



## RETURN BIDS TO:

## RETOURNER LES SOUMISSIONS À:

Travaux publics et Services gouvernementaux  
Canada

Voir dans le document/

See herein

NA

Québec

NA

## REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

### Proposal To: Public Works and Government Services Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

### Proposition aux: Travaux Publics et Services Gouvernementaux Canada

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

### Comments - Commentaires

### Vendor/Firm Name and Address

### Raison sociale et adresse du

### fournisseur/de l'entrepreneur

### Issuing Office - Bureau de distribution

Travaux publics et Services gouvernementaux Canada  
Place Bonaventure, portail Sud-Oue  
800, rue de La Gauchetière Ouest  
7e étage, suite 7300  
Montréal  
Québec  
H5A 1L6

<b>Title - Sujet</b> OPP.INV. Imagine de marque CMR St-J	
<b>Solicitation No. - N° de l'invitation</b> W6509-210031/B	<b>Date</b> 2021-01-20
<b>Client Reference No. - N° de référence du client</b> W6509-210031	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$MTB-825-16025	
<b>File No. - N° de dossier</b> MTB-0-43237 (825)	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> Eastern Standard Time EST <b>on - le 2021-02-05</b> Heure Normale du l'Est HNE	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Austin, Cindy	<b>Buyer Id - Id de l'acheteur</b> mtb825
<b>Telephone No. - N° de téléphone</b> (438) 995-7477 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> CMR St-Jean 15 Rue Jacques Cartier Nord Section Approvisionnement C20 St-Jean-Sur-Richela Québec J3B 8R8 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Unit Price/Prix unitaire FOB/FAM		Delivery Req. Livraison Req.	Del. Offered Liv. offerte
1	OPP.INV. Imagine de marque CMR St - Jean	W6509	W6509	1	Lot	\$	\$	Voir doc.	

## **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 technical evaluation criteria and the Electronic Payment Instruments.

### **1.2 Summary**

- 1.2.1 The contractor is to perform an Audit and Target Audience Analysis to seek and build an understanding of CMR Saint-Jean Target Audience for the Department of National Defense.
- 1.2.2 The period of the Contract is from date of Contract to ninety (90) days after contract award.
- 1.2.3 The requirement is limited to Canadian services.
- 1.2.4 Further to Article 800 of the Canadian Free Trade Agreement (CFTA), CFTA does not apply to this procurement.
- 1.2.5 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**

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

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

The [2003 \(2020-05-28\)](#) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days  
Insert: 90 days

#### **2.1.1 SACC Manual Clauses**

A7035T (2007-05-25) – List of proposed subcontractors

### **2.2 Submission of Bids**

Bids must be submitted only to the Public Works and Government Services Canada (PWGSC) Bid Receiving Unit specified below by the date and time indicated on page 1 of the bid solicitation:

By using the epost Connect service provided by Canada Post Corporation  
([https://www.canadapost.ca/web/en/products/details.page?article=epost\\_connect\\_send\\_a](https://www.canadapost.ca/web/en/products/details.page?article=epost_connect_send_a))

The email address of PWGSC Quebec region Bid Receiving Unit is:

[TPSGC.RQReceptionSoumissions-QRSupplyTendersReception.PWGSC@tpsgc-pwgsc.gc.ca](mailto:TPSGC.RQReceptionSoumissions-QRSupplyTendersReception.PWGSC@tpsgc-pwgsc.gc.ca)

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

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

### **2.3 Former Public Servant**

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

Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

## Definitions

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

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

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

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

## Former Public Servant in Receipt of a Pension

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

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

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

## Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

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

## **2.4 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

## **2.5 Applicable Laws**

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Quebec.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

## **2.6 Bid Challenge and Recourse Mechanisms**

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
  - Office of the Procurement Ombudsman (OPO)
  - Canadian International Trade Tribunal (CITT)

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mtb.W6509-210031

Buyer ID - Id de l'acheteur  
mtb825  
CCC No./N° CCC - FMS No./N° VME

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- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

The Bidder must submit its bid electronically in accordance with section 08 of the 2003 standard instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

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

Section I: Technical Bid  
Section II: Financial Bid  
Section III: Certifications  
Section IV: Additional Information

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

#### **Section I: Technical Bid**

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

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

#### **Section II: Financial Bid**

**3.1.1** Bidders must submit their financial bid in accordance with Basis of Payment in Annex "B".

##### **3.1.2 Electronic Payment of Invoices – Bid**

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex "C" Electronic Payment Instruments, to identify which ones are accepted.

If Annex "C" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

##### **3.1.3 Exchange Rate Fluctuation**

[C3011T \(2013-11-06\)](#), Exchange Rate Fluctuation

##### **3.1.4 SACC Manual Clauses**

#### **Section III: Certifications**

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



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#### **Section IV: Additional Information**

- a) Bidders must provide a list of names, or other related information as needed, pursuant to section 01 of Standard Instructions 2003.
- b) For services requirements, Bidders in receipt of a pension or a lump sum payment must provide the required information as detailed in article 2.3 of the bid solicitation.

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

#### **4.1.1 Technical Evaluation**

Mandatory and point rated technical evaluation criteria are included in Attachment 1 to Part 4.

#### **4.1.2 Financial Evaluation**

##### **4.1.2.1 Mandatory Financial Criteria**

Bidders must present their financial bid in accordance with article 3.1.2, Section II: Financial Bid of Part 3 of the Request for Proposals.

##### **4.1.2.2 Price evaluation**

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded, Canadian customs duties and excise taxes included.

For evaluation purposes only, the price of the bid will be determined as detailed in Attachment 1, financial bid presentation sheet

### **4.2 Basis of Selection**

#### **4.2.1 Highest Combined Rating of Technical Merit (70%) and Price (30%)**

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum points specified each criterion for the technical evaluation, and
  - d. obtain the required minimum number of points specified in Attachment 1 to Part 4 for the point rated technical criteria.
2. Bids not meeting (a) or (b) or (c) and (d) 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. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70 %.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30 %.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

<b>Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 60 = 51.11$	$89/135 \times 60 = 39.56$	$92/135 \times 60 = 40.89$
	<b>Pricing Score</b>	$45/55 \times 40 = 32.73$	$45/50 \times 40 = 36.00$	$45/45 \times 40 = 40.00$
<b>Combined Rating</b>		83.84	75.56	80.89
<b>Overall Rating</b>		1 <sup>ST</sup>	3 <sup>RD</sup>	2 <sup>ND</sup>

## Attachment 1 to Part 4

### Technical Evaluation Criteria

#### TECHNICAL BID DETAILS AND INSTRUCTIONS

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

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

- b) The technical bid consists of the following:

- (i) All the information required to demonstrate its conformity with the Mandatory and Point Rated Technical Criteria;
- (ii) Each criteria should be addressed separately;
- (iii) To insure adequate evaluation of each technical criteria (mandatory and point rated), Bidders must clearly indicate the names of every proposed resource. Bidders must propose at one resource for each category indicated in Attachment 2; and
- (iv) The technical bid must demonstrate how each proposed resource meets the requirements listed in Attachment 2:
  - a. Proposed resources may be employees of the Contractor or employees of a subcontractor, or these individuals may be independent contractors to whom the Contractor would subcontract a portion of the work;
  - b. For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programs that were successfully completed by the resource by the date of bid closing;
  - c. For any requirements that specify a particular time period (e.g. two years) of work experience, Canada will disregard any information about experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date indicated in months).
  - d. The bid must not simply indicate the title of the individual's position, but must also demonstrate that the resource has the required work experience by explaining responsibilities and work performed by the individual while in that position. Simply listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirement, will not be considered "demonstrated" for the purposes of the assessment. The Bidder should provide complete details as to where, when, month and year, and how, through which activities/responsibilities, the stated qualifications/experience were obtained. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.

## MADATORY AND POINT RATED TECHNICAL CRITERIA

### 1. Instructions:

- i. The Bidder must provide the resumes of the proposed resources;
- ii. For mandatory technical criteria, the Bidder must provide all the information necessary to show that it meets the criteria; otherwise, the bid will be deemed non-responsive;
- iii. For point-rated criteria, no points will be awarded if the Bidder does not sufficiently show that it meets the criteria;
- iv. The following information should be provided for each reference project:

Project Description	Project Title:  Location:
Role of the resource in the project, if any	
Value of the project (initial value and final value)	Initial value: \$ _____ Final value: \$ _____
Performance period of the project (month and year when the project began and ended) and period during which the resource participated in the project, if applicable	Project: <i>(Example: From May 2013 to July 2015 (27 months))</i>  Period of participation of the resource: <i>(Example: From June 2014 to May 2015 (12 months))</i>

- v. A number of projects can be used to demonstrate that the resource meets the criteria.

### 2. **Mandatory Technical Criteria**

In their proposals, Bidders must demonstrate that they meet all the following mandatory evaluation criteria. Failure to meet any of the requirements of the mandatory evaluation criteria will render the proposal non-responsive and will automatically eliminate it from the process.

	MANDATORY TECHNICAL CRITERIA	MET	NOT MET	BIDDER'S RESPONSE CROSS-REF. TO PROPOSAL
MT 1	<p>The Bidder must propose resources in the following categories:</p> <ul style="list-style-type: none"> <li>At least <u>one (1) person</u> in the Senior Project Manager (Target Audience Analysis including Focus groups and personal interviews for recruiting strategy) category;</li> <li>At least one (1) person in the Intermediate Analyst in qualitative research data analysis (including focus groups and personal interviews) category; and</li> <li>At least <u>one (1) person</u> in the Intermediate Analyst internal-external communication products audit category.</li> </ul> <p><i>The same individual may not be proposed for more than one (1) resource category.</i></p>			
MT2	<p>For all resource categories, the Bidder must demonstrate a minimum of 5 years' experience in the following disciplines:</p> <ul style="list-style-type: none"> <li>Qualitative research; and</li> <li>Marketing; or</li> <li>Internal-external communication.</li> </ul>			

### 3. POINT-RATED EVALUATION CRITERIA

Bids which meet all mandatory technical criteria will be evaluated and scored as specified in the Table 3.1 below.

#### 3.1 SUMMARY OF POINT RATED TECHNICAL CRITERIA

1. EVALUATION OF THE BIDDING FIRM			A1 Evaluation Score (0 - 10)	B1 Weighting	Weighted Evaluation Score (A1 x B1)
1.1 Presentation - Clarity				20%	
1.2 Comprehension of the Scope of Services				30%	
1.3 Firm's Capacity				30%	
1.4 Firm's Previous Experience				20%	
TOTAL				100%	_____/100%
2. EVALUATION OF THE PROPOSED RESOURCES (EXPERIENCE AND TRAINING)	Minimum	Maximum	A2 Evaluation Score (70 - 115)	B2 Weighting	Weighted Evaluation Score

					(A2 x B2)
2.1 Senior Project Manager (Target Audience Analysis, Qualitative research in recruiting strategy) category	100	115		50%	
2.2 Intermediate Analyst (Target Audience Analysis/Qualitative research ) category	70	115		25%	
2.3 Intermediate Analyst (internal-external communication products audit) category	70	115		25%	
<b>TOTAL</b>	<b>240</b>	<b>345</b>	<b>____/345</b>	<b>100%</b>	<b>____/100%</b>
<b>3. TOTAL EVALUATION SCORE OF THE PROPOSAL</b>		<b>A3 Evaluation Score (Criteria1 and 2)</b>	<b>B3 Weighting</b>	<b>Weighted Evaluation Score (A3 x B3)</b>	
1. Total weighted evaluation score of the firm			40%		
2. Total evaluation score of the proposed resources			60%		
<b>TOTAL EVALUATION SCORE OF THE PROPOSAL</b>			<b>100%</b>	<b>____/100</b>	

### 3.2 SUMMARY OF POINT-RATED TECHNICAL CRITERIA

<b>1. EVALUATION OF THE BIDDING FIRM</b>	<b>Evaluation Score</b>	<b>Weighting</b>	<b>Weighted Evaluation Score</b>
<b>1.1 Presentation - Clarity</b>  The Bidder must demonstrate experience preparing and giving presentations. To demonstrate this experience, the Bidder must provide 3 samples of documents in report or PowerPoint format, written in clear language that is well-structured, easy to read, and concise and consisting of . There must be 3 samples provided in each official language. The Bidder may choose to provide the same document in English and in French, or different documents in English and in French. The documents must be no more than 10 pages each.  10 points will be awarded if the presentation material provided is extremely coherent, clear and grammatically correct.  5 points will be awarded if the presentation material provided is coherent, clear and grammatically correct.	—	20%	—

0 points will be awarded if the presentation material provided is marginally coherent, clear or grammatically correct.			
<p><b>1.2 Comprehension of the Scope of Services</b></p> <p><u>What we are looking for</u></p> <p>The Bidder must demonstrate an understanding of the overall requirements for services, including specific deliverables, expected approaches, expectations, and coordination requirements, especially in delivering Target Audience Analysis, recruiting strategy and internal-external communication products audit.</p> <p><u>To demonstrate this experience, the Bidder must provide</u></p> <ul style="list-style-type: none"> <li>a) Scope of services – detailed list of services;</li> <li>b) Summary of their proposed typical work breakdown structure, i.e. resources assigned, time schedule, extent of work;</li> <li>c) Broader goals (federal image, groups targeting); and</li> <li>d) Project management approach to working with DND (understanding of the DND management structure, client environment).</li> </ul> <p>10 points will be awarded if it demonstrates a detailed understanding of the scope of services; includes a complete review of other work relevant to the central concept upon which the Work is based; and explains and provides some justification why the proposed work will lead to the expected approach.</p> <p>5 points will be awarded if it demonstrates a general understanding of the scope of work, includes a review of other work relevant to the concept, and explains why the proposed Work will lead to the expected approach.</p> <p>0 points will be awarded if it does not exhibit an understanding or a limited understanding of the scope of services.</p>	—	30%	—
<p><b>1.3 Capacity of Firm (Audience Analysis Services)</b></p> <p>The Bidder must demonstrate it has the capacity to perform the Work. <u>To demonstrate this experience, the Bidder must provide:</u></p> <ul style="list-style-type: none"> <li>a) Duties and responsibilities of key personnel;</li> </ul>	—	30%	—



<p>b) Assignment of the resources and availability of back-up personnel;</p> <p>c) Management and organization (reporting structure);</p> <p>d) Firm's approach to acting on the different tasks that will be assigned under this contract;</p> <p>e) Demonstration of how the team intends to meet the project response time requirements; and</p> <p>f) Conflict resolution methods.</p> <p>10 points will be awarded if it is highly experienced in developing closely related projects of comparable scope and complexity. The proposed team possesses all the capabilities required to perform the Work.</p> <p>5 points will be awarded if has demonstrated some capability with closely related projects but some capabilities are missing to form a comprehensive team.</p> <p>0 points will be awarded if it has not demonstrated or limited capability with closely related projects of comparable scope and complexity.</p>			
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<p><b>1.4 Firm's Previous Experience</b></p> <p>The Bidder must demonstrate that it has participated in a series of Target Audience Analysis, qualitative research in recruiting strategy and internal-external communication products audit projects.</p> <p>To demonstrate this experience, the Bidder must provide a brief description identifying at most, two (2) major government or institutional projects. At least one (1) of these projects must involve a recruitment/education institution.</p> <p>The following information must be provided for each project:</p> <ul style="list-style-type: none"> <li>a) Project title</li> <li>b) Location</li> <li>c) Project description</li> <li>d) Project value (initial value and final value)</li> <li>e) Performance period of the project (month and year when the project began and ended) (e.g. from May</li> <li>f) Statement of services rendered, project objectives, constraints and deliverables</li> <li>g) Name and role of the resource in the project, where applicable</li> <li>h) Period of the resource's participation, where applicable (e.g. from June 2014 to May 2015 (12 months))</li> <li>i) Client references – name, address, telephone numbers and email address of contacts at the working level. References may be checked if necessary.</li> </ul>	<p>—</p>	<p>20%</p>	<p>—</p>
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<p>The Bidder (as defined in section GI20 of the General Instructions) must have knowledge of the above-mentioned projects. Past project experience of entities other than the Bidder will not be considered in the evaluation unless these entities form part of a joint venture with the Bidder.</p> <p>Please indicate those projects that were carried out in a joint venture and the responsibilities of each of the entities involved in each project.</p> <p><b>Only projects that were started in the last ten (10) years will be accepted.</b></p> <p>10 points will be awarded if highly experienced in developing closely related projects and of comparable scope and complexity.</p> <p>5 points will be awarded if it has demonstrated some experience with closely related projects.</p> <p>0 points will be awarded if it has not demonstrated or limited experience with closely related projects.</p>			
<p><b>Total weighted evaluation score of the firm (a minimum score of 50 points out of 100 is required)</b></p>	<p>____/40</p>	<p>100%</p>	<p>____/100</p>

## 2. EVALUATION OF THE PROPOSED RESOURCES

### The Bidder must provide

- a) A minimum of three (3) resumes, one for the Senior Project Manager (Target Audience Analysis, qualitative research), one for the Intermediate Analyst (Target Audience Analysis, qualitative research), one for the internal-external communication products Audit Category.
- b) The resumes must clearly indicate the following:
  - i. Name of the resource
  - ii. Education and level of schooling
  - iii. Occupational certification
  - iv. Years of experience in Target Audience Analysis
  - v. Years of experience of the resource, specifying experience with the firm and experience acquired elsewhere

<p>vi. Capacity to provide services in both of Canada's official languages vii. List of projects managed by the resource, indicating title, value, and start month and end month viii. Accomplishments, achievements, awards</p> <p>When more than one person is proposed for a resource category, each person will be evaluated separately, and the total score for the resource category will be the average score of all resources proposed. The average will be calculated by applying the same weight to all resources evaluated. Notwithstanding the average resource score, each resource must individually obtain the minimum score associated with the category in which the resource is proposed.</p> <p><u>Notes on the experience criteria</u></p> <p>For all criteria pertaining to the experience of the proposed resources, points will be awarded only for clearly demonstrated experience in Target Audience Analysis, Qualitative research data collection (focus groups and personal interviews and qualitative data analysis) and Internal-external communication products audit</p> <p>For the purposes of this evaluation, a period of one month means a period of four weeks (28 days).</p> <p>Please note that for each of the proposed resources, concurrent experience is not accepted. Concurrent experience is experience that has been acquired during the same period of time.</p>		
<p><b>2.1 Senior Project Manager (Target Audience Analysis including Focus groups and personal interviews) category</b> <b>(The minimum score must be obtained individually by each proposed resource)</b></p>	<p><b>100</b></p>	<p><b>115</b></p>
<p><b>2.1.1 Experience in Target Audience Analysis (35 points)</b></p> <p><b>35 points:</b></p> <ul style="list-style-type: none"> <li>• Experience in Focus groups and personal interviews (20 points)</li> <li>• Experience with 14-17 year old focus group (10 points)</li> <li>• Experience with Secondary schools and staff (5 points)</li> </ul>	<p>0</p>	<p>35</p>
<p><b>2.1.2 Experience in recruitment marketing strategy (15 points)</b></p>	<p>0</p>	<p>15</p>

<b>2.1.3 Relevant experience in the field of Target Audience Analysis</b>  <b>65 points:</b> <input type="checkbox"/> 120+ months <b>50 points:</b> <input type="checkbox"/> 97-119 months <b>35 points:</b> <input type="checkbox"/> 85-96 months <b>30 points:</b> <input type="checkbox"/> 73-84 months <b>20 points:</b> <input type="checkbox"/> 61-72 months <b>0 points:</b> <input type="checkbox"/> Less than 60 months	0	65
<b>2.2 INTERMEDIATE ANALYST (Target Audience Analysis and qualitative research) CATEGORY</b> <b>(The minimum score must be obtained individually by each proposed resource.)</b>	<b>70</b>	<b>115</b>
<b>2.2.1 Experience in Target Audience Analysis (35 points)</b>  <ul style="list-style-type: none"> <li>• experience in Focus groups (25 points)</li> <li>• Experience with 14-17 year old focus group (5 points)</li> <li>• Experience with Secondary schools and staff (5 points)</li> </ul>	0	35
<b>2.2.2 Experience in Data analysis (15 points)</b>	0	15

<b>2.2.3 Relevant experience in the field of Target Audience Analysis</b>  <b>65 points:</b> <input type="checkbox"/> 120+ months <b>50 points:</b> <input type="checkbox"/> 97-119 months <b>35 points:</b> <input type="checkbox"/> 85-96 months <b>30 points:</b> <input type="checkbox"/> 73-84 months <b>20 points:</b> <input type="checkbox"/> 61-72 months <b>0 points:</b> <input type="checkbox"/> Less than 60 months	0	65
<b>2.3 ANALYST (Internal-external communication products audit)</b> <b>(The minimum score must be achieved individually by each proposed resource)</b>	70	115
<b>2.3.1 Experience in identity analysis</b>  <ul style="list-style-type: none"> <li>In narrative analysis (20 points)</li> <li>In visual identity analysis(15 points)</li> </ul>	0	35
<b>2.3.2 Experience in social media</b>  <ul style="list-style-type: none"> <li>In social media visibility analysis (15 points)</li> </ul>	0	15
<b>2.3.3 Relevant experience in the field 65 points:</b>  <b>65 points:</b> <input type="checkbox"/> 120+ months <b>50 points:</b> <input type="checkbox"/> 97-119 months <b>35 points:</b> <input type="checkbox"/> 85-96 months <b>30 points:</b> <input type="checkbox"/> 73-84 months <b>20 points:</b> <input type="checkbox"/> 61-72 months <b>0 points:</b> <input type="checkbox"/> Less than 60 months	0	65

## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Required with the Bid

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

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

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

#### 5.1.2 Additional Certifications Required with the Bid

##### 5.1.2.1 Canadian Content Certification

5.1.2.1.1 SACC Manual clause [A3050T](#) (2020-07-01) Canadian Content Definition

### 5.2 Certifications Precedent to Contract Award and Additional Information

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

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](#) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

#### 5.2.2 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond

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its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

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

### **5.2.3 Education and Experience**

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.



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## PART 6 - RESULTING CONTRACT CLAUSES

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

### 6.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

### 6.2 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.

#### 6.2.1 General Conditions

[2035 \(2020-07-01\)](#), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

#### 6.3.1 Security Requirement

There is no security requirement applicable to the Contract.

### 6.4 Term of Contract

#### 6.4.1 Period of the Contract

The period of the Contract is from date of Contract to ninety (90) days after contract award inclusive.

### 6.5 Authorities

#### 6.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Cindy Austin  
Supply Team Leader  
Public Services and Procurement Canada  
Acquisitions Branch  
Royal Military College Saint-Jean  
15 Jacques Cartier North  
Building Delery (C-2046)  
Saint-Jean-sur-Richelieu,  
Qc J3B 8R8  
Telephone: (438) 995-7477  
(450) 358-6777 X5745  
E-mail address: [cindy.austin@tpsgc-pwgsc.gc.ca](mailto:cindy.austin@tpsgc-pwgsc.gc.ca)

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

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File No. - N° du dossier  
mtb.W6509-210031

Buyer ID - Id de l'acheteur  
mtb825  
CCC No./N° CCC - FMS No./N° VME

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### 6.5.2 Project Authority (insert at contract award).

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_  
  
Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
Facsimile: \_\_\_\_-\_\_\_\_-\_\_\_\_\_  
E-mail address: \_\_\_\_\_

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

### 6.5.3 Contractor's Representative (insert at contract award).

## 6.6 Proactive Disclosure of Contracts with Former Public Servants

SACC Manual clause [A3025C](#) (2020-05-04), Proactive Disclosure of Contracts with Former Public Servants

## 6.7 Payment

### 6.7.1 Basis of Payment

#### 6.7.1.1 Firm Price - Services

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price of \$ \_\_\_\_\_ (insert amount at contract award). Customs duties are included and Applicable Taxes are extra.

#### 6.7.1.2 Travel and Living Expenses

Details are in Annex B - Basis of Payment.

#### 6.7.1.3 Limitation of Price

SACC Manual clause [C6000C](#) (2017-08-17), Limitation of Price

## 6.8 Method of Payment

### 6.8.1 Milestones payment

SACC Manual clause H3010C (2016-01-28) Milestone Payments - Not subject to holdback

### 6.8.2 Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is detailed in Annex B - Basis of Payment, Schedule of Milestones.

### 6.8.3 SACC Manual Clauses

[A9117C](#) (2007-11-30), T1204 – Direct Request by Customer Department

### 6.8.4 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)

### 6.8.5 Discretionary Audit

SACC Manual clause [C0705C](#) (2010-01-11), Discretionary Audit

## 6.9 Invoicing Instructions – Progress Payment Claim – Supporting Documentation required

1. The Contractor must submit a claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment.

Each claim must show:

- (a) all information required on form [PWGSC-TPSGC 1111](#);
  - (b) all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
  - (c) the description of the milestone invoiced, as applicable.
2. Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.

3. The Contractor must prepare and certify the claim on form [PWGSC-TPSGC 1111](#), and forward to the Contracting Authority by email address below for certification:

[Cindy.Austin@pwgsc-tpsgc.gc.ca](mailto:Cindy.Austin@pwgsc-tpsgc.gc.ca)

The Contracting Authority will then forward the claim to the Project Authority for appropriate certification after inspection and acceptance of the Work takes place, and onward submission to the Payment Office for the remaining certification and payment.

4. The Contractor must not submit claims until all work identified in the claim is completed.

## 6.10 Certifications and Additional Information

### 6.10.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 6.11 Applicable Laws

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

### 6.12 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions [2035](#) (2020-05-28), General Conditions - Higher Complexity – Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) the Contractor's bid dated \_\_\_\_\_, as clarified on \_\_\_\_\_, as amended on \_\_\_\_\_.

### 6.13 Foreign Nationals (Canadian Contractor or Foreign Contractor)

SACC Manual clause [A2001C](#) (2006-06-16), Foreign Nationals (Foreign Contractor)  
SACC Manual clause [A2000C](#) (2006-06-16) Foreign Nationals (Canadian Contractor)

### 6.14 Insurance

SACC Manual clause [G1005C](#) (2016-01-28), Insurance Requirement

### 6.15 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

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W6509-210031

Amd. No. - N° de la modif.  
File No. - N° du dossier  
mtb.W6509-210031

Buyer ID - Id de l'acheteur  
mtb825  
CCC No./N° CCC - FMS No./N° VME

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## 6.16 Additional Clauses

SACC Manual Clause A9065C (2006-06-16), Identification Badge.

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## ANNEX "A"

### STATEMENT OF WORK

#### Provision of Services for Target Audience Analysis

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##### 1. BACKGROUND:

Royal Military College Saint-Jean (RMC Saint-Jean), formerly known as Collège militaire royal (CMR) was established in 1952; the College was then the only Canadian institution to offer French training to future officers. Between 1971 and 1995, it offered eight undergraduate and graduate programs in the humanities, business and science. Following budget cuts in the Canadian Armed Forces (CAF) and Program Reviews, CMR and Royal Roads Military College (RMCC) in British Columbia were closed, leaving solely Royal Military College Kingston. Prior to 1995, all three Military Universities were renowned institutions.

Since its closure, military activities continued on site as the Quebec education system is different and a preparatory year is required before students can join RMC Kingston University programs. In 2008, RMC Saint-Jean was reopened as a bilingual institution and in 2019, it was once again granted the right to award a bachelor degree in International Studies. Spring 2021 will see the first cohort of graduates of this program.

To this date, RMC Saint-Jean is the sole institution which provides the only way in which secondary school graduates from the province of Quebec (equivalent to Grade 11 in other provinces) can directly enter the Military College system. Although RMC Saint-Jean has experienced a recent phase of rapid growth with its return to university status, it remains an unknown institution to a large number of undergraduates.

The intent behind expanding RMC Saint-Jean and return to university status was based on many drivers for change, and included the promotion of bilingualism within the CAF, greater attraction of potential Francophone students (especially from Quebec) and the development of multidisciplinary programs that are not offered at RMC Kingston and focussed on future operational needs.

The CAF has been working on a suite of products that will allow for an integrated recruitment marketing strategy across all campaigns and channels. The final aim is to establish a unified and cohesive CAF brand. As RMC Saint-Jean has a different target audience, additional research and target audience analysis is required. This will enable CMR Saint-Jean to develop/define its brand elements that will be incorporated in creative planning/development within the overall CAF's creative service and multimedia media teams. This will also enable CMR Saint-Jean to distinguished itself from civilian universities as an institution that is specialized in the complex and difficult current and future security environment.

##### 2. OBJECTIVE:

The objective of this Statement of Work (SOW) is to contract the services of a contractor who will conduct an Audit and Target Audience Analysis. The outcome of the work will enable CMR Saint-Jean to be develop its brand that is tailor communication and recruiting tools. This branding needs to subsequently be cohesive and harmonized with CAF branding. The final objectives are to:

- a. Increase the number of applications from Francophones;
- b. Increase the number of application from females;
- c. Increase the number of applications from cultural communities;
- d. Inform the francophone public of the existence of RMC Saint-Jean; and
- e. Become a renowned institution for Military and International studies.

### 3. SCOPE OF WORK:

The contractor is to perform an Audit and Target Audience Analysis to seek and build an understanding of CMR Saint-Jean Target Audience. The primarily questions to be answered (but not limited to) are:

- a. Perform an audit on communication strategy
  - i. Compile existing communication products;
  - ii. Identify communication gaps.
  - iii. Identify ways to reach our audience(s);
- b. Perform an Audience Analysis
  - i. Perform focus groups and interviews;
    1. Current Officer cadet
    2. External Secondary school students
    3. secondary Schools Educational staff
  - ii. Understand the motivation for students to choose RMCSJ
  - iii. Develop personas.

The contractor must produce a comprehensive report that will answer all questions of the Target Audience Analysis, based on the objectives that will be used to produce Marketing/Recruiting material.

### 4. TARGET AUDIENCE

The Target Audiences are:

#### External

- a. Students aged between 14-18 years old, Francophones, males and females;
- b. Secondary Schools Educational staff ;
- c. Educational community; and
- d. Cultural Community leaders.

#### Internal

- a. Officer cadets and Naval cadets;
- b. Military personal;
- c. Academic personal; and
- d. Support personal.

### 5. APPLICABLE REFERENCE DOCUMENTS (will be provided by DND)

- a. Public Opinion Research Reports from GoC studies;
- b. RMC Saint-Jean Strategic Plan 2020-2025;
- c. Current communication/recruiting brochures, videos and social medias;
- d. Recruitment statistics

### 6. KEY ACTIVITIES AND OBLIGATIONS

The consultant will be responsible for the following activities:

- a. Review the documents provided by Department of National Defence (DND) to understand and familiarize themselves with the current messaging and brand;

- b. Meet with project stakeholders regarding the requirements of this SOW to include, but not limited to, an initial kick-off meeting, virtual site visits and other meetings as required;
- c. Conduct a Target Audience Analysis which to define, but not limited to:
  - i. Current audience
  - ii. The audience that should be targeted
  - iii. Current perception of our target audience
  - iv. Are we reaching our Target Audience or not at all
- d. Use qualitative methodology;
- e. Provide Disaggregated data by age/gender/ethnic group, as directed by the client;
- f. Analyze and identify our current strengths, weaknesses and opportunities; and
- g. Collate all information and present findings and recommendations to the project authorities.

## 7. DELIVERABLES

The contractor must the following deliverables

- a. The Contractor must provide work plan (audit and focus groups strategy) and project timeline by email to the Project Authority within 10 working days of receiving the contract;
  - b. Audit report;
  - c. Focus group report; and
  - d. Final report including Target Audience Analysis.
- a. Provide a weekly progress update.

The final report must be delivered fifteen working days before the end date of the contract, to be reviewed and receive acceptance approval of the project authority.

The entire scope of this contract has to be completed in 90 days, including the Final Report.

## 8. DEPARTMENT RESPONSIBILITIES:

CMR Saint-Jean will provide:

- a. Access to RMC Saint-Jean property if required;
- b. Access to RMC Sean-Jean students' population;
- c. The Project Authority will respond to the Contractor's questions in a timely manner. Timely is defined as same day or within 24 hours; and
- d. The Project Authority will arrange for the review, provide input, and final approval on scripts, storyboards, production schedule, rough cuts and final cuts, to respond to the Contractor or provide approval within *five* working days of receipt.

## 9. MEETINGS

The Consultant will schedule and co-ordinate with the project authority the following meetings:

- a. Kick-Off Meeting. The Kick-Off Meeting is intended to provide an opportunity for the Contractor to introduce his team and review the draft work plan with the Project and Contracting Authority;
- b. Bi-weekly progress and coordination meetings. To provide complete and detailed progress report of tasks completed, ongoing tasks and tasks to be completed. On a bi-weekly continuous basis to review and discuss progress, risk and opportunities with the technical authority; and Final Review Meeting; and



- c. The Final Review Meeting is intended to provide an opportunity for the Contractor, the Project Authority, and other invited attendees to review and discuss in detail the content of the Final report; and
- b. For any outstanding issues or questions, the contractor must respond to the project authority questions in a timely manner; defined as same day or within 24 hours.

## **10. REPORTS**

- a. The Contractor must provide progress reports by email to the Project Authority on a weekly basis which will identify the work that has been performed, by whom and the total amount of hours worked. The Contractor must provide project plan by email to the Project Authority within 10 working days of receiving the contract; and

## **11. OFFICIAL LANGUAGE**

All resources must be bilingual in both of Canada's official languages (English and French). All contract deliverables will be provided and presented in English and French to include all materials and presentations.

## **12. LOCATION OF WORK**

The majority of work by the contractor will be performed from its location. However, there may be a requirement to conduct on-site work at the RMC Saint-Jean (depending on the Pandemic situation and Alert level). The consultant will be required to interact with staff and students of RMC Saint-Jean, secondary schools and cultural communities.

## **13. LIST OF ACRONYMS**

RMC SJ – Royal Military College of Canada Saint-Jean;  
PA – Project Authority;  
PSPC – Public Services and Procurement Canada;  
DND – Department of National Defence  
TAA – Target Audience Analysis  
GoC – Government of Canada

## **14. CONSTRAINTS**

The following constraints may occur during the contract period:

- a. Due to COVID-19 all meetings may need to take place using remote meeting tools and software acceptable to all parties; and
- b. Access to buildings due to COVID-19 pandemic access protocols may be limited.

## ANNEX "B"

### BASIS OF PAYMENT

During the period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 1.0 Schedule of Milestones

The schedule of milestones for which payments will be made in accordance with the Contract is as follows (excluding authorized travel and living expenses detailed in Section 2 of this Annex):

Milestones No.	Deliverable	Reference in Annex A	Firm Amount	Delivery Date (Number of calendar days after contract award)
1	Audit Report	Section 7, Deliverable b)	\$	45 days
2	Focus Group Report	Section 7, Deliverable c)	\$	60 days
2	Final Report, including Target Audience Analysis	Section 7, Deliverable d)	\$	90 days

#### 2.0 Cost Reimbursable Expenses

##### 7.8 Authorized travel and living expenses for Work

Concerning the requirements to travel described in section 6 of the Statement of Work in Annex A , the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed , at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the [National Joint Council Travel Directive](#); and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Outside the Metropolitan Area of Montreal (the limits of these regions are indicated in Annex B - Basis of Payment) Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

All travel must have the prior authorization of the Technical Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

Total Estimated Cost of Authorized Travel and Living Expenses: \$\_\_\_\_\_

#### Metropolitan Area of Montreal

Bounded on the west by the Ontario border and a north-south line running from Ste-Agathe-des-Monts to Carillon, as far north as Louiseville, on the east by a north-south line from Louiseville, passing by Drummondville, to Bromont, on the south by the United States of America (USA) border.

Solicitation No. - N° de l'invitation  
W6509-210031/A  
Client Ref. No. - N° de réf. du client  
W6509-210031

Amd. No. - N° de la modif.  
File No. - N° du dossier  
mtb.W6509-210031

Buyer ID - Id de l'acheteur  
mtb825  
CCC No./N° CCC - FMS No./N° VME

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## **ANNEX “A” 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)