



**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 Permanent Resident Cards	
Solicitation No. - N° de l'invitation B8362-190251/B	Date 2020-08-05
Client Reference No. - N° de référence du client B8362-190251	
GETS Reference No. - N° de référence de SEAG PW-\$\$CW-011-78982	
File No. - N° de dossier cw011.B8362-190251	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2020-09-30	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: Leblanc, Marc-André	Buyer Id - Id de l'acheteur cw011
Telephone No. - N° de téléphone (873) 354-5948 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: See herein	

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	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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Destination	Unit Price/Prix unitaire FOB/FAM	Plant/Usine	Delivery Req. Livraison Req.	Del. Offered Liv. offerte
1	Permanent Resident Cards Security Printing	Total		1	Each	\$	\$			

Table of Contents

This procurement is subject to national security exception and is, therefore, excluded from all of the obligations of the trade agreements.

PART 1 - GENERAL INFORMATION	3
1.1 INTRODUCTION.....	3
1.2 SUMMARY	3
1.3 DEBRIEFINGS	4
PART 2 - BIDDER INSTRUCTIONS	5
2.1 STANDARD INSTRUCTIONS, CLAUSES AND CONDITIONS.....	5
2.2 CLASSIFIED ONE-ON-ONE SESSION INFORMATION	5
2.3 SUBMISSION OF BIDS.....	5
2.4 FORMER PUBLIC SERVANT.....	6
2.5 ENQUIRIES - BID SOLICITATION.....	6
2.6 APPLICABLE LAWS.....	6
2.7 BASIS FOR CANADA'S OWNERSHIP OF INTELLECTUAL PROPERTY	6
PART 3 - BID PREPARATION INSTRUCTIONS.....	7
3.1 BID PREPARATION INSTRUCTIONS	7
3.2 SECTION I: TECHNICAL BID	8
3.3 SECTION II: FINANCIAL BID.....	8
3.4 SECTION III: CERTIFICATIONS.....	8
3.5 BIDDER'S PROPOSED SITES OR PREMISES REQUIRING SAFEGUARDING MEASURES.....	8
PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION	9
4.1 EVALUATION PROCEDURES.....	9
4.2 BASIS OF SELECTION – HIGHEST COMBINED RATING OF TECHNICAL MERIT AND PRICE.....	16
PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION	17
PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS.....	18
6.1 SECURITY REQUIREMENTS	18
6.2 FINANCIAL CAPABILITY	18
PART 7 - RESULTING CONTRACT CLAUSES	19
7.1 STATEMENT OF WORK.....	19
7.2 STANDARD CLAUSES AND CONDITIONS.....	19
7.2 STANDARD CLAUSES AND CONDITIONS.....	19
7.3 SECURITY REQUIREMENTS	21
7.4 TERM OF CONTRACT	22
7.5 AUTHORITIES	23
7.6 PROACTIVE DISCLOSURE OF CONTRACTS WITH FORMER PUBLIC SERVANTS	24
7.7 PAYMENT	24
7.8 REMEDIES AND SERVICE CREDITS.....	25
7.9 DISCRETIONARY AUDIT	26
7.10 INVOICING INSTRUCTIONS	26
7.11 CERTIFICATIONS AND ADDITIONAL INFORMATION.....	26
7.12 APPLICABLE LAWS.....	27
7.13 PRIORITY OF DOCUMENTS	27
7.14 INSURANCE	27

ANNEX “A”	28
STATEMENT OF WORK	28
APPENDIX A: ESTIMATED PR CARD PRODUCTION VOLUMES	68
APPENDIX B: PR CARD ISSUANCE SERVICE STANDARDS ADHERENCE	69
APPENDIX C: PROTECTION PROFILE TABLE	70
ATTACHMENT 1 TO ANNEX A	72
ATTACHMENT 2 TO ANNEX A	77
ANNEX “B” BASIS OF PAYMENT	87
ANNEX “C”	93
ANNEX “D” - TECHNICAL EVALUATION CRITERIA	97
MANDATORY CRITERIA	99
ANNEX “E” TO PART 3 OF THE BID SOLICITATION	127
ELECTRONIC PAYMENT INSTRUMENTS	127
ANNEX “F” TO PART 5 OF THE BID SOLICITATION	128
FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION.....	128
ANNEX “G” CLASSIFIED ONE-ON-ONE SESSION INFORMATION & INSTRUCTIONS	129
ANNEX “H”	131
TASK AUTHORIZATION FORM PWGSC-TPSGC 572	131

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 Security Requirements Checklist, the Electronic Payment Instruments, the Federal Contractors Program for Employment Equity - Certification, the Insurance Requirements, the Task Authorization Form 572 and any other annexes.

1.2 Summary

Immigration, Refugees and Citizenship Canada (IRCC) requires Card Design and Manufacturing, Personalization, Distribution (collectively "Production") services and all associated sourcing, inventory management and warehousing, quality assurance/quality control, Card Request processing, program data management and reporting services, for the Permanent Resident (PR) Card program.

PR Cards consist of multilayered polycarbonate sheets that incorporate numerous advanced printing techniques and security features in order to deter fraud and tampering. Cards are ordered and personalized on an as-requested basis in order to provide them to individuals either renewing previous PR Cards or obtaining new ones.

This requirement also contains a task authorization-based process for the redesign of the PR Card should such a redesign be necessary.

The planned length of this requirement is for an initial duration of seven years, in addition to four 2-year option periods.

Because production rates vary through the year, the Contractor must have a minimum production capacity of 12,000 cards per week.

There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to

the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website”.

The requirement is limited to suppliers offering Canadian services.

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

The national security exceptions provided for in the trade agreements have been invoked; therefore, this procurement is excluded from all of the obligations of all the trade agreements.

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

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, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- 2.1.1 All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.
- 2.1.2 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.
- 2.1.3 The [2003](#) (2019-03-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation, with the following modification:
 - 2.1.3.1 Section 05 (2018-05-22) Submission of bids, paragraph 4, delete 60 days and replace with 180 days.
- 2.1.4 If the bid includes the use of subcontractors, the Bidder agrees, upon request from the Contracting Authority, to provide a list of all subcontractors including a description of the things to be purchased, a description of the work to be performed and the location of the performance of that work. The list should not include the purchase of off-the-shelf items, software and such standard articles and materials as are ordinarily produced by manufacturers in the normal course of business, or the provision of such incidental services as might ordinarily be subcontracted in performing the Work.

2.2 Classified one-on-one Session Information

Considering that there are classified specifications related to the design and technical requirements in this procurement and that the suppliers need to have this information to provide an accurate price in their bid, IRCC will hold a one-on-one session in a secure location with each supplier who has requested it. A maximum of two individuals as representatives of the supplier can attend the session. The details and instructions for the session are provided in Annex G of this solicitation.

2.3 Submission of Bids

2.3.1 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.

2.3.2 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.dgareceptiondessomissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca

2.3.3 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.

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

2.4 Former Public Servant

2.4.1 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 spending public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, Bidders must provide the information required in Appendix 2 to PART 5 of the bid solicitation 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.

2.5 Enquiries - Bid Solicitation

2.5.1 All enquiries must be submitted in writing to the Contracting Authority no later than fifteen (15) calendar days before the bid closing date. Enquiries received after that time may not be answered.

2.5.2 Bidders should accurately reference 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.

2.5.3 Bidders must not email any questions which contain SECRET classified information.

2.6 Applicable Laws

2.6.1 Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the province of Ontario.

2.6.2 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.

2.7 Basis for Canada's Ownership of Intellectual Property

The Department of Citizenship and Immigration Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds:

2.7.1 National security, and;

2.7.2 Where the Foreground IP consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

3.1.1 If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with paragraph 2 of 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.

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

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

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

Section I: Technical Bid (1 hard copy 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)

3.1.4 Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

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

3.1.5 To assist Canada in reaching its objectives in accordance with the [Policy on Green Procurement](#) issued in April 2006, which directs federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement, bidders should:

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

3.1.6 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.

3.1.7 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.

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

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

3.2 Section I: Technical Bid

- 3.2.1 In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.
- 3.2.2 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.
- 3.2.3 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.

3.3 Section II: Financial Bid

- 3.3.1 Bidders must submit their financial bid in accordance with the Basis of Payment in Annex B.
- 3.3.2 The total amount of Applicable Taxes must be shown separately.
- 3.3.3 Electronic Payment of Invoices – Bid:
 - 3.3.3.1 If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Appendix 1 to Part 3 of the bid solicitation – Electronic Payment Instruments, to identify which ones are accepted.
 - 3.3.3.2 If Appendix 1 to Part 3 of the bid solicitation – Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.
 - 3.3.3.3 Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

3.4 Section III: Certifications

- 3.4.1 Bidders must submit the certifications and additional information required under Part 5 and, as applicable, any associated documentation and additional information. To do so, Bidders must complete Appendix 1 to Part 5 of the bid solicitation – Certifications.

3.5 Bidder's Proposed Sites or Premises Requiring Safeguarding Measures

- 3.5.1 As indicated in Part 6 under Security Requirements, the Bidder must provide the full addresses of the Bidder's and proposed individuals' sites or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

- 3.5.2 The Company Security Officer must ensure through the [Contract Security Program](#) that the Bidder and proposed individuals hold a valid security clearance at the required level, as indicated in Part 6 – Security, Financial and Other Requirements.

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.
- C. Canada will also use the Phased Bid Compliance Process described below.

4.1.1 Phased Bid Compliance Process

4.1.1.1 (2018-07-19) General

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY

REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE.

THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2019-03-04) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly

provides for this right, or in the circumstances described in subsection (c).

- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

4.1.1.2 (2018-03-13) Phase I: Financial Bid

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.

- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

4.1.1.3 (2018-03-13) Phase II: Technical Bid

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.

- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.
- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

4.1.1.4 (2018-03-13) Phase III: Final Evaluation of the Bid

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

4.1.2 Technical Evaluation:

4.1.1.2 Joint Venture Experience

- a) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding;

- b) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive;

- c) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

4.1.2.2 Mandatory Technical Criteria are included in Annex "D" of the bid solicitation – Mandatory Technical Criteria.

4.1.2.3 Point Rated Technical Criteria are included Annex "D" of the bid solicitation – Point Rated Technical Criteria.

The Phased Bid Compliance Process will apply to all mandatory technical criteria.

4.1.3 Financial Evaluation:

The prices and fees requested in Annex B Basis of Payment of this Request for Proposal will be multiplied by the corresponding quantities for evaluation purposes only and then added to determine the total of the “Evaluated Bid Price” (EBP).

*Bidders should note that the number of Cards, and the number of hours used in the following EBP calculation are for bid evaluation purpose **only**. Those numbers do not reflect or represent a commitment on the part of Canada to the actual or anticipated number of cards and required number of hours for professional services under the resulting Contract. At time of Contract award, the successful Bidder’s pricing will be inputted into Annex “B” – Basis of Payment and will represent the pricing throughout the initial Contract period.*

Item No. (from Annex B)	Item (from Annex B)	Bidder’s Proposed Price (from Annex B)	Multiplier	Evaluated Bid Price
A	B	C	D	E = C x D
Personalized PR Card Fees – Minimum Security Features				
1	Price per Personalized PR Card including all Minimum Security Features	\$ _____	300,000 cards	\$ _____
2	Price for Image / Photo Correction services up to the maximum number of corrections per month as described in section 7.1.6 of Annex A - per image fee	\$ _____	4,800 images	\$ _____
Sub-Total 1 [sum of column E]				\$ _____
Personalized PR Card Fees – Additional Security Features				
3	Quick response (QR) code (i.e. matrix / two-dimensional barcode) – price per PR Card	\$ _____	300,000 cards	\$ _____
4	Second KINEGRAM® – price per PR Card	\$ _____	300,000 cards	\$ _____
5	Variable Laser Image – price per PR Card	\$ _____	300,000 cards	\$ _____
6	Optically Variable Magnetic Ink (OVMI) – price per PR Card	\$ _____	300,000 cards	\$ _____
7	Embedded colour image – price per PR Card	\$ _____	300,000 cards	\$ _____
8	Personalization on the edge of the Card – price per PR Card	\$ _____	300,000 cards	\$ _____
9	Thermochromic ink – price per PR Card	\$ _____	300,000 cards	\$ _____
10	Other innovative security techniques / technologies – price per PR Card	\$ _____	300,000 cards	\$ _____

Item No. (from Annex B)	Item (from Annex B)	Bidder's Proposed Price (from Annex B)	Multiplier	Evaluated Bid Price
A	B	C	D	E = C x D
	<i>Bidder should provide a price list and any additional details necessary to describe the offering. Add rows as required.</i>			
Sub-Total 2 [sum of column E]				\$ _____
Additional Services (via TA)				
11	Hourly Rate for Card Design Change (in excess of one (1) round of Card Design as described in section 7.1.5 of Annex A)	\$ _____	200 hours	\$ _____
12	Consultation services as described in section 7.1.2 of Annex A	\$ _____	80 hours	\$ _____
13	Training Services (On-Site) as described in section 7.1.3 of Annex A	\$ _____	40 hours	\$ _____
14	IT System Modification services as described in section 7.1.4 of Annex A	\$ _____	200 hours	\$ _____
15	Image / Photo Correction services in excess of the maximum number of corrections per month as described in section 7.1.6 of Annex A	\$ _____	100 images	\$ _____
16	<i>Consultation and design services</i>	\$ _____	40 hours	\$ _____
17	<i>Graphic design services</i>	\$ _____	40 hours	\$ _____
18	<i>Packaging design services</i>	\$ _____	40 hours	\$ _____
19	<i>Content writing services</i>	\$ _____	40 hours	\$ _____
Sub-Total 3 [sum of column E]				\$ _____

Mandatory Financial Criteria

The Totals will be evaluated in Canadian dollars, FOB Destination, Canadian customs duties and excise taxes included, the Goods and Services Tax or the Harmonized Sales Tax excluded.

Calculation of the Bidder's Evaluated Bid Prices (EBP):

Calculation of Evaluated Bid Price (EBP) will be based on the unit prices and hourly rates proposed by Bidders in accordance with Annex B Basis of Payment (column C), multiplied by the applicable multiplier identified in column D in the Table above; and sub-totaled per section.

Each sub-total (Sub-Total 1, Sub-Total 2, and Sub-Total 3) will be weighted as follows:

Sub-Total Category	Weight
Sub-Total 1	60 points
Sub-Total 2	20 points
Sub-Total 3	20 points
Evaluated Bid Price (EBP)	

The Bidder with the lowest Sub-Total per Category will receive full points. All other Bidders' Sub-Totals in the same Category will receive a pro-rated score calculated using the following formula:

$(\text{Lowest Sub-Total} / \text{Bidder's Sub-Total}) * \text{Number of available points} = \text{Weighted Evaluated Bid Price}$

Example: Bidder A has a Sub-Total of \$500,000 for Sub-Total 1. Bidder B has a Sub-Total of \$550,000 for Sub-Total 1.

*Bidder A will receive 60 points. Bidder B will receive 54.55 points $[(\$500,000 / \$550,000) * 60 \text{ points}]$*

All point values will be rounded to two (2) decimal places.

The Bidder's combined score for each Category out of 100 points will be pro-rated against the ratio of 30%

The Evaluated Bid Price will be calculated by Canada.

4.2 Basis Of Selection – Highest Combined Rating Of Technical Merit And Price

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 of 60% on each of the technical evaluation criteria which are subject to point rating.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
4. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
5. Neither the responsive bid that receives the highest technical score nor the one that proposed the lowest price will necessarily be accepted.
6. In the event of a tie score, (where two bids achieve the same combined rating), the proposal with the higher technical score, will be recommended for contract award.

The responsive bid with the lowest evaluated cost per point 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 a clarification to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

1. Certifications Required Precedent to Contract Award

1.1 Integrity Provisions - Associated Information

By submitting a bid, the Bidder certifies that the Bidder and its Affiliates are in compliance with the provisions as stated in Section 01 Integrity Provisions - Bid of Standard Instructions 2003. The associated information required within the Integrity Provisions will assist Canada in confirming that the certifications are true.

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

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

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 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.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

6.1.1 At the date of bid closing, the following conditions must be met:

6.1.1.1 the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;

6.1.1.2 the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;

6.1.1.3 As indicated in Annex C, the bidder must provide the organization security information;

6.1.1.4 As indicated in Annex C, the bidder must provide the security information for each proposed individual requiring access to classified or protected information, assets or sensitive work sites;

6.1.1.3 the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;

6.1.1.4 the Bidder must provide the addresses of proposed sites or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.

6.1.2 Before contract award, the following conditions must be met:

6.1.2.1 The Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites. The Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to comply with the request of the Contracting Authority and to provide the certifications within the time frame provided will render the bid non-responsive.

6.1.3 For additional information on security requirements, Bidders should refer to the [Contract Security Program of Public Works and Government Services Canada](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.

6.2 Financial Capability

6.2.1 SACC *Manual* clause [A9033T](#) (2012-07-16) Financial Capability is incorporated by reference into and form part of the bid solicitation.

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 provide the items detailed under Annex A, Statement of Work.

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

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.

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 G.
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 14 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 \$200,000.00, applicable Taxes included, inclusive of any revisions.

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

7.1.2.3 Canada's Obligation - Portion of the Work - Task Authorizations

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the total amount of the actual tasks performed by the Contractor.

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 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](#) issued by Public Works and Government Services Canada.

7.2.1 General Conditions

[2030 \(2020-05-28\)](#), General Conditions - Higher Complexity - Goods, apply to and form part of the Contract with the following amendments:

(a) Section 05 (2008-05-12) Conduct of the Work, add the following paragraphs:

6. The Work must not be performed by any person who, in the opinion of Canada, is incompetent, unsuitable or has conducted himself/herself improperly.

7. All services rendered under the Contract must, at the time of acceptance, be free from defects in workmanship and conform to the requirements of the Contract. If the Contractor is required to correct or replace the Work or any part of the Work, it will be at no cost to Canada.

8. Canada's facilities, equipment and personnel are not available to the Contractor to perform the Work unless the Contract specifically provides for it. The Contractor is responsible for advising the Contracting Authority at least 10 business days in advance if it requires access to Canada's facilities, equipment or personnel to perform the Work. The Contractor must comply and ensure that its employees and subcontractors comply with all security measures, standing orders, policies or other rules in force at the site where the Work is performed.

(b) Section 37 (2008-05-12) No bribe, delete in its entirety and replace by the following:

1. The Contractor declares that no bribe, gift, benefit, or other inducement has been or will be paid, given, promised or offered directly or indirectly to any official or employee of Canada or to a member of the family of such a person, with a view to influencing the entry into the Contract or the administration of the Contract.
2. The Contractor must not influence, seek to influence or otherwise take part in a decision of Canada knowing that the decision might further its private interest. The Contractor must have no financial interest in the business of a third party that causes or would appear to cause a conflict of interest in connection with the performance of its obligations under the Contract. If such a financial interest is acquired during the period of the Contract, the Contractor must immediately declare it to the Contracting Authority.
3. The Contractor warrants that, to the best of its knowledge after making diligent inquiry, no conflict exists or is likely to arise in the performance of the Contract. In the event the Contractor becomes aware of any matter that causes or is likely to cause a conflict in relation to the Contractor's performance under the Contract, the Contractor must immediately disclose such matter to the Contracting Authority in writing.
4. If the Contracting Authority is of the opinion that a conflict exists as a result of the Contractor's disclosure or as a result of any other information brought to the Contracting Authority's attention, the Contracting Authority may require the Contractor to take steps to resolve or otherwise deal with the conflict or, at its entire discretion, terminate the Contract for default. Conflict means any matter, circumstance, interest, or activity affecting the Contractor, its personnel or

subcontractors, which may or may appear to impair the ability of the Contractor to perform the Work diligently and independently.

(c) Add Section 46 – Harassment in the workplace with the following paragraphs:

1. The Contractor acknowledges the responsibility of Canada to ensure, for its employees, a healthy work environment, free of harassment. A copy of the Policy on Harassment Prevention and Resolution, which is also applicable to the Contractor, is available on the Treasury Board Web site.
2. The Contractor must not, either as an individual, or as a corporate or unincorporated entity, through its employees or subcontractors, harass, abuse, threaten, discriminate against or intimidate any employee, contractor or other individual employed by, or under contract with Canada. The Contractor will be advised in writing of any complaint and will have the right to respond in writing. Upon receipt of the Contractor's response, the Contracting Authority will, at its entire discretion, determine if the complaint is founded and decide on any action to be taken.

(d) Add Section 47 – Access to information with the following text:

Records created by the Contractor, and under the control of Canada, are subject to the [Access to Information Act](#). The Contractor acknowledges the responsibilities of Canada under the [Access to Information Act](#) and must, to the extent possible, assist Canada in discharging these responsibilities. Furthermore, the Contractor acknowledges that section 67.1 of the [Access to Information Act](#) provides that any person, who destroys, alters, falsifies or conceals a record, or directs anyone to do so, with the intent of obstructing the right of access that is provided by the [Access to Information Act](#) is guilty of an offence and is liable to imprisonment or a fine, or both.

7.2.2 Supplemental General Conditions

[4007](#) (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information, apply to and form part of the Contract.

[4008](#) (2008-12-12) Personal Information, apply to and form part of the Contract.

7.3 Security Requirements

The following security requirement check list (SRCL) and related clauses applies and form part of the Contract:

7.3.1 Personnel Security Screening

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET**, with approved Document Safeguarding and Production Capabilities at the level of **SECRET**, issued by the Contract Security Program (CSP) of the Industrial Security Sector (ISS), Public Works and Government Services (PWGSC).
2. The Contractor/Offeror personnel requiring access to **CLASSIFIED/PROTECTED** information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **SECRET or Reliability, as required**, granted or approved by the CSP/ISS/PWGSC. Until the security screening of the Contractor personnel required by this Contract has been completed satisfactorily by the CSP/ISS/PWGSC, the Contractor/Contractor's personnel/Subcontractor's personnel MAY NOT HAVE ACCESS to **CLASSIFIED/PROTECTED** information or assets, and MAY NOT ENTER sites where such information or assets are kept, without an escort.

3. The Contractor MUST NOT utilize its Information Technology systems to electronically process, produce or store any sensitive **CLASSIFIED/PROTECTED** information until the CSP/ISS/PWGSC has issued written approval. After approval has been granted, these tasks may be performed at the level of **PROTECTED B**.
4. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP/ISS/PWGSC.
5. The Contractor/Offeror must comply with the provisions of the:
 - (a) Security Requirements Check List and security guide (if applicable), attached at Annex D;
 - (b) *Industrial Security Manual* (Latest Edition).

7.3.2 Contractor's Sites or Premises Requiring Safeguarding Measures

7.3.2.1 Where safeguarding measures are required in the performance of the Work, the Contractor must diligently maintain up-to-date the information related to the Contractor's and proposed individuals' sites or premises for the following addresses:

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country

7.3.2.2 The Company Security Officer must ensure through the [Contract Security Program](#) that the Contractor and individuals hold a valid security clearance at the required level.

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the contract is from contract award date to March 31, 2028.

7.4.2 Option to Extend the Contract

7.4.2.1 The Contractor grants to Canada the irrevocable option to extend the term, at Canada's discretion, of the Contract by up to four (4) additional two (2) year periods 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.

7.4.2.2 Canada may exercise these options at any time by sending a written notice to the Contractor at least 180 calendar days before the expiry date of the Contract. These options may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.4.2.3 If an option period is exercised, Canada may exercise any following optional period by sending a written notice to the contractor at least 180 calendar days before the end of the option period. These options may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.4.3 Comprehensive Land Claims Agreements (CLCAs)

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

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Marc-André Leblanc
Title: Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Communications Procurement Directorate
Address: 360 Albert St, Ottawa, ON K1R 7X7

Telephone: ____ - ____ - ____
Facsimile: ____ - ____ - ____
E-mail address: _____

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

7.5.2 Project Authority

The Project Authority for the Contract is (Information will be included at time of Contract award):

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone: ____ - ____ - ____
Facsimile: ____ - ____ - ____
E-mail address: _____

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

7.5.3 Contractor's Representative

(Information will be included at time of Contract award)

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: 2019-01 of the Treasury Board Secretariat of Canada.

7.7 Payment

7.7.1 Basis of Payment

The Contractor will be paid for the Work specified in the Basis of payment at Annex "B".

A portion of the Work, for design services, will be subject to a task authorization process.

Canada's liability to the Contractor under the authorized task authorization must not exceed the Limitation of Expenditure specified in the authorized task authorization. Custom duties are included and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization 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

1. Canada's total liability to the Contractor under the Contract must not exceed \$ _____. Customs duties are included and Applicable Taxes are extra.
2. No increase in the total liability of Canada or in the price of the Work 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 approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - a. when it is 75% committed, or
 - b. four months before the contract expiry date, or
 - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,whichever comes first.
3. 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 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ _____. Customs duties are included 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 and a justification with adequate documentation. Provision of such information by the Contractor does not increase Canada's liability.

7.7.4 Electronic Payment of Invoices – Contract

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

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);
- d. Electronic Data Interchange (EDI);
- e. Wire Transfer (International Only);
- f. Large Value Transfer System (LVTS) (Over \$25M)

7.8 Remedies and Service Credits

If the Contractor fails to meet the Service Level Targets set out in Annex A – Statement of Work, Section 12 - Failure to Comply with the Contractual Service Standards, the Contractor must pay to Canada the associated amounts (referred to as "Service Credits").

To collect the Service Credits, Canada has the right to hold back, drawback, deduct or set off from and against any money Canada owes to the Contractor from time to time. When amounts are due to Canada with respect to Service Credits, Canada reserves the right to require a payment:

- (a) by way of a credit against the price payable pursuant to this Contract;
- (b) by way of a credit against the price payable pursuant to another contract between the Parties; or
- (c) by way of a cheque, payable to the Receiver General for Canada.

For any given month, Canada agrees first to exhaust the Service Credits against the price payable pursuant to this Contract under (a), before exercising its rights pursuant to (b) or (c).

7.8.1 Service Credits Apply during Entire Contract Period

The Parties agree that the Service Credits apply throughout the Contract Period and any exercised option periods.

7.8.2 Service Credits

The Parties agree that the Service Credits represent their best pre-estimate of the loss to Canada in the event of the applicable failure, when it occurs on an individual basis. No credit is intended to be, nor will it be construed as, a penalty. The Parties agree that the Service Credits do not fully compensate Canada for protracted, repeated or cumulative occurrences of one or more defaults.

7.8.3 Canada's Rights & Remedies are not Limited

The Parties agree that nothing in this Article limits any other rights or remedies to which Canada is entitled under the Contract (including the right to terminate the Contract for default) or under the law generally.

7.9 Discretionary Audit

7.9.1 The following are subject to government audit before or after payment is made:

- 7.9.1.1 The amount claimed under the Contract, as computed in accordance with the Basis of Payment, including time charged.
- 7.9.1.2 The accuracy of the Contractor's time recording system.
- 7.9.1.3 The estimated amount of profit in any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier, for which the Contractor has provided the appropriate certification. The purpose of the audit is to determine whether the actual profit earned on a single contract if only one exists, or the aggregate of actual profit earned by the Contractor on a series of negotiated contracts containing one or more of the prices, time rates or multipliers mentioned above, during a particular period selected, is reasonable and justifiable based on the estimated amount of profit included in earlier price or rate certification(s).
- 7.9.1.4 Any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier for which the Contractor has provided a "most favoured customer" certification. The purpose of such audit is to determine whether the Contractor has charged anyone else, including the Contractor's most favoured customer, lower prices, rates or multipliers, for like quality and quantity of goods or services.

7.9.2 Any payments made pending completion of the audit must be regarded as interim payments only and must be adjusted to the extent necessary to reflect the results of the said audit. If there has been any overpayment, the Contractor must repay Canada the amount found to be in excess.

7.10 Invoicing Instructions

- 7.10.1 The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Claims cannot be submitted until all work identified in the claim is completed.
- 7.10.2 The Contractor must bill on a monthly basis for warehousing and order processing, for system maintenance and support as well as for miscellaneous services related to the contract.
- 7.10.3 The Contractor must provide the original of each invoice to the Technical Authority identified under the section entitled "Authorities" of the Contract for certification and payment and a copy to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.11 Certifications and Additional Information

7.11.1 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.

7.11.2 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.

7.12 Applicable Laws

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

7.13 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the supplemental general conditions 4008 (2008-12-12) Personal Information;
- (c) the supplemental general conditions 4007 (2010-08-16) Canada to Own Intellectual Property Rights in Foreground Information;
- (c) the general conditions 2030 (2020-05-28) General Conditions - Higher Complexity – Goods;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (h) the signed Task Authorizations (including all of its annexes, if any);
- (i) the Contractor's bid dated _____.

7.14 Insurance

SACC *Manual* clause [G1005C](#) (2016-01-28) Insurance - No Specific Requirement

ANNEX “A”

STATEMENT OF WORK

1.0 INTRODUCTION

The Government of Canada (GOC) currently issues centrally personalized Machine Readable Travel Documents (MRTD) called Permanent Resident Cards (PR Cards) through the Immigration Program Guidance (IPG) Branch of Immigration, Refugees and Citizenship Canada (IRCC). Most PR Cards are issued with a validity period of five (5) years, with some Cards issued for a validity period of only one (1) year. The Card is designed to meet the International Civil Aviation Organization (ICAO) standard for MRTD as set out in Doc 9303 part 3 (<https://www.icao.int/publications/pages/publication.aspx?docnum=9303>).

IRCC's mandate comes from the *Department of Citizenship and Immigration Act*. The Minister for Immigration, Refugees, and Citizenship Canada is responsible for the *Citizenship Act* of 1977 and shares responsibility with the Minister of Public Safety for the *Immigration and Refugee Protection Act* (IRPA).

The current contract for the delivery of PR Card design, manufacturing, personalization and distribution services has been in place since 2014 and is expected to expire in calendar year 2022. The planned issuance of the new Contract will occur in calendar year 2021 to provide for a period of concurrency between the two agreements that provides an appropriate period of transition-in under the new Contract and assurance that Card Personalization will continue in a manner that is seamless to Applicants and Canada.

Canada recognizes that the evolving international environment has created increasingly sophisticated threats to the security and integrity of the Canadian PR Card and is seeking to implement a process within the new Contract for being responsive to technology changes and emergent security challenges. The PR Card procurement process will provide the best combination of service to the public, reduced administration, enhanced security and improved cost control to Canada.

2.0 REQUIREMENT OVERVIEW

- 2.1 IRCC requires Card Design and Manufacturing, Personalization, Distribution (collectively “Production”) and all associated sourcing, inventory management and warehousing, quality assurance/quality control, Card Request processing, program data management and reporting services, for the PR Card program.
- 2.2 For security reasons, as set out in the National Security Exception (NSE) for this requirement, IRCC requires that the Manufacturing and Personalization of the PR Card take place in a facility (or facilities) solely located in Canada. In addition, the storage and processing of any and all Personal Information and Applicant data (including photographs) must occur solely and wholly within Canada.
- 2.3 **Phased Approach**
 - 2.3.1 Work under the Contract is anticipated to occur in accordance with the following “phases”:
 - a) **Phase 1:** Transition-In (Planning, Design, Manufacturing);
 - b) **Phase 2:** Service Commencement and Delivery (commencement of Card Personalization for Applicants and on-going service delivery);
 - c) **Phase 3:** Transition-Out of service delivery.
 - 2.3.2 The Contractor must receive written notification from the IRCC Project Authority prior to proceeding to each Phase of the Work as described herein.

2.4 **As-Required Services via Task Authorization**

- 2.4.1 In addition to the “typical” or core work undertaken within the Contract, there may be additional, related work that may be undertaken on an “*as-and-when-required*” basis, which are described in greater detail in section 7.0 below. These services may be optioned by Canada by means of the issuance of a Task Authorization (TA) Form specifying the scope of work and timelines for completion, according to the TA Procedures as described in the Resulting Contract terms and by making use of the applicable per diem rates or unit fees, as included within the Basis of Payment.

3.0 **BUSINESS OBJECTIVES**

- 3.1 Canada is seeking to establish a Contract with a qualified service provider (the “Contractor”) for the provision of services, including but not limited to the following, as further described within this Statement of Work:
- 3.1.1 Consultation and Card Design services;
 - 3.1.2 Application of defined security features and Manufacturing of Card Blanks;
 - 3.1.3 Card Personalization incorporating Applicant biographical information and photograph;
 - 3.1.4 Provision and maintenance of a secure Card Production site with all equipment, personnel and systems required for a complete turnkey solution, located in Canada;
 - 3.1.5 Sourcing and supply chain management for all components and sub-contractors required for the Contractor to Manufacture the PR Card;
 - 3.1.6 Secure storage and inventory management of all components required to maintain uninterrupted Production of the PR Card;
 - 3.1.7 Information Management/Information Technology (IM/IT) Infrastructure required for interfacing with IRCC systems, accepting, managing and processing Card Requests and Applicant data, managing Card production and Distribution, and providing information for all reporting functions required;
 - 3.1.8 Establishing and maintaining a quality assurance (QA) program covering the complete workflow required to Produce and safeguard the PR Cards;
 - 3.1.9 Performing rigorous internal; and external compliance testing of Cards, as part of the Design process and as an ongoing performance indicator;
 - 3.1.10 Secure storage and Secure Destruction of any and all Cards and component materials to the appropriate security rating that are found to be defective (i.e. Spoilage) or that are Rejected;
 - 3.1.11 Distribution services, including mailing Cards directly to Applicants and in Bulk shipments to IRCC offices throughout Canada; and
 - 3.1.12 Ensuring that all physical and IM/IT security requirements of the Contract are adhered to and that robust Business Continuity Plans are in place to address equipment failures or other adverse circumstances.
- 3.2 Protection of Personal Information and Data Security of personal data is of utmost importance. Any Contractor system used for the management of Applicant data and the Personalization of PR Cards must comply with the requirements for the protection of Personal Information and data as specified in the Contract and in accordance with the policies of the Government of Canada, and all other applicable privacy laws enacted by the federal government.

4.0 BUSINESS AND TECHNICAL ENVIRONMENT

4.1 Business Environment

- 4.1.1 IRCC's program management office in the NCR has regular working hours from Monday to Friday, 8:30 a.m. to 4:30 p.m. Eastern Time, excluding holidays.
- 4.1.2 IRCC's office locations across Canada have various hours of availability, typically between 8:00 a.m. and 4:30 p.m. local time, Monday to Friday, excluding holidays.
- 4.1.3 The Contractor's normal working and service delivery hours may extend beyond the normal hours of work of IRCC, subject to the service delivery provisions contained within the Contractor's proposal, as accepted by the IRCC.
- 4.1.4 For some special joint activities, including Press Checks, Production Runs, inspections and audits, from time to time, there may be a requirement to work outside of IRCC's regular working hours.
 - a) This is typically for a requirement where time is of the essence or where the timing is scheduled to avoid undue interruption of the regular operations of the Contractor in its delivery of services under this Contract.

4.2 Technical Environment

- 4.2.1 The Contractor must maintain a secure Data Link to/from IRCC's systems and ensure only data from this Data Link is used to fulfill Card Personalization requirements, in accordance with **Attachment 1** – Information Technology (IT) Requirements (as may be updated from time to time) and using the encryption methods prescribed by Canada.
- 4.2.2 The Contractor must maintain the Design, Manufacturing and Personalization of the secure PR Card in accordance with **Attachment 2** – PR Card Specifications for Manufacturing and Personalization (as may be updated from time to time).
- 4.2.3 The Contractor must submit reports to IRCC in an electronic format that is compatible with the department's desktop standard office suite software. The current departmental standard at IRCC is the Microsoft Office 2013 suite. Should the department make changes in the future in its office software tools, the Contractor must be prepared to quickly change its electronic format to conform to the new format prescribed by IRCC.

5.0 DEFINITIONS AND APPLICABLE DOCUMENTS

- 5.1 The following list of definitions and acronyms is relevant to and forms a part of this Statement of Work (SOW). The list is not exhaustive, but rather is intended to ensure clarity of understanding of critical terms used within this SOW. It is therefore imperative that questions of interpretation be directed to the Contracting Authority.

Term/Acronym	Definition
Anti-Copy/Anti-Scan Ink	Refers to ink that cannot be readily reproduced through standard scanning or photocopying.
Applicant	Person applying for a Permanent Resident Card or the cardholder, in the case of a reissued Card.
Batch (Card Request)	A transfer of Card Requests for multiple Applicants.
Bulk shipment	A delivery shipment containing more than one (1) order within the shipment, sent to an IRCC location rather than directly to the Card Applicant.

Term/Acronym	Definition
Business Continuity Plan/Planning (BCP)	<p>The process of creating systems of prevention and recovery to deal with potential threats to a company and its operations. In addition to prevention, the goal is to enable ongoing operations before and during execution of disaster recovery.</p> <p>Any event that could negatively impact operations should be included in the plan, such as supply chain interruption, loss of or damage to critical infrastructure (major machinery or computing /network resource).</p>
Card	Refers to a PR Card, including either or both a Card Blank and a Personalized Card as the context dictates.
Card Blank	A Card containing all printed information and integrated security features before Personalization. A Card Blank will incorporate all security features, including the Optically Variable Device (OVD) and RFID chip. All pre-printed data on Card Blanks must appear in English and French. Card holder-specific data is all that is missing from a Card Blank.
Card Design	Refers to both the design of the visual layout, look and feel of the PR Card and the design of the physical construction of the PR Card, including all required security features and integrations, and associated materials and components.
Card Polycarbonate Substrate	Material used to create the body of the card
Card Request	<p>Refers to the request sent from the Global Case Management System (GCMS) to the Contractor.</p> <p>It contains Applicant data and a corresponding photograph of the Applicant.</p>
Card Request Identifier	A number originating from GCMS used for identifying and tracking each Card throughout the complete production process.
Card Serial Number	A unique 1D bar code and matching eye readable serial number, located on the top edge of the back of the Card. Originating from the Contractor using a format that is pre-agreed with IRCC.
Card Specifications	As detailed in Attachment 2.
CBSA	Canada Border Services Agency
CISD	Canadian Industrial Security Directorate
CSEC	Communications Security Establishment Canada
Data Link	This is the IT data transfer link that IRCC will use to transmit Card Requests to the Contractor's internal system from GCMS.
Delivery Locations	The Canadian locations of IRCC offices to which the Contractor is required to provide timely and secure Card Bulk shipment delivery.
Disaster Recovery Site	A place to temporarily relocate business operations, following a security breach or natural disaster.

Term/Acronym	Definition
Distribution	The process by which Personalized Cards are provided to Applicants or to Bulk shipment to an IRCC office for pick-up, either directly via Canada Post (or by IRCC accepted courier for Bulk shipments).
DOVID	Diffractive Optical Variable Image Device
DSC	Document Safeguarding Capability
Effective Lifespan (of a Card)	Five (5) years from Card Personalization.
EPC	Electronic Product Code
FSC	Facility Security Clearance
GDTI	Global Document Type Identifier
Global Case Management System (GCMS)	<p>An electronic case management system that will support IRCC's and the Canada Border Services Agency (CBSA)'s operations to store, transmit, access and retrieve immigration information electronically for processing of citizenship and immigration applications and immigration enforcement cases.</p> <p>It contains records of immigration and citizenship clients (applicants for citizenship and immigration services and statuses), as well as enforcement action and statuses. GCMS is also used for the management and operation of the Passport Program, including managing Passports, Permanent Resident Cards and Visas.</p>
GoC	Government of Canada
Government Furnished Property (GFP)	Refers to hardware and networking components and devices provided to the Contractor by Canada for the purpose of establishing and operating the secure Data Link between the Contractor's systems and GCMS.
HVAC	Heating Ventilation and Air Conditioning
IC	Integrated Circuit
ICAO	<p>International Civil Aviation Organization</p> <p>For information on ICAO standards, access the following: http://www.icao.int/</p>
IEC	International Electrotechnical Commission
IM/IT	Information Management / Information Technology
INCITS	<p>International Committee for Information Technology Standards</p> <p>For information on INCITS standards, access the following: http://www.incits.org/</p>
IRCC / CIC	Department of Citizenship and Immigration (Canada - CIC) (also known by its applied title: Immigration, Refugees and Citizenship Canada (IRCC)).

Term/Acronym	Definition
ISO	International Organization for Standardization For information on ISO standards, access the following: http://www.iso.org/iso/home.htm
Manufacture (of Cards)	The process of creating a Card Blank, containing the required security features in accordance with Attachment 2, but without the Personalization features.
Master Card Proofs	Final approved version of the physical Cards and associated materials ready to commence production run of Card Blanks.
Master Card Templates	Final approved version of the Card Design to be used in production of PR Cards, including electronic copies of the same.
MRTD	Machine Readable Travel Document
Machine Readable Zone (MRZ)	As defined in ICAO Document 9303, Part 3: Specifications Common to all MRTDs, this is an area that provides a set of essential data elements in a format, standardized for each type of MRTD, The data in the MRZ are formatted in such a way as to be readable by machines with standard capability worldwide.
OCR	Optical Character Recognition
OCR-B	A monospace font developed to facilitate the optical character recognition operations by specific electronic devices, originally for financial and bank-oriented uses. It was accepted as the world standard in 1973. It follows the ISO 1073-2:1976 (E) standard, refined in 1979 ("letterpress" design, size I). It includes all ASCII symbols, and other symbols needed in the bank environment. It is widely used for the human readable digits in UPC/EAN barcodes.
Optically Variable Device (OVD)	Security feature that is currently embedded in the polycarbonate layers of the Card. Presently IRCC requires the PR Card to use a KINEGRAM® OVD.
Optical Variable Ink (OVI)	An ink, containing optically variable pigments which change colour depending on the angle of light incidence and view. This is a colour shifting ink (2 or more colors are used to create the effect).
Optical Variable Magnetic Ink (OVMI)	A multi-level (visual and machine readable) security feature. The visual effects are based on the magnetic properties of an optically variable magnetic ink. When the printed item is tilted, there is a combination of the colour changing effect and (unlike Optically Variable Ink) the dynamic effect of the ink movement (bright parts of the image "change" places)
PC	Polycarbonate
Permanent Resident	Someone who is not a Canadian citizen who is granted the right to live and work in Canada without any time limit on their stay.

Term/Acronym	Definition
	<p>To become a Permanent Resident a foreign national must apply to Immigration, Refugees and Citizenship Canada (IRCC) under one of several programs. One of the main benefits of Permanent Residency is the conferred right of abode in Canada.</p> <p>For more information refer to: https://www.canada.ca/en/immigration-refugees-citizenship/services/new-immigrants/pr-card/understand-pr-status.html</p>
Permanent Resident Card (PR Card)	<p>The Permanent Resident (PR) Card is an identification document and a travel document for Permanent Residents of Canada. It is one of the methods by which Canadian Permanent Residents can prove their status and is, along with the Permanent Resident travel document (PRTD), one of the only documents that allow Permanent Residents to return to Canada by a commercial carrier.</p>
Personal Information	<p>Means information about an individual, including the types of information specifically described in the <i>Privacy Act</i>, R.S. 1985, c. P-21.</p>
Personalize / Personalization	<p>To incorporate the Applicant's Personal Information including photograph (from GCMS) into a final version of the PR Card ready for Distribution.</p>
Personalized (PR) Card	<p>This is the finished valid product which contains the Applicant's information and image.</p>
Press Check	<p>Also called Press approval, Press Checks are an iterative approval process the Contractor must complete for each new Production Run and for the incorporation of each and any new Design element of the Card (e.g. litho print, UV print, OVD application, etc.). The Contractor is responsible to obtain IRCC approval for each new Design element. This includes the approval of each product coming out of the press sheet all the way to approval of the laminated product prior to Personalization.</p>
Priority Card Request	<p>Refers to cases where the Card Applicant requires the card urgently due to special circumstances.</p>
Production / Produce	<p>Refers to the entirety of the process to Manufacture, Personalize, and Distribute PR Cards.</p>
Production Run	<p>Subsequent to approved Press Checks, refers to the Manufacture of Card Blanks including printing, incorporation of security features (e.g. RFID, OVI, OVD, etc.), and lamination.</p>
PSPC	<p>Public Services and Procurement Canada</p>
Recovery Point Objective (RPO)	<p>The interval of time that might pass during a disruption before the quantity of data lost (or other measured metric) during that period exceeds the Business Continuity Plan's maximum allowable threshold or "tolerance."</p>
Recovery Time Objective (RTO)	<p>The duration of time and a service level within which a business process must be restored after a disaster in order to avoid unacceptable consequences associated with a break in continuity.</p>

Term/Acronym	Definition
Rejected Card	<p>This is a Card which contains Applicant information but was rejected after printing where Personalization is incorrect or does not comply with the Contract requirements due to a Personalization error that is solely attributable to data received from GCMS.</p> <p>Card Rejection reasons may include:</p> <p>Photo:</p> <ol style="list-style-type: none"> 1. Dark Photo; 2. Light Photo; 3. shading of face or background; 4. Clarity of facial features in image; 5. Image position; 6. No photo (of person); 7. Other (dark glasses, glare); <p>Data:</p> <ol style="list-style-type: none"> 8. Sex errors; 9. Typographical errors; 10. Applicant data incomplete or otherwise incorrect.
RFID	Radio Frequency Identification
RFID Tag	<p>An RFID Tag is comprised of two parts – an antenna for transmitting and receiving signals, and an RFID chip (or integrated circuit, IC) which stores the tag's ID.</p> <p>RFID Tags are affixed to the Card in order to read the ID using an RFID reader and antenna.</p>
RFP	Request for Proposal
Safety Stock	Card Blank inventory held by the Contractor for BCP purposes.
Sanitization	<p>Making electronic data non-recoverable in accordance with GoC IT security policy. For further details refer to the CSEC guide <i>ITSP.40.006 v2 IT Media Sanitization found at:</i></p> <p>https://www.cyber.gc.ca/en/guidance/it-media-sanitization-itsp40006</p>
Secure Destruction	<p>Destruction of information and/or material to the point that it is completely unreadable/unusable and cannot be accessed, re-assembled or used for unauthorized purposes. Secure Destruction is witnessed and evidenced by a Certificate of Destruction or a Certificate of Disposal.</p>
Service Commencement Date	Cut over date for the transition of Card Personalization and Distribution services from the previous Supplier/contract (incumbent) to the new Contractor/contract.
Security Printing	<p>The field of the printing industry that deals with the printing of items such as banknotes, cheques, passports, tamper-evident labels, security tapes, product authentication, stock certificates, postage stamps and identity cards.</p> <p>The main goal of Security Printing is to prevent forgery, tampering, or counterfeiting.</p>

Term/Acronym	Definition
Specimen Cards	<p>Refers to a Card populated with fictitious (test) data. The word "SPECIMEN" must be prominently laser engraved.</p> <p>Laboratory Testing Specimen - Once a Design has been approved, these Specimen Cards are incomplete Cards (as specified by Canada) that are sent for testing in a lab to verify the Cards meet the testing requirements of section 4.0 of Attachment 2 to this Annex A.</p> <p>CBSA Testing Specimens - These Cards will be the exact replication of the Cards that will eventually be issued to Applicants. Refer to the Protection Profile Table for security rating.</p>
Spoilage / Spoiled	<p>Any and all materials including Card sub components, manufactured Card Blanks and Personalized Cards that are defective or otherwise unusable that contain a Security rating and must be accounted for and sent to Secure Destruction for disposal.</p> <p>Materials and Cards that are determined to be defective or unusable (e.g. production issue, incorrect engraving, etc.) prior to or following Personalization, where such defect or inability to use the Card is not solely attributable to Applicant data and photograph provided from GCMS are not chargeable to IRCC.</p>
Successor	<p>The entity (whether it is IRCC or a new Service Provider) to whom the Contractor must provide materials and information during the transition-out of service delivery at the expiration of the Contract.</p>
Task	<p>The work undertaken by the Contractor as outlined in a TA Form, as issued by the Technical Authority; consistent with the Statement of Work, which may consist of any combination of the "as-and-when required" professional services, described in section 7.0.</p>
Task Authorization (TA) Form	<p>A document prepared and issued by the Project Authority to the Contractor identifying "as-and-when required" professional services, which may consist of any combination of the services described in section 7.0. Refer to Appendix E for a sample of the form to be used.</p>
Turnaround Time	<p>The maximum timeframe within which the Contractor must process and complete a Card Request. Time is calculated up to the release of the completed Card Request by the Contractor to the (typically third-party) entity responsible for shipping the order.</p>
Unreadable (Card)	<p>Read degradation to the point where read errors occur 5% of the time or more, by a specification compliant chip or other card reader, MRZ reader, or bar-code reader.</p>
Visual Inspection Zone (VIZ)	<p>As defined in ICAO Document 9303, Part 3: Specifications Common to all MRTDs, the Visual Inspection Zone of an MRTD comprises the mandatory and optional data elements designed for visual inspection.</p>
Variable Laser Image	<p>A laser-engraved image with tilting effects. Images are engraved at different angles through an array of cylindrical lenses embossed into the surface of a Card. The image that can be seen changes depending on the angle of view.</p>

- 5.2 The following documents provide guidance for the provision of Card Design, Manufacturing and Personalization and Distribution services. The Contractor must conform to and maintain working knowledge of the Government of Canada requirements, including, but not limited to, all amendments thereto, any superseding instruments, and any subsequent requirements (i.e. regulations, directives, standards, etc.). This is not an exhaustive list and note that the website addresses can change:
- 5.2.1 *The Privacy Act:*
<https://laws-lois.justice.gc.ca/ENG/ACTS/P-21/index.html>
- 5.2.2 The Policy on Privacy Protection:
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12510>
- 5.2.3 *The Personal Information Protection and Electronic Documents Act:*
<https://laws-lois.justice.gc.ca/ENG/ACTS/P-8.6/index.html>
- 5.2.4 *The Security of Information Act:*
<https://laws-lois.justice.gc.ca/eng/acts/O-5/FullText.html>
- 5.2.5 International Civil Aviation Organization (ICAO) standard for Machine Readable Travel Documents as set out in Doc 9303 Parts 1-5
<https://www.icao.int/publications/pages/publication.aspx?docnum=9303> .
- 5.2.6 ISO/IEC 7810:2019 [ISO/IEC 7810] Identification cards — Physical characteristics
<https://www.iso.org/standard/70483.html>
- 5.2.7 ISO/IEC 7816-1:2011 Identification cards — Integrated circuit cards — Part 1: Cards with contacts — Physical characteristics
<https://www.iso.org/standard/54089.html>
- 5.2.8 ISO 1073-2:1976 Alphanumeric character sets for optical recognition — Part 2: Character set Optical Character Recognition (OCR)-B — Shapes and dimensions of the printed image
<https://www.iso.org/standard/5568.html>
- 5.2.9 ISO/IEC 11693:2000 Identification cards — Optical memory cards — General characteristics
<https://www.iso.org/standard/31791.html>
- 5.2.10 ISO/IEC 18000-6:2013 Information technology — Radio Frequency Identification (RFID) for item management — Part 6: Parameters for air interface communications at 860 MHz to 960 MHz [also known as EPCglobal Class 1 Generation 2]
<https://www.iso.org/standard/59644.html>
- 5.2.11 ISO 14298:2013 Graphic technology - Management of Security Printing processes
<https://www.iso.org/standard/54594.html>
- 5.2.12 ISO 1831:1980 Printing specifications for optical character recognition
<https://www.iso.org/standard/6480.html>
- 5.2.13 ISO/IEC 10373 Identification Cards – Test methods
<https://www.iso.org/obp/ui/es/#iso:std:iso-iec:10373:-1:ed-2:v1:en>
- 5.2.14 ANSI INCITS 322 Information Technology - Card Durability Test Methods
<https://www.document-center.com/standards/show/ANSI/INCITS-322>
- 5.3 The Contractor in the performance of the work, as described herein, must adhere to all security measures as defined and revised by the Government of Canada, as referenced in:

- 5.3.1 *IT Security Risk Management: A Lifecycle Approach* (ITSG-33) <https://cyber.gc.ca/en/guidance/overview-itsg-33>
- 5.3.2 Baseline Security Requirements for Network Security Zones in the Government of Canada (ITSG-22) - <https://cyber.gc.ca/en/guidance/baseline-security-requirements-network-security-zones-government-canada-itsg-22>
- 5.3.3 TBS Directive on Security Management - <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32611§ion=html>
- 5.3.4 Work Site Security Requirements - <https://www.tpsgc-pwgsc.gc.ca/esc-src/protection-safeguarding/lieux-travail-work-site-eng.html>
- 5.3.5 IT Media Sanitization (ITSP.40.006) - <https://www.cyber.gc.ca/en/guidance/it-media-sanitization-itsp40006>

6.0 SCOPE OF WORK

6.1 Phase 1 – Transition-In

Phase 1 encompasses all planning, set-up, Design, testing, and Manufacturing required to facilitate a smooth and seamless (to Canada and Applicants) transition of Card Personalization for Applicants and on-going service delivery from a previous supplier/contract to the Contractor. Phase 1 commences following Contract Award and concludes on the Service Commencement Date.

Note, at IRCC's option, the requirement for a new Card Design (see section 7.1.5) may be deferred to a later Phase of the Contract, but the cost for one (1) round of these services ending in an IRCC approved new Card Design will be as-included in the Contractor's per Card pricing, regardless of when Canada requests this activity to be undertaken.

- 6.1.1 Canada has allocated a period of **not more than twelve (12) months** to complete transition-in of the Contractor's services. The required date of commencement of Phase 2 (Card Personalization for Applicants and on-going service delivery) by the Contractor (**Service Commencement Date**) will be negotiated with the Contractor at the start of Phase 1 and confirmed by IRCC based on the progress of work under Phase 1, but must occur no later than the end date of the previous contract for these Services.
 - a) Transition-in timelines may be accelerated in the event that the Contractor demonstrates that it is able to do so, based on advance approval by and at the discretion of Canada.
- 6.1.2 During the Transition-In phase, the Contractor must work collaboratively, cooperatively and in good faith with Canada and any incumbent supplier, in the effective and timely transition from the delivery of services by the incumbent supplier to the delivery of services by the Contractor.
- 6.2 With the exception of Government Furnished Equipment provided to the Contractor by Canada to establish the Data Link, the Contractor must provide all infrastructure for accepting and processing of PR Card-Requests and for the management of information relevant to the Design and Production of the Cards under the Contract.
 - 6.2.1 Following Contract award, Canada will provide to the Contractor, an electronic copy of the most current version of the following information:
 - a) A listing of all possible delivery locations for Bulk shipments to IRCC offices (rather than directly to a Card Applicant, including shipping addresses, current as of the commencement of the Contract. Locations of delivery may be subject to change over the duration of the Contract;
 - b) Names and contact information for contacts for Contract management, IRCC representatives and locations authorized to communicate with the Contractor (e.g. IPG representatives, IRCC's photograph processing location in Sydney, IM/IT personnel supporting the Global Case

Management System (GCMS), etc.) and other pertinent representatives of Canada (e.g. on behalf of CBSA and Shared Services Canada (SSC), etc.)

- c) Any additional specifications or requirements for integration between GCMS and the Contractor's systems;
- d) Any required formats or coding for reporting, notifications and other Contract records requirements.

6.2.2 No later than thirty (30) calendar days following Contract award, the Contractor must submit for IRCC's approval, a comprehensive draft **Work Plan for Phase 1**, building upon the Contract Management Plans submitted within the Contractor's Proposal.

- a) The Work Plan for Phase 1 must present in chronological order, the detailed description of each action item the Contractor must complete in order to ensure the timely and seamless transition to the delivery of Phase 2 services, including the following:
 - i. Providing systems integration implementation and testing services to develop the Data Link between the GCMS and the Contractor's internal IT system (see section 8.2) and **Attachment 1** to Annex A. *Confirmation of the exact communication and structure architecture will be provided upon Contract award.*
 - ii. Confirming all necessary data fields within the Contractor's Card Personalization system to align to GCMS data, in accordance with IRCC's requirements and ICAO standards.
 - iii. Equipping facilities, and establishing all processes for the secure Manufacturing, Personalization and Distribution of Cards as set out in section 8.7;
 - iv. Confirming the Contractor's quality assurance and quality control processes to meet the service standards for Card quality as set out in section 8.3;
 - v. Confirming Master Card Templates and Master Card Proofs to be used in the Manufacture of Cards. As authorized by IRCC via a TA, work with IRCC and develop a new Card Design, in accordance with the requirements identified within section 7.1.5 and Attachment 2 (PR Card Specifications for Manufacturing and Personalization) to this Annex A;
 - vi. Manufacturing and testing Specimens of Card Blanks and Personalized Cards, including third party testing and IRCC/CBSA testing procedures in accordance with the requirements set out in **Attachment 2** to Annex A, PR Card Specifications. Successful completion of testing of personalized Specimen Cards must be completed and accepted by IRCC before the Service Commencement Date.
 - vii. Confirming the Contractor's sources and supply chain, sourcing materials, and establishing all processes for supply chain management and inventory controls to ensure the Contractor will have an adequate stock level for all Card components and related inventory on an on-going basis (as per section 8.7.3) to:
 - Fulfill Card Request volumes in accordance with the Service Levels set out in section 11.1;
 - Provide an appropriate level of Card Blank Stock as required in section 8.7.4 ("Safety Stock"); and
 - Support Business Continuity Planning, as further described in section 8.11.
 - viii. Manufacturing and storing Card Blanks and Safety Stock in the Contractor's facility;
 - ix. Set-up to enable Distributing Personalized Cards directly to Applicants and IRCC local offices for a subset of the cards, as directed by IRCC, to meet the service standards (as set out in section 11.1). This must include confirming shipment practices to achieve the most economical means of Distributing Cards to each delivery location in a timely manner, while also ensuring adequate security and considering ways to reduce package wastage.

- x. Set-up to ensure Secure Destruction of Spoilage and Rejected Cards and secure deletion (Sanitization) of Applicant Personal Information and photographs from the Contractor's systems (once the Applicant's Card has been Distributed); and
 - xi. Confirming report formats, and providing work plans, regular status, progress and other reports as requested by the IRCC Project Authority, as specified in section 8.12.
- 6.2.3 The Contractor must review its draft Work Plan for Phase 1 with IRCC and update the plan incorporating IRCC's feedback to achieve final acceptance. Upon IRCC's acceptance of the Contractor's Work Plan for Phase 1, the Contractor must implement the Work Plan for Phase 1.
- a) The Contractor must report to IRCC every two (2) weeks (or more frequently as-requested by IRCC) on the status of the activities for which the Contractor is responsible, issues or obstacles to meeting the scheduled time lines and corrective actions taken.
- 6.3 **Phase 2: Service Commencement and Delivery**
- 6.3.1 Once the transition-in activities as set out in sections 6.1 and 6.2 have been completed to the satisfaction of Canada and been accepted by the Project Authority as fully functional, Canada will authorize the Contractor to commence Card Personalization for Applicants and on-going service delivery as the service provider for the PR Card program providing the following for the duration of the initial Contract Term and any option periods thereto:
- a) On-going Card Manufacturing and Personalization for Applicants (in accordance with this Statement of Work and the requirements identified within Attachment 2 to Annex A);
 - b) On-going data management as set out in section 8.2;
 - c) On-going quality assurance and quality control including on-going Card and production system testing as set out in sections 8.3 and 8.5;
 - d) Completing inspection requirements as set out in sections 8.3-8.5;
 - e) On-going supply chain management as set out in section 8.7;
 - f) On-going Card Distribution as set out in section 8.8
 - g) On-going Secure Destruction as set out in section 8.9
 - h) On-going Data Sanitization services as set out in section 8.10;
 - i) On-going Business Continuity Planning as set out in section 8.11; and
 - j) On-going reporting services and communication as set out in sections 8.12 and 8.13;
- 6.3.2 The Contractor must provide these Services during Phases 2 and 3 of the Contract, in accordance with the **Service Standards** outlined in section 11.1.
- 6.3.3 During the term of the Contract, and any option periods authorized by Canada, the Contractor must always handle IRCC information in its secure systems meeting the requirements of all applicable privacy legislation and in accordance with Government of Canada requirements with respect to Protected B data.
- 6.3.4 The Contractor must complete all PR Card Manufacturing and Personalization processes starting at the point of data transfer from IRCC to the point of Card Distribution within its secure Production facility located within Canada.
- 6.3.5 Additional or extensions to certain Services will be addressed on an "as-and-when required" basis via the issuance of a Task Authorization, via a process as further described in the Resulting Contract, including but not limited to those activities described in section 7.0.

6.4 Phase 3 – Transition-Out

Upon Canada's notification to the Contractor, the Contractor must provide support for the transition of service delivery from the Contractor to any new service provider/Contract ("Successor").

6.4.1 The Transition-Out Phase of operations will begin upon notification by Canada to the Contractor, which shall be provided either:

- a) Between 365 calendar days before but no later than one hundred and eighty (180) calendar days before the expiration date of the Contract; or
- b) Within a time period identified by Canada, acting reasonably, in the event the Contract is to be terminated for failure to meet service standards (as set out in section 12.0) in accordance with the Contract.

6.4.2 The Transition-Out Phase will end on the date on-going service delivery is to commence by any Successor, as identified by Canada.

6.4.3 During the Transition-Out Phase, the Contractor must maintain all on-going services as set out in section 6.3, in accordance with this Statement of Work.

6.4.4 During the Transition-Out Phase the Contractor must work collaboratively and in good faith with Canada and any Successor in the effective and timely transition from the delivery of services by the Contractor to the delivery of services by the Successor.

6.4.5 Transition-Out Planning

- a) Upon completion or termination of the Contract, the Contractor must either return to IRCC or provide Secure Destruction and Sanitization (as applicable and as directed by IRCC) of all data, information, Card Design details, Master Card Templates, Master Card Proofs, Personalized Cards and all intellectual property in foreground information that are the property of Canada, as per section 510. (Retention) of the CISD Industrial Security Manual.
- b) The Contractor must provide evidence in the form of a Certificate of Destruction to Canada of the completion of Secure Destruction of all remaining Card Blank stock (including any remaining Safety Stock), Specimen Cards and all Spoilage.
- c) Within thirty (30) business days of Canada's request, the Contractor must develop a draft **Transition-Out Plan**. This Transition-Out Plan must include a strategy and detailed plan to efficiently and effectively:
 - i. transfer all Contract activities from the Contractor to the Successor, without service disruptions to Canada or Card Applicants;
 - ii. reduce Card Blank and Card component inventory levels over the duration of the Transition-Out Phase, commensurate with the time remaining on the Contract, while still maintaining sufficient amounts of Safety Stock for BCP reasons;
 - iii. provide verification of the Secure Destruction of all remaining Card Blanks and Sanitization of all IRCC Applicant data from the Contractor's systems;
 - iv. transfer any remaining data, equipment (where Government Furnished Property is provided), documentation and any other required items back to Canada, as specified by the Project Authority in a timely and secure manner.
- d) The Contractor must review its draft Transition-Out Plan with IRCC and update the plan incorporating IRCC's feedback to achieve final acceptance. Upon IRCC's acceptance of the Contractor's Transition-Out Plan, the Contractor must implement the Transition-Out Plan.
 - i. The Contractor must report to IRCC every two (2) weeks (or more frequently as-requested by IRCC) on the status of the activities for which the Contractor is responsible, issues or obstacles to meeting the scheduled time lines and corrective actions taken.

- 6.4.6 Upon completion or termination of the Contract, the Contractor must either return to IRCC or provide Secure Destruction and Sanitization (as applicable and as directed by IRCC) of all data, information, Card Design details, Master Card Templates, Master Card Proofs, Personalized Cards and all intellectual property in foreground information that are the property of Canada, as per section 510. (Retention) of the CISD Industrial Security Manual.
- 6.4.7 The Contractor must provide evidence to Canada of the completion of Secure Destruction of all remaining Card Blank stock (including any remaining Safety Stock), Specimen Cards and all Spoilage.
- 6.4.8 The Contractor must ensure that transfer of all data from the Contractor's systems (if applicable) is in an electronic medium compatible with IRCC's electronic systems and adheres to all IT security requirements.
- 6.4.9 Canada will be responsible for verifying the completion of all contractual requirements. Canada will notify the Contractor of where and when the data, documentation and any other required items are to be returned.

7.0 "As-And-When Required" Professional Services (via TA)

These services are in addition to the core services of the Contract as set out in section 6.0, and, with the exception of all services associated with the completion of one (1) IRCC approved new Card Design (see section 7.1.5), are priced separately at defined per diem or per unit prices within the Basis of Payment. Such "As-And-When Required" Professional Services may be requested by Canada by means of the issuance of a TA Form specifying the scope of work and timelines for completion, according to the TA Procedures as described in the Resulting Contract Terms.

- 7.1.1 If and as authorized by Canada, the Contractor must provide any combination of the following "as-and-when required" Professional Services when requested to do so by Canada by means of the issuance of a TA Form.

7.1.2 Consultation Services

- a) The Contractor must provide qualified resources to provide advisory or research services to address trends in fraud prevention, and to provide prototyping of potential new approaches.

7.1.3 Training Services

- a) The Contractor must provide services at IRCC locations across Canada, to provide user training or issue resolution services in the event of service delivery changes, IT system modifications, or any other activities which warrant user training as determined by IRCC.
 - i. An example of possible training would be to ensure compliance of the photo images produced by IRCC agents at its various locations to meet the Card Specification requirements (for dimensions, resolution, contrast, etc.).

7.1.4 IT System Modifications

- a) The Contractor must provide qualified technical support services to complete adaptation or modifications to the Contractor's systems to accommodate requirements stemming from changes to the GCMS system, IRCC's business processes, or Canadian policies on handling of Personal Information, and to remain aligned to industry standards of practice in terms of security and connectivity.

7.1.5 Design Services

- a) One (1) round of Card Design services must be included in the Contractor's base per card price.
 - i. These Card Design services must be undertaken by the Contractor as required by IRCC. At IRCC's option, and as authorized by a TA, the Contractor must provide one (1) round of

- Card Design Services resulting in a final IRCC approved new Card Design during Phase 1 or must provide this one (1) round of Card Design Services resulting in a final IRCC approved new Card Design at another time specified by IRCC during the Contract term.
- b) Design is an iterative process undertaken by the Contractor in consultation with Canada, requiring approval by the Project Authority prior to the Contractor's proceeding to the next stage of Design, and may involve one (1) or more reviews with IRCC and other representatives of Canada and subsequent revisions by the Contractor to the deliverables prior to receiving IRCC's approval of the final new Card Design. This may include reversion to a previous stage in the Design process based on the results of subsequent stages. Stages in the Design process include:
- i. Development of Card visual layout, look and feel;
 - ii. Development of Card physical construction including all required security features, integrations, components and materials;
 - iii. Development of Design documents and associated specifications;
 - iv. Confirmation of adjustments to Manufacturing process(es), material sources and supply for the new Design;
 - v. Development of Card Blanks and Specimen Cards for associated testing; and
 - vi. Development of Master Card Templates and Master Card Proofs.
- c) The Contractor must provide experienced personnel to develop a new secure Card Design incorporating the required Integrated Circuit (IC) type, allowance for the Personalization requirements and multi-layered security features. The Project Authority will be responsible to approve the final Design for subsequent implementation into Production by the Contractor.
- d) Following IRCC's approval of the final new Design, the Contractor must provide the Master Card Templates and Master Card Proofs to IRCC in hard copy, and where possible in compliance with security requirements in electronic copy.
- i. The Contractor must provide one (1) copy of all final approved Design deliverables to Canada in an agreed to format.
 - ii. The Contractor must retain a one (1) copy in a secure location in Canada in compliance with the Contract requirements for document and information safeguarding. Refer to the Protection Profile Table for applicable Security rating.
 - iii. The Contractor must provide IRCC with two (2) physical, actual size copies of each of the unlaminated polycarbonate layers of the final Card Design.
 - iv. The Contractor must produce Card proofs in digital and printed format as necessary for the process.
 - Once the proofs have been finalized, they will be signed off as "Master Card Proofs" by both the relevant IRCC and Contractor authorities.
 - The Contractor must retain copies of the Master Card Proofs for Quality Assurance reference in a secure location in Canada that complies with the Contract requirements for document safeguarding and protects them from factors such as heat, light, humidity, or anything which may alter the approved images.
- e) If required by the Project Authority, the Contractor must destroy all preliminary versions, drafts or mock-ups developed during the Design process in compliance with the security provisions of the Contract upon receiving instructions from the IRCC Project Authority to do so.
- f) The Contractor must develop the Card testing plan and inspection standards for the on-going Card production, for IRCC's approval.
- i. The Contractor must provide one copy of the final approved Card testing plan and inspection standards to the Project Authority, in an agreed upon format and must retain

copies for reference, as required, during Production (see section 8.5).

- ii. The Contractor is solely responsible for ensuring that all of its relevant staff are aware of the inspection standards and fully comply with them.
- g) At the end of the Design process, the Contractor must provide to the Project Authority detailed technical specifications for each of the security features included in the final Design.
- h) If requested by Canada, the Contractor must also participate in discussions and services to further modify the Card Design in order to further enhance security or functionality over the term of the Contract.

7.1.6 **Additional Image / Photo Correction Services**

- a) The Contractor must provide additional image correction services, in addition to the up to 400 images corrected per month, to improve Applicant images (as provided via GCMS) that may otherwise be a reason to reject a Card. These may include corrections such as contrast, lightening of background, etc. No correction should be made to the size/ratio of any photographs.

7.1.7 **Additions or Changes to Distribution Services**

- a) The Contractor must provide services and materials to complete additions or changes to standard (as specified in section 8.8.2) mailing envelopes and Card carrier and other package contents.
 - i. This may include but is not limited to changes in any one (1) or more of the design, text, layout, ink colours, weight, size, format/folds, materials, etc. of the envelope, Card carrier, insertion letter(s), other inserts, as well as any production, printing and/or preparation for Distribution of any additional informational inserts, pamphlets, etc.;
- b) Any revisions would be subject to review and approval by IRCC.

8.0 APPROACH AND METHODOLOGY

8.1 The management by the Contractor of Card Design, supply chain management, inventory management and warehousing, Manufacturing, Personalization and Distribution services, and all associated data/information management, quality assurance/quality control, testing, inspection and reporting services must be undertaken in accordance with all applicable Acts, Codes, Departmental and federal government regulations, policies and procedures.

8.2 Data Management

8.2.1 All data transfer must be conducted over a secure IT link ("Data Link") between IRCC and the Contractor. To establish this secure Data Link, IRCC will provide to the Contractor as Government Furnished Property (GFP) the necessary equipment to securely connect the Contractor's systems to the GCMS. Canada will be responsible for the maintenance of this GFP.

8.2.2 The Contractor must develop and maintain the Data Link between GCMS and the Contractor's internal IT systems, in accordance with the requirements set out in **Attachment 1** to Annex A.

8.2.3 The Contractor must provide and maintain a **Production** environment version of its internal system which is capable of exchanging data with GCMS, for receiving Card Requests, temporary storage of Applicant Personal Information, Card data (including photographs), and maintaining Card Request and Card status information, as required to perform the work under the Contract.

8.2.4 The Contractor must provide and maintain a **Test** environment version of its internal system capable of exchanging data with the test instance of GCMS, for testing any required updates and upgrades implemented into GCMS over the duration of the Contract.

8.2.5 *Any updates to the connection between GCMS and the Contractor's internal IT system or changes to reflect new functionality required by IRCC will be implemented via an issued TA.*

8.3 **Quality Assurance and Inspection Processes**

8.3.1 The Contractor is solely responsible for implementing the quality assurance policies and procedures required to ensure:

- a) The compliance of the Card with relevant ICAO and ISO standards as set out in section 5.2 and Attachment 2 to Annex A;
- b) The functionality of the Card for its intended use, as set out in Attachment 2 to Annex A;
- c) The integrity of the Card, and all components, for the Effective Lifespan of the Card for what would be considered normal use; and
- d) The security, reliability and quality of all goods, components and consumables provided by the Contractor and any sub-contractors/suppliers.

8.3.2 The Contractor must prepare, in consultation with IRCC, and maintain up to date, an 'exemplar' binder which will define the allowable tolerances for issues encountered as part of the quality assurance/quality control process. The binder will include actual cards that have been previously controlled and are just within or just outside the tolerance level. Although not the preferred approach, this can also be done using detailed images.

8.3.3 The Contractor must implement and maintain a quality control and inspection program covering the entirety of the services, including all aspects of Design, Manufacturing, Personalization and Distribution, including management of the supply chain for the Card components and materials, data reception and storage, up to the completion of Distribution of the Cards by the Contractor. The program must include any automated and manual operations deemed necessary to ensure items a)-d) in section 8.3.1.

8.3.4 As part of its quality assurance and inspection processes, the Contract must provide Image / Photo Correction Services for up to a maximum of 400 images corrected per month, to improve Applicant images (as provided via GCMS) that would otherwise be a reason to Reject a Card. These may include corrections such as contrast, lightening of background, etc. No correction should be made to the size/ratio of any photographs.

8.3.5 The Contractor must provide any inspection equipment, automated or manually operated, necessary to ensure all operations required for a comprehensive quality control program are successfully completed.

8.3.6 The Contractor must ensure that each PR Card Manufactured and Personalized by the Contractor complies with the quality standards and requirements defined within the most current version of the PR Card Specifications in **Attachment 2** to Annex A, prior to Distribution.

8.3.7 Personalized Cards must meet all of the inspection standards established in the Design specifications (in Attachment 2 to Annex A) before they are distributed by the Contractor.

8.3.8 The Contractor must ensure that any materials or Cards failing inspection at any time and any point in the Production process, during the period of the Contract, are removed from Production.

8.3.9 The Contractor must record the reason for Spoilage and Rejection in an audit log

8.3.10 Any and all Spoiled Cards and any and all Rejected Cards that have been Personalized must be 100% hand-reconciled, under video surveillance, with dual control and supervision. Rejected Cards must be secured until they are able to be destroyed.

- a) After reconciliation, the Spoiled or Rejected Personalized Cards must be registered.
- b) After reconciliation, any Rejected Personalized Cards must be re-made and the Contractor's system must be capable of allowing an authorized Contractor resource to initiate a re-make of a Rejected Personalized Card.

- c) For Serialized Cards kept for reasons of sampling and quality control, the Contractor must register each Card on an updateable permanent list which identifies each Card's its Serial Number and custodian.
- d) Except for samples requested by IRCC, any and all Spoilage and Rejected Cards must be Securely Destroyed as described in section 8.9. The Contractor must report on Secure Destruction of Rejected Cards to the Project Authority on an on-going basis.

8.4 **On-Site Quality Inspection**

- 8.4.1 Canada may elect to perform an on-site inspection of Card products, components and materials at any step of the Production process including finished and stored materials.
- 8.4.2 IRCC and CBSA will conduct regularly scheduled and ad hoc inspections on the physical premises of the Contractor's facility to ensure the Cards' features meet Contract requirements. A sample of 100 cards will be inspected during each visit.
- 8.4.3 The Contractor must make the necessary arrangements, upon Canada's request, to allow Canada's representatives to evaluate the quality of such elements at any and all Production steps of Canada's choosing including on Press Check or Personalization, if deemed necessary by Canada.

8.5 **Rectification of Noted Deficiencies**

- 8.5.1 Where problems or deficiencies are identified by Canada during or following an inspection, review, operational audit, systems audit, financial audit or any other audit review, test, or during or following any visit to the Contractor's facilities, Canada may issue by notice to Contractor, a Corrective Action Request (a "CARQ").
- 8.5.2 The Contractor must:
 - a) promptly reply in writing to a CARQ;
 - b) take immediate corrective action acceptable to Canada to prevent the recurrence of any and all deficiencies or problems identified in such CARQ; and
 - c) rectify all deficiencies and problems identified in such CARQ within the time period specified in the CARQ, or when not specified, then within thirty (30) days from the date of Contractor's receipt of the CARQ.
 - d) The issuance or non-issuance of a CARQ will not impact Canada's ability to exercise any other rights or privileges under the Contract or at law, and for clarity, will not prejudice Canada's right to termination under SACC 2030 (2018-06-21) - General Conditions - Higher Complexity - Goods.

8.6 **Testing**

8.6.1 **Card Testing Laboratory**

- a) The Contractor must contract with an ISO/IEC 17025 certified independent testing laboratory to verify that the Contractor's Cards meet the requirements of all tests listed in section 4.0 of **Attachment 2** to Annex A.
- b) Tests must be performed in accordance with ISO/IEC 10373, section 5.10 and NCITS 322:2002
- c) Within 120 days after contract award the Contractor must demonstrate to the satisfaction of the Project Authority that the laboratory:
 - i. Is independent of the Contractor, and
 - ii. Is capable of completing all required tests,

- d) Within 120 days after Contract award the Contractor must submit electronically in writing, for approval by the IRCC Project Authority, the agreement made with the selected laboratory concerning:
 - i. The method of shipping, tracking and confirmation of receipt of the Cards;
 - ii. The protocol for reporting any lost or inventory discrepancies related to the Cards; and
 - iii. The protocol for tracing any inventory discrepancies related to the Cards.IRCC reserves the right to audit these conditions and impose additional conditions.
- e) The Contractor must not share the test results with any third party unless the Project Authority grants permission in writing. Accordingly, the Contractor must provide to IRCC a signed copy of the non-disclosure agreement (NDA) between themselves and the selected laboratory, wherein the laboratory agrees that no information will be shared, in any manner with any third party.

8.6.2 Card Testing – External Laboratory Testing

- a) The Contractor must produce fictitious personalized Specimen Cards for use in Card testing, based on a set of test data and conditions provided by IRCC.
- b) The Contractor must deliver 100 units of the Specimen Cards to the approved testing laboratory.
- c) The laboratory must submit their report on the test results to the Contractor, with a copy to the Project Authority, within four (4) weeks of receipt of the 100 units by the testing laboratory.
- d) The Contractor must ensure that the inventory of Specimen Cards and related documents are monitored and accounted for at all times during the test process in accordance with the security requirements of the Contract.
 - i. The Contractor must ensure that the laboratory returns all reports indicated in section 4 of the Card Design Specifications.
 - ii. Once tests are completed, the Contractor must ensure that all Specimen Cards are returned to their facility.
 - iii. The Contractor must hold all returned Specimen Cards until they receive instructions from the Project Authority to either destroy the Cards or provide them to the IRCC Project Authority.
 - iv. Should any Specimen Cards be destroyed during testing, a certificate of destruction, signed and dated by authorized laboratory officials, must be provided with the test report.
- e) IRCC reserves the right to send the same Specimen Cards or additional Specimen cards for similar testing at a facility of its own choosing.
- f) Following receipt of the results of any testing by the Contractor, upon notification by Canada, the Contractor must then correct any defaults identified as a result of the testing.
 - i. IRCC and the Contractor must agree upon a schedule for completing any corrections.
 - ii. IRCC will inform the Contractor if there is any further requirement for additional Specimen Cards to be used for retesting purposes.
- g) The Contractor must have successfully completed the external laboratory testing (i.e. Cards must have met all testing requirements, corrected any faults identified, and the results must have been accepted by IRCC) in accordance with the timeframe approved by IRCC in the Contractor's Work Plan for Phase 1 or TA Test Plan (as applicable).

8.6.3 Card Testing – IRCC/CBSA Testing

- a) The Contractor must deliver 100 Specimen Cards to the Project Authority for testing of the functionality of the RFID chip by IRCC and CBSA.
- b) The procedures for these tests are:

- i. The Contractor will receive 100 test Applicant IDs from the Project Authority;
- ii. The Contractor must laser engrave the test Applicant ID as per ICAO standards on the Cards;
- iii. The Contractor must match the unique RFID identifier and Card Serial Number from each Card with the test Applicant ID and include these on the Card Control System Report (as described in section 8.12.8);
- iv. IRCC and CBSA will jointly test the functionality of the RFID chip in the Specimen Cards;
- v. The Contractor will be asked to participate in these tests to review and resolve any issues associated with the RFID;
- vi. IRCC will advise the Contractor of the test results - acceptable or not acceptable;
 - The timeframe for receipt of the results of testing is typically within a four (4) week period.
- vii. If the test results are not acceptable:
 - the Contractor must consult with the Project Authority to correct the faults at no additional cost to Canada, and
 - The Contractor must deliver another 100 Specimen Cards with the fault corrected within an agreed to timeframe at no additional cost to Canada.
- c) The Contractor must have successfully completed the IRCC/CBSA testing (i.e. Cards must have met all testing requirements, corrected any faults identified, and the results must have been accepted by IRCC) in accordance with the timeframe approved by IRCC in the Contractor's Work Plan for Phase 1 or TA Test Plan (as applicable).

8.6.4 **Production Testing**

- a) The Contractor must provide a Test environment, separate from its Production environment, which can connect with IRCC in a way that reproduces the Production process from the point of issuance of a Card Request from IRCC to the Contractor, through a test of the Personalization process, and all processes required to result in the return of a confirmation by the Contractor to IRCC of Card Distribution.
- b) This Test environment must provide IRCC with the capability to input test data from its own GCMS Test environment to the Contractor's system(s).
- c) The Contractor's Test environment must have the capacity and ability to produce Specimen Cards and must provide IRCC with the Specimen Cards produced.
- d) The Contractor must maintain this Test environment throughout the term of the Contract and any option periods thereto. The ongoing maintenance of the Test environment will be verified as part of any On-Site Quality Inspection detailed at section 8.4.

8.7 **Supply Chain Management**

- 8.7.1 The Contractor is solely responsible for managing the sourcing and supply of all materials, components and consumables required to maintain Production of the Cards and delivery of all services.
 - a) The Contractor must have established procedures for monitoring the supply of material obtained from sub-contractors/suppliers.
 - b) The Contractor must ensure that all IRCC Card component inventory, all materials related to Card Production as well as the Blank Cards and Safety Stock are warehoused in a secure facility in Canada with restricted access, in a manner that complies with the security requirements of the Contract.

- c) All Card components, while being stored or shipped, are to be safeguarded against theft or loss at the appropriate security level as set out in the Protection Profile Table.
- d) The Contractor must be responsible for the storage of all Spoilage (i.e. defective Cards or components of Cards) and Rejected Cards in a secure manner until their Secure Destruction.

8.7.2 Inventory Management

- a) During the period of the Contract, the Contractor is solely responsible for ensuring:
 - i. The quantity and supply of all materials in their inventory of material is sufficient to maintain the level of production required for the PR Cards, as set out in section 12.1.4;
 - ii. The quality of all materials under their management is sufficient to maintain the level of production and functionality required for the PR Cards;
 - iii. A quantity of Card Blanks sufficient to meet the contingency requirements of the Contract is maintained as set out in section 8.7.4.

8.7.3 Inventory Replenishment

- a) The Contractor is responsible to establish its own replenishment points, or minimum reorder point, and timeframes for all materials maintained in its inventory in accordance with the Contractor's Business Continuity Plans (BCP) as further described in section 8.11.
- b) Once these inventory standards have been established:
 - i. The Contractor is responsible for replenishing its inventory in a manner that ensures Production quality and quantity is maintained.
 - ii. The Contractor must maintain regular communication with the IRCC Project Authority to review any risks or issues associated with the status of its inventory;
 - iii. The Contractor must provide quarterly reports of materials used in Production noting materials Spoiled, Serial Numbers generated and current inventory listing of Serial Numbers on hand.
 - iv. The Contractor must monitor its supply chain for the Cards; advise the IRCC Project Authority of any factors potentially affecting the supply of material or its ability to replenish materials, and, as necessary, propose alternatives to avoid a disruption in Production.
 - v. The Contractor is solely responsible for the costs incurred in disposing of any Spoiled inventory material.

8.7.4 Card Blank Stock

- a) Throughout the period of the Contract and following IRCC's acceptance of the initial Production Run of PR Card Blanks, the Contractor must maintain a contingency supply of a minimum quantity of Card Blanks equivalent to a three (3) month's supply (as calculated based on an average of the previous 12-month period of Card Production). The Contractor must ensure the minimum required quantity of Card Blanks is in place within six (6) months' of IRCC's acceptance of the initial Card Blank Production Run.
 - i. This minimum quantity will be referred to as the Safety Stock;
 - ii. The Contractor must rotate the Safety Stock into Production as required to ensure the Card functionality during its Effective Lifespan;
 - iii. The Contractor must include the Safety Stock in any discussions with IRCC concerning inventory levels and replenishment requirements.
- b) The volume of Safety Stock may be reduced in consultation with IRCC as part of an approved Transition-Out process at the end of the Contract.

8.8 Card Distribution

8.8.1 The Contractor must distribute Cards by two methods:

- a) Approximately 95% of the total Cards produced annually are distributed by Canada Post mail directly to the address of the individual Applicant, postage paid by IRCC.
- b) The remaining approximately 5% of the Cards produced annually are shipped by Canada Post or IRCC approved courier, to in-Canada IRCC offices, postage/shipping paid by IRCC.

8.8.2 **Distribution Preparation**

- a) The Contractor must supply a printed insertion letter to act as a Card carrier for each Personalized Card.
 - i. The name and personal address of the Applicant and the Card Serial Number bar code must be printed on the insertion letter.
 - ii. The address information must be seen as being the destination address in the envelope window after the letter has been inserted.
 - iii. The return address for the Card if undeliverable. The return address information must be seen as being the return address in the envelope window after the letter has been inserted.
 - iv. The base insertion letter requirement, *unless modified via an issued TA*, is:
 - 8.5" x 11" on white multipurpose paper;
 - Additional information is printed on the letter, front and back;
 - Tri-fold;
 - Printed B&W on 2 sides.
- b) The Contractor must work with IRCC on the insertion letter and window envelope designs. IRCC must approve this design prior to it being used by the Contractor. *Any additional inserts, pamphlets, or subsequent changes in the insertion letter and window envelope designs will be authorized via an issued TA.*
- c) Following Personalization, and the Contractor's final quality assurance test(s), the finalized Cards must be affixed to the Insertion Letter in a manner that will permit the recipient to easily remove the Card from the letter, without residue remaining on the Card or the Card being damaged.
- d) This insertion letter and affixed Card must be inserted into the envelope.
- e) The Contractor must supply the printed envelopes.
- f) The base envelope requirement, *unless modified via an issued TA* is:
 - i. #10 Double window envelopes, displaying the addresses as required in section a) above;
 - ii. Black printing on front and back;
 - iii. accommodates the tri-folded insertion letter and up to two (2) additional 8.5" x 15" tri-folded letters on standard weight multi-purpose paper.
- g) The Contractor is responsible for ensuring:
 - i. The Personal Information printed on the insertion letter and any other personalized content included within the Card envelope corresponds to the Personal Information on the Applicant's Personalized Card; and
 - ii. The correct matching of the Applicant's Personalized Card to the insertion letter and any other personalized content that is distributed to the Applicant.

8.8.3 **Direct Mail-out:**

- a) Each Business day, the Contractor must deliver all completed Cards from the preceding period's Production Run of Personalized Cards to the closest Canada Post facility suitable for processing the envelopes for mailing directly to each Applicant.

- b) The Contractor must invoice IRCC for the mailing costs as direct cost at no markup.
- c) The Contractor must provide an electronic statement of mailing (Canada Post form) for each and every daily mail-out with the Contractor's invoice to IRCC.
- d) Cards mailed directly to individual Applicants are sent by regular mail without tracking or requirement for signature, however, at IRCC's request, the Contractor must send any specific Applicant mail-out(s) identified by IRCC using registered mail. *IRCC may in the future require that all Cards be sent by registered mail. Any such universal change will be authorized via a TA.*

8.8.4 **Bulk Shipment:**

- a) Cards not proceeding as direct mail-outs must be grouped per IRCC office destination and placed in boxes of different sizes to accommodate the different volumes for each office destination. Some boxes will need to accommodate volumes of less than 100 Cards while some boxes will hold as many as 500.
- b) The Contractor must complete Bulk shipments not less frequently than weekly, and more often as required to meet Card Request Turnaround Times as set out in section 12.1.6
- c) The Contractor must print and affix the shipping labels and prepare a packing slip for each office destination detailing the contents and quantity included within the package.
- d) The Contractor must have established procedures for monitoring the Distribution of the Personalized PR Cards from their facility to the destined IRCC offices. These procedures must include a process for confirmation of receipt of shipment from each local IRCC office.
- e) An electronic e-packing slip replicating the packing slip information must be sent by email to the Project Authority and the applicable local IRCC offices following each shipment. The e-packing slip must:
 - i. Contain no Personal Information.
 - ii. Contain the number of items included in the shipment, all Card Serial Numbers within the shipment, and the date of shipment.
 - iii. Contain a tracking number for the shipment allowing the applicable local IRCC office and the Project Authority to track the shipment.
 - iv. In addition, with the e-packing slips transmitted to the Project Authority, the Contractor must provide a roll-up report for all shipments, as set out in section 8.12.5.
- f) If confirmation of receipt of a shipment is not received and the local IRCC local office has not received the package, or in the event the IRCC local office finds a discrepancy in the contents of the shipment against the associated packing slip, the Contractor must inform the Project Authority immediately and provide all pertinent details of the shipment. The Contractor must follow-up on the shipment as appropriate to confirm its location and status and to resolve any discrepancies, and must provide a detailed report back to the IRCC local office and the Project Authority. IRCC reserves the right to audit the Contractor's investigations.

8.8.5 If any Distribution discrepancies are found, the Contractor must bring them to the attention of the Project Authority and must investigate the reasons, problems and solutions to avoid repetition of these exceptions.

8.9 **Secure Destruction of Materials**

8.9.1 The Contractor must ensure that all materials that have a security designation and are destined for disposal are subjected to monitored Secure Destruction in a manner required by the security classification of the item (as set out in Appendix C: Protection Profile Table). The material must be shredded, burned or otherwise completely destroyed, via a Canada-approved method of

destruction, in accordance with the security requirements of the Contract for the handing of protection level of the material.

- 8.9.2 Certain items may require Secure Destruction in bulk rather than being sent individually. These items will be confirmed by the Project Authority.
- 8.9.3 Any reconciled Spoiled or Rejected Cards must be deposited in a locked container, until Secure Destruction under video surveillance.
- 8.9.4 When Cards are destroyed, the Contractor must:
 - a) Record the Card Serial Numbers in their information management system;
 - b) Complete a Certificate of Destruction signed by two employees who have witnessed the destruction, that lists the Card Serial Numbers and attests to the means and date of destruction;
 - c) Ensure all Certificates of Destruction are retained in a secure manner for the duration of the Contract and any option periods thereto;
 - d) Provide a copy of any Certificate(s) of Destruction to the Project Authority upon request.
- 8.9.5 IRCC will monitor the Contractor's destruction actions and investigate, as necessary.
- 8.9.6 The Contractor must report immediately (within 1 business day) any lost or destroyed Cards and any inventory discrepancies to the Project Authority. IRCC reserves the right to inspect these conditions.

8.10 **Secure Deletion of Data (Sanitization)**

- 8.10.1 The Contractor must continuously monitor that the requirements to safeguard Personal Information and any Protected /Secret data are being adhered to by Contractor's personnel, including team members and any sub-contractors. This monitoring must cover all aspects of security including physical, technological, data and personnel.
- 8.10.2 The Contractor must provide secure methods of storage for data and images (including Applicant Personal Information and photographs) utilized for Card Personalization.
- 8.10.3 As a security measure, the Contractor must ensure that at no time during the Card Production process (Manufacturing, Personalization and Distribution) any Personal Information is saved to a location without the appropriate security clearance as set out in the Protection Profile Table.
- 8.10.4 Applicant data must only be kept at the Contractor's facility for the minimum amount of time necessary to Produce and Distribute the cards, including performing QA (i.e. no longer than three (3) business days following Card Distribution).
- 8.10.5 The process for deleting Personal Information must be controlled on a batch level. Once confirmation is received that all Cards within a batch have been mailed and the batch is thus complete, the Contractor must retain only the Card tracking data, with no images or other Applicant-specific data, then securely delete the batch data from the Contractor's Production system.
- 8.10.6 Batch deletion from the Production system must be an ongoing process.
- 8.10.7 The Contractor's system must also flag where a batch in the system exceeds a specific maximum time threshold, for investigation and resolution.

8.11 **Business Continuity Planning**

- 8.11.1 The Production of PR Cards in a timely manner is a critical service to IRCC. Therefore, the Contractor must have robust Business Continuity Plan (BCP) in place for all operations required to complete the inventory supply, warehousing, Manufacturing, Personalization and Distribution of Cards.

- 8.11.2 The BCP must not only provide for a recovery of services but also for the continued Personalization of PR Cards to the greatest extent possible in consideration of the reason for invoking the BCP, while the recovery to normal operations is underway. The Contractor must immediately inform the Project Authority prior to invoking its BCP procedures for any given situation and must consult with the Project Authority on the volume of Personalization activities that may be continued until normal operations are able to be resumed.
- 8.11.3 The BCP must address the following at a minimum:
- a) facilities and human resources;
 - b) mechanical breakdown, hardware failures (including IT systems), and system failures;
 - c) supply chain integrity and continuity of supply;
 - d) service outages (including power outages).
 - e) security;
 - f) data protection/data tracking;
 - g) terrorism; and
 - h) natural disaster, pandemic and other extreme events.
- 8.11.4 The BCP must specifically detail all provisions for:
- a) the functioning of the Production facility and any backup facilities;
 - b) staffing;
 - c) maintenance of supply;
 - d) continuation of Production and return to normal operations.
- 8.11.5 The Contractor will be responsible for continuously monitoring and updating (no less frequently than annually, and more frequently in response to emergent risks) the validity of its BCP to ensure it is adequate to meet the Recovery Point Objectives (RPO) and Recovery Time Objectives (RTO) identified as contractual performance standards in section 12.0.

8.12 Reporting Requirements

- 8.12.1 The Contractor must provide reports, in one (1) of Canada's Official Languages, for the report types identified below and according to the identified reporting frequency, in an agreed-upon electronic format which must be compatible with IRCC systems (e.g. MS Office) or when requested or required for security reasons, in paper format.
- a) Reporting during the Transition-In Phase (Phase 1) is to be received by IRCC at the time specified in the Contractor's Implementation Work Plan for Phase 1, as approved by IRCC.
 - b) For on-going service delivery reports (Phase 2 and Phase 3), reports are to be received by IRCC within the specified number of business days from the end of the identified reporting period (e.g. month / quarter), from the Service Commencement Date for the duration of the Contract, and any option periods thereto, as set out in section 9.2.
 - c) Reporting on the conduct of Transition-Out activities during the Transition-Out Phase is to be received by IRCC at the time specified in the Contractor's Transition-Out Plan, as approved by IRCC.
 - d) Report transmission procedures will be established between IRCC and the Contractor, based on the sensitivity of the report's contents and may require additional security measures on either the report itself (e.g. file encryption) or a secure transmission channel.
- 8.12.2 **Card Blank (stock) Inventory Levels - Twice-weekly**
Including the following information at a minimum:

- (i) Safety Stock inventory level;
- (ii) Identification of any proposed changes to the Contractor's supply chain.

8.12.3 e-Packing Slip – Per Bulk Shipment to IRCC Office

The report must include the following information at a minimum, for each Card contained in a Bulk shipment:

- (i) Number of Cards contained in shipment;
- (ii) Serial number of each Card contained in shipment;
- (iii) Date of shipment;
- (iv) Shipment tracking number.

8.12.4 Bulk Shipment Report – Summary of all daily Bulk Shipments for the Project Authority

The report must include the following information at a minimum, for each daily Bulk shipment, by IRCC local Office:

- (i) Address of applicable IRCC local Office
- (ii) Number of Cards contained in the shipment;
- (iii) Serial number of each Card contained in shipment;
- (iv) Date of shipment;
- (v) Shipment tracking number.

8.12.5 Card Request Status Report – Twice-weekly

In Excel format, with the ability to sort for each Card Request by the following fields;

- (iii) Dates (including date of Personalization and date of shipping);
- (iv) Completed, Spoiled and Rejected, and shipped/mailed-out Cards;
- (v) Activity Volumes; and,
- (vi) Number of priority requests completed.

8.12.6 Service Level Report – Twice-weekly

Including the following information at a minimum:

- (i) Adherence to SLA levels (per section 12.1); and
- (ii) Identification of pending or current issues impacting ability to meet SLAs.

8.12.7 Card Destruction Volumes – Quarterly, or more frequently as required by the Project Authority

In Excel format, including the following information at a minimum:

- (i) Inventory Access Information and Control Logs;
- (ii) Destruction Tracking Lists;
- (iii) Billing Reports and Card Production tracking report;
- (iv) Serialized Inventory Location Status generated by Serial number;
- (v) End-to-End Batch Tracking Report;
- (vi) Reconciliations of Card Blank stock used with Personalized Cards Produced; and
- (vii) Loss of any Cards.

8.12.8 Card Control System Report - Twice-weekly

In Excel format, this report must account for all Cards and Card Blank stock and must include the following:

- (i) Complete inventory of all Cards;
- (ii) Production dates and times;
- (iii) All Spoiled Card Serial Numbers;
- (iv) All Rejected Card Serial Numbers.

8.12.9 **Manufacturing and Personalization QA Report** – Quarterly

Including the following information at a minimum:

- (i) Total volumes produced;
- (ii) Production Run Details (dates and volumes for Blank Card Blank stock and all Serialized Cards by type (Personalized, Spoilage and Rejected));
- (iii) QA logs including results;
- (iv) QA log of Rejected and Spoiled Cards; and
- (v) Other Spoilage with appropriate Destruction Confirmations.

8.12.10 **Data Management Report** – Annually

- a) The Contractor must report annually that the requirements to safeguard Personal Information and any Protected /Secret data are being adhered to by Contractor's personnel, including team members and any sub-contractors.
- b) This annual reporting must cover all aspects of security including physical, technological, data and personnel.
- c) The Contractor must immediately report to IRCC any breach to the systems that would compromise or risk compromise of the security or privacy of IRCC and Applicant user Information, as further described in section 12.1.8.

8.12.11 **Ad Hoc Reporting** – As required, within one (1) to two (2) business days of IRCC request

- a) The Contractor must be capable of providing ad hoc reports and analysis in a timely manner for any data collected and stored related to its provision of Card Production services, as requested by the IRCC.

8.13 **Communication**

8.13.1 In addition to the timely submission of all deliverables and fulfilment of obligations specified within the Contract, it is the responsibility of the Contractor to facilitate and maintain regular communication with the Project Authority.

8.13.2 Communication is defined as all reasonable effort to inform all parties of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the work is progressing well and in accordance with expectations. Communication may include (but is not limited to) phone calls, teleconference, webconference, electronic mail, faxes, mailings, and meetings.

8.13.3 Additionally, the Contractor must immediately notify IRCC of any issues, problems, or areas of concern in relation to any work completed under the Contract, as they arise.

8.13.4 **Meetings**

- a) The Contractor must attend **Contract Management meetings** with the Project Authority to discuss day-to-day operations of the Contractor's service delivery, review forecasts of IRCC's ongoing requirements for Card Production services, and upcoming plans for issuing TA(s) for "As-and-When Required" services.
- b) The Contractor must attend **Technical Review Meetings** with IRCC and CBSA to review Specimen Card testing and quality assurance results, answer questions and resolve any issues in a timely manner.
- c) On-going meetings are expected to take place either at IRCC or CBSA offices in the NCR (as applicable) or at the Contractor's facilities, and are targeted to occur approximately every month, or more frequently at the discretion of the IRCC Project Authority.

9.0 DELIVERABLES

9.1 The Contractor must submit to the Project Authority all deliverables/services as specified in each Contract Phase.

9.2 Milestones and Dates

9.2.1 Specific deliverables and service requirements include, but are not limited to, the following:

Deliverable	Schedule
Phase 1 (Transition-In)	
Contractor draft Work Plan for Phase 1	Within thirty (30) calendar days following Contact award
Contractor final Work Plan for Phase 1	As agreed upon with the Project Authority
IRCC Data Link (tested and accepted)	In accordance with the Work Plan for Phase 1
Card Design deliverables approved by IRCC, including the following stages: <ul style="list-style-type: none"> i. Development of Card visual layout, look and feel; ii. Development of Card physical construction including all required security features, integrations, components and materials; iii. Development of Design documents and associated specifications; iv. Confirmation of adjustments to Manufacturing process(es), material sources and supply for the new Design; v. Development of Card Blanks and Specimen Cards for associated testing; and vi. Development of Master Card Templates and Master Card Proofs 	In accordance with the Work Plan for Phase 1 (or in accordance with the TA Work Plan if Card Design is determined by IRCC to occur during Phase 2).
Independent, qualified Testing Laboratory identified for IRCC's acceptance	Within 120 calendar days following Contact award (or in accordance with the TA Work Plan if Card Design is determined by IRCC to occur during Phase 2).
Shipping agreement with Testing Laboratory provided for IRCC's acceptance	Within 120 calendar days following Contact award (or in accordance with the TA Work Plan if Card Design is determined by IRCC to occur during Phase 2).
Card Testing (External Lab) successfully completed	Within four (4) weeks after commencement of testing
Card Testing (IRCC/CBSA) successfully completed	In accordance with the Work Plan for Phase 1 and as agreed upon with CBSA and the Project Authority
Manufacturing of Card Blank Stock and Safety Stock inventory level achieved	In accordance with the Work Plan for Phase 1
Transition status / Progress Reports of work completed to date	Twice weekly or as requested by the Project Authority

Deliverable	Schedule
Transition Coordination Meeting(s)	Commencing within two (2) weeks of Contract Award, in accordance with the Work Plan for Phase 1 and as requested by the Project Authority
Phase 2 (On-going Services)	
Service Commencement Date (commencement of Personalization and Distribution of Cards for Applicants)	In accordance with the IRCC approved Work Plan for Phase 1
Ongoing Card Personalization and Distribution and Card Blank Manufacturing	As per Service Standards set out in section 12.0
Contract Management Meetings	Monthly, as requested by the Project Authority
Technical Review Meetings	Monthly, as requested by the Project Authority
Operational Reporting	<p><i>Twice-Weekly</i> Delivered to the Project Authority twice within a weekly period.</p> <p><i>Bi-Weekly</i> Delivered to the Project Authority every two weeks, within three (3) business days after the reporting period.</p> <p><i>Monthly</i> Delivered to the Project Authority within five (5) business days after the reporting period.</p> <p><i>Quarterly</i> Delivered to the Project Authority within five (5) business days after the reporting period.</p>
As-and-when-Required Services	As requested via a TA Form and in accordance with any Contractor TA Plans approved by IRCC
Phase 3 (Transition-Out) [to begin as identified by the Project Authority (between 365 days and no later than 180 calendar days) prior to the end of the Contract]	
Contractor Transition-Out Plan	Within thirty (30) business days of IRCC's request
Transition status / Progress Reports of work completed to date	Twice-weekly or as requested by the Project Authority
Transfer back of all IRCC data and equipment	In accordance with the Transition-Out Plan
Secure Destruction of remaining Card Blank stock	In accordance with the Transition-Out Plan

9.3 Deliverable Format

9.3.1 It is the responsibility of the Contractor to ensure that all reports and document-based deliverables under this Contract are provided in a format compatible with the IRCC's standard desktop processing software, currently, Microsoft Office Suite (Word, Excel, Outlook and PowerPoint), Visio, MSPProject and/or PDF (as appropriate based on the nature of the report/deliverable).

9.4 Deliverable Acceptance

9.4.1 In meeting its obligations under the Contract, the Contractor must ensure that all deliverables submitted and services rendered are in conformity with the schedule identified in section 9.2

(above), any additional written instructions issued by the Project Authority, and in accordance with the Service Standards, as described in section 12.0.

- 9.4.2 IRCC reserves the right to verify the accuracy and completeness of all deliverables and services submitted by the Contractor at all times.
- 9.4.3 Should any deliverable or service provided not be to the satisfaction of the Project Authority, as submitted, IRCC will have the right to reject it or require correction by the Contractor before any payment will be authorized to the Contractor.
- a) IRCC will not pay for any Cards found to be defective due to reasons within the Contractor's control ("Spoilage").

10.0 CONTRACTOR RESOURCE REQUIREMENTS

- 10.1 In addition to the specific resource roles, the Contractor must provide a sufficient number of resources, with sufficient qualifications to complete the work assigned to them in the time allotted. Sufficiency, qualifications, and categories of these resources required must be determined by the Contractor.
- 10.2 **Resource Categories**
- 10.2.1 While it is the responsibility of the Contractor to determine its own resourcing needs for the performance of the Contract, the following resource roles represent areas of functional and technical expertise which have been identified as necessary by IRCC:
- 10.2.2 Transition Project Manager;
- 10.2.3 Production Manager;
- 10.2.4 Account Representative; and
- 10.2.5 IT Manager
- 10.2.6 At a minimum, the deployed resources must meet the required qualifications and experience, as defined herein, for the resource roles in which they are to perform the work in order to deliver services, in accordance with the terms and conditions of the Contract.

Resource Category Name	Typical Responsibility	Language of Work
Transition Project Manager	Project management support for the duration of any transition periods.	English or French, at a minimum
Production Manager	Primary Contractor liaison for: <ul style="list-style-type: none"> ▪ Technical issues with Card Production ▪ Contract Management and Technical Review meetings, ▪ New Ad Hoc service requests ▪ Card Production Service level management ▪ Quality oversight on all deliverables ▪ Reporting 	English or French, at a minimum
IT Manager	Primary Contractor liaison for: <ul style="list-style-type: none"> ▪ Technical issues with IT systems ▪ IT performance review meetings, ▪ New Ad Hoc IT service requests ▪ IT Service level management 	English or French, at a minimum

Resource Category Name	Typical Responsibility	Language of Work
	<ul style="list-style-type: none"> ▪ Changes to the Contractor's IT System that require changes to Canada's IT Systems ▪ Changes to Canada's IT System that require changes to the Contractor's IT Systems 	
Account Representative	Primary Contractor liaison for <ul style="list-style-type: none"> ▪ Contract and amendments, ▪ Contract review meetings, ▪ Billing inquiries and issues resolution, ▪ Ensuring that work is conducted within the previously agreed time, cost and performance parameters, ▪ Escalation point for service level management concerns and dispute resolution, ▪ Has the authority to bind the Contractor. 	English or French, at a minimum

11.0 CONSTRAINTS

11.1 For security reasons, IRCC requires that the Manufacturing of all Cards and the Personalization process, as well as all the storage and processing of all data takes place in a facility (or facilities) located in Canada.

12.0 SERVICE STANDARDS

12.1 Service Standard Expectations

12.1.1 Security

- a) The Contractor must design, develop, implement, operate and maintain procedures that ensure the security of all data transmitted to/from and stored in its systems, in accordance with Canada's *Privacy Act* and associated Treasury Board policies for the protection of privacy and data, and the *Industrial Security Manual*.
- b) Such procedures must address physical security, system security, and personnel security.

12.1.2 System Availability

- a) Scheduled maintenance activities related to the Contractor's internal systems used to receive Card Requests from GCMS must be scheduled in accordance with an agreed upon schedule with IRCC, to avoid disruption of communications with or loss of data from GCMS.
- b) Emergency maintenance for patches, upgrades, and fixes, related to a security or service impacting issue, must be addressed, fixed and their solutions released immediately, with a corresponding notification to IRCC in regards to the situation.

12.1.3 Production Continuity

- a) The Contractor must ensure through appropriate system redundancies that Card Personalization will at no time be shut down or unavailable for a period greater than two (2) consecutive business days.

12.1.4 Card Production Speed

- a) IRCC anticipates an annual purchase of 300,000 Personalized Cards per year.

- i. Refer to Appendix A - Estimated PR Card Production Volumes for additional information on historic volumes. The volume identified in section a) is a minimum amount, actual Card Production numbers are expected to be higher.
- b) The Contractor must have a minimum Production capacity of 12,000 cards per week.
 - i. This is a requirement because IRCC anticipates that there will be variances from month to month in the number of Card Requests.
 - ii. The Contractor's Card Production through-put must be responsive and accommodate these periods of higher than normal volume.

12.1.5 Card Blank Inventory (Safety Stock)

- a) The Contractor must maintain a contingency supply of a minimum quantity of Card Blanks equivalent to a **three (3) month's supply** (as calculated based on an average of the previous 12-month period of Card Production).
 - i. IRCC anticipates that this amount will be in excess of 100,000 units.

12.1.6 Card Request Turnaround Times

- a) Turnaround Times measured from the time a Card Request is received by the Contractor, to the time the Personalized Card is ready for Distribution and handed over by the Contractor to the shipper, are as follows based on projected volumes of Cards:

Card Request Type	Card Request Volume	Turnaround Time (In Business days*)
Standard Service (95% of Card Requests) Includes: <ul style="list-style-type: none"> • daily direct Distribution to Applicants and • once or twice weekly Distribution to IRCC local Offices (as appropriate depending on Bulk shipment volumes to meet required turnaround time) 	Up to 12 000 per week	Not in excess of three (3) days
	12,001 – 18,000 per week	Not in excess of four (4) days
	18,001 – 24,000 per week	Not in excess of five (5) days
	24,001 – 30,000 per week **	Not in excess of six (6) days
Priority Service for Distribution directly to Applicants or to IRCC local Office (not more than 5% of the Card Requests per week)	All	Not in excess of one (1) day

* Business days in this context are Monday to Friday, excluding statutory holidays.

** An additional business day will be allowed for each additional 6,000 card per week, as per the table above.

- b) These Card Request Turnaround Times apply only to the Personalization of the Cards up to the point at which the Contractor hands over to the shipper. They do not include the time required for postal or courier delivery.
- c) The Contractor must notify the Project Authority immediately if the number of Card Requests received by the Contractor exceeds the number of business days for the applicable volume identified in the table above and in all cases where Turnaround Time will exceed three (3) Business days from receipt of Card Request.

- d) The Contractor must take action to improve any deterioration if the turnaround times fall below the required service levels (at a volume of 95% or greater, measured on a daily basis).

12.1.7 Card Defects

- a) The Contractor must ensure accuracy of Personalized Cards to Card Request data (including photograph) and correct matching of Personalized Cards to its associated Card carrier and any other Personalized envelope insertions 99.9% of the time (measured on a daily basis).
- b) IRCC recognizes that any Production Run may have Cards that may fail (be defective). Cards are determined to be defective where there are material/component flaws or Manufacturing flaws, Personalization errors, or a Card does not pass quality assurance, testing or inspection, or for any other reasons not attributable to IRCC.
- c) The Project Authority must be notified in writing of any and all Card defects.
- d) The Contractor must immediately replace all Cards found to be defective for reasons that are not solely attributable to data or photographs received from GCMS (i.e. **Spoilage**) at no additional cost to Canada. Such reasons may include, but are not limited to: material /component flaws, misalignment, mis-colour, mis-integration of security features, delamination, bad engraving, bad offset printing, etc.
- e) The Contractor must immediately replace all Cards found to be defective where Personalization is incorrect or does not comply with the Contract requirements (i.e. Photo not meeting ICAO standards, such as Photo lighting, shading, clarity of facial features, image position, lack of photo, other photo issue (dark glasses, glare, etc.), data errors (e.g. incorrect sex, typographical errors, Applicant data otherwise incorrect or incomplete). Such replacement Cards are only chargeable to Canada where this is due to a Personalization error that is solely attributable to data or photographs received from GCMS.
- f) The Contractor must continuously monitor the quality and accuracy of Cards Produced. In the event of chronic, consistent or recurring defects are identified, the Contractor must immediately notify the Project Authority providing the outcomes of its root cause analysis, options assessed, and recommended course of action to resolve the defects in a timely manner that does not impact on Card Request Turnaround Times while ensuring the integrity of the Cards is maintained in accordance with Contract requirements.

12.1.8 Service Impacting Problems, Reporting and Resolution

- a) The Contractor must proactively monitor the operation and performance of its systems and processes used in its Production environment for the Production of Cards.
- b) In the event that after the **Service Commencement Date**, the Contractor's systems or processes used in its Production environment for the Production of Cards experience an error in operation, the severity of this problem must be reasonably determined by the Contractor, communicated to the Project Authority based on the following severity / priority levels and notification times, and a resolution satisfactory to the Project Authority must be sought and achieved in accordance with the identified resolution timeframes.
- c) The following Resolution Times are Canada's expectation for maximum acceptable notification and resolution times.

Current Priority Definition and Target Resolution				
Priority Level	Issue Description	Impact/Urgency	Notification to IRCC	Maximum Resolution Time
1	Critical	Major service disruption to business. All Card Production services are impacted.	Within one (1) hour.	Within two (2) calendar days
2	Severely restricted	Partial service disruption to business. One or more elements of Card Production services are impacted.	Within four (4) hours, during Business hours on any Business day (8:30AM – 4:30PM) local Ottawa or immediately the following day.	Within two (2) calendar days
3	Non-critical impact	Ability to use operate with some limit to functions which are not critical to overall Card Production operations.	By end of next Business Day (8:30AM – 4:30PM) local Ottawa time.	Within three (3)-five (5) calendar days as agreed by the Project Authority
4	Bug fix or non-priority incident.	Problem has been by-passed or temporarily corrected and is not affecting Card Production operations.	By end of next Business Day (8:30AM – 4:30PM) local Ottawa time.	Within two (2) calendar weeks or as otherwise agreed by the Project Authority

- d) The Contractor shall correct any reported or otherwise discovered system errors within the Resolution Times detailed in the table above.
- e) The Contractor must immediately report to the Project Authority:
- i. Any breach to its systems, facility or Personalized Cards (e.g. Cards in transit to shipper) that would compromise or risk compromise of the security or privacy of Canada's or Applicant's data.
 - ii. In such an event, the Contractor must cooperate fully with IRCC and Canada's personnel in the investigation of any security or privacy incident.
 - iii. The Contractor must immediately take measures as needed to stop the security or privacy breach and limit the damage caused.
 - iv. Following the containment of the incident, the Contractor shall further implement such measures as needed, and as may be identified by Canada, to mitigate the re-occurrence of any incidents.
- f) In addition, the Contractor must report to the Project Authority any lost or destroyed Cards and any inventory discrepancies identified by the Contractor (within 1 business day of their discovery). IRCC reserves the right to inspect these conditions.

12.1.9 **Business Continuity**

- a) In addition to the Contractor’s on-going management of its supply chain for all material maintained in inventory that is used in Card Production services, the Contractor must maintain its Business Continuity and disaster recovery capabilities to meet these requirements throughout the duration of the Contract.

Services	Timeframes
Recovery Time Objective (RTO)	Maximum two (2) Business Days for resumption of Card Personalization and Distribution services. For disruption of Card Manufacturing services, Manufacturing must be resumed before the Safety Stock is 50% depleted.
Recovery Point Objective (RPO)	Maximum Card Request data loss of 24 hours. For audit log, Card tracking, and reporting data, a maximum data loss of 24 hours
Failover to Recovery Site	In the event of a disaster which causes the normal Production site no longer be suited for on-going operations, the Contractor must set up its Production systems in its Disaster Recovery Site within three (3) Business Days after declaration of a disaster.

12.2 **Failure to Comply with the Contractual Service Standards**

12.2.1 Twice-monthly, the Contractor must document its performance in meeting the Service Standards (see reporting in section 8.12) and deliver this report to the Project Authority.

12.2.2 In the event that the Contractor fails to comply with one (1) or more of the conditions of these Service Standards, the Contractor will be found to be in either a Level 1, Level 2, or Level 3 non-compliance with the Service Standards (except as described in section 12.3 below).

12.2.3 For the purposes of determining the appropriate remedy or sanction for non-compliance with Service Standards, the following definitions shall apply. The classification of the identified non-compliance to a Level of non-compliance is at the discretion of the Project Authority, acting reasonably:

a) **Level 1 Non-Compliance**

- i. Delay, attributable to the Contractor, in providing required Contract Management or Production-related reports or Contract management-related information to the Project Authority within the required timeframes;
- ii. First incident of an issue within the Contractor’s control and temporarily impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.);

b) **Level 2 Non-Compliance**

- i. Chronic or recurring delay, attributable to the Contractor, in providing required Contract Management or Production-related reports or Contract management-related information to the Project Authority within the required timeframes or first incident of failure by the Contractor to notify the Project Authority of a more severe issue (without resulting in critical impact);
- ii. Recurring incidence of the same or related issue within the Contractor’s control and temporarily impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.);
- iii. First incident of a more severe issue within the Contractor’s control and temporarily

impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.);

c) **Level 3 Non-Compliance**

- i. Non-addressed recurring delay, attributable to the Contractor, in providing required Contract Management or Production-related reports or Contract management-related information to the Project Authority within the required timeframes;
- ii. Repeated incident of failure by the Contractor to notify the Project Authority of a more severe issue;
- iii. Non-addressed and recurring incidence of the same or related issue within the Contractor's control and impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.);
- iv. Repeated incident of a more severe issue within the Contractor's control and impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.);
- v. First incident of a critical issue within the Contractor's control and impacting ability to meet Card Request Turnaround Times or Card quality requirements (e.g. supply chain issue, equipment issue, etc.) that the Contractor fails to satisfactorily resolve within a timely manner;
- vi. Repeated incident or unaddressed critical issue.

12.2.4 The Contractor must send written notice to the Project Authority explaining the cause of the failure to meet the applicable Service Standard, and describing the plan to rectify the failure and to modify its procedures such that the Service Standard has now been addressed and how it will be met consistently in the future.

12.2.5 In the event of a Non-Compliance, where appropriate and as directed by the Project Authority, the Contractor shall prepare Service Improvement Plans (SIPs) to address service level performance issues:

- i. In such an event the Contractor shall be placed on notice that it has a defined number of days to remedy such a non-compliance and shall report the status of the item which generated the non-compliance to the Project Authority on a frequency identified by the Project Authority until Canada is satisfied that the item has been remedied.
- ii. In the event that the Contractor does not remedy a non-compliance to the satisfaction of Canada within the timeframe identified by the Project Authority, the classification of the non-compliance shall be upgraded by the Project Authority to the next higher level of classification, and dealt with accordingly.

12.2.6 Any Level 2 or Level 3 non-compliance with the Service Standards by the Contractor can cause damage to Canada which cannot be properly compensated in monetary damages. Notwithstanding this, the application of holdbacks and/or credits/fee abatements may represent the decreased value of the deliverable(s) or to act as service credits. Such holdbacks, or credits/fee abatements shall be determined by Canada, acting reasonably, in consultation with the Contractor, and shall not be construed as a punitive.

12.2.7 For clarity, the application of holdbacks, credits or fee abatements or any other measure to address the Contractor's performance do not impact Canada's ability to exercise any other rights and privileges under the Contract or available at law.

12.2.8 **Termination for Failure to Meet Service Levels:**

- a) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default by giving the Contractor six (6) months' written notice of its intent, if:

- i. the total amount of any credits/fee abatement for a given monthly billing cycle reach a level of 50% of the total billing for that month; or
 - ii. the corrective measures required of the Contractor described above are not implemented to Canada's satisfaction or are not implemented to Canada's satisfaction within the required timeframes.
- b) This termination will be effective when the six (6) month notice period expires, unless Canada determines that the Contractor has implemented the corrective measures to Canada's satisfaction or will be implemented to Canada's satisfaction in a time period agreed upon by Canada.
 - c) Upon any notice to the Contractor of termination, the Contractor must participate in transition-out activities, as described in section 6.4, noting that some timeframes may be compressed and that alternate instructions may be provided by IRCC for some activities.

12.3 Service Standard Exceptions

- a) Notwithstanding sections 12.1.1 through 12.2.8 above, Canada reserves the right to identify any exceptional circumstances pertaining to any specific service delivery that, having been assessed as not having met the requirements of the Service Standards (defined above), are so deemed by Canada to be due to circumstances determined to have been outside of the Contractor's control (for example: extreme weather conditions, novel pandemic), and which, in the absence of such exceptional circumstances Canada, in its sole discretion, determines that the delivery would have otherwise met the requirements of the Service Standard.
- b) In the event that Canada exercises this right, any delivery so identified will be deemed to have met the requirements of the Service Standard.

13.0 GOVERNMENT SUPPORT

- 13.1 As required for the completion of the work, IRCC will provide the following:
 - 13.1.1 Access to Canada 's facilities and the Project Authority as required for the successful completion of the work;
 - 13.1.2 Access to relevant documentation and reference materials to which the Contractor would not otherwise have access, including any necessary documentation related to the PR Card Program;
 - 13.1.3 Providing the GFP equipment to establish the connection between the Contractor and GCMS;
 - 13.1.4 Maintaining and operating GCMS in order for the Contractor to receive Card Requests and submit data to IRCC, etc;
 - 13.1.5 Providing an "IRCC" company header number from EPCglobal, to be used by the Contactor to identify a RFID Tag as being linked to a Canadian PR Card;
 - 13.1.6 Approving all texts and graphics (including photograph) and security features for the Card Design;
 - 13.1.7 Approving Press Checks;
 - 13.1.8 Requesting PR Cards for Distribution;
 - 13.1.9 Periodically inspecting and auditing both Blank Card stock inventory (Safety Stock) and personalized Card production runs;
 - 13.1.10 Accepting delivery of the Personalized Cards when delivery to an IRCC location is requested by IRCC;
 - 13.1.11 Review of reports and other submitted deliverables such as Card Designs, as required, and the provision of comments, suggested revisions, and approvals, in a timely manner; and

13.1.12 Other assistance and support as appropriate.

14.0 LANGUAGE OF WORK

- 14.1 As a department of the Government of Canada, IRCC personnel work in both of Canada's Official Languages (English and French).
- 14.2 The working language required for the delivery of services by the Contractor on this Contract will be English at a minimum.
- 14.3 The Contractor's resources must possess the skills to communicate business and technical information orally and in writing without any assistance and with minimal errors in the language of work.
- 14.4 All text on the Cards must appear in both English and French. Other characters must be in accordance with ICAO Doc 9303 part 3 MRTD standards.
- 14.5 Printed material provided to Card recipients (i.e. letters, pamphlets, etc) will be in their language of preference (either English or French) or in a bilingual (English and French) format.

15.0 LOCATION OF WORK AND TRAVEL

15.1 Location of Work

- 15.1.1 It is anticipated that the majority of work will be conducted at the Contractor's work location(s) within Canada.
- 15.1.2 It is anticipated that in person status meetings with the Project Authority will typically be held at locations in the NCR whether at a Contractor provided location or at IRCC or other Canada facility.

15.2 Travel Requirements

- 15.2.1 For any work or in person meetings with the Project Authority or other representatives of Canada within the National Capital Region (NCR), the Contractor must be responsible for its own travel and accommodation costs (i.e. no reimbursement by Canada) to conduct work or attend meetings within the NCR from the Contractor's location.
- 15.2.2 The Contractor may be requested to travel in the completion of a TA (for example: to provide training on-site at an IRCC location outside of the NCR). There is limited requirement anticipated for Contractor travel.
- 15.2.3 Only travel to a location outside of the NCR that is pre-authorized by the Project Authority in writing and undertaken in accordance with the National Joint Council Travel Directive (most current version) (<https://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>) will be considered for reimbursement at cost, with no provision for mark-up, subject to the Contractor's providing the requisite receipts.
- 15.2.4 Where the travel requirement pertains to work under an issued TA Form (i.e. a Task), the TA will include separate amounts pertaining to previously authorized travel, accommodation and living expenses within the payment section of the form.

16.0 GREEN PROCUREMENT AND SERVICES

- 16.1 The Contractor must ensure, where possible, that all materials employed and work methods utilized by both the Contractor and its deployed resources and sub-contractors accommodate the Government of Canada's Green Procurement Strategy.
- 16.2 The following website provides a link to the Green Procurement Policy:
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>

List of Attachments to Annex A (Statement of Work):

Attachment 1 – IT Requirements

Attachment 2 – Card Specifications

Informational Appendices

Appendix A - Estimated PR Card Production Volumes

Appendix B: PR Card Issuance Service Standards and Adherence

Appendix C: Protection Profile Table

Appendix A: Estimated PR Card Production Volumes

Canada currently issues one type of PR Card: a multi-layered laser engraved polycarbonate card. The PR card has a 1- or 5-year validity period depending of the Applicant's situation.

The chart below provides approximate volumes of Card production. The quantities are based on information available at the time of posting this RFP and are not a guarantee or commitment that the same quantities will be produced in the future under contract. This data is for information purposes only. Production volume of PR Cards are estimated to increase by approximately 3% annually.

PR card issuance by month from January 1, 2015, to February 29, 2020:

	2015	2016	2017	2018	2019	2020
January	44 539	35 610	38 685	49 952	65 525	44 815
February	43 947	60 235	45 412	52 298	59 311	38 567
March	49 472	54 769	42 662	35 242	86 108	
April	44 117	53 918	36 397	35 779	52 546	
May	16 356	31 905	41 140	41 212	58 399	
June	16 219	42 853	34 158	54 448	60 915	
July	18 820	60 714	46 037	48 698	51 951	
August	37 722	63 160	42 118	51 078	54 496	
September	60 808	51 583	37 979	42 323	40 181	
October	37 663	46 525	41 721	54 330	48 309	
November	20 954	40 488	37 902	55 119	52 467	
December	12 248	25 616	28 891	56 417	37 819	
Grand Total	402 865	567 376	473 102	576 896	668 027	83 382

Data as of June 16, 2020

Appendix B: PR Card Issuance Service Standards Adherence

The following table contains Canada's PR Card service standards and the results for Fiscal Year 2018-19. These standards include services from the receipt of the Card Request to the mailing of the Personalized Card to the Applicant. They do not include time required for postal delivery.

Services in Canada

Service	Service Standard	Results for 2018-19
Regular Service	3 days	98.22%
Priority Service	1 day	98.29%

Note: Applicants who request expedited services and meet IRCC's criteria may qualify for priority services. No additional fees apply.

Appendix C: Protection Profile Table

Purpose: Production of Permanent Resident Cards

#	Component	Description	Security Marking
1	Card Polycarbonate Substrate	Material used to create the body of the Card	None
2	Security Printing Inks and the manufacturers	Various inks used to create the secure Design of the PR Card	None
3	Optically Variable Ink and the OVI Manufacturer	This is a colour shifting ink (2 or more colors are used to create the effect)	None
4	Optically Variable Device	Security feature that is currently being hot stamped on the Card. The future solution requires the OVD be embedded in the polycarbonate layers of the card.	None
5	Vicinity RFID computer integrated circuit	This is comprised of a RFID chip and antenna that will communicate with CBSA-purchased RFID readers at land border crossings. The chips contain no Personal Information. They will only hold an identification number that will be used to unlock Cardholder data from a secure database.	None
6	Bidder's proposed PR Card Design	Since the proposed Design is only used for the purpose of rating bids, there are no security requirements.	None
7	Laboratory Testing Specimen	Once a bid has been selected, and a Design has been approved, the Specimen Cards will have to be sent for testing in a lab.	Protected B
8	CBSA Testing Specimen	These Cards will be the exact replication of the Cards that will eventually be Personalized and issued to Applicants.	Protected B
9	Personalized PR Cards (including any Spoiled or Rejected Cards)	This is the finished product which contains Applicant information.	Protected B
10	Data transfer link between IRCC and the Contractor	This is the link that IRCC will use to transmit Card Requests to the Contractor. Each Card Request will include Applicant data and a corresponding photograph of the Applicant.	Protected B
11	Contractor work instructions	Work instructions indicating how to Manufacture/Security Print the cards (or parts of such instructions). Work instructions will take the form of hard (paper) and electronic copies.	Protected B
12	Final Design ready to implement for the Production of PR Cards	<i>The final Design and its associated documentation/data that is approved by IRCC to use in the Production of the Card is Secret and must be held solely in Canada; in a facility with a Facility Security Clearance (FSC) and a Document Safeguarding Capability at the Secret level; and by staff with a Secret level clearance. NO aspect of the</i>	Secret

#	Component	Description	Security Marking
		<i>Final Design nor drafts of Design deliverables may be transmitted electronically.</i>	
13	Finished Card Blanks	This refers to the state of the Card prior to Personalization. A Card Blank will incorporate all security features, including the OVD and RFID chip. Applicant-specific data is all that is missing.	Secret
14	Card Blank during manufacture cycle	This refers to unfinished Card Blanks where security features are gradually being incorporated, defined as the Card containing at least one colour of Security Printing.	Secret
15	Printing plates, screens and other Contract-specific origination materials	Origination materials refer to any piece of equipment that is used in the manufacturing process.	Secret
16	Documents describing Tier 3 (covert) security features in the Card Design	Tier 3 features are used by lab technicians to determine the authenticity of an MRTD in cases where a Card has been counterfeited at a high level of accuracy.	Secret
17	Personnel involved in Card Production	Refers to all personnel (including any subcontractors) involved in Production of Cards.	Secret
18	Support personnel working in the facility where Cards are produced	Refers to support staff (including any subcontractors) such as cleaners, cafeteria staff and other.	Reliability

ATTACHMENT 1 TO ANNEX A

Information Technology Requirements

This attachment provides information regarding the general Information Technology (IT) requirements, security specification and IM/IT Infrastructure required for interfacing with GoC systems, as well as for accepting, storing and processing data, and destroying (Sanitizing) data when it is no longer required.

Case Management System

The Global Case Management System (GCMS) is an integrated, case management-based set of applications and infrastructure components that supports IRCC's and the Canada Border Services Agency (CBSA)'s client operations. GCMS is used to store, transmit, access and retrieve immigration information electronically for processing of citizenship and immigration applications and immigration enforcement cases. It contains records of immigration and citizenship clients (applicants for citizenship and immigration services and statuses), as well as enforcement action and statuses. GCMS is also used for the management and operation of the Passport Program, including managing Passports, Permanent Resident Cards and Visas

GCMS enables staff at IRCC and CBSA offices in Canada, at the Canadian border and overseas, to search for clients and applications, including for client immigration history, and process applications and cases to completion, to generate valid control documents. GCMS provides a level of protection that reflects IRCC's need for availability and integrity, Government of Canada requirements for Protected B level information, and the requirements of the *Privacy Act*, the *Personal Information Protection and Electronics Documents Act (PIPEDA)* and associated Treasury Board policies.

The type of Personal Information collected within GCMS includes, but is not limited to, client identification (e.g., family name and given names, sex, date of birth, country of birth, etc.), address information and history, educational information, criminality, and medical and travel history, as well as application and case records, and other associated records.

1.0 PROTECTION AND SECURITY OF DATA STORED IN THE CONTRACTOR'S SYSTEMS

- 1.1 The Contractor must ensure that all the systems containing any information related to the Work are physically located wholly in Canada
- 1.2 The Contractor must control access to all systems on which any data relating to the Contract is stored so that only individuals with the appropriate security clearance and a need to know are able to access the system(s), using a password or other form of access control (such as biometric controls) in accordance with ISO 27001 and ITSG standards.
- 1.3 The Contractor must ensure that all systems on which any data relating to the Contract is stored are physically and logically independent (meaning there is no direct or indirect connection of any kind) from all other systems, unless those systems are physically located wholly in Canada and otherwise meet the requirements of this section.
- 1.4 The Contractor must ensure that all data relating to the Contract is stored fully segregated from all other clients' data.
- 1.5 The Contractor must ensure that all data relating to the Contract is processed only in Canada.
- 1.6 The Contractor must ensure that all domestic network traffic (meaning traffic or transmissions initiated in one part of Canada to a destination or individual located in another part of Canada) is routed exclusively through Canada, unless the Contracting Authority has first consented in writing to an alternate route.
- 1.7 The Contractor's secure data centre and Card Production facility must be ISO 27001 certified and must maintain compliance with this ISO 27001 certification and ITSG standards for the duration of the Contract.

2.0 THREAT RISK ASSESSMENT

- 2.1 As part of the Transition-In activities at the commencement of the Contract, the Contractor must provide to IRCC an up to date **Threat and Risk Assessment (TRA)**, as conducted by an independent third party.
- 2.1.1 The format of the TRA must follow the Harmonized Threat and Risk Assessment (HTRA) methodology issued under the authority of the Chief, Communications Security Establishment (CSE) and the Commissioner, Royal Canadian Mounted Police (RCMP), as found at <https://cyber.gc.ca/en/guidance/harmonized-tra-methodology-tra-1> .
- 2.1.2 The TRA must be completed prior to the commencement of Card Production during Phase 1 and updated by the Contractor as changes occur over the duration of the Contract and any option periods thereto.
- 2.1.3 In addition, the Contractor must participate in any TRA(s) conducted by Canada during Transition-In and any updates over the duration of the Contract, and must incorporate the findings of such TRA(s) into the Contractor's operations to Canada's satisfaction.

3.0 SECURE DESTRUCTION AND SANITIZATION

- 3.1 In developing and maintaining its IT system(s), the Contractor must:
 - 3.1.1 Ensure that temporarily stored data within its Card Production facility is and remains inaccessible through any theft or loss of any component, including IT equipment, and through the retirement / disposal of equipment that is used to store data for Card Production.
 - 3.1.2 When equipment is retired or sent for repair, all Protected B (or higher) data must be thoroughly erased; in accordance with Government of Canada requirements with respect to the security level of the data, at a minimum. Refer to IT Media Sanitization (ITSP.40.006) for Sanitization methods.
 - 3.1.3 Where equipment that is used to hold Protected B (or higher) data must be retired, all storage media must be securely Destroyed in accordance with Government of Canada requirements, at a minimum. Refer to IT Media Sanitization (ITSP.40.006) for physical destruction methods.

4.0 DATA TRANSFER AND STORAGE INFRASTRUCTURE REQUIREMENTS:

- GCMS interfaces with the Contractor's systems to transfer Card Requests, which are the data necessary to Personalize a Card, including an Applicant's photograph and all other necessary data (including Personal Information).
- Card images are captured by IRCC personnel and are transmitted to GCMS for inclusion in Card Requests sent to the Contractor.
- 4.1 All data transfer must be conducted over a secure Data Link between IRCC and the Contractor.
 - 4.2 To establish this secure link, Canada will provide to the Contractor as **Government Furnished Property (GFP)** necessary equipment to securely connect the Contractor's systems to the GCMS.
 - a) Canada will be responsible for the maintenance of this GFP.
 - 4.3 All data transferred between GCMS and the Contractor's systems must be encrypted in transit, in accordance with GoC requirements with respect to transmission of Protected B data;
 - 4.4 The secure Data Link transfer method requires the Contractor to:
 - a) Use Transport Layer Security (TLS) for all communications.
 - i. TLS 1.2 is the current GoC standard.
 - ii. However, the GoC plans to move to TLS 1.3 in the near future and the Contractor must adapt its solution to accommodate this change (if necessary), when it comes into effect. *Any such change will be authorized via Task Authorization (TA).*

- b) Use SHA-256 as the Cryptographic Hash Algorithm.
- 4.5 The Contractor is required to compress the photograph image that is provided in the Card Request file, received in JPEG format from GCMS, and encrypt the photograph image file for temporary storage on the Contractor's systems for use in Card Personalization.
- 4.6 Applicant data and any added information linked to Applicants (e.g. related Serial Numbers) temporarily stored on the Contractor's systems for use in Card Personalization must remain encrypted in storage on the Contractor's system, in accordance with Government of Canada requirements with respect to storage of Protected B data at a minimum.
- 4.7 The Contractor must purge all Applicant Data, including photographs, as set out in section 5.4.4.

5.0 IT LINK INTERFACE DESIGN – DATA TRANSFER REQUIREMENTS:

- 5.1 The Contractor must design, develop, install, test and document the required interface that will interact with GCMS through a secure web service data exchange, to receive PR Card Request job information and exchange previous Card Request job status updates with GCMS.
 - 5.1.1 The Contractor's system must provide a mechanism for receipt of Card Requests from the GCMS via secure web service, and for queuing, buffering and management of the Card Requests including status updates, delivery tracking and associated data, to maintain the service standards described in section 12.0 of **Annex A**.
 - 5.1.2 All data being exchanged between Canada and the Contractor must be represented in a well formed XML request, and sent using SOAP/REST over HTTPS.
 - a) The structure/format of the request and response message bodies, for any Contractor provided web services, is specified by the respective Web Services Description Languages (WSDLs.)
- 5.2 **Data Transfer Interface**
 - 5.2.1 The GCMS interfaces with the Contractor through a suite of Web Services. The interface must be able to map data fields from one system to the other to pass information and updates.
 - 5.2.2 Data types transmitted **from** IRCC will include, but not necessarily be limited to:
 - a) Requests for Production of Cards (Card Requests), including Card Applicant data and images;
 - b) Query for status of Card Request(s);
 - c) Requests for change of priority for individual Card(s).
 - i. The Contractor must have a means of processing the response from an IRCC-provided web service in order to update the Card Request record.
 - 5.2.3 Data transmitted from the Contractor **to** GCMS must include, but not necessarily be limited to:
 - a) Card Request status updates;
 - b) Production data from the Contractor's systems, including for each completed Card Request, the Card validity dates, Card Serial Number, and RFID number; associated with the correct Card Request Identifier; etc.
 - 5.2.4 Each Card Request (record) transmitted by GCMS will contain a Card Request Identifier (CRI). This CRI will be used for the following:
 - a) identifying and tracking each Card throughout the complete Card Production process.
 - b) a means for IRCC to specify a request for status information on any Card Request in process.
 - 5.2.5 The Contractor's system must read the CRI and record it for transmission back to IRCC.
 - 5.2.6 The Contractor's system must create the Card Serial Number, use it to Personalize the Card (as set out in Attachment 2 to Annex A) and record it for transmission back to GCMS associated with the correct CRI for that Card, the Card Personalization date and all other Card Request tracking

information as required in section 8.12 of Annex A.

- 5.2.7 Once the Contractor's system has received/acknowledged the initiating Card Request from GCMS, GCMS will subscribe to future updates on this Card Request.
- a) Updates to a Card Request would be initiated (from the Contractor's system) only when the state/status of a Card Request has been updated.
 - b) Card Request status updates are currently retrieved as a batch 'polling' process whereby GCMS initiates a web service request for a Card Request status update for each 'pending' Card Request.
 - c) Frequency of updates will be subject to detailed business requirements.
 - d) A batch process update from the Contractor would be permissible.
- 5.2.8 The Contractor's system must be capable of processing Applicant information within a Card Request, where the information is in uppercase and lowercase format, and in the case of French language, be able to represent all accents and related characters.
- a) Applicant information presented on the PR Card must be in accordance with Part 3 of ICAO's Document 9303.

5.3 **Layout for Card Production Request Data Table:**

- 5.3.1 The Card Request data table in the Contractor's system is filled by the data transmitted from GCMS for Card Production.
- a) One request table is used for the input and output process.
 - b) After a Card is Personalized, additional data elements including numbers (e.g. Serial Number, RFID number, etc.) associated with each Card will be added to the data table by the Contractor's system, in its Production environment.
 - c) Data elements include:
 - i. transmission data,
 - ii. Applicant personal data,
 - iii. immigration data,
 - iv. Card specific data,
 - v. address data, and
 - vi. photograph image data.
- 5.3.2 The layout of the Card Request table will be the responsibility of the Contractor to determine in consultation with IRCC, to ensure data is captured and transferred appropriately.

5.4 **Card Request Processing**

- 5.4.1 The Contractor's system must process all Card Requests (including all necessary data such as photograph image, Card Request identifier, Applicant ID, etc.).
- 5.4.2 The Contractor's system must be of sufficient size and capacity to store fifteen (15) days of pending Card Requests. Note each Card Request is estimated at no more than 0.5Mb.
- 5.4.3 The Contractor's system must be capable of remaking a Personalized Card upon request from GCMS (initiated by GCMS as a cancellation of the previous Card Request and receipt of a new Card Request from GCMS for the same Applicant), and must associate the Card Request Identifiers and Serial Numbers of both the initially requested Card and the re-made Card, together with system user audit trail for transmission back to IRCC.
- 5.4.4 The Contractor must only retain the IRCC Protected information (in the form of Card Requests) to support Card Production. The Contractor must automatically purge Applicant data, including

photographs, within three (3) business days following Card Distribution, using the same process as described in section 3.1.2 above for Sanitization of media.

6.0 ONGOING DEVELOPMENT

- 6.1 There are currently three (3) major releases per year to the GCMS, in addition to any emergency security fixes, if they arise.
- 6.2 The Contractor must work with representatives of Canada over the term of the Contract and any option periods thereto to implement any expansions or changes to data exchange requirements, due to updates to GCMS functionality or revised security standards.
- 6.3 The Contractor must develop, test and maintain the interface between IRCC's GCMS and their internal systems.
- 6.3.1 *Any IRCC required updates to the connection between GCMS and the Contractor's internal systems will be implemented via an issued TA.*

7.0 FUTURE INFRASTRUCTURE REQUIREMENTS:

- 7.1 Technology changes, adaptation or modifications to the Contractor's systems may be required over the duration of the Contract to accommodate requirements stemming from changes to the GCMS system, IRCC's business processes, GoC IT requirements, or Canadian policies on handling of Personal Information or protection of privacy, and to remain aligned to industry standards of practice in terms of security and connectivity. *Any changes to reflect new functionality required by IRCC will be implemented via an issued TA.*

ATTACHMENT 2 TO ANNEX A

Card Specifications

The PR Card must provide authorized individuals, who determine an individual's right to travel to and enter into Canada, with a reliable, fraud-resistant method for positive identification of the Card holder.

As well as meeting the CBSA Card reader requirements, as set out herein and in CBSA testing (see section 8.6.3 of Annex A), the Design of the PR Card must enhance the capability of authorized individuals to positively identify the Card holder and confirm the Card's authenticity, primarily by visual examination without magnification or with simple hand held devices in various indoor and outdoor lighting conditions.

Example of a PR Card

The current Canadian PR Card is a wallet size, polycarbonate card that, *other than having the Cardholder signature removed*, is compliant with the machine reading and data layout principles contained in the international standards published by the International Civil Aviation Organization (ICAO) and the International Organization for Standardization (ISO) for Machine Readable Travel Documents (MRTD). The following is an exemplar of the PR Card (2015).

Front of Card



The front side includes:

- Government of Canada word mark,
- primary photograph of the Card holder,
- secondary photograph of the Card holder (visible on both sides of the Card)
- the document type,
- ID number (assigned by IRCC),
- issue and expiry dates,
- Card holder's birthdate,
- nationality, and
- gender (labelled as "sex").

Back of Card



The back side includes

- view of the secondary photograph of the Card holder,
- Serial Number
- a bar code, and
- other information about the Card holder.
- This side ends with a Machine Readable Zone (MRZ).

Information source is CBSA Transportation Company Obligations, Guide for Transporters

<https://www.cbsa-asfc.gc.ca/trans/guide-eng.html>

Security Features

The Design in the current Card incorporates security features that allow for multiple tiers of verification which can be rapidly confirmed, primarily by visual examination without magnification or with simple hand held devices in various indoor and outdoor lighting conditions, as well as those features which require more sophisticated evaluation.

The types of security features include:

- **Tier I** security features allow verification and detection of falsification with the use of the human senses alone, without tools or aids in an average light environment condition, in a point of usage such as an airport ticket/boarding counter.
- **Tier II** security features are not clearly visible to the naked eye and require a device to aid detection. Examples, such as micro line printing and ultraviolet ink, require trained inspectors using small pocket tools for inspection (e.g. magnifier, UV light sources, etc.).
- **Tier III** security features require inspection by specialists conducting detailed examination and may require specialized knowledge and/or sophisticated tools such as microscopes, or an electronic reader such as bar code readers, chip readers or other readers.

For the next generation of the Canadian PR Card, IRCC will continue *having the printed Card holder signature removed from the Card Design*. Other than this deviation, IRCC is committed to issuing all its current and future travel documents in accordance with the ICAO approved specifications and guideline materials contained in Part 3 of ICAO Document 9303, for a TD1 card.

1.0 CARD PRODUCTION

1.1 Sourcing and Supply Chain Management.

1.1.1 The Contractor is solely responsible for sourcing and managing and maintaining the supply of all materials, components and consumables required to maintain Production of the Cards.

1.2 Card Manufacturing

1.2.1 The Contractor is solely responsible for ensuring the correct integration of all components of the Card such as the RFID Tag and antenna, embedded KINEGRAM®, clear windows and other features, as determined through the Card Design process, into the Card body.

a) Card Blank

- The Contractor is solely responsible for completing all operations required to Manufacture the Card Blanks, incorporating all information and security features resulting from the Design process.

1.3 Personalization

1.3.1 The Contractor is solely responsible for completing all operations required for laser engraving the Applicant's information onto the Card.

- The Contractor must ensure that the laser engravers used for personalizing text and image data (Black & White, greyscale) on both the front and back of the Card are capable of printing spectrally correct Optical Character Recognition (OCR) text in the MRZ (i.e. the OCR characters in the MRZ must be machine readable at least in the near infrared portion of the spectrum (i.e. the B900 band defined in ISO 1831).

1.3.2 Personalization of text and image details for the Visual Inspection Zones (Zones I-V), reverse side Optional Data Zone (Zone VI), and the MRZ (Zone VII) must adhere to the specifications included in **Part 3 of ICAO Document 9303**, with the exception of the requirement of including the Card holder's signature on the Card

1.3.3 Card Serial Number

- The Card Serial Number must be laser engraved into the back of the Card in the eye readable and 1D Bar Code format.
- The Card Serial Number and number for the RFID chip must link to the Canada client identifier (ID number) for reporting and for initiating the CBSA / IRCC database information flow.

- c) The Contractor is solely responsible for generating the Card Serial Numbers in a format agreed upon with the Project Authority (currently 9 digits alphanumeric number: 2 letters followed by 7 numbers) and must ensure that the correct sequence of numbers is used and that the bar code matches the eye readable Serial Number.

1.4 Card Defects (“Spoilage”)

- a) Each and every Card Design security feature, including the field name locations, must be reproduced within very tight tolerances (± 0.5 mm).
 - i. If after examination of a Card against a series of exemplars, during a QA review or other testing, the Card is found to be out of compliance with the final Design standards it is considered Spoilage and the Contractor must remove it from Production and handle it in accordance with sections 8.3 and 8.9 of Annex A.
- b) Cards containing any defect that interferes with the ability to positively identify the Card holder and/or ability to confirm the Card’s authenticity that is not solely attributable to the Applicant’s data and photograph as provided by GCMS will be deemed unacceptable by Canada and are not chargeable to Canada.

2.0 CARD SPECIFICATIONS

Finalized Personalized Cards must conform to, and be in compliance with **ICAO-9303** card standards, **ISO/IEC 7810** in regard to Card physical characteristics, Manufacturing methods and resistance to compromise; and contain all of the printing and security features required of the Design of the Card Blank as well as the Applicant information.

2.1 Card Effective Lifespan

- 2.1.1 PR Cards are issued with either a validity of one (1) year or five (5) years. Therefore, the **Effective Lifespan** of a Card is five (5) years, based on the maximum physical life span for usage, calculated from the date of Personalization.
- 2.1.2 PR Cards, including all materials, components, features and integrations and all Personalization, must maintain their integrity and be fit for purpose for at least the Card's Effective Lifespan.
- 2.1.3 The Card Effective Lifespan is considered ended if the Card ruptures, creases, or becomes Unreadable.
 - a) Unreadable in this context is defined as read degradation to the point where read errors occur 5% of the time or more, by a specification compliant chip or other Card reader, MRZ reader, or bar-code reader.
- 2.1.4 Any protective layer bonding chemical material (if applicable) must be capable of lasting at least the Effective Lifespan, resisting standard humidity and general flexion as per as per the ISO/IEC 7810 Card standards;
- 2.1.5 Cards must also be resistant to fading when exposed to bright light or heat for extended periods for at least their Effective Lifespan as per the ISO/IEC 7810 Card standards.
- 2.1.6 The Contractor must replace at no charge to Canada all Cards that fail during their validity period as set out in section 12.1.7 of Annex A, except where those Cards are shown to have been subjected to undue abuse and/or wilful damage.

2.2 Card Dimensions

The dimensions of the PR Card must be as follows:

2.2.1 Nominal dimensions

- a) The nominal dimensions of the PR Card must be 53.98 mm X 85.60 mm (2.125 in X 3.370 in), as specified in ISO/IEC 7810 for the ID-1 type card.

2.2.2 **Edge tolerances**

- a) The edges of the PR Card must be within the area circumscribed by concentric rectangles as defined in ISO/IEC 7810 for an “embossed Card”.

2.2.3 **Thickness**

- a) The thickness of the PR Card, including any surface protection materials, must be as per ISO/IEC 7810 standards.

2.3 **Card Material**

2.3.1 Cards must be made entirely of Polycarbonate (PC) layered substrate material and accommodate multiple laser engraving methods.

2.3.2 Sub-surface layer(s) on both sides of the Card must accommodate a laser engraving method of permanently printing and engraving black for text and a mix of greyscale for the photograph.

2.3.3 The top surface layer on both sides of the Card must be capable of responding to surface structure creation and transparent relief laser engraving (printing with tactile effect).

2.3.4 The Contractor’s accepted Card Design must be able to combine the methods described in sections 2.3.2 and 2.3.3 to create dark tactile Personalization on the surface of the Card.

2.3.5 **Card Material Quality**

- a) The Contractor must ensure that the following material quality requirements are fulfilled:
 - i. Surface defects, other than surface design tactile features, such as pits, scratches, dents greater than 0.2 mm in height or depth in an area of 1000 mm², must not be found in more than 3% in any given sample of the Cards;
 - ii. The Card must exhibit no toxic element while under normal use;
 - iii. The Card must resist the effect of chemicals due to normal handling and use;
 - iv. The Card must not lose its flexibility after having been stored at a relative humidity ranging from 0% to 100% (non-condensing); and
 - v. The Card printed components and data must not deteriorate due to exposure to normal light as per the ISO/IEC 7810 Card standards.

2.4 **Visual Inspection Zone**

2.4.1 The dimension, content, layout and use of the Visual Inspection Zones I to VI (VIZ), and the Eye/Machine Readable Zone (MRZ – Zone VII) are as prescribed in the ICAO Document 9303 – Part 3.

2.4.2 The Card must, in normal use, meet the specifications defined in **ISO/IEC 7810** for deformation, toxicity, resistance to chemicals, dimensional stability and warping with temperature and humidity, flammability, and durability.

2.4.3 The Card must, in normal use, meet the specifications defined in **ISO/IEC 11693** for contamination, light transmittance, atmospheric requirements, and default test environment and conditioning.

2.4.4 The Card and its laser engraved printed data must resist deterioration from exposure to light encountered during normal use.

2.4.5 The Card, in normal use, and its component Card materials, must comply with **ISO/IEC 7816-1** for x-rays, ultraviolet light, and bending properties

2.5 **Optical Character Recognition (OCR) - Machine Readable Zone (MRZ)**

2.5.1 There must be an area for the MRZ on the backside of the Card.

2.5.2 An infrared (IR) transparent background must be created as per the **ICAO Document 9303** Standard compliant format in the MRZ of the Card. It must be located at the base of the Card on its back and cover approximately 40% of the surface.

a) The printing in the MRZ must be laser- engraved as per section 2.3.2.

2.5.3 The MRZ must be designed to be readable by OCR readers both manually and automatically at border control points.

a) The content of this MRZ must be laser engraved at the time of Personalization, compliant with ICAO standards, and must be readable by commonly used OCR readers.

2.5.4 **Machine readable data:**

a) Must be printed in OCR-B type font, size 1, constant stroke width characters, at a fixed width spacing of 2.54 mm (0,1 in); i.e. horizontal printing density of 10 characters per 25.4 mm (1.0 in) as specified in **ISO 1073-2**.

b) Printed characters are restricted to those defined in **Appendix 2** of the **ICAO document 9303 Part 3**.

2.6 **Photograph**

2.6.1 The Card must have a laser engraved photograph of the Card holder conforming to the requirements of **ICAO document 9303 Part 3**.

2.7 **RFID**

Canada will obtain an "IRCC" company header number from EPCglobal, to be used by the Contactor to identify a RFID Tag as being linked to a Canadian PR Card.

2.7.1 The Card must contain an embedded RFID chip and custom shaped antenna that will identify the Applicant (Card holder) by means of a unique Card identifier when activated at a CBSA border control crossing, by a CBSA reader.

2.7.2 RFID Tags must be encoded with the **Global Document Type Identifier (GDTI-96)** format prior to Card testing.

a) Additionally, these RFID Tags must also be equipped factory encoded unique tag identifiers.

2.7.3 The Contractor is solely responsible for ensuring they link the combined "IRCC" company header and unique chip number of the RFID chip encoded in the Tag to the unique client ID number issued by Canada.

a) The RFID Tag must, at a minimum, include the functionality to:

i. Adhere to the **Western Hemisphere Travel Initiative RFID Tag** standards

ii. Support **EPC Global Class 1 Generation 2**, also known as **ISO 18000-6C**

iii. Provide the entire RFID Tag EPC value (96 bits) to CBSA's network infrastructure.

2.7.4 All components associated with the RFID Tag and antenna array must retain their integrity for the Effective Lifespan of the Card, once it is encoded and locked.

3.0 CARD DESIGN FEATURES

The IRCC Project Authority will approve all texts and graphics (including photograph) and security features for the Card Design. *Canada will not accept any proposed security features, Production processes and/or methods that are proprietary to the Contractor in its Card Design.*

3.1 The Contractor must include the following **Minimum Security Features** listed below in its base Card Design, in accordance with ICAO standards.

3.1.1 Laser Engraving

- a) Laser Engraving must be incorporated into the Card Design for Card Personalization as well as for additional security features as described in section 2.3.2

3.1.2 Tactile “Clear” Laser Text (Tier 1 feature)

- a) The Design must include a raised surface texture version of specified text characters marked through the use of a clear laser as described in section 2.3.3.

3.1.3 Tactile Black Laser Text (Tier 1 feature)

- a) The Design must include a raised surface texture version of specified text characters marked through the use of a black laser as described in section 2.3.4.

3.1.4 Optical Variable Device (OVD) (Tier 2 and Tier 3 feature)

The current Card Design incorporates a KINEGRAM® feature, proprietary to Canada, manufactured by The Kurz Group. The Contractor must maintain the use of a KINEGRAM® feature in Card Production. In order to enhance the security of the OVD, Canada prefers to incorporate an embedded Combi 3.0 KINEGRAM® in the Card Design. The final KINEGRAM® selected will be subject to Canada's approval.

- a) The Contractor must obtain the selected KINEGRAM®, in accordance with the final, approved Design for inclusion in the Cards during Manufacturing.
- b) The selected KINEGRAM® must meet the following requirements:
 - i. Must be embedded in the polycarbonate layers of the Card;
 - ii. The design of the KINEGRAM® must be novel / unique to the Contractor's Design, unique to the Canadian PR Card, and exclusively for use by the Government of Canada (i.e., it must not have been/or be provided, sold, or released to anyone other than authorised Canada officials);
 - iii. The KINEGRAM® must incorporate nano features (level 3 security feature);
 - iv. The size of the KINEGRAM® must cover and protect part of the primary photograph and part of the Card holder's Personal Information, maintaining the integrity of the Card and its data.

3.1.5 Guilloche pattern (Tier 1 feature)

- a) Filigree patterns (fine details) must be part of the overall design embedded in the Guilloche pattern.
- b) These drawing features must be applied to the substrate material according to the approved artwork design.

3.1.6 Optical Variable Ink (OVI) Imaging (Tier 2 feature, possible Tier 3 if a feature such as covert taggants is incorporated)

- a) The Card Design must incorporate printed OVI imaging of at least two and ideally, three levels of colours.

- b) The design using the OVI must be novel / unique to the Contractor's Design, unique to the Canadian PR Card, and exclusively for use by the Government of Canada (i.e., it must not have been/or be provided, sold, or released to anyone other than authorised Canada officials).
- c) At Canada's option, the Contractor must include imaging using Optical Variable Magnetic Ink (OVMI) that offers dynamic colour shift, with apparent movement, in the Design considerations for the Card.

3.1.7 **Rainbow Printing (Tier 1 feature)**

- a) Rainbow printing must have subtle colouring, with at least two predominant overall background colours.

3.1.8 **UV Reactive Ink (Tier 2 feature)**

- a) At least one of the inks comprising the images overprinted on selected areas of the background design must be UV reactive within a wavelength range to be specified by Canada during the Design process.

3.1.9 **Infrared Inks (Tier 3 feature)**

- a) The Card must include the use of a combination of infrared transparent inks and infrared opaque inks, meeting the infrared wavelength requirements of ISO/IEC 7810 standards.

3.1.10 **Microline or microtext printing with authentication features (Tier 2 feature, possibly Tier 3 if intentional errors are included)**

- a) Micro-text printed sinusoidal wave ("swoosh") starting from 1mm to 0.2mm repeating the defined Personalised data of the Card holder.
- b) The microline text (approx. 0, 2 mm) and patterns must be unique to the Government of Canada, i.e., it must not have been or be provided, sold, or released to anyone other than authorised Canada officials.
- c) Its size, spacing, alignment and font must be consistent.

3.1.11 **Tactile Features (Tier 1 feature)**

- a) An embossment feature (positive or negative) must be incorporated into Design and Manufacture of the Card. Canada prefers the use of both positive and negative embossment.
- b) This embossment may feature fine line work and variable sized microtext.

3.1.12 **Anti Copy/Anti-Scan Ink (Tier 2 feature)**

- a) Anti-Copy/Anti-Scan Ink must be incorporated into the Card Design (background printing).

3.1.13 **Primary Photograph**

The area of the photograph must be located in Zone V of the ICAO standard for a TD-1 card. The area must have a smooth surface to accept laser engraved smooth surface printing effect.

- a) The Card Design must incorporate a primary photograph of the Card holder (Applicant).
- b) The basic design considerations for the inclusion of the primary photograph are:
 - i. The area of the primary photograph must have an Infrared transparent background in accordance with ICAO standards, with embedded filigrees (thin hairlines) passing through this area, being part of the background design.
 - ii. The edge of the photograph area must gradually blend and overlap with the coloured background print design creating an overlap with the photograph edge.

- iii. The Card layers must be compatible with laser engraving.
- iv. The photograph must be imaged in black and white greyscale.
- v. The photograph must be laser engraved at a minimum of 300 dpi;
- vi. Photograph area must be 35mm wide x 45mm high.
- vii. Photograph image (portrait) size printed on the Card must be 31mm and 36mm (chin to crown).

3.1.14 Multiple Portrait Images (Tier 1 feature)

- a) One or more scaled down secondary photograph image(s), or ghost image(s) must be incorporated into the Card Design.
- b) Any secondary photographs must be visibly recognizable as the same image as the primary photograph.

3.1.15 Multiple Transparent Windows (Tier 1 feature)

- a) One or more transparent, laser-receptive windows must be incorporated into the Design of the Card.
- b) The Design must ensure each window is free of ink or card core obstructions and allow laser-engraved Personalization features, such as a reduced version of the main photograph, to link the front and back faces of the Card.

3.1.16 Vicinity RFID chip (Tier 2 feature)

- a) A custom-shaped vicinity RFID chip must be incorporated in the Design.
- b) A custom-shaped RFID antenna must be visible in the Design.
- c) The RFID chip must be visible, as per the Contractor's proposed Design (as approved by Canada).

3.1.17 Card Serial Number

This Serial Number is used to control the inventory and Production synchronisation of each Card throughout the Production cycle. It is also a unique document number for Canada's internal use.

- a) The Design must incorporate the Card Serial Number, consisting of a unique 1D bar code and matching eye readable Serial Number, on the top edge of the back of the Card.

3.1.18 1D Bar Code (Tier 2 feature)

- a) The Design must incorporate the Serial Number consisting of a unique 1D bar code and a matching eye readable Serial Number located on the top edge of the back of the Card.
- b) The bar code that stores the Card Serial Number must be readable with bar code readers through the Production phases and throughout the Effective Lifespan.

3.1.19 OCR – MRZ area

- a) The Design must incorporate machine-readable OCR-B information in ICAO-9303 compliant format that has the optical absorption spectrum as specified in ICAO-9303.
- b) The Card Design must comply fully with the Card specifications stated in section 2.5.

3.1.20 Titles and Field names

- a) The fonts must be based on non-standard characters.
- b) The type: "Permanent Resident Card" must be black, in French and English.
- c) The field names on the front of the Card must be blue at the manufacturing stage, in a specific spectrum difficult to reproduce in a photomechanical way.
- d) Unless otherwise specified the number of characters and field formats must be in accordance with ICAO standards.
- e) Specific field names on the Card front are:
 - i. Name (maximum 28 characters for each of first name and last name);
 - ii. ID number (format as identified by IRCC as 8 or 10 digits, as follows: XXXX-XXXX or XX-XXXX-XXXX);
 - iii. Sex (note that available options are now F / M / X);
 - iv. Nationality;
 - v. Date of Birth;
 - vi. Expiry.
- f) Specific field names on the Card back are:
 - i. Place of landing;
 - ii. PR since;
 - iii. Eye (colour);
 - iv. Height;
 - v. COB (country of birth).

3.2 The Contractor may propose as part of its Design **additional security features** for enhancing the security and functionality of the Card, which will be incorporated at Canada's discretion at a cost in addition to the base cost per Card. This may involve the inclusion of any of the following features in the Card Design:

- 3.2.1 quick response (QR) code (i.e. matrix / two-dimensional barcode);
- 3.2.2 second KINEGRAM®;
- 3.2.3 Variable Laser Image;
- 3.2.4 Optically Variable Magnetic Ink (OVMI);
- 3.2.5 embedded colour image;
- 3.2.6 Personalization on the edge of the Card;
- 3.2.7 thermochromic ink; and
- 3.2.8 other innovative security techniques / technologies.

4.0 LABORATORY CARD TESTING SPECIFICATIONS

- 4.1 The Contractor's selected testing laboratory, as approved by Canada, must verify the Contractor's produced Cards successfully meet the requirements of the following tests and provide associated reports on the Contractor's submitted Card Specimens, in accordance with the process described in Annex A, section 8.6:
 - 4.1.1 Card Dimensional Stability (ISO/IEC 10373-1)
 - 4.1.2 Adhesion or Blocking (ISO/IEC 10373-1)
 - 4.1.3 Dynamic Bending Stress (ISO/IEC 10373-1)
 - 4.1.4 Dynamic Torsion Test (ISO/IEC 10373-1)
 - 4.1.5 Delamination (Peel strength 90) (ISO/IEC 10373-1)

- 4.1.6 Resistance to Chemicals (including artificial perspiration) (ISO/IEC 10373-1)
- 4.1.7 Ultraviolet Light Exposure (ISO/IEC 10373-1)
- 4.1.8 Surface Abrasion (INCITS 322:2015)
- 4.1.9 Bar Code Abrasion (INCITS 322:2015)
- 4.1.10 Card Structural Integrity (INCITS 322:2015)

ANNEX “B” BASIS OF PAYMENT

For all services and materials detailed herein, Bidders must submit firm, all-inclusive fees/prices in Canadian dollars, FOB destination (excluding cost of shipment of Personalized Cards to their delivery locations), Canadian customs duties and excise taxes included. Goods and Services Tax or the Harmonized Sales Tax excluded.

Payment for PR Cards will be made in accordance with the quantities specified in each Card Request.

Payment will be made following the complete delivery of the Personalized PR Cards to the final destination(s) specified in each Card Request. in accordance with the quantities specified in each Card Request.

Payments will not be made more frequently than once per month.

B.1 PRICING SCHEDULE

Prices below are effective from the date of Contract award to the conclusion of Initial Contract Term.

Commencing in the first Option Period, if exercised by Canada, an ECONOMIC PRICE ADJUSTMENT (EPA), as described in article **B.2** below, will be used to annually adjust the base prices over the remainder of any option period(s).

B.1.1 DIRECT COSTS

In relation to Distribution via **direct mail-out** of Cards to the Applicants via Canada Post, as set out in section 8.8.3 of Annex A, the Contractor will be reimbursed for the cost of postage reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead and upon receipt of proper cost support documentation.

In relation to Distribution services via **Bulk Shipment** to IRCC office locations across Canada via Canada Post or Canada-approved courier, as set out in section 8.8.4 of Annex A the Contractor will be reimbursed for the shipping/mailling costs reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead and upon receipt of proper cost support documentation.

All payments are subject to government audit.

B.1.2 TRAVEL AND LIVING EXPENSES

Only travel required by Canada to locations outside of the NCR and that is pre-authorized by the Project Authority in writing and undertaken in accordance with the National Joint Council Travel Directive (most current version) (<https://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>) will be considered for reimbursement at cost, with no provision for mark-up, subject to the Contractor's providing the requisite receipts. For clarity, no costs associated with any travel to conduct work in or attend meetings in the NCR will be eligible for reimbursement by Canada.

Where any travel requirement pertains to work under an issued TA Form (i.e. a Task), the TA will include a separate amount pertaining to previously authorized travel, accommodation and living expenses within the payment section of the form.

Canada will not otherwise accept any travel and living expenses incurred by the Contractor to satisfy the terms of the Contract.

B.1.3 COST PER PR CARD

The price per Personalized PR Card is firm and all-inclusive and must include all components, materials, supplies, and all associated sourcing/acquisition, local transportation, storage/warehousing and inventory management, equipment, hardware, systems, operations, all management, reporting, and administration necessary and all other services required to Produce the Personalized PR Card inclusive of all Minimum Security Features set out in section 3.1 of Attachment 2 to Annex A, Card Carrier and envelope; as specified in Annex A Statement of Work, ready for shipment to Applicants [but **excluding** the cost of shipment/postage of Personalized Cards to their delivery location(s)]. One (1) round of Card Design services (as set out in section 7.1.5 of Annex A) must be included in the Contractor's per Card price, as further described in article **B.1.4**.

The firm all inclusive price per Card is all inclusive of any Spoilage. The final amounts invoiced must be reflective of the number of Personalized Cards delivered, in accordance with issued Card Requests from Canada and any re-makes of Rejected Cards (i.e. a Card which contains Applicant information but was rejected after printing where Personalization is incorrect or does not comply with the contract requirements due to a Personalization error that is **solely attributable to data received from GCMS**).

One (1) round of Card Design services, concluding with an accepted, in production Card Design, as described in section 7.1.5 of Annex A, inclusive of all necessary Testing services for the initial Design and for on-going quality assurance must be included in the Contractor's per Card price.

Item No.	Description	Unit Price (\$CAD/unit) Initial Contract Period
1	Price per Personalized PR Card including all Minimum Security Features	\$ _____ per Card
2	Price for Image / Photo Correction services up to the maximum number of corrections per month as described in section 7.1.6 of Annex A - per image fee	\$ _____ per Image

Note that the maximum number of image corrections that may be requested by Canada per month is 400.

B.1.3.1 OPTIONAL DESIGN CHANGE ELEMENTS – ADDITIONAL SECURITY FEATURES ON THE PR CARD

The Contractor may propose as part of its Design **additional security features** for enhancing the security and functionality of the Card as per section 3.2 of Attachment 2 to Annex A, in excess of the Minimum Security Features of the base Card Design, as per section 3.1 of Attachment 2 to Annex A.

The prices for Optional Design Change Elements must be all inclusive, GST/HST extra.

The Bidder should provide a price for the inclusion of any of the following features in the Bidder's proposed Card Design, as an additional incremental price (per Card), above the Total Cost per Card listed in article B.1.4 above:

Item No.	Description	Unit Price (SCAD/unit) Initial Contract Period
3	Quick response (QR) code (i.e. matrix / two-dimensional barcode) – price per PR Card	\$ _____ per item per Card
4	Second KINEGRAM® – price per PR Card	\$ _____ per item per Card
5	Variable Laser Image – price per PR Card	\$ _____ per item per Card
6	Optically Variable Magnetic Ink (OVMI) – price per PR Card	\$ _____ per item per Card
7	Embedded colour image – price per PR Card	\$ _____ per item per Card
8	Personalization on the edge of the Card – price per PR Card	\$ _____ per item per Card
9	Thermochromic ink – price per PR Card	\$ _____ per item per Card
10	Other innovative security techniques / technologies – price per PR Card <i>Bidder should provide a price list and any additional details necessary to describe the offering. Add rows as required.</i>	\$ _____ per item per Card

Design changes may be required to the security features at any time during the Contract Period or any exercised Option Period.

The decision to include any revised/additional security feature as the result of a Design change process is at the sole discretion of Canada and will be authorized by way of a Task Authorization.

B.1.3.2 OPTIONAL DESIGN CHANGE ELEMENTS – REVISED/ADDITIONAL FEATURES ON THE PR CARD NOT IDENTIFIED IN B.1.3.1 OF THIS ANNEX B BASIS OF PAYMENT

In the event of a requirement for the revision to the PR Card Design over the duration of the Contract, to include the addition of features not identified in article B.1.3.1, the Contractor will be paid its costs reasonably and properly incurred in the performance of the Work, in accordance with Contract Cost Principles SACC article 1031-2 (2012-07-16), as determined by a government audit, plus a profit computed in accordance with Chapter 10, Cost and Profit, of the Supply Manual, Public Services and Procurement Canada.

The results and findings of the government's audit will be conclusive.

B.1.4 ADDITIONAL SERVICES – VIA TASK AUTHORIZATION

Canada will have the ability to issue Task Authorizations (TAs) for as-required services on an additional fee basis, in accordance with the fees/rates provided herein.

The Firm all-inclusive fees for Services must be all inclusive, GST/HST extra.

B.1.4.1 HOURLY RATE FOR DESIGN CHANGE TO THE PR CARD

Any Card (re)Design services as described in section 7.1.5 of Annex A, required by Canada subsequent to the one (1) round of Card Design services included in the base Card price, will be requested and paid as a separate payment, under an issued Task Authorization at an agreed upon schedule and level of effort, according to the following blended hourly rate.

Card (re)Design is inclusive of the completion of all services (e.g. testing, etc.) required to achieve Canada's acceptance of the Card (re)Design and authorization to commence Production of the re-Designed Card for Distribution to Applicants.

Item No.	Description	Hourly Rate (\$CAD/hr) Initial Contract Period
11	Hourly Rate for Card Design Change (in excess of one (1) round of Card Design as described in section 7.1.5 of Annex A)	\$ _____ per Hour

B.1.4.2 PROFESSIONAL SERVICES

All fixed, all-inclusive rates must include all payroll, overhead costs, administration, and profits to complete the work as stated in Annex A. TAs may be paid per Hour or on a fixed/firm price basis as specified in the TA.

Item No.	Description	Hourly Rate (\$CAD/hr) Initial Contract Period
12	Consultation services as described in section 7.1.2 of Annex A	\$ _____ per Hour
13	Training Services (On-Site) as described in section 7.1.3 of Annex A	\$ _____ per Hour
14	IT System Modification services as described in section 7.1.4 of Annex A	\$ _____ per Hour
Item No.	Description	Fee per additional Image
15	Image / Photo Correction services in excess of the maximum number of corrections per month as described in section 7.1.6 of Annex A	\$ _____ per Image

B.1.4.3 ADDITIONS OR CHANGES TO DISTRIBUTION SERVICES

Any consultation and design, including graphic design, content writing, or other related services associated with Card Distribution materials will be priced using the per Hour rate. TAs may be paid per Hour or on a fixed/firm price basis as specified in the TA.

Changes to the standard mailing envelopes, Card carrier insertion letter or development of other inserts as set out in section 8.8.2 of Annex A will be priced based on the Contractor's provided cost catalogue for additions or changes to materials and associated printing services. Prices are to be provided as a per item fee in an addition to the base Price per Card in article B.1.4 or as a per page or per item fee for printing.

Item No.	Description	Unit Price (\$CAD/unit) Initial Contract Period
16	<i>Consultation and design services</i>	\$ _____ per Hour
17	<i>Graphic design services</i>	\$ _____ per Hour
18	<i>Packaging design services</i>	\$ _____ per Hour
19	<i>Content writing services</i>	\$ _____ per Hour
<i>Provide a cost catalogue for offered materials options for mailing envelopes, Card Carrier insertion letters, pamphlets, card carriers.</i>		
<i>Indicate prices as an addition to the per item cost or as a per page or per item fee for printing. Add rows as necessary.</i>		
20	<i>Material Cost (list offered options by envelope/paper size, weight, type, colour, etc.)</i>	\$ _____ per item
21	<i>Printing Services (list offered options by size / B&W or number of colours / number of folds, stapled, etc.)</i>	\$ _____ per page or per item

In the event of a requirement for the changes or additions to the mailing envelopes, Card carrier insertion letter or development of other inserts, over the duration of the Contract not identified in article B.1.5.3, the Contractor will be paid its costs reasonably and properly incurred in the performance of the Work, in accordance with Contract Cost Principles SACC article 1031-2 (2012-07-16), as determined by a government audit, plus a profit computed in accordance with Chapter 10, Cost and Profit, of the Supply Manual, Public Services and Procurement Canada.

The results and findings of the government's audit will be conclusive.

B.2 ECONOMIC PRICE ADJUSTMENT (EPA)

Commencing with Option Year 1 and during any subsequent Option Years of the Contract if exercised by Canada, the prices set out in articles **B.1.4** and **B.1.5** above are subject to Economic Price Adjustment.

The base prices identified in the Basis of Payment will be adjusted annually on the first day of the Option Period start month, commencing with the first Option Year, by an amount established based on the percentage increase (or decrease), in the annual average index of the Consumer Price Index for Canada, All-Items (Not Seasonally Adjusted), published in **Statistics Canada Catalogue no.62-001, Table 5**, from the 12-month base period ending 15 months prior to the current Option Period start date, to the same 12-month period ending 3 months prior to the current Option Period start date, in accordance with the following formula, rounded to the nearest two decimals:

$$\text{Escalation} = \frac{((A) - 1)}{B} \times 100$$

Where:

A = Average annual index for the 12 months ending three (3) months preceding the start date of the current Option Period.

B = Average annual index for the 12 months ending fifteen (15) months preceding the start date of the current Option Period.

Consumer Price Index for Canada is published by Statistics Canada and can also be found on the Statistics Canada website at:

<https://www150.statcan.gc.ca/n1/pub/62-001-x/2018004/tbl/tbl-5-eng.htm>

<https://www150.statcan.gc.ca/n1/en/catalogue/62-001-X>

* Note that the website addressed can change at any moment.

B.2.1 ECONOMIC PRICE ADJUSTMENT PROCESS

Prior to exercising the option year, the Contracting Authority will notify the Contractor in writing of the applicable calculated escalation percentage, who will in turn verify the information and confirm their agreement. Upon receipt of this confirmation, the Contracting Authority will amend the Contract accordingly to reflect the revised prices and rates. Until such time as the price adjustments are made through a Contract Amendment, the Firm Prices and Fees valid for the previous twelve-month period will be used.

Any amount determined by using the escalation index which is less than zero, will be deemed to be equal to zero.

B.2.2 DISCONTINUATION OF ECONOMIC PRICE ADJUSTMENT INDICES

If any of the official Government(s) Economic Price Adjustment indices set out in the Contract are discontinued, the parties should immediately thereafter agree to establish replacement indices or formulate adjustments consistent with those set forth in the Contract.

ANNEX "C"

SECURITY REQUIREMENTS CHECK LIST



Contract Number / Numéro du contrat B8362-190251
Security Classification / Classification de sécurité UNCLASSIFIED

SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

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

Security Classification / Classification de sécurité UNCLASSIFIED



Contract Number / Numéro du contrat B8362-190251
Security Classification / Classification de sécurité UNCLASSIFIED

PART A (continued) / PARTIE A (suite)

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
 Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
 If Yes, indicate the level of sensitivity:
 Dans l'affirmative, indiquer le niveau de sensibilité : No / Non Yes / Oui

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

Short Title(s) of material / Titre(s) abrégé(s) du matériel : _____
 Document Number / Numéro du document : _____

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

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

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

Special comments:
 Commentaires spéciaux : _____

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
 REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

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

If Yes, will unscreened personnel be escorted?
 Dans l'affirmative, le personnel en question sera-t-il escorté? No / Non Yes / Oui

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

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

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

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

Security Classification / Classification de sécurité UNCLASSIFIED

Contract Number / Numéro du contrat B8362-190251
Security Classification / Classification de sécurité UNCLASSIFIED

PART C (continued) / PARTIE C (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	Confidential Confidentiel	Secret	Top Secret Très Secret	NATO Restricted NATO Diffusion Restreinte	NATO Confidential	NATO Secret	COSMIC Top Secret COSMIC Très Secret	Protected Protégé			Confidential Confidentiel	Secret	Top Secret Très Secret
											A	B	C			
Information / Assets Renseignements / Biens	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Media Support TI	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Link Lien électronique	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉ et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée.
12. b) Will the document attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui
- If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Security Classification / Classification de sécurité UNCLASSIFIED



Contract Number / Numéro du contrat B8362-190251
Security Classification / Classification de sécurité UNCLASSIFIED

PART D - AUTHORIZATION / PARTIE D - AUTORISATION			
13. Organization Project Authority / Chargé de projet de l'organisme			
Name (print) - Nom (en lettres moulées) Éric Jacques		Title - Titre Deputy Director, IPG-PRPD	Signature
Telephone no. - N° de téléphone (613) 716-9976	Facsimile - Télécopieur	E-mail address - Adresse courriel Eric.Jacques@cic.gc.ca	Date 2019-10-18
14. Organization Security Authority / Responsable de la sécurité de l'organisme			
Name (print) - Nom (en lettres moulées) Nigel Charles		Title - Titre Security Officer	Signature Nigel Charles
Telephone no. - N° de téléphone 613-437-7877	Facsimile - Télécopieur 613-454-9477	E-mail address - Adresse courriel nigel.charles@cic.gc.ca	Date 29 Oct 2019
15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached? Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?			<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
16. Procurement Officer / Agent d'approvisionnement			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature Leblanc, MarcAndré
Telephone no. - N° de téléphone	Facsimile - Télécopieur	E-mail address - Adresse courriel e	Digitally signed by: Leblanc, MarcAndré DN: CN = Leblanc, MarcAndré C = CA O = GC OU = PWGSC- TPSGG Date: 2019.11.14 17:26: 10 -05'00'
17. Contracting Security Authority / Autorisé contractante en matière de sécurité			
Name (print) - Nom (en lettres moulées)		Title - Titre	Signature GoodDavidson, Vanessa
Telephone no. - N° de téléphone	Facsimile - Télécopieur	E-mail address - Adresse courriel	Digitally signed by GoodDavidson, Vanessa Date: 2019.11.06 09:23:49 -05'00'

Annex "D" - Technical Evaluation Criteria

TECHNICAL EVALUATION CRITERIA

Instructions to Bidders

In response to these Mandatory and Point-Rated Technical Evaluation Criteria, where a criterion evaluates the experience, capabilities or approaches of the Bidder or Proposed Resources through written descriptions, for demonstration, the Bidder is to provide detailed written descriptions addressing the requirements of each respective criterion.

A response that is lacking in detail and does not clearly demonstrate the experience, capabilities or approaches of the Bidder/Proposed Resource would **not** substantively address the requirements in the respective criterion (e.g. if the response solely repeats the text of the criterion or provides minimal description and does not explain or fully describe the role of the Bidder/Proposed Resource and the activities or outcomes of their work, or is missing demonstration of approach or one or more of the elements listed in the criterion) and may result in disqualification of the Bidder (on the basis of a Mandatory Criterion) or the reduction in point score of the Bidder (on the basis of a Point-Rated Criterion).

The following definitions apply for the purposes of the Evaluation Criteria only:

All references to experience "within the last {#} years" are as of the issue date of the RFP.

"Bidder" means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors. (2003 Standard Instructions - Goods or Services - Competitive Requirements - 04 [2007-11-30] Definition of Bidder)

"Counterfeit" is defined as the unauthorized reproduction of the PR Card by whatever means. To facilitate the visual and/or automated detection of counterfeits, a combination of reliable security features must be incorporated in the PR Card.

"Design Minimum Security Features" mean the Design Minimum Security Features as specified in section 3.1 of Attachment 2 to Annex A, which are:

- 1) Laser Engraving Personalization
- 2) Tactile Clear and Black Laser Text
- 3) Application of OVD (KINEGRAM®)
- 4) Guilloche pattern incorporated in Design
- 5) OVI printing
- 6) Rainbow printing
- 7) UV Reactive Inks
- 8) Infrared Inks
- 9) Micro-printing (micro line or micro text) with authentication features
- 10) Tactile features, generic and Personalized
- 11) Anti-Copy/Anti-Scan Ink
- 12) Primary photograph and multiple portrait images
- 13) Multiple, non-linear shaped transparent windows
- 14) Incorporation of vicinity RFID chip and antenna array
- 15) 1D bar code
- 16) OCR – MRZ area

"External client(s)" means a government, public sector or similar legislative/regulatory authority client, that is exterior to the Bidder's own legal entity (or joint venture partnership) and excludes the parent, subsidiaries or other affiliates of the Bidder.

"Forgery" is defined, as the fraudulent alteration of any part of the PR Card. Reliable security measures must be incorporated to facilitate the visual and automated detection of any attempted unauthorized alteration to the PR Card.

"Machine Readable Travel Document" or **"MRTD"** is as defined in ICAO Doc 9303.

"Machine Readable Travel Document-like" or **"MRTD-like"** (for the purposes of these Evaluation Criteria **only**) means a secure travel document (e.g. passport, visa, etc.) or identification card such as a driver's licence, or similar document, that includes similar security features to those defined in ICAO Doc 9303. In order for a document or card to be considered "MRTD-like", a Bidder must demonstrate how the document or card satisfies the parameters of security features detailed in the ICAO Document 9303, parts 5 and 11, and must provide sufficient information about each of these features in order to demonstrate how the document or card meets or exceeds the standards detailed in the ICAO Document 9303.

"Impostor" is defined as someone representing him or herself to be some other person. Security features must be incorporated to facilitate the visual and/or automated detection of the fraudulent use of a PR Card by an impostor.

"Internal client(s)" means clients within the Bidder's own legal entity (or joint venture partnership) and includes the parent, subsidiaries and other affiliates of the Bidder.

"Security Printing" means field of the printing industry that deals with the printing of items such as banknotes, cheques, passports, tamper-evident labels, security tapes, product authentication, stock certificates, postage stamps and identity cards. The main goal of Security Printing is to prevent Forgery, tampering, or Counterfeiting.

"Spoilage" means any and all materials including Card sub components, manufactured Card Blanks and Personalized Cards, including Rejected Cards, that are defective or otherwise unusable that contain a Security rating and must be accounted for and sent to Secure Destruction for disposal.

MANDATORY CRITERIA

Mandatory Technical Criteria

The Phased Bid Compliance Process will apply only to mandatory technical criteria identified by the superscript (PB). Mandatory technical criteria not identified by the superscript (PB) will not be subject to the Phased Bid Compliance Process.

Proposals submitted by Bidders must meet all the mandatory technical criteria of the Request for Proposal (RFP). No further consideration will be given to proposals not meeting all of the mandatory criteria.

To meet the requirements described herein, the experience of the Bidder must be work for which the Bidder was under contract to External Clients. During the evaluation no corporate experience gained through Internal Clients will be accepted or reviewed. In the case of a joint venture, the combined experience of the parties forming the joint venture will be considered in the evaluation of the experience of the Bidder.

Failure by the Bidder to provide any of the required information in the proposal will be considered as not meeting the mandatory criterion.

Listing experience without providing any supporting data to describe where and how such experience was obtained will result in the experience not being included for evaluation purposes.

No.	Mandatory Criteria	Compliant Yes/No
M1	Corporate Experience and Capability	
M2	Proposed Management Team	
M3	Proposed Supply Chain	
M4	Bidder Proposed Work Locations within Canada	

M.1 CORPORATE EXPERIENCE AND CAPABILITY (PB)

The Bidder must demonstrate that it has experience producing documents with at least the same security features as a Machine Readable Travel Document (hereto referred to as "MRTD-like document") for External Client(s). An MRTD, size ID1/TD1, is defined by the ICAO in [Part 5 of Doc 9303: Machine Readable Travel Documents](#).

To demonstrate that the Bidder has the experience in producing MRTD-like documents, the Bidder must **provide a description**, of at least one (1) to a maximum of five (5) of its contracts completed or ongoing in the last seven (7) years before the issue date of the RFP, that collectively demonstrate the Bidder's experience in all of the following:

- a) Security Printing services;
- b) IM/IT services for on-going data management, transfer, use and sanitization/destruction of Personal Information (e.g. personal health information, personal financial information, etc.) or Protected Information (i.e. information classified in accordance with a government security standard);
- c) Personalization of the MRTD-like documents;
- d) Distribution of the MRTD-like documents to individual recipients;
- e) Sourcing, inventory and supply chain management and on-going manufacturing of an MRTD-like document in Card form (as defined in ICAO 9303);
- f) Annual production of MRTD-like documents of a minimum yearly quantity of 250,000/year; and
- g) The MRTD-like documents produced under the contract include an embedded vicinity RFID-enabled chip.

For these corporate experience reference contracts, the experience of the Bidder, the Bidder's parent organization, and/or the Bidder's affiliated organization may be used. If the Bidder has entered into a joint venture partnership for the purposes of this RFP, the combined experience of the companies representing the joint venture may be used to respond to the requirements.

In order to be considered towards this Mandatory Criterion, a reference contract used to demonstrate the above required corporate experience in (a) to (g) must meet the following requirements (i-iv):

- i. Provides a description demonstrating the applicable Service requirement (a-g) for which the reference contract is provided;
- ii. Have been with an External Client;
- iii. Demonstrates the Bidder has been actively producing the MRTD-like documents for recipients for a minimum duration of twelve (12) months preceding the issuance date of this RFP;
- iv. Describes any activities that were undertaken by the Bidder, sub-contractors, the Bidder's parent organization, and/or the Bidder's affiliated organization(s), and if applicable, any of the bidding joint venture partners,
- v. Include complete client particulars including:
 - o Client organization name;
 - o Address;
 - o Reference Contact Name and Title;
 - o Contact telephone number or e-mail address.

Note 1: In the event the Bidder is unable to provide client particulars to respond to item v) above due to contractual obligations with that client that precludes the provision of this information to

third parties, the Bidder must clearly identify to Canada that it is contractually bound to confidentiality of the client particulars and Canada may consider execution of a Non-Disclosure Agreement (NDA) with the Bidder to enable the Bidder to provide the client particulars in the Bid. In the event Canada does not execute a NDA, the Bidder must provide within its Proposal sufficient anonymized detail to enable Canada to validate the experience claimed (e.g. nature of MRTD-like document produced/purpose (e.g. visa, drivers' license, age of majority card, etc.), geographic area of client, nature of client organization demonstrating it is an External Client as defined herein, etc.). Whether any anonymized detail is sufficient to demonstrate the Bidder's compliance with this Mandatory Evaluation Criteria is at Canada's exclusive determination and at the Bidder's own risk. Bidders are encouraged to ask questions during the RFP solicitation period to support demonstration of compliance and to provide a copy of any NDA that may be requested of Canada to support the fulfilment of this requirement.

Mandatory Criterion M1 Summary Table: Corporate Experience and Capability collectively demonstrates:

Contracted Service	i. Service Demonstrated (Y/N)	ii. Contract with External Client (Y/N)	iii. Actively producing MRTD-like documents for 12 months in last 7 years (Y/N)	iv. Activities of each party described (Y/N)	v. Complete client particulars provided (Y/N)	Overall reference contract compliance (i-iv) (Y/N)
a) Security Printing						
b) IM/IT Services (as described in b)						
c) Personalization of the MRTD-like documents						
d) Distribution of the MRTD-like documents to individual recipients						
e) Sourcing, inventory and supply chain management and on-going manufacturing of a Card-sized MRTD-like document						
f) Production of 250,000 MRTD-like documents/year						

Contracted Service	i. Service Demonstrated (Y/N)	ii. Contract with External Client (Y/N)	iii. Actively producing MRTD-like documents for 12 months in last 7 years (Y/N)	iv. Activities of each party described (Y/N)	v. Complete client particulars provided (Y/N)	Overall reference contract compliance (i-iv) (Y/N)
g) MRTD-like documents produced include an embedded vicinity RFID-enabled chip						
Across reference contracts all Services demonstrated a)-g)						

M2. PROPOSED MANAGEMENT TEAM^(PB)

The Bidder must identify a team of proposed resources for the management of the work under any resulting contract, including a named resource for each of the following Resource Categories (as set out in Annex A, section 10.2), at a minimum:

- a) Transition Project Manager,
- b) IT Manager,
- c) Production Manager and
- d) Account Representative

If any additional Resource Categories are proposed for the management team, the Bidder must provide a description of the role and responsibility for each.

For each of the proposed resources, the Bidder must:

- i. Provide a description, including start and end date (MM/YY) and client contact information* for at least one (1) reference project/contract completed or ongoing in the last seven (7) years before the issue date of the RFP in which the Resource delivered services for External Clients in support of the production of MRTD-like documents;

*with respect to client contact information, see Note 1 under M1 above.

- ii. Provide a resume of 2-4 pages in length (Bidders should include description of the resource's professional background, education, qualifications and work experience, including description of experience in the role and any experience in support of the production of MRTDs for External Clients).

Mandatory Criterion M2 Summary Table: Proposed Management Team:

Resource Category	Name of Resource	i. Project/ Contract described (Y/N)	ii. Resume provided (Y/N)	Overall Resource Category compliance (i-ii) (Y/N)
a) Transition Project Manager				
b) IT Manager				
c) Production Manager				
d) Account Representative				
<i>Other Resource Categories (please specify)</i>				

M3. PROPOSED SUPPLY CHAIN (PB)

The Bidder must complete the table below for the listed Card components, materials and consumables and identify its proposed source(s) of supply for these Card components, materials and consumables that it proposes to use in the Manufacture and Personalization of the PR Card.

The Bidder must provide its proposed Supply Chain Management plan (Bidders should also refer to Rated Evaluation Criterion R3.3 in preparation of this plan).

Mandatory Criterion M3 Table Bidder's Proposed Supply Chain

Component, Sub-component, material, consumable	Name and Description of Product	Name and Address of Manufacturer Unit Number / Street Number / Street Name City, Province/State/County, Territory Country Postal/Zip Code	Name and Address of Source Supplier (if different from Manufacturer) Unit Number / Street Number / Street Name City, Province/State/County, Territory Country Postal/Zip Code
Card Polycarbonate Substrate layer(s)			
Optically Variable Ink(s) and the OVI manufacturers <i>Add and clearly identify rows as necessary</i>			
Vicinity RFID Tag (chip and antenna) <i>Add rows as necessary</i>			

M4. BIDDER'S PROPOSED WORK LOCATIONS WITHIN CANADA (PB)

The Bidder must demonstrate, by completing the tables below including street address, that it has at time of Proposal submission or will have prior to any Contract Award the required facilities within Canada where Cards will be Manufactured, stored and Personalized, where Applicant data and Personal Information will be held and processed, including:

- a) Proposed Production Site where Cards will be Manufactured and Personalized;
- b) Proposed storage location(s) for Card Design, Card components and Card Blanks;
- c) Proposed location(s) for the storage and processing of Personal Information and Applicant data; and
- d) Proposed Disaster Recovery Site.

For each location proposed, the Bidder must also provide demonstration in the form of a record of facility ownership or signed lease or facility-service agreement, or documented intent between the Bidder and the owner/lessor/service provider for each location to enter into a purchase/lease/service agreement, or a clear plan to acquire/lease the identified location by Award of any Contract.

Mandatory Criterion M4 Table 1 - Bidder's Proposed Work Site(s) in Canada

Site	Work to be performed at this location	Location in Canada Street Number / Street Name, City, Province, Territory Postal Code	Location in Proposal of provided documentation
Production Site			
Storage location(s) (if different) for Design, Card components, Card Blanks <i>Add rows as necessary to include all facilities</i>			
Storage and processing of Personal Information and Applicant data* <i>Add and clearly identify rows as necessary to identify data hosting locations</i>			
Disaster Recovery Site			

PROPOSALS NOT MEETING ALL OF THE MANDATORY CRITERIA WILL BE CONSIDERED NON-RESPONSIVE AND GIVEN NO FURTHER CONSIDERATION.

Point Rated Criteria

Only those proposals which first meet the Mandatory Criteria will be considered in the second stage of the evaluation, the Technical Evaluation.

Note: The Phased Bid Compliance Process will not apply to any of the point rated evaluation criteria.

To be considered responsive, a proposal must obtain 70% on each of Rated Criteria R1-R6. Proposals achieving a minimum of 70% on each of Rated Criteria R1-R6 will be further evaluated on the basis of the Price Proposal.

Proposals scoring less than 70% on any of Rated Criteria R1-R6 will not be given further consideration.

Bidders are instructed to address each requirement in sufficient depth to permit a complete analysis and assessment by the Evaluation Team.

Proposals will be evaluated on the completeness and level of detail by which they address the Rated Criteria. For example, if a description of a process or procedure is requested, the various steps, which the Bidder will perform in order to complete the requirement, addressing the relevant requirements of the Statement of Work (where applicable), should be described. Failure on the part of the Bidder to provide sufficient detailed information addressing each aspect of the Point Rated Criteria may result in the reduction in point score(s) of the Bidder.

Assessment of proposals will be based solely on the information in the Proposal. Canada may seek further information or clarification from the Bidder.

The points allocated for selected criteria will be multiplied by the specified weighting factor (WF) where indicated.

POINT RATED CRITERIA		Minimum Required Score	Maximum Points
R1	Corporate Experience	75	125
R2	Proposed Management Team	24	40
R3	Card Production Readiness	75	125
R4	Contract Management	48	80
R5	Quality Assurance and Quality Control	48	80
R6	Business Continuity Plan	24	40
Total Points (R1-R6)		343	490

R1 CORPORATE EXPERIENCE (Maximum 125 points – Minimum passing mark: 75 points)

Using a minimum of one (1) and a maximum of five (5) reference contracts in the last seven (7) years prior to the issue date of the RFP under which the Bidder has been actively Producing MRTD-like documents and Card-sized MRTDs (as defined in ICAO 9303) for issuance to recipients on behalf of External Clients, the Bidder should demonstrate its experience and capacity for Designing and Producing MRTD-like documents and Card-sized MRTDs (as defined in ICAO 9303), at comparable quantities and with the Design Minimum Security Features required by Canada in Annex A Statement of Work.

In order for a reference contract to be considered against this Criterion, the Bidder must provide the following:

- a) Complete Business Name of External Client organization*;
- b) Start and end date of Bidder contract (DD/MM/YYYY);
- c) Start date of active Production for issuance to recipients;
- d) Quantity of MRTD-like documents or Card-sized MRTDs (as defined in ICAO 9303) Produced and issued to recipients since start of active Production;
- e) Average weekly quantity (absolute number) of MRTD-like documents or Card-sized MRTDs (as defined in ICAO 9303) Produced;
- f) Description of nature of MRTD-like documents or Card-sized MRTDs (as defined in ICAO 9303) Produced, including identification and description of which of the Design Minimum Security Features (as specified in section 3.1 of Attachment 2 to Annex A) are included; and
- g) Name and contact information for a representative of the client who can verify the Bidder's experience*.

*with respect to client contact information, refer to Note 1 under Mandatory Criterion M1 earlier in this document.

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R1.1 a and b	Years of experience	---	30	
R1.2	MRTD-like document and Card-sized MRTD production capacity	---	20	
R1.3	Minimum Design Security Features	---	75	
Total Points (R1)		75	125	

R1.1 Years of Experience: the Bidder should demonstrate the number of months, in excess of the minimum requirement of 12 months (as required in Mandatory Criterion M1), the Bidder has been actively Producing MRTD-like documents and Card-sized MRTDs (as defined in ICAO 9303) for issuance to recipients on behalf of External Clients.

Only non-overlapping time will be counted in the determination of the number of months' experience. *For example, if the Bidder had two (2) contracts, one from Jan. 2015 – Dec. 2016 (24 months) and one from July 2016 – June 2017 (12 months), this would demonstrate 30 months experience (i.e. the period July 2016 – Dec. 2016 is only counted once).* Partial points will **not** be awarded for a period of less than 12 months.

- a) **Up to 5 points will be awarded, with one (1) point for each full period of 12 months of experience demonstrated in active Production of MRTD-like documents** for issuance to recipients in excess of the minimum requirement of 12 months.

Points Allocated for R1.1a: ___/5 multiplied by WF of 2 = ___/10

b) In addition, up to 5 points **will be awarded, with one (1) point for each full period of 12 months of experience demonstrated in active Production of Card-sized MRTDs** (as defined in ICAO 9303) in excess of the minimum requirement of 12 months.

Points Allocated for R1.1b: ___/5 multiplied by WF of 4 = ___/20

R1.2 MRTD-like document and Card-sized MRTD Production Capacity: The Bidder should demonstrate the average weekly quantity of MRTD-like documents and Card-sized MRTDs (as defined in ICAO 9303), the Bidder has produced for each reference contract.

Up to 10 points will be awarded per reference contract, as follows:

Points Allocated per reference contract	Scoring Guidance
0 points	Information required was not provided OR The Bidder demonstrated experience producing an average of less than 10,000 per week
2 points	The Bidder demonstrated experience producing an average of 10,001 to 11,999 per week
4 points	The Bidder demonstrated experience producing an average of 12,000 to 14,999 per week.
6 points	The Bidder demonstrated experience producing an average of 15,000 to 16,999 per week.
8 points	The Bidder demonstrated experience producing an average of 17,000 to 19,999 per week
10 points	The Bidder demonstrated experience producing an average of 20,000 or more per week

Each of the reference contracts provided in response to R1 will be evaluated separately. The scores for each reference contract will be summed and divided by the number of reference contracts provided by the Bidder to arrive at the Bidder's score on R1.2.

Points Allocated for R1.2: ___/10 multiplied by WF of 2 = ___/20

R1.3 Design Minimum Security Features: The Bidder should demonstrate the number of Design Minimum Security Features that the Bidder has experience including within the Design, Manufacture and Personalization of the MRTD-like documents Produced for each reference contract. The following table should be used for each reference contract provided.

<i>Design Minimum Security Feature:</i>	<i>Identify if the Bidder incorporated it into the MRTD-like document's Design, Manufacture and Personalization</i>		<i>Describe Minimum Security Feature</i>
1) Laser Engraving Personalization	Yes	No	
2) Tactile Clear and Black Laser Text	Yes	No	
3) Application of OVD (e.g. KINEGRAM®)	Yes	No	
4) Guilloche pattern incorporated in Design	Yes	No	
5) OVI printing	Yes	No	
6) Rainbow printing	Yes	No	
7) UV Reactive Inks	Yes	No	
8) Infrared Inks	Yes	No	
9) Micro-printing (micro line or micro text) with authentication features	Yes	No	
10) Tactile features, generic and Personalized	Yes	No	
11) Anti-Copy/Anti-Scan Ink	Yes	No	
12) Primary photograph and multiple portrait images	Yes	No	
13) One or more non-linear Transparent windows	Yes	No	
14) Incorporation of vicinity RFID chip and antenna array	Yes	No	
15) 1D bar code	Yes	No	
16) OCR – MRZ area	Yes	No	

Up to 15 points will be awarded per reference contract, as follows:

Points Allocated per reference contract	Scoring Guidance
0 points	Information required was not provided OR The Bidder demonstrated experience in the Design, Manufacture and Personalization of MRTD-like documents with five (5) or less of the Design Minimum Security Features
1 point per Minimum Security Feature the Bidder demonstrated in excess of five (5) , to a maximum of 10 points for the reference contract.	
An additional 5 points for demonstration that the Minimum Security Features were integrated within a Card-sized MRTD (as defined in ICAO 9303).	

Each of the reference contracts provided in response to R1 will be evaluated separately. The scores for each reference contract will be summed and divided by the number of reference contracts provided by the Bidder to arrive at the Bidder's score on R1.3.

Points Allocated for R1.3: $\frac{_}{15}$ multiplied by WF of 5 = $\frac{_}{75}$

R2 Proposed Management Team (Maximum 40 points - Minimum passing mark: 24 points)

For the Management Team Resources proposed by the Bidder in response to Mandatory Criterion M2, the Bidder should demonstrate the extent of each Resource's experience in the role in which they are proposed, and their experience in support of the Production of MRTD-like documents.

In order for experience to be considered against this Criterion, the Bidder must provide the following:

- a) Name of External Client organization for which the Resource provided services*;
- b) Start and end date of Resource's services to the External Client;
- c) Description of nature of the Resource's role, services and deliverables to the External Client, including nature of any experience support of the Production of MRTD-like documents; and
- d) Name and contact information for a representative of the Client who can verify the Resource's experience*.

*with respect to client contact information, refer to Note 1 under Mandatory Criterion M1 earlier in this document.

The experience of the proposed Management Team Resources will be evaluated on the following Criteria:

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R2.1	Experience in the proposed role	---	20	
R2.2	Experience in MRTD-like document and Card-sized MRTD (as defined in ICAO 9303) Production	---	20	
Total Points (R2)		24	40	

R2.1 Experience in the proposed role: The Bidder should demonstrate the extent of the experience of each proposed Management Team Resource providing services to External Clients in the role in which they are proposed.

Up to 10 points will be awarded per Resource, as follows:

Points Allocated per Resource	Scoring Guidance

0 points	Information required was not provided OR The Bidder did not clearly demonstrate experience of the Resource.
4 points	The Bidder demonstrated the Resource has more than one (1) year but less than five (5) years' experience in the role
7 points	The Bidder demonstrated the Resource has more than five (5) years' but less than ten (10) years' experience in the role
10 points	The Bidder demonstrated the Resource has ten (10) or more years' experience in the role

Each of the proposed Management Team Resources will be evaluated separately. The scores for each Management Team Resource will be summed and divided by the number of Management Team Resources proposed by the Bidder to arrive at the Bidder's score on R2.1.

Points Allocated for R2.1: /10 multiplied by WF of 2 = /20

R2.2 Experience in MRTD-like document and Card-sized MRTD (as defined in ICAO 9303) Production:

The Bidder should demonstrate the extent of the experience of each proposed Management Team Resource in the Production of MRTD-like documents and Card-sized MRTDs (as defined in ICAO 9303) in the last twelve (12) years prior to the issue date of the RFP.

Up to 10 points will be awarded per Resource, as follows:

Points Allocated per Resource	Scoring Guidance
0 points	Information required was not provided OR The Bidder did not demonstrate experience of the Resource in excess of one (1) project/contract as required in response to Mandatory Criterion M2.
4 points	The Bidder demonstrated the Resource has experience on at least two (2) projects/contracts Producing MRTD-like documents.
7 points	The Bidder demonstrated the Resource has experience on three (3) to four (4) projects/contracts Producing MRTD-like documents OR the Bidder demonstrated the Resource has experience on two (2) projects/contracts Producing Card-sized MRTDs (as defined in ICAO 9303).
10 points	The Bidder demonstrated the Resource has experience on more than five (5) projects/contracts Producing MRTD-like documents OR the Bidder demonstrated the Resource has experience on three (3) or more projects/contracts Producing Card-sized MRTDs (as defined in ICAO 9303).

Each of the proposed Management Team Resources will be evaluated separately. The scores for each Management Team Resource will be summed and divided by the number of Management Team Resources proposed by the Bidder to arrive at the Bidder's score on R2.1.

Points Allocated for R2.2: /10 multiplied by WF of 2 = /20

R3 Card Production Readiness (Maximum 125 points - Minimum passing mark: 75 points)

The Bidder should demonstrate its readiness to begin work under any resulting contract through description of the Bidder's preliminary Work Plan for Phase 1, addressing how the Bidder would approach the activities and deliverables associated with Phase 1 Transition-In (as described in Annex A, section 6.2.2). Within this description, the Bidder should describe how it will prepare its facilities in Canada (as proposed in response to Mandatory Criterion M4), the Bidder's preliminary plan for the Design of the PR Card, and how the Bidder will ready its supply chain for Card components and materials; within the required Transition-In timelines.

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R3.1	Preliminary Work Plan for Phase 1	---	50	
R3.2 a and b	Card Production Plan	---	45	
R3.3	Supply Chain Readiness	---	30	
Total Points (R3)		75	125	

R3.1 Preliminary Work Plan for Phase 1

The Bidder should provide a detailed description of its proposed preliminary Work Plan for Phase 1 (Transition-in Phase) of any resulting Contract, including addressing security considerations, the schedule/timing of and the Bidder's activities to address the requirements of Annex A, section 6.2.2, and be ready for the commencement of Phase 2 of the Work within a period of no longer than 12 months, including:

- a) Systems implementation and integration, to establish the Data Link with GoC systems and associated testing;
- b) Equipping facilities, and establishing all processes for the secure Manufacturing, Personalization and Distribution of Cards;
- c) Confirming Master Card Templates and Master Card Proofs to be used in the Manufacture of Cards;
- d) Manufacturing and testing Specimens of Card Blanks and Personalized Cards;
- e) Confirming sources and supply chain, sourcing materials and establishing all processes for supply chain management and inventory controls;
- f) Manufacturing and storing Card Blanks and Safety Stock;
- g) Establishment of processes for Card Request processing and Personalization of Cards;
- h) Set-up to enable Distributing of Personalized Cards directly to Applicants and to IRCC offices;
- i) Set-up to ensure Secure Destruction of Spoilage and Rejected Cards and to meet data Sanitization requirements; and
- j) All other activities to establish, confirm and implement Phase 1 governance, reporting, management, and all other preparation required for any subsequent transition to Phase 2 Service Commencement and Delivery (as set out in Annex A, section 6.3).

The Bidder should identify and explain:

- principal activities with milestones, prerequisites and dependencies;
- principal Contractor and client roles and related responsibilities;
- Contractor Resource allocation(s); and

- a timeline with critical path for completion of the principal activities that corresponds to or improves upon the durations identified in Annex A, including the Service Commencement Date for cutover of services delivery by the Contractor.

For each area (a-j), up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion and will not adversely affect PR Card Production readiness, project schedule, cost, or scope
Points Allocated for R3.1: __/100 multiplied by a WF of 0.5 =: ____/50	

Some examples of weaknesses are, but are not limited to:

- If the proposed plan contains insufficient detail to allow the evaluators to understand the proposed plan;
- If proposed plan is not technically viable.

R3.2 Card Production Plan

The Bidder should describe its approach to the Design, Manufacture and Personalization of the PR Card, addressing what it is proposing to provide and how for each of the required Design Minimum Security Features and any additional security features proposed by the Bidder.

The Bidder should also describe how the Security Features are integrated within the Design, Manufacture and Personalization of the Card and demonstrate how they interact to enhance the quality and effectiveness of the Card. For each Feature, the Bidder should include examples, using its previous experience producing MRTD-like documents for External Clients, where the same integration of the Bidder's proposed Security Features and interaction between Features through the Production process has been provided by the Bidder and demonstrate the benefit of this approach to mitigate and minimize Forgery, Counterfeiting and Imposters.

The Bidder should include scaled diagrams as appropriate to illustrate the Bidder's descriptions.

The Bidder should demonstrate through this description how:

- its proposed Card Production process will ensure Cards are compliant with the specifications of Attachment 2 to Annex A; including meeting the Tier I, II and III verification requirements and the requirements of ICAO Document 9303;
- its proposed Card Production process enhances the functionality of the Card for its intended use and prevents or minimizes risk of Forgery, Counterfeiting and Imposters; and
- its proposed Card Production process provides for flexibility to adapt the Card and its Production processes to meet evolving needs of the PR Card Program over time.

<i>Design Minimum Security Feature:</i>	<i>Identify if the Bidder incorporated it into the MRTD's Design, Manufacture and Personalization</i>		<i>Identify and describe each proposed Minimum Security Feature and how it will be incorporated into the Design, Manufacture and/or Personalization of the Cards</i>
1) Laser Engraving Personalization	Yes	No	
2) Tactile Clear and Black Laser Text	Yes	No	
3) Application of OVD (i.e. KINEGRAM®)	Yes	No	
4) Guilloche pattern incorporated in Design	Yes	No	
5) OVI printing	Yes	No	
6) Rainbow printing	Yes	No	
7) UV Reactive Inks	Yes	No	
8) Infrared Inks	Yes	No	
9) Micro-printing (micro line or micro text) with authentication features	Yes	No	
10) Tactile features, generic and Personalized	Yes	No	
11) Anti-Copy/Anti-Scan Ink	Yes	No	
12) Primary photograph and multiple portrait images	Yes	No	
13) One or more non-linear Transparent windows	Yes	No	

<i>Design Minimum Security Feature:</i>	<i>Identify if the Bidder incorporated it into the MRTD's Design, Manufacture and Personalization</i>		<i>Identify and describe each proposed Minimum Security Feature and how it will be incorporated into the Design, Manufacture and/or Personalization of the Cards</i>
14) Incorporation of vicinity RFID chip and antenna array	Yes	No	
15) 1D bar code	Yes	No	
16) OCR - MRZ area	Yes	No	
Additional Security Features proposed (list and describe - add additional rows as necessary)	Yes	No	

R3.2a) For the description of each Design Minimum Security Feature (1-16), up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect PR Card Production readiness, project schedule, cost, or scope
Points Allocated for R3.2a: <u> </u>/160 multiplied by a WF of 0.25 =: <u> </u>/40	

Some examples of weaknesses are, but are not limited to:

- If the proposed plan contains insufficient detail to allow the evaluators to understand the proposed plan;
- If proposed plan is not technically viable.

R3.2b) For the description of the proposed integration of the Security Features and the benefits of their interaction to prevent, mitigate and minimize Forgery, Counterfeiting and Imposters, up to 10 points will be awarded as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The Bidder describes the integration of the Security Features and their interactions, however, how they will mitigate or minimize Forgery, Counterfeiting and Imposters is not clearly demonstrated. Examples are not provided or are not detailed to demonstrate the approach.
7 points	There are minor weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The Bidder demonstrates with examples that the proposed integration of Security Features and their interactions are likely to mitigate or minimize Forgery, Counterfeiting and Imposters.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion. The Bidder clearly demonstrates with proven examples across multiple Security Features that the proposed integration of Security Features and their interactions will prevent, mitigate or minimize Forgery, Counterfeiting and Imposters.
Points Allocated for R3.2b: $\frac{\quad}{10}$ multiplied by a WF of 0.5 =: $\frac{\quad}{5}$	

Some examples of weaknesses are, but are not limited to:

- If the proposed plan contains insufficient detail to allow the evaluators to understand the proposed plan;
- If proposed plan is not technically viable.

R3.3 Supply Chain Readiness: Referencing the sources of supply for the Card Components, materials and consumables provided in response to Mandatory Criterion M3 as well as any additional sources of other Card Components, materials and consumables proposed to be used by the Bidder and transportation carriers for the same, the Bidder should describe the quality, stability and integrity of its Supply Chain, together with its procedures for sourcing and maintaining the supply of components, materials and consumables necessary for Manufacture and Personalization of the Cards. The description should include:

- The Bidder's procedures for vetting product quality/service reliability, supplier production capability, quality assurance/quality control and security practices to ensure reliability and integrity of supply;
- The Bidder's procurement procedures for ensuring best value of functionality and price;
- The Bidder's approach for monitoring and mitigating risk associated with the overall supply of material;
- The experience of the Bidder in sourcing materials / acquiring services from the identified parties (e.g. number of years' using the identified suppliers);
- The Bidder's approach to contingency management (e.g. alternate sources of supply/services, etc.).

Up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect PR Card Production readiness, project schedule, cost, or scope
Points Allocated for R3.3: __/10 multiplied by a WF of 3 =: ____/30	

R4. CONTRACT MANAGEMENT PLAN (MAXIMUM 80 POINTS – MINIMUM PASSING MARK: 48 POINTS)

The Bidder should provide a Contract Management Plan that clearly describes how the Bidder proposes to work with the Project Authority and other representatives of Canada (e.g. IRCC personnel, CBSA, SSC, etc.) and any third parties to meet the operational and management requirements in all areas related to this requirement over each of the Phases of the Contract (Phases 1 – 3 and any as-required services, as set out in section 6.0 of Annex A).

The Contract Management Plan should contain sub-plans describing how the Bidder proposes to manage the on-going supply of the services required during the period of the Contract. Any or all of these plans may be accepted as proposed or further refined during Phase 1 Transition-In of the Contract.

The Contract Management Plan should address the Bidder's internal and external resources such as subcontractors or Joint Venture Partners.

The Bidder's Contract Management Plan will be evaluated on the following Criteria:

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R4.1	Contract Organization	---	20	
R4.2	Risk Management	---	20	
R4.3	Problem Resolution Over the Term of the Contract	---	20	
R4.4	Change Management	---	20	
Total Points (R4)		48	80	

R4.1 Contract Organization

The Bidder should provide a detailed description of their proposed Contractor/Client relationship during each of the Phases of the Contract (i.e. Transition-In, Service Commencement and Delivery, Transition-Out). The description should include identification of the roles and responsibilities, and information flow and frequency during each Phase, including mechanisms to ensure the Project authority is informed of any changes or events impacting the work.

The Bidder should also provide an Organization Chart that demonstrates clear Bidder accountability and reporting relationships among the Bidder's team and to Canada, including operational reporting and decision-making, addressing the requirements of section 8.12 of Annex A.

Up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect PR Card Production, schedule/service levels, cost, or scope
Points Allocated for R4.1: __/10 multiplied by a WF of 2 =: ____/20	

R4.2 Risk Management Plan

The Bidder should provide a preliminary risk assessment and mitigation plan and risk management approach that:

- a) Identifies and describes the risks/threats it perceives as potentially impacting the successful Transition-In and on-going Production of PR Cards;
- b) Categorizes the identified risks/threats by likelihood and severity or impact to the overall service;
- c) Identifies any related aspects of the Bidder's services that are potentially impacted;
- d) Proposes mitigation strategies with timeframes that show how the risks/threats would be progressively reduced during the mitigation period and identifies any residual risk remaining.

The Bidder should provide examples of how they have successfully implemented risk mitigation strategies for a similar requirement.

Up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect PR Card Production readiness or on-going Production, schedule/service levels, cost, or scope
Points Allocated for R4.2: __/10 multiplied by a WF of 2 =: ____/20	

R4.3 Problem Resolution Over the Term of the Contract

The Bidder should provide a detailed description demonstrating how their problem escalation and resolution process will operate in a responsive and timely manner in accordance with the requirements of Annex A, and how it will provide Canada with clear access to the Bidder's senior management to escalate issues appropriately and provide effective resolution.

The response should include a detailed organization chart identifying individual positions and role in the organization. The chart should show reporting relationships and describe what decision-making authority each position has.

The response should address potential problem scenarios that have the potential to occur and related common areas of concern, such as the supply of materials, issues with Card Design, Card Production, quality assurance, and information/data management.

Up to 10 points will be awarded, as follows:

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.

Points Allocated	Scoring Guidance
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect PR Card Production readiness or on-going Production, schedule/service levels, cost, or scope
Points Allocated for R4.3: ___/10 multiplied by a WF of 2 =: ___/20	

R4.4 Change Management Plan

The Bidder should demonstrate how it would manage a change to its service provided under the Contract (processed via an issued Task Authorization (TA), providing a response to the scenario below.

Scenario: *Card Design change requested by IRCC due to an increase in fraudulent activity with regards to the PR Card.*

For the scenario the Bidder should provide a comprehensive approach addressing its plan and approach for activities from the point at which a requirement to change is identified by IRCC to the point at which the Bidder seeks approval of the updated Card Design to begin regular Production, including the following:

- a) Process for the preparation of clear and comprehensive change proposals, including how the Bidder will work with the Project Authority to appropriately define scope, work activities and level of effort required in response to a new requirement or a change in scope;
- b) Effective on-going communications with the Project Authority and other representatives of Canada to maintain delivery under on-time, on-budget and in-scope;
- c) Appropriate work scheduling and delivery timelines for the revised Card Design, reflective of the need to address the emergent requirement on a priority basis;
- d) R&D/technical teams' capabilities with regards to changing elements of Card Design on an urgent and emergent basis; and
- e) Invoicing practices for deliverables and level-of-effort services under a change, including ensuring accuracy of items/hours billed, billing rates, and expenses.

The Bidder's response should be supported by an example of how change management was implemented under a similarly constrained timeline to meet Client requirements under a previous contract (no specific Client or employee names need to be mentioned).

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project

Points Allocated	Scoring Guidance
	schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect on-going Production, schedule/service levels, cost, or scope
Points Allocated for R4.4: ___/10 multiplied by a WF of 2 =: ___/20	

R5. QUALITY ASSURANCE AND QUALITY CONTROL (Maximum 80 Points – Passing mark: 48 points)

The Bidder should provide a detailed description of the Quality Assurance Program and quality control procedures it has in place and how this program and these procedures meet the requirements for the supply, security printing, warehousing, order processing and order fulfillment, personalization of cards and distribution and verification of delivery of orders for the PR Cards as specified in the Statement of Work.

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R5.1	Card Testing Plan	---	25	
R5.2	Quality Assurance / Quality Control Plan	---	25	
R5.3	Quality Assurance / Quality Control Plan for Manufacturing and Personalization	---	30	
Total Points (R5)		48	80	

R5.1 Card Testing Plan

The Bidder should provide its proposed plan for completing all Card testing activities that would be required as part of Phase 1 Transition-In of the Contract (External Laboratory, IRCC/CBSA and Production testing) and to address on-going testing, inspection and audit requirements, as set out in sections 8.3-8.6 of Annex A, and in accordance with Attachment 2 to Annex A.

The Bidder should describe how it will secure an independent testing laboratory meeting the requirements of sections 8.6.1 and 8.6.2 of Annex A within the required timeframe and how it will address any considerations related to transfer of Cards to and from the selected location for testing.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect Production readiness or on-going Production, schedule/service levels, cost, or scope
Points Allocated for R5.1: ___/10 multiplied by a WF of 2.5 =: ____/25	

R5.2 Quality Assurance / Quality Control Plan

The Bidder should describe its plan and associated procedures for quality assurance and quality control that the Bidder proposes to use in all relevant facilities identified to complete the work for the following activities (a – c) and how the Bidder will track, monitor and manage quality control procedures all facilities identified to meet the requirements of Annex A:

- a) the quality assurance and control procedures for warehousing/inventory management;
- b) the quality assurance and control procedures for GoC data exchange, storage and removal from production systems (i.e. Sanitization); and
- c) the quality assurance and control procedures for Card Distribution.

The Bidder should also provide a copy of their current ISO certification (14298 or 9001) related to the required services (as described above). Should the Bidder propose to use multiple facilities, a copy of the current ISO certification for each facility should be submitted with the proposal.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.

Points Allocated	Scoring Guidance
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect Production readiness or on-going Production, schedule/service levels, cost, or scope
Points Allocated for R5.2: __/10 multiplied by a WF of 2.5 =: ____/25	

R5.3 Quality Assurance and Quality Control Plan for Manufacturing and Personalization

The Bidder should provide a clear and detailed description of the Bidder's the quality assurance and quality control procedures for Manufacturing of Card Blanks and Security Printing including Personalization of Applicant data onto the Cards, including how the Bidder will reconcile, report, store and ensure Secure Destruction of Spoiled components, Card Blanks and Spoiled or Rejected Personalized Cards. The Bidder should demonstrate how it will maintain Production Service Standards while continuously reducing the Production of Rejected Cards and Spoilage. This description should also clearly demonstrate how it will meet the requirements for testing and quality control sampling during on-going Card Production; ensuring adherence to and monitoring and reporting of performance against the Contract Service Standards set out in section 11.0 of Annex A.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect Production readiness or on-going Production, schedule/service levels, cost, or scope
Points Allocated for R5.3: __/10 multiplied by a WF of 3 =: ____/30	

R6. BUSINESS CONTINUITY PLAN (Maximum 100 Points – Passing mark: 60 points)

The Bidder should provide a detailed Business Continuity Plan (BCP) for all equipment, facilities, systems, and operations required to maintain adequate inventory supply, warehousing, Manufacturing, Personalization and Distribution of PR Cards under any resulting Contract.

The BCP should not only provide for a recovery of services meeting the requirements set out in section 12.1.9 of Annex A, but also to ensure the continued Manufacturing of Card Blanks to maintain Safety Stock levels and continued Personalization of PR Cards, as specified in Annex A, while the recovery to normal operations is underway.

POINT RATED CRITERIA		Minimum Required Score	Maximum Points	Bidder Score Achieved
R6.1	BCP for Card Production	---	20	
R6.2	BCP Threat Analysis and Mitigation	---	10	
R6.3	BCP Testing	---	10	
Total Points (R6)		24	40	

R.6.1 BCP for Card Production

Bidders should provide a detailed description of how it will invoke its Business Continuity Plan (BCP) to ensure a resumption of service delivery within or improving upon the Service Standards identified in section 12.1.9 of Annex A, and how the Bidder will maintain its operations to ensure both the continued Manufacturing of Card Blanks to maintain Safety Stock levels and the continued Personalization and Distribution of PR Cards, as specified in Annex A.

The BCP should specifically detail all provisions for:

- a) the set-up, transfer to and functioning of the Production Site(s), secure storage, and Recovery Site(s);
- b) staffing;
- c) maintenance of supply, including maintenance of required Production Equipment;
- d) maintenance of information systems and data exchange.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect on-going Production, schedule/service levels, cost, or scope
Points Allocated for R6.1: __/10 multiplied by a WF of 2 =: ____/20	

R6.2 BCP Threat Analysis and Mitigation

The Bidder's BCP should define and classify potential risks/threats that could interrupt the work (items 1-6 below) that addresses at a minimum the risk/threat areas identified in a – g (below), and provides for an effective avoidance or mitigation strategy for each identified risk/threat, together with identification of the timeframe to resume operation (if interrupted) for each identified risk/threat:

1. Card material supply chain;
2. Manufacture of Card Blanks;
3. Warehousing/inventory management of Card Blanks and raw materials;
4. Receipt and tracking of Card Requests from IRCC;
5. Personalization of Cards; and
6. Card Distribution services.

For each item (1-6), Bidders should address at a minimum the following threats / risk areas:

- a) facilities and human resources;
- b) mechanical breakdown, hardware failures (including IT systems), and system failures;
- c) supply chain integrity and continuity of supply;
- d) service outages (including power outages).
- e) security (physical, personnel, and information technology);
- f) data protection/data tracking;
- g) terrorism; and
- h) natural disaster, pandemic and other extreme events

Up to 10 points will be awarded for the Bidder's analysis and mitigation strategy for each item (1-6). The Bidder's weighted score for each item (1-6) out of 5 points will be summed to arrive at an overall score for the Bidder on R6.2.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect on-going Production, schedule/service levels, cost, or scope
Points Allocated for R6.2: ___/60 divided by a WF of 6 =: ____/10	

R6.3 BCP Testing

The Bidder should describe how it will test its BCP to ensure it is responsive and effective and how it will maintain and update its BCP to maintain currency with changes in the work or the Bidder's operations, and to ensure proactive identification, analysis and mitigation of new and emergent threats/risks. The Bidder should identify on what schedule (i.e. annually, biennially, never, etc.) and to what level the BCP is tested, monitored, and updated, to ensure Production Site(s) and Recovery Site(s) will respond in accordance with the required timeframes.

Points Allocated	Scoring Guidance
0 points	Information required was not provided.
4 points	There are weaknesses in the plan which will be a challenge to overcome, and which will affect the successful achievement of the work associated with this Criterion. The bidder has not identified suitable mitigations and these weaknesses will adversely affect PR Card Production readiness, project schedule, cost, or scope.
7 points	There are weaknesses in the plan which are correctable, but which may affect the successful achievement of the work associated with this Criterion. The bidder has provided a detailed explanation of sufficient mitigations; therefore, the weaknesses will not adversely affect PR Card Production readiness, project schedule, cost, or scope.
10 points	There are no apparent weaknesses that would affect the successful achievement of the work associated with this Criterion, and will not adversely affect on-going Production, schedule/service levels, cost, or scope
Points Allocated for R6.3: ___/10 multiplied by a WF of 1 =: ____/10	

Solicitation No. - N° de l'invitation
B8362-190251/B
Client Ref. No. - N° de réf. du client
B8362-190251

Amd. No. - N° de la modif.
File No. - N° du dossier
cw011.B8362-190251

Buyer ID - Id de l'acheteur
cw011
CCC No./N° CCC - FMS No./N° VME

ANNEX "E" to PART 3 OF THE BID SOLICITATION

ELECTRONIC PAYMENT INSTRUMENTS

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

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

ANNEX "F" to PART 5 OF THE BID SOLICITATION

FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

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

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

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

Complete both A and B.

A. Check only one of the following:

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

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

- A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.
- OR**
- A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

OR

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

ANNEX "G"
CLASSIFIED ONE-ON-ONE SESSION INFORMATION & INSTRUCTIONS

ONE-ON-ONE MEETING DETAILS

Date: As requested
Location & Address: 300 Slater Street, Ottawa, ON K1A 1L1

Security Classification

for each attendee: Each attendee must hold a valid Facility Security Clearance at the level of **SECRET**, with approved Document Safeguarding and Production Capabilities at the level of **SECRET**, issued by the Contract Security Program (CSP) of the Industrial Security Sector (ISS), Public Works and Government Services (PWGSC).

Note: The Supplier **MUST NOT** utilize its Information Technology systems to electronically process, produce or store any sensitive **CLASSIFIED / PROTECTED** information. Therefore, each supplier will be required to enter the room cleared of any device in which information can be electronically processed, produced or stored.

Non-Disclosure Agreement:

Each attendee will be required to sign the Non-Disclosure Agreement attached as Appendix 1 to Annex G.

Registration Deadline: August 31, 2020

REGISTRATION REQUIREMENTS

Information Required: In order to register for a one-on-one meeting suppliers must provide the following:

1. Name of company;
2. Full name, corporate title, citizenship and Date of birth (DOB) of attendee;
3. The Security clearance(s) and Personnel Security Identification file number (if available) of each attendee;
4. Point of contact email and phone number for each attendee; and
5. Sign the Individual Non-Disclosure Agreements in the form set out in Appendix 1 to Annex E to the Contracting Authority herein (a scanned copy via email is acceptable).

Attendees are responsible for their own transportation, accommodation, meals, parking and all other expenses.

Please contact the following to register for the Classified One-on-One Sessions

Marc-André Leblanc
E-mail: Marc-Andre.LebLANC@tpsgc-pwgsc.gc.ca
Telephone : 873-354-5948

INFORMATION PRIOR TO CLASSIFIED ONE ON ONES:

Suppliers may provide unclassified comments or questions in English or French language to the Contracting Authority identified above. The use of email to communicate is preferred for unclassified questions.

**NON-DISCLOSURE AGREEMENT FOR PARTICIPATION IN THE
REQUEST FOR PROPOSAL FOR SECURITY PRINTING OF KEY CONTROLLED FORMS
PWGSC FILE #'s B8362-190251/B**

BIDDER: _____

As part of the above noted Solicitation process (the "**Solicitation Process**"), I, _____
[*name of attendee*] will be given access to confidential Information by or on behalf of Canada in connection
with the classified specifications of the design of the Key Controlled Forms. I acknowledge and agree that:

1. Information

- (a) During the Solicitation Process, certain information will be disclosed to me or I will be given access to by or on behalf of Canada information that is: (i) proprietary to Canada or other third party, whether or not labeled as proprietary or sensitive, including information conceived, developed or produced by Canada, **and** (ii) not otherwise made publicly available by Canada without obligations of confidentiality or non-disclosure (collectively, the "**Information**");
- (b) Disclosure of Information to me is for the sole and exclusive purpose of enabling me, on behalf of and under the direction of Bidder, to participate in the Solicitation Process (the "**Purpose**").
- (c) I shall keep confidential all Information provided to me. Any disclosure of the Information shall be on a "need to know" basis. I shall not disclose any Information to any other person including to Bidder's contractors or subcontractors nor shall I make or permit any public disclosure or release whatsoever of the Purpose or the Information, in whole or in part. I shall not alter, remove or obstruct any confidentiality or other notices provided on or in the Information, and shall reproduce, in full, all such notices and markings in any copies, extracts or other documentation which may contain any Information.
- (d) I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of Information that I may be given access to in contravention of this agreement.
- (e) I may disclose Information where it is required to do so by law or order of a court of competent jurisdiction, but only to the extent necessary to comply with such law or order and provided that, without prejudice to the foregoing, I have complied with any direction of Canada with respect to such disclosure.

2. General

- (a) I shall immediately notify Canada of any breach of this Agreement. The provisions of this Agreement shall survive completion of the Purpose or the Stage 5. This Agreement and any dispute or claim arising out of or in connection with it shall be governed by and construed in accordance with the laws of the Province of Ontario.

Name of Attendee	Title (within the Bidder's entreprise)
Legal Name of Bidder	Address
Signature	Date

ANNEX "H"

TASK AUTHORIZATION FORM PWGSC-TPSGC 572

Form - Formulaire

Instructions - Page 2

Task Authorization
Autorisation de tâche

Instruction for completing the form PWGSC - TPSGC 572 - Task Authorization (Use form DND 626 for contracts for the Department of National Defence)	Instruction pour compléter le formulaire PWGSC - TPSGC 572 - Autorisation de tâche (Utiliser le formulaire DND 626 pour les contrats pour le ministère de la Défense)
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Contract Number
Enter the PWGSC contract number.

Numéro du contrat
Inscrire le numéro du contrat de TPSGC.

Contractor's Name and Address
Enter the applicable information

Nom et adresse de l'entrepreneur
Inscrire les informations pertinentes

Security Requirements
Enter the applicable requirements

Exigences relatives à la sécurité
Inscrire les exigences pertinentes

Total estimated cost of Task (Applicable taxes extra)
Enter the amount

Coût total estimatif de la tâche (Taxes applicables en sus)
Inscrire le montant

For revision only

Aux fins de révision seulement

TA Revision Number
Enter the revision number to the task, if applicable.

Numéro de la révision de l'AT
Inscrire le numéro de révision de la tâche, s'il y a lieu.

Total Estimated Cost of Task (Applicable taxes extra) before the revision
Enter the amount of the task indicated in the authorized TA or, if the task was previously revised, in the last TA revision.

Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision
Inscrire le montant de la tâche indiquée dans l'AT autorisée ou, si la tâche a été révisée précédemment, dans la dernière révision de l'AT.

Increase or Decrease (Applicable taxes extra), as applicable
As applicable, enter the amount of the increase or decrease to the Total Estimated Cost of Task (Applicable taxes extra) before the revision.

Augmentation ou réduction (Taxes applicables en sus), s'il y a lieu
S'il y a lieu, inscrire le montant de l'augmentation ou de la réduction du Coût total estimatif de la tâche (Taxes applicables en sus) avant la révision.

1. Required Work: Complete sections A, B, C, and D, as required.

1. Travaux requis : Remplir les sections A, B, C et D, au besoin.

A. Task Description of the Work required:

A. Description de tâche des travaux requis :

Complete the following paragraphs, if applicable. Paragraph (a) applies only if there is a revision to an authorized task.

Remplir les alinéas suivants, s'il y a lieu : L'alinéa (a) s'applique seulement s'il y a révision à une tâche autorisée.

(a) Reason for revision of TA, if applicable: Include the reason for the revision; i.e. revised activities; delivery/completion dates; revised costs. Revisions to TAs must be in accordance with the conditions of the contract. See Supply Manual 3.35.1.50 or paragraph 6 of the Guide to Preparing and Administering Task Authorizations.

(a) Motif de la révision de l'AT, s'il y a lieu : Inclure le motif de la révision c.-à.-d., les activités révisées, les dates de livraison ou d'achèvement, les coûts révisés. Les révisions apportées aux AT doivent respecter les conditions du contrat. Voir l'article 3.35.1.50 du Guide des approvisionnements ou l'alinéa 6 du Guide sur la préparation et l'administration des autorisations de tâches.

(b) Details of the activities to be performed (include as an attachment, if applicable)

(b) Détails des activités à exécuter (joindre comme annexe, s'il y a lieu).

(c) Description of the deliverables to be submitted (include as an attachment, if applicable).

(c) Description des produits à livrer (joindre comme annexe, s'il y a lieu).

(d) Completion dates for the major activities and/or submission dates for the deliverables (include as an attachment, if applicable).

(d) Les dates d'achèvement des activités principales et (ou) les dates de livraison des produits (joindre comme annexe, s'il y a lieu).

Form - Formulaire

Instructions - Page 1

B. Basis of Payment:

Insert the basis of payment or bases of payment that form part of the contract that are applicable to the task description of the work; e.g. firm lot price, limitation of expenditure, firm unit price

C. Cost of Task:**Insert Option 1 or 2:****Option 1:**

Total estimated cost of Task (Applicable taxes extra): Insert the applicable cost elements for the task determined in accordance with the contract basis of payment; e.g. Labour categories and rates, level of effort, Travel and living expenses, and other direct costs.

Option 2:

Total cost of Task (Applicable taxes extra): Insert the firm unit price in accordance with the contract basis of payment and the total estimated cost of the task.

D. Method of Payment

Insert the method(s) of payment determined in accordance with the contract that are applicable to the task; i.e. single payment, multiple payments, progress payments or milestone payments. For milestone payments, include a schedule of milestones.

B. Base de paiement :

Insérer la base ou les bases de paiement qui font partie du contrat qui sont applicables à la description du travail à exécuter : p. ex., prix de lot ferme, limitation des dépenses et prix unitaire ferme.

C. Coût de la tâche :**Insérer l'option 1 ou 2****Option 1 :**

Coût total estimatif de la tâche (Taxes applicables en sus) Insérer les éléments applicables du coût de la tâche établies conformément à la base de paiement du contrat. p. ex., les catégories de main d'œuvre, le niveau d'effort, les frais de déplacement et de séjour et autres coûts directs.

Option 2 :

Coût total de la tâche (Taxes applicables en sus) : Insérer le prix unitaire ferme conformément à la base de paiement du contrat et le coût estimatif de la tâche.

D. Méthode de paiement

Insérer la ou les méthode(s) de paiement établit conformément au contrat et qui sont applicable(s) à la tâche; c.-à.-d., paiement unique, paiements multiples, paiements progressifs ou paiements d'étape. Pour ces derniers, joindre un calendrier des étapes.

2. Authorization(s):

The client and/or PWGSC must authorize the task by signing the Task Authorization in accordance with the conditions of the contract. The applicable signatures and the date of the signatures is subject to the TA limits set in the contract. When the estimate of cost exceeds the client Task Authorization's limits, the task must be referred to PWGSC.

3. Contractor's Signature

The individual authorized to sign on behalf of the Contractor must sign and date the TA authorized by the client and/or PWGSC and provide the signed original and a copy as detailed in the contract.

2. Autorisation(s) :

Le client et (ou) TPSGC doivent autoriser la tâche en signant l'autorisation de tâche conformément aux conditions du contrat. Les signatures et la date des signatures appropriées sont assujetties aux limites d'autorisation de tâche établies dans le contrat. Lorsque l'estimation du coût dépasse les limites d'autorisation de tâches du client, la tâche doit être renvoyée à TPSGC.

3. Signature de l'entrepreneur

La personne autorisée à signer au nom de l'entrepreneur doit signer et dater l'AT, autorisée par le client et (ou) TPSGC et soumettre l'original signé de l'autorisation et une copie tel que décrit au contrat.

Solicitation No. - N° de l'invitation
 B8362-190251/B
 Client Ref. No. - N° de réf. du client
 B8362-190251

Amd. No. - N° de la modif.
 File No. - N° du dossier
 cw011.B8362-190251

Buyer ID - Id de l'acheteur
 cw011
 CCC No./N° CCC - FMS No./N° VME

Clear Data - Effacer les données

Instructions - Page 1

Instructions - Page 2



Public Works and Government
 Services Canada

Travaux publics et Services
 gouvernementaux Canada

Annex
 Annexe

**Task Authorization
 Autorisation de tâche**

Contract Number - Numéro du contrat

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

For Revision only - Aux fins de révision seulement

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

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

1. Required Work: - Travaux requis :

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

PWGSC - TPSGC 572 (2014-04)

Solicitation No. - N° de l'invitation
B8362-190251/B
Client Ref. No. - N° de réf. du client
B8362-190251

Amd. No. - N° de la modif.
File No. - N° du dossier
cw011.B8362-190251

Buyer ID - Id de l'acheteur
cw011
CCC No./N° CCC - FMS No./N° VME

Annex
Annexe _____

Contract Number - Numéro du contrat

2. Authorization(s) - Autorisation(s)

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

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

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

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

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

Signature

Date

PWGSC Contracting Authority - Autorité contractante de TPSGC

Signature

Date

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

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

Signature

Date