



**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:**

Bid Receiving - PWGSC / Réception des
soumissions - TPSGC

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

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

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

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

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

Comments - Commentaires

Vendor/Firm Name and Address

Raison sociale et adresse du

fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Communication Procurement Directorate/Direction de
l'approvisionnement en communication

360 Albert St. / 360, rue Albert

12th Floor / 12ième étage

Ottawa

Ontario

K1A 0S5

Title - Sujet National Skilled Trade Campaign	
Solicitation No. - N° de l'invitation G9292-217027/A	Date 2021-04-09
Client Reference No. - N° de référence du client G9292-21-7027	
GETS Reference No. - N° de référence de SEAG PW-\$\$CZ-008-79942	
File No. - N° de dossier cz008.G9292-217027	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM Eastern Daylight Saving Time EDT on - le 2021-04-27 Heure Avancée de l'Est HAE	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Constant, Rachelle	Buyer Id - Id de l'acheteur cz008
Telephone No. - N° de téléphone (613) 290-4035 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA PORTAGE IV LVL 1 140 PROMENADE DU PORTAGE GATINEAU Quebec K1A0J9 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Unit Price/Prix unitaire		Delivery Req. Livraison Req.	Del. Offered Liv. offerte
						Destination	FOB/FAM Plant/Usine		
1	Advertising Creative Services	G9292	G9292	1	Each	\$	\$	See Herein – Voir ci-inclus	

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Solicitation Number
G9292-217027/A

AMD

Buyer ID
CZ 008

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Task Authorization Form, Electronic Payments Instruments, the Federal Contractors Program for Employment Equity – Certification and the Technical and Financial Evaluation.

1.2 Summary

Employment and Social Development Canada (ESDC) is seeking a lead marketing and advertising agency to provide a full range of marketing and advertising creative development-related services for the ESDC Skilled Trades campaign. The agency will be responsible for developing and implementing the overall marketing and advertising campaign strategies and the development of creative assets.

ESDC is responsible for developing, managing and delivering a wide range of social programs and services. The ESDC mission is to build a stronger and more competitive Canada, as well as to support Canadians in making choices that help them live productive and rewarding lives.

Canada is among the most educated countries in the world. Many Canadians still face barriers preventing them from pursuing post-secondary studies and specifically skilled trades programs. To address this issue, ESDC will execute a campaign to promote skilled trades as a first-choice career for young people.

The goal of the campaign is to change perceptions around apprenticeship and careers in the skilled trades by promoting their merits as respectable, well-paid and rewarding careers. Also, to position apprenticeships and skilled trades as first-choice career paths (i.e., a career in the skilled trades is a rewarding “Plan A” choice for youth and not a “Plan B” alternative or another career path.

In addition to encouraging more young people to consider training and working in the skilled trades, the campaign will also address a potential labour shortage in the Red Seal Trades. According to the Apprentice Demand in the Top Ten Red Seal Trades: A 2019 National Labour Market Information Report,

from 2019 to 2023¹, an estimated 67,000 new journeypersons will be required to sustain workforce certification levels across the 10 largest Red Seal trades in Canada, excluding Quebec and the Territories. Although the pace of employment growth in many skilled trades are expected to slow, compared to the rapid expansion over the last decade, workforce retirements continue to rise. Keeping pace with the demand for skills and workforce certification will require attracting 167,739 new apprentices over the next five years.

The services of the Contractor are required from the date of the contract award until March 31, 2022, with two (2) possible extensions of one (1) year each, up to March 31, 2024.

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

The requirement is limited to Canadian services.

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

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

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

1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing or by telephone.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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

¹ Canadian Apprenticeship Forum, [Apprentice Demand in the Top Ten Red Seal Trades: A 2019 National Labour Market Information Report](#), 2019

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: 365 days

2.2 Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated in the bid solicitation.

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

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

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

2.3 Former Public Servant

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

Definitions

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

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

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

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

Former Public Servant in Receipt of a Pension

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

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

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

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

Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

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

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

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 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 Ontario.

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

2.6 Basis for Canada's Ownership of Intellectual Property

The department of Public Works and Governmental Services Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reason as set out in the [*Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts*](#): the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Bids MUST be submitted either electronically (epost Connect) or via facsimile; hard copies will not be accepted.

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

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

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

If the Bidder chooses to submit its bid by facsimile, it must be separated as above and sent to the following number: (819) 997-9776

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

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 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 the 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 “D” Electronic Payment Instruments, to identify which ones are accepted.

If Annex “D” 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 Risk Mitigation

C3011T (2013-11-06) Exchange Rate Fluctuation

Section III: Certifications

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

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Annex “F”.

4.1.2 Financial Evaluation

Financial evaluation criteria are included in Annex “F”.

4.2 Basis of Selection

- 1. To be declared responsive, a bid must:
 - (a) comply with all the requirements of the bid solicitation;
 - (b) meet all mandatory criteria; and
 - (c) obtain the required minimum points specified for each criterion for the technical evaluation;

The rating is performed on a scale of 55 points.

Bids not meeting (a), (b) or (c) will be declared non-responsive.

2. The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be 80% for the technical merit and 20% for the price.
3. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 80%.
4. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.
5. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

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

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

5.1 Certifications 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 website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

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 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

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

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the **FCP Limited Eligibility to Bid** list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Annex titled Federal Contractors Program for Employment Equity – Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

5.2.3 Additional Certifications Precedent to Contract Award

5.2.3.1 Canadian Content Certification

This procurement is limited to Canadian services.

The Bidder certifies that:

() the services offered are Canadian services as defined in in paragraph 2 and 4 of clause A3050T.

Signature

Date

5.2.3.1.1 SACC Manual clause A3050T (2020-07-01) Canadian Content Definition

5.2.3.2 Status and Availability of Resources

5.2.3.2.1 SACC Manual Clause A3005T (2010-08-16) - Status and Availability of Resources

Signature

Date

5.2.3.3 Education and Experience

5.2.3.3.1 SACC Manual clause A3010T (2010-08-16) Education and Experience

Signature

Date

5.2.3.4 Capability of Resources

The Bidder or Joint Venture entity certifies that it has in-house resources, capable of meeting roles and responsibilities (as outlined in Annex "A") of the following key categories of service:

- Account Director – Resource(s) must have minimum 3 years in the key category of service
- Lead Strategist – Resource(s) must have minimum 3 years in the key category of service
- Creative Director – Resource(s) must have minimum 3 years in the key category of service

() YES () NO

Signature

Date

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Financial Capability

SACC Manual clause A9033T (2012-07-16) Financial Capability

PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Statement of Work

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

7.1.2 Task Authorization

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract.

7.1.2.1 Task Authorization Process

1. The Project Authority will provide the Contractor with a description of the task using the "Task Authorization" form specified in Annex F.
2. The Task Authorization (TA) will contain the details of the activities to be performed, a description of the deliverables, and a schedule indicating completion dates for the major activities or submission dates for the deliverables. The TA will also include the applicable basis (bases) and methods of payment as specified in the Contract.
3. The Contractor must provide the Project Authority, within three (3) calendar days of its receipt, the proposed total estimated cost for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract.

4. The Contractor must not commence work until a TA authorized by the Project Authority has been received by the Contractor. The Contractor acknowledges that any work performed before a TA has been received will be done at the Contractor's own risk.

7.1.2.2 Task Authorization Limit

The Project Authority may authorize individual task authorizations up to a limit of **\$250,000.00**, Applicable Taxes included, inclusive of any revisions.

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

7.1.2.3 Minimum Work Guarantee - All the Work - Task Authorizations

1. In this clause, "Maximum Contract Value" means the amount specified in the "Limitation of Expenditure" clause set out in the Contract; and "Minimum Contract Value" means **\$25,000.00**.
2. Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 3. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work described in the Contract. Canada's maximum liability for work performed under the Contract must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.
3. In the event that Canada does not request work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the total cost of the Work requested.
4. Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

7.2 Standard Clauses and Conditions

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

7.2.1 General Conditions

2035 (2020-05-28), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.2.2 Supplemental General Conditions

4007 (2010-08-16), Canada to Own Intellectual Property Rights in Foreground Information, apply to and form part of the contract

7.3 Security Requirements

- 7.3.1** There is no security requirement applicable to the Contract.

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2022.

7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Rachelle Constant
Supply Specialist
Public Works and Government Services Canada
Acquisitions Branch
Communications Procurement Directorate
Address: 360 Albert Street, 12th Floor, Ottawa ON, K1A 0S5

Telephone: 613-290-4035

E-mail address: rachelle.constant@pwgsc-tpsgc.gc.ca

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

7.5.2 Project Authority

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

7.5.3 Contractor's Representative (to be inserted at Contract Award)

The Contractor's Representative for the Contract is:

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

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

7.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

7.7 Payment

7.7.1 Basis of Payment

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are excluded and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

7.7.2 Limitation of Expenditure - Cumulative Total of all Task Authorizations

1. Canada's total liability to the Contractor under the Contract for all authorized Task Authorizations (TAs), inclusive of any revisions, must not exceed the sum of \$ _____ (to be inserted at Contract Award). Customs duties are excluded and Applicable Taxes are extra.
2. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
3. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
 - (a) when it is 75 percent committed, or
 - (b) four (4) months before the contract expiry date, or
 - (c) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required in all authorized TAs, inclusive of any revisions,whichever comes first.
4. If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.7.3 Method of Payment

7.7.3.1 Monthly Payment

SACC Manual Clause H1008C (2008-05-12) Monthly Payment

7.7.4 T1204 - Direct Request by Customer Department

SACC Manual Clause A9117C (2007-11-30) - T1204 - Direct Request by Customer Department

7.7.5 Discretionary Audit

SACC Manual Clause C0705C (2010-01-11) - Discretionary Audit

7.7.6 Time Verification

SACC Manual Clause C0711C (2008-05-12) - Time Verification

7.7.7 Electronic Payment of Invoices – Contract (to be revised at Contract Award)

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

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

7.8 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- (a) category of services and names of resources, number of hours per category and hourly rates;
- (b) a copy of time sheets to support the time claimed;
- (c) a copy of the release document and any other documents as specified in the Contract;
- (d) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- (e) a copy of the monthly progress report

2. Invoices must be distributed as follows:

- (a) The original and one (1) copy must be forwarded to the Project Authority identified under the section entitled "Authorities" of the Contract.
- (b) One (1) **electronic** copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

7.9 Certifications and Additional Information

7.9.1 Compliance

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

7.9.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.9.3 SAAC Manual Clauses

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

7.10 Applicable Laws

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

7.11 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2020-05-28);
- (c) Annex "A", Statement of Work;
- (d) Annex "B", Basis of Payment;
- (e) Annex "C", Task Authorization Form;
- (f) signed Task Authorizations (including all its annexes, if any) ; and
- (g) the Contractor's bid dated _____.

7.12 Foreign Nationals (Canadian Contractor)

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

7.13 Insurance

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

7.14 Conflicting Interest

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

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

6. The Contractor agrees that Canada relies upon subsection (1) to authorise the Contract and any breach of subsection (1) will entitle Canada to terminate this contract for default.

ANNEX "A"

STATEMENT OF WORK

1. INTRODUCTION

Employment and Social Development Canada (ESDC) is responsible for developing, managing and delivering a wide range of social programs and services. The ESDC mission is to build a stronger and more competitive Canada, as well as to support Canadians in making choices that help them live productive and rewarding lives.

ESDC is seeking a lead marketing and advertising agency to provide a full range of marketing and advertising creative development-related services for the ESDC Skilled Trades campaign. The agency will be responsible for developing and implementing the overall marketing and advertising campaign strategies and the development of creative assets.

It is expected that the Contractor has experience communicating/marketing/advertising to the youth market and will be requested to provide examples of this type of work. The Contractor must be able to provide a full range of marketing and advertising activity planning, development and implementation that can include, but are not limited to:

- digital, mobile and social media
- collateral and educational resources
- animated graphics
- event-based marketing
- partnerships
- advertising
- Web page design

The services of the Contractor are required from the date the contract is awarded until March 31, 2022 with the possibility of two (2) one (1) year option periods.

2. BACKGROUND

Canada is among the most educated countries in the world. Many Canadians still face barriers preventing them from pursuing post-secondary studies and specifically skilled trades programs. To address this issue, ESDC will execute a campaign to promote skilled trades as a first-choice career for young people.

The goal of the campaign is to change perceptions around apprenticeship and careers in the skilled trades by promoting their merits as respectable, well-paid and rewarding careers. Also, to position apprenticeships and skilled trades as first-choice career paths (i.e., a career in the skilled trades is a rewarding "Plan A" choice for youth and not a "Plan B" alternative or another career path.

In addition to encouraging more young people to consider training and working in the skilled trades, the campaign will also address a potential labour shortage in the Red Seal Trades. According to the *Apprentice Demand in the Top Ten Red Seal Trades: A 2019 National Labour Market Information Report*, from 2019 to 2023², an estimated 67,000 new journeypersons will be required to sustain workforce certification levels across the 10 largest Red Seal trades in Canada, excluding Quebec and the Territories. Although the pace of employment growth in many skilled trades are expected to slow, compared to the rapid expansion over the last decade, workforce retirements continue to rise. Keeping pace with the demand for skills and workforce certification will require attracting 167,739 new apprentices over the next five years.

3. OBJECTIVES AND PURPOSE

Objective: Campaign awareness

- The goal of the campaign is to change perceptions around the trades in order to encourage people to pursue skilled trades as career options
- Increase awareness of the many benefits to pursuing skilled trades as career options.
- Drive youth and adults to a new campaign page on Canada.ca (to be developed).
- Increase awareness about Government of Canada funding, tools, and resources to help people pursue the skilled trades.

4. EXPECTED RESULTS

It is expected that the Skilled Trades campaign will change perceptions and increase awareness, achieving its objectives. We will measure its success by:

- Generating traffic to the new campaign web page (to be developed); website visits, clicks, CPC, CTR.
- Meeting or surpassing similar GC campaign webpage benchmarks. As this is a new webpage, we will be establishing a benchmark to compare future Skilled Trade campaigns against.
- Gathering impressions on social media channels for awareness (since the target audience is still in the pre-contemplation phase of behaviour change when they view an ad, impressions are a valuable metric.
- Creating engagement (indicates people are aware of and talking about the topic); impressions, engagement, CPM and CPC.
- Meeting or surpassing GC social media click-through rate benchmarks.

5. KEY CAMPAIGN MESSAGES*

The key messages below are examples and will be tailored based on the audience. Messaging should include the benefits of skilled trades educations and careers.

² Canadian Apprenticeship Forum, [Apprentice Demand in the Top Ten Red Seal Trades: A 2019 National Labour Market Information Report](#), 2019

Marketing and Advertising Messages:

- You may earn money while you learn, so you accumulate less debt (than attending university).
- Lower tuition fees (than university).
- Shorter timeframe for getting into the workforce.
- Apprenticeships offer hands on learning.
- Employers are eager and ready to hire you.
- There are over 300 skilled trades in Canada offering a variety of opportunities.
- Skilled trade workers earn competitive salaries.
- There is a high demand for skilled tradespeople.

In-depth Messages: These messages are for use on webpage and/or printed products where there is space to go into more detail.

- Skilled trades are more than you think. Many people think of traditional trades such as carpentry or plumbing – physically demanding jobs where you get your hands dirty.
- Skilled trades offer long-term sustainable careers with opportunities to advance to managerial positions, teaching and self-employment.
- Today's technology allows outdoor infrastructure projects to continue throughout the winter, so being laid-off during the winter months is less of a concern.
- A tradesperson with a Red Seal endorsement, Canada's standard of excellence for skilled trades, is able to work anywhere in Canada.
- Numerous skilled trades careers break the 'too physically demanding' myth, as some include design, planning, project management, and administration careers.
- The skilled trades can offer flexible hours, travel and the opportunity to be outdoors.

Call to Action: All advertising activities will direct audiences to the Skilled Trades campaign web page in order to find:

- More information about the benefits of pursuing a career in the Skilled Trades
- Information on ESDC programs and funding related to Skilled Trades
- Job Bank
- Canada Apprenticeship Incentive Grant
- Canada Apprenticeship Incentive Grant for Women
- Canada Apprenticeship Completion Grant
- Canada Apprenticeship Loans
- How and where to apply (to programs, funding?)
- Other resources and links (skilled trades, provincial, other government departments)

***NOTE:** Exact messages will be developed as part of the creative process established within this contract.

6. TARGET AUDIENCES

- **Youth:** Youth 15-19 years of age are beginning to plan for their future careers and are deciding on post-secondary education options. They are also selecting the necessary courses in their final years of secondary school that will assist them in getting into the post-secondary program of their choice.
- **Parents of secondary school students:** Adults age 30-55. Parents are direct influencers whom young people turn to for advice and guidance on educational and occupational matters.
- **Teachers and school counsellors:** This audience plays a larger role for students with lower socioeconomic status (SES), which is important to note, as youth from lower SES families are less likely to pursue post-secondary education. Therefore educating and providing information to teachers and school counsellors about Skilled Trades as a post-secondary option is good way to reach lower SES youth. Marketing and outreach (and not advertising) should be used to address this target audience.
- **Adults who are looking to change employment:** Aged 20-54. The COVID-19 pandemic has seen many Canadians lose their employment, which presents an opportunity to introduce skilled trades as a great career option. Given the many benefits of the trades - such as earning money while you learn, shorter timeframe for getting into the workforce, and competitive salaries - this may be a great opportunity to switch careers or start a new career in a field that employers are actively looking for.

7. ENVIRONMENTAL CONSIDERATIONS

Barriers that might affect the campaign:

- **COVID-19:** Messaging and timeframes for targeting adults need to be flexible to respond to the evolving status of the pandemic as physical distancing could affect education options and employment opportunities and availabilities. COVID-19 may also impact on marketing and advertising tactic/media options (i.e. Out of home, in-school sessions, etc. might not be feasible).
- **Myths:** There are many myths and misconceptions about careers in the Skilled Trades, which this campaign aims to address. Engagements with social media posts should not be assumed to be positive and posts should not be optimized based on engagement numbers alone.
- **Timing:**
 - **Youth and influencers:**
 - Youth are in the decision making stage of selecting courses and applying for post-secondary education in the fall. Advertising should take place during that decision-making period.

- **Adults:**
 - Depending on the status of COVID-19, the campaign may be delayed. If Canada is back in lockdown and skilled tradespeople are not working or working in limited capacity, it is not recommended to target adults to pursue a career in the trades at that time.

8. CAMPAIGN EVALUATION

ESDC will use a combination of quantitative and qualitative mechanisms to measure the effectiveness of the advertising campaign, including:

- Concept/creative testing (either focus groups or online testing) to ensure that creative materials resonate with the target audiences in order to achieve the desired objectives prior to finalizing creative materials;
- Baseline of the Advertising Campaign Evaluation Tool (ACET), a standardized GC evaluation tool, to measure ad recall;
- ACET ad recall - aided and unaided;
- Quantitative analysis of the KPIs (reach, impressions, cost per clicks, engagement, video views, followers) for both paid advertising and marketing
- Web page analytics (summary of web page traffic, time spent, visitor profile of web visitors)
- Qualitative analysis of comments
- While these results will be compared to the results of other campaigns, there are variables which will have an impact on results such as differences in timing, media mix and media buy budget.
- Program uptake

9. WORK and CONTRACT CONSTRAINTS

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

9.1 Government of Canada Advertising

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

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

GC advertising allocations are approved annually. ESDC will advise the Contractor if/when funding confirmation is received. The Contractor cannot initiate any advertising deliverables until then.

The GC uses the services of a single Agency of Record (AOR), Cossette Communications Inc., to plan and purchase media for government advertising. The Contractor must review the AOR

manual, provided by the Project Authority, which outline the GC's media planning and buying procedures and ad serving information.

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

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

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

9.2 Policies, Acts and Standards

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

- The *Policy on Communications and Federal Identity* to ensure that communications across the GC are well coordinated, effectively managed and responsive to the diverse information needs of the public and that the GC is visible and recognizable to the public;
- The *Contracting Policy* to ensure the quality and value of the work they contract out;
- The *Official Languages Act* (Sections 11, 30 and 41) and the *Policy on Official Languages* to ensure compliance in all communications. Moreover, institutions must respect the GC's commitment stated in Part VII of the Act to enhance the vitality of official language minority communities;
- The *Privacy Act* to ensure proper privacy practices are incorporated and respected in the handling of personal information; and
- The *Standard on Web Accessibility* to ensure conformance with *Web Content Accessibility Guidelines* (WCAG) 2.0.

All the relevant standards can be found at <https://www.canada.ca/en/treasury-board-secretariat/topics/government-communications.html>

The Contractor must maintain financial records in support of ESDC responsibilities under the Financial Administration Act and provide information in support of ESDC's responsibilities under the Access to Information Act. As well, the Contractor will ensure compliance with the relevant legislation of all Canadian jurisdictions where the campaign materials will be used.

9.3 Approvals Process

The Project Authority (PA) will be a representative from ESDC's Marketing and Advertising Division (MAD). The PA identified within the contract will be responsible for providing the Contractor with the AOR manual, seeking all necessary approvals, providing written approvals of

all work, receiving all final deliverable material, and verifying that value for money has been obtained.

The Contractor will work with the PA to set a timeline for delivery and presentation of work including campaign briefs, campaign strategies, creative concepts, and post-campaign reports.

The Project Authority will work with the Contractor to define and refine the message and the development and design of materials to be applied to the campaign prior to getting approval from internal Program colleagues and senior management. ESDC will apply an approval process to messaging, draft and final versions of all deliverables, including ads. Final approval cannot be obtained until ESDC's MAD signs off by email. Once this occurs, the Project Authority will communicate approval to the Contractor. It is the Project Authority's responsibility to seek approvals from GC central organizations as well as from relevant groups, both internal and external to ESDC, and senior management within ESDC. The Contractor may be asked to provide presentation materials and / or to make presentations for this purpose.

Development of advertising and related materials requires significant internal communications. ESDC Marketing and Advertising Division, specific Program authorities as well as Deputy Ministers', Minister's Offices and the Privy Council Office (PCO) must be involved throughout this process. In addition, there are significant stakeholder groups that will be informed of the approach being taken. These additional levels of approval may result in longer timeframes for approval prior to proceeding with specific projects. The Contractor should build in a two-week period for client approvals on each major milestone/deliverable in the campaign development process.

9.4 Reporting Requirements

The Contractor will prepare weekly project status reports and provide details of the work done during the previous month. Monthly budget reports outlining the overall budget and how the project is tracking against it will be required.

At the minimum the work may include:

- Project status updates to be provided via email
- Cost reports on a monthly basis, including breakdown by personnel, resources, travel and rates; the agency will track time separately for separate components of the campaign when presenting monthly costing reports
- The Contractor and project authority will develop a process for documenting activities and direct costs. In particular, it must furnish the level of effort (time and resources) it expended to provide the services required by the department
- Financial reporting on a bi-weekly basis, including short-term estimations on upcoming work, and cost overviews of previous work done during the two week period
- Virtual or face-to-face meetings will occur as needed, with contact reports provided to ESDC after the conclusion of the meeting via email

9.5 Project Management Control Procedures

ESDC will assign a dedicated Project Authority to each campaign, and will:

- Provide access to the Project Authority, who will be responsible for coordinating the overall project, providing as-required direction and guidance to the Contractor, and accepting and approving the contract deliverables on behalf of ESDC
- Screen and review material and work with the Contractor to revise and enhance the material according to the agreed upon processes and timelines
- Monitor progress, give required direction and provide timely feedback
- Obtain approvals from ESDC management, internal clients and the GC central agencies - PCO, PSPC and Treasury Board Secretariat (TBS), as required
- Provide access to relevant materials (if needed):
 - Research results
 - Web and print products as applicable
 - Existing content, in both official languages
 - Other background material as deemed relevant by the Project Authority

10. SERVICES REQUIRED

The planning portion of the campaign will begin in spring 2021 (exact date to be confirmed at contract award) with the campaign in market in fall 2021.

Spring 2021

- Kick-off meeting
- Develop a marketing and advertising strategy including:
 - High level recommendations on advertising tactics
 - Budget breakdown between the production, implementation of the marketing strategy and the advertising
- Provide three creative concept options that can be used for a variety of media (i.e. digital, print, broadcast, web, out of home, etc.
- Provide focus testing materials

July – September 2021:

- All aspects of production of creatives related to the marketing and advertising products
- Implementation of the marketing strategy
- Trafficking the ads
- Talent fees

October 2021 – March 2022:

- Implementation of the marketing strategy (ongoing)
- Optimization, as appropriate
- Evaluation

ESDC has determined the following service categories to be requisite for the provision of Marketing and advertising Services in relation to this requirement:

10.1 Account Management and Coordination Services

The Supplier is required to provide account services that may include, but are not limited to:

- Ensure that all procedures have been followed and that the contract, and any amendments, are received from the Communication Procurement Directorate (CPD) of PSPC prior to the commencement of work;
- Oversee the life of the project to ensure the quality of work and the adherence to timelines, budgets, and staff resources;
- Attend client briefings and meetings; provide status reports detailing budgets and timelines; produce estimates for approval; advise of budget variances; and facilitate the production process;
- Work closely with the AOR when applicable to ensure an integrated campaign and seamless execution.
- Ensure that all creative elements have the Project Authority's signed approval prior to production;
- Provide cost reports on a monthly basis including breakdown by personnel, resources, travel and rates; and
- Deliver all requested components as detailed in this Statement of Work (SOW).
- Issue project invoices, in accordance with the invoicing instructions, and each task authorization
- Provide estimates as requested by the Project Authority and as per each task authorization
- Provide for a process to ensure that at the end of a contract, all deliverables are delivered to the Crown (within 30 days of the expiry of the contract or within timelines set-out by the Project Authority in a task authorization) and in final workable formats. This process, to occur in the final year of the contract, must be developed and approved in consultation with the PA.

10.2 Strategic Services

10.2.1 Strategic Planning and Development Services

The Supplier is required to implement an overarching marketing strategy for the campaign that will explain how the campaign objectives will be met. This should include, but is not limited to:

- Offer strategic insight and advice to AOR Media Planning Services
- Develop creative strategies and work closely and collaboratively with the AOR's Media Planning Services to ensure integrated creative and media strategies/plans
- Provide secondary research and analysis data (if necessary), and review past campaign performance (e.g., ACET, Google Analytics reports, AOR reports, survey results) and ESDC-supplied research, on which to base the overall strategic marketing and advertising direction and strategy. The initial plan will provide the PA as well as the Supplier with strategic advice on best approaches to reach the campaign objectives. The Supplier may be expected to provide a plan with the following areas, if necessary:
 - Objectives
 - Target audience
 - Key Messages
 - Creative Strategy and Creative compositions
 - Budget

- Timelines
 - Tactics/Deliverables
 - Indicated action and next steps
 - Evaluation process
- Offer a description of the creative idea, the central message(s), and a rationale of why the idea will resonate with the audience(s), including a summary of the insights that support the strategic recommendation(s).

As well, the Supplier will be required to liaise with the AOR, if and when applicable, to ensure that the creative and media strategies are aligned.

10.3 Creative and Production Services

For all creative, as applicable to each campaign and tactic, the Supplier is required to:

- Oversee, provide direction, ensure quality control and produce (and/or adapt existing) all creative elements, concepts, development, and production of all advertising products as well as any marketing/collateral/partnership materials developed in support of the advertising products and marketing campaign-related products which may include, but are not limited to:
 - Print production
 - Ads in newspapers, magazines/journals, out-of-home (transit, billboards, etc)
 - Direct mail piece
 - Collateral such as brochures, pamphlets, posters
 - Signs and banners
 - Broadcast production
 - TV, radio, cinema and other audiovisual
 - Electronic production
 - Web design and graphics, interactive features, banners and buttons
 - Social media visuals
 - Infographics
 - Search engine marketing
 - Online video
 - Mobile
 - Out-of-home (Digital screens, Billboards, etc)
 - Other digital media, if applicable
 - Others as required
 - Illustrations and images
 - Motion graphics
 - Animation, including development in HTML5
 - Custom photography
- Produce creative concepts in the form of mock-ups, story boards, treatments, or scripts;
- Provide creative material for focus testing in both official languages, and other languages, if required;
- Revise and finalize the creative concept based on focus testing results and/ or Project Authority's recommendations; as well as changes that can arise throughout the approval process;
- Write and edit text, including copy, for all drafts through to final materials;

- Provide copy-editing and proofreading services;
- Translate/adapt to the other official language and non-official language(s) all text for drafts through to final materials; Produce graphics, photographs and design layouts through to pre-press for all printed materials;
- Script, shoot, and post-produce through to final edit for broadcast, video, and cinema materials;
- Design, program and test through to final release for new media and Internet materials;
- Print, resize or duplicate copies (including quality assurance) for distribution to media outlets;
- Acquire all copyrights (for pictures and artwork) and manage and negotiate talent fees following appropriate Canadian unions (e.g. Alliance of Canadian Cinema, Television and Radio Artists (ACTRA), Union des Artistes (UDA));
- Distribute (traffic) materials to media outlets for non-digital creative and to the AOR for digital creative;
- Deliver a, DVD, external hard drive and/or etransfer of the master copy of final "ready-to-use" artwork/materials (including all working files e.g., layered or native files, text files, graphics, images, etc.) to the Project Authority; and
- Manage and ensure quality control of sub-contractors' work.
- Coordinate creative direction and production to address media recommendations made by the AOR as part of its services

All "studio" services including items such as file retrieval, burning CDs, upload to extranet, mounting and mock-ups, etc. to support the development of marketing and advertising materials are to be included within the production services category as identified above.

10.5 Event-based Marketing (this will be decided according to the pandemic measures)

- Develop, execute and manage marketing events in relevant locations (i.e. sporting events, concerts, retail outlets, high school, college and university campuses, shopping malls, etc.)

11. DELIVERABLES

The Contractor must provide advertising, marketing, strategic, creative, production, account management and administrative services to support ESDC's campaigns within two (2) distinct phases of the contract:

- i. Initial contract period: Contract award date to March 31, 2022.
- ii. Up to two (2) one (1) year option periods for additional work from April 1, 2022 until March 31, 2024.

The Contractor is required to fulfill the following requirements:

Initial Contract Period - Contract award date to March 31, 2022

Refer to Section 10 (Services Required) for specific details of the Contractor's responsibility areas.

Up to two (2) option years

1. April 1, 2022 to March 31, 2023
2. April 1, 2023 to March 31, 2024

For the option years, if exercised, the Contractor will be required to provide services in support of the planning, creative development and implementation of advertising, marketing and partnership activities and tactics for ESDC related initiatives. Topics may emerge as the year develops.

12. ASSISTANCE SUPPLIED BY DEPARTMENT

The Project Authority will be responsible for the following activities:

- Providing a creative brief to the agency
- Providing existing creative and evaluations of relevant past campaigns
- Providing a Project Authority (Marketing Advisor) dedicated to agency liaison
- Providing relevant Public Opinion Research
- Providing background information for content of fulfillment pieces (graphical elements, campaign tag line and Web address to be added by the Supplier)
- Obtaining and providing approvals from ESDC management and the GC agencies as required

For this campaign, one marketing advisor from ESDC's team will be dedicated to being the liaison with the Contractor and will be available to the Contractor Monday to Friday to provide relevant research (working with POR and internal Program contacts), and any other necessary documents required by the Contractor.

13. MEETINGS

The Contractor may be asked to participate in meetings with ESDC virtually, in Ottawa in person, and as requested, by phone or virtually with various audiences. Many of the meetings will involve examination, assessment and refinement of marketing materials that can only be accomplished by collaboration.

If and when applicable, for each campaign, the Contractor is expected to participate in initial briefings with the AOR, by phone, virtually, or in person (to be identified by the PA), to discuss the Campaign Brief documents, as well as participate in meetings (schedule to be identified by the PA) to ensure campaign integration between the creative and media strategies.

14. TRAVEL

ESDC will pay reasonable travel expenses for the Contractor's representative(s) in accordance with the Treasury Board Travel Guidelines (available at the following web site: www.tbs-sct.gc.ca/psm-fpfm/pay-remuneration/travel-deplacements/menu-travel-voyage-eng.asp) at the time of travel to attend in person these meetings and when requested for marketing discussions that necessitate in person collaboration. Where travel is deemed necessary, the Contractor will submit a cost estimate to the Project Authority for authorization prior to traveling.

Payment for travel and living expenses must be made in accordance to the terms of payment and the *National Joint Council Travel Directive*.

ANNEX "B"
BASIS OF PAYMENT

NOTE TO BIDDERS:

Bidders must submit an hourly rate for each of the three (3) key categories of services and one (1) blended hourly rate (see table below under B.1). The blended hourly rate to be submitted is the rate the Bidder will charge for any services not covered by the key categories such as (but not limited to):

- Account Management
- Account Coordination
- Strategic Planning and Coordination
- Graphic Design
- Production services (Digital and non-digital)
- Copywriting (En & Fr)
- Copy editing (En & Fr)
- Media distribution services
- Translation and adaptation
- Proofreading

The Bidder will be paid in accordance with the following Basis of Payment for Work performed pursuant to any TA. Bidders must include all agency charges in their hourly rates as no other agency fee or commission will be payable above these rates. The hourly rates are firm and will be used in the evaluation.

B.1 FIRM HOURLY RATES

The Contractor will be paid firm hourly rates as follows, for work performed in accordance with the Contract. They include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, excepting only GST and HST if applicable. All expenses normally incurred in providing the services (i.e. project office space [including Contractor's hardware and software], word processing, work estimates, photocopying, courier and telephone charges, local travel and the like) are included in the firm hourly rates identified herein, and will not be permitted as direct charges under the Contract. **Contractors are not permitted to charge hourly rates to prepare work estimates or task authorizations.**

The rates must be in Canadian currency, Customs duties are included and Goods and Services Tax or Harmonized Sales Tax (GST/HST) is extra, if applicable.

NOTE: Bidders must include all agency charges in their hourly rates as no other agency fees or commissions will be payable above these rates.

Category of Service	Hourly Rate Contract Period	Hourly Rate Option Period 1	Hourly Rate Option Period 2	Hourly Rate Option Period 3
Account Director	\$ _____	\$ _____	\$ _____	\$ _____
Lead Strategist	\$ _____	\$ _____	\$ _____	\$ _____
Creative Director	\$ _____	\$ _____	\$ _____	\$ _____
Blended Rate	\$ _____	\$ _____	\$ _____	\$ _____

B.2 PRODUCTION COSTS

The production costs are costs associated with the production of the ads and marketing/partnership activities and products, excluding the professional fees billed as hourly rate. Production costs will be reimbursed at cost, as subcontracted services and direct expenses.

B.2.1 SUBCONTRACTED SERVICES

The Contractor will be reimbursed at cost for any actual expenditure reasonably and properly incurred to acquire goods and services from outside suppliers at the supplier's price, net of any trade or prompt payment discounts.

FOR EACH SUBCONTRACTED SERVICE OVER \$25,000.00 (GST / HST INCLUDED)

The Contractor will obtain competitive bids from no less than three (3) outside suppliers. The Contractor must provide to the Contracting Authority and the Project Authority, the names of the suppliers who submitted bids, the total amount of each bid obtained, the selection criteria and results. A subcontracted service over \$25,000 (GST/HST included) applies to the total aggregate of the dollar value of each subcontracted service per resulting Contract.

B.2.2 DIRECT EXPENSES

The professional fees submitted in B.1 are all inclusive.

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers, given the service(s) is/are documented in the approved Contract. All such direct expenses must have prior authorization of the Project Authority.

B.3 TRAVEL AND LIVING EXPENSES

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the National Joint Council Travel Directive

<http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php>, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All payments are subject to audit by Canada.

All travel must have prior authorization of the Project Authority.

B.4 CONTRACTUAL JOINT VENTURE (IF APPLICABLE)

The Bidder is a contractual joint venture and the signatories are acting and responsible jointly and severally. The payment of monies under the Contract to the identified lead member, (insert name), shall be deemed a payment to all signatories and furthermore, will act as a release from all parties. In addition, it is agreed that giving notice by Canada to the identified lead member shall be deemed notice to all parties.

ANNEX "C" - TASK AUTHORIZATION FORM

All invoices/progress claims must show the reference Contract and Task numbers. Toutes les factures doivent indiquer les numéros du contrat et de la tâche.		Contract no. • No du contrat
		Task no. • No de la tâche
Title of the task, if applicable • Titre de la tâche, s'il y a lieu		Total estimated cost of task (GST/HST extra) • Coût total estimatif de la tâche (TPS/TVH en sus)
TA revision no. • No de révision de l'AT	Increase/decrease • Augmentation/réduction	Previous value • Valeur précédente
To • À	TO THE CONTRACTOR You are requested to supply the following services in accordance with the terms of the above reference contract. Only services included in the contract shall be supplied against this task. Please advise the undersigned if the completion date cannot be met. Invoices/progress claims shall be prepared in accordance with the instructions set out in the contract. À L'ENTREPRENEUR Vous êtes priés de fournir les services suivants en conformité des termes du contrat mentionné ci-dessus. Seuls les services mentionnés dans le contrat doivent être fournis à l'appui de cette demande. Prière d'aviser le signataire si la livraison ne peut se faire dans les délais prescrits. Les factures doivent être établies selon les instructions énoncées dans le contrat.	
Delivery location • Expédiez à		

Start of the Work for a TA

Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.

Début des travaux pour l'AT

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

Task description of the work required • Description de tâche des travaux requis	See attached • Ci-joint <input type="checkbox"/>
Directives	See attached • Ci-joint <input type="checkbox"/>
Deliverables • Produits à livrer	See attached • Ci-joint <input type="checkbox"/>
Completion and submission dates • Dates d'achèvement et dates de livraison	See attached • Ci-joint <input type="checkbox"/>
TA revision description • Description de la révision de l'AT	See attached • Ci-joint <input type="checkbox"/>
Basis and method of payment • Base et méthode de paiement	

Authorization(s)

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

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

Autorisation(s)

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

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

Name and title of authorized Project Authority • Nom et titre du chargé de projet autorisé à signer	
Signature	Date
PWGSC Contracting Authority • Autorité contractante de TPSGC	
Signature	Date

Contractor's Signature • Signature de l'entrepreneur

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

<input type="checkbox"/> Estimate received from Contractor • Devis reçu de l'entrepreneur	See attached • Ci-joint <input type="checkbox"/>
Date	Initials • Initiales

<input type="checkbox"/> Revised Estimate received from Contractor • Devis révisé reçu de l'entrepreneur	See attached • Ci-joint <input type="checkbox"/>
Date	Initials • Initiales

ANNEX "D"
ELECTRONIC PAYMENT INSTRUMENTS

As indicated in Part 3, clause 3.1.2, the Bidder must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.

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

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

ANNEX "E"
FEDERAL CONTRACTOR'S PROGRAM FOR EMPLOYMENT EQUITY – CERTIFICATION

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

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

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

Complete both A and B.

A. Check only one of the following:

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

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

- ☐ A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

OR

- ☐ A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

OR

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

ANNEX "F" TECHNICAL AND FINANCIAL EVALUATION

SECTION A – INSTRUCTIONS TO BIDDERS

1. In order to facilitate the evaluation of the proposal, PSPC requests that bidders address and present topics in the same order and with the same headings as the evaluation criteria. Bidders should clearly identify where in their proposal each criterion is addressed.
2. If more projects/samples are provided than the requirements of the criterion, only the first projects/samples in the proposal will be evaluated. Any excess projects/samples will not be evaluated.
3. Projects/Samples start dates must not pre-date the maximum allowable as stated in the Mandatory/Technical evaluation criteria. For projects/samples “completed” dates, please see definitions section of this template (section B).
4. Review the “Submission Requirements” section at the bottom of each Mandatory evaluation criteria and at the top of the Rated Technical Evaluation Criteria section for specifics related to each individual requirement.

SECTION B – DEFINITIONS

National Campaign – The campaign is to be delivered in at least four (4) regions of Canada. One of these 4 regions MUST be Quebec. The regions are: British Columbia, Prairies, Ontario, Quebec, Atlantic, and the Territories.

Advertising – Paid placements in traditional media including newspapers, television, radio, cinema, billboards, out of home, internet, and digital.

Multi-Media Campaign – The campaign is a mix of at least three different media (any of the following: TV; print; radio; out-of-home; internet; digital; cinema; social media, mobile, etc.).

Marketing / Outreach Campaign – The campaign is a mix of at least two different marketing/outreach initiatives (any of the following: partnerships, collateral or educational resources, event-based marketing, webpage, organic content, etc.).

Youth Audience Campaign – The campaign (at least partially) targeted **secondary school aged youth, 15-19 years of age, all genders.**

Produced and Completed – The start date of the campaign, or the submitted portion/phase of an overall campaign, cannot pre-date the allowable date stated in the evaluation criteria. While the campaign can be ongoing, the submitted portion/phase must have been broadcast or published in the appropriate media, and results must be available (for all submitted media types).

Marketing of programs: - Products or services: to better inform and engage the audience, to help drive results in uptake and impact.

Social marketing – To change attitudes and behaviours.

Engagement marketing – To promote engagements with stakeholders, consultations, events, etc.

Experiential marketing – To market a product or a service through experiences that directly engage the Audience.

Recruitment marketing – To find, attract and engage job seekers.

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

Percentage Factor	Percentage of total	Rating Level
0	0%	Insufficient relevant information provided. Unable to evaluate.
1	20%	Unacceptable - Information provided demonstrates that the Bidder's approach or experience does not meet the stated criteria and overall requirement.
2	40%	Poor - Information provided demonstrates that the Bidder's approach or experience only partially meets the stated criteria or is only partially relevant to the overall requirement.
3	60%	Good - Information provided demonstrates that most elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
4	80%	Very Good - Information provided demonstrates that all elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
5	100%	Excellent – Information provided demonstrates that all elements of the Bidder's approach or experience exceed the stated criteria and are highly relevant to the overall requirement.
EVALUATOR INSTRUCTIONS: <ol style="list-style-type: none"> Only the percentage factors indicated in the above table are to be entered into the evaluation grids that follow. In other words, evaluators MUST choose from ONLY the following available percentage factors: 1, 2, 3, 4, 5 and 0. Factors such as 1.75, 2.5, etc. MUST NOT be used. The "Points" and "Total points" boxes in the grids will be calculated based on the percentage factor(s) assigned. Evaluators MUST NOT select a number for "points" which does not correspond to a percentage factor. For example, 2.5/10 is not an acceptable score as 2.5 is not available. 		

F1. MANDATORY TECHNICAL EVALUATION CRITERIA

M1. Marketing and/or Advertising Projects	SCORING	
The Bidder MUST submit two (2) advertising and/or marketing campaigns, produced and completed within the last five (5) years of bid closing date, that combine to meet the following:		
▪ At least one (1) of the campaigns was a national campaign	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one (1) of the campaigns was originally produced and completed in both official languages	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one (1) of the campaigns is a multi-media campaign	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one (1) of the campaigns is a marketing/outreach campaign	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one (1) of the campaigns targets a youth audience	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
▪ At least one (1) of the campaigns included paid advertising	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>

At a minimum, one (1) of the following types of marketing services, as defined in Section B, must have been provided in any of the proposed marketing projects: <ul style="list-style-type: none"> • social marketing; • engagement marketing; • experiential marketing; or • recruitment marketing. 	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
NOTE: These two campaigns will be evaluated under the Rated Technical Evaluation Criteria below.		
Submission Requirements		
Bidder MUST complete the M1 checklist above		

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

F2. RATED TECHNICAL EVALUATION CRITERIA

INSTRUCTIONS
The Bidder must provide a detailed written description of the two (2) advertising and/or marketing campaigns, produced and completed within the last five (5) years of bid closing date, that combine to meet the elements outlined in M2. Each written description will be evaluated against R1, R2, R3, R4 and R5 as outlined below.
Submission Requirements
Maximum eight (8) pages per campaign example. Additional pages will not be considered.

NOTE: Copies of the actual creatives may be submitted within the written response as support elements to the following Rated Technical Evaluation Criteria. They WILL count towards the page limits. They WILL NOT be evaluated. If creative samples are submitted as separate additional documents or files, they WILL NOT be reviewed.

R1. Background
<ul style="list-style-type: none"> ▪ Who was the client and what was the campaign title? ▪ Project start date; (Day, Month, Year); ▪ What was the agency's role? What were you hired to do? ▪ What was the context of the campaign? ▪ Were there specific challenges or considerations related to the campaign? ▪ What were the campaign objectives? ▪ Who was the target audience(s)? ▪ In which region(s) and language(s) was the campaign delivered? ▪ What were the campaign start and end dates (including month and year for each)? If you're submitting a portion or phase of an overall campaign, please include the start and end date of that portion/phase.

- What was the budget for the campaign?
- What were the services provided and how did they meet the objectives of the project?

Maximum Points 5 Pts (2.5 Pts per example)

Minimum Points 3 Pts (1.5 Pts per example)

Bidder Score ____ / 5

R2. Campaign Strategy Development

- What was the overall campaign strategy? How did you determine that strategy and why? On what data, information, insights, challenges or considerations were the recommendations based?
- What were the tactics and/or the media mix recommended to support the campaign and why?
- How did you present the campaign strategy to your client to secure approval, including the rationale that supported your positioning and the arguments that solidified and supported your overall approach or strategy?
- What was the client feedback to the campaign strategy presentation? How did you secure approval? How was client feedback integrated into the overall campaign strategy?
- What challenges did you face during the development, presentation and implementation of the campaign strategy if any? How did you overcome those challenges?

Maximum Points 10 Pts (5 Pts per example)

Minimum Points 6 Pts (3 Pts per example)

Bidder Score ____ / 10

R3. Creative Strategy Development

- What was the foundation to support the creative development? How did you determine this approach and why?
- How did your creative approach and tone support the overall campaign strategy? What was the connection to the objectives, media mix and audiences?
- How did your creative strategy impact the tactics and/or media mix recommended? Did the creative approach drive media selection or vice versa?
- What was the client reaction to the creative approach presented? How did you secure approval? How was client feedback integrated into the overall creative approach?
- What were the challenges during the development and presentation of the creative strategy? How did you overcome those challenges?

Maximum Points 10 Pts (5 Pts per example)

Minimum Points 6 Pts (3 Pts per example)

Bidder Score ____ / 10

R4. Production Capacity and Execution

- Describe the approach taken to manage the overall production of creative products including:
 - what types of products were required
 - what were the media types
 - describe what were there regional or multiple market considerations audience types, geographic, literacy or other niche markets
- How did you manage and coordinate the production of all the creative elements to ensure appropriate quality control and delivery under approved timelines? How did you ensure proper budget controls?
- How did you address talent management, copyright or other production considerations?
- How did you manage client approval of the creative material? How were comments/feedback integrated?
- How was the execution of the overall campaign managed? How did you ensure appropriate oversight, coordination and flexibility, including timelines and budget controls? How did you adapt the campaign and the execution to the changing environment as required?
- How did you manage communication with the client throughout the campaign? How did you seek client input and approval as required?
- What were the challenges during the creative production process and campaign execution? How did you overcome those challenges?

Maximum Points	20 Pts (10 Pts per example)
Minimum Points	12 Pts (6 Pts per example)

Bidder Score	___ / 20
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R5. Performance and Reporting

- What were the results of the overall campaign? Did it achieve the intended results? How did it perform against the KPIs and objectives? What was the measurement approach to assess the performance of the campaign?
- What were the results of the creative approach? Did it achieve what was proposed or anticipated? What were the audience reactions and outcomes achieved?
- How did you monitor campaign and creative performance throughout the campaign? Were any modifications or optimizations implemented due to performance factors? If so, please describe. How did you seek client approval for those optimizations and modifications?
- How did you communicate campaign and creative results to your client throughout the campaign? How were post-campaign evaluations and post-mortems produced and presented?

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

Bidder Score	___ / 10
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F3. FINANCIAL EVALUATION

The figures below are for demonstration purposes only and do not represent current or expected hourly rates for advertising services.

To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 20%.

The financial scores will be calculated as follows:

Step 1: For each Bidder, an average hourly rate per category of service will be calculated using the rates submitted for each of the four periods of the contract (initial contract period, and the option periods).

Example of Step 1:

Firm A

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Average Rate
Account Director	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Lead Strategist	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Creative Director	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
Blended Rate	\$75.00	\$75.00	\$75.00	\$75.00	\$75.00

Firm B

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Average Rate
Account Director	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Lead Strategist	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Creative Director	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00
Blended Rate	\$105.00	\$105.00	\$105.00	\$105.00	\$105.00

Firm C

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Average Rate
Account Director	\$185.00	\$195.00	\$205.00	\$205.00	\$197.50
Lead Strategist	\$235.00	\$245.00	\$255.00	\$255.00	\$247.50
Creative Director	\$235.00	\$245.00	\$255.00	\$255.00	\$247.50
Blended Rate	\$150.00	\$155.00	\$160.00	\$160.00	\$156.25

Firm D

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Average Rate
Account Director	\$75.00	\$75.00	\$85.00	\$85.00	\$80.00
Lead Strategist	\$75.00	\$75.00	\$85.00	\$85.00	\$80.00
Creative Director	\$75.00	\$75.00	\$85.00	\$85.00	\$80.00
Blended Rate	\$50.00	\$50.00	\$50.00	\$50.00	\$50.00

Firm E

Category of Service	Hourly Rate Contract Period	Hourly rate Option Period 1	Hourly rate Option Period 2	Hourly rate Option Period 3	Average Rate
Account Director	\$150.00	\$155.00	\$160.00	\$165.00	\$157.50
Lead Strategist	\$150.00	\$155.00	\$160.00	\$165.00	\$157.50
Creative Director	\$150.00	\$155.00	\$160.00	\$165.00	\$157.50
Blended Rate	\$150.00	\$155.00	\$160.00	\$165.00	\$157.50

Step 2: The highest and lowest average hourly rate per category of service will be removed prior to calculation the overall average rate per category. If there are three or fewer bidders, no hourly rates will be removed.

Example of Step 2:

Bidder	Account Director	Lead Strategist	Creative Director	Blended Rate
FIRM A	\$100.00	\$100.00	\$100.00	\$75.00
FIRM B	\$105.00	\$105.00	\$105.00	\$105.00
FIRM C	\$197.50	\$247.50	\$247.50	\$156.25
FIRM D	\$80.00	\$80.00	\$80.00	\$50.00

FIRM E	\$157.50	\$157.50	\$157.50	\$157.50
OVERALL AVERAGE	\$120.83	\$120.83	\$120.83	112.08

Step 3: If any Bidder's average hourly rate per category is more than 50% below or 100% above the overall average of a category of service, its bid will be considered non-responsive.

Example of Step 3:

Bidder	Account Director	Lead Strategist	Creative Director	Blended Rate
FIRM A	\$100.00	\$100.00	\$100.00	\$75.00
FIRM B	\$105.00	\$105.00	\$105.00	\$105.00
FIRM C	\$197.50	\$247.50	\$247.50	\$156.25
FIRM D	\$80.00	\$80.00	\$80.00	\$50.00
FIRM E	\$157.50	\$157.50	\$157.50	\$157.50
OVERALL AVERAGE	\$120.83	\$120.83	\$120.83	112.08
Maximum Responsive	\$241.66	\$241.66	\$241.66	\$224.16
Minimum Responsive	\$60.42	\$60.42	\$60.42	\$56.04

The bid from Firm C would be non-responsive as it did not meet the maximum responsive hourly rate for two categories. The bid from Firm D would be non-responsive as it did not meet the minimum responsive hourly rate for the Blended Rate.

Step 4: The weighted Financial Score will be determined per category of service

Example of Step 4:

$$\frac{\text{Lowest Responsive Hourly Rate}}{\text{Bidder's Hourly rate}} \times 5 = \text{Weighted Financial Score per Category}$$

BIDDER	Account Director	Weighted Financial Score
FIRM A	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$157.50	3.17

BIDDER	Lead Strategist	Weighted Financial Score
FIRM A	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$157.50	3.17

BIDDER	Creative Director	Weighted Financial Score
FIRM A	\$100.00	5.00
FIRM B	\$105.00	4.76
FIRM E	\$157.50	3.17

BIDDER	Blended Rate	Weighted Financial Score
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FIRM A	\$75.00	5.00
FIRM B	\$105.00	3.57
FIRM E	\$157.50	2.39

Step 5: The Total Financial Score will be calculated by adding all of the weighted Financial Scores per category.

BIDDER	Account Director	Lead Strategist	Creative Director	Blended Rate	TOTAL FINANCIAL SCORE
FIRM A	5.00	5.00	5.00	5.00	20.00
FIRM B	4.76	4.76	4.76	3.57	17.85
FIRM E	3.17	3.17	3.17	2.39	11.90