

REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal To: Transport 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 and services listed herein and on any attached sheets at the price(s) set out therefore.

Proposition à : Transports 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 et services énumérés ici et sur toute feuille ci-annexée, au(x) prix indique(s).

Comments - Commentaires

RETURN BIDS TO: RETOURNER LES SOUMISSIONS À :

By e-mail to: - Par courriel au :
fanie.charon@tc.gc.ca

Solicitation Closes - L'invitation prend fin

At - à :
2:00 PM - 14:00

On - le :
September 14, 2022

Time Zone - Fuseau Horaire :
EDT

Title - Sujet Transport Canada Incident Management System Exercise Development and Delivery	
Solicitation No. N° de l'invitation T8080-220074 - 002	Date of Solicitation Date de l'invitation September 8, 2022
Address enquiries to: - Adresser toute demande de renseignements à : Fanie Charon E-Mail Address - Courriel fanie.charon@tc.gc.ca	

Instructions: Municipal taxes are not applicable. Unless otherwise specified herein all prices quoted must include all applicable Canadian customs duties, GST/HST, excise taxes and are to be delivered Delivery Duty Paid including all delivery charges to destination(s) as indicated. The amount of the Goods and Services Tax/Harmonized Sales Tax is to be shown as a separate item.

Instructions : Les taxes municipales ne s'appliquent pas. Sauf indication contraire, les prix indiqués doivent comprendre les droits de douane canadiens, la TPS/TVH et la taxe d'accise. Les biens doivent être livrés « rendu droits acquittés », tous frais de livraison compris, à la ou aux destinations indiquées. Le montant de la taxe sur les produits et services/taxe de vente harmonisée doit être indiqué séparément.

Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Person authorized to sign on behalf of Vendor/Firm (type or print): La personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie) :	
Name - Nom	Title - Titre
Signature	Date

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PART 1 - GENERAL INFORMATION

1.1 Security Requirements

There is no security requirement applicable to the Contract.

1.2 Statement of Work

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

The TC Emergency Preparedness branch is leading this modernization through building strong partnerships, creating good situational awareness, and using a systems approach to develop emergency management policies, processes and tools that align and support departmental and whole-of-community response activities. In collaboration with Transport Canada's Multimodal Integrated Technical Training branch, the TC Emergency Preparedness branch is striving to ensure TC personnel receive the individual and collective Transport Canada Incident Management System (IMS) training required to perform their incident response duties, and to be able to provide surge capacity staffing to our emergency management partners. Exercises play an important role in ensuring that TC personnel are able to demonstrate an understanding of the concepts and practice their roles in a safe environment.

The objective is to hire a Contractor to develop and deliver TC IMS discussion-based exercises, both in-person and virtually, for fiscal year 2022/2023 (April 1, 2022, to March 31, 2023). These exercises will be conducted with TC personnel across Canada within the initial period of the contract, which will begin on the date of contract award and will end on March 31, 2023.

1.3 Debriefings

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

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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

The [2003](#) (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

“Subsection 3.a) of Section 01, Integrity Provisions - Bid of the Standard Instructions ([2003](#)) incorporated by reference above is deleted in its entirety and replaced with the following:

- a. at the time of submitting an arrangement under the Request for Supply Arrangements (RFSA), the Bidder has already provided a list of names, as requested under the [Ineligibility and Suspension Policy](#). During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names“.

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

Delete: 60 days

Insert: 90 days

2.2 Submission of Bids

Bids must be submitted to the email address on page one of the RFP. Canada will confirm receipt of documents. It is the Bidder's responsibility to ensure that their entire submission has been received. Bidders should not assume that all documents have been received unless Canada confirms receipt of each document. In order to minimize the potential for technical issues, bidders are requested to allow sufficient time before the closing date and time to confirm receipt. Bid documents submitted after the closing time and date will not be accepted.

2.3 Former Public Servant

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

Definitions

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

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

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

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

Former Public Servant in Receipt of a Pension

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

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

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the

published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Work Force Adjustment Directive

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

If so, the Bidder must provide the following information:

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

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) 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 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
- Office of the Procurement Ombudsman (OPO)
 - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

PART 3 - BID PREPARATION INSTRUCTIONS**3.1 Bid Preparation Instructions**

- 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 CPC Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

Canada requests that the Bidder submits its bid in separately bound sections as follows:

Section I: Technical Bid

Section II: Financial Bid

Section I: Technical Bid

In their technical bid, Bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Financial Bid

Bidders must submit their financial bid in accordance with the Basis of Payment.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical Evaluation

4.1.1.1 Mandatory Technical Criteria

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

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

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

M1 EM Exercise Design, Develop and Delivery Capability and Experience.

The Bidder must demonstrate their capability and experience to design, develop and deliver various types of discussion-based Emergency Management exercises.

To demonstrate this the bidder must provide a minimum of three examples (see *Note below), within the last five years, where the bidder has developed and delivered a discussion-based Emergency Management exercise.

M2 EM Exercise Delivery, Capability and Experience working with a federal government Department, Agency, or organization

The Bidder must demonstrate their capability and experience to design, develop and deliver various types of discussion-based Emergency Management exercises to a federal government Department, Agency, or organization.

To demonstrate this the bidder must provide a minimum of three examples (see note below) within the last five years where the bidder has developed and delivered a discussion-based Emergency Management exercise to a federal government Department, Agency, or organization. Any number of these examples can be the same as provided in M1 if they meet the combined requirements for both M1 and M2.

M3 Official Languages

The bidder must demonstrate the experience to provide a discussion-based Emergency Management exercises in English and in French.

To demonstrate this the bidder must provide a minimum of two examples of session delivery in each official language (French and English) of an Emergency Management Exercise within the

last five years. Any number of these examples can be the same as provided in M1 and/or if they meet the combined requirements for M1 and/or M2 and M3.

M4 EM Exercise Virtual Delivery Capability and Recent Experience

The Bidder must demonstrate their capability and experience, within the last five years, to deliver discussion-based Emergency Management virtually.

To demonstrate this the bidder must provide a minimum of two examples of virtual delivery of an Emergency Management Exercise within the last five years. Any number of these examples can be the same as those provided in M1, M2 and/or M3.

M5 Endorsement as a qualified Incident Command System (ICS) Canada Instructor.

The bidder must demonstrate that at least one of the Bidder's exercise design and delivery team members is qualified by an ICS Canada Authority Having Jurisdiction in a province or territory, or by an ICS Canada Agency Authority Having Jurisdiction to instruct ICS I-300 (at minimum) and I-400 (preferred). To demonstrate this the bidder must provide a copy of a letter, certification or other proof issued by the appropriate authority.

*Note: For M1, M2, M3 and M4, each cited project/example must include the following information:

- Name of the client organization and contact information;
- Type and dates/duration of the exercise;
- Brief description of the scope and scale of the service provided and the number of exercise participants;
- Resources/personnel involved and their role; and,
- Confirmation that the services were provided on-time, on-budget, and in accordance with the established project.

4.1.3 Financial Evaluation

SACC Manual Clause [A0220T](#) (2014-06-26), Evaluation of Price-Bid

4.2 Basis of Selection

- A. A bid must comply with the requirements of the bid solicitation and meet all mandatory technical evaluation criteria to be declared responsive. The responsive bid with the lowest evaluated price will be recommended for award of a contract.

PART 6 - RESULTING CONTRACT CLAUSES

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

6.1 Security Requirements

There is no security requirement applicable to the Contract.

6.2 Statement of Work

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

The TC Emergency Preparedness branch is leading this modernization through building strong partnerships, creating good situational awareness, and using a systems approach to develop emergency management policies, processes and tools that align and support departmental and whole-of-community response activities. In collaboration with Transport Canada's Multimodal Integrated Technical Training branch, the TC Emergency Preparedness branch is striving to ensure TC personnel receive the individual and collective Transport Canada Incident Management System (IMS) training required to perform their incident response duties, and to be able to provide surge capacity staffing to our emergency management partners. Exercises play an important role in ensuring that TC personnel are able to demonstrate an understanding of the concepts and practice their roles in a safe environment.

The objective is to hire a Contractor to develop and deliver TC IMS discussion-based exercises, both in-person and virtually, for fiscal year 2022/2023 (April 1, 2022, to March 31, 2023). These exercises will be conducted with TC personnel across Canada within the initial period of the contract, which will begin on the date of contract award and will end on March 31, 2023.

6.3 Standard Clauses and Conditions

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

6.3.1 General Conditions

[2010B](#) (2022-01-28), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

6.4 Term of Contract

The term of the contract will be from contract award to March 31, 2023.

6.4.1 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three (3) 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 at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the

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Buyer ID - Id de l'acheteur
Fanie Charon

Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

6.5 Authorities

6.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Fanie Charron
Title: Contract Specialist
Transport Canada

Telephone: 343 574-8173
E-mail address: fanie.charron@tc.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.

6.5.2 Project Authority

The Project Authority for the Contract is:

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

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

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

6.5.3 Contractor's Representative

Name: _____
Title: _____

Telephone: _____
E-mail address: _____

6.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a [Public Service Superannuation Act](#) (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with [Contracting Policy Notice: 2019-01](#) of the Treasury Board Secretariat of Canada.

6.7 Payment

6.7.1 Basis of Payment

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid firm lot prices, as specified in Annex B for a cost of \$ _____ (inserted at contract award). Customs duties are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

6.7.2 Electronic Payment of Invoices – Contract

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

- a. Direct Deposit (Domestic and International);

6.8 Invoicing Instructions

The Contractor must submit invoices in accordance with the section titled "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:

- (1) A description of the Work delivered;
- (2) A breakdown of the cost elements.

Invoices must be distributed as follows:

The original and 1 copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.

6.9 Certifications and Additional Information

6.9.1 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.

6.10 Applicable Laws

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

6.11 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions (2022-01-28);
- (c) Annex A, Statement of Work;
- (d) the Contractor's bid dated _____

6.12 Dispute Resolution

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

ANNEX "A"**STATEMENT OF WORK****Transport Canada Incident Management System
Exercise Development and Delivery****1. Background**

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

The TC Emergency Preparedness branch is leading this modernization through building strong partnerships, creating good situational awareness, and using a systems approach to develop emergency management policies, processes and tools that align and support departmental and whole-of-community response activities. In collaboration with Transport Canada's Multimodal Integrated Technical Training branch, the TC Emergency Preparedness branch is striving to ensure TC personnel receive the individual and collective Transport Canada Incident Management System (IMS) training required to perform their incident response duties, and to be able to provide surge capacity staffing to our emergency management partners. Exercises play an important role in ensuring that TC personnel are able to demonstrate an understanding of the concepts and practice their roles in a safe environment.

2. Objective

The objective is to hire a Contractor to develop and deliver TC IMS discussion-based exercises, both in-person and virtually, for fiscal year 2022/2023 (April 1, 2022, to March 31, 2023). These exercises will be conducted with TC personnel across Canada within the initial period of the contract, which will begin on the date of contract award and will end on March 31, 2023.

TC reserves the right to exercise up to three (3) additional one year option periods for fiscal years 2023/2024 (April 1, 2023, to March 31, 2024), 2024/2025 (April 1, 2024, to March 31, 2025), and 2025/2026 (April 1, 2025, to March 31, 2026). The development and delivery of the exercises required are in accordance with the chart in Section Three (3) below.

TC reserves the right to retain digital copies of all exercise documents/material developed during the period of the contract and any option periods exercised for a minimum of three calendar years after the period of the contract or any extension period exercised. The exercise documents/material developed will be added to the TC library of EM exercises for reuse by TC if/as required and retained until such time as the content is determined to be no longer relevant.

3. Reference Documents

- The Values and Ethics Code for the Public Sector - <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049>
- The full text of Language Testing, Scales/Levels reference document - http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng
- Standard on Web Accessibility - <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=23601>
- Accessible Canada Act - <https://laws-lois.justice.gc.ca/eng/acts/A-0.6/>

4. Services/Actions Required

The Contractor must have the capacity and expertise to lead the development and in-person and virtual delivery/conduct of discussion-based exercises using Microsoft Teams that focus on the TC IMS, in both English and French.

The primary exercise audience comprises the TC personnel who will staff TC's National and Regional Emergency Coordination Centres as well as the associated senior officials who make up TC's National Incident Management Group (NIMG) in Ottawa and the Regional Incident Management Groups (RIMGs) in every region. The IMS suite of doctrine documents are in various stages of the approval process. Therefore, the exercise target audience's level of familiarization with and knowledge of the IMS doctrine may vary from region to region.

- The primary objective of the series of exercises identified in this SOW is to familiarize TC personnel with the use of TC's Incident Management System's (IMS) structure, plans, policies, procedures, and to allow them to become more comfortable with its' use during incidents.
- The secondary objective is to prepare TC to participate in National exercises designed to practice an integrated departmental and/or "whole of Government" response to a national scale emergency event with partners and stakeholders at local, provincial, and national levels.

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

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

Exercise type	Delivery method and length	Minimum deliveries	Maximum deliveries
Initial Contract Period - FY 2022 - 2023			
Exercise development & delivery - Tabletop	Virtual or in person – Half day (4 hrs)	4	6

Exercise type	Delivery method and length	Minimum deliveries	Maximum deliveries
Option Period 1 - FY 2023 - 2024			
Exercise development & delivery - Tabletop	Virtual or in person – Full day (7 hrs)	4	6
Option period 2 - FY 2024 - 2025			
Exercise development & delivery - Tabletop	Virtual or in person – Full day (7 hrs)	4	6
Option Period 3 - FY 2025 - 2026			
Exercise development & delivery - Tabletop	Virtual or in person – Full day (7 hrs)	4	6

The Contractor must provide Incident Management System exercise-related services to TC's Emergency Management Capacity-Building, Exercises and Lessons Learned Program Manager, or their representative(s) for the Contract period. Reporting to the TC Emergency Management Capacity-Building, Exercises and Lessons Learned Program Manager, the Contractor's resources must:

- Read TC's Incident Management summary documentation prior to the development delivery/conduct of exercises to provide the exercise facilitators and directing staff with TC IMS program background to be better positioned to respond to the questions posed by TC personnel during exercises regarding their application of IMS doctrine. This documentation will be provided to the Contractor by the TC Project Authority.
- Work in close consultation with the TC Emergency Management Capacity-Building, Exercises and Lessons Learned Program Manager, or their representative(s) for the coordination, development, and delivery of exercises. TC subject matter experts will be brought in by the TC Project Authority to assist as required.
- Participate in a kick-off meeting, in person or via videoconference, with the Project Authority or designate within one week of Contract Award, as requested by the Project Authority.
- Coordinate with the TC Emergency Management Capacity-Building, Exercises and Lessons Learned Program Manager, or their representative(s) to schedule exercises and prepare a work plan including the schedule for the duration of the contract identifying facilitator resources within one week of Contract Award. The number of these exercises will be determined by the Project Authority in accordance with TC needs and priorities.
- Develop and lead exercise deliveries in both English and French as scheduled in the workplan.
- Conduct all exercise preparations, deliveries, and debriefing activities including:
 - Exercising concept/plan;
 - Establish exercise objectives in consultation with Project Authority;
 - Lead exercise design and development team meetings;
 - Develop all exercise materials including but not limited to scenarios, participant manuals, controller/simulator manuals, evaluator manuals, Master Scenario Events List (MSEL), etc. for all exercises;
 - Facilitate and present the exercise in the language of the applicable Region;

- Exercise control;
 - Exercise simulation;
 - Exercise evaluation; and
 - Post Exercise reports with successes and recommendations identified;
 - Provide hard copies of all exercise documentation, for all participants, if required for in-person deliveries.
- All exercise documents and materials need to be produced in both English and French for all exercises.
 - All deliverables, other than exercise deliveries, will be submitted to the Project Authority or their representative(s) electronically via e-mail in a recent version of MS Office software. These deliverables include:
 - The Work Plan
 - Exercise design concept and all the materials/presentations/videos utilized for and during the exercise delivery
 - Changes in the exercise materials
 - Reports on noteworthy questions or concerns
 - List of exercise participants
 - Quality findings
 - Changes to exercise materials will be coordinated by the TC Emergency Management Capacity-Building, Exercises and Lessons Learned Program Manager, or their representative(s), in order to ensure that exercises are developed and delivered on time.
 - Provide exercise participants with a standardized exercise evaluation (developed in consultation with TC) and return completed evaluations along with consolidated feedback to the Project Authority.
 - Track and report back to the Project Authority within 5 days after each exercise delivery any noteworthy questions or concerns that come up during exercise delivery regarding the exercise process.
 - Document, track, and report back to the Project Authority a complete list of exercise participants, including any non-TC participants, for each session.
 - Deliver/conduct the exercises in an in-person, virtual, and potentially distributed (not all participants are in the same geographic location) environment if required by restrictions that may be in place due to the ongoing COVID-19 public health emergency.

5. Scope

- All work will be in adherence to the Values and Ethics Code for the Public Sector <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049>.
- Several of the TC exercises will include other government departments, either simulated or with real staff, including but not limited to TC's formal Incident Command System (ICS) Canada partners.

- There is a requirement for exercises to be delivered/conducted in both English and French, and all associated exercising products, material, and training/learning aids to be provided in both English and French.
- The contractor, in consultation with the Project Authority, if required, will be responsible to identify, provide or establish the virtual and distributed exercise environment for each virtual and, if required, distributed exercise.

TC will be responsible for the following logistics and coordination:

- Reserving appropriately equipped meeting rooms;
 - Sending out invitations and generating participant lists for each exercise session;
 - Requesting confirmation from participants of successful completion of the level of training or experience required to participate in the exercise session; and,
 - Coordinating travel required for TC personnel or other government participants to attend the exercises. Project Authority will assign a travel coordinator.
- Exercise seats may, at TC's sole discretion, be made available to other government departments and interagency representatives.
 - Each exercise facilitation will be in accordance with the language requirements outlined in this document.
 - The Project Authority will determine when and where a delivery is required, based on TC needs and priorities.

Delivery Schedule and Locations

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

All exercises should be facilitated no later than February 28, 2023. The Contractor must facilitate the following exercise sessions:

Table 1: Exercise Delivery/Conduct Sessions

Exercise Type	Estimated # of Sessions FY 2022 - 2023	Timelines	Language	Estimated Level of effort (including delivery, prep & follow up) but excluding design
Half-day tabletop	3	<ul style="list-style-type: none"> • Deliveries in various TC regions (exact dates to be determined during kick off meeting) 	Delivery: English Material: English & French	30 - 60 days
Half-day tabletop	1	<ul style="list-style-type: none"> • Deliveries in Quebec or Ottawa (exact dates to be determined during kick off meeting) 	Delivery: French Material: English & French	6 - 12 days

Total Sessions FY 2022 - 2023	4-6		Total Days	36 – 72 days
For each of the three option periods (Option period 1 - FY 2023 – 2024, Option period 2 - FY 2024 – 2025, and Option period 3 – FY 2025 - 2026)				
Exercise Type	Estimated # of Sessions	Timelines	Language	Estimated Level of effort (including delivery, prep & follow up)
Full-day tabletop	4	<ul style="list-style-type: none"> Deliveries in various TC regions (exact dates to be determined once option years are approved) 	Delivery: English Material: English & French	20 days
Full-day tabletop	2	<ul style="list-style-type: none"> Deliveries in various TC regions (exact dates to be determined once option years are approved) 	Delivery: French Material: English & French	4 - 8 days
Total Sessions (FY) 2023 - 2024, 2024 - 2025, 2025 - 2026	4-6 each FY		Total Days	24 – 28 days

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

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

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

Table 2: Anticipated deliveries per region

Discussion Based Exercises (FY –2022-2023)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	3 Half-day tabletop exercises	1 half-day tabletop exercises	4 half-day tabletop exercises	2 half-day tabletop exercises
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)	All material required in English and French	All material required in English and French	All material required in English and French	All material required in English and French
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				
QUE (French) (Dorval and/or				

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Subtotal	3	1	4	2
Total	4		6	

Discussion Based Exercises (Each Option period: FY 2023 – 2024, FY 2024 – 2025, FY 2025 – 2026)				
Region/Regional Audience if Virtual	Minimum		Maximum	
	English	French	English	French
NCR (Ottawa)	3 full day tabletop All material required in English and French	1 full day tabletop All material required in English and French	4 full day tabletop All material required in English and French	2 full day tabletop All material required in English and French
ONT (Toronto and/or Mississauga and/or Sarnia)				
ATL (Halifax/Dartmouth and/or Moncton)				
PAC (Vancouver)				
PNR (Edmonton and/or Winnipeg)				
QUE (French) (Dorval and/or Quebec)				
Subtotal	3	1	4	2
Total	4		6	

6. Rescheduling or Cancellation Without Rescheduling of Exercise Sessions

The following policies shall apply concerning the rescheduling or cancelling without rescheduling of exercises by the Department that requires changes to any of:

- the location of deliveries;
- the language of deliveries; or
- the dates of the deliveries.

Calendar Days Prior To Exercise Start Date	Financial Impact to the Department of Rescheduling or Cancelling Without Rescheduling	
	Reschedule	Cancel Without Rescheduling
30 or more	No cost to the Department.	No cost to the Department.
29 to 15	No cost to the Department	Department will reimburse the Contractor 30% of the unit price of the exercise.
14 to 6	Department will reimburse the Contractor 15% of the unit price of the exercise.	Department will reimburse the Contractor 40% of the unit price of the exercise.
5 or less	Department will reimburse the Contractor 15% of the unit price of the exercise.	Department will reimburse the Contractor 50% of the unit price of the exercise.

7. Travel and Living

Travel costs are included in the price quoted for the in-person exercise.

8. Acceptance

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

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

To ensure the quality of all exercise development/facilitation, at any time the Project Authority:

- a. May invite additional observers/evaluators to monitor/attend the exercise;
- b. May follow up with participants listed on an exercise roster and ask questions concerning how the Contractor conducted the exercise;
- c. Will review the exercise evaluation forms that the participants complete; and,
- d. May require remedial action from the Contractor if the exercise delivery does not meet the requirements of the Contract.

9. Constraints

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

Accessibility

The Government of Canada strives to ensure that the goods and services it procures are inclusive by design and accessible by default, in accordance with *the Accessible Canada Act*, its associated regulations and standards, and Treasury Board Contracting Policy. See references documents for more information.

Transport Canada will accommodate employees with disabilities to undue hardship.

Any Contractor provided electronic exercise materials must conform to the Government of Canada's Standard on Web Accessibility.

Audio visual clips or videos clips must include captions or descriptive text. This includes any pre-recorded presentations.

All exercises must be delivered/conducted within the participants normal working hours within the participant's time zone. No work will be requested of participants before or after work hours or on weekends.

10. Security Clearance

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

11. Language Requirements

Exercise facilitation must be provided in English or French as appropriate to the regional or TC HQ target audience for a particular exercise, and documentation must be provided in both official languages.

The Contractor must provide facilitators who are able to communicate effectively in English both orally and in writing at or above the Advanced Professional Proficiency level stated below for exercises delivered/conducted in English. The Contractor must provide facilitators who are able to communicate effectively in French both orally and in writing at or above the Advanced Professional Proficiency level stated below for the exercises delivered/conducted in French. It is anticipated that each exercise will require a minimum of two facilitators and there is no requirement to deliver/conduct an exercise in a bilingual format, beyond providing the material bilingually. TC reserves the right to evaluate the oral and written linguistic abilities of the facilitators delivering the exercises as required.

Oral Proficiency Rating Scale

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

Reading Proficiency Rating Scale

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

Writing Proficiency Rating Scale

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

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

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

12. Work Location

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

Any restrictions in place caused by external circumstances such as the ongoing COVID-19 public health emergency may that inhibit, prevent, or prohibit in-person exercise delivery/conduct the delivery/conduct will be in the virtual and potentially distributed environment using Microsoft Teams.

ANNEX "B"**BASIS OF PAYMENT****Firm Price Per Exercise:**

The Contractor will be paid a firm per exercise, FOB Destination, customs duty included Goods and Services Tax (GST) or Harmonized Sales Tax (HST) extra, in accordance with the following Tables 1 to 8, Basis of Payment, for work performed in accordance with the Contract.

The prices quoted include all expenses that may be incurred in providing the services, such as profit, overhead, administrative costs, equipment, materials, and Travel and Living expenses.

The total estimated cost that will be used for evaluation purposes, will be the higher of the total in-person delivery costs (tables 1, 3, 5, and 7) or virtual (tables 2, 4, 6, and 8) delivery costs.

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Fanie Charon**Table 1: BASIS OF PAYMENT - IN-PERSON DELIVERY, INITIAL CONTRACT PERIOD**

INITIAL CONTRACT PERIOD: <u>CONTRACT AWARD TO March 31, 2023</u>									
A	B	C	D	E	F	G	H	I	J
In-person Course Location	Half-day Table-top Estimated Max Usage	Firm Unit Price Half-day (4 hrs) in English				Firm Unit Price Half-day (4 hrs) in French			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A

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Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —
Column Total	6				\$ _____ —				\$ _____ —
Total Table 1	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ _____

Table 2: BASIS OF PAYMENT - VIRTUAL DELIVERY, INITIAL CONTRACT PERIOD

INITIAL CONTRACT PERIOD: CONTRACT AWARD TO March 31, 2023

A	B	C	D	E	F	G	H	I	J
In-person Course Location	Half-day Table-top Estimated Max Usage	Firm Unit Price Half-day (4 hrs) in English				Firm Unit Price Half-day (4 hrs) in French			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A

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Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —
Column Total	6				\$ _____ —				\$ _____ —
Total Table 2	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ _____

Table 3: BASIS OF PAYMENT - IN-PERSON DELIVERY, OPTION PERIOD 1

OPTION PERIOD 1: April 1, 2023 TO March 31, 2024

A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A

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Moncton)									
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —
Column Total	6				\$ _____ —				\$ _____ —
Total Table 3	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ _____

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A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Quebec Region	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —

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(Dorval and/or Quebec City)									
Column Total	6			\$ _____					\$ _____
Total Table 4	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ _____

Table 5: BASIS OF PAYMENT - IN-PERSON DELIVERY, OPTION PERIOD 2

OPTION PERIOD 2: April 1, 2024 TO March 31, 2025

A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A

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Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ —	\$ —	\$ —	\$ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ —	\$ —	\$ —	\$ —	N/A	N/A	N/A	N/A
Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ —	\$ —	\$ —	\$ —
Column Total	6				\$ —				\$ —
Total Table 5	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ —

Table 6: BASIS OF PAYMENT - VIRTUAL DELIVERY, OPTION PERIOD 2

OPTION PERIOD 2: April 1, 2024 TO March 31, 2025

A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ —	\$ —	\$ —	\$ —	N/A	N/A	N/A	N/A

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National Capital Region (Ottawa)		\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	N/A	N/A	N/A	N/A
Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	N/A	N/A	N/A	N/A
Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —	\$ <u> </u> —
Column Total	6				\$ <u> </u> —				\$ <u> </u> —
Total Table 6	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ <u> </u>

Table 7: BASIS OF PAYMENT - IN-PERSON DELIVERY, OPTION PERIOD 3

OPTION PERIOD 3: <u>April 1, 2025 TO March 31, 2026</u>									
A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Quebec Region	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —

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(Dorval and/or Quebec City)									
Column Total	6			\$ _____				\$ _____	
Total Table 7	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)								\$ _____

Table 8: BASIS OF PAYMENT - VIRTUAL DELIVERY, OPTION PERIOD 3

OPTION PERIOD 3: April 1, 2025 TO March 31, 2026

A	B	C	D	E	F	G	H	I	J
In-person Course Location	Full day Table-top Estimated Max Usage	Firm Unit Price Full day (7 hrs) in English				Firm Unit Price Full day (7 hrs) in English			
		Design	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D+E)	Design	Development (Including Documents)	Delivery	Total (G+H+I)
Atlantic Region (Halifax and/or Moncton)	4	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
National Capital Region (Ottawa)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A
Ontario Region (Toronto, Mississauga and/or Sarnia)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A

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Prairie and Northern Region (Edmonton and/or Winnipeg)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A	
Pacific Region (Vancouver)		\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	N/A	N/A	N/A	N/A	
Quebec Region (Dorval and/or Quebec City)	2	N/A	N/A	N/A	N/A	\$ _____ —	\$ _____ —	\$ _____ —	\$ _____ —	
Column Total	6					\$ _____ —				\$ _____ —
Total Table 8	(Total of Total Column F - Lowest Value in Column F + 2 X Total Column J)									\$ _____

Table 9: SUMMARY TABLE - TOTAL COST FOR EVALUATION

Total Table 1: In-Person Delivery, Initial Contract Period	\$ _____
Total Table 3 In-Person Delivery, Option Period 1	\$ _____
Total Table 5: In-Person Delivery, Option Period 2	\$ _____
Total Table 7: In-Person Delivery, Option Period 3	\$ _____

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Grand Total IN-PERSON DELIVERY (Total Table 1 + Total Table 3 + Total Table 5 + Total Table 7)	\$ _____ IN-PERSON DELIVERY
Grand Total Table 2: Virtual Delivery, Initial Contract Period	\$ _____
Grand Total Table 4: Virtual Delivery, Option Period 1	\$ _____
Grand Total Table 6: Virtual Delivery, Option Period 2	\$ _____
Grand Total Table 8: Virtual Delivery, Option Period 3	\$ _____
Grand Total VIRTUAL DELIVERY (Total Table 2 + Total Table 4 + Total Table 6 + Total Table 8)	\$ _____ VIRTUAL DELIVERY

The cost to be used for evaluation purposes will be the greater of the total estimated in-person delivery costs (total of tables 1, 3, 5, and 7) or the total estimated virtual delivery costs (total of tables 2, 4, 6, and 8).