



National Defence

Défense nationale

National Defence Headquarters  
Ottawa, Ontario  
K1A 0K2

Quartier général de la Défense nationale  
Ottawa (Ontario)  
K1A 0K2

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

**RETURN BIDS TO:**

**RETOURNER LES SOUMISSIONS À :**

Daven Ho  
MA&S Officer  
daven.ho@forces.gc.ca

**Proposal To: National Defence**

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 aux: Défense Nationale**

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**

**THIS DOCUMENT CONTAINS A SECURITY  
REQUIREMENT**

<b>Title – Titre</b> Project Support Organization for Delivery of a Support Services Contract at the Campus St-Jean site		<b>Solicitation No. – N° de l’invitation</b> W2282-24-AA005	
<b>Date of Solicitation No. – Date de l’invitation</b> 16 April 2024			
<b>Address Enquiries to: – Adresser toutes questions à :</b>  Daven.ho@forces.gc.ca			
<b>Telephone No. – N° de telephone</b> N/A		<b>FAX No. – N° de fax</b>	
<b>Destination</b>  NDHQ – Carling Campus 60 Moodie Drive Ottawa, Ontario K1A 0Z4			

**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.**

<p><b>Solicitation Closes – L’invitation prend fin</b></p> <p>At: – à :</p> <p><b>2:00 PM Eastern Daylight Time (EDT)</b></p> <p>On: – le :</p> <p><b>11 May 2024</b></p>
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Delivery Required – Livraison exigée	Delivery Offered – Livraison proposée
See Herein/Voir aux présentes	
Vendor Name and Address – Raison sociale et adresse du fournisseur	
Name and title of person authorized to sign on behalf of vendor (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur (caractère d'imprimerie)	
Name – Nom _____ Title –Titre _____	
Signature _____ Date _____	

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## TITLE

Bid solicitation #W2282-24-AA005, issued under the framework of the E60ZT-18TSPS Supply Arrangement for task-based professional services, for the provision of the following professional services: CMR Project Support Organization for Campus St-Jean site.

### 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.

#### List of Attachments

Attachment 1 to Part 1, List of Suppliers;  
Attachment 1 to Part 2, Confidentiality Agreement;  
Attachment 1 to Part 3, Pricing Schedule;  
Attachment 2 to Part 3, Bid Submission Form;  
Attachment 1 to Part 4: TSPS Flexible Grids;  
Attachment 2 to Part 4, Technical Criteria; and  
Attachment 1 to Part 5, Certifications Required Precedent to Contract Award

#### List of Annexes

Annex A, Statement of Work;  
Annex B, Basis of Payment;  
Annex C, Security Requirement Check List (SRCL); and  
Annex D, Non-Disclosure Agreement (NDA)

The list of suppliers being invited to bid on this solicitation is attached as Attachment 1 to Part 1. This list will not be updated if additional suppliers request copies of the bid solicitation.

## 1.2 Summary

The Department of National Defence (DND), Military Personnel Command (MPC) and Canadian Defence Academy (CDA) requires a Contractor to provide a project support organization capable of providing administrative, planning and support services, as well as associated documentation, to proceed through departmental and inter-governmental approval and procurement processes with the intent to deliver a Support Services Contract for the Campus St-Jean site. For clarity, the Contractor is not required to be located in the St-Jean sur Richelieu area as they will be supporting a team of public servants from the National Capital Region. The period of any resulting contract will be from 1 June 2024 to 31 March 2026 inclusive. Any resulting contract will include an irrevocable option to extend the resulting contract term by up to 2 additional option periods ending on 31 August 2028 under the same conditions.

The resources required to complete the work includes the following:

<b>TSPS Stream</b>	<b>Number of Resources</b>	<b>Category</b>	<b>Level</b>
2. Business Consulting/ Change Management	1	2.1 Business Analyst	Senior
	2	2.5 Business Process Consultant	Intermediate
3. Project Management Services	1	3.3 Project Leader/Executive	Senior
	1	3.6 Risk Management Specialist	Senior
4. Real Property Project Management Services Class	1	4.5 Financial/Cost Specialist for Real Property	Senior

## 1.3 Security

There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.htm) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.htm>) website.

## 1.4 Trade Agreements

The requirement is subject to the provisions of the Canada Free Trade Agreement (CFTA), Canada-Chile Free Trade Agreement (CCFTA), Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), Canada-Colombia Free Trade Agreement (CCoFTA), Canada-European Union Comprehensive Economic and Trade Agreement (CETA), Canada-Honduras Free Trade Agreement (CHFTA), Canada-Korea Free Trade Agreement (CKFTA), Canada-Panama Free Trade Agreement (CPaFTA), Canada-Peru Free Trade Agreement (CPFTA), Canada-Ukraine Free Trade Agreement

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(CUFTA), Canada-UKTCA (Canada-United Kingdom Trade Continuity Agreement) and World Trade Organization – Agreement on Government Procurement (WTO-AGP).

### **1.5 Comprehensive Land Claims Agreements (CLCAs)**

The resulting contract(s) will not include deliveries within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirements for deliveries within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to CLCAs will have to be treated as a separate procurement, outside of this bid solicitation.

### **1.6 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.

### **1.7 Conflict of Interest**

- In order to protect the integrity of the procurement process, bidders are advised that Canada may reject a bid in the following circumstances:
  - a. if the Bidder, any of its subcontractors, any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation or in any situation of conflict of interest or appearance of conflict of interest;
  - b. if the Bidder, any of its subcontractors, any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other bidders and that would, in Canada's opinion, give or appear to give the Bidder an unfair advantage.
- The experience acquired by a bidder who is providing or has provided the goods and services described in the bid solicitation (or similar goods or services) will not, in itself, be considered by Canada as conferring an unfair advantage or creating a conflict of interest. This bidder remains however subject to the criteria established above.
- Where Canada intends to reject a bid under this section, the Contracting Authority will inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. Bidders who are in doubt about a particular situation should contact the Contracting Authority before bid closing. By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. The Bidder acknowledges that it is within Canada's sole discretion to determine whether a conflict of interest, unfair advantage or an appearance of conflict of interest or unfair advantage exists.

### **1.8 Federal Contractors Program for Employment Equity**

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

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## ATTACHMENT 1 TO PART 1, LIST OF SUPPLIERS

This list will not be updated if additional suppliers request copies of the bid solicitation.

Only selected TSPS SA Holders currently holding a TSPS SA under the E60ZT-18TSPS series of SAs are invited to compete. SA Holders may not submit a bid in response to this bid solicitation unless they have been invited to do so. However, should an uninvited SA Holder wish to be invited, it may contact the Contracting Authority to request an invitation at any time prior to five business days before the published bid closing date, and an invitation will be made to that SA Holder unless it would not be consistent with the efficient operation of the procurement process. In no circumstance will such an invitation require Canada to extend a bid closing date. The following SA Holders have been initially invited to bid on this requirement.

SA Holders that are invited to compete as a joint venture must submit a bid as that joint venture SA Holder, forming no other joint venture to bid. Any joint venture must be already qualified under the E60ZT-18TSPS series as that joint venture at the time of bid closing in order to submit a bid.

9468269 Canada Corp.  
Adirondack Information Management Inc., The AIM Group Inc. in Joint Venture  
Alivaktuk Consulting Inc. & NavPoint Consulting Group Inc. in JV  
Altis Recruitment & Technology Inc.  
Amyantek Inc  
Breckenhill Inc.  
Colliers Project Leaders Inc.  
Colliers Project Leaders Inc., Tiree Facility Solutions in Joint Venture  
Deloitte Inc.  
Ernst & Young LLP  
IBISKA Telecom Inc.  
IT/NET OTTAWA INC, KPMG LLP, in joint venture  
KPMG LLP  
NavPoint Consulting Group Inc.  
OLAV CONSULTING CORP., MOSHWA ABORIGINAL INFORMATION TECHNOLOGY CORPORATION, IN JOINT VENTURE  
Pricewaterhouse Coopers LLP  
Protak Consulting Group  
QMR Staffing Solutions Incorporated  
Quarry Consulting Inc.  
Raymond Chabot Grant Thornton Consulting Inc.  
S.I. SYSTEMS ULC  
Sansom & Associes CPA/Consultation Inc.  
Systemscope Inc.  
TEKSYSTEMS CANADA CORP./SOCIÉTÉ TEKSYSTEMS CANADA  
The AIM Group Inc.  
THE LANSDOWNE CONSULTING GROUP INC.  
The Right Door Consulting & Solutions Incorporated  
Thomas&Schmidt Inc.  
Tiree Facility Solutions Inc.  
WSP Canada Inc.  
Zernam Enterprise Inc

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## 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 (2023-06-08) 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 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 3 of Section 05, Submission of bids, of Standard Instructions 2003 incorporated by the reference above is deleted in its entirety and replaced with the following:

Canada will make Notices of Proposed Procurement (NPP) available through the Government Electronic Tendering Service (GETS). Bid solicitation documents will be e-mailed directly to Qualified Supply Arrangement Holders who are being invited to bid on this requirement. Bidders are advised that GETS is not responsible for the distribution of solicitation documents. Canada is not responsible and will not assume any liabilities whatsoever for the information found on websites of third parties. In the event an NPP, bid solicitation, or related documentation would be amended, Canada will not post notifications on GETS. Canada will send all amendments, including significant enquiries received and their replies, by e-mail directly to invited bidders. Canada will not be liable for any oversight on the Bidder's part nor for notification services offered by a third party.

Subsection 4 of section 05, Submission of bids, of Standard Instructions 2003 incorporated by the reference above is amended as follows:

Delete: 60 days

Insert: 120 calendar days

Section 06, Late bids, of Standard Instructions 2003 incorporated by the reference above is deleted in its entirety.

Section 07, Delayed bids, of Standard Instructions 2003 incorporated by the reference above is deleted in its entirety and replaced with the following:

It is the Bidder's responsibility to ensure that its entire submission has been received. Misrouting or other e-mail delivery issues resulting in the late submission of bids are not acceptable reasons for the bid to be accepted by the Department of National Defence.



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Subsections 1 and 2 of Section 08, Transmission by facsimile or by Canada Post Corporation's (CPC) connect service, of Standard Instructions 2003 incorporated by reference above is deleted in its entirety.

### 2.1.1 SACC Manual Clauses

[A7035T](#) (2007-05-25) List of Proposed Subcontractors

## 2.2 Submission of Bids

Bids must be submitted only to the Contracting Authority as specified by the date and time indicated on page 1 of the bid solicitation.

## 2.3 Former Public Servant – Competitive Bid

[A3025T](#) (2020-05-04) Former Public Servant – Competitive Bid

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 FPS's, 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:

1. an individual;
2. an individual who has incorporated;
3. a partnership made of former public servants; or
4. 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](#)

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[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 FPS's in receipt of a pension, as applicable:

1. name of former public servant; and
2. 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:

1. name of former public servant;
2. conditions of the lump sum payment incentive;
3. date of termination of employment;
4. amount of lump sum payment;
5. rate of pay on which lump sum payment is based;
6. period of lump sum payment including start date, end date and number of weeks;
7. 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 Inquiries - 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

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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.

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## ATTACHMENT 1 TO PART 2, CONFIDENTIALITY AGREEMENT

TO: HIS MAJESTY THE KING IN RIGHT OF CANADA ("CANADA"), AS REPRESENTED  
BY THE MINISTER OF PUBLIC WORKS AND GOVERNMENT SERVICES

The description of the requirement of bid solicitation No. W2282-24-AA005 contains information that is confidential or proprietary to Canada or to a third party (the Confidential Information) that is not to be disclosed or used in any way other than as set out below.

Supplier's legal name: \_\_\_\_\_ (the Supplier) agrees that:

- (a) it must not, without first obtaining the written permission of the Contracting Authority, disclose to anyone, other than an employee or a proposed subcontractor with a need to know, the Confidential Information;
- (b) it must not make copies of the Confidential Information or use it for any purpose other than for the preparation of a bid in response to the bid solicitation identified above; and
- (c) at close or early termination of the bid period, it must immediately deliver the Confidential Information to the Contracting Authority as well as every draft, working paper and note that contains any information related to the Confidential Information.

The Supplier must require any proposed subcontractor referred to in (a) above to execute a Confidentiality Agreement on the same conditions as those contained in this agreement.

The Supplier acknowledges and agrees that it will be liable for any and all claims, loss, damages, costs, or expenses incurred or suffered by Canada caused by the failure of the Supplier, or by anyone to whom the Supplier discloses the Confidential Information to comply with these conditions.

Nothing in this Confidentiality Agreement should be construed as limiting the Supplier's right to disclose any information to the extent that such information:

- (a) is or becomes in the public domain through no fault of the Supplier or any proposed subcontractor;
- (b) is or becomes known to the Supplier from a source other than Canada, except any source that is known to the Supplier to be under an obligation to Canada not to disclose the information;
- (c) is independently developed by the Supplier; or
- (d) is disclosed under compulsion of a legislative requirement or any order of a court or other tribunal having jurisdiction.

\_\_\_\_\_  
Supplier's legal name

\_\_\_\_\_  
Signed by its authorized representative

\_\_\_\_\_  
Date

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## PART 3 – BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

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

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

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

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

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

- (a) use 8.5 x 11 inch (216 mm x 279 mm) page size; and
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](#).

To assist Canada in reaching its objectives, bidders should:

- 1) Include all environmental certification(s) relevant to your organization (e.g. ISO 14001, Leadership in Energy and Environmental Design (LEED), Carbon Disclosure Project, etc.)
- 2) Include all environmental certification(s) or Environmental Product Declaration(s) (EPD) specific to your product/service (e.g. Forest Stewardship Council (FSC), ENERGYSTAR, etc.)

#### 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.

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## Section II: Financial Bid

- A. Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3.
- B. Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

When preparing their financial bid, Bidders should review clause 4.1.2, Financial Evaluation, of Part 4 of the bid solicitation; and article 7.6, Payment, of Part 7 of the bid solicitation.

## SACC Manual Clauses

C3011T (2013-11-06), Exchange Rate Fluctuation

### C. Electronic Payment of Invoices - Bid

Canada requests that bidders:

- 1. select option 1 or, as applicable, option 2 below; and
- 2. include the selected option in Section II of their bid.

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

#### Option 1:

The Bidder accepts to be paid by 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)

#### Option 2:

- The Bidder does not accept to be paid by Electronic Payment Instruments.

## Section III: Certifications

In Section III of their bid, bidders should provide the certifications required under Part 5 and, as applicable, any associated additional information.

## Section IV: Additional Information

In Section IV of their bid, bidders should provide:

- 1. their legal name;
- 2. their Procurement Business Number (PBN);
- 3. the name of the contact person (provide also this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid;
- 4. for Part 2, article 2.3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;

- 
5. Part 6, article 6.1, Security Requirement, of the bid solicitation:
- a) for each individual who will require access to classified or protected information, assets or sensitive work sites:
    - 1) the name of the individual;
    - 2) the date of birth of the individual; and
    - 3) if available, information confirming the individual meets the security requirement as indicated in Part 7 - Resulting Contract Clauses; and
  - b) for each proposed location of work performance or document safeguarding, the address containing the information below.

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

### 3.1.1 Multiple bids

Multiple bids from the same Bidder (or a bid from a Bidder and another bid from any of its affiliates) are not permitted in response to this bid solicitation. Each Bidder must submit only a single bid. For the purpose of this bid solicitation, individual members of a joint venture cannot participate in another bid, either by submitting a bid alone or by participating in another joint venture. If any Bidder submits more than one bid (or an affiliate also submits a bid), either on its own or as part of a joint venture, Canada will choose in its discretion which bid to consider.

### 3.2 Accessibility Standards

In accordance with the [Treasury Board Contracting Policy](#) and the [Accessible Canada Act](#), federal departments and agencies must consider accessibility criteria and features when procuring goods or services. Therefore, bidders are encouraged to highlight all the accessibility features and components of their proposal for this requirement and must:

- (i) demonstrate how the proposed goods and/or services meet the accessibility requirement at delivery; or

describe how it would deliver the proposed goods and/or services under any resulting contract in a way that satisfies the mandatory requirement.

## ATTACHMENT 1 TO PART 3, PRICING SCHEDULE

The Bidder should complete this pricing schedule and include it in its financial bid once completed. As a minimum, the Bidder must respond to this pricing schedule by including in its financial bid for each of the periods specified below its quoted all-inclusive fixed daily rate (in Can \$) for each of the resource categories identified.

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

The rates included in this pricing schedule exclude the total estimated cost of authorized travel and living expenses that may be incurred for the Work described in clause 7.6.1.1 (Limitation of Expenditures) of Part 7 of the bid solicitation.

### 1.0 Professional Services

#### 1.1 Initial Contract Period: from 01 June 2024 to 31 March 2026

Category of Personnel	All-Inclusive Fixed Daily Rate (Can \$)	Level of Services (Estimated)	Total (Can \$)
	A	B	C = A x B
<b>Initial Contract Period (Year 1): from 01 June 2024 to 31 March 2025</b>			
2.1 Business Analyst, Senior	\$	120 days	\$
2.5 Business Process Consultant (A), Intermediate	\$	120 days	\$
2.5 Business Process Consultant (B), Intermediate	\$	120 days	\$
3.3 Project Leader/Executive, Senior	\$	90 days	\$
3.6 Risk Management Specialist, Senior	\$	100 days	\$
4.5 Financial/Cost Specialist for Real Property, Senior	\$	100 days	\$
<b>Total Initial Contract Period (Year 1)</b>			<b>\$</b>

Category of Personnel	All-Inclusive Fixed Daily Rate (Can \$)	Level of Services (Estimated)	Total (Can \$)
	A	B	C = A x B
<b>Initial Contract Period (Year 2): from 01 April 2025 to 31 March 2026</b>			
2.1 Business Analyst, Senior	\$	120 days	\$
2.5 Business Process Consultant (A), Intermediate	\$	120 days	\$
2.5 Business Process Consultant (B), Intermediate	\$	120 days	\$
3.3 Project Leader/Executive, Senior	\$	85 days	\$



3.6 Risk Management Specialist, Senior	\$	100 days	\$
4.5 Financial/Cost Specialist for Real Property, Senior	\$	100 days	\$
<b>Total Initial Contract Period (Year 2)</b>			<b>\$</b>

**1.1.1 Total Initial Contract Period**

Description	Total (Can \$)
Total Initial Contract Period (Year 1)	\$
Total Initial Contract Period (Year 2)	\$
<b>Total Initial Contract Period</b>	
	<b>\$</b>

**1.2 Extended Contract Period: from 01 April 2026 to 31 August 2027**

Category of Personnel	All-Inclusive Fixed Daily Rate (Can \$)	Level of Services (Estimated)	Total (Can \$)
	A	B	C = A x B
<b>Option Period 1: from 01 April 2026 to 31 August 2027</b>			
2.1 Business Analyst, Senior	\$	200 days	\$
2.5 Business Process Consultant (A), Intermediate	\$	200 days	\$
2.5 Business Process Consultant (B), Intermediate	\$	200 days	\$
3.3 Project Leader/Executive, Senior	\$	170 days	\$
3.6 Risk Management Specialist, Senior	\$	200 days	\$
4.5 Financial/Cost Specialist for Real Property, Senior	\$	200 days	\$
<b>Total Option Period 1</b>			<b>\$</b>

Category of Personnel	All-Inclusive Fixed Daily Rate (Can \$)	Level of Services (Estimated)	Total (Can \$)
	A	B	C = A x B
<b>Option Period 2: from 01 September 2027 to 31 August 2028</b>			
2.1 Business Analyst, Senior	\$	120 days	\$
2.5 Business Process Consultant (A), Intermediate	\$	0 days	\$
2.5 Business Process Consultant (B), Intermediate	\$	120 days	\$
3.3 Project Leader/Executive, Senior	\$	85 days	\$
3.6 Risk Management Specialist, Senior	\$	85 days	\$
4.5 Financial/Cost Specialist for Real Property, Senior	\$	100 days	\$
<b>Total Option Period 2</b>			<b>\$</b>

### 1.2.1 Total Extended Contract Period

Description	Total (Can \$)
Total Option Period 1 (Year 3)	\$
Total Option Period 2 (Year 4)	\$
<b>Total Initial Contract Period</b>	
	<b>\$</b>

### 2.0 Total Evaluated Price (for bid evaluation purposes only)

Description	Total Price (Can \$)
Total Initial Contract Period	\$
Total Extended Contract Period	\$
<b>Total Evaluated Price</b>	
	<b>\$</b>

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.

## ATTACHMENT 2 TO PART 3, BID SUBMISSION FORM

BID SUBMISSION FORM	
<b>Bidder's full legal name</b>	
<b>Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)</b>	Name <input style="width: 100%;" type="text"/>
	Title <input style="width: 100%;" type="text"/>
	Address <input style="width: 100%;" type="text"/>
	Telephone # <input style="width: 100%;" type="text"/>
	Fax # <input style="width: 100%;" type="text"/>
	E-mail <input style="width: 100%;" type="text"/>
<b>Bidder's Procurement Business Number (PBN)</b> [see the Standard Instructions 2003] [Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]	
<b>Jurisdiction of Contract:</b> Province or territory in Canada the Bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)	
<b>Former Public Servants</b> See the Article in Part 2 of the bid solicitation entitled Former Public Servant for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation? Yes ____ No ____  If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"

	<p>Is the Bidder a FPS who received a lump sum payment under the terms of the Work Force Adjustment Directive?</p> <p>Yes ____ No ____</p> <p>If yes, provide the information required by the Article in Part 2 entitled "Former Public Servant"</p>
<p><b>Security Clearance Level of Bidder</b> [include both the level and the date it was granted]</p> <p><b>[Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]</b></p>	
<p>On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:</p> <ol style="list-style-type: none"><li>1. The Bidder considers itself and its proposed resources able to meet all the mandatory requirements described in the bid solicitation;</li><li>2. This bid is valid for the period requested in the bid solicitation;</li><li>3. All the information provided in the bid is complete, true and accurate; and</li><li>4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.</li></ol>	
<p><b>Signature of Authorized Representative of Bidder</b></p>	

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## 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

##### 4.1.1.1 Joint Venture Experience

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

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

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

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

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

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

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

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

that show in total 100 billable days.

- d) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

#### **4.1.1.2 Mandatory Technical Criteria**

Refer to Attachment 2 to Part 4, Technical Criteria.

#### **4.1.1.3 Point-Rated Technical Criteria**

Refer to Attachment 2 to Part 4, Technical Criteria. Point-rated technical criteria not addressed will be given a score of zero.

#### **4.1.1.4 Reference Checks**

- a) Whether or not to conduct reference checks is discretionary. However, if Canada chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all bidders who have not, at that point, been found non-responsive.
- b) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by all the Bidders within a 48-hour period using the email address provided in the bid. Canada will not award any points and/or a Bidder will not meet the mandatory experience requirement (as applicable) unless the response is received within five (5) working days of the date that Canada's email was sent.
- c) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within five (5) working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The five (5) working days will not be extended to provide additional time for the new contact to respond.
- d) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- e) Points will not be allocated and/or a Bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a

customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

#### 4.1.1.5 Financial Evaluation

For bid evaluation and Contractor selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

#### 4.2 Basis of Selection

SACC Manual Clause [A0027T](#), Basis of Selection – Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:
  - a. comply with all the requirements of the bid solicitation; and
  - b. meet all mandatory criteria; and
  - c. obtain the required minimum of 535 points overall for the technical evaluation criteria which are subject to point rating.  
The rating is performed on a scale of 680 points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60% for the technical merit and 40% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 60%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

#### Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)

	Bidder 1	Bidder 2	Bidder 3
<b>Overall Technical Score</b>	115/135	89/135	92/135
<b>Bid Evaluated Price</b>	\$55,000.00	\$50,000.00	\$45,000.00

Solicitation No. - N° de l'invitation  
W2282-24-AA005  
Client Ref. No. - N° de réf. du client  
W2282-24-AA005

Amd. No. - N° de la modif.  
File No. - N° du dossier  
W2282-24-AA005

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

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<b>Calculations</b>	<b>Technical Merit Score</b>	115/135 x 60 = 51.11	89/135 x 60 = 39.56	92/135 x 60 = 40.89
	<b>Pricing Score</b>	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00
<b>Combined Rating</b>		83.84	75.56	80.89
<b>Overall Rating</b>		1st	3rd	2nd



## ATTACHMENT 1 to PART 4, TSPS FLEXIBLE GRIDS

The Bidder must demonstrate that the proposed resources meet the minimum number of points required for the relevant level and category as described in the Flexible Grid.

Each Mandatory Flexible Grid Criteria should be addressed separately.

In preparing their response, Bidders are encouraged to consult the TSPS Annex A: Streams and Categories website at: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/aact-tbps-anna-eng.html> for additional information (such as Certifications Examples).

Bids which fail to meet the mandatory Flexible Grid Criteria will be declared non-responsive and will be given no further consideration.

### EDUCATION

Education must have been obtained from a recognized\* Canadian university, college or high school, or the equivalent as established by a recognized\* Canadian academic credentials assessment service, if obtained outside Canada.

- The list of recognized Canadian academic credentials assessment service providers can be found under the Canadian Information Centre for International Credentials website, at the following Internet link: <http://www.cicic.ca/indexe.stm> or World Higher Education Database (WHED) at: [https://www.whed.net/results\\_institutions.php](https://www.whed.net/results_institutions.php).
- In order to obtain points for education and professional accreditations, the Bidder should also include photocopies of certificates. If not provided with the bid, Bidders must provide them upon request and in the timeframe stated by the Contracting Authority.

**Table 1.0**

<b>2.1 BUSINESS ANALYST, SENIOR</b>
The required services may include, but are not limited to the following: <ul style="list-style-type: none"><li>• advising senior management on a range of issues affecting the organization's ability to achieve the project's business objectives</li><li>• identifying opportunities for organizational improvement</li><li>• assisting in the prioritization and assignment of organizational improvements</li><li>• developing and/or implementing an organizational improvement plan, business plan, policies and standards</li><li>• making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations</li><li>• preparing and presenting findings, status and other relevant matters</li><li>• collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports</li><li>• identifying and researching best practices</li><li>• processing problems into solutions or new opportunities/initiatives</li><li>• analyzing, advising on, and implementing business processes, strategies and functions</li><li>• advising on business decisions</li><li>• preparing and advising on contracts structure and enforcement</li></ul>

- leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
- recognizing market factors and adapting business decisions to the context of the organization's sector and industry
- implementing and advising on measures to mitigate risk
- facilitating joint application development (JAD) session and acting as facilitator during workshops
- translating the business requirements into system/functional requirements
- analyzing and documenting the business requirements and delivering work products through the life cycle
- assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
- consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
- documenting business requirements for all stakeholders
- providing support in analyzing, evaluating and controlling risks, especially related to requirements
- managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
- performing strengths, weaknesses, opportunities and threats (SWOT) analysis when producing a business case to determine whether further investment in a project is warranted

<b>BUSINESS ANALYST FLEXIBLE GRID</b>			
<b>Levels of Expertise</b>			
Senior			<b>Minimum 100 pts</b>
Intermediate			<b>Minimum 80 pts</b>
Junior			<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>			
University (PhD, Graduate, Undergraduate, degree)			35 pts
College or CEGEP Diploma / Certificate			25 pts
<b>Professional Certification</b>			
Relevant Professional Certification			15 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	15 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Table 2.0**

<b>2.5 BUSINESS PROCESS CONSULTANT (A AND B), INTERMEDIATE</b>
The required services may include, but are not limited to the following: <ul style="list-style-type: none"> <li>• reviewing existing work processes and organizational structure</li> <li>• analyzing existing business processes, identifying opportunities for process improvements</li> <li>• mapping existing processes and developing and mapping recommended new processes, changes</li> </ul>

- analyzing business functional requirements to identify information, procedures and decision flows
- providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable
- identifying candidate processes for re-design
- prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action
- providing advice in defining new requirements and opportunities for applying efficient and effective solutions
- identifying and providing preliminary costs of potential options
- providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies
- identifying, recommending and planning new processes
- providing advice on and/or assisting in implementing new processes
- identifying the required modifications to the automated processes
- documenting workflow
- using business, workflow and organizational tools
- developing policies, procedures and guidelines
- conducting reviews and developing implementation strategies
- advising HR systems groups and IT groups on discipline requirements
- developing training and information sessions and mentoring on business processes
- analyzing and defining business processes related to both "as is" "to be" status

**BUSINESS CONSULTING / CHANGE MANAGEMENT FLEXIBLE GRID**

**Levels of Expertise**

Senior	<b>Minimum 95 pts</b>
Intermediate	<b>Minimum 70 pts</b>
Junior	<b>Minimum 50 pts</b>

**Relevant Education to the Consultant Category**

University (PhD, Graduate, Undergraduate, degree)	35 pts
College or CEGEP Diploma / Certificate	25 pts

**Professional Certification**

Relevant Professional Certification	15 pts
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**Relevant Experience in Consultant Category**

≥1 yr. and <2 yrs.	12-23 months	10 pts
≥2 yrs. and <4 yrs.	24-47 months	20 pts
≥4 yrs. and <6 yrs.	48-71 months	25 pts
≥6 yrs. and <8 yrs.	72-95 months	35 pts
≥8 yrs. and <10 yrs.	96-119 months	50 pts
≥10 yrs.	120 + months	60 pts

**Table 3.0**

**3.3 PROJECT LEADER/EXECUTIVE, SENIOR**

The required services may include, but are not limited to the following:

- assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning

- advising senior management on a range of issues affecting the organization's ability to achieve the project's business objectives
- assisting in the prioritization and assignment of projects within the program/portfolio
- managing several senior project managers, each responsible for an element of the project/program/portfolio and it's associated team (for example project and financial management)
- meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
- formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
- managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis
- making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
- preparing and presenting findings, status and other relevant matters
- overseeing the development of a Project Business Case (for example business planning and program review)
- managing program changes in accordance with the change management process
- motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project
- developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements
- planning, directing, and controlling the activities of a project team within scheduled time and cost parameters
- producing overall project plans and obtaining approval of preliminary analysis
- updating and providing briefings to upper management on progress and concerns of the project

<b>PROJECT LEADER/EXECUTIVE FLEXIBLE GRID</b>		
<b>Levels of Expertise</b>		
Senior		<b>Minimum 100 pts</b>
Intermediate		<b>Minimum 80 pts</b>
Junior		<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>		
University (PhD, Graduate, Undergraduate, degree)		35 pts
College or CEGEP Diploma / Certificate		25 pts
<b>Professional Certification</b>		
Relevant Professional Certification		15 pts
<b>Relevant Experience in Consultant Category</b>		
≥1 yr. and <2 yrs.	12-23 months	10 pts
≥2 yrs. and <4 yrs.	24-47 months	20 pts
≥4 yrs. and <6 yrs.	48-71 months	30 pts
≥6 yrs. and <8 yrs.	72-95 months	35 pts
≥8 yrs. and <10 yrs.	96-119 months	55 pts
≥10 yrs.	120 + months	65 pts

**Table 4.0**

### 3.6 RISK MANAGEMENT SPECIALIST, SENIOR

The required services may include, but are not limited to the following:

- conducting risk assessments and evaluating potential risk and losses
- identifying project and procurement risks
- reviewing and auditing claims
- recommending alternative solutions, methodologies and strategies for risk mitigation and management
- assisting in prioritization and assignment of risks
- assisting in the development and/or implementation of risk management plans
- developing and managing the implementation of risk management plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- coaching, mentoring and training project teams in risk mitigation techniques
- developing and implementing business continuity plans
- developing crisis and emergency communication and/or management planning strategies
- reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- documenting process improvements
- preparing reports for internal or external publication (corporate services, policy, communications)
- liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the risk assessment process
- identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
- identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
- identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities
- utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
- recommending a ranked-order for risks and opportunities identified
- recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
- performing control risk assessments and analysis, which may include statistical sampling and analysis of existing controls
- assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
- preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
- providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk.

### PROJECT MANAGEMENT SERVICES STREAM FLEXIBLE GRID

#### Levels of Expertise

Senior			<b>Minimum 95 pts</b>
Intermediate			<b>Minimum 70 pts</b>
Junior			<b>Minimum 50 pts</b>
<b>Relevant Education to the Consultant Category</b>			
University (PhD, Graduate, Undergraduate, degree)			35 pts
College or CEGEP Diploma / Certificate			25 pts
<b>Professional Certification</b>			
Relevant Professional Certification			15 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	10 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	25 pts
	≥6 yrs. and <8 yrs.	72-95 months	35 pts
	≥8 yrs. and <10 yrs.	96-119 months	50 pts
	≥10 yrs.	120 + months	60 pts

**Table 5.0**

<b>4.5 FINANCIAL/COST SPECIALIST FOR REAL PROPERTY, SENIOR</b>	
The required services may include, but are not limited to the following:	
Part A	
<ul style="list-style-type: none"> <li>• 1. Preparing a cost and cash flow estimate (e.g., identifying the resources, levels of effort and related costs) required for the project</li> <li>• 2. Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs</li> <li>• 3. Assisting with cost control using problem solving techniques such as life-cycle analysis, value engineering, risk analysis or early estimation (elemental cost analysis)</li> <li>• 4. Analyzing trends in the real estate or construction markets and forecasting the impact of such trends on project costs</li> <li>• 5. Monitoring actual or expected costs against previously budgeted costs and preparing variance analysis (e.g. analyzing and reporting on costs to complete projects and actions to be taken to stay on budget including the state of risk allowances, reserves or contingencies)</li> <li>• 6. Preparing discounted cash-flow analysis including sensitivity analysis</li> <li>• 7. Preparing value-for-money calculations using Monte Carlo simulation</li> <li>• 8. Preparing historic or pro forma financial statement or ratio analysis (based on financial, employment, spatial or other data); and</li> <li>• 9. Providing a review of a financial analysis prepared by a different party</li> </ul>	
Part B	
<ul style="list-style-type: none"> <li>• 10. Evaluating financial management procedures</li> <li>• 11. Reviewing submissions prepared by consultants or contractors relevant to financial activities</li> <li>• 12. Developing business plans or financial plans</li> <li>• 13. Providing input to update the master (baseline) cost plan through: <ul style="list-style-type: none"> <li>○ Site inspections</li> <li>○ Assessing the project design and budgets</li> </ul> </li> </ul>	

- Ensuring a common understanding of all contingencies or allowances; and
- Comparing and reconciling previous project budgets with the current budget
- 14. Providing approved budget, forecast, variances, actuals, billings, payments
- 15. Assisting with cost planning including:
  - Participating in cost planning of project options and "what if" scenarios
  - Providing advice on cost planning in order to coordinate ongoing project procurement activities with information within the organization's financial system
  - Identifying and quantifying potential risks and making contingency recommendations in order to minimize negative cost impacts; and
  - Identifying, forecasting and analyzing project related risks focusing on the presentation, documentation and use of risk allowances or risk reserves or general contingencies
- 16. Developing a detailed worksheet of sub-project annual funding, forecasts, value of work done over the life of the project
- 17. Reviewing and monitoring overall project budget on a regular basis using information provided from the project team
- 18. Highlighting variances and possible mitigation strategies to bring project costs back into budget
- 19. Providing regular reports of project cash flow, including forecasted requirements on an as-required basis; and
- 20. Evaluating or applying governmental or industry (that is generally accepted accounting principles) methods in financial decision making as they relate to real property

<b>FINANCIAL/COST SPECIALIST FOR REAL PROPERTY FLEXIBLE GRID</b>			
<b>Levels of Expertise</b>			
Senior			<b>Minimum 100 pts</b>
Intermediate			<b>Minimum 80 pts</b>
Junior			<b>Minimum 65 pts</b>
<b>Relevant Education to the Consultant Category</b>			
University (PhD, Graduate, Undergraduate, degree)			35 pts
College or CEGEP Diploma / Certificate			25 pts
<b>Professional Certification</b>			
Relevant Professional Certification			20 pts
<b>Relevant Experience in Consultant Category</b>			
	≥1 yr. and <2 yrs.	12-23 months	10 pts
	≥2 yrs. and <4 yrs.	24-47 months	20 pts
	≥4 yrs. and <6 yrs.	48-71 months	30 pts
	≥6 yrs. and <8 yrs.	72-95 months	45 pts
	≥8 yrs. and <10 yrs.	96-119 months	55 pts
	≥10 yrs.	120 + months	65 pts

**Table 7.0: Proposed Resources**

#	Category / Level	Name	Relevant Education Score	Professional Certification Score	Relevant Experience Score	Total Score	Minimum Score
1.	2.1 Business Analyst, Senior						<b>100 pts</b>

Solicitation No. - N° de l'invitation  
W2282-24-AA005  
Client Ref. No. - N° de réf. du client  
W2282-24-AA005

Amd. No. - N° de la modif.  
File No. - N° du dossier  
W2282-24-AA005

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

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2.	2.5 Business Process Consultant (A), Intermediate						<b>70 pts</b>
3.	2.5 Business Process Consultant (B), Intermediate						<b>70 pts</b>
4.	3.3 Project Leader/Executive, Senior						<b>100 pts</b>
5.	3.6 Risk Management Specialist, Senior						<b>95 pts</b>
6.	4.5 Financial/Cost Specialist for Real Property, Senior						<b>100 pts</b>



## ATTACHMENT 2 to PART 4, TECHNICAL CRITERIA

### 1. INSTRUCTIONS

- i. The Bidder must provide the resumes of the proposed resources.
- ii. For Mandatory Technical Criteria, the Bidder must provide all the information necessary to show that it meets the criteria; otherwise, the bid will be deemed non-responsive.
- iii. For Point-Rated Criteria, no points will be awarded if the Bidder does not sufficiently show that it meets the criteria.
- iv. A number of projects can be used to demonstrate that the resource meets the criteria.
- v. The following information should be provided for each reference project:

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

### 2. MANDATORY TECHNICAL CRITERIA

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

	MANDATORY TECHNICAL CRITERIA	SUBSTANTIATION RESPONSE CROSS- REFERENCE WITH BID
MT 1	<p>The Bidder must propose up to 3 and identify the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> resources in each the following categories:</p> <ol style="list-style-type: none"> <li>1. Business Analyst, Senior Level;</li> <li>2. Business Process Consultant (A), Intermediate Level</li> <li>3. Business Process Consultant (B), Intermediate Level;</li> <li>4. Project Leader/Executive, Senior Level;</li> <li>5. Risk Management Specialist, Senior Level;</li> <li>6. Financial/Cost Specialist for Real Property, Senior Level; and</li> </ol> <p>*As two (2) BPC resources are required, the Bidder must propose a total of 3 resources for each (A and B) for a total of 6 resources.</p> <p><i>The same individual may not be proposed for more than one (1) resource category.</i></p>	
MT2	<p>For all resource categories, the Bidder must demonstrate that the proposed resources have graduated with a minimum of a College or CEGEP Diploma from a recognized Canadian College in at least one of the following disciplines:</p> <ul style="list-style-type: none"> <li>• Architecture.</li> <li>• Construction Engineering.</li> <li>• Civic Engineering.</li> <li>• Mechanical/Electrical Engineering.</li> <li>• Business/Public Administration.</li> <li>• Urban/Regional Planning.</li> <li>• Economics or Accounting.</li> <li>• Commerce Degree with Logistics Management Specialty</li> </ul> <p>Educational qualifications and professional certifications/designations should be supported by copies of appropriate documentation (degree, diploma, or other verifiable proof).</p> <p>In cases where studies were completed in an institution outside Canada, only an equivalency certificate from an accredited institution recognizing the credentials as Canadian equivalences will be accepted. These institutions include the credential assessment services of</p>	

	<p>the federal and provincial governments and the International Credential Assessment Service of Canada, as well as others recognized as credential assessment services for comparing degrees and diplomas to Canadian standards and identified on the</p> <p><u><a href="https://www.cicic.ca/">The Canadian Information Centre for International Credentials</a></u> website at the following address:</p> <p><u><a href="https://www.cicic.ca/">https://www.cicic.ca/</a></u></p>	
<b>MT3</b>	<p>The Bidder must demonstrate that its proposed resources for each resource category has a minimum of five (5) years of experience within the last ten (10) years managing a real property project(s).</p>	
<b>MT4</b>	<p>The Bidder must demonstrate that it has participated in at least two (2) major government and one (1) institution real property projects of comparable scope and complexity.</p> <p>Note: This solicitation assumes the Real Property definition as per the <u><a href="#">Federal Real Property and Federal Immovables Act</a></u>, as, <b>real property</b> is lands, including mines and minerals, and buildings, structures, improvements, and other fixtures on, above, or below the surface of the land and includes an interest therein. The Act has application within and outside Canada (e.g., embassy lands and buildings). In the Province of Quebec, real property is referred to as an "immovable."</p>	
<b>MT5</b>	<p>The Bidder must demonstrate that the Business Process Consultants (B), it is proposing, has a minimum of five (5) years of experience within the last ten (10) years of the closing date of this RFP, in delivering solutions to an academic institution system of supply and support.</p>	

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### 3. POINT-RATED TECHNICAL CRITERIA

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

Bids which fail to obtain the required minimum number of points specified will be declared non-responsive. Each point-rated technical criterion should be addressed separately.

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

No points will be awarded if compliance with the point-rated technical criterion is not sufficiently demonstrated.

Every bid that meets all the mandatory requirement above will be evaluated and rated on the following evaluation criteria:

- i. The bidding firm's weighted evaluation score will be calculated by multiplying each evaluation score for criteria 1.1 to 1.4 by its respective weighting and adding the resulting four weighted scores.
- ii. The bidding firm's weighted evaluation score must be a minimum of 50 points for the bid to be considered responsive. Any score below 50 points will cause the proposal to be automatically rejected.
- iii. Each proposed resources for the "Project Leader/Executive, Senior Level" category must obtain a minimum score of 100 points. Any score below 100 points will result in the automatic rejection of the resource.
- iv. Each proposed resource for the "Business Analyst, Senior Level" category must obtain a minimum score of 100 points. Any score below 100 points will result in the automatic rejection of the resource.
- v. Each proposed resource for the " Business Process Consultant, Intermediate " category must obtain a minimum score of 70 points. Any score below 70 points will result in the automatic rejection of the resource.
- vi. Each proposed resource for the " Finance/Cost Specialist for Real Property, Senior " category must obtain a minimum score of 100 points. Any score below 100 points will result in the automatic ejection of the resource.
- vii. Each proposed resource for the " Risk Management Specialist, Senior " category must obtain a minimum score of 95 points. Any score below 95 points will result in the automatic rejection of the resource.
- viii. Any experience and/or expertise and any previous projects submitted for evaluation must have been acquired during the 120 months prior to the closing date of the RFP. However, this time limit does not apply to the acquisition of the various diplomas and academic training.

- ix. The total evaluation score of a proposal will be calculated by multiplying the weighted score on criterion 1. Evaluation of the Bidding Firm by a weight of 40% and multiplying the total evaluation score on criterion 2. Evaluation of the Proposed Resources by a weight of 60% and finally by adding the two results together to obtain a score out of 100 points.
- x. When more than one person is proposed for a resource category, each person will be evaluated separately, and the total score for the resource category will be the average score of all resources proposed. The average will be calculated by applying the same weight to all resources evaluated.
- xi. Notwithstanding the average resource score, each resource must individually obtain the minimum score associated with the category in which the resource is proposed.
- xii. For all criteria pertaining to the experience of the proposed resources, points will be awarded only for clearly demonstrated experience.
- xiii. For the purposes of this evaluation, a period of one month means a period of four weeks (28 days).
- xiv. Please note that for each of the proposed resources, concurrent experience is not accepted. Concurrent experience is experience that has been acquired during the same period of time.

### 3.1 SUMMARY OF POINT-RATED TECHNICAL CRITERIA

**Table 1 – EVALUATION OF THE BIDDING FIRM – CRITERIA 1**

DESCRIPTION	A1 Evaluation Score (0 - 10)	B1 Weighting	C1 Weighted Evaluation Score (A1 x B1)/10*100
RT1.1 Presentation - Clarity		20%	
RT1.2 Comprehension of the Scope of Services		30%	
RT1.3 Firm's Capacity		30%	
RT1.4 Firm's Previous Experience		20%	
<b>TOTAL</b>	<b>____/40</b>	<b>100%</b>	<b>____/100%</b>

**Table 2 – EVALUATION OF THE PROPOSED RESOURCES (EXPERIENCE AND TRAINING) – FLEX GRID**

DESCRIPTION	Minimum	Maximum	A2 Evaluation Score (50 - 120)	B2 Weighting	FLEX GRID Weighted Evaluation Score (A2 x B2)/maximum*100
2.1 Business Analyst, Senior Level	100	115		18%	
2.5 Business Process Consultant (A), Intermediate Level	70	110		13%	
2.5 Business Process Consultant (B), Intermediate Level	70	110		13%	
3.3 Project Leader/Executive, Senior Level	100	115		18%	
3.6 Risk Management Specialist, Senior Level	95	110		18%	
4.5 Financial/Cost Specialist for Real Property, Senior Level	100	120		20%	
<b>TOTAL</b>	<b>535</b>	<b>680</b>	<b>____/680</b>	<b>100%</b>	<b>____/100%</b>

**Table 3 – TOTAL EVALUATION SCORE OF THE PROPOSAL**

DESCRIPTION	A3 Weighted Evaluation Score (Criteria 1 and 2)	B3 Weighting	Total Weighted Evaluation Score (A3 x B3)
1. Total weighted evaluation score of the bidding firm (Criteria 1)		40%	
2. Total evaluation score of the proposed resources (Flex Grid)		60%	
<b>TOTAL EVALUATION SCORE OF THE PROPOSAL</b>		<b>100%</b>	<b>____/100%</b>

**3.2 EVALUATION OF THE BIDDING FIRM – CRITERIA 1**

#	POINT RATED CRITERIA	Evaluation Score (0-10)	Weighting	Weighted Evaluation Score
RT1.1	<p><b>Presentation - Clarity</b></p> <p>The Bidder must demonstrate experience preparing and giving presentations. To demonstrate this experience, the Bidder must provide 3 samples of documents in report or PowerPoint format, written in clear language that is well-structured, easy to read, and concise and consisting of formatted content containing all pertinent sub elements of a report. There must be 3 samples provided in each official language. The Bidder may choose to provide the same document in English and in French, or different documents in English and in French. The documents must be no more than 10 pages each.</p> <p><i>10 points will be awarded if the presentation material provided is extremely coherent, clear and grammatically correct.</i></p> <p><i>5 points will be awarded if the presentation material provided is coherent, clear and grammatically correct.</i></p> <p><i>0 points will be awarded if the presentation material provided is marginally coherent, clear or grammatically correct.</i></p>	—	20%	—
RT1.2	<p><b>Comprehension of the Scope of Services</b></p> <p>The Bidder must demonstrate an understanding of the overall requirements for services, including specific deliverables, expected approaches, technical expectations, and coordination requirements, especially in delivering government real property projects.</p> <p><u>To demonstrate this experience, the Bidder must provide.</u></p> <ul style="list-style-type: none"> <li>a) Scope of services – detailed list of services;</li> <li>b) Summary of your proposed typical work breakdown structure, i.e.</li> </ul>	—	30%	—

	<p>resources assigned, time schedule, extent of work.</p> <ul style="list-style-type: none"> <li>c) Broader goals (federal image, sustainable development, sensitivities)</li> <li>d) Risk management strategy.</li> <li>e) Project management approach to working with a federal government department (understanding of the federal government management structure, client environment, the task authorization contracting process, and working with the government in general).</li> </ul> <p><i>10 points will be awarded if it demonstrates a detailed understanding of the scope of services; includes a complete review of other work relevant to the central concept upon which the Work is based and explains and provides some justification why the proposed work will lead to the expected approach.</i></p> <p><i>5 points will be awarded if it demonstrates a general understanding of the scope of work, includes a review of other work relevant to the concept and explains why the proposed work will lead to the expected approach.</i></p> <p><i>0 points will be awarded if it does not exhibit an understanding or a limited understanding of the scope of services.</i></p>			
<p><b>RT1.3</b></p>	<p><b>Capacity of Firm (Team Approach and Management of Services)</b></p> <p>The Bidder must demonstrate it has the capacity to perform the Work.</p> <p>To demonstrate this experience, the Bidder must provide.</p> <ul style="list-style-type: none"> <li>a) Duties and responsibilities of key personnel.</li> <li>b) Assignment of the resources and availability of back-up personnel.</li> <li>c) Management and organization (reporting structure).</li> </ul>	<p>_____</p>	<p>30%</p>	<p>_____</p>



	<p>d) Firm's approach to acting on the different tasks that will be assigned under this contract.</p> <p>e) Quality control techniques.</p> <p>f) Demonstration of how the team intends to meet the project response time requirements.</p> <p>g) Conflict resolution methods.</p> <p><i>10 points will be awarded if it is highly experienced in developing closely related projects of comparable scope and complexity. The proposed team possess all the capabilities required to perform the work.</i></p> <p><i>5 points will be awarded if has demonstrated some capability with closely related projects, but some capabilities are missing to form comprehensive team.</i></p> <p><i>0 point will be awarded if it has not demonstrated or limited capability with closely related projects of comparable scope and complexity.</i></p>			
<p><b>RT1.4</b></p>	<p><b>Firm's Previous Experience</b></p> <p>The Bidder must demonstrate that it has participated in a series of real property projects in developing closely related projects and of comparable scope and complexity.</p> <p>To demonstrate this experience, the Bidder must provide a brief description from the projects presented in M4 above, and involves the development of a multi-functional support plan that includes:</p> <ul style="list-style-type: none"> <li>• Real Property Management.</li> <li>• Food Services.</li> <li>• Education Services.</li> <li>• Security.</li> <li>• IT and Communication Services.</li> <li>• Accommodation Services.</li> <li>• Environmental Management.</li> <li>• Fitness Services.</li> <li>• Recreational Services.</li> <li>• Transportation Services.</li> <li>• Medical and Dental Services; and</li> </ul>	<p>_____</p>	<p>20%</p>	<p>_____</p>

	<ul style="list-style-type: none"><li>• Site Management Services,</li></ul> <p>The following information must be provided for each project:</p> <ul style="list-style-type: none"><li>a) Project Title.</li><li>b) Location.</li><li>c) Project Description</li><li>d) Project value (identifying cost control/savings) ;</li><li>e) Performance period of the project (month and year when the project began and ended) (e.g. from May 2013 to July 2015 (27 months));</li><li>f) 2013 to July 2015 (27 months));</li><li>g) Statement of services rendered project objectives, constraints, and deliverables.</li><li>h) Name and role of the resource in the project, where applicable.</li><li>i) Period of the resource's participation, where applicable (e.g. from June 2014 to May 2015 (12 months)); and</li><li>j) Client references – name, address, telephone numbers and email address of contacts at the working level. References may be checked if necessary.</li></ul> <p>The Bidder (as defined in section GI20 of the General Instructions) must have knowledge of the above-mentioned projects. Past project experience of entities other than the Bidder will not be considered in the evaluation unless these entities form part of a joint venture with the Bidder.</p> <p>Please indicate those projects that were carried out in a joint venture and the responsibilities of each of the entities involved in each project.</p> <p><b>Only projects that were started in the last ten (10) years will be accepted.</b></p> <p><i>10 points will be awarded if is highly experienced in developing closely related projects and of comparable scope and complexity.</i></p> <p><i>5 points will be awarded if it has demonstrated</i></p>			
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	<p><i>some experience with closely related projects.</i></p> <p><i>0 points will be awarded if it has not demonstrated or limited experience with closely related projects.</i></p>			
<p><b>Total weighted evaluation score of the firm (a minimum score of 50% out of 100 is required)</b></p>		<p>____/40</p>	<p>100%</p>	<p>____/100</p>

### 3.3 EVALUATION OF THE PROPOSED RESOURCES

When more than one (1) person is proposed for a resource category, each person will be evaluated separately, and the total score for the resource category will be the average score of all resources proposed. The average will be calculated by applying the same weight to all resources evaluated. Notwithstanding the average resource score, each resource must individually obtain the minimum score associated with the category in which the resource is proposed.

## 4. SELECTION METHODOLOGY

### Highest Responsive Combined Rating of Technical Merit and Price

- Weighting factor for the Price: 40%
- Weighting factor for the Technical Point-Rated score: 60%

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## 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 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 procurement agreement of the [Ineligibility and Suspension Policy](#), 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.

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 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 Federal Contractors Program for Employment Equity certification, for each member of the Joint Venture.

### **5.2.3 Additional Certifications Precedent to Contract Award**

The required additional certifications to provide are included in Attachment 1 to Part 5, Additional Certifications Required Precedent to Contract Award.

#### **5.2.3.1 Status and Availability of Resources**

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default. If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

#### **5.2.3.2 Education and Experience**

SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

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

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## ATTACHMENT 1 TO PART 5, ADDITIONAL CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD

### 1. Federal Contractors Program For Employment Equity - Certification

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

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

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

Instructions to the Bidder: Complete both A and B.

#### A. Instructions to the Bidder: 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 certifies having a combined workforce in Canada of 100 or more permanent full-time and/or permanent part-time employees.
  - 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. Instructions to the Bidder: Check only one of the following:

- B1. The Bidder is not a Joint Venture.

or

- 
- ( ) B2. The Bidder is a Joint venture. **Instructions to the Bidder: Refer to the Joint Venture section of the Standard Instructions. If the Bidder is a Joint Venture, it must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture.**

## 2. Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

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

## 3. Education and Experience

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

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## PART 6 – SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirement

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

- a. the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- b. the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
- c. the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
- d. the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7- Resulting Contract Clauses; and
- e. the Bidder must provide the address of each proposed site or premise of work performance and document safeguarding as follows:

Address:

Street Number / Street Name, Unit / Suite / Apartment Number

City, Province, Territory / State

Postal Code / Zip Code

Country

6.1.2 For additional information on security requirements, Bidders should refer to the [Contract Security Program](#) of Public Works and Government Services Canada website.

### 6.2 Financial Capability

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

Section 3, Financial Capability is deleted in its entirety and replaced with the following:

If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of the Bidder, however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's. Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada.

In the case of a joint venture bidder, each member of the joint venture must meet the financial capability requirements.



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## 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 in Annex A.

#### 7.1.1 Optional Services

The Contractor grants to Canada the irrevocable option to acquire the services described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

### 7.2 Standard Clauses and Conditions

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

#### 7.2.1 General Conditions

[2035](#) (2022-12-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract with the following replacements:

Section 08 – Replacement of Specific Individuals, of [2035](#) (2008-05-12) General Conditions – Higher Complexity – Services is deleted and replaced with the following:

1. if the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
  - a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
  - b. security information on the proposed replacement as specified by Canada, if applicable.

Any assessment of the information provided will occur as per 2 (b) below.

2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
  - a. exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Article titled "Default of the Contractor"; or

- 
- b. assess the information provided under 1 (a) and (b) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2 (a) above, or require the Contractor to propose another replacement within five working days' notice.
  3. Where an Excusable Delay applies, Canada may require 2 (b) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.
  4. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
  5. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

Section 17 - Interest on Overdue Accounts, of 2035 (2022-12-01) General Conditions - Higher Complexity - Services - will not apply to payments made by credit cards.

With respect to Section 30 - Termination for Convenience, of 2035 (2022-12-01) General Conditions - Higher Complexity - Services, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

- 04) The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract.
- 05) Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:
  - a. the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or
  - b. the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.
- 06) The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

### **7.2.2 Inspection and Acceptance**

The Technical Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements

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of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

### 7.2.3 Non-Disclosure Agreement

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex D, and provide it to the Contracting Authority before they are given access to information by or on behalf of Canada in connection with the Work.

### 7.3 Security Requirement

**7.3.1** The following security requirement checklist (SRCL) and related clauses provided by the [Contract Security Program](#) apply and form part of the Contract:

Security requirement for Canadian supplier: Public Works and Government Services Canada (PWGSC) file # Common-professional services security requirement check list #6

1. The contractor/offeror must, at all times during the performance of the contract/standing offer, hold a valid designated organization screening (DOS), issued by the Contract Security Program (CSP), Public Works and Government Services Canada (PWGSC)
2. The contractor/offeror personnel requiring access to protected information, assets or sensitive work site(s) must each hold a valid reliability status, granted or approved by the CSP, PWGSC
3. The contractor/offeror must not remove any protected information or assets from the identified work site(s), and the contractor/offeror must ensure that its personnel are made aware of and comply with this restriction
4. Subcontracts which contain security requirements are not to be awarded without the prior written permission of the CSP, PWGSC
5. The contractor/offeror must comply with the provisions of the:
  - a) Security Requirements Check List and security guide (if applicable), attached at Annex C
  - b) Contract Security Manual (latest edition)

### 7.4 Term of Contract

#### 7.4.1 Period of the Contract

The Work is to be performed during the period of June 1, 2024, to March 31, 2026

#### 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 1 additional 17-month period and 1 additional 12-month period 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.

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Canada may exercise this option at any time by sending a written notice to the Contractor at least ten (10) calendar days 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.

#### **7.4.3 Termination on Thirty Days Notice**

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

#### **7.4.4 Comprehensive Land Claims Agreements (CLCAs)**

The Contract does not include deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirements for deliveries of services within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to CLCAs will have to form part of a separate contract.

### **7.5 Authorities**

#### **7.5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Mr. Daven Ho

Title: Materiel Acquisition & Support Officer

Department of National Defence, ADM(Mat)

Directorate: D Maj Proc 7-3-2

Address: 60 Moodie Drive, Ottawa, ON K1A 0Z5

E-mail address: daven.ho@forces.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 Technical Authority**

*(Fill in at time of contract award.)*

In its absence, the Technical Authority is:

*(Fill in at time of contract award.)*

The Technical Authority named above 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 Technical Authority, however the Technical Authority has no authority to authorize changes to the scope of the Work.

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Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

*(Fill in at time of contract award.)*

## 7.6 Payment

### 7.6.1 Basis of Payment

#### 7.6.1.1 Limitation of Expenditures

The Contractor will be paid for the Work performed, in accordance with the Basis of payment at annex B, to a limitation of expenditure of \$\_\_\_\_\_ *(insert the amount at contract award)*. Customs duties are included and Applicable Taxes are extra.

#### 7.6.1.2 Authorized Travel and Living Expenses

- a) Concerning the requirements to travel described in section 14 of the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the *National Capital Act (R.S.C., 1985, c. N-4)*, at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the *National Joint Council Travel Directive*; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees", to a limitation of expenditure of \$\_\_\_\_\_ *(insert the amount at contract award)*. Customs duty are included and Applicable Taxes are extra.
- b) Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.
- c) All travel must have the prior authorization of the Technical Authority.
- d) The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

### 7.6.2 Canada's Total Liability

- A. For the Work described in the Statement of Work in Annex A, Canada's total liability to the Contractor under the Contract must not exceed \$ \_\_\_\_\_ *(to be inserted at contract award)*. Customs duties are included and Applicable Taxes are extra.
- B. No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before

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obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

1. when it is 75 percent committed; or
2. four (4) months before the Contract expiry date; or
3. As soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work;

whichever comes first.

- C. 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.

### **7.6.3 Method of Payment**

For the Work described in the Statement of Work in Annex A:

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

### **7.6.4 SACC Manual Clauses**

[A9117C](#) (2007-11-30), T1204 – Direct Request by Customer Department  
[C0305C](#) (2014-06-26), Cost Submission

### **7.6.5 Electronic Payment of Invoices - Contract**

The Contractor accepts to be paid using any of the following Electronic Payment Instruments:

- 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)

## 7.6.6 Discretionary Audit

C0705C (2010-01-11) Discretionary Audit

## 7.7 Invoicing Instructions

*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. a copy of time sheets to support the time claimed;
- b. a copy of the release document and any other documents as specified in the Contract;
- c. a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- d. a copy of the monthly progress report.

### 7.7.1 Invoices must be distributed as follows:

- a) The original and one (1) copy must be forwarded to the following address for certification and payment.

*(Fill in at time of contract award.)*

- b) One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

## 7.8 Certifications and Additional Information

### 7.8.1 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.

### 7.8.2 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 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. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

## 7.9 Applicable Laws

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

## 7.10 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the General Conditions 2035 (2022-12-01), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List (SRCL);
- (f) Annex D, Non-Disclosure Agreement (NDA); and
- (g) the Contractor's bid dated \_\_\_\_\_ (*Insert at time of contract award.*)

## 7.11 Defence Contract

SACC Manual clause [A9006C](#) (2012-07-16), Defence Contract

## 7.12 Foreign Nationals

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

## 7.13 Insurance Requirements

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

The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

## 7.14 Proactive Disclosure of Contracts with Former Public Servants

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

## 7.15 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.



Solicitation No. - N° de l'invitation  
W2282-24-AA005  
Client Ref. No. - N° de réf. du client  
W2282-24-AA005

Amd. No. - N° de la modif.  
File No. - N° du dossier  
W2282-24-AA005

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

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- (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\*](#)".

#### **7.16 Additional Clauses**

SACC Manual Clause [A9065C](#) (2006-06-16), Identification Badge  
SACC Manual Clause [A9068C](#) (2010-01-11), Government Site Regulations

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## ANNEX A, STATEMENT OF WORK

### 1. TITLE

Project Support Organization for Delivery of a Support Services Contract Project at the Campus St-Jean site.

### 2. BACKGROUND

The Department of National Defence (DND), Military Personnel Command (MPC) and Canadian Defence Academy (CDA) is mandated to provide higher level education and training for Canadian Armed Forces (CAF) Regular and Reserve Force Officers and Senior Non-Commissioned Officers. To fulfill this responsibility as part of the CAF military mission, CDA operates, through a support services contract, the Collège Militaire Royal located in St-Jean sur Richelieu in Quebec. This contract will expire on 31 August 2027, and includes a one-year option period to extend the contract to August 2028. A replacement support framework needs to be in place at least 6 months before the end of the contract, specifically 31 March 2027, or 31 March 2028, if the option period is exercised, to allow continued and uninterrupted education and training within the site.

### 3. OBJECTIVE

The aim of this Statement of Work (SOW) is to provide a project support team to support all departmental project delivery activities for the close-out of the current Contract, including assistance with transition risk analysis pertaining to the migration of site management from the current provider to DND (including the finalization of the SOW, the development of a contract requirements package to support the production of a Request for Information (RFI), a Request for Proposal (RFP), as well as submission and governance documents to achieve Full Operational Capability (FOC) status for the new replacement support services contract. The objective is to deliver a long-term contracted solution for the provision of support services for the Royal Military College and the Osside Institute including facility management, food services, transportation, accommodations, IT, maintenance and other services. The work will include the creation of policy response documentation to address, coordination with other stakeholders (internal and external to DND), Project Management (PM) team resource control, updating and finalizing the financial and costing estimations and oversight of the development and implementation of a services contract project. This PM organization will report to CDA and in turn MPC Technical Services Project and Project Management cell.

### 4. LIST OF ACRONYMS

ADM(Fin)	Assistant Deputy Minister (Finance)
ADM(IE)	Assistant Deputy Minister (Infrastructure and Environment)
ADM(Mat)	Assistant Deputy Minister (Materiel)
CAF	Canadian Armed Forces
CDA	Canadian Defence Academy
CFO	Chief Financial Officer
CMR-SJ	Collège Militaire du Royal St-Jean
C Prog	Chief of Program
DND	Department of National Defence
DSX	Defence Strategic Executive Committee

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GFE	Government Furnished Equipment
GOC	Government of Canada
IRMC	Investment and Resource Management Committee
MPC	Military Personnel Command
PA	Project Authority
PAD	Project Approval Directive
PM	Project Management
PMB	Project Management Board
PSPC	Public Services and Procurement Canada
RFI	Request for Interest
RFP	Request for Proposal
SOCD	Statement of Capability Deficiency
TA	Technical Authority
TB	Treasury Board
VCDS	Vice Chief of the Defence Staff

## 5. APPLICABLE REFERENCE DOCUMENTS

- 5.1. DND Project Approval Directive. (electronic version)
- 5.2. Government of Canada, "Strong, Secure, Engaged - Canada's Defence Policy," 2017.
- 5.3. Government of Canada, "Government of Canada - Outcome Management and Tools," 31 August 2009. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/outcome-management-guide-tools.html> [Accessed 27 January 2020].
- 5.4. SOW. Canada, "Gender-Based Analysis Plus (GBA+)," 04 12 2018. [Online]. Available: <https://cfc-swc.gc.ca/gba-acis/index-en.html>. [Accessed 06 03 2020].
- 5.5. Treasury Board of Canada Secretariat, "Business Case Guide," 2009. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/business-case-guide.html>.
- 5.6. Government of Canada, "Guide to Cost Estimating," 05 10 2023. [Online]. Available: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32600>. [Accessed 19 09 2019].
- 5.7. Government of Canada, "Cost Estimate Definitions," 22 10 2018. [Online]. Available: <https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/conn-know/couts-cost/definition-eng.html>. [Accessed 18 09 2019].
- 5.8. I. p. & A. N. D. Director General Costing, "Cost Factors Manual, Personnel Cost Chapter FY2018-2019," National Defense, Ottawa, 2018.
- 5.9. Government of Canada, "Directive on the Management of Procurement," 13 02 2024. [Online]. Available: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>. [Accessed 15 10 2019].
- 5.10. GOC, "Project Complexity and Risk Assessment Tool," 24 08 2015. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/project-complexity-risk-assessment-tool.html#s3>. [Accessed 15 10 2019].

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  - 5.12. Investopedia, "Strength, Weakness, Opportunity, and Threat (SWOT) Analysis," Investopedia, 9 October 2019. [Online]. Available: <https://www.investopedia.com/terms/s/swot.asp>. [Accessed 10 October 2019].
  - 5.13. Government of Canada, "Government of Canada Project Management," Government of Canada, 01 10 2015. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management.html>. [Accessed 20 11 2019].
  - 5.14. P. S. A. P. Canada, "Project Management Plan Template," 06 11 2019. [Online]. Available: <https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/ti-it/ervcpgpm-dsfvpmpt-eng.html>. [Accessed 10 02 2020].
  - 5.15. Public Services and Procurement Canada, "National Project Management System Directive on Risk Management for Real Property Projects," Government of Canada, 20 04 2017. [Online]. Available: <https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/conn-know/risque-risk/gestrisq-procrisk-eng.html>. [Accessed 21 11 2019].
  - 5.16. Government of Canada, "Organizational Project Management Capacity Assessment Tool," Government of Canada, 01 05 2013. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/organizational-project-management-capacity-assessment-tool.html>. [Accessed 14 01 2020].
  - 5.17. G. O. C, Directive on the Management of Projects and Programmes," 01 04 2022. [Online]. Available: <https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32594>. [Accessed 10 01 2020].
  - 5.18. Government of Canada, "Guide to Executive Project Dashboards," 07 2012. [Online]. Available: <https://www.canada.ca/en/treasury-board-secretariat/services/information-technology-project-management/project-management/guide-executive-project-dashboards.html>. [Accessed 20 11 2019].
  - 5.19. PAD and TB Business Case (BC) and Options Analysis (OA) for the NCR Health Services Medical and Dental Clinics Post 2026.
  - 5.20. DND Financial Administration Manual and
  - 5.21. DND Cost Factors Manual.
  - 5.22. Copy of Contract No. W2294-05DD02/001/PSD Client Ref No. 4938-5-CDA01;
  - 5.23. RMC Saint-Jean Concept of Operations (See SOCD);
  - 5.24. RMC Saint-Jean Background Briefs;
  - 5.25. CFB St-Jean Concept of Operations;
  - 5.26. Real Property Operations Detachment Concept of Operations RMC Saint-Jean

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- 5.27. Organizational Charts;
  - 5.28. Treasury Board of Canada Secretariat, Business Case Guide, 2009;
  - 5.29. Statement of Operational Capability Deficiencies (SOCD);
  - 5.30. High Level Mandatory Requirements for RMC Saint-Jean Future Support Paradigm (See SOCD)
  - 5.31. DND Economic Model (latest version).
  - 5.32. EY Study RMC Saint-Jean Governance Analysis Feb. 2020
  - 5.33. SOW Royal Military College St-Jean Future Support Paradigm
  - 5.34. Other Applicable Reference Documents (as required)

## 6. SCOPE OF WORK

- 6.1 The DND requires a Contractor to provide a project support organization capable of providing administrative, planning and support services, as well as associated documentation, to proceed through departmental and inter-governmental approval and procurement processes to deliver a Support Services Contract at the Campus St-Jean site. The project support organization will produce all deliverables and adhere to the Project Approval Directive (PAD), and Treasury Board (TB) Directive guidelines and instructions pertaining to the delivery of projects, programs and contracting within the federal government and direction from senior governance boards (Program Management Board (PMB), Defence Strategic Executive Committee (DSX), Investment and Resource Management Committee (IRMC), etc.).
- 6.2 To help facilitate this requirement, a basic understanding of the Collège Militaire Royal de St-Jean (Campus St-Jean) SOW Future Support Paradigm, Campus St-Jean mission and operational goals, as well as a sound understanding of the associated engineering and logistical support required to maintain and operate a Military College and associated educational institutes.
- 6.3 It is additionally important to have a basic understanding of the CAF and DND, most particularly the command-and-control relationships between MPC, CDA and the educational institutions on the Campus St-Jean site. As well, the Contractor will require a sound understanding of the operating methodologies for the provision of professional educational services to CAF members and the associated logistics and real property support requirements at the Campus St-Jean site.

### 6.4 RESOURCES – TSPS SERVICES

- 6.4.1 The Contractor must provide the following professional services resource categories:

TSPS Stream	Number of Resources	Category	Level
2. Business Consulting/ Change Management	1	2.1 Business Analyst	Senior
	2	2.5 Business Process Consultant	Intermediate

3. Project Management Services	1	3.3 Project Leader/Executive	Senior
	1	3.6 Risk Management Specialist	Senior
4. Real Property Project Management Services Class	1	4.5 Financial/Cost Specialist for Real Property	Senior

6.4.2 Specific tasks may include, without being limited to, those identified under each TSPS Resources Category below:

6.4.3 **2.1 Business Analyst**

The required services may include, but are not limited to, the following:

- advising senior management on a range of issues affecting the organization's ability to achieve the project's business objectives
- identifying opportunities for organizational improvement
- assisting in the prioritization and assignment of organizational improvements
- developing and/or implementing an organizational improvement plan, business plan, policies and standards
- making recommendations and providing advice for improvements and assisting in developing solutions, scenarios and implementing recommendations
- preparing and presenting findings, status and other relevant matters
- collecting and analyzing information and presenting findings on complex issues, carrying out or coordinating research as required and preparing reports
- identifying and researching best practices
- processing problems into solutions or new opportunities/initiatives
- analyzing, advising on, and implementing business processes, strategies and functions
- advising on business decisions
- preparing and advising on contracts structure and enforcement
- leading and managing various business systems and process improvements (for example, initiating redesign to promote increased efficiencies and reduce overall costs, implementing improvements to automation of process)
- recognizing market factors and adapting business decisions to the context of the organization's sector and industry
- implementing and advising on measures to mitigate risk
- facilitating joint application development (JAD) session and acting as facilitator during workshops
- translating the business requirements into system/functional requirements
- analyzing and documenting the business requirements and delivering work products through the life cycle
- assessing the organization's capacity/capability to undertake and successfully deliver t an initiative or a change
- consulting stakeholders (individually or by means of facilitating group sessions) to identify comprehensive business requirements
- documenting business requirements for all stakeholders
- providing support in analyzing, evaluating and controlling risks, especially related to requirements

- 
- managing the implementation of an organizational improvement plan to identify, analyze, plan, track and control organizational improvements on a continuous basis; and
  - performing strengths, weaknesses, opportunities and threats (SWOT) analysis when producing a business case to determine whether further investment in a project is warranted

#### 6.4.4 **2.5 Business Process Consultant**

The required services may include, but are not limited to the following:

- reviewing existing work processes and organizational structure
- analyzing existing business processes, identifying opportunities for process improvements
- mapping existing processes and developing and mapping recommended new processes, changes
- analyzing business functional requirements to identify information, procedures and decision flows
- providing advice on key initiatives that enable the organization to deploy high-impact business processes that are focused, accountable and measurable
- identifying candidate processes for re-design
- prototyping potential solutions, scenarios, providing trade off information and suggesting a recommended course of action
- providing advice in defining new requirements and opportunities for applying efficient and effective solutions
- identifying and providing preliminary costs of potential options
- providing advice in developing and integrating process and information models between processes to eliminate information and process redundancies
- identifying, recommending and planning new processes
- providing advice on and/or assisting in implementing new processes
- identifying the required modifications to the automated processes
- documenting workflow
- using business, workflow and organizational tools
- developing policies, procedures and guidelines
- conducting reviews and developing implementation strategies
- advising HR systems groups and IT groups on discipline requirements
- developing training and information sessions and mentoring on business processes
- analyzing and defining business processes related to both "as is" "to be" status

#### 6.4.5 **3.3 Project Leader/Executive**

The required services may include, but are not limited to the following:

- assessing the organization's capacity/capability to undertake and successfully deliver a project in the context of the overall program or portfolio program or portfolio priorities through strategic planning
- advising senior management on a range of issues affecting the organization's ability to achieve the project's business objectives
- assisting in the prioritization and assignment of projects within the program/portfolio
- managing several senior project managers, each responsible for an element of the project/program/portfolio and its associated team (for example project and financial management)

- 
- meeting with organizational executives to ensure all organizational (internal and external) stakeholders are committed to moving forward on the project (for example opportunity evaluation)
  - formulating statements of problems; establishing procedures for the development and implementation of significant, new or modified project, program or portfolio elements to solve these problems, and obtaining approval thereof
  - managing the implementation of a project/program/portfolio to identify, analyze, plan, track and control progress on a continuous basis
  - making recommendations and providing advice for improvements and assisting in developing solutions and implementing recommendations (for example policy development and standards development)
  - preparing and presenting findings, status and other relevant matters
  - overseeing the development of a Project Business Case (for example business planning and program review)
  - managing program changes in accordance with the change management process
  - motivating the team to ensure commitment to the program's objectives specifying the general requirements of the project
  - developing project alternatives and identifying their administrative, economic, and technical feasibility and practicality associated policy and organizational change requirements
  - planning, directing, and controlling the activities of a project team within scheduled time and cost parameters
  - producing overall project plans and obtaining approval of preliminary analysis
  - updating and providing briefings to upper management on progress and concerns of the project

#### 6.4.6 **3.6 Risk Management Specialist**

The required services may include, but are not limited to the following:

- conducting risk assessments and evaluating potential risk and losses
- identifying project and procurement risks
- reviewing and auditing claims
- recommending alternative solutions, methodologies and strategies for risk mitigation and management
- assisting in prioritization and assignment of risks
- assisting in the development and/or implementation of risk management plans
- developing and managing the implementation of risk management plans (safety programs) to identify, analyze, plan, track, evaluate and control project risks on a continuous basis throughout the project life cycle
- coaching, mentoring and training project teams in risk mitigation techniques
- developing and implementing business continuity plans
- developing crisis and emergency communication and/or management planning strategies
- reviewing the organization's insurance and risk management programs and making recommendations regarding coverage improvements, administration, loss control and financing mechanisms
- providing leadership and support to the design, implementation and evaluation of clients products/services performance measures, risk management and risk mitigation strategies
- documenting process improvements
- preparing reports for internal or external publication (corporate services, policy, communications)



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- liaising with and interviewing stakeholders, as required, to obtain, clarify and exchange information, in-order to co-ordinate and manage the risk assessment process
  - identifying, confirming and documenting the risk tolerance for the process, project, program, or strategic risk and using this tolerance to guide all analysis, assessment and recommendations undertaken or produced
  - identifying, confirming and documenting the objectives and priorities specific to the process, project, program or strategic direction being assessed, feasibility studies
  - identifying relevant risks and opportunities (including, but not limited to, economic, political, operational, legal, reputation, technical, organizational, accounting, banking and social risks) that threaten the objectives and priorities
  - utilizing both quantitative and qualitative techniques, as appropriate, to assess the likelihood that a risk event will occur; and/or the impact if the risk event occurs
  - recommending a ranked-order for risks and opportunities identified
  - recommending and documenting suggested Risk Responses necessary to manage the likelihood and/or impact of the identified risks
  - performing control risk assessments and analysis, which may include statistical sampling and analysis of existing controls
  - assisting with the on-going monitoring of risk and assisting with the implementation of risk response/mitigation strategies
  - preparing draft and finalized risk assessments, briefing notes, presentations and papers related to risk management, and developing and updating risk management plans; and
  - providing advice with respect to risk management best practices and providing guidance and direction to assist in managing risk

#### 6.4.7 4.5 Financial/Cost Specialist for Real Property

The required services may include, but are not limited to the following:

##### Part A

- 1. Preparing a cost and cash flow estimate (e.g., identifying the resources, levels of effort and related costs) required for the project
- 2. Forecasting costs for specific activities such as: direct project costs, project support overhead, corporate or administrative overhead, costs of products and services, leasing costs
- 3. Assisting with cost control using problem solving techniques such as life-cycle analysis, value engineering, risk analysis or early estimation (elemental cost analysis)
- 4. Analyzing trends in the real estate or construction markets and forecasting the impact of such trends on project costs
- 5. Monitoring actual or expected costs against previously budgeted costs and preparing variance analysis (e.g. analyzing and reporting on costs to complete projects and actions to be taken to stay on budget including the state of risk allowances, reserves or contingencies)
- 6. Preparing discounted cash-flow analysis including sensitivity analysis
- 7. Preparing value-for-money calculations using Monte Carlo simulation
- 8. Preparing historic or pro forma financial statement or ratio analysis (based on financial, employment, spatial or other data); and
- 9. Providing a review of a financial analysis prepared by a different party

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## Part B

- 10. Evaluating financial management procedures
- 11. Reviewing submissions prepared by consultants or contractors relevant to financial activities
- 12. Developing business plans or financial plans
- 13. Providing input to update the master (baseline) cost plan through:
  - Site inspections
  - Assessing the project design and budgets
  - Ensuring a common understanding of all contingencies or allowances; and
  - Comparing and reconciling previous project budgets with the current budget
- 14. Providing approved budget, forecast, variances, actuals, billings, payments
- 15. Assisting with cost planning including:
  - Participating in cost planning of project options and "what if" scenarios
  - Providing advice on cost planning in order to coordinate ongoing project procurement activities with information within the organization's financial system
  - Identifying and quantifying potential risks and making contingency recommendations in order to minimize negative cost impacts; and
  - Identifying, forecasting and analyzing project related risks focusing on the presentation, documentation and use of risk allowances or risk reserves or general contingencies
- 16. Developing a detailed worksheet of sub-project annual funding, forecasts, value of work done over the life of the project
- 17. Reviewing and monitoring overall project budget on a regular basis using information provided from the project team
- 18. Highlighting variances and possible mitigation strategies to bring project costs back into budget
- 19. Providing regular reports of project cash flow, including forecasted requirements on an as-required basis; and
- 20. Evaluating or applying governmental or industry (that is generally accepted accounting principles) methods in financial decision making as they relate to real property

## 7. TASKS

The Contractor must perform the following tasks which may include, but are not limited to:

- 7.1 The Contractor must direct and coordinate the continuous development and delivery of project activities to ensure the refinement of the SOW, development, and maintenance of documents to support the RFI, RFP, as well as to provide support to DND and other Government Departments. The Contractor must also provide continuous revisions to key documents subject to the Project Approval Process for contracting outlined within the PAD for anticipated Ministerial and Treasury Board approval.
- 7.2 The Contractor must, when required, present project briefs to key governance committees and approval bodies. In addition, the Contractor must liaise with departmental Gender Based Analysis Plus subject matter experts, departmental Information and Technology experts, Departmental Security experts, departmental privacy specialists, and other agencies as required and identified by the Technical Authority (TA).

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- 7.3** The Contractor must hold a start-up meeting within two weeks of contract award with the Project and Technical Authorities, that outlines their plan, timelines, critical path, and other project management sub elements required to get the continued project activities underway.
- 7.4** The Contractor must develop a project brief, plan, and schedule for the delivery of activities in support of the replacement support framework (contract) of the CMR-SJ Future Support Services Contract and associated support requirements and gain the approval of the Technical Authority (TA).
- 7.5** The Contractor must provide specialist project and contract management advice, consultation services, policy, technical direction and support for the development, acquisition, and installation of the CMR-SJ Future Support Services Contract personnel, equipment, and their associated support requirements.
- 7.6** The Contractor must apply specialist knowledge to create plans to manage transition phases including the provision of the contractual support requirements, provide any necessary supporting business processes, support the preparation of necessary contractual and submission documents including a refined contract SOW, ancillary requirement documentation required to complete both a RFI and RFP, as well as evaluation criteria and methodology for the proposals in support of a contracting and procurement process.
- 7.7** As part of Section 7.6, the contractor must develop and propose a real property and equipment transition plan from the departing contractor to DND as well as the follow-on transition from DND to the new contractor to include a Government Furnished Equipment (GFE) and material inventory, schedule, deliberate steps in the transition process, checks and balances and final hand over procedure for the transition phases.
- 7.8** The Contractor must lead and conduct contract governance development and establishment, engineering, logistical, supply, transportation, food services, tailoring, accommodation, and real property studies. In addition, the Contractor must lead investigations into areas of specialized engineering and processes to pre-empt or resolve systems and equipment issues and problems.
- 7.9** The Contractor must liaise with multi-disciplinary teams of professionals consisting of Campus St-Jean, CDA, Assistant Deputy Minister (Infrastructure and Environment) (ADM(IE)), ADM Material (Mat) Staff, Public Services and Procurement Canada (PSPC), ADM Finance (FIN) subordinate staff, continuous working groups, temporary project teams and contracted personnel. This requirement will include working with the Vice Chief of Defence Staff (VCDS), Chief of Program (C Prog), and the leadership of MPC and CDA in the development, costing and implementation of the replacement support framework (contract). The aim of this task is to develop the required analyses, reports, requirements, definition, concepts, preliminary procurement designs and contract documents including transition and start up commissioning plan of the replacement support arrangement of Campus St-Jean.
- 7.10** The Contractor must collaboratively work with any assigned DND/CAF staff and resolve problems, which may involve monitoring work, managing concurrent tasks, reviewing documents and implementing corrective action to ensure that the project is both on schedule and within budget.

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- 7.11** The Contractor must in coordination and working with ADM(Fin), MPC Comptroller and CDA Comptroller recommend the lines of cash flow and types of commitment of funds on the project and ensure that expenditures are within the allocated project budget.
- 7.12** The Contractor must provide both verbal and written reports to the designated PA on progress of the project. The frequency of reporting will be bi-weekly unless otherwise negotiated and is to include the following information:
- a) All significant activities performed in the period covered that may impact the performance of the work;
  - b) Status of any outstanding activities that may extend beyond prescribed timelines;
  - c) Description of any problems encountered which will require attention or escalation; and
  - d) Any recommendations to update procedures.
- 7.13** The Contractor must provide presentations in power point and written format to authoritative bodies within DND, MPC, CDA and potentially TB for project updates and approvals.
- 7.14** The Contractor must establish and interface with DND clients to ensure that all project related activity updates are clear and concise and that any requested changes to the service elements are implemented promptly.

#### **OPTIONAL TASKS**

- 7.15** The Contractor must continue to assist the PA with any ongoing transition requirements such as: clarification of GFE details, audit and verification of equipment and materiel and certification and validation of computerized materiel and real property management systems.
- 7.16** The Contractor must assist the PA with any residual tasks necessary to close out the transition phases, including all the sub-components of the SOW and a report identifying their associated lessons learned.

#### **8. DELIVERABLES**

**Table 1 - Deliverables**

<b>Deliverable Number</b>	<b>Task Reference</b>	<b>Description of the Deliverable</b>
<b>8.1</b>	<b>7.1</b>	Development of approval documents
<b>8.2</b>	<b>7.2</b>	Project brief presentations
<b>8.3</b>	<b>7.3</b>	Start-up meeting and briefing

8.4	7.4	Project brief, plan and schedule
8.5	7.5	Project Management advice and consultation services
8.6	7.6	Develop procurement solutions and refine the SOW document for the replacement of the current Campus St-Jean site support services contract
8.7	7.7	Conduct contracting, procurement, engineering, logistical, and real property studies and analysis
8.8	7.11	Recommend the commitment and expenditure of funds
8.9	7.12	Provide the following finished or supporting documents:  reviews, approval documents, project briefs, risk analysis, cost estimates, management plans, request for information, request for proposal, evaluation of bidder's plan, contractor payment schedule and other associated project management, procurement, contracting and delivery documents
8.10	7.12	Provide written and verbal progress reports on a bi-weekly basis.
8.11	7.13	Provide presentations to leadership for updates and approvals
<b>OPTIONAL DELIVERABLES</b>		
8.12	7.15	Provide transitional management services.
8.13	7.16	Continue to provide transitional management services.

## 9. ESTIMATED LEVEL OF EFFORT

Table 2 -Estimated Level of Effort

Required TSPS Occupational Categories	Resource Level	Estimated Level of Effort (days) per Occupational Category			
		Initial Contract Period		Option 1	Option 2
		Year 1 June 2024- March 2025	Year 2 April 2025- March 2026	April 2026 – August 2027	September 2027 – August 2028
2.1 Business Analyst	Senior	120	120	200	120
2.5 Business Process Consultant (A)	Intermediate	120	120	200	0
2.5 Business Process Consultant (B)	Intermediate	120	120	200	120
3.3 Project Leader/Executive	Senior	90	85	170	85

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3.6 Risk Management Specialist	Senior	100	100	200	85
4.5 Financial/Cost Specialist for Real Property	Senior	100	100	200	100

## 10. CONSTRAINTS

### 10.1. Constraints include:

- a) All project management and approval work is to be conducted in accordance with the DND PAD and DND policies;
- b) All contracting, engineering and project/program management work is to be conducted by the project management organization in accordance with DND, TB policies and GOC regulations; and
- c) Hours of operation are from 0800 hrs to 1700 hrs Monday to Friday excluding statutory holidays as for a normal work week. There may be occasions for additional hours of work, depending on project requirements which will be negotiated on a case-by-case basis.

## 11. GOVERNMENT FUNDED EQUIPMENT (GFE)

The DND will provide the Contractor with access to DND's DWAN network only. All supporting software and hardware required to complete this requirement is the responsibility of the Contractor.

## 12. LANGUAGE REQUIREMENTS

The resources must be bilingual (French and English).

## 13. LOCATION OF WORK

Work will be completed between the Contractor's office and at DND facilities within the NCR.

## 14. TRAVEL

The Contractor will be required to travel within the NCR and to Campus St-Jean when required. Travel costs within the NCR will not be reimbursed and travel to the Campus St-Jean area will be reimbursed in accordance with TB travel policies.

## ANNEX B, BASIS OF PAYMENT

### A - Contract Period (From 01 June 2024 to 31 March 2026)

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

#### 1.0 Professional Fees

The Contractor will be paid all inclusive fixed time rates as follows:

Resource Category	Level of Expertise	All Inclusive Firm Per Diem Rate (CAD\$)
<b>Initial Contract Period (Year 1): from Date of 01 June 2024 to 31 March 2025</b>		
2.1 Business Analyst	Senior	\$ _____
2.5 Business Process Consultant (A)	Intermediate	\$ _____
2.5 Business Process Consultant (B)	Intermediate	\$ _____
3.3 Project Leader/Executive	Senior	\$ _____
3.6 Risk Management Specialist	Senior	\$ _____
4.5 Financial/Cost Specialist for Real Property	Senior	\$ _____
<b>Initial Contract Period (Year 2): from 01 April 2025 to 31 March 2026</b>		
2.1 Business Analyst	Senior	\$ _____
2.5 Business Process Consultant (A)	Intermediate	\$ _____
2.5 Business Process Consultant (B)	Intermediate	\$ _____
3.3 Project Leader/Executive	Senior	\$ _____
3.6 Risk Management Specialist	Senior	\$ _____
4.5 Financial/Cost Specialist for Real Property	Senior	\$ _____

**Total Estimated Cost of Professional Fees: \$ \_\_\_\_\_** *(insert amount at contract award)*

#### Definition of a Day/Proration

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.”)

- i. All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- ii. No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

#### 2.0 Cost Reimbursable Expenses

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## 2.1 Authorized travel and living expenses for Work

Concerning the requirements to travel described in section 14 of the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the National Capital Act (R.S.C., 1985, c. N-4), at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

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

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

Total Estimated Cost of Authorized Travel and Living Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)

## 2.2 Subcontracts

The Contractor will be reimbursed the expenses for subcontracts it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of a copy of the invoice (supported by receipt vouchers (as applicable)) the contractor received from the subcontractor.

<b>Subcontractor</b>	<b>Estimated Cost</b>
( <i>insert data at contract award</i> )	
_____ ( <i>insert name</i> )	\$ _____
_____ ( <i>insert name</i> )	\$ _____

Total Estimated Cost of Subcontracts: \$\_\_\_\_\_ (*insert amount at contract award*)

## 2.3 Other Direct Expenses

The Contractor will be reimbursed the other direct expenses it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of an itemized statement supported by receipt vouchers.

<b>Allowable Categories</b>	<b>Estimated Cost</b>
( <i>insert data at contract award</i> )	
_____	\$ _____
_____	\$ _____

Total Estimated Cost of Other Direct Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)

Total Estimated Cost- Cost Reimbursable Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)



**3.0 Total Estimated Cost-Contract Period: \$ \_\_\_\_\_ (insert amount at contract award)**

With the exception of the all-inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Technical Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.1 of the Contract.

**B - Option to Extend the Term of the Contract**

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

**B – 1 First Extended Contract Period (From 01 April 2026 to 31 August 2027)**

**1.0 Professional Fees**

The Contractor will be paid all-inclusive fixed time rates as follows:

Resource Category	Level of Expertise	All Inclusive Firm Per Diem Rate (CAD\$)
<b>First Option Period (Year 3): from 01 April 2026 to 31 August 2027</b>		
2.1 Business Analyst	Senior	\$ _____
2.5 Business Process Consultant (A)	Intermediate	\$ _____
2.5 Business Process Consultant (B)	Intermediate	\$ _____
3.3 Project Leader/Executive	Senior	\$ _____
3.6 Risk Management Specialist	Senior	\$ _____
4.5 Financial/Cost Specialist for Real Property	Senior	\$ _____

**Total Estimated Cost of Professional Fees: \$ \_\_\_\_\_ (insert amount at contract award)**

**Definition of a Day/Proration**

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.

- i. All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- ii. No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

**2.0 Cost Reimbursable Expenses**

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## 2.1 Authorized travel and living expenses for Work

Concerning the requirements to travel described in section 14 of the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the National Capital Act (R.S.C., 1985, c. N-4), at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

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

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

Total Estimated Cost of Authorized Travel and Living Expenses: \$ \_\_\_\_\_ (*insert amount at contract award*)

## 2.2 Subcontracts

The Contractor will be reimbursed the expenses for subcontracts it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of a copy of the invoice ( supported by receipt vouchers (as applicable)) the contractor received from the subcontractor.

Subcontractor	Estimated Cost
( <i>insert data at contract award</i> )	
_____ ( <i>insert name</i> )	\$ _____
_____ ( <i>insert name</i> )	\$ _____

Total Estimated Cost of Subcontracts: \$ \_\_\_\_\_ (*insert amount at contract award*)

## 2.3 Other Direct Expenses

The Contractor will be reimbursed the other direct expenses it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of an itemized statement supported by receipt vouchers.

Allowable Categories	Estimated Cost
( <i>insert data at contract award</i> )	
_____	\$ _____
_____	\$ _____

Total Estimated Cost of Other Direct Expenses: \$ \_\_\_\_\_ (*insert amount at contract award*)

Total Estimated Cost-Cost Reimbursable Expenses: \$ \_\_\_\_\_ (*insert amount at contract award*)

**3.0 Total Estimated Cost-Contract Period:** \$ \_\_\_\_\_ (*insert amount at contract award*)

With the exception of the all-inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Technical Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.1 of the Contract.

**B – 2 SECOND EXTENDED CONTRACT PERIOD (FROM 01 SEPTEMBER 2027 TO 31 AUGUST 2028)**

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

**1.0 Professional Fees**

The Contractor will be paid all-inclusive fixed time rates as follows:

Resource Category	Level of Expertise	All Inclusive Firm Per Diem Rate (CAD\$)
<b>2<sup>nd</sup> Option Period (Year 4): from 01 September 2027 to 31 August 2028</b>		
2.1 Business Analyst	Senior	\$ _____
2.5 Business Process Consultant (A)	Intermediate	\$ _____
2.5 Business Process Consultant (B)	Intermediate	\$ _____
3.3 Project Leader/Executive	Senior	\$ _____
3.6 Risk Management Specialist	Senior	\$ _____
4.5 Financial/Cost Specialist for Real Property	Senior	\$ _____

**Total Estimated Cost of Professional Fees:** \$ \_\_\_\_\_ *(insert amount at contract award)*

**Definition of a Day/Proration**

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the all-inclusive fixed daily rate must be prorated to reflect the actual time worked.”)

- i. All proposed personnel must be available to work outside normal office hours during the duration of the Contract.
- ii. No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

**2.0 Cost Reimbursable Expenses**

**2.1 Authorized travel and living expenses for Work**

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Concerning the requirements to travel described in section 14 of the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the *National Capital Act (R.S.C., 1985, c. N-4)*, at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the *National Joint Council Travel Directive*; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

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

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

Total Estimated Cost of Authorized Travel and Living Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)

## 2.2 Subcontracts

The Contractor will be reimbursed the expenses for subcontracts it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of a copy of the invoice (supported by receipt vouchers (as applicable)) the contractor received from the subcontractor.

Subcontractor	Estimated Cost
( <i>insert data at contract award</i> )	
_____ ( <i>insert name</i> )	\$ _____
_____ ( <i>insert name</i> )	\$ _____

Total Estimated Cost of Subcontracts: \$\_\_\_\_\_ (*insert amount at contract award*)

## 2.3 Other Direct Expenses

The Contractor will be reimbursed the other direct expenses it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of an itemized statement supported by receipt vouchers.

Allowable Categories	Estimated Cost
( <i>insert data at contract award</i> )	
_____	\$ _____
_____	\$ _____

Total Estimated Cost of Other Direct Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)

Total Estimated Cost- Cost Reimbursable Expenses: \$\_\_\_\_\_ (*insert amount at contract award*)

**3.0 Total Estimated Cost-Contract Period: \$\_\_\_\_\_ (*insert amount at contract award*)**

Solicitation No. - N° de l'invitation  
W2282-24-AA005  
Client Ref. No. - N° de réf. du client  
W2282-24-AA005

Amd. No. - N° de la modif.  
File No. - N° du dossier  
W2282-24-AA005

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

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With the exception of the all-inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Technical Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.1 of the Contract.

## ANNEX C, SECURITY REQUIREMENTS CHECK LIST

COMMON-PS-SRCL#6



Contract Number / Numéro du contrat <b>W2282-24-AA005</b>
Security Classification / Classification de sécurité <b>UNCLASSIFIED</b>

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

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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité  
**UNCLASSIFIED**



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Contract Number / Numéro du contrat W2282-24-AA005
Security Classification / Classification de sécurité UNCLASSIFIED

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
 Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  No  Yes  
 Non  Oui

If Yes, indicate the level of sensitivity:  
 Dans l'affirmative, indiquer le niveau de sensibilité : \_\_\_\_\_

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

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

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

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

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

Special comments:  
 Commentaires spéciaux : \_\_\_\_\_

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

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

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

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

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

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

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

**PRODUCTION**

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

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

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

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

COMMON-PS-SRCL#6



Contract Number / Numéro du contrat <b>W2282-24-AA005</b>
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**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.

Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.

Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL CONFIDENTIEL	SECRET	TOP SECRET TRÈS SECRET	NATO RESTRICTED NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET COSMIC TRÈS SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET TRÈS SECRET
											A	B	C			
Information / Assets Renseignements / Biens																
Production																
IT Media / Support TI																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

**If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".**  
**Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.**

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

**If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).**  
**Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).**



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## ANNEX D – NON-DISCLOSURE AGREEMENT (NDA)

I, \_\_\_\_\_, recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. W2282-24-AA005 between His Majesty the King in right of Canada, represented by the Department of National Defence and \_\_\_\_\_, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need-to-know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: W2282-24-AA005.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date