



**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

Title - Sujet CAF Recruitment	
Solicitation No. - N° de l'invitation W8484-191021/A	Date 2019-08-29
Client Reference No. - N° de référence du client W8484-19-1021	
GETS Reference No. - N° de référence de SEAG PW-\$\$CZ-002-77650	
File No. - N° de dossier cz002.W8484-191021	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2019-09-30	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
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 101 COLONEL BY DR. OTTAWA Ontario K1A0K2 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address

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

Issuing Office - Bureau de distribution

Communication Procurement Directorate/Direction de
l'approvisionnement en communication

360 Albert St. / 360, rue Albert

12th Floor / 12ième étage

Ottawa

Ontario

K1A 0S5

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

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Solicitation Number
W8484-191021/A

AMD

Buyer ID
CZ 002

LIST OF ANNEXES

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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 Federal Contractors Program for Employment Equity – Certification, the Technical Evaluation, the Financial Evaluation and the Task Authorization Form.

1.2 Summary

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) requires the services of a firm specializing in advertising and marketing to support CAF recruitment. The services to be provided include account management, strategic planning and development, creative and technical production, digital engagement strategies, marketing and partnership activities and reporting.

The contractor will conceptualize and create national, regional and local strategies and creative content that is compliant with Government of Canada (GOC) policies, acts and standards and in line with the DND and CAF's recruitment advertising requirements.

The period of contract will be from date of award until March 31, 2020 with the possibility of four (4) additional one (1) year irrevocable option periods. The services must be carried out as described in Annex "A", Statement of Work.

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

The requirement is limited to Canadian services.

There is a Federal Contractors Program (FCP) for employment equity requirement associated with this procurement; see Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the annex named Federal Contractors Program for Employment Equity - Certification.

This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

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 or by telephone.

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 (2019-03-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

The 2003 standard instructions is amended as follows:

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

Delete: 60 days
Insert: 360 days

- Section 08, entitled Transmission by facsimile or by epost Connect, is amended as follows:

subsection 2. is deleted entirely and replaced with the following:

2. epost Connect

- a. Unless specified otherwise in the bid solicitation, bids may be submitted by using the [epost Connect service](#) provided by Canada Post Corporation.
 - i. PWGSC, National Capital Region: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC headquarters is:

tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca

or, if applicable, the email address identified in the bid solicitation.
 - ii. PWGSC regional offices: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.
- b. To submit a bid using epost Connect service, the Bidder must either:

- i. send directly its bid only to the specified PWGSC Bid Receiving Unit, using its own licensing agreement for epost Connect provided by Canada Post Corporation; or
 - ii. send as early as possible, and in any case, at least six business days prior to the solicitation closing date and time, (in order to ensure a response), an email that includes the bid solicitation number to the specified PWGSC Bid Receiving Unit requesting to open an epost Connect conversation. Requests to open an epost Connect conversation received after that time may not be answered.
- c. If the Bidder sends an email requesting epost Connect service to the specified Bid Receiving Unit in the bid solicitation, an officer of the Bid Receiving Unit will then initiate an epost Connect conversation. The epost Connect conversation will create an email notification from Canada Post Corporation prompting the Bidder to access and action the message within the conversation. The Bidder will then be able to transmit its bid afterward at any time prior to the solicitation closing date and time.
- d. If the Bidder is using its own licensing agreement to send its bid, the Bidder must keep the epost Connect conversation open until at least 30 business days after the solicitation closing date and time.
- e. The bid solicitation number should be identified in the epost Connect message field of all electronic transfers.
- f. It should be noted that the use of epost Connect service requires a Canadian mailing address. Should a bidder not have a Canadian mailing address, they may use the Bid Receiving Unit address specified in the solicitation in order to register for the epost Connect service.
- g. For bids transmitted by epost Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the bid including, but not limited to, the following:
 - i. receipt of a garbled, corrupted or incomplete bid;
 - ii. availability or condition of the epost Connect service;
 - iii. incompatibility between the sending and receiving equipment;
 - iv. delay in transmission or receipt of the bid;
 - v. failure of the Bidder to properly identify the bid;
 - vi. illegibility of the bid;
 - vii. security of bid data; or,
 - viii. inability to create an electronic conversation through the epost Connect service.
- h. The Bid Receiving Unit will send an acknowledgement of the receipt of bid document(s) via the epost Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or the Bid Receiving Unit. This acknowledgement will confirm only the receipt of bid document(s) and will not confirm if the attachments may be opened nor if the content is readable.
- i. Bidders must ensure that that they are using the correct email address for the Bid Receiving Unit when initiating a conversation in epost Connect or communicating with the Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the epost Connect system.
- j. A bid transmitted by epost Connect service constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.

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 in the bid solicitation.

IMPORTANT: For bidders submitting a bid using epost Connect, please pay special attention to Standard Instructions [2003-08 Transmission by facsimile or by epost Connect](#).

Note: For bidders choosing to submit using epost Connect for bids closing at the Bid Receiving Unit in the National Capital Region (NCR) the email address is:

tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca

Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, as detailed in Standard Instructions [2003](#), or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect.

2.3 Former Public Servant

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

Definitions

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

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

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

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

Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

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

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

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

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

Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

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

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

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than eight (8) 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 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 20 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

The department of PWGSC 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: the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

2.8 Anticipated migration to an e-Procurement Solution (EPS)

Canada is currently developing an online EPS for faster and more convenient ordering of goods and services. In support of the anticipated transition to this system and how it may impact any resulting Contract and any subsequent Task Authorizations or other approved administrative instruments, refer to 7.21 Transition to an e-Procurement Solution (EPS).

The Government of Canada's [press release](#) provides additional information.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

The bid must be gathered per section and separated as follows:

Section I: Technical Bid
Section II: Financial Bid
Section III: Certifications

If the Bidder chooses to submit its bid in hard copies, Canada requests that the Bidder submits its bid in separately bound sections as follows:

- Section I: Technical Bid (5 hard copies and 1 soft copy on USB key)
- Section II: Financial Bid (1 hard copy and 1 soft copy on USB key)
- Section III: Certifications (1 hard copy and 1 soft copy on USB key)

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

If the Bidder is simultaneously providing copies of its bid using multiple acceptable delivery methods, and if there is a discrepancy between the wording of any of these copies and the electronic copy provided through epost Connect service, the wording of the electronic copy provided through epost Connect service will have priority over the wording of the other copies.

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".

3.1.1 Exchange Rate Fluctuation Risk Mitigation

C3010T (2014-11-27) Exchange Rate Fluctuation Risk Mitigation

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 "D".

4.1.2 Financial Evaluation

Financial evaluation criteria are included in Annex "E".

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 50 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 – Required Documentation

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

5.1.2 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" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed) website (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 "C", "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 services offered are Canadian services as defined in in paragraph 2 and 4 of clause [A3050T](#).

Signature

Date

5.2.1.1 SACC Manual clause [A3050T](#) (2018-12-06) 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 key categories of service:

- Account Management and Coordination Services – Resource(s) must have minimum 3 years in the key category of service
- Strategic Services – Resource(s) must have minimum 3 years in the key category of service
- Creative and Production Services – Resource(s) must have minimum 3 years in the key category of service

() YES () NO

Signature

Date

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 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 F.
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 \$350,000.00, 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 (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.3 Security Requirements

7.3.1 There is no security requirement applicable to the Contract.

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, 2020.

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 four (4) 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 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
Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Communications Procurement Directorate
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 is the representative of the department or agency for whom the Work is being carried out under individual TAs issued against the Contract and is responsible for all matters concerning the technical content of the Work under that TA. Technical matters relating to Work under a TA 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 TA 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: ____ - ____ - _____

E-mail address: _____

The Contractor's Representative must liaise with the Contracting Authority, the Program Authority, as applicable, and will be the first point of contact in terms of:

- a) managing any business issues with the Program Authority, as applicable, and any Contract issues with the Contracting Authority and, in particular, providing guidance, support and coordination relative to requests; and
- b) meeting, as required, with Canada on issues relating to this Contract.

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 \$ _____ (to be inserted at Contract Award). 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 T1204 - Direct Request by Customer Department

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 Exchange Rate Fluctuation Adjustment

SACC Manual Clause C3015C (2017-08-17) - Exchange rate fluctuation adjustment

7.9 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
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) **electronic** copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.10 Certifications and Additional Information

7.10.1 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.

7.10.2 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.

7.10.3 SAAC Manual Clauses

SACC Manual Clause A3060C (2008-05-12) - Canadian Content Certification

7.11 Applicable Laws

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

7.12 Priority of Documents

If there is a discrepancy between the wordings 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);
- (c) Annex "A", Statement of Work;
- (d) Annex "B", Basis of Payment;
- (e) Annex "C", Federal Contractors Program for Employment Equity - Certification (if applicable);
- (f) Annex "D", Technical Evaluation
- (g) Annex "E", Financial Evaluation
- (h) Annex "F", Task Authorization Form
- (i) signed Task Authorizations (including all its annexes, if any) ;

and;

- (j) the Contractor's bid dated _____.

7.13 Foreign Nationals (Canadian Contractor)

SACC Manual Clause A2000C (2006-06-16) - Foreign Nationals (Canadian Contractor)

7.14 Insurance

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

7.15 Conflicting Interest

"CONFLICT OF INTEREST" means, in addition to the provisions of General Conditions 2035-34, any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the Contractor is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

1. Subject to subsection (2), the Contractor represents, warrants and must ensure that, to its knowledge, the services to be provided pursuant to this Contract (the "Work") are not, and will not, during the course of the period of the contract, be in conflict with competing or opposing interests of other clients of the Contractor.
2. Where the Contractor is aware that the Work is or may be in conflict with interests of other clients of the Contractor, the Contractor must identify the potentially competing services and interests involved, and forward an explanation setting out the reasons why the situation would not represent a conflict of interest.
3. Where Canada becomes aware that the Work is or may be in conflict with interests of other clients of the Contractor, Canada will inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.
4. Following a review of the Contractor's explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada will deliver its decision in writing. The Contractor will have a ten (10) working days, from the date of receipt of Canada's decision, to submit either a supplementary or an alternate explanation. Following a review of the Contractor's supplementary explanation, if any, Canada may either accept or agree with this supplementary explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection 5.
5. Where Canada rejects the Contractor's initial explanation (or supplementary explanation, if any) referred to in subsection (4), Canada may terminate the contract in accordance with subsection (6).
6. The Contractor agrees that Canada relies upon subsection (1) to authorise the Contract and any breach of subsection (1) will entitle Canada to terminate this contract for default.

7.16 Transition to an e-Procurement Solution (EPS)

During the period of the Contract, Canada may transition to an EPS for more efficient processing and management of individual authorizations for any or all of the Contract's applicable goods and services.

Solicitation Number
W8484-191021/A

AMD

Buyer ID
CZ 002

Canada reserves the right, at its sole discretion, to make the use of the new e-procurement solution mandatory.

Canada agrees to provide the Contractor with at least a three-month notice to allow for any measures necessary for the integration of the Contract into the EPS. The notice will include a detailed information package indicating the requirements, as well as any applicable guidance and support.

If the Contractor chooses not to offer their goods or services through the EPS, the Contract may be set aside by Canada.

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 advertising and marketing to support CAF recruitment. The services to be provided include account management, strategic planning and development, creative and technical production, digital engagement strategies, marketing and partnership activities and reporting. The contractor will conceptualize and create national, regional and local strategies and creative content that is compliant with Government of Canada (GOC) policies, acts and standards and in line with the DND and CAF's recruitment advertising requirements.

2. BACKGROUND

DND's Assistant Deputy Minister (Public Affairs), through the Director General, Marketing and E-Communication (DGMEC) and Director, Marketing and Advertising (DMA), in consultation with Chief Military Personnel (CMP), is responsible for implementation of CAF recruitment marketing and advertising programs.

As mandated in the Defence Policy, *Strong, Secure, Engaged*, DND and the CAF must increase the numbers of qualified individuals recruited into the CAF. This includes the requirement to attract qualified applicants for all military occupations, and significantly increase the representation of women and people from diverse backgrounds (Indigenous peoples and visible minorities) into Canada's armed services.¹

DMA supports this objective using strategies and tactics designed to ensure Canadians have a high level of awareness of the CAF and consider the CAF as an employer of choice.

3. MARKETING AND ADVERTISING OBJECTIVES

CAF recruitment advertising and marketing efforts are driven by the following overarching objectives:

- Increase awareness of CAF as an employer of choice.
- Persuade a greater number of people, including women and Canadians with diverse backgrounds (Indigenous Peoples and visible minorities) to consider a career in the CAF and apply.
- Reach influencers to support a potential candidate's decision-making process.

4. TARGET AUDIENCE(S)

Primary Target Audience – Canadians 18- to 34-Years Old

This primary target audience is segmented as follows, with messaging tailored to address their unique motivations and overcome barriers to recruitment:

- Canadians 18- to 34-years-old
- Diverse audience: women, Indigenous peoples, and visible minorities
- Individuals enrolled or seeking to enroll in colleges and university, and specific education programs
- Young adults interested in working in specific occupations that are difficult to fill

¹ As articulated in Canada's Defence Policy, *Strong Secure Engaged*, 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 the policy affirms the CAF's commitment to diversity and inclusion, with mandated increases in the numbers of women, visible minorities and Indigenous peoples serving in Canada's military.

Secondary Target Audience – Influencers and Intermediaries

This audience is composed of adults above the age of 30, and includes parents, family members, educators, guidance counsellors, community leaders and other individuals playing a role in the career decisions of the target audiences.

Barriers to recruitment of these audiences

The following represents some of the main barriers to recruiting the primary audience:

- Among the younger target recruit demographic, familiarity with the CAF is low
- Canadians have a general lack of knowledge of the career opportunities within the CAF
- Perceived and actual barriers to joining the CAF include the physical challenge, being away from home, being exposed to danger, giving up personal freedom, contractual commitments, and lacking work-life balance
- While the majority of Canadians have a generally favourable impression of the CAF and would encourage their friends and family to join, they are less apt to consider a career in the CAF themselves
- Public opinion research reveals that while most Canadians have a positive impression of the people in the CAF, fewer Canadians would recommend it as a career²

5. KEY RECRUITMENT MESSAGES³

- The CAF offers rewarding and challenging careers with competitive pay and benefits
- A career with the CAF can take many forms including, long-term or short-term, and full-time or part-time
- There are more than 100 different career opportunities in the CAF
- The CAF offers training and lifelong learning for each of its members
- The CAF is an inclusive workplace

6. PROJECT AUTHORITY⁴

The Project Authority (PA) resides at ADM(PA). The PA and will acquire appropriate approvals from senior management at DND, CAF and from the Government of Canada (GOC) central agencies.

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, marketing and partnership strategies and plans must be vetted through the PA
- Development of advertising, marketing, partnership and related materials requires internal approvals within ADM(PA), and DND and CAF
- These levels of approval may result in longer timeframes for approval prior to proceeding with specific projects
- 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

² Source: DND's Views on the Canadian Armed Forces – 2018 Tracking Study (Earncliffe, 2018)

³ Other messages may be determined by the Project Authority (PA) depending on the campaign and target audience(s).

⁴ 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 name of the PA will be provided once the contract is issued. The PA will communicate approvals to the Contractor

7. SERVICES REQUIRED

Overview

DMA's advertising and marketing strategy for CAF recruitment is comprised of an overarching awareness campaign and several smaller targeted campaigns that support specific recruitment objectives.

The Contractor will provide account management, strategic planning and development, creative and technical production, digital engagement strategies, marketing and partnership activities and reporting for the awareness and sub-campaigns as required. The contract period will be for one year, with an option for up to an additional three years at the discretion of the PA.

The sub-campaigns include advertising and marketing targeted at women, Indigenous peoples, and priority occupations designed to help fill in-demand positions in the CAF as quickly as possible to maintain its operational capability.

During the initial phase of the contract, the Contractor will support the continued development and launch of the existing awareness strategy and creative assets.⁵ This campaign, once launched, is expected to be in market for at least two years.

All campaign elements promote awareness and/or call-to-action that drive the target audience to Forces.ca, a content-rich source of information about careers, education and life in the CAF. The approach prescribes uniform messaging, and a common look and feel across all DND and CAF recruitment channels including advertising and marketing campaigns, recruiting centres, exhibits and displays, events, and recruitment support products such as videos.

The contractor will ensure consistency in planning and executing the existing strategy as well as developing new strategies, assets as the requirements evolve. This campaign must ensure maximum exposure among the target audiences in order to meet DND's objectives. The strategy must include general awareness for target audiences.

The contractor will provide all services related to the development and execution of a branding strategy. This includes developing the project approach, reviewing and analyzing secondary research, developing a research brief to inform a public opinion research study, and developing creative concepts, assets and a tagline.

7.1 Strategic Planning and Development

All advertising and marketing campaigns will include:

- Initial media strategy discussion with Agency of Record (media)
- A summary of the insights, based on Canadian data, that support the strategic recommendation(s)
- A description of the concept, the central message(s), sub message (s) and a rationale of why the concept will resonate with the target audience(s)
- Full-colour mock ups of the creative idea
- Clear and specific content

⁵ Initially developed by the previous agency in 2018-2019

- Measurable objectives
- Production budgets per tactic
- Critical path
- Evaluation process (including GOC and Industry benchmarks, and other relevant standards).

The contractor will also:

- Develop detailed creative strategies and plans and collaborate 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 and assets.
- Conduct secondary Canadian research and data analysis, and review past campaign performance and supplied research to provide informed recommendations to achieve campaign objectives

7.2 Creative and Production Services

The contractor will provide the following creative and production services⁶ as required:

- Oversee and provide direction on quality of all creative elements, concepts, development, and production of advertising products and marketing/partnership materials.
- For creative concepts, the Contractor will present three (3) distinct creative concepts for review and approval by the PA. The contractor is required to produce these creative concepts for approval in the form of mock-ups, story boards, or scripts
- Once finalized, the approved creative concept must be adapted for the various media types identified in the strategy.
- Provide creative material for focus testing in both official languages and in other languages, as required⁷.
- Revise and finalize the creative concept based on PA's recommendations, focus testing results and required revisions identified during the approval process.
- Write and edit text for all drafts through to final materials.
- Provide copy-editing and proofreading services in both official languages, and in other languages as required.
- Translate/adapt content (from drafts through to final materials) to the other official language and other language(s) as required.
- Work with the AOR to ensure that strategic and production requirements align.
- Produce graphics, photographs and design layouts through to pre-press for all printed materials.⁸
- Script, shoot, and post-produce through to final edit for broadcast, video, and cinema materials.
- Design, program and test through to final release for digital media.
- Negotiate talent fees following applicable Canadian union regulations.

⁶ All studio services including items such as file retrieval, saving to USB, 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.

⁷ All alternate language translations should be done by professional translators and should be double-verified for accuracy by additional translators coordinated through the Contractor.

⁸ Ownership of Product – Copyright for all originally produced materials generated by this project shall rest with Her Majesty of Canada. The provision of the necessary rights, and documented proof thereof (releases), to all materials contained in the productions and supplied by the Contractor or its subcontractors, 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

- Distribute (traffic) materials to media outlets for non-digital creative and to the AOR for digital creative.
- Deliver final materials (including all working files) to the PA.
- Ensure consistency and quality control of all sub-contractors' work

7.3 Account Management

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

- Ensure that all GOC 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 adherence to timelines, budgets, and staff resources
- Liaise, as per PA requirements, with the AOR to ensure alignment between the creative and media strategies
- Ensure quality assurance and adherence to the *Official Languages Act, the Policy on Communications and Federal Identity* and the DND/CAF Visual Identity for creative products
- Ensure that all creative elements have the PA's signed approval prior to production
- Contractor to attend client briefings and meetings
- Provide verbal status updates as required by PA
- Provide for a process to ensure that at the end of a contract, all deliverables are provided to the Crown within 30 days of the expiry of the contract or within timelines set-out by the PA in a Task Authorization (TA) and in final workable formats. This process, to occur in the final year of the contract, is to be developed and approved in consultation with the PA
- Deliver all requested components as detailed in this Statement of Work (SOW)
- The contractor will participate in face-to-face meetings when needed and will provide records of discussion via to the PA email following the meeting reports

7.4 Financial Management and Reporting

The Contractor will be required to provide financial management and reporting services that may include but are not limited to the following:

- Provide monthly financial reporting by 29th of each month, based on Generally Accepted Accounting Principles, including a breakdown by personnel, time resources, travel and rates and a monthly cost "burn rate" per TA that compare initial budget allocation with spend to date as per GOC contracting standards
- Provide up-to-date budgets for each TA by the 29th of each month and provide notices of budget variances for PA approval prior to work being done
- Provide timely, accurate, itemized invoices no later than 30 days following the provision of services, and in accordance with the invoicing instructions.
- Ensure invoices and hours billed are assigned to relevant TA
- Provide all estimates for approval as requested by the PA
- Provide short-term estimations on upcoming work (per TA) on a bi-weekly basis, and cost overviews of previous work done during the two-week period

7.5 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.

- 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 GOC
 - Consulting with the AOR on all media elements including evaluation of media opportunities
 - 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 on behalf of the GOC. Within this context, the Contractor must contact the AOR to initiate any and all negotiations with media suppliers for media opportunities.

8. 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, marketing and partnership materials. In addition, the requirement for this examination may, from time to time, arise on an urgent basis. The Contractor will supply the PA with a record of discussion immediately following meetings.

DND will pay travel expenses for the Contractor's representative(s) in accordance with [Treasury Board Travel Guidelines](#) and as approved by the PA.

Where travel is deemed necessary, the Contractor will submit a cost estimate in writing to the PA before travelling and must obtain approvals from the PA for travel estimates prior to travel. All travel expenses must be accompanied by receipts and must be invoiced no later than 30 days following the trip.

9. CAMPAIGN EVALUATION

If requested, the Contractor must provide information and materials to test advertising campaign creative concepts, as well as to evaluate audience impact.⁹

The PA will measure each media tactic against key performance indicators identified for the campaigns. These performance indicators may vary by campaign and tactic, and include the following:

- Awareness/recall of campaign using the GOC standard Advertising Campaign Evaluation Tool (ACET)
- Increase in number of Canadians who have initiated an application on Forces.ca
- Increase in number of Canadians who have visited Forces.ca recruitment pages
- Increase in number of Canadians who have knowledge of the CAF and believe it to be a desirable job or educational opportunity
- Increase in number of influencers who have knowledge of and a positive association with the CAF

The PA 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

⁹ 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.

- **Social Listening:** Increase in instances on social media (including forums, blogs and social media platforms) of individuals or groups expressing positive associations with the CAF and with employment in the CAF
- **Advertising Campaign Evaluation Tool (ACET):** Public opinion research testing the recall of the awareness campaign using pre and post-campaign results¹⁰. DND will contract Public Opinion Research separately and outside of this contract.
- **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 CAF 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

10. PA RESPONSIBILITIES

The PA is responsible for providing the Contractor with the following:

- Existing communication plans and marketing strategies and creative assets
- The Agency of Record (AOR) and Advertising Technology Provider (ATP) manuals outlining the GOC's media planning and buying procedures and ad serving information
- Assistance with developing strategies consistent with other communications and marketing initiatives across government
- The PA will provide any logos to be used
- Review of materials submitted by the Contractor to provide revisions and enhancements of the material in accordance to the agreed upon processes and timelines
- Assistance in adjusting and adapting the campaign as required based on the results of research activities
- Coordination of the overall project including, providing feedback, direction and guidance to the Contractor, and accepting and approving the Contractor deliverables on behalf of DND
- Ensure that all approvals are provided in accordance with the agreed-upon processes
- Provide other assistance or support as required

11. CONSTRAINTS

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

11.1 Government of Canada (GOC) Advertising

Government of Canada advertising is defined as any message conveyed in Canada or abroad and paid for by the government for placement in media, including but not limited to newspapers, television, radio, cinema, billboards and other out-of-home media, mobile devices, the Internet, and any other digital medium.

GOC advertising is coordinated centrally by the Privy Council Office (PCO) and Public Services and Procurement Canada (PSPC). Departments implement advertising initiatives in collaboration with these organizations.

¹⁰ Government of Canada advertising campaigns with media buys over \$1,000,000 must be pre-tested before launch and post-tested following campaign run.

GOC advertising allocations are approved annually. The PA will advise the Contractor when funding confirmation is received. The Contractor cannot initiate any deliverables until notified and PA approval is provided.

The Contractor will not place any GOC advertisement in any advertising medium. As required, the Contractor will be responsible for media trafficking in collaboration with the AOR. Materials must not be forwarded to media outlets prior to receiving the AOR's email acknowledgement of receipt of the work authorization (WA) and list of media outlets purchased.

Upon request from the Project Authority, the Contractor will be required to participate in meetings with the AOR and/or ATP to discuss campaign requirements, procedures, and roles and responsibilities to ensure integrated and seamless campaign planning and execution.

The Contractor should refer to the [Mandatory Procedures for Advertising](#) to fully understand GOC advertising requirements.

11.2 Polices, Acts and Standards

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

- [Policy on Communications and Federal Identity](#)
- [Contracting Policy](#)
- [Official Languages Act](#) (Sections 11, 30, and 41) and the [Policy on Official Languages](#)
- [Privacy Act](#)
- [Standard on Web Accessibility](#)
- As well, the Contractor will ensure compliance with the relevant legislation of all Canadian jurisdictions where the campaign materials will be used

11.3 Approval Process

The Contractor will submit all proposed concepts (consisting of messages and creative), strategies, and related materials to the PA for written approval within prescribed deadlines. A rigorous, multi-level approval process is followed within DND and the CAF. The PA will be responsible for obtaining written approvals of all work from internal (DND and the CAF) and external (central agencies) approving authorities and will provide written confirmation of approvals to the Contractor.

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 media assets purchased.

11.4 Creative Content

The Contractor will adhere to the following creative content requirements:

- All images used (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 elements to adhere to the [Federal Identity Program](#) (FIP) and the DND/CAF Visual Identity
- The Contractor must ensure that all online advertisements adhere to Canadian and international standards for such media

- Ensure compliance with relevant self-regulation, standards and best practices of the advertising industry for digital advertising

11.5 Security

The Contractor must, at all times during the performance of the Contract, hold a valid *Designated Organization Screening* (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Services and Procurement Canada (PSPC).

- The Contractor personnel requiring access to sensitive work site(s) must each hold a valid Reliability status or Secret Status, granted or approved by the CISD/PSPC. The Contractor will be responsible for securing appropriate levels of clearance required while working with DND and the CAF
- Subcontracts, which contain security requirements, are not to be awarded without the prior written permission of CISD/PSPC
- The Contractor must comply with the provisions of the [Security Requirements Check List](#), [Policy on Government Security](#) and the [Industrial Security Manual](#)

12. OTHER APPLICABLE STANDARDS

12.1 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 Pro

12.2 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, USB or ZIP file, wherever possible.

12.3 Reference Websites

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

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

Common Services Policy: www.tbs-sct.GOC.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):

- Graphic Design
- Copy Writing (English or French)
- Copy Editing (English or French)
- Translation and Adaptation
- Proofreading (English and French)
- Production Coordination Services
- Public Relations (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	Hourly Rate Option Period 4
Account Management & Coordination Services	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Strategic Planning & Development Services	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Creative and Production Services	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
Blended Rate	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

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"
FEDERAL CONTRACTOR'S 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 "D"
TECHNICAL AND FINANCIAL EVALUATION

1.1 SUMMARY OF EVALUATION PROCESS AND GENERAL SUBMISSION REQUIREMENTS

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

MANDATORY TECHNICAL REQUIREMENTS		Scoring
M1	Corporate Experience	MET/NOT MET
M2	Ability to Communicate in English and French	MET/NOT MET
M3	Resources and Accreditation	MET/NOT MET
MINIMUM REQUIRED		ALL MET
<ul style="list-style-type: none"> ▪ Bidders that fail to meet all mandatory criteria will not be evaluated further and will be considered non-responsive. 		

RATED TECHNICAL REQUIREMENTS		MINIMUM PASS MARK	MAXIMUM POINTS
R1	Situational Analysis	3 Pts per example = 6 Pts	5 Pts per example = 10 Pts
R2	Strategic Thinking	3 Pts per example = 6 Pts	5 Pts per example = 10 Pts
R3	Campaign Execution and Creativity	3 Pts per example = 6 Pts	5 Pts per example = 10 Pts
R4	Results	3 Pts per example = 6 Pts	5 Pts per example = 10 Pts
R5	Robust Management System	3 Pts	5 Pts
R6	Quality Assurance	3 Pts	5 Pts
TOTAL POINTS		30 Pts	50 Pts
<ul style="list-style-type: none"> ▪ Bidders that fail to meet the minimum points in each rated criterion will not be evaluated further and will be considered non-responsive. ▪ Partial points will not be awarded. 			

1.2 TECHNICAL EVALUATION CRITERIA

RESPONSE GUIDELINES
<p>Bidders are asked to organize their response according to specifications provided, where applicable, to facilitate the evaluation process. Bidders should note:</p> <ul style="list-style-type: none"> ▪ The entire response to this Technical Evaluation should be limited to a maximum of 26 pages. ▪ Certification requirements and Financial Evaluation submissions are not included in the 26 page limit ▪ Links to additional information will not be accessed for evaluation purposes. Any images included on the pages will be considered as part of the total page length ▪ Bidders are not to engage in any unpaid speculative work (i.e. strategy development, research etc.). A combination of the Bidder's existing knowledge combined with information provided in this Request for Proposals (RFP) should be used to formulate responses <p>DEFINED TERMS for the purpose of this evaluation</p> <ul style="list-style-type: none"> ▪ Completed is defined as: <ul style="list-style-type: none"> ▪ 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:

<ul style="list-style-type: none"> ▪ Campaign was a mix of at least three 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: <ul style="list-style-type: none"> ▪ Campaign was delivered in at least five Provinces ▪ Regional Component is defined as: <ul style="list-style-type: none"> ▪ Campaign was delivered in at least one urban area

The following scoring grid will be used to evaluate each of the rated criteria and the oral presentation:

Percentage Factor	Percentage of total	Rating Level
0	0%	Insufficient relevant information not provided. Unable to evaluate.
1	20%	Unacceptable - Information provided demonstrates that the Bidder's approach or experience does not meet the stated criteria and overall requirement.
2	40%	Poor - Information provided demonstrates that the Bidder's approach or experience only partially meets the stated criteria or is only partially relevant to the overall requirement.
3	60%	Good - Information provided demonstrates that most elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
4	80%	Very Good - Information provided demonstrates that all elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
5	100%	Excellent – Information provided demonstrates that all elements of the Bidder's approach or experience exceeded the stated criteria and are highly relevant to the overall requirement.

EVALUATOR INSTRUCTIONS:

1. Only the percentage factors indicated in the above 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.
2. 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.

1.3 MANDATORY TECHNICAL EVALUATION

M1. Corporate Experience		
The Bidder must have the following experience over the three (3) years preceding the bid closing date: The Bidder MUST demonstrate its capability and experience in developing creative solutions by providing two (2) different examples of national campaigns they have developed and executed for large corporate or government clients. 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 three (3) years from bid closing.	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one of the two (2) examples submitted MUST have been originally developed in both official languages (English and French).	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one of the examples, must demonstrate experience planning and executing multi-media media for campaigns of \$1M or more.	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one of the two (2) examples submitted MUST have been a national advertising campaign that targeted a specific demographic.	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one of the two (2) examples submitted must have a geographically targeted (municipal or provincial) component	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ Both examples must provide the information outlined in R1 to R6 as described below	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
Submission Requirements		
Complete the M1 checklist above		

M2. Ability to Communicate in English and French	SCORING	
The Bidder must demonstrate the ability to provide all services described in the Statement of Work (SOW), in English and French, as and when required.	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
Submission Requirements		
Complete the M2 checklist above		

1.4 POINT-RATED TECHNICAL CRITERIA

R1. Situational Analysis

For each example, the bidder must demonstrate their ability to conduct a situational analysis. This includes descriptions of client's business requirements, operating environment, marketing and advertising objectives, challenges, operational constraints, target audiences, and what the agency was hired to do. Response should include a description of the product/service/social issue at the heart of the campaign.

Submission Requirements

Page limit: Maximum four total pages – both examples included (only the first four pages of the response will be evaluated)

Maximum Points	10 Pts (5 Pts per example)
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Minimum Points	6 Pts (3 Pts per example)
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R2. Strategic Thinking

For each example, the bidder must describe the strategic thinking behind the creative approach they used to respond to their client's objectives. This must include the research (with attributions) used in informing the strategic thinking, the target audience demographic, values, motivating factors, media consumption patterns, and ongoing analysis of the advertising environment.

Submission Requirements

Page limit: Maximum four total pages – both examples included (only the first four pages of the response will be evaluated)

Maximum Points	10 Pts (5 Pts per example)
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Minimum Points	6 Pts (3 pts per example)
-----------------------	----------------------------------

R3. Campaign Execution and Creativity

For each example, the bidder must:

- Describe how the creative elements of both campaign examples contributed to the achievement of the client's objectives. This example must also illustrate how the various elements of the campaign worked together.
- Describe how they tailored and produced the creative assets for the various digital and social media platforms.
- Provide campaign name, client name, campaign dates and campaign budget range.

Submission Requirements

Page limit: Maximum four total pages – both examples included (only the first four pages of the response will be evaluated)

Maximum Points	10 Pts (5 Pts per example)
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Minimum Points	6 Pts (3 Pts per example)
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R4. Results

For each example, the bidder must summarize the campaign results, for the entire campaign period. This response must include the following information:

- What was the media strategy and why was it used?

- How did the bidder implement best practices and optimization on an ongoing basis throughout the campaign?

Submission Requirements

Page limit: Maximum four total pages – both examples included (only the first four pages of the response will be evaluated)

Maximum Points 10 Pts (5 Pts per example)

Minimum Points 6 Pts (3 Pts per example)

R5. Robust Management Systems

- Bidder must describe their systems, tools and processes for communicating with clients throughout the campaigns including, how they resolved issues and challenges, provided campaign reports, and in-campaign optimization recommendations
- Bidder must describe how they managed approvals, post-campaign evaluations and post-mortems
- Bidder must describe project management process including, how they 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
- Bidder must explain project management processes to mitigate risk related to potential for delays due to approvals from the client and or/GOC
- In the context of extremely short timelines, bidder must describe systems and processes that are in place to manage multiple, consecutive projects that may require the use of the same limited resources as well as their approach to acquiring and managing surge capacity
- The bidder must describe their capacity to execute financial management, invoicing and reporting in compliance with Generally Accepted Accounting Principles, and in accordance with the Government of Canada’s procurement and contracting requirements

NOTE: this response is not to be provided in the context of the two examples used in R1 to R4

Submission Requirements

Page limit: Maximum six pages (only the first six pages of the response will be evaluated)

Maximum Points 5 Pts

Minimum Points 3 Pts

R6. Quality Assurance Process for Language and Creative Adaptation

Bidder should describe the quality control processes in place to ensure the quality of creative materials (including imagery, text, video, and music) as well as processes to translate/adapt content from one of Canada's official languages into the other, and into any other language for various ethno-cultural audiences.

NOTE: this response is not to be provided in the context of the two examples used in R1 to R4

Submission Requirements

Page limit: Maximum four pages (only the first four pages of the response will be evaluated)

Maximum Points 5 Pts

Minimum Points 3 Pts

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 four periods of the contract (initial contract period, and the option periods).

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	Hourly rate Option Period 4	Average Rate
Account Management & Coordination Services	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Strategic Planning & Development Services	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Creative and Production Services	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Blended Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00

Firm B

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Hourly rate Option Period 4	Average Rate
Account Management & Coordination Services	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Strategic Planning & Development Services	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Creative and Production Services	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Blended Rate	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00

Firm C

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Hourly rate Option Period 4	Average Rate
Account Management & Coordination Services	\$185.00	\$195.00	\$205.00	\$205.00	\$205.00	\$199.00
Strategic Planning & Development Services	\$235.00	\$245.00	\$255.00	\$255.00	\$255.00	\$249.00
Creative and Production Services	\$235.00	\$245.00	\$255.00	\$255.00	\$255.00	\$249.00
Blended Rate	\$150.00	\$155.00	\$160.00	\$160.00	\$160.00	\$157.00

Firm D

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Hourly rate Option Period 4	Average Rate
Account Management & Coordination Services	\$75.00	\$75.00	\$85.00	\$85.00	\$85.00	\$81.00
Strategic Planning & Development Services	\$75.00	\$75.00	\$85.00	\$85.00	\$85.00	\$81.00
Creative and Production Services	\$75.00	\$75.00	\$85.00	\$85.00	\$85.00	\$81.00

Blended Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00
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Firm E

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Hourly rate Option Period 4	Average Rate
Account Management & Coordination Services	\$150.00	\$155.00	\$160.00	\$165.00	\$170.00	\$160.00
Strategic Planning & Development Services	\$150.00	\$155.00	\$160.00	\$165.00	\$170.00	\$160.00
Creative and Production Services	\$150.00	\$155.00	\$160.00	\$165.00	\$170.00	\$160.00
Blended Rate	\$150.00	\$155.00	\$160.00	\$165.00	\$170.00	\$160.00

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 and Production Services	Blended Rate
FIRM A	\$100.00	\$100.00	\$100.00	\$75.00
FIRM B	\$105.00	\$105.00	\$105.00	\$105.00
FIRM C	\$199.00	\$249.00	\$249.00	\$157.00
FIRM D	\$81.00	\$81.00	\$81.00	\$50.00
FIRM E	\$160.00	\$160.00	\$160.00	\$160.00
OVERALL AVERAGE	\$121.67	\$121.67	\$121.67	112.33

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 and Production Services	Blended Rate
FIRM A	\$100.00	\$100.00	\$100.00	\$75.00
FIRM B	\$105.00	\$105.00	\$105.00	\$105.00
FIRM C	\$199.00	\$249.00	\$249.00	\$157.00
FIRM D	\$81.00	\$81.00	\$81.00	\$50.00
FIRM E	\$160.00	\$160.00	\$160.00	\$160.00
OVERALL AVERAGE	\$121.67	\$121.67	\$121.67	112.33
Maximum Responsive	\$243.34	\$243.34	\$243.34	\$224.66
Minimum Responsive	\$60.84	\$60.84	\$60.84	\$56.17

The bid from Firm C would be non-responsive as it did not meet the maximum responsive hourly rate for three categories. The bid from Firm D 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	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$160.00	3.13

BIDDER	Strategic Services	Weighted Financial Score
FIRM A	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$160.00	3.13

BIDDER	Creative and Production Services	Weighted Financial Score
FIRM A	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$160.00	3.13

BIDDER	Blended Rate	Weighted Financial Score
FIRM A	\$75.00	5.00
FIRM B	\$105.00	3.57
FIRM E	\$160.00	2.34

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 Services	Creative and Production Services	Blended Rate	TOTAL FINANCIAL SCORE
FIRM A	5.00	5.00	5.00	5.00	20.00
FIRM B	4.76	4.76	4.76	3.57	17.85
FIRM E	3.13	3.13	3.13	2.34	11.73

ANNEX "E" - 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