will track time separately for separate components of the campaign when presenting costing reports
- The Contractor and PA will develop a process for documenting activities and direct costs. In particular, the Contractor must furnish the level of effort (time and resources) it expended to provide the services required
- Financial reporting on a bi-weekly basis, including short-term estimations on upcoming work, and cost overviews of previous work done during the two week period
- Face-to-face meetings will occur as needed, with contact reports provided to the PA after the conclusion of the meeting via email

Partnership Services

Within the scope of developing partnerships, the Contractor may be required to:

- Outline the potential types of partnership(s); develop and propose the objectives, key elements and goals of the partnership(s); and identify potential partners; and
- Oversee various aspects of the partnership(s) which may include, but are not limited to:
 - Developing and distributing the request for proposal, letter of agreement, and other partnership materials
 - Participating in the evaluation of the proposals led by the PA;
 - Communicating with partners on behalf of the GC;
 - Consulting with the AOR on all media elements including evaluation of media opportunities; and
 - Evaluating partnership activities and briefing the PA on performance and results.

Partnerships can take many forms and can include participation from media suppliers. If media suppliers are involved, the AOR is the sole agent mandated to negotiate with media suppliers in the name of the GC. Within this context, the Contractor must contact the AOR to initiate any and all negotiations with media suppliers for media opportunities.

9. Work and Contract Constraints

The Contractor should be aware of the following constraints that will affect how the work must be done:

Polices, Acts and Standards

To ensure the integrity and efficacy of GC advertising, the Contractor must provide services and produce materials in compliance with the administrative policies of the GC issued by the Treasury Board, including, but not exclusive to, the following:

- The *Policy on Communications and Federal Identity* to ensure that communications across the GC are well coordinated, effectively managed and responsive to the diverse information needs of the public - www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12316;
- The *Contracting Policy* to ensure the quality and value of the work they contract out - www.tbs-sct.gc.ca/pubs_pol/dcgpubs/Contracting/contractingpol_e.asp;
- The *Official Languages Act* (Sections 11, 30, and 41) to ensure compliance in all advertising. Moreover, institutions must respect the GC's commitment stated in Part VII of the Act to enhance the vitality of official language minority communities - <http://laws-lois.justice.gc.ca/eng/acts/O-3.01>;
- The *Privacy Act* to ensure proper privacy practices are incorporated and respected in the handling of personal information - www.priv.gc.ca/leg_c/leg_c_a_e.cfm; and
- The *Standard on Web Accessibility* to ensure conformance with Web Content Accessibility Guidelines (WCAG) 2.0 (www.w3.org/TR/WCAG20) - www.tbs-sct.gc.ca/pol/doc-eng.aspx?section=text&id=23601.

As well, the Contractor will ensure compliance with the relevant legislation of all Canadian jurisdictions where the campaign materials will be used.

Approval Process Constraints

DND implements advertising in collaboration with other government organizations. All Government of Canada advertising is coordinated centrally by the Privy Council Office (PCO) and Public Services and Procurement Canada (PSPC).

DND will work with the Contractor to develop materials required for each campaign. The Contractor will submit all proposed concepts (consisting of messages and creative), strategies, and related materials to the PA for written approval. A multi-level approval process is followed within DND. The PA will be responsible for written approvals of all work, receiving all final deliverable materials and verifying that value for money has been obtained. The PA will also obtain the required approvals from central agencies.

The Contractor must not forward materials to the AOR or to media outlets before receiving the PA's written approval and the AOR's email acknowledgement of receipt of the Work Authorization (WA) and list of stations purchased, as applicable.

Revisions are likely and will be executed according to agreed-upon processes and timelines.

Project Authority

The PA resides at ADM (PA) and will acquire appropriate approvals from senior management at ADM (PA) and from the Government of Canada central agencies.

The PA is to provide any logos to be used.

The Contractor may be asked to provide presentation materials and/or present the material to assist in obtaining approvals. It should be noted that:

- All phases of development of advertising and partnership/marketing strategies and plans must be vetted through the PA;
- Development of advertising, partnership/marketing and related materials requires internal approvals within ADM (PA). The Minister's Office must be involved throughout this process. These levels of approval may result in longer timeframes for approval prior to proceeding with specific projects; and
- These same materials require approvals by the Government of Canada's central agencies. These approvals may also result in longer timeframes for approval prior to proceeding with specific projects.

In addition to the timely submission of all deliverables and fulfillment of obligations specified within each period of the project, it is the responsibility of the Contractor to facilitate and maintain regular communication with the PA.

In addition, the Contractor is to immediately notify the PA of any issues, problems, or areas of concern in relation to any work completed under the contract as soon such information becomes available or issues arise.

The name of the PA will be provided once the contract is issued. The PA will communicate approvals to the Contractor.

Creative Constraints

The Contractor will consult with DND regarding the depiction of minority groups.

All images used (e.g. stock images or original images) must be shot in Canada and must use Canadian talent.

All advertisements, including marketing/partnership materials, must contain the appropriate Federal Identity Program (FIP) corporate signature, as well as the Canada Wordmark. Approved musical signature (first 4 notes of "O Canada",) must play following the audio signature "A message from the Government of Canada".

To learn more about FIP, please consult the following website:

www.tbs-sct.gc.ca/fip-pcim/spec-eng.asp.

The Contractor must ensure that all online advertisements adhere to Canadian and international standards for such media.

AOR and Advertising Technology Provider (ATP) Mandates

The GC uses the services of a single AOR (Cossette Communications Inc.) to plan and purchase media for government advertising, as well as an ATP (Technologies Adgear Inc.) to support digital activities. The Contractor must review the AOR and ATP manuals, provided by the PA, which outline the GC's media planning and buying procedures and ad serving information. It is the responsibility of the Contractor to refer to these documents.

Other Constraints

The Contractor will be responsible for ensuring compliance with relevant self-regulation, standards and best practices of the advertising industry for digital advertising (e.g., guidelines from the Interactive Advertising Bureau of Canada, Canadian self-regulatory program for online behavioral advertising and consumer choice).

10. Other Requirements and Information

Performance Standards

All work carried out under any resulting contract is to be performed to the satisfaction of the PA or his/her designated representative in accordance with the Terms and Conditions of the contract and approved estimates.

The Contractor will ensure compliance with the relevant legislation of all Canadian and international jurisdictions where the advertising and collateral materials will be used.

Reporting Standards

A timeline for delivery and presentation of work including campaign briefs, weekly status reports, monthly budget reports, and contact reports as requested by the PA, as well as post-campaign reports in a timely fashion will be established.

The Contractor's financial reporting of project budgets, monthly budget reports, and post-campaign reports shall be based on general purpose financial statements that meet the needs of all potential readers, and be prepared in accordance with Generally Accepted Accounting Principles (GAAP).

Software Standards

The Contractor must be able to provide all required deliverables in electronic format compliant with DND's software suite:

1. Word Processing – Microsoft Office Word
2. Spreadsheets – Microsoft Office Excel
3. Presentations – Microsoft Office PowerPoint
4. Media – WMV, MOV, MP3, MP4 files (or others, if specified)
5. PDF – Adobe Acrobat Reader

Green Procurement

All projects should be delivered in an environmentally responsible manner, to the fullest extent possible. Clients and suppliers will be encouraged to transmit work requests electronically.

All non-electronic correspondence and deliverables should be certified as originating from a sustainable managed forest and/or with a minimum of 30% recycled content and processed chlorine free, whenever possible. Should printed material be required, a double-sided format will be the default unless otherwise specified by the PA. Printed documents are to be in black and white format unless otherwise specified.

The supplier will be encouraged to provide proofs for client review and approval either on-screen or by e-mail, CD, DVD or ZIP file, wherever possible.

Meetings, Location of Work and Travel

The Contractor will be asked to participate in meetings, by phone or in person, with various audiences. Many of the meetings will involve examination, assessment and refinement of advertising and partnership/marketing materials. In addition, the requirement for this examination may, from time to time, arise on an urgent basis.

DND will pay reasonable travel expenses for the Contractor's representative(s) in accordance with Treasury Board Travel Guidelines at the time of travel to attend these meetings in person, and when requested for the regular design, development and delivery of advertising, partnership and marketing programs, including the Contractor's mandatory participation in creative research if required. Where travel is deemed necessary, the Contractor will submit a cost estimate before travelling. All related approvals by the PA must be acquired prior to travel.

Assistance Provided by the Department

The PA at ADM (PA) will:

- Provide existing communication plans and marketing strategies to the Contractor;
- Work with the Contractor to develop strategies consistent with other communications and marketing initiatives across government;
- Review materials submitted by the Contractor and work with the Contractor to revise and enhance the material according to the agreed upon processes and timelines;
- Work with the Contractor to adjust and adapt the campaign based on the results of research activities, such as surveys and focus group studies, designed to measure the qualitative and quantitative effects of the campaign on an ongoing basis;
- Coordinate the overall project, providing feedback, direction and guidance to the Contractor, and accepting and approving the Contractor deliverables on behalf of DND;
- Provide other assistance or support as required; and
- Ensure that approvals from within ADM (PA) and from the central agencies are provided in accordance with the agreed-upon processes and timelines.

Reference Websites

Public Services and Procurement Canada: www.pwgsc.gc.ca

Multiculturalism Act: laws-lois.justice.gc.ca/eng/acts/C-18.7/

Common Services Policy: www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025§ion=text

ANNEX "B"
BASIS OF PAYMENT

NOTE TO BIDDERS:

Bidders must submit an hourly rate for each of the three (3) key categories of services and one (1) blended hourly rate (see table below under B.1). The blended hourly rate to be submitted is the rate the Bidder will charge for any services not covered by the key categories such as (but not limited to):

- Account Coordination
- Graphic Design
- Copy Writing (English or French)
- Copy Editing (English or French)
- Translation and Adaptation
- Proofreading (English and French)
- Production Coordination Services
- Media Distribution (Trafficking)
- Public Relations (Strategy Development and Implementation)
- Event-based marketing (Strategy Development and Implementation)

The Bidder will be paid in accordance with the following Basis of Payment for Work performed pursuant to any TA. Bidders must include all agency charges in their hourly rates as no other agency fee or commission will be payable above these rates. The hourly rates are firm and will be used in the evaluation.

B.1 FIRM HOURLY RATES

The Contractor will be paid firm hourly rates as follows, for work performed in accordance with the Contract. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only GST and HST if applicable. All expenses normally incurred in providing the services (i.e. project office space [including Contractor's hardware and software], word processing, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rates identified herein, and will not be permitted as direct charges under the Contract. **Suppliers are not permitted to charge hourly rates to prepare work estimates or task authorizations.**

The rates must be in Canadian currency, Customs duties are included and Goods and Services Tax or Harmonized Sales Tax (GST/HST) is extra, if applicable.

NOTE: Bidders must include all agency charges in their hourly rates as no other agency fees or commissions will be payable above these rates.

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3
Account Management & Coordination Services	\$_____	\$_____	\$_____	\$_____
Strategic Planning & Development Services	\$_____	\$_____	\$_____	\$_____
Creative & Production Services	\$_____	\$_____	\$_____	\$_____
Blended Rate for all other services	\$_____	\$_____	\$_____	\$_____

B.2 PRODUCTION COSTS

The production costs are costs associated with the production of the ads and marketing/partnership activities and products, excluding the professional fees billed as hourly rate. Production costs will be reimbursed at cost, as subcontracted services and direct expenses.

B.2.1 SUBCONTRACTED SERVICES

The Contractor will be reimbursed at cost for any actual expenditure reasonably and properly incurred to acquire goods and services from outside suppliers at the supplier's price, net of any trade or prompt payment discounts.

FOR EACH SUBCONTRACTED SERVICE OVER \$25,000.00 (GST / HST INCLUDED)

The Contractor will obtain competitive bids from no less than three (3) outside suppliers. The Contractor must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results. A subcontracted service over \$25,000 (GST/HST included) applies to the total aggregate of the dollar value of each subcontracted service per resulting Contract against a resulting Contract.

B.2.2 DIRECT EXPENSES

The professional fees submitted in B.1 are all inclusive.

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers, given the service(s) is/are documented in the approved Contract against a Supply Arrangement. All such direct expenses must have prior authorization of the Project Authority.

B.3 TRAVEL AND LIVING EXPENSES

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All payments are subject to audit by Canada.

All travel must have prior authorization of the Project Authority.

B.4 CONTRACTUAL JOINT VENTURE (IF APPLICABLE)

The Bidder is a contractual joint venture and the signatories are acting and responsible jointly and severally. The payment of monies under the Contract to the identified lead member, (insert name), shall be deemed a payment to all signatories and furthermore, will act as a release from all parties. In addition, it is agreed that giving notice by Canada to the identified lead member shall be deemed notice to all parties.

ANNEX "C" - TASK AUTHORIZATION FORM

All invoices/progress claims must show the reference Contract and Task numbers.		Contract no. • No du contrat
Toutes les factures doivent indiquer les numéros du contrat et de la tâche.		Task no. • No de la tâche
Title of the task, if applicable • Titre de la tâche, s'il y a lieu		Total estimated cost of task (GST/HST extra) • Coût total estimatif de la tâche (TPS/TVH en sus)
TA revision no. • No de révision de l'AT	Increase/decrease • Augmentation/réduction	Previous value • Valeur précédente
To • À	<p>TO THE CONTRACTOR You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task.</p> <p>Please advise the undersigned if the completion date cannot be met. Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract.</p> <p>À L'ENTREPRENEUR Vous êtes priés de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande.</p> <p>Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat.</p>	
Delivery location • Expédiez à		

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.

Task description of the work required • Description de tâche des travaux requis	See attached • Ci-joint <input type="checkbox"/>
Directives	See attached • Ci-joint <input type="checkbox"/>
Deliverables • Produits à livrer	See attached • Ci-joint <input type="checkbox"/>
Completion and submission dates • Dates d'achèvement et dates de livraison	See attached • Ci-joint <input type="checkbox"/>
TA revision description • Description de la révision de l'AT	See attached • Ci-joint <input type="checkbox"/>
Basis and method of payment • Base et méthode de paiement	

Authorization(s)

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

The Project Authority'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.

Autorisation(s)

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

La limite d'autorisation du chargé de projet 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 Project Authority • Nom et titre du chargé de projet autorisé à signer	
Signature	Date
PWGSC Contracting Authority • Autorité contractante de TPSGC	
Signature	Date

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

<input type="checkbox"/> Estimate received from Contractor • Devis reçu de l'entrepreneur	See attached • Ci-joint <input type="checkbox"/>
Date	Initials • Initiales

<input type="checkbox"/> Revised Estimate received from Contractor • Devis révisé reçu de l'entrepreneur	See attached • Ci-joint <input type="checkbox"/>
Date	Initials • Initiales

**ANNEX "D" TO PART 5 OF THE BID SOLICITATION
FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION**

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit [Employment and Social Development Canada \(ESDC\) – Labour's](#) website.

Date: _____ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a federally regulated employer being subject to the *Employment Equity Act*.
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

- ☐ A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

OR

- ☐ A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

OR

- ☐ B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

ANNEX "E" TECHNICAL AND FINANCIAL EVALUATION

1. TECHNICAL EVALUATION

NOTE: The entire response to this Technical Evaluation should be limited to a maximum of 10 pages. Certification requirements and Financial Evaluation submissions are not included in the 10 page limit. Links to additional information will not be accessed for evaluation purposes.

NOTE: *DND does not ask/require bidding firms to engage in any unpaid speculative work (i.e. strategy development, research etc.) to respond to these criteria. The bidding firm's existing knowledge combined with information provided in this RFP should be used to formulate responses.*

1.1 DEFINED TERMS for the purpose of this evaluation

Completed is defined as:

- the creative and production work was completed; and
- the advertisement was broadcast or published in its appropriate medium; and
- results/evaluation of at least a phase or flight of advertising activities are available and measured.

Multimedia campaign is defined as:

- the campaign was a mix of at least three (3) different media (may include, but is not limited to the following: TV; print; radio; out-of-home; internet; cinema; social media, etc.). These **MUST** include both digital and social media.

National Campaign is defined as:

- Campaign was delivered in at least five (5) Provinces.

Regional Component is defined as:

- Campaign was delivered in at least one (1) urban area.

1.2 MANDATORY TECHNICAL CRITERIA

The Bidder **MUST** meet all the mandatory requirements of the Statement of Work.

1.2.1 EXPERIENCE OF THE BIDDER

The Bidder **MUST** demonstrate its capability and experience in developing creative solutions by providing two (2) different examples of campaigns. Between the two submitted examples, the following criteria **MUST** be met:

- Each of the two (2) examples submitted **MUST** have been **completed** within the last five (5) years from bid closing.
- At least one of the two (2) examples submitted **MUST** have been originally developed in both official languages (English and French).
- At least one of the two (2) examples submitted **MUST** have been a **national** advertising campaign that included either a **regional component** or that targeted a specific demographic.
- Each of the two (2) examples submitted **MUST** have been **multimedia** advertising campaigns, as defined in 1.1 above.

1.3 POINT RATED TECHNICAL CRITERIA

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 of 60% of the points for each rated criteria.

Rated Criteria	Minimum Points Required	Maximum Points
Experience of the Bidder	60	100
Understanding of the Requirement	30	50
Total	90	150

1.4 RATED REQUIREMENTS

1.4.1 Experience of the firm - maximum of 100 points.

For each of the two submitted campaign examples, the following factors will be evaluated:

Please use this format for presenting your examples.

Background Information:

Agency Name:

Campaign Name:

Client Name:

Campaign Dates:

Campaign Budget Range:

___ Under \$100K ___ \$100K to \$400K ___ more than \$400K

Situational Analysis – maximum of 5 points:

Describe your client's business requirement, challenge, or opportunity and what your agency was hired to do. Include a description of the product/service/social issue at the heart of the campaign, the market(s) and the target audience(s).

Strategic Thinking – maximum of 20 points:

Describe the strategic thinking behind the creative approach (including your understanding of what types of digital and social media resonated with the target audience(s)) that you developed to respond to your client's objectives.

This should include: a summary of the key data, information, and/or insights that anchored your strategic recommendations and why; a description of the creative idea; the central message; the target audience(s); your rationale to explain why the idea would be compelling to the target audience(s).

Campaign Execution and Creativity – maximum of 10 points:

Explain how the creative element contributed to the achievement of reaching the audience(s) and illustrate how the various elements of the campaign worked together. Describe how your agency tailored, produced and deployed the creative assets onto the various digital and social media platforms.

Results – maximum of 15 points:

Summarize the campaign results for the entire campaign period (that is, not only specific peaks where results were the best). Include campaign metrics (key performance indicators for digital and social media) and outcome(s) relative to the benchmarks and describe how the digital and social media campaign responded to the client's business objectives.

2.4.2 Understanding of the requirement – maximum of 50 points

Advertising and Marketing – maximum of 30 points

- Demonstrate an understanding of the full scope of the project, including opportunities and challenges and the required elements to most effectively meet the campaign objectives – **up to 15 points.**
- Demonstrate an understanding of the target audience and how to most effectively communicate with them – **up to 15 points.**

Robust Management Systems – maximum of 10 points

- Describe how the Bidder would assign resources to projects, how they accurately estimate costs (with a view to reduce the number of adjustments to estimates during the project), and control budgets and timelines (considering the potential for delays due to approvals on the client-side) – **up to 5 points.**
- In the context of extremely short timelines, describe systems and processes that are in place to manage projects that may require the use of the same limited resources and their approach to acquiring surge capacity; and include an example of a specific project and how your management systems improved efficiencies and work performance – **up to 5 points.**

Quality Assurance Process for Language and Creative Adaptation – maximum of 10 points

- Describe the processes that are in place to ensure the quality of creative materials and their translation/adaptation from one of Canada's official languages into the other, and into any other language for various ethno-cultural audiences – **up to 10 points.**

2. FINANCIAL EVALUATION

The figures below are for demonstration purposes only and do not represent current or expected hourly rates for advertising services.

To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.

The financial scores will be calculated as follows:

Step 1: For each Bidder, an average hourly rate per category of service will be calculated using the rates submitted for each of the three periods of the contract (initial contract period, option period 1 and option period 2).

Example of Step 1:

Firm A

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3	Average Rate
Account Management & Coordination Services	\$125	\$125	\$125	\$125	\$125
Strategic Planning & Development Services	\$150	\$150	\$150	\$150	\$150
Creative & Production Services	\$135	\$135	\$135	\$135	\$135
Blended Rate for all other services	\$110	\$110	\$110	\$110	\$110

Firm B

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3	Average Rate
Account Management & Coordination Services	\$150	\$155	\$160	\$160	\$156.25
Strategic Planning & Development Services	\$150	\$155	\$160	\$160	\$156.25
Creative & Production Services	\$150	\$155	\$160	\$160	\$156.25
Blended Rate for all other services	\$125	\$130	\$135	\$135	\$131.25

Firm C

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3	Average Rate
Account Management & Coordination Services	\$120	\$125	\$130	\$135	\$127.50
Strategic Planning & Development Services	\$120	\$125	\$130	\$135	\$127.50
Creative & Production Services	\$120	\$125	\$130	\$135	\$127.50
Blended Rate for all other services	\$50	\$50	\$50	\$60	\$52.50

Firm D

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3	Average Rate
Account Management & Coordination Services	\$200	\$200	\$205	\$205	\$202.50
Strategic Planning & Development Services	\$210	\$210	\$220	\$220	\$215
Creative & Production Services	\$175	\$175	\$180	\$180	\$177.50
Blended Rate for all other services	\$150	\$150	\$150	\$150	\$150

Firm E

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3	Average Rate
Account Management & Coordination Services	\$250	\$250	\$250	\$250	\$250
Strategic Planning & Development Services	\$200	\$200	\$200	\$200	\$200
Creative & Production Services	\$250	\$250	\$250	\$250	\$250
Blended Rate for all other services	\$200	\$200	\$200	\$200	\$200

Step 2: The highest and lowest average hourly rate per category of service will be removed prior to calculation the overall average rate per category. If there are three or fewer bidders, no hourly rates will be removed.

Example of Step 2:

Bidder	Account Management & Coordination Services	Strategic Planning & Development Services	Creative & Production Services	Blended Rate
FIRM A	\$125	\$150	\$135	\$110
FIRM B	\$156.25	\$156.25	\$156.25	\$131.25
FIRM C	\$127.50	\$127.50	\$127.50	\$52.50
FIRM D	\$202.50	\$215	\$177.50	\$150
FIRM E	\$250	\$200	\$250	\$200
OVERALL AVERAGE	\$162.08	\$168.75	\$156.25	\$130.42

Step 3: If any Bidder's average hourly rate per category is more than 50% below or 100% above the overall average of a category of service, its bid will be considered non-responsive.

Example of Step 3:

Bidder	Account Management & Coordination Services	Strategic Planning & Development Services	Creative & Production Services	Blended Rate
FIRM A	\$125	\$150	\$135	\$110
FIRM B	\$156.25	\$156.25	\$156.25	\$131.25
FIRM C	\$127.50	\$127.50	\$127.50	\$52.50
FIRM D	\$202.50	\$215	\$177.50	\$150
FIRM E	\$250	\$200	\$250	\$200
OVERALL	\$162.08	\$168.75	\$156.25	\$130.42

AVERAGE				
Maximum Responsive	\$324.16	\$337.50	\$312.50	\$260.84
Minimum Responsive	\$81.04	\$84.38	\$78.13	\$65.21

The bid from Firm C would be non-responsive as it did not meet the minimum responsive hourly rate for the Blended Rate.

Step 4: The weighted Financial Score will be determined per category of service

Example of Step 4:

$$\frac{\text{Lowest Responsive Hourly Rate}}{\text{Bidder's Hourly rate}} \times 5 = \text{Weighted Financial Score per Category}$$

BIDDER	Account Management & Coordination Services	Weighted Financial Score
FIRM A	\$125	5.00
FIRM B	\$156.25	4.00
FIRM D	\$202.50	3.09
FIRM E	\$250	2.50

BIDDER	Strategic Planning & Development Services	Weighted Financial Score
FIRM A	\$150	5.00
FIRM B	\$156.25	4.80
FIRM D	\$215	3.49
FIRM E	\$200	3.75

BIDDER	Creative & Production Services	Weighted Financial Score
FIRM A	\$135	5.00
FIRM B	\$156.25	4.32
FIRM D	\$177.50	3.80
FIRM E	\$250	2.70

BIDDER	Blended Rate	Weighted Financial Score
FIRM A	\$110	5.00
FIRM B	\$131.25	4.19
FIRM D	\$150	3.67
FIRM E	\$200	2.75

Step 5: The Total Financial Score will be calculated by adding all of the weighted Financial Scores per category.

BIDDER	Account Management & Coordination Services	Strategic Planning & Development Services	Creative & Production Services	Blended Rate	TOTAL FINANCIAL SCORE
FIRM A	5.00	5.00	5.00	5.00	20.00
FIRM B	4.00	4.80	4.32	4.19	17.31
FIRM D	3.09	3.49	3.80	3.67	14.05
FIRM E	2.50	3.75	2.70	2.75	11.70

ANNEX “F” – EVALUATION GRIDS

EVALUATION SUMMARY		
MANDATORY REQUIREMENTS	_____ MET	_____ NOT MET
Mandatories checked by:		Date:
RATED REQUIREMENTS		SCORE ACHIEVED
1.4.1 EXPERIENCE OF THE FIRM		
Campaign 1		
Situational Analysis	_____ / 5	
Strategic Thinking	_____ / 20	
Campaign Execution and Creativity	_____ / 10	
Results	_____ / 15	
Sub-Total	_____ / 50	
Campaign 2		
Situational Analysis	_____ / 5	
Strategic Thinking	_____ / 20	
Campaign Execution and Creativity	_____ / 10	
Results	_____ / 15	
Sub-Total	_____ / 50	
TOTAL FOR EXPERIENCE OF THE FIRM		_____ / 100
1.4.2 UNDERSTANDING OF THE REQUIREMENT		
Full Scope	_____ / 15	
Target Audience	_____ / 15	
Resources and Costs	_____ / 5	
Systems and Processes	_____ / 5	
Quality Assurance	_____ / 10	
TOTAL FOR UNDERSTANDING OF THE REQUIREMENT		_____ / 50
TOTAL		_____ / 150

EVALUATION TEAM SIGNATURES:

Signature	Date
Signature	Date
Signature	Date
Signature	Date
Signature	Date

NOTE TO EVALUATORS: This evaluation grid contains the basic criteria. This grid must be used in conjunction with the RFP document to ensure the evaluation is being conducted strictly in accordance with the published criteria.

TECHNICAL EVALUATION

MANDATORY REQUIREMENTS

Evaluation Criteria	Met	Not Met
The bid submission requirements of Standard Instructions 2003 are met.		
The Former Public Servant information has been verified.		
The Certifications in Part 5 have been completed and signed (either upon or following bid submission).		
The Annex "B" - Basis of Payment is provided		
1.2.1 Experience of the Bidder – two (2) samples submitted		
Comments:		

BIDS NOT MEETING ALL OF THE MANDATORY REQUIREMENTS WILL BE GIVEN NO FURTHER CONSIDERATION.

INSTRUCTIONS TO EVALUATORS

PLEASE READ THE FOLLOWING CAREFULLY AND IN ITS ENTIRETY PRIOR TO COMMENCING THE EVALUATION OF THE RATED REQUIREMENTS.

1. The following scoring grid will be used for the evaluation of the rated criteria.
2. ONLY the Percentage Factors indicated in the table are to be entered into the evaluation grids that follow. In other words, evaluators MUST choose from ONLY the following available Percentage Factors: 1, 2, 3, 4, 5 and 0. Factors such as 1.75, 2.5, etc. MUST NOT be used.
3. The "Points" and "Total Points" boxes in the grids will be calculated based on the Percentage Factor(s) assigned. Evaluators MUST NOT select a number for "Points" which does not correspond to a Percentage Factor. For example, 2.5/10 is not an acceptable score as 2.5 is not available.

Percentage Factor	Percentage of Total	Rating Level
0	0%	No details provided as to how the bidder meets the criteria. Unable to evaluate.
1	20%	Unacceptable - Very limited description as to how the bidder meets the criteria. Extensive weaknesses and/or deficiencies that pose major risk(s) to the project.
2	40%	Weak - Limited description as to how the bidder meets the criteria. Several weaknesses and/or deficiencies that pose moderate risk(s) to the project.
3	60%	Average - Partial description as to how the bidder meets the criteria. Limited weaknesses and/or deficiencies that pose minor risk(s) to the project.
4	80%	Satisfactory - Complete description as to how the bidder meets the criteria. Minimal weaknesses and/or deficiencies that will not likely pose any risk to the project.
5	100%	Strong - Comprehensive description as to how the bidder meets and/or exceeds all of the criteria. No evident weakness or deficiency. No inherent risk posed to the project.

RATED REQUIREMENTS

Rated Criteria	Minimum Points Required	Maximum Points
Experience of the Bidder	60	100
Understanding of the Requirement	30	50
Total	90	150

1.4.1 EXPERIENCE OF THE BIDDER – MAXIMUM OF 100 POINTS

Situational Analysis - Up to 5 points		
Assessment of criteria	Percentage Factor	Points
Describe your client's business requirement, challenge, or opportunity and what your agency was hired to do. Include a description of the product/service/social issue at the heart of the campaign, the market(s) and the target audience(s).	Campaign One	____ / 5
	Campaign Two	____ / 5
Comments: Campaign One: Campaign Two:		

Strategic Thinking - Up to 20 points		
Assessment of criteria	Percentage Factor	Points
Describe the strategic thinking behind the creative approach (including your understanding of what types of <u>digital and social media</u> resonated with the target audience(s)) that you developed to respond to your client's objectives. This should include: a summary of the key data, information, and/or insights that anchored your strategic recommendations and why; a description of the creative idea; the central message; the target audience(s); your rationale to explain why the idea would be compelling to the target audience(s).	Campaign One	____ / 20
	Campaign Two	____ / 20
Comments: Campaign One: Campaign Two:		

Campaign Execution and Creativity - Up to 10 points		
Assessment of criteria	Percentage Factor	Points
Explain how the creative element contributed to the achievement of reaching the audience(s) and illustrate how the various elements of the campaign worked together. Describe how your agency tailored, produced and deployed the creative assets onto the various digital and social media platforms.	Campaign One	____ / 10
	Campaign Two	____ / 10
Comments: Campaign One: Campaign Two:		

Results - Up to 15 points		
Assessment of criteria	Percentage Factor	Points
Summarize the campaign results for the entire campaign period (that is, not only specific peaks where results were the best). Include campaign metrics (key performance indicators for digital and social media) and outcome(s) relative to the benchmarks and describe how the digital and social media campaign responded to the client's business objectives.	Campaign One	____ / 15
	Campaign Two	____ / 15
Comments: Campaign One: Campaign Two:		

1.4.2 UNDERSTANDING OF THE REQUIREMENT – MAXIMUM OF 50 POINTS

Full Scope - Up to 15 points		
Assessment of criteria	Percentage Factor	Points
Demonstrate an understanding of the full scope of the project, including opportunities and challenges and the required elements to most effectively meet the campaign objectives.		____ / 15
Comments:		

Target Audience - Up to 15 points		
Assessment of criteria	Percentage Factor	Points
Demonstrate an understanding of the target audience and how to most effectively communicate with them.		____ / 15
Comments:		

Resources and Costs - Up to 5 points		
Assessment of criteria	Percentage Factor	Points
Describe how the Bidder would assign resources to projects, how they accurately estimate costs (with a view to reduce the number of adjustments to estimates during the project), and control budgets and timelines (considering the potential for delays due to approvals on the client-side).		____ / 5
Comments:		

Systems and Processes - Up to 5 points		
Assessment of criteria	Percentage Factor	Points
In the context of extremely short timelines, describe systems and processes that are in place to manage projects that may require the use of the same limited resources and their approach to acquiring surge capacity; and include an example of a specific project and how your management systems improved efficiencies and work performance.		____ / 5
Comments:		

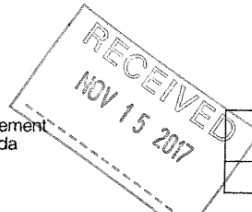
Quality Assurance - Up to 10 points		
Assessment of criteria	Percentage Factor	Points
Describe the processes that are in place to ensure the quality of creative materials and their translation/adaptation from one of Canada's official languages into the other, and into any other language for various ethno-cultural audiences.		____ / 10
Comments:		

ANNEX "G" – SECURITY REQUIREMENTS CHECKLIST



Government
of Canada

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Contract Number / Numéro du contrat

W5830-17-0052

Security Classification / Classification de sécurité
UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL)

LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

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

TBS/SCT 350-103(2004/12)

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PART A (continued) / PARTIE A (suite)

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

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

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

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

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

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

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	CONFIDENTIAL CONFIDENTIEL	SECRET SECRET	TOP SECRET TRÈS SECRET
TOP SECRET- SIGINT TRÈS SECRET - SIGINT	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET
SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

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

If Yes, will unscreened personnel be escorted? *On DND premises unscreened pers. may only*

Dans l'affirmative, le personnel en question sera-t-il escorté? *access public/reception zone* ☒ No Yes
Non Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

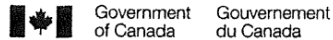
11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou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

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

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

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

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

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

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

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☒ No Yes
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☒ No Yes
Non Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée

« Classification de sécurité » au haut et au bas du formulaire et indiquer qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).



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PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Lucie-Anne Besner		Title - Titre Director, Marketing & Advertising	
Telephone No. - N° de téléphone 819-939-9208		Facsimile No. - N° de télécopieur 819-997-5407	
E-mail address - Adresse courriel lucie-anne.besner@forces.gc.ca		Date Nov 16, 2017	
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Sasa Medjovic		Title - Titre Senior Security Analyst	
Telephone No. - N° de téléphone 613-996-0286		Facsimile No. - N° de télécopieur 613-996-0286	
E-mail address - Adresse courriel sasa.medjovic@forces.gc.ca		Date 2017-Nov 15	
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			
<div>No Non</div> <div>Yes Oui</div>			
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	
Telephone No. - N° de téléphone		Facsimile No. - N° de télécopieur	
E-mail address - Adresse courriel		Date	
17. Contracting Security Authority / Autorité contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées) Dennis LeCompte		Title - Titre Contract Security Officer	
Telephone No. - N° de téléphone 613 982 7407		Facsimile No. - N° de télécopieur 613 948 1712	
E-mail address - Adresse courriel		Date Nov 30/2017	

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Security Guide To W5830170052

- The only Security Requirement for this contract is that personnel working on this procurement require, as a minimum, a **RELIABILITY STATUS** before access to a secure site is granted. Contractor personnel working on DND sites shall abide by the National Defence Security Orders and Directives as well as any Information Technology publications that may apply. DND Unit Security Supervisors are responsible to brief Contractor employees on these policies and any other security instructions/policies as required. Foreign Contractors will abide by their Governments' national security regulations and/or bilateral agreements MOU.
- Prior to allowing access to secure premises, confirmation of Contractor personnel's security clearances must be forwarded on a Visit Clearance Request through the International Industrial Security Division (IIISD) of Public Works & Government Services Canada (PWGSC) for approval and bear the name of this contract/project/program/contract number and the Project Officer.
- At no time will the contractor personnel be allowed to have any access to CLASSIFIED/PROTECTED data/documentation/systems and assets.
- Subcontracts containing security requirements are prohibited without the prior written authority of CISC/PWGSC.

DND Personnel:

DDSO-Industrial Security, is the contact person for information pertaining to security concerns identified in this procurement.

Industrial Personnel:

The Company Security Officer (CSO) or alternate may contact CISC/PWGSC for information pertaining to security concerns identified in this procurement. Foreign Suppliers shall direct security related inquiries to their responsible National Security Authority/Designated Security Authority (NSA/DSA), and shall adhere to instructions issued by their responsible NSA/DSA.

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