



Tower "C", Place de Ville
275 Sparks Street
Ottawa, Ontario, K1A 0N5

March 25, 2021

AMENDMENT NO. 2

**Subject: Request for Proposal T8080-200605
Incident Management System Exercise Development and Delivery**

No consideration will be given for extras and/or changes because the bidder was not familiar with the contents of this Amendment.

Questions have been received from a potential bidder about the subject Request for Proposal.

The purpose of this Amendment No. 2, to the Request for Proposal, is to summarize the questions and answers to inform all potential bidders and to provide revised copies of the Annex "A" – STATEMENT OF WORK and ANNEX "C – EVALUATION CRITERIA, attached herein.

QUESTION NO. 2: Statement of Work Section 11, on page 21 of 35, states that at least two of the proposed resources must be capable of facilitating exercises in French. The Solicitation does not have a grid for the proposed resources qualifications. Please provide a resources grid or clarification regarding team size requirements and details required for proposed resources.

ANSWER NO. 2: Please see Section 11 of the ANNEX "A" – STATEMENT OF WORK (Revised March 24, 2021), attached herein.

QUESTIONS NO. 3 (a and b): Transport Canada currently requires two instructors for all virtual ICS training, and a Tabletop Exercise with many participants would usually have two facilitators in the exercise management industry. The Statement of Work has no direction in this regard (hence no reference is provided).

QUESTION NO. 3a: How many participants are expected for each Tabletop Exercise?

ANSWER NO. 3a: Approximately 30.

QUESTION NO. 3b: How many facilitators per Tabletop Exercises are required?

ANSWER NO. 3b: The contractor must provide sufficient (minimum of two) resources/facilitators for each English and French in-person or virtual exercise delivery to meet the exercise objectives as outlined in the ANNEX "A" – STATEMENT OF WORK (Revised March 24, 2021), attached herein.

QUESTION NO. 4: Regarding the Point Rated Technical Criteria on page 32 of 35; R2 and R3 require demonstration of the company's capability in both English and French. Please confirm that each requirement R2 and R3 can have up to 5 English *and* 5 French examples with corresponding points (i.e. 1/2 point each or increase to 10 points).

ANSWER NO. 4: Each of the requirements R2 and R3 can be met with up to 5 examples comprised of a combination of English and French. One point is awarded for each example, English or French.

AND

(1) Reference: ANNEX "A" – STATEMENT OF WORK

DELETE the current ANNEX "A" – STATEMENT OF WORK; and

INSERT the ANNEX "A" – STATEMENT OF WORK (Revised March 24, 2021), attached herein.

(2) Reference: ANNEX "C" – EVALUATION CRITERIA

DELETE the current ANNEX "C" – EVALUATION CRITERIA; and

INSERT the ANNEX "C" – EVALUATION CRITERIA (Revised March 24, 2021), attached herein.

ANNEX "A" – STATEMENT OF WORK (Revised March 24, 2021)

Transport Canada Incident Management System Exercise Development and Delivery

1. Background

Transport Canada (TC) is in the process of modernizing and standardizing its incident management capability across the department. One of the ways it is doing this is by implementing a standardized methodology designed to enable effective, efficient, and interoperable response to any potential emergency events affecting Canada's transportation system.

The Office of Incident Management (OIM) was given the mandate to lead this modernization through building strong partnerships, creating good situational awareness and using a systems approach to develop emergency management policies, processes and tools that align and support departmental and whole-of-community response activities. Additionally, the OIM (in collaboration with Transport Canada's Multimodal Integrated Technical Training branch) is striving to ensure TC employees receive the Incident Management System (IMS) individual and collective training **and exercise** required for their incident response positions, and to be able to provide surge capacity staffing to our emergency management partners. Additionally, the effects of the current public health emergency may impact the in-person delivery of the exercises for an indefinite period of time.

2. Objective

The objective is to hire a Contractor to develop and deliver the IMS **exercises**, either in-person or virtually, with a minimum of 12 and a maximum of 24 discussion-based exercises for fiscal year 2021/2022 (April 1, 2021 to March 31, 2022) and a minimum of 6 and a maximum of 7 discussion-based exercises for fiscal year 2022/2023 (April 1, 2022 to March 31, 2023). These exercises will be conducted with TC employees within the initial period of the contract, which will begin on the date of contract award and will end on March 31, 2023.

TC reserves the right to exercise up to two (2) additional one year option periods from April 1, 2023 to March 31, 2024 and from April 1, 2024 to March 31, 2025. During each of these option periods, a minimum of 6 and a maximum of 7 discussion-based exercises are anticipated.

3. Services/Actions Required

The Contractor must have the capacity and expertise to lead the development and in-person or virtual delivery of discussion-based exercises that focus on the TC National Emergency Coordination Centre (NECC) and TC's Regional Emergency Coordination Centres (RECCs). The primary objectives of the series of exercises identified in this Statement of Work (SOW) are to:

- Test and evaluate TC's Incident Management System's (IMS) structure, plans, policies, procedures;
- Test and evaluate TC's National (NECC) and Regional Emergency Coordination Centres (RECCs) interaction with TC's National Incident Management Group (NIMG) in Ottawa and the Regional Incident Management Groups (RIMGs) and RECCs across Canada as indicated below:

- Between the NIMG and the NECC;
- Between the NECC and the RECCs;
- Between the RECCs and the RIMG;
- Between the ICP (Incident Command Post) and the RECCs; and,
- The secondary objective is to prepare TC to participate in a capstone exercise designed to practice an integrated response to a national scale emergency event with partners and stakeholders at provincial and national levels.

The Contractor must have the capacity to design and deliver in-person or virtual exercises across the country. **The contractor must provide a minimum of two resources/facilitators for each in-person or virtual delivery. Each resource/facilitator delivering the exercises must meet the linguistic requirements in English, French, or both outlined in paragraph eleven (11) of the SOW. The locations and dates of the exercise deliveries will be determined by TC, based on anticipated need.**

If restrictions are in place that inhibit, prevent or prohibit in-person exercise delivery/conduct some or all of the exercises may need to be delivered/conducted in a virtual environment where not all participants are in the same geographic location.

Exercise type	Delivery method and length	Minimum deliveries	Maximum deliveries
Discussion-based Exercises (FY 2021 - 2022)			
Workshop (single region single mode)	In-person or virtual - one day	12	24
Discussion-based Exercises (FY 2022 - 2023)			
Tabletop (single region multi modal)	In-person or virtual - two days	6	7
Discussion-based Exercises (Option period 1 FY 2023 - 2024)			
Tabletop (single region multi modal)	In-person or virtual - two days	6	7
Discussion-based Exercises (Option Period 2 FY 2024 - 2025)			
Tabletop (single region multi modal)	In-person or virtual - two days	6	7

The Contractor must provide Incident Management System exercise-related services to TC’s Office of Incident Management, Training, Exercising, and Coaching (TEC) Manager, or their representative(s) for the Contract period. Reporting to the TC Office of Incident Management TEC Manager, the Contractor’s resources must:

- Read TC’s Incident Management summary documentation prior to the delivery of exercises to provide the exercise facilitators and directing staff with TC IMS program background in order to be better positioned to respond to the questions posed by TC personnel during exercises with regard to their application of IMS doctrine. This documentation must be provided to the Contractor by the TC Project Authority.
- Work in close consultation with TC subject matter experts as exercises will contribute to Emergency Management learning requirements/experiences for TC personnel.

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- Participate in a kick-off meeting, in person or via video-conference, with the Project Authority or designate within one week of Contract Award, as requested by the Project Authority.
 - Coordinate with the TC Office of Incident Management, TEC Manager, or their representative(s) to schedule exercises and prepare a work plan including the schedule for year one and year two of the contract identifying facilitator resources within one week of Contract Award. The number of these exercises will be determined by the Project Authority according needs identified during the development and implementation of the TC IMS in consultation with TC regions and coordination with other Federal departments.
 - Develop and lead multiple exercise deliveries (in both French and English) to be delivered as part of TC's annual Training Plan which includes the I-series Incident Command System (ICS) courses and Emergency Operations Centre (EOC). Courses are to be delivered as scheduled in TC's Training Plan. These exercise deliveries will **represent one and two-day in-person or virtual discussion-based sessions**. Additionally, the design and development of the exercises needs to consider modal, multimodal and regional needs and realities related to Emergency Management. The IMS exercising strategy includes TC HQ and Regions and will evolve progressively into the following types of scenarios:
 - Unimodal
 - Multimodal
 - Multiple regions
 - Maintain awareness of other departmental and interdepartmental exercises where TC may be participating. Examples of past exercises falling into this category include Operation Nanook, and Exercise Pacific Quake.
 - Work very closely with TC subject matter expert(s) to ensure that adequate supports are in place during each exercise delivery.
 - Conduct all exercise preparations, deliveries, and debriefing activities including:
 - Exercising concept/plan;
 - Establish exercise objectives in consultation with Project Authority;
 - Lead exercise design and development team meetings;
 - Develop all exercise materials including but not limited to scenarios, participant manuals, controller/simulator manuals, evaluator manuals, Master Scenario Events List (MSEL), etc. for all exercises, in both official languages;
 - Exercise control;
 - Exercise simulation;
 - Exercise evaluation; and
 - Post Exercise reports.
 - Liaise with other government departments and key response partners (including but not limited to TC's formal ICS Canada partners and other Federal Departments) to enable and facilitate their engagement and participation.
 - Provide exercise participants with a standardized exercise evaluation (developed in consultation with TC) and return completed evaluations along with consolidated feedback to the Project Authority.

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- Track and report back to the Project Authority within 5 days after each exercise delivery any noteworthy questions or concerns that come up during exercise delivery regarding TC's use of IMS.
 - Document, track, and report back to the Project Authority a complete list of exercise participants for each session (including any non-TC participants).
 - Provide for all travel and accommodation requirements for contractor's facilitators for each exercise session, as needed.
 - If required by restrictions that may be in place deliver/conduct the exercises in a virtual and potentially distributed (not all participants are in the same geographic location) environment.

4. Scope

- All work will be in adherence to the Values and Ethics Code for the Public Sector <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049>.
- A number of the TC exercises will include other government departments and include but not limited to TC's formal ICS Canada partners.
- There is a requirement for exercises in both French and English and therefore all associated exercising products, material and training/learning aids to be in both French and English.
- The contractor, in consultation with the Project Authority, if required, will be responsible to identify, provide or establish the virtual and distributed exercise environment for each virtual and, if required, distributed exercise.
- TC will be responsible for the following logistics and coordination:
 - Reserving appropriately equipped rooms;
 - Sending out training invitations and generating participant lists for each exercise session;
 - Requesting confirmation of successful completion of the level of training or experience required to participate in the exercise session; and,
 - Coordinating travel required for TC personnel or other government participants to attend training. Project Authority will assign a travel coordinator.
- Training seats may, at TC's sole discretion, be made available to other government departments and interagency representatives.
- Each exercise facilitation will be in accordance with the language requirements outlined in this document.
- The Project Authority will determine when and where a delivery is required, based on participation numbers.
- The Project Authority may at any time identify one or more individuals to become exercise facilitators. Both parties will assess the individual's credentials and determine suitability. Upon agreement, the Contractor will then provide a "train the exercise facilitator" process for each individual requested by the Project Authority or their representative.

5. Delivery Schedule and Locations

All deliverables other than other than exercise deliveries will be submitted to the Project Authority or their representative(s) electronically via e-mail in a recent version of MS Office software with the

exception of printable student certificates, which will be delivered electronically via e-mail in Portable Document Format (PDF). These deliverables include:

1. The Work Plan
2. Exercise design concept and all the materials utilized for and during the exercise delivery
3. Changes in the exercise materials
4. Reports on noteworthy questions or concerns
5. List of exercise participants
6. Quality findings

Exercise delivery schedule will be adjusted as agreed upon during the initial planning and follow-on coordination meetings based on anticipated needs.

The anticipated start date is May 1, 2021 and all exercises should be facilitated no later than February 28, 2023. The Contractor must facilitate the following exercise sessions:

Table 1: Exercise Delivery Sessions

Exercise Type	Estimated # of Sessions FY 2021 - 2022	Timelines	Language	Estimated Level of effort (including delivery, prep & follow up) but excluding design
One-day workshop (single region single mode)	10 - 20	<ul style="list-style-type: none"> • Deliveries across Canada if in person or virtually spread out over the first year of the contract period (FY 2021 – 2022). 	English	30 - 60 days
One-day workshop (single region single mode)	2 - 4	<ul style="list-style-type: none"> • Deliveries in Quebec or Ottawa if in person or virtually spread out over the first year of the contract period (FY 2021 – 2022). 	French	6 - 12 days
Total Sessions FY 2021 - 2022 12 - 24			Total Days	36 - 72
Exercise Type	Estimated # of Sessions FY 2022 - 2023	Timelines	Language	Estimated Level of effort (including delivery, prep & follow up) but excluding design
Two-day Tabletop (single region multi modal)	5	<ul style="list-style-type: none"> • Deliveries across Canada if in person or virtually spread out over the second year of the contract period (FY 2022 – 2023). 	English	20 days

Two-day Tabletop (single region multi modal)	1 - 2	<ul style="list-style-type: none"> Deliveries in Quebec or Ottawa if in person or virtually spread out over the second year of the contract period (FY 2021 – 2022). 	French	4 - 8 days
Total Sessions FY 2022 - 2023 6 - 7			Total Days	24 - 28
For each of the two option periods (Option period 1 - FY 2023 – 2024 and Option period 2 - FY 2024 – 2025)				
Exercise Type	Estimated # of Sessions	Timelines	Language	Estimated Level of effort (including delivery, prep & follow up)
Two-day Tabletop (single region multi modal)	5	<ul style="list-style-type: none"> Deliveries across Canada if in person or virtually spread out over the second year of the contract period (FY 2022 – 2023). 	English	20 days
Two-day Tabletop (single region multi modal)	1 - 2	<ul style="list-style-type: none"> Deliveries in Quebec or Ottawa if in person or virtually spread out over the second year of the contract period (FY 2021 – 2022). 	French	4 - 8 days
Total Sessions Each FY 2023 - 2024 and FY 2024 – 2025 6 - 7			Total Days	24 - 28

The level of effort is only an estimate made in good faith and is not to be considered in anyway as a commitment from the Government of Canada.

In-person exercise deliveries will be restricted to the following locations:

- NCR: Ottawa
- Ontario Region: Toronto or Mississauga or Sarnia
- Atlantic Region: Halifax/Dartmouth or Moncton
- Pacific Region: Vancouver
- Prairies and Northern Region: Edmonton or Winnipeg
- Quebec Region: Dorval or Quebec City

Table 2: Anticipated deliveries per region

Discussion Based Exercises (FY –2021-2022)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	10 one-day single mode Workshops (2 Workshops per region other than QUE)	2 one-day single mode Workshop (2 two-day Workshop in QUE region)	20 one-day single mode Workshops (4 Workshops per region other than QUE)	4 one-day single mode Workshops (two in QUE region and possibly two in NCR)
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)				
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				

QUE (French) (Dorval and/or Quebec)				
Subtotal	10	2	20	4
Total	12		24	

Discussion Based Exercises (FY –2022-2023)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	5 two-day Table-top (1 two-day Table-top per region other than QUE)	1 two-day Table-top (in QUE region)	5 two-day Table-top (1 two-day Table-top per region other than QUE)	2 two-day Table-top (one in QUE region and possibly one in NCR)
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)				
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				
QUE (French) (Dorval and/or Quebec)				
Subtotal	5	1	5	2
Total	6		7	

Discussion Based Exercises (Option period 1 FY 2023 - 2024)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	1 two-day Table-top per region other than QUE	1 two-day Table-top (in QUE region)	1 two-day Table-top per region other than QUE	2 two-day Table-top (one in QUE region and possibly one in NCR)
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)				
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				
QUE (French) (Dorval and/or Quebec)				
Subtotal	5	1	5	2
Total	6		7	

Discussion Based Exercises (Option period 2 FY 2024 - 2025)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	5 two-day Table-top (1 two-day Table-top per region other than QUE)	1 two-day Table-top (in QUE region)	5 two-day Table-top (1 two-day Table-top per region other than QUE)	2 two-day Table-top (one in QUE region and possibly one in NCR)
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)				
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				
QUE (French) (Dorval and/or Quebec)				

Subtotal	5	1	5	2
Total	6		7	

6. Cancellation and Rescheduling of Exercise Sessions

6.1 Cancellation

The following policies shall apply concerning cancellation of exercises by TC:

- a. If the Department cancels up to 30 calendar days before the exercise start date, there will be no cost to the Department;
- b. If the Department cancels 29 to 15 calendar days before the exercise start date, the Department will reimburse the Contractor 30% of the unit price of the exercise;
- c. If the Department cancels 14 to 6 calendar days before the exercise start date, the Department will reimburse the Contractor 50% of the unit price of the exercise;
- d. If the Department cancels 5 calendar days or less before the exercise start date, the Department will reimburse the Contractor 100% of the unit price of the exercise.

6.2 Rescheduling

The following policies shall apply concerning the rescheduling of exercises by the Department that requires changes to any of:

- o the location of deliveries;
 - o the language of deliveries; or
 - o the dates of the deliveries.
- a. If the Department reschedules an exercise up to 15 calendar days before the planned start date, there will be no cost to the Department.
 - b. If the Department reschedules an exercise 14 to 6 calendar days before the planned start date, the Department will reimburse the Contractor 15% of the unit price of the exercise.
 - c. If the Department reschedules an exercise 5 or less calendar days before the planned start date, the Department will reimburse the Contractor 25% of the unit price of the exercise.

7. Travel and Living

Travel and living costs for Contractor personnel are included in the firm price for the delivery of the exercises, and no additional payments will be made for travel and living expenses.

8. Acceptance

The Contractor must monitor the quality of the exercise sessions provided by its instructors and document the findings. Copies of the documentation, detailing findings and remedial actions taken if required, are to be forwarded to the Project Authority. The Project Authority may review this documentation and require further action should it identify any deficiencies in the delivery of the exercise facilitated.

All deliverables and services delivered under this Contract are subject to inspection by the Project Authority. The Project Authority shall have the right to reject any deliverables that are not considered satisfactory, or require their correction, or re-delivery, before payment will be authorized.

To ensure the quality of all instruction, at any time the Project Authority:

- May have a representative monitor an exercise at any time;
- May follow up with trainees listed on an exercise roster and ask questions concerning how the Contractor conducted the exercise;
- Will review the exercise evaluation forms that the trainees complete; and,
- May require remedial action from the Contractor if the exercise delivery doesn't meet the requirements of the Contract.

9. Constraints

For the initial period of the contract, it is anticipated that all exercises deliveries will be completed by February 28, 2023 and all other deliverables such as exercise reports and invoices must be received by TC by March 12, 2023.

10. Security Clearance

There are no security requirements for this Contract. The Contractor's personnel/facilitators will be escorted at all times if they are delivering training on-site at TC facilities.

11. Language Requirements

Exercise facilitation must be provided in English or French. It is anticipated that each exercise will require a minimum of two facilitators.

The Contractor must provide facilitators who are able to communicate effectively in English both orally and in writing at or above the Advanced Professional Proficiency level stated below for exercises delivered in English. The Contractor must provide facilitators who are able to communicate effectively in French both orally and in writing at or above the Advanced Professional Proficiency level stated below for the exercises delivered in French. TC reserves the right to evaluate the oral and written linguistic abilities of the facilitators delivering the exercises as required.

Oral Proficiency Rating Scale

Level	Proficiency	Definition
4	Advanced Professional Proficiency	Able to use the language fluently and accurately on all levels normally pertinent to professional needs. Language usage and ability to function are fully successful. Can tailor language to audience and discuss in depth highly abstract or unfamiliar topics. Able to speak with a great deal of fluency, grammatical accuracy, complex vocabulary and in an idiomatic fashion. Understands all forms and styles of speech and shows strong sensitivity to social and cultural references. May have some difficulty with some dialects and slang.

Reading Proficiency Rating Scale

Level	Proficiency	Definition
4	Advanced Professional Proficiency	Able to read fluently and accurately all styles and forms of the language in any subject as well as those pertinent to professional needs. Understands all sociolinguistic and cultural references. Can follow unpredictable turns of thought readily in editorial, conjectural, and literary texts, as well as in materials in own special field, including official documents and correspondence. Recognizes all professionally relevant vocabulary known to the educated non-professional native reader. Speed and accuracy is often nearly that of a well-educated native reader.

Writing Proficiency Rating Scale

Level	Proficiency	Definition
4	Advanced Professional Proficiency	Able to write the language precisely and accurately in a variety of prose pertinent to social issues and professional needs. Errors of grammar, syntax, punctuation and vocabulary are rare. Writing is consistently and explicitly organized with appropriate connectors and discourse devices (ellipsis, parallelisms, and subordinates).

The full text of Language Testing – Scales/Levels reference document can be found at:

<https://www.govtilr.org/Skills/ILRscale1.htm>.

12. WORK LOCATION

In-person exercise delivery will be conducted in facilities provided by TC in the city designated for each exercise session. Exercise preparation, report preparation and any other required activity to complete the Contractor’s obligations under the Contract will be conducted at the Contractor’s facility.

If any restrictions are in place that inhibit, prevent or prohibit in-person exercise delivery/conduct the delivery/conduct will be in a virtual and potentially distributed (not all participants are in the same geographic location) environment.

ANNEX “C” – EVALUATION CRITERIA (Revised March 24, 2021)

EVALUATION PROCEDURES AND BASIS OF SELECTION

Mandatory Technical Criteria

Mandatory Requirements are evaluated on a pass or fail basis. Failure on the part of the Bidders to meet any one (1) of the following Mandatory Requirements will result in the proposal being deemed non-responsive and ineligible for any further consideration or evaluation. It is the responsibility of the Bidders to ensure that the proposal meets ALL of the Mandatory Requirements as indicated below.

The Bidder must include the following table in their proposal, indicating that their proposal meets the mandatory criteria, and providing the proposal page number or section that contains information to verify that the criteria has been met.

Note on last column: *Provide a cross reference to the proposal in this column that indicates where substantiating information can be found.*

Item	Mandatory Requirement	Compliant (Yes/No)	Referenced Section/Page in Bidder's Proposal
M1	<p>Understanding the Requirement.</p> <p>The Bidder must demonstrate that it is capable of providing the required services necessary to satisfy this requirement as detailed in Section 3 of the Statement of Work (SOW). The proposal must include a project overview plan that shows the Bidder can deliver at least 12 discussion-based (Workshop) exercises in FY 21/22 and 6 discussion-based (Table-top) exercises in FY 22/23 in the various regions and within the anticipated timeframe in accordance with Section 5 of the SOW.</p>		
M2	<p>EM Exercise Design and Delivery Capability and Experience.</p> <p>The Bidder must demonstrate capability and a minimum of five years' experience in designing and delivering various types of emergency management exercises (as outlined in Section 3 of the SOW) to federal government departments, agencies or organization in both English and French.</p>		
M3	<p>Endorsement as a qualified ICS Canada Instructor.</p> <p>The bidder must demonstrate that at least one of the Bidder's exercise design or delivery team members is qualified by an ICS Canada Authority Having Jurisdiction in a province or territory, or by an ICS Canada Agency Authority Having Jurisdiction to instruct ICS I-300 and I-400. A copy of a letter, certification or other proof issued by the appropriate authority must be attached to the proposal.</p>		

Point Rated Technical Criteria

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

The Bidder must include the following table in its proposal indicating the amount of experience how the proposal meets the rated criteria for each and provide the name of the organization(s) or federal government department for which the exercise program or exercises were designed, developed or delivered and the contact information for each organization or federal department or agency to obtain a client evaluation of the service provided by the Bidder.

Item	Rated Requirement	Points	Max Points	Referenced Section/Page in Bidder's Proposal
R1	<p>EM Exercise Program Design Capability and Experience - General</p> <p>The Bidder must demonstrate experience in designing and delivering various types of Emergency Management Exercises within the last five years.</p>	<p>One (1) point will be awarded for each example in the last five (5) years to a maximum of five (5) points. (see note below)</p>	/5	
R2	<p>EM Exercise Delivery Capability and Experience - Language</p> <p>The Bidder must demonstrate experience in designing and delivering various types of Emergency Management exercises in both English and French within the last five years.</p>	<p>One (1) point will be awarded for each example in the last five (5) years to a maximum of five (5) points. (see note below)</p>	/5	
R3	<p>EM Exercise Delivery Capability and Experience – Government of Canada</p> <p>The Bidder must demonstrate experience in facilitating/delivering various types of emergency management exercises as outlined in Section 3 of the SOW to the Government of Canada in both English and French within the last five years.</p>	<p>One (1) point will be awarded for each example in the last five (5) years to a maximum of five (5) points. (see note below)</p>	/5	

Note: Each cited project/example must include the following information:

- the name of the client organization and current contact information;
- the type and dates/duration of the exercise;
- a brief description of the scope and scale of the service provided and the number of exercise participants;
- the extent to which the services were provided on-time, on-budget and in accordance with the established project. and
- resources/personnel involved and their role;

The client reserves the right to contact the named reference to verify the accuracy of the information provided by the Bidder.

Rated Requirement	Maximum Technical Score	Minimum Technical Score Required	Bidder's Score	Minimum Score Met
R1 - EM Exercise Program Design Capability and Experience - General	5	4		
R2 - EM Exercise Delivery Capability and Experience - Language	5	2		
R3 - EM Exercise Delivery Capability and Experience – Government of Canada	5	2		
Total Rated Requirement Score	15	8		

Basis of Selection

The Basis of Selection will be the Highest Combined Rating of Technical Merit and Price using the following formulas:

$$\text{TECHNICAL SCORE} = \frac{\text{Bidder's TECHNICAL SCORE}}{\text{Total Possible TECHNICAL SCORE}} \times 70$$

$$\text{FINANCIAL SCORE} = \frac{\text{Lowest TOTAL ESTIMATED COST (\$)}}{\text{Bidder's TOTAL ESTIMATED COST (\$)}} \times 30$$

CALCULATION OF BIDDER'S TOTAL SCORE:

$$\text{Bidder's TECHNICAL SCORE} + \text{Bidder's FINANCIAL SCORE} = \text{Bidder's TOTAL SCORE}$$