



Return Bids to :

Retourner Les Soumissions à :

Natural Resources Canada – Ressources naturelles Canada
Bid Receiving Unit – Loading Dock Access
Unité de réception des soumissions, Accès au quai de
chargement
588 rue Booth Street
Ottawa, Ontario
K1A 0E4

Attention: **Valerie Holmes**

**Request for Proposal (RFP)
Demande de proposition (DDP)**

Proposal To: Natural Resources 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 à: Ressources Naturelles 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

If you are submitting a proposal using a courier service, please ensure you clearly indicate the RFP Number, Closing Date and Closing Time on the front of the courier envelope.

Issuing Office – Bureau de distribution

Finance and Procurement Management Branch
Natural Resources Canada
580 Booth Street, 5th Floor
Ottawa, Ontario
K1A 0E4

Title – Sujet Strategic and Operational Communication Plan for Geo-Mapping for Energy and Minerals Program	
Solicitation No. – No de l’invitation NRCAN- 5000042955	Date January 14, 2019
Client Reference No. - N° de reference du client 150130	
Requisition Reference No. - N° de la demande 5000042955	
Solicitation Closes – L’invitation prend fin at – à 02:00 PM EST on – le January 24, 2019	
Address Enquiries to: - Adresse toutes questions à: Valerie Holmes Valerie.holmes@canada.ca	Buyer ID – Id de l’acheteur AB4
Telephone No. – No de telephone (343) 292-8371	Fax No. – No. de Fax (613) 947-5477
<i>If marked “X” please see the box to the left S’il ya un “X” ici, s.v.p. voir la boîte à la gauche</i>	<input checked="" type="checkbox"/> Acknowledgement copy required Accusé de réception requis
Destination – of Goods, Services and Construction: Destination – des biens, services et construction: Natural Resources Canada 601 Booth Street Ottawa, Ontario K1A 0E8	
Security – Sécurité There is no security requirement Il n’y a pas un exigence de sécurité	
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l’entrepreneur Telephone No.: - No. de téléphone: Facsimile No.: - No. de télécopieur: Email : - Courriel :	
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	



Table of Contents

PART 1 – GENERAL INFORMATION..... 4

1. Introduction 4

2. Summary 4

 2.1 Security Requirement..... 4

 2.2 Trade Agreements 4

3. Debriefings 4

PART 2 – BIDDER INSTRUCTIONS 5

1. Standard Instructions, Clauses and Conditions..... 5

2. Submission of Bids 5

3. Enquiries - Bid Solicitation 6

4. Applicable Laws..... 6

5. Improvement of Requirement During Solicitation Period 6

PART 3 – BID PREPARATION INSTRUCTIONS 7

1. Bid Preparation Instructions 7

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION..... 9

1. Evaluation Procedures 9

 1.1 Technical Evaluation..... 9

2. Basis of Selection 9

APPENDIX “A” TO PART 4 – TECHNICAL EVALUATION CRITERIA..... 10

1. Mandatory Technical Criteria..... 10

2. Point Rated Technical Criteria..... 11

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION 13

1. Certifications Required with the Bid 13

 1.1 Declaration of Convicted Offences..... 13

2. Certifications Precedent to Contract Award and Additional Information 13

 2.1 Integrity Provisions – List of Names 13

 2.2 Federal Contractors Program for Employment Equity – Bid Certification 14

3. Additional Certifications Precedent to Contract Award..... 14

 3.1 Status and Availability of Resources..... 14

 3.2 Education and Experience 14

 3.3 Former Public Servant 15

 3.4 Aboriginal Designation 16

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS..... 17

1. Security Requirements..... 17

2. Insurance Requirements 17

PART 7 - RESULTING CONTRACT CLAUSES 18

1. Statement of Work..... 18

2. Standard Clauses and Conditions..... 18

 2.1 General Conditions..... 18

3. Dispute Resolution 18

4. Security Requirements..... 19

5. Term of Contract 19

 5.1 Period of the Contract 19

6. Authorities 19

 6.1 Contracting Authority..... 19

 6.2 Project Authority 19

 6.3 Contractor's Representative..... 20

7. Proactive Disclosure of Contracts with Former Public Servants 20

8. Payment 20

 8.1 Basis of Payment – Firm Price 20

 8.2 Method of Payment 20

9. Invoicing Instructions 20



10.	Certifications.....	21
10.1	Compliance.....	21
11.	Applicable Laws	21
12.	Priority of Documents.....	21
13.	Foreign Nationals (Canadian Contractor OR Foreign Contractor)	21
14.	Contract Administration	22
ANNEX "A" – STATEMENT OF WORK.....		23
SW1	Title	23
SW2	Background	23
SW3	Scope of Work	24
SW4	Project Requirements	24
SW4.1	Tasks, Deliverables, Milestones and Schedule.....	24
SW4.2	Reporting Requirements	27
SW4.3	Out of Scope.....	27
SW4.4	Location of Work, Work Site and Delivery Point.....	27
SW4.5	Language of Work	27
ANNEX "B" – BASIS OF PAYMENT		28
1.	Firm Price – Milestone Payment	28



PART 1 – GENERAL INFORMATION

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:** includes the certifications 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:

- Annex “A”** - the Statements of Work
- Annex “B”** - the Basis of Payment

The Appendixes include:

- Appendix “A” to Part 4** – Technical Evaluation Criteria

2. Summary

By means of the RFP, NRCAN is seeking proposals from suppliers to recommend a strategic and operational communications plan for Natural Resources Canada’s (NRCAN) Geo-Mapping for Energy and Minerals Program (GEM) that will increase the program’s awareness and findings to identified audiences.

2.1 Security Requirement

There are no security requirements associated with this requirement.

2.2 Trade Agreements

This requirement is not subject to the Trade Agreements.

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

1. Standard Instructions, Clauses and Conditions

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

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2018-05-22), Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation with the modifications to the text below. If there is a conflict between the provisions of 2003 and this document, this document prevails.

In the complete text content (except Section 1 – Integrity Provisions – Bid):

DELETE: Public Works and Government Services Canada (PWGSC)

INSERT: Natural Resources Canada (NRCan)

In Section 2 – Procurement Business Number:

DELETE: “Suppliers are required to”

INSERT: “It is suggested that suppliers”

In Section 5.4 – Submission of Bids:

DELETE: sixty (60) days

INSERT: one hundred and twenty (120) days

In Section 8.1 – Transmission by Facsimile:

DELETE: 819-997-9776

INSERT: bids not accepted by fax

In Section 20.2 – Further Information:

DELETE: in its entirety

2. Submission of Bids

It is the Bidders responsibility to ensure that proposals are delivered to the following location, by the time and date indicated on page 1 of this RFP document:

Natural Resources Canada
Bid Receiving Unit – Loading Dock Access
588 Booth Street, Room 108
Ottawa, Ontario K1A 0Y7
Attention: **Valerie Holmes**

It is requested that the Bidder’s name, return address, Request for Proposal Number, and Bid Closing Date appear legibly on the outside of the envelope containing the Bidder’s proposal. Failure to do so may result in bids being misdirected. **NRCan will not assume responsibility for proposals directed to any other location.**

The onus is on the Bidder to ensure that the proposal is delivered to the location above. Not complying with the above instructions may result in NRCan’s inability to ascertain reception date and/or to consider the bid prior to contract award. Therefore, NRCan reserves the right to reject any proposal not complying with these instructions.

2.1 Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to NRCan will not be accepted.



3. Enquiries - Bid Solicitation

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

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

4. 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.

5. Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least **five (5)** days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.



PART 3 – BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

In support of the Policy on Green Procurement, it is requested that bidders provide their bid as follows:

ELECTRONIC STORAGE MEDIA:

Since NRCan is working towards a greener environment by eliminating all hard copy file folders, we prefer to have all bids on a CD/DVD or USB. If you wish to submit in this format, please provide the following:

Section I: Technical Bid – 1

NOTE: 1 CD/DVD/USB will contain: 1 Technical, sole Financial Bid, Certifications and signed first page (Original)

Section II: Financial Bid - 1 copy (included with original Technical Bid – **saved separately but on same USB/CD/DVD**).

Section III: Certifications – 1 copy (included with original Technical Bid and sole Financial Bid – **saved separately but on same USB/CD/DVD**)

Note: NRCan will accept either Hard copy or Electronic Storage Media submitted bids. However, it is NRCan's preference that you submit using Electronic Storage Media in order to adhere to our green initiative.

NOTE: WHEN SUBMITTING A BID TO THIS SOLICITATION AND YOU USE A COURIER SERVICE, YOU ARE ADVISED TO WRITE THE BID SOLICITATION NUMBER, CLOSING DATE AND TIME ON THE FRONT OF THE COURIER PACKAGE; NOT JUST ON THE ENVELOPES WITHIN THE COURIER PACKAGE IN ORDER TO AVOID ANY UNCERTAINTY FROM OUR BID RECEIPT UNIT WHEN RECEIVING BIDS WITHOUT ANY INDICATION WHAT THEY ARE FOR.

No payment shall be made for costs incurred by the Bidder in the preparation and submission of a proposal in response to this RFP.

To assist Canada in reaching its objectives, bidders are encouraged to:

- i. use paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- ii. 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.
- iii. use a numbering system that corresponds to the bid solicitation.

1. 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 must demonstrate their capability and describe their approach in a thorough, concise and clear manner for successfully carrying out the work as described in the Annex "A" – Statement of Work".

Bidders must respond to government bid solicitations in an honest, fair and comprehensive manner, accurately reflect their capacity to satisfy the requirements stipulated in the bid or contract documents, and submit bids and enter into contracts only if they will fulfill all obligations of the contract.

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 and may result in a loss of points. 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.

It is the responsibility of the Bidder to obtain clarification of the requirements contained in the RFP, if necessary, prior to submitting a proposal. The Bidder must provide sufficient details in its proposal to substantiate compliance with what is required; all professional experience must be fully documented and substantiated in the proposal(s).

In the event of a proposal submitted through contractual joint venture, the proposal shall either be signed by all members of the joint venture or a statement shall be provided to the effect that the signatory represents all parties of the joint venture. (All members of the joint venture shall be jointly and severally or solidarily liable for the performance of any resulting contract awarded as a result of a joint venture.)

2. Page 1 of the RFP Document

It is mandatory that all bidders sign their submitted proposal. It is requested that all bidders complete, sign and date Page 1 of this RFP (including the name of the submitting organization, the name of the authorized signing person, appropriate addresses, telephone and facsimile numbers and business contact) when submitting their proposal. As the signature indicates a clear acceptance of the terms and conditions set out in the RFP, it is the Bidder's responsibility to ensure that the signatory has the authority within its organization to commit the Bidder by making such a contractual offer.

As per article 1 of Part 2, the Bidder hereby agrees, by submitting his/her proposal in response to this RFP, to all the instructions, terms, conditions and clauses detailed herein.

3. Section II: Financial Bid

Bidders must submit their financial bid in accordance with Annex "B"- Basis of Payment at the pre-determined rates provided. The total amount of Goods and Services Tax or Harmonized Sales Tax must be shown separately, if applicable.

All bids are evaluated in Canadian currency. Therefore, for evaluation purposes, the noon rate quoted by the Bank of Canada as being in effect on date of bid closing will be applied as the initial conversion factor for the specified currency.

Canada will pay the exchange rate adjustment amount in Canadian currency using the prevailing noon rate on the date of payment by Canada.

3.1 Exchange Rate Fluctuation

C3011T (2013-11-06), Exchange Rate Fluctuation

4. Section III: Certifications

Bidders must submit the certifications as per Part 5.



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

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

1.1 Technical Evaluation

Mandatory and Point Rated Technical evaluation criteria included in Appendix "A" to Part 4 – Technical Evaluation Criteria.

2. Basis of Selection

To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation;
- b. meet all mandatory technical evaluation criteria; and
- c. obtain the required minimum of 60 percent (60%) overall of the points for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 100 points.

Bids not meeting (a) or (b) or (c) will be declared non-responsive. The responsive bid with the highest number of points will be recommended for award of a contract, provided that the total evaluated price does not exceed the budget available for this requirement.



APPENDIX “A” TO PART 4 – TECHNICAL EVALUATION CRITERIA

1. Mandatory Technical Criteria

The Mandatory Criteria listed below will be evaluated on a simple pass/fail basis. Proposals which fail to meet the mandatory criteria will be deemed non-responsive.

Bidders are advised to address each criterion in sufficient depth to permit a complete requisite analysis and assessment by the evaluation team. Proposals failing to adequately respond to the mandatory criteria may be excluded from further considerations. The technical proposal should address each of the criteria in the order in which they appear.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the criteria will not be considered demonstrated for the purpose of this evaluation.

Item	Mandatory Requirement	Compliant (Yes/No)	Reference to Bidder’s Proposal
M1	<p>The Bidder MUST provide detailed up-to-date curriculum vitae (CV) for each proposed resource.</p> <p>The CV should be detailed, chronological and include the following details:</p> <ul style="list-style-type: none"> • Federal department or client name; • Start and End date (month/year) • Summary of the Work conducted; • Roles and responsibilities of the proposed resource(s) • Experience in Communications 	<input type="checkbox"/> Yes <input type="checkbox"/> No	
M2	<p>Each proposed resource MUST have a minimum of five (5) years of experience within the last ten (10) years in strategic communication development and communications planning.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
M3	<p>Each proposed resource MUST have a minimum of five (5) years of experience with conducting gap analysis related to human resource capacities in relation to developing of a communication strategy and plan.</p> <p>Five (5) examples MUST be provided demonstrating this work (as an individual or a team)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
M4	<p>Each proposed resource MUST have experience in developing communication plans and products focused on indigenous and Northern Arctic communications.</p> <p>Five (5) examples MUST be provided demonstrating this work (as an individual or a team)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	
M5	<p>If proposing a single resource or a team at least one (1) resource MUST be able to work in both Official Languages (English or French) at the Intermediate level.</p> <p>The proposed resource may be interviewed to verify their language capability. The proposed resource will be assessed against the table below</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No	



Legend/Légende	Oral	Comprehension	Written
Basic	A person speaking at this level can: <ul style="list-style-type: none"> ask and answer simple questions; give simple instructions; and give uncomplicated directions relating to routine work situations. 	A person reading at this level can: <ul style="list-style-type: none"> fully understand very simple texts; grasp the main idea of texts about familiar topics; and read and understand elementary points of information such as dates, numbers, or names from relatively more complex texts to perform routine job-related tasks. 	A person writing at this level can: <ul style="list-style-type: none"> write isolated words, phrases, simple statements or questions on very familiar topics using words of time, place or person.
Intermediate	A person speaking at this level can: <ul style="list-style-type: none"> sustain a conversation on concrete topics; report on actions taken; give straightforward instructions to employees; and provide factual descriptions and explanations. 	A person reading at this level can: <ul style="list-style-type: none"> grasp the main idea of most work-related texts; identify specific details; and distinguish main from subsidiary ideas. 	A person writing at this level can: <ul style="list-style-type: none"> deal with explicit information on work-related topics since they have sufficient mastery of grammar and vocabulary.
Advanced	A person speaking at this level can: <ul style="list-style-type: none"> support opinions; and understand and express hypothetical and conditional ideas 	A person reading at this level can: <ul style="list-style-type: none"> understand most complex details, inferences and fine points of meaning; and have a good comprehension of specialized or less familiar material. 	A person writing at this level can: <ul style="list-style-type: none"> write texts where ideas are developed and presented in a coherent manner.

2. Point Rated Technical Criteria

The criteria contained herein will be used by NRCAN to evaluate each proposal that has met all of the mandatory criteria.

Proposals must achieve the stated minimum points required overall for the technical rated criteria to be assessed as responsive under the point rated technical criteria section; proposals not meeting the minimum required points will be deemed non-responsive.

Proposals will be evaluated based on the following criteria:

Point Rated Requirements:					
Item	Requirement	Points Breakdown for each requirement:		Max Points	Illustrated Compliance
R1	The proposed resource(s) should demonstrate it has experience in assessing internal resources capacities (internal gap analysis) and developing appropriate communication strategies and plans for the resources available. Provide five (5) examples along with a justification of how each demonstrates the above experience.	≥5 – 6 years	5	10	
		>6 – 8 years	7		
		>8 – 10 years	9		
		>10 years	10		
R2	The proposed resource(s) should demonstrate experience in synthesizing and reviewing data, conducting interviews with various groups and	≥5 – 6 years	5	10	
		>6 – 8 years	7		
		>8 – 10 years	9		
		>10 years	10		



Point Rated Requirements:					
Item	Requirement	Points Breakdown for each requirement:		Max Points	Illustrated Compliance
	<p>developing best practices to effectively deliver information.</p> <p>Provide three (3) examples along with a justification of how each demonstrates the above experience.</p>				
R3	<p>The proposed resource(s) should demonstrate their ability to develop strategic roadmaps and presentations for senior management understanding.</p> <p>Provide three (3) examples along with a justification of how each demonstrates the above experience.</p>	<p>≥5 – 6 years 5</p> <p>>6 – 8 years 7</p> <p>>8 – 10 years 9</p> <p>>10 years 10</p>		10	
R4	<p>The proposed resource(s) should demonstrate a good understanding of Indigenous and Northern Artic communication needs and experience in delivering communication products to achieve good knowledge transfer.</p> <p>Provide five (5) examples along with a justification of how each demonstrates the above experience.</p>	<p>≥5 – 6 years 5</p> <p>>6 – 8 years 7</p> <p>>8 – 10 years 9</p> <p>>10 years 10</p>		10	
R5	<p>The proposed resource(s) have experience working on a project which focuses on Each Sciences and geological research.</p> <p>Provide one (1) examples along with a justification of how each demonstrates the above experience</p>	<p>Earth Sciences 2</p> <p>Geological Research 2</p> <p>Both Experience 5</p>		5	
Total Points Available				45	
Total Points Needed to be Considered Compliant (60%)				27	



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. 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.

1. Certifications Required with the Bid

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

1.1 Declaration of Convicted Offences

In accordance with the Ineligibility and Suspension Policy (<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.

Note: Bidders are only required to fill out this form if they have been convicted of a criminal offence.

2. Certifications Precedent to Contract Award and Additional Information

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

2.1 Integrity Provisions – List of Names

In accordance with the Ineligibility and Suspension Policy (<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.

- Bidders who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder or, in the case of a private company, the owners of the company.
- Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).
- Bidders bidding as partnerships do not need to provide lists of names.
Name of Bidder: _____

OR

Name of each member of the joint venture:

Member 1: _____

Member 2: _____



Member 3: _____

Member 4: _____

Identification of the administrators/owners:

SURNAME	NAME	TITLE

2.2 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](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

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.

3. Additional Certifications Precedent to Contract Award

3.1 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.

3.2 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the



Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

3.3 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" means a former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police and includes:

- (a) An individual;
- (b) An individual who has incorporated;
- (c) A partnership made up of former public servants; or
- (d) 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 Public Service.

"Pension" means, in the context of the fee abatement formula, 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 (FPS) in Receipt of a Pension

Is the Bidder a FPS in receipt of a pension as defined above? YES () NO ()

If so, the Bidder must provide the following information:

- (a) Name of former public servant: _____
- (b) Date of termination of employment or retirement from the Public Service. _____

Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program?
YES () NO ()

If so, the Bidder must provide the following information:



- (a) Name of former public servant;
- (b) Conditions of the lump sum payment incentive: _____
- (c) Date of termination of employment: _____
- (d) Amount of lump sum payment: _____
- (e) Rate of pay on which lump sum payment is based: _____
- (f) Period of lump sum payment including:
 Start date: _____
 End date: _____
 Number of weeks: _____
- (g) Number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

Contract Number:

Contract Amount:

For all contracts awarded during the lump sum payment period, the total amount of fee that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

3.4 Aboriginal Designation

Who is eligible?

- a) An Aboriginal business, which can be:
 - i. a band as defined by the Indian Act
 - ii. a sole proprietorship
 - iii. a limited company
 - iv. a co-operative
 - v. a partnership
 - vi. a not-for-profit organization

in which Aboriginal persons have at least 51 percent ownership and control,

OR

- b. A joint venture consisting of two or more Aboriginal businesses or an Aboriginal business and a non-Aboriginal business(es), provided that the Aboriginal business(es) has at least 51 percent ownership and control of the joint venture.

When an Aboriginal business has six or more full-time employees at the date of submitting the bid, at least thirty-three percent of them must be Aboriginal persons, and this ratio must be maintained throughout the duration of the contract.

The bidder must certify in its submitted bid that it is an Aboriginal business or a joint venture constituted as described above.

- Our Company is NOT an Aboriginal Firm, as identified above.
- Our Company is an Aboriginal Firm, as identified above. The supplier must complete the certificate in the appropriate clause below.

Signature of Authorized Representative

Date



PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

1. Security Requirements

There is no security requirement associated with this requirement or any resulting contract.

2. Insurance Requirements

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



PART 7 - RESULTING CONTRACT CLAUSES

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

1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A" and the Contractor's technical bid dated _____. (*to be completed at contract award*)

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](#) issued by Public Works and Government Services Canada.

2.1 General Conditions

2035 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

As applicable, replace references to Public Works and Government Services Canada (PWGSC) with Natural Resources Canada (NRCan).

3. Dispute Resolution

Mediation

If a dispute arising from this contract cannot be settled amicably through negotiation, then the parties agree in good faith to submit the dispute to mediation as administered by the Arbitration and Mediation Institute of Canada Inc. (AMIC). The parties acknowledge receipt of the rules of AMIC. The cost of mediation shall be borne equally by the parties.

Arbitration

If the parties cannot resolve the dispute through mediation within sixty (60) days, the parties agree to submit the dispute to arbitration pursuant to the Commercial Arbitration Act (Canada). The party requesting such arbitration shall do so by written notice to the other party/parties. The cost of the arbitration and fees of the arbitrator shall be borne equally by the parties. The arbitration shall take place in the city where the contractor carries on business before a single arbitrator to be chosen jointly by the parties. If the parties cannot agree on the choice of arbitrator within thirty (30) days of written notice to submit the dispute to arbitration, each party will choose a representative who will select the arbitrator.

The parties may determine the procedure to be followed by the arbitrator in conducting the proceedings, or may ask the arbitrator to do so. The arbitrator shall issue a written award within thirty (30) days of hearing the parties. The award may be entered in any court having jurisdiction and enforced as a judgment of that court.

Meaning of "Dispute"

The parties agree that the word "dispute" in this clause refers to a dispute of fact or of law, other than a dispute of public law.

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request or consent of the parties to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an



alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.

4. Security Requirements

There is no security requirement associated with this contract.

5. Term of Contract

5.1 Period of the Contract

The period of the contract shall be from date of award to **April 30, 2019**

6. Authorities

6.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: **Valerie Holmes**
Title: Procurement Specialist
Organization: Natural Resources Canada
Address: 580 Booth Street, 5th Floor, Room 5-D4-2
Ottawa, Ontario, K1A 0E4
Telephone: (343) 292-8371
Facsimile: (613) 947-5477
E-mail address: Valerie.holmes@canada.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.

6.2 Project Authority (to be provided at contract award)

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.



6.3 Contractor's Representative

Name:
Title:
Tel:
Fax:
Email:

7. 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.

8. Payment

8.1 Basis of Payment – Firm Price

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price, as specified in Annex “B” for a cost of \$ _____ (insert the amount at contract award). Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

8.2 Method of Payment

Milestone Payments

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

9. Invoicing Instructions

Invoices shall be submitted using **one of the following methods:**

<p><u>E-mail:</u></p> <p>NRCan.invoice_imaging-service_dimagerie_des_factures.RNCan@canada.ca</p> <p>Note: Attach “PDF” file. No other formats will be accepted</p>
OR
<p><u>Fax:</u></p>



Local NCR region: **613-947-0987**

Toll-free: **1-877-947-0987**

Note:

Use highest quality settings available.

Please do not submit invoices using more than one method as this will not expedite payment.

Invoices and all documents relating to a contract must be submitted on the Contractor's own form and shall bear the following reference numbers: Contract number: _____ *(inserted at time of contract award)*

Invoicing Instructions to suppliers: <http://www.nrcan.gc.ca/procurement/3485>

10. Certifications

10.1 Compliance

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the additional information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

11. Applicable Laws

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

12. 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 (2018-06-21), Higher Complexity – Services**
- c) Annex "A", Statement of Work;
- d) Annex "B", Basis of Payment;
- e) the Contractor's bid dated _____

13. Foreign Nationals (Canadian Contractor OR Foreign Contractor)

SACC Manual clause A2000C (2006-06-16) - Canadian Contractor

OR *(determined at time of contract award)*

SACC Manual clause A2001C (2006-06-16) – Foreign Contractor



14. Contract Administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by [*the supplier or the contractor or the name of the entity awarded this contract*] respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are not in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.



ANNEX “A” – STATEMENT OF WORK

SW1 Title

Strategic and Operational Communication Plan for Geo-Mapping for Energy and Minerals Program

SW2 Background

Through the Geo-Mapping for Energy and Minerals (GEM) program, NRCan is providing foundational public geoscience data and knowledge to support responsible land development in the North.

The GEM program is a \$200 million dollars collaborative initiative (delivered in two phases 2008-2013 and 2013-2020) that provides the Canadians, Indigenous groups and the natural resources industry, with modern geoscience knowledge needed to promote exploration and long-term economic development for vast and untapped resources of Canada’s North. Using a ‘needle in a haystack” approach, the GEM programs identifies where there may be resource potential (haystacks), enabling industry to find specific deposits (needles).

In June 2018, the GEM Coordination Office (GCO) received an evaluation of its Phase II program recommending that the GEM program needs to develop and implement a strategic and operational plan to improve the transfer of knowledge to industry and Indigenous and Northern communities. With the program ending in 2020, the GCO needs to communicate its results effectively to different audiences through different types of communication materials and channels.

The GCO has produced and is currently producing various deliverables aimed at targeting our identified audiences. Our concern is that these products might compete with one another, dilute the overall impact of our message, confuse audiences and impede knowledge transfer. With limited resources and support, the GCO needs to ensure that we effectively execute our main objectives of communicating effectively to our intended audiences.

Figure 1.1 exemplifies a broad list if communication channels/ media platforms used and audiences that GEM has targeted thus far.

Communication Channels / Media	Targeted Audiences
Community Engagement	Indigenous and Northern communities
Website	General Public
Social Media (e.g. Twitter, Instagram, YouTube)	Geoscientific Experts, General public
Workshops	Northerners, Indigenous communities
Advisory Groups of Northerners	Decision-makers in the public service
Conferences	Industry, Researchers, Northerners and Indigenous communities



Figure 1.2 briefly demonstrates a list of deliverables that we would like to produce before the end of GEM.

LIST OF DELIVERABLES
Scientific Highlights
Research sharing sessions in Community and Products
Success Stories
Community Synthesis: <i>summarizes the findings of the scientific research conducted in GEM for communities and land use planning purposes</i>
Geoscientific Synthesis: <i>summarizes the findings of the scientific research conducted in GEM</i>
Government synthesis: <i>demonstrates the policy relevance of the GEM program and GEM's science may contribute to socioeconomic development in Northern Canada</i>
Videos & Workshops

SW3 Scope of Work

The services of an experienced communications firm are required to recommend a strategic and operational communications plan for Natural Resources Canada's (NRCAN) Geo-Mapping for Energy and Minerals program (GEM) that will increase the programs awareness and findings to our identified target audiences. Building on its current dissemination activities, the GEM Coordination Office (GCO) is looking to improve program outreach and the communication of results. This work should include both a strategic and operational communications plan that provides recommendations, clear direction and realignment of existing structure, all within the resource capacity of the GCO.

SW4 Project Requirements

SW4.1 Tasks, Deliverables, Milestones and Schedule

DELIVERABLES:

Conduct an External Environmental Scan to:

- Gather baseline data about the reach of current GEM knowledge products (both English and French) to determine where is it being used, who is using it) and the impact/value the product has.
- Assess the needs of each target audience in relation to the dissemination of geoscience data and knowledge.
- Provide insight on the distinct needs of Northerners and Indigenous communities regarding transferring geoscience data and knowledge.
- Identify the effectiveness of GEM knowledge products and if they are meeting the needs and requirements of the target audiences.
- Propose recommendations and solutions to enhance communication channels and the influence of GEM deliverables on target audiences.
- Assess the level of demand for geoscience data and affiliated GEM products.

Conduct an Internal gap analysis to:

- Determine GEM resource capacities to produce knowledge products such as but not limited to:
 - Roles of content contributors;
 - Approvers and production team members;
 - Resources invested by GEM staff and production team;
 - Skills and expertise;
 - Content development and approval processes.
- Identify where bottlenecks are occurring in the process.
- Determine the appropriate resources (e.g. human, financial) and processes required to fulfill the communications mandate of the GEM program.
- Propose measures to reduce the number of bottlenecks and ensure appropriate processes are in place.



Develop a Strategic Communications Plan and Operations Strategy that:

- Provides a high-level overarching vision for how the GEM program can best communicate its results to its target audiences.
- Provides a roadmap (visual plan) for carrying out the implementation of the proposed work;
- Provides an proposed timelines and frequency;
- Extensive review and analysis of GEM communication channels/media and provides strategic recommendations;
- Extensive analysis of GEM deliverables/products and a proposed path forward to increase the effectiveness and impact of the GEM program on target audiences;
- Propose solutions for products and processes including costing and new workflows;
- Provide overall recommendations towards a suite of knowledge products (new and existing) and the reasoning and expected influence the knowledge product would have targeted audiences;
- Identifies, priorities for resource investment to maximize outreach from GEM product development;
- Provides a comprehensive analysis of target audiences, including recommendations and solutions to improve the transfer of knowledge to each specific group;
- Identification of gaps between current communication practices and the desired GEM program communications mandate;
- Identification of the main internal gap analysis conclusions that specifically demonstrates the abilities to execute our main objectives.
- Key messaging that supports the dissemination of each knowledge products;
- Address other key components in a communication strategy.

Formats

The strategic communications plan and operational plan should take the format of individual reports in both PDF and Microsoft Word format.

Additionally, a visual roadmap is to be produced outlining the proposed implementation processes. The format of the roadmap should be completed in PowerPoint or other similar type of format that NRCAN employees can access and edit if necessary.

A PowerPoint presentation is also to be developed for senior management purposes and outline the main conclusions of the external environmental scan, the internal gap analysis and high level strategic summary of the proposed plan and key operational findings.

Format and Style of Final Deliverables:

All deliverables must be delivered electronically in English. All reports must be submitted both in Adobe Portable Document Format (PDF) and Microsoft Word format (.doc).

Presentation and Roadmap deliverables are to be provided in PDF and PowerPoint.

The page format for reports shall be letter (8.5"x11") sized paper. The paper size of the roadmap can be larger and at the discretion of the contractor as the graphics involved are not yet known.

MILESTONES:

MILESTONE 1 – PROJECT START UP

The first milestone is a kick-off meeting at a date time specified, no later than one (1) week after the Contract has been awarded. The purpose of the meeting is for:



- The Project Authority and the Contractor to discuss the details of the work;
- The Project Authority to provide background information, contact information and other materials to the Contractor;
- The Contractor is to provide a workplan.
- The Project Authority to review and approve the schedule of deliverables and the reporting requirements;
- Discuss any questions that the Contractor or Project Authority might have.

MILESTONE 2 – PLANNING PHASE

The Contractor is to review provided information, contact key personnel to conduct interviews and gather information related to both the external environmental scan and internal gap analysis. Key work includes:

- The Contractor shall interview individuals involved in designing and producing GEM knowledge products to understand the requirements for communicating program research results;
- These consultations can take the form of a workshop with NRCan and GEM employees and/or phone interviews with members of target audiences or key individuals aware of Indigenous people needs in terms of GEM communication;
- The Contractor will review the existing communications products and practices used by the GEM program.
- All workshops and phone calls shall be documented for record keeping purposes;

External Environmental Scan - Provide a report outlining the key findings of the external environmental scan as per the described work outlined in the Deliverables section of this Statement of Work.

Internal Gap Analysis - Provide a report outlining the key findings of the internal gap analysis as per the described work outlined in the Deliverables section of this Statement of Work.

MILESTONE 3 – EXECUTION PHASE

The Contractor shall provide:

- 1- A draft Strategic Communications Plan.
- 2- A draft Communications Operational Strategy.
- 3- Notes from group consultations – provided in Microsoft Word format.

The contractor is to allow 2 weeks' time for NRCan staff to review and provide comments on the draft Communication Strategy and Operational Plan.

MILESTONE 4 – CONCLUSION

The fourth milestone is the final version of all the deliverables. All final versions must be in accordance with the feedback provided by the Project Authority and all consultations. They shall be delivered as per the agreed upon schedule, no later than April 30th, 2019.

The contractor shall deliver:

- 1- Final Strategic Communications Plan
- 2- Final Communications Operational Plan
- 3- PowerPoint for Senior Management
- 4- Visual Roadmap of Proposed Process



MILESTONES AND SCHEDULE:

Milestone	Deliverables	Schedule
Project Start-Up	Kick-off meeting Workplan	1 week after awarding of contract
Planning phase	1- Workshops & Interviews 2- Conducting group consultations 3- External Environmental Scan 4 –Internal Gap Analysis	March 1 st , 2019
3.Execution phase	1- Draft Strategic Communication Plan 2- Draft Communications Operational Strategy	March 15 st , 2019
4.Conclusion	1- Final Communication Strategy 2- Final Communication Plan 3- PowerPoint for Senior Management 4- Visual Roadmap	April 30 th , 2019

SW4.2 Reporting Requirements

In addition to the milestones list above the contractor is also be required to provide weekly updates on the status of the workplan and deliverable progress. The weekly updates should describe work undertaken anticipated next steps and outline any issues or anticipated delays.

SW4.3 Out of Scope

The communications services provided by the contractor will allow the GCO team to develop effective deliverables and knowledge products. The production of products and deliverables are out of the scope for the contractor.

SW4.4 Location of Work, Work Site and Delivery Point

The work is expected to be completed at the Contactor’s place of business and the location where the work will be delivered to, Natural Resources Canada at the Booth Street Complex.

SW4.5 Language of Work

The language of the work deliverables is English. French may be required to conduct some discussions and interviews.



ANNEX “B” – BASIS OF PAYMENT

1. Firm Price – Milestone Payment

Bidder tendered all-inclusive firm price to perform the work is Canadian funds, applicable taxes excluded. Any Travel and Living Expenses and other miscellaneous expenses must be included in the firm price.

Milestone	Deliverables	Estimated Delivery Date	Cost
Project Start up	<ul style="list-style-type: none"> Kick-off meeting Workplan 	1 week after awarding of contract	
Planning Phase	<ul style="list-style-type: none"> Workshops & interviews Conducting group consultations External Environmental Scan Internal Gap Analysis 	March 1, 2019	\$
Execution Stage	<ul style="list-style-type: none"> Draft Strategic Communication Plan Draft Communication Operational Strategy 	March 15, 2019	\$
Conclusion	<ul style="list-style-type: none"> Final Communication Strategy Final Communication Plan PowerPoint for Senior Management Visual Roadmap 	April 30, 2019	\$
Total Cost:			\$