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K1A 0S5

Bid Fax: (819) 997-9776

**LETTER OF INTEREST**

**LETTRE D'INTÉRÊT**

Comments - Commentaires

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

Information Management/Information Technology -  
IM/IT/Gestion de l'Information - Technologie de

l'Information-GI/II

Terrasses de la Chaudière 4th Floor

10 Wellington Street

Gatineau

Quebec

K1A 0S5

<b>Title - Sujet</b> Visa Application Centre (VAC)	
<b>Solicitation No. - N° de l'invitation</b> B8698-200141/A	<b>Date</b> 2020-06-05
<b>Client Reference No. - N° de référence du client</b> B8698-200141	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$XQ-007-37861
<b>File No. - N° de dossier</b> 007xq.B8698-200141	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2020-12-31</b>	
<b>Time Zone</b> Fuseau horaire Eastern Standard Time EST	
<b>F.O.B. - F.A.B.</b> Specified Herein - Précisé dans les présentes	
<b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input checked="" type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> PSPC VAC Procurement Team	<b>Buyer Id - Id de l'acheteur</b> 007xq
<b>Telephone No. - N° de téléphone</b> ( ) - ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF CITIZENSHIP AND IMMIGRATION 365 LAURIER AVE WEST 16TH FLOOR OTTAWA Ontario K1A1L1 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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



**Public Services and Procurement Canada (PSPC)  
Acquisitions Branch (AB)**

**Subject**

Visa Application Centres (VAC) Procurement

**1. Purpose**

Public Services and Procurement Canada (PSPC) and Immigration, Refugees, and Citizenship Canada (IRCC) have begun work on the procurement for IRCC’s global Visa Application Centres (VAC) service delivery network. The procurement would replace the current contracts, which were awarded in February 2018. The initial contract period for the current contracts will expire on October 31, 2023 with Canada holding the option to extend the contract by up to 3 additional years. This Notice outlines Canada’s intended industry engagement strategy and invites interested Suppliers to participate in the engagement process.

The industry engagement will follow PSPC’s Smart Procurement principles, allowing interested Suppliers the opportunity to engage with Canada regarding the VAC procurement and to maintain an open dialogue throughout the procurement process. IRCC will be seeking industry feedback on both in-Canada and overseas VAC services, services currently offered at VACs, expanding the types of services offered, flexible service delivery models, innovative technical solutions, and the overall procurement strategy. This approach will help achieve an end-state business and technical solution that meets the needs of Canada’s Citizenship, Refugee, and Immigration programs in the most effective way possible. For more information please refer to <https://buyandsell.gc.ca/initiatives-and-programs/smart-procurement> .

**2. Background Information**

IRCC is responsible for maintaining a global network of VACs overseas that provide facilities and enhanced administrative support services to individuals applying to come to Canada. VACs are operated by third-party service providers formally contracted by the Government of Canada to ensure a standardized service delivery approach. As a result, applicants benefit from more points of service, extended hours of operation, and in-person access that is not available at most Canadian Migration Offices.

VACs are currently the primary vehicle for collecting biometrics overseas in support of IRCC’s Immigration program lines of business. Biometrics comprise biometric data (fingerprint and photo) and biographic data and are an integral part of the overall immigration decision making process. VACs play a key role in ensuring that applicants submit complete applications. VACs also provide various services before, during, and after their applications are assessed by an IRCC officer and ensure applicants have a positive experience such as answering questions in local languages, facilitating the payment of government fees to Canada, photocopying, and completing online and paper application forms. However, VACs play no role in the applicant decision-making process. All decisions are made by IRCC.

As the world changes, Canada is looking to further evolve its application and biometric enrolment processes, and explore opportunities to improve client service by offering more services via a VAC



network both in Canada and overseas. It is Canada's intention to take advantage of available technology where possible to explore potential service delivery innovations to modernize and ensure excellence in client service. With this in mind, a primary goal of this industry engagement strategy is to learn more about options that are available to support the development of IRCC's business requirements.

### 3. Potential Scope of Work

The possible scope of the work to be explored under the VAC procurement initiative may include, but is not limited to, some or all of the following:

#### a. Promoting Canada as a destination of choice

- Establishing an extensive network of VAC locations that meets the needs of its clients;
- Displaying materials at VACs that promote Canada as a desirable place to work, study, or visit; and
- Providing tourism services to facilitate the arrangement and enjoyment of attractions and tours upon arrival in Canada.

#### b. Flexible service delivery options

- Establishing permanent, temporary and pop-up (temporary, one-time point of service) VAC facilities to provide a broad network of access points;
- Offering mobile services to applicants willing to pay for the convenience of submitting their application and/or biometrics at their location; and
- Sharing VAC facilities, staff, and services with partner countries to further expand the offering.

#### c. Application intake and digitization

- Assisting applicants with completing and submitting visa applications or other forms relating to immigration and/or citizenship, and ensuring all applications are complete at the time of submission;
- Ensuring that applications, supporting documents, and passports are in a digital format at the time of application submission;
- Assisting applicants with payment of their government fees to the Government of Canada; and
- Transmitting any paper documentation to and from the Canadian Migration Office as required.

#### d. Biometric collection

- Collecting biometric and biographic information based on a set of defined protocols and compliance standards from applicants to Canada;
- Ability to collect biometrics for multiple partners in a VAC sharing arrangement;
- Interested suppliers who have existing biometric collection solutions (hardware/software) are encouraged to include information on the solution as part of their response to the RFI.

#### e. Information Services

- Information services available to applicants by phone, email, and webchat in English, French, and local language(s) through dedicated contact centres;
- Development and maintenance of a website for each VAC in English, French, and local language(s); and
- In-person information services available to applicants at each VAC location.



**f. Providing Value-added Services**

- Premium services to assist applicants willing to pay additional fees for more personalized or more convenient service;
- Document services such as visa printing, secure document printing, photocopying, scanning, and translation;
- Travel security services such as enhanced identity checks for applicants who may travel frequently;
- Services to the Canadian Migration Office such as interview facilitation, interview rooms, and videoconferencing; and
- Other value-added services proposed by the contractor and subject to approval by Canada.

**g. Change Management**

- Ability to effectively respond to Canada's changing business and operational requirements over the period of the contract;
- Ability to update the biometric collection solution (hardware and software) to meet IRCC program and operational requirements.

**4. Industry Engagement Strategy**

Canada's industry engagement strategy may include the following activities:

**a. Written responses to Requests For Information**

Canada may issue one or more Requests for Information (RFI), in which Suppliers will be invited to submit a response to include their ideas, solutions, and vision for VACs of the future. Any RFI issued by Canada will be sent to all Suppliers registered to participate in the engagement process.

**b. One-on-one and/or group sessions with interested Suppliers**

In addition to RFIs, one-on-one and/or group sessions may be offered to any Suppliers interested in discussing the submitted ideas, solutions and vision for future VACs with Canada. One-on-one sessions would be held between Canada and each interested Supplier individually, whereas group sessions would be an invitation to all Suppliers to meet with Canada at the same time. The invitation to any sessions offered will be sent to all Suppliers registered to participate in the engagement process, and the schedule established at that time.

**c. Participation in Supplier workshops and/or conferences**

Canada may also consider attending workshops or conferences held by Suppliers, provided they are related to the scope of this industry engagement. Should this activity be considered, Canada will issue a call-out to Suppliers registered to participate in the engagement process, with guidelines and timeframes during which invitations for Canada to participate in workshops or conferences may be proposed.

**d. Demonstration of existing or proof-of-concept Supplier solutions**

Considering the scope of this industry engagement includes the modernization of VACs of the future, Canada may offer Suppliers the opportunity to demonstrate their existing solutions, or proof-of-concepts for solutions being built but not fully completed, provided they are related to the scope of this industry engagement. Canada may request to test these solutions. Should this activity be considered, Canada will



issue a call-out to Suppliers registered to participate in the engagement process, with guidelines and timeframes during which demonstrations or proof-of-concepts may be proposed.

**e. Participation in Industry Day**

As Canada moves closer to formalizing its vision for VACs of the future, it may hold an Industry Day to present Canada’s vision for VACs, operational model, business and technical requirements, and the procurement strategy. The Industry Day would permit Canada the opportunity to present and explain its vision and grant an open forum to participants to provide input and ask questions directly. The Industry Day would likely be held by video conference, and may include the option for in-person attendance as well. Following the Industry Day, Canada may request that participating Suppliers submit written feedback on the information presented. Canada will notify all Suppliers registered to participate in the engagement process of any scheduled Industry Day.

**f. Written responses to Draft Request for Proposal**

Canada may publish one or more draft Requests for Proposal (RFP), in order to solicit further feedback from Industry prior to developing the final RFP. A draft RFP would contain some or all of the proposed contractual language that is being considered for inclusion in the final RFP. Following the publication of a draft RFP, Canada may invite Suppliers to submit written feedback on its content and language. Canada will advise all Suppliers registered to participate in the engagement process any time a draft RFP is published.

**5. Participating in Industry Engagement**

Suppliers are encouraged to email the PSPC Contracting Authority listed in this Notice to identify their organization as interested in participating in this engagement process. To register, Suppliers must complete the attached “Rules of Engagement” form and send, via email to the email the PSPC Contracting Authority. As described in section 4 of this document, further details (such as dates, guidelines, and timeframes) for any activity Canada elects to engage in will be communicated directly to all Suppliers registered to participate in the engagement process.

Participation in industry engagement activities is not a mandatory requirement. Suppliers that do not participate will remain eligible to submit a proposal in response to any future Request for Proposal relating to the VAC re-procurement.

However, please be advised that participation in any industry engagement activity related to the VAC procurement will be strictly reserved to Suppliers who have properly registered with PSPC and have signed the Rules of Engagement.

Suppliers may pose questions at any point during this engagement process. All communications related to this industry engagement must be directed through the PSPC Contracting Authority only; suppliers are not to contact IRCC directly. Any questions and subsequent responses will be distributed to all Suppliers registered to participate in the engagement process as they become available.



## 6. Confidentiality

Canada will handle any material or information provided by Industry in response to any engagement strategy activities in accordance with the Access to Information Act. Although the information collected may be provided as commercial-in-confidence, Canada may use the information to assist in defining the business requirements.

Suppliers responding to any of the engagement activities are encouraged to identify the information shared with Canada they feel is proprietary, third party confidential, or personal information. Please note that Canada may be obligated by law to disclose proprietary or commercially-sensitive information concerning a respondent (for example, in response to a request under the Access of Information and Privacy Act). For more information, please refer to: <http://laws-lois.justice.gc.ca/eng/acts/a-1/>

## 7. Disclaimer

This document is intended for information purposes only and may be subject to change without notice. Release of this information does not constitute a commitment on the part of the Government of Canada to carry out a procurement, issue a Request for Proposal, or contract for any of the above-mentioned requirements.

Please note Canada will not reimburse any Supplier or attendee for expenses incurred in responding to Canada's questions or participating in any engagement activities. Attendees are responsible for their own transportation, accommodation, meals, parking, and all other expenses associated with this industry engagement.

## 8. PSPC Contracting Authority

Visa Application Centre (VAC) Procurement Team  
Major Projects Procurement Directorate – XQ/XG Division  
Public Services and Procurement Canada

Email: [TPSGC.CRDVApprovisionnement-VACProcurement.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.CRDVApprovisionnement-VACProcurement.PWGSC@tpsgc-pwgsc.gc.ca)



## **VISA APPLICATION CENTRE (VAC) NETWORK**

### **Industry Engagement Process**

#### **Rules of Engagement**

**(Mandatory Form for Participant)**

**File No. B8698-200141**



An overriding principle of the Industry Engagement is that it be conducted with the utmost fairness and equity between all parties. No one person or organization shall receive nor be perceived to have received any unusual or unfair advantage over the others.

All Crown documentation provided throughout the Industry Engagement process (“Consultative Process”), which begins with registering for Industry Engagement and concludes should a RFP be published on Buyandsell.gc.ca, will be provided to all participants who have agreed to and signed the Rules of Engagement (“Participant”).

The Consultative Process may consist of any of the following activities, Industry Engagement Sessions, Industry Meetings, Working Group Sessions, One-on-one Sessions, and any other processes deemed necessary by the Contracting Authority.

In order to maximize the benefits of the Consultative Process, Canada will endeavor to solicit comments from Participants on various issues raised.

Any solutions, ideas or issues raised during the One-on-One sessions will be first analyzed for further consideration by Canada;

Any issues, recommendations, solutions or ideas raised during the One-on-One meetings and accepted by Canada, may be raised for discussion during the Working Group Sessions;

An agenda with discussion topics and any available supporting documentation will be provided to Participants in advance of any Working Group Session;

A draft RFP will be made available to Participants before the RFP is published. A notice will be posted on Buyandsell.gc.ca stating a draft RFP will be made available upon request to additional participants who agree to and sign the Rules of Engagement (“Participant”).

Canada will not disclose proprietary or commercially-sensitive information concerning a Participant to other Participants or third parties, except and only to the extent required by law.

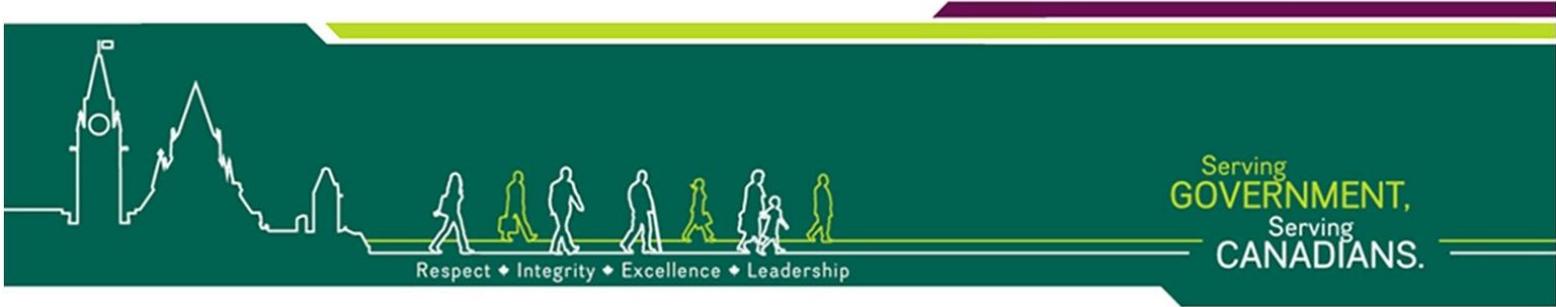
## **TERMS AND CONDITIONS**

The following terms and conditions apply to the Consultative Process. In order to encourage open dialogue, Participants agree to the following:

1. Discuss their views concerning the requirement and to provide positive resolutions to the issues in question. Everyone shall have equal opportunity to share their ideas and suggestions.
2. Allow Canada to record and/or make notes during the one-on-one sessions, should clarification of information be required;
3. All enquiries are to be directed to the PSPC Contracting Authority. Any communication to unauthorized representatives of Canada may be subject to full disclosure by Canada on Buyandsell.gc.ca;
4. Canada is not obligated to issue any Request for Proposal (RFP), or to negotiate any Contract for the requirement;



5. If Canada does release a RFP, the terms and conditions of the RFP shall be subject to Canada's absolute discretion;
6. Canada will not reimburse any person or entity for any cost incurred in participating in this Industry Consultative Process;
7. Participation is not a mandatory requirement. Not participating in this Consultative Process will not preclude a bidder from submitting a proposal;
8. Failure to agree to and to sign the Rules of Engagement will result in the exclusion from participation in the Industry Engagement Process; and
9. A dispute resolution process to manage impasses throughout this Consultative Process shall be adhered to as follows:
  - 9.1. By informal discussion and good faith negotiation, each of the parties shall make all reasonable efforts to resolve any dispute, controversy or claim arising out of or in any way connected to this Industry Engagement.
  - 9.2. Any dispute between parties of any nature arising out of or in connection with this Industry Engagement shall be resolved by the following process:
    - a. Any such dispute shall first be referred to the Participant's Representative and the PWGSC Manager managing the Industry Engagement. The parties will have three (3) business days in which to resolve the dispute;
    - b. In the event the representatives of the parties specified in Article 9.2a above are unable to resolve the dispute, it shall be referred to the Participant's Project Director and the PWGSC Senior Director of the Division responsible to manage the Industry Engagement. The parties will have three (3) business days to resolve the dispute;
    - c. In the event the representatives of the Parties specified in Article 9.2b above are unable to resolve the dispute, it shall be referred to the Participant's President and the PWGSC Director General, who will have three (3) business days to resolve the dispute.
    - d. In the event the representatives of the Parties specified in Article 9.2c above are unable to resolve the dispute, it shall be referred to the Participant's Chief Executive Officer and the PWGSC Assistant Deputy Minister, Acquisitions Branch, who will have five (5) business days to resolve the dispute; and
    - e. In the event the representatives of the Parties specified in Article 9.2d above are unable to resolve the dispute, the Contracting Authority shall within five (5) business days render a written decision which shall include a detailed description of the dispute and the reasons supporting the Contracting Authority's decision. The Contracting Authority shall deliver a signed copy thereof to the Participant.



By signing this document, the individual represents that he/she has full authority to bind the supplier listed below and that the individual and the supplier agrees to be bound by all the terms and conditions contained herein.

Name of Supplier:

Name of Individual	Title	Email Address	Signature	Date

IMPORTANT: ALL INDIVIDUALS INTERESTED IN PARTICIPATING IN THE VISA APPLICATION CENTRE INDUSTRY ENGAGEMENT MUST AGREE UPON AND SIGN THIS MANDATORY FORM.