# REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

#### **Proposal To: Transport Canada**

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

#### Proposition à : Transports Canada

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

# RETURN BIDS TO: RETOURNER LES SOUMISSIONS À :

By e-mail to: - Par courriel au: <a href="mailto:trevor.hardman@tc.gc.ca">trevor.hardman@tc.gc.ca</a>

Solicitation Closes - L'invitation prend fin

At - à: 2:00 PM - 14:00

On - le:

June 28, 2023 - 28 juin 2023

Time Zone - Fuseau Horaire : Central Time - Heure centrale

14/20X

Title - Sujet

Transport Canada Incident Management System Exercise Development and Delivery - Système de gestion des incidents de Transports Canada Élaboration et tenue d'exercice

Solicitation No.
N° de l'invitation

Date of Solicitation
Date de l'invitation

**T8080-230027** May 18, 2023 - 18 mai 2023

Address enquiries to: - Adresser toute demande de renseignements à :

Trevor Hardman

Telephone No. - N° de telephone E-Mail Address - Courriel trevor.hardman@tc.gc.ca

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

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

Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur

Person authorized to sign on behalf of Vendor/Firm (type or print): La personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie) :

Name - Nom Title - Titre

Signature Date



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#### PART 1 - GENERAL INFORMATION

#### 1.1 Introduction

- A. 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 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

# 1.2 Summary

# 1.2.1 Description

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

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

The objective is to hire a Contractor to develop and deliver TC IMS discussion-based exercises, virtually for hybrid audiences. These exercises will be conducted with TC personnel across Canada within the initial period of the contract.

# 1.3 Debriefings

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

#### **PART 2 - BIDDER INSTRUCTIONS**

# 2.1 Standard Instructions, Clauses, and Conditions

- A. All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the <a href="Standard Acquisition Clauses and Conditions Manual">Standard Acquisition Clauses and Conditions Manual</a> (<a href="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</a>) issued by Public Works and Government Services Canada.
- B. 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.
- C. The <u>2003</u> (2022-03-29), Standard Instructions Goods or Services Competitive Requirements, are incorporated by reference into and form part of the bid solicitation, with the following modification(s):
  - (i) Section 05, Submission of bids, subsection 2, paragraph d., is deleted in its entirety and replaced with the following:
    - d. send its bid only to the Transport Canada location specified on page 1 of the bid solicitation;
  - (ii) Section 05, Submission of bids, subsection 4, is amended as follows:

Delete: 60 days Insert: 90 days

#### 2.2 Submission of Bids

A. Bids must be submitted only Transport Canada by the date, time, and place indicated on page 1 of the bid solicitation.

#### 2.2.1 Transmission by E-mail

A. Individual e-mails that may include certain scripts, formats, embedded macros, and/or links, or those that exceed 10 megabytes may be rejected by Canada's e-mail system and/or firewall(s) without notice to the Bidder or Contracting Authority. Larger bids may be submitted through more than one e-mail. Canada will confirm receipt of documents. It is the Bidder's responsibility to ensure that their entire submission has been received. Bidders should not assume that all documents have been received unless Canada confirms receipt of each document. In order to minimize the potential for technical issues, bidders are requested to allow sufficient time before the closing date and time to confirm receipt. Bid documents submitted after the closing time and date will not be accepted.

#### 2.3 Former Public Servant

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

#### 2.3.1 Definitions

- A. For the purposes of this clause:
  - (i) "Former public servant" is any former member of a department as defined in the <u>Financial</u>

    Administration Act (http://laws-lois.justice.gc.ca/eng/acts/f-11/), R.S., 1985, c. F-11, a former

member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- (a) An individual;
- (b) An individual who has incorporated;
- (c) A partnership made of former public servants; or
- (d) A sole proprietorship or entity where the affected individual has a controlling or major interest in the entity;
- (ii) "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; and
- "Pension" means a pension or annual allowance paid under the Public Service Superannuation Act (iii) (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 R-

			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. 11, the Members of Parliament Retiring Allowances Act, R.S. 1985, c. M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c. C-8.
2.3.2	Fo	rmer	Public Servant in Receipt of a Pension
A. As p		per t	the above definitions, is the Bidder a FPS in receipt of a pension?
	(	)	Yes
	(	)	No
B.	lf s	so, th	e Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:
	(i)		Name of former public servant; and
	(ii)		Date of termination of employment or retirement from the Public Service.
C.	for pu ( <u>ht</u> <u>ap</u>	mer polished to the control of the c	riding this information, Bidders agree that the successful Bidder's status, with respect to being a public servant in receipt of a pension, will be reported on departmental websites as part of the ed proactive disclosure reports in accordance with <a href="Contracting Policy Notice: 2019-01">Contracting Policy Notice: 2019-01</a> (www.canada.ca/en/treasury-board-secretariat/services/policy-notice/changes-contracting-limits-al-new-requirements.html) and the <a href="Guidelines on the Proactive Disclosure of Contracts">Guidelines on the Proactive Disclosure of Contracts</a> (www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14676&section=text).
2.3.3	W	ork F	orce Adjustment Directive
A.			idder a FPS who received a lump sum payment pursuant to the terms of the Work Force nent Directive?
	(	)	Yes
	(	)	No

В. If so, the Bidder must provide the following information:

- (i) Name of former public servant;
- (ii) Conditions of the lump sum payment incentive;
- (iii) Date of termination of employment;
- (iv) Amount of lump sum payment;
- (v) Rate of pay on which lump sum payment is based;
- (vi) Period of lump sum payment including start date, end date and number of weeks; and
- (vii) Number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

# 2.4 Enquiries - Bid Solicitation

- A. All enquiries must be submitted in writing to the Contracting Authority no later than 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.
- B. Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

# 2.5 Applicable Laws

- A. Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.
- B. 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 Improvement of Requirement During Solicitation Period

A. Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 25 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

#### 2.7 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 (https://buyandsell.gc.ca/) website, under the heading "Bid Challenge and Recourse"

<u>Mechanisms</u>" (https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/bid-follow-up/bid-challenge-and-recourse-mechanisms) contains information on potential complaint bodies such as:

- (i) The Office of the Procurement Ombudsman (OPO) was established by the Government of Canada to provide an impartial, independent venue for Canadian bidders to raise complaints regarding the award of certain federal contracts under \$26,400 for goods and \$105,700 for services. If you have concerns regarding the award of a federal contract below these dollar amounts, you may contact OPO by e-mail at <a href="mailto:boa.opo@boa-opo.gc.ca">boa.opo@boa-opo.gc.ca</a>, by telephone at 1-866-734-5169, or by web at <a href="mailto:www.opo-boa.gc.ca">www.opo-boa.gc.ca</a>. For more information on OPO's services or to determine if your concerns are within the Ombudsman's mandate, please see the <a href="mailto:Procurement Ombudsman Regulations">Procurement Ombudsman Regulations</a> (<a href="https://laws-lois.justice.gc.ca/eng/regulations/SOR-2008-143/page-1.html">https://laws-lois.justice.gc.ca/eng/regulations/SOR-2008-143/page-1.html</a>) or visit the <a href="mailto:OPO">OPO</a> website; and
- (ii) Canadian International Trade Tribunal (CITT).
- C. Suppliers should note that there are strict deadlines for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

#### PART 3 - BID PREPARATION INSTRUCTIONS

# 3.1 Bid Preparation Instructions

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

Section I: Technical Bid;

Section II: Financial Bid;

Section III: Certifications; and

- B. It is recommended that all electronic documents be submitted using PDF file format.
- C. Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

#### 3.2 Section I: Technical Bid

- A. 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.
- B. 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.

# 3.3 Section II: Financial Bid

A. Bidders must submit their financial bid in accordance with the Annex titled "Basis of Payment".

#### 3.4 Section III: Certifications

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

#### PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

#### 4.1 Evaluation Procedures

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

#### 4.1.1 Technical Evaluation

A. Mandatory and point rated technical evaluation criteria are included in the Attachment to Part 4 titled "Evaluation Criteria".

#### 4.1.2 Financial Evaluation

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

# 4.2 Basis of Selection - Highest Combined Rating of Technical Merit and Price

- A. To be declared responsive, a bid must:
  - (i) Comply with all the requirements of the bid solicitation; and
  - (ii) Meet all mandatory criteria; and
  - (iii) Obtain the required minimum points specified for each criterion for the technical evaluation.
- B. Bids not meeting (i) or (ii) or (iii) will be declared non-responsive.
- C. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
- D. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
- E. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
- F. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
- G. 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 3 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
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	115/135 x 60 = 51.11	89/135 x 60 = 39.56	92/135 x 60 = 40.89

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Buyer ID - Id de l'acheteur Trevor Hardman

Pricing Score	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00
Combined Rating	83.84	78.56	80.89
Overall Rating	1st	3rd	2nd

H. Should two or more responsive bids achieve an identical highest combined rating of technical merit and price, the bid with the lowest overall price will be recommended for award of a contract.

#### **ATTACHMENT 1 TO PART 4 - EVALUATION CRITERIA**

# **Mandatory Technical Criteria**

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

Item	Mandatory Requirement	Compliant (Yes/No)	Referenced Section/Page in Bidder's Proposal
<b>M</b> 1	Understanding the Requirement.  The Bidder must demonstrate that it is capable of providing the required services necessary to satisfy this requirement as detailed in Section 4 of the Statement of Work (SOW). The proposal must show that the Bidder: can develop exercise material for at least 4 unique scenarios in the initial year (contract issue to June 30, 2024), can deliver at least 4 discussion-based (Table-top) exercises in the various regions in the initial year (contract issue to June 30, 2024).		
<b>M</b> 2	EM Exercise Design and Delivery Capability and Experience.  The Bidder must demonstrate their capability and experience to design, develop and deliver various types of discussion-based Emergency Management exercises (including virtual) in both English and French.  To demonstrate this the bidder must provide a minimum of three examples of delivery of an Emergency Management Exercise within the last five years. Any number of these examples can be the same as those provided in M1 and/or M3.		
МЗ	Experience with EM Exercises using the Incident Command System (ICS) Canada Incident Response Process.  The Bidder must demonstrate their capability and experience, to deliver discussion-based Emergency Management exercises that used the ICS Canada incident response process.  To demonstrate this the bidder must provide a minimum of three examples of delivery of an Emergency Management Exercise within the last five years. Any number of these examples can be the same as those provided in M1 and/or M2.		

#### **Point Rated Technical Criteria**

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

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

Item	Rated Requirement	Points	Max Points	Referenced Section/Page in Bidder's Proposal
R1	EM Exercise Program Design Capability and Experience - General  The Bidder must demonstrate experience in designing and delivering various types of Emergency Management Exercises (including virtual) within the last five years.	Two (2) points will be awarded for each example in the last five (5) years to a maximum of six (6) points. (see note below)	/6	
R2	EM Exercise Delivery Capability and Experience - Language  The Bidder must demonstrate experience in designing and delivering various types of Emergency Management exercises in both English and French within the last five years.	Two (2) points will be awarded for each example in the last five (5) years to a maximum of six (6) points. (see note below)	/6	
R3	EM Exercise Delivery Capability and Experience – Government of Canada  The Bidder must demonstrate experience in facilitating/delivering various types of emergency management exercises as outlined in Section 4 of the SOW to the Government of Canada in both English and French within the last five years.	Two (2) points will be awarded for each example in the last five (5) years to a maximum of six (6) points. (see note below)	/6	

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

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

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

Rated Requirement	Maximum Technical Score	Minimum Technical Score Required	Bidder's Score	Minimum Score Met
R1 - EM Exercise Program Design Capability and Experience - General	6	4		
R2 - EM Exercise Delivery Capability and Experience - Language	6	4		
R3 - EM Exercise Delivery Capability and Experience - Government of Canada	6	2		
Total Rated Requirement Score	18	10		

#### PART 5 - CERTIFICATIONS AND ADDITIONAL INFORMATION

#### 5.1 General

- A. Bidders must provide the required certifications and additional information to be awarded a contract.
- B. 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.
- C. 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.

# 5.2 Certifications Required with the Bid

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

# 5.3.2 Federal Contractors Program for Employment Equity - Bid Certification

- A. 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 <a href="Employment and Social Development Canada (ESDC)">Employment and Social Development Canada (ESDC)</a> Labour's website (<a href="https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#)</a>.
- B. 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.

# 5.3.3 Price Support

- A. The Bidder must provide, on Canada's request, one or more of the following price support, if applicable:
  - (i) A current published price list indicating the percentage discount available to Canada; or
  - (ii) Copies of paid invoices for the like quality and quantity of the goods, services or both sold to other customers; or
  - (iii) A price breakdown showing the cost of direct labour, direct materials, purchased items, engineering and plant overheads, general and administrative overhead, transportation, etc., and profit; or
  - (iv) Price or rate certifications; or
  - (v) Any other supporting documentation as requested by Canada.

#### 5.3.4 Education and Experience

A. 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.

# **PART 6 - RESULTING CONTRACT CLAUSES**

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

# **ARTICLES OF AGREEMENT**

#### 6.1 Statement of Work

A. The Contractor must perform the Work in accordance with the annex titled "Statement of Work".

#### 6.2 Standard Clauses and Conditions

A. All clauses and conditions identified in the Contract by number, date and title are set out in the <u>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.</u>

#### 6.2.1 General Conditions

 2035 (2022-12-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

# 6.3 Security Requirements

A. There is no security requirement applicable to the Contract.

#### 6.4 Term of Contract

#### 7.4.1 Period of the Contract

A. The period of the Contract is from date of Contract to June 30, 2024.

#### 6.4.2 Option to Extend the Contract

- A. The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to 1 additional 1 year 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.
- B. Canada may exercise this option at any time by sending a written notice to the Contractor at least 15 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

#### 6.5 Authorities

# 6.5.1 Contracting Authority

A. The Contracting Authority for the Contract is:

(Contact intol	rmation to be detailed in the resulting contract
Name:	
Title:	
Position:	
Address:	
	<del></del>
Talanhana	
Telephone: E-mail:	

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

# 6.5.2 Technical Authority

A. The Technical Authority for the Contract is:

[Contact inform	nation to be detailed in the resulting con	itract]
Name: Title:		
Position: Address:		
Telephone: E-mail:		

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

# 6.5.3 Contractor's Representative

[Contact inforn	nation to be detailed in the resulting contract
Name: Title: Address:	
Telephone: E-mail:	

# 6.6 Proactive Disclosure of Contracts with Former Public Servants

A. By providing information on its status, with respect to being a former public servant in receipt of a <a href="Public Service Superannuation Act">Public Service Superannuation Act</a> (<a href="http://laws-lois.justice.gc.ca/eng/acts/P-36/FullText.html">http://laws-lois.justice.gc.ca/eng/acts/P-36/FullText.html</a>) (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 <a href="https://www.canada.ca/en/treasury-board-secretariat/services/policy-notice/changes-contracting-limits-approval-new-requirements.html">https://www.canada.ca/en/treasury-board-secretariat/services/policy-notice/changes-contracting-limits-approval-new-requirements.html</a>) of the Treasury Board Secretariat of Canada.

#### 6.7 Payment

# 6.7.1 Basis of Payment

#### 6.7.1.1 Firm Unit Price(s)

A. In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid firm unit price(s), as specified in the Annex titled "Basis of Payment". Customs duties are included and Applicable Taxes are extra.

#### 6.7.2 Limitation of Price

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

# 6.7.3 Method of Payment

# 6.7.3.1 Multiple Payments

- A. Canada will pay the Contractor upon completion and delivery of units in accordance with the payment provisions of the Contract if:
  - (i) 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;
  - (ii) all such documents have been verified by Canada; and
  - (iii) the Work delivered has been accepted by Canada.

# 6.7.4 Electronic Payment of Invoices - Contract

- A. The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):
  - (i) Direct Deposit (Domestic and International);

# 6.8 Invoicing Instructions

- A. The Contractor must submit invoices in accordance with the section titled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.
- B. Each invoice must be supported by:
  - (v) A description of the Work delivered.

#### 6.9 Certifications and Additional Information

#### 6.9.1 Compliance

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

#### 6.10 Applicable Laws

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

# 6.11 Priority of Documents

- A. If there is a discrepancy between the wordings of any of the 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.
  - (1) The Articles of Agreement;
  - (2) The supplemental general conditions 4010 (2022-03-29), Services Higher Complexity;
  - (3) The General Conditions <u>2035</u> (2022-12-01), General Conditions Higher Complexity Services;
  - (4) Annex A, Statement of Work; and
  - (5) Annex B, Basis of Payment; and

Buyer ID - Id de l'acheteur Trevor Hardman

(6) the Contractor's bid dated \_\_\_\_\_ excluding the Contractors Terms and Conditions; the Contract contains the Terms and Conditions between the parties.

# 6.12 Dispute Resolution

- A. The Parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- B. The Parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other Party or Parties and attempt to resolve problems or differences that may arise.
- C. If the Parties cannot resolve a dispute through consultation and cooperation, the Parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- D. Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "<u>Dispute Resolution</u>" (<u>https://buyandsell.gc.ca/for-businesses/selling-to-the-government-of-canada/contract-management/dispute-resolution</u>).

#### **ANNEX A - STATEMENT OF WORK**

# Transport Canada Incident Management System Exercise Development and Delivery

# 1. Background

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

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

# 2. Objective

The objective is to hire a Contractor to develop and deliver TC IMS discussion-based exercises, virtually for hybrid audiences. These exercises will be conducted with TC personnel across Canada within the initial period of the contract.

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

# 3. Reference Documents

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

# 4. Services/Actions Required

The Contractor must have the capacity and expertise to lead the development and virtual delivery/conduct of discussion-based exercises using Microsoft Teams that focus on the TC IMS, in both English and French. The primary exercise audience comprises the TC personnel who will staff TC's National and Regional Emergency Coordination Centres (NECCs and RECCs) as well as the associated senior officials who make up TC's National Incident Management Group (NIMG) in Ottawa and the Regional Incident Management Groups (RIMGs) in every region. The exercise target audience's level of familiarization with and knowledge of the IMS doctrine may vary from region to region.

• The primary objective of the series of exercises identified in this SOW is to familiarize TC personnel with the use of TC's Incident Management System's (IMS) structure, plans, policies, procedures, and to allow them to become more comfortable with its' use during incidents.

• The secondary objective is to prepare TC to participate in National exercises designed to practice an integrated departmental and/or "whole of Government" response to a national scale emergency event with partners and stakeholders at local, provincial, and national levels.

The Contractor must have the capacity to develop and deliver/conduct virtual exercises, to virtual or hybrid audiences, across the country in both official languages. The Contractor must be able to develop exercise material for a minimum of 4 to a maximum of 6 distinct multi-modal exercise scenarios. They must also deliver/conduct all these exercises virtually. The Contractor must provide a minimum of two resources/facilitators for each virtual delivery. Each resource/facilitator delivering the exercises must meet the linguistic requirements in English, French, or both outlined in section eleven (11) of this SOW. The locations and dates of the exercise deliveries will be determined by TC, based on identified anticipated needs and operational priorities.

Some or all the exercises may need to be delivered/conducted in multi-location virtual environment, where not all participants are in the same geographic location.

The Contractor must provide Incident Management System exercise-related services to TC's Emergency Management Program Readiness Chief, or their representative(s) for the contract period. Reporting to the TC Emergency Management Program Readiness Chief, the Contractor's resources must:

- Read and comprehend TC's Incident Management System documentation prior to the development delivery/conduct of exercises to provide the exercise facilitators and directing staff with TC IMS program background to be better positioned to respond to the questions posed by TC personnel during exercises regarding their application of IMS doctrine. This documentation will be provided to the Contractor by the TC Project Authority.
- Work in close consultation with the TC Emergency Management Program Readiness Chief, or their representative(s) for the coordination, development, and delivery of exercises. TC subject matter experts will be brought in by the TC Project Authority to assist as required.
- Participate in a kick-off meeting, via videoconference, with the Project Authority or designate within one week of Contract Award, as requested by the Project Authority.
- Coordinate with the TC Emergency Management Program Readiness Chief, or their representative(s) to schedule exercises and prepare a work plan including the schedule for the duration of the contract identifying facilitator resources within one week of Contract Award. The number of these exercises will be determined by the Project Authority in accordance with TC needs and operational priorities.
- Develop exercise material for tabletop exercises, for a minimum of 4 to a maximum of 6 distinct multi-modal situations/scenarios, in both English and French as scheduled in the workplan.
- Deliver/conduct and lead tabletop exercises in both English and French as scheduled in the workplan.
- Conduct all exercise preparations, deliveries, and debriefing activities including:
  - Exercising concept/plan;
  - Establish exercise objectives in consultation with Project Authority;
  - Lead exercise design and development team meetings;
  - Develop all exercise materials including but not limited to scenarios, participant manuals, controller/simulator manuals, evaluator manuals, Master Scenario Events List (MSEL), etc. for all exercises;
  - Facilitate and present the exercise in the language of the applicable Region;
  - Exercise control;
  - Exercise simulation;
  - Exercise evaluation;
  - Post Exercise reports with successes and recommendations identified; and
  - o Provide virtual copies of all exercise documentation, for all participants.
- All exercise documents and materials need to be produced in both English and French for all exercises.

- All deliverables, will be submitted to the Project Authority or their representative(s) electronically via e-mail
  in a recent version of MS Office software. These deliverables include:
  - The Work Plan
  - Exercise design concept and all the exercise materials/presentations/videos utilized for and during the exercise delivery
  - Changes in the exercise materials
  - o Reports on noteworthy questions or concerns
  - List of exercise participants
  - Quality findings
- Changes to exercise materials will be coordinated by the TC Emergency Management Program Readiness Chief, or their representative(s), to ensure that exercises are developed and delivered on time.
- Provide exercise participants with a standardized exercise evaluation (developed in consultation with TC) and return completed evaluations along with consolidated feedback to the Project Authority.
- Track and report back to the Project Authority within 5 days after each exercise delivery any noteworthy questions or concerns that come up during exercise delivery regarding the exercise process.
- Document, track, and report back to the Project Authority a complete list of exercise participants, including any non-TC participants, for each session.
- Deliver/conduct the exercises in a virtual format for a hybrid audience as not all participants will be from the same geographical location for a given exercise session.

#### 5. Scope

- All work will be in adherence to the Values and Ethics Code for the Public Sector <a href="https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049">https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=25049</a>.
- Several of the TC exercises will include other government departments, either simulated or with real staff, including but not limited to TC's formal emergency management partners.
- There is a requirement for exercises to be delivered/conducted in both English and French, and all associated exercising products, material, and training/learning aids to be provided in both English and French.
- The contractor, in consultation with the Project Authority, if necessary, will be responsible for identifying, establishing and/or implementing the virtual exercise environment for each virtual exercise.

TC will be responsible for the following logistics and coordination:

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

#### **Exercise Material Development and Delivery Schedule**

Exercise delivery schedule will be created in the workplan as agreed upon during the initial planning and follow-on coordination meetings based on anticipated needs. The initial contract period will be from contract issue to June 30, 2024, the option period is from July 1, 2024 to June 30, 2025.

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All exercises should be facilitated no later than two (2) weeks before the end of the contract period. The Contractor must develop the exercise materials in both official languages and deliver/conduct the following exercise sessions in the languages identified (Table 1 and 2):

Table 1: Exercise	Material Deve	elopment		
Exercise Type	Estimated # of Sessions – Initial contract period	Timeline Considerations	Language	Estimated Level of effort (exercise material development only)
Full-day tabletop material (One 7-hour session or, two half days sessions of 3.5 hours.)	4-6	<ul> <li>Minimum of three meetings with each implicated Region to support the exercise material development</li> <li>Each exercise will be based on a different scenario</li> <li>Develop all bilingual exercise materials including but not limited to scenarios, participant manuals, controller/simulator manuals, evaluator manuals, Master Scenario Events List (MSEL), etc. for all exercises</li> </ul>	Material: English & French	Maximum of 45 calendar days per exercise being developed
Total Sessions -Initial contract period	4-6		Total Days	180 – 270 days
For the ention n	oried (Option r	period 1 July 1 2024 June 20 2025)		
For the option po	Estimated	period 1 - July 1, 2024 - June 30, 2025)		
Exercise Type	# of Sessions – option period	Timeline Considerations	Language	Estimated Level of effort (exercise material development only)
Full-day tabletop material (One		<ul> <li>Minimum of three meetings with each implicated Region to support the exercise material development</li> <li>Each exercise will be based on a different scenario</li> <li>Develop all bilingual exercise</li> </ul>	Material: English &	Maximum of 45 calendar days per exercise being

Table 2: Exercise Delivery/Conduct Sessions

4-6

days sessions of 3.5 hours.)

**Total Sessions** 

option period

Table 2. Exercice		2401 000010110		
	Estimated			Estimated Level of effort
Eversies Type	# of	ns — Timelines I	Language	(including delivery, prep
Exercise Type	Sessions – initial			& follow up) but
				excluding development

Total

Days

180 - 270 days

controller/simulator manuals, evaluator manuals, Master Scenario

Events List (MSEL), etc. for all

exercises

	contract period			
Full-day tabletop (One 7-hour session or, two half days sessions of 3.5 hours.)	Maximum 3	Deliveries to Pacific, Prairie Northern, and/or Ontario (exact dates to be determined during kick off meeting)	Delivery: English	Maximum of 10 calendar days per exercise being developed
Full-day tabletop material (One 7-hour session or, two half days sessions of 3.5 hours.)	Maximum 2	Deliveries to Ottawa and/or Atlantic (exact dates to be determined during kick off meeting)	Delivery: English & French	Maximum of 10 calendar days per exercise being developed
Full-day tabletop (One 7-hour session or, two half days sessions of 3.5 hours.)	Minimum 1	Deliveries to Quebec (exact dates to be determined during kick off meeting)	Delivery: French	Maximum of 10 calendar days per exercise being developed
Total Sessions –initial contract period	4-6		Total Days	40 – 60 days
For the option pe		period 1 - July 1, 2024 - June 30, 2025)		
Evereice Ture	Estimated			Estimated Level of effort
Exercise Type	# of Sessions	Timelines	Language	(including delivery, prep & follow up)
Full-day tabletop (One 7-hour session or, two half days sessions of 3.5 hours.)		Deliveries to Pacific, Prairie Northern, and/or Ontario (exact dates to be determined during kick off meeting)	Language  Delivery: English	(including delivery, prep
Full-day tabletop (One 7-hour session or, two half days sessions	Sessions	Deliveries to Pacific, Prairie Northern, and/or Ontario (exact dates to be	Delivery:	(including delivery, prep & follow up)  Maximum of 10 calendar days per exercise being
Full-day tabletop (One 7-hour session or, two half days sessions of 3.5 hours.) Full-day tabletop material (One 7-hour session or, two half days sessions	Sessions  Maximum 3	<ul> <li>Deliveries to Pacific, Prairie Northern, and/or Ontario (exact dates to be determined during kick off meeting)</li> <li>Deliveries to Ottawa and/or Atlantic (exact dates to be determined during</li> </ul>	Delivery: English  Delivery: English &	(including delivery, prep & follow up)  Maximum of 10 calendar days per exercise being developed  Maximum of 10 calendar days per exercise being

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

# 6. Rescheduling or Cancellation Without Rescheduling of Exercise Sessions

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

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

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

# 7. Travel and Living

All deliveries will be conducted by the Contractor virtually to a virtual or hybrid audience. No travel costs from Contractor will be required.

#### 8. Acceptance

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

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

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

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

#### 9. Constraints

# **Accessibility**

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

Transport Canada will accommodate employees with disabilities to undue hardship.

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

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

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

#### 10. Language Requirements

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

The Contractor must provide facilitators who are able to communicate effectively in English both orally and in writing at or above the Advanced Professional Proficiency level stated below for exercises delivered/conducted in English. The Contractor must provide facilitators who are able to communicate effectively in French both orally and in writing at or above the Advanced Professional Proficiency level stated below for the exercises delivered/conducted in French. It is anticipated that each exercise will require a minimum of two facilitators. Outside of the NCR and ATL exercises, there is no requirement to deliver/conduct an exercise bilingually, however, ideally during the exercise facilitators will be able to provide answers to questions raised in the language in which the question was asked. TC reserves the right to evaluate the oral and written linguistic abilities of the facilitators delivering the exercises as required.

#### **Oral Proficiency Rating Scale**

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

# **Reading Proficiency Rating Scale**

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

# **Writing Proficiency Rating Scale**

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

# 11. Work Location

Exercise preparation, report preparation and any other required related activity to complete the Contractor's obligations under the Contract will be conducted at the Contractor's facility.

The exercise virtual delivery/conduct will be via the use of TC's Microsoft Teams.

# **ANNEX B - BASIS OF PAYMENT**

# 1. General

- A. All prices are in Canadian Dollars, Canadian customs duties and excise taxes included, Delivered Duty Paid (DDP), Applicable Taxes excluded.
- B. Travel and living expenses will not be reimbursed and are included in the costs below.

Table 1: BASIS OF PAYMENT - VIRTUAL DELIVERY, INITIAL CONTRACT PERIOD

INITIAL CONTRACT PERIOD: Contract Issue TO June 30, 2024				
A	В	С	D	E
Region and language	Full-day	Firm Unit Price Full day (One 7-hour day or, two 3.5-hour days)		
	Table-top Max Usage	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D)
Atlantic Region Delivery: Bilingual Material: Bilingual	6	\$	\$	\$
National Capital Region Delivery: Bilingual Material: Bilingual		\$	\$	\$
Ontario Region Delivery: English Material: Bilingual		\$	\$	\$
Prairie and Northern Region Delivery: English Material: Bilingual		\$	\$	\$
Pacific Region Delivery: English Material: Bilingual		\$	\$	\$
Quebec Region Delivery: French Material: Bilingual		\$	\$	\$
Column Total	6			\$
Total Table 1	3	tal Column E - Lowest V Value Column E)	alue in Column E +	\$

Table 2: BASIS OF PAYMENT - VIRTUAL DELIVERY, OPTION PERIOD 1

Α	В	С	D	E
Doming and law sugges	Full-day	Firm Unit Price Full day (One 7-hour day or, two 3.5-hour days)		
Region and language	Table-top Max Usage	Development (Including Documents)	Delivery (Including Post Exercise Report)	Total (C+D)
Atlantic Region Delivery: Bilingual Material: Bilingual	6	\$	\$	\$
National Capital Region Delivery: Bilingual Material: Bilingual		\$	\$	\$
Ontario Region Delivery: English Material: Bilingual		\$	\$	\$
Prairie and Northern Region Delivery: English Material: Bilingual		\$	\$	\$
Pacific Region Delivery: English Material: Bilingual		\$	\$	\$
Quebec Region Delivery: French Material: Bilingual		\$	\$	\$
Column Total	6			\$

Table 3: SUMMARY TABLE - TOTAL COST FOR EVALUATION

Total Table 1: Virtual Delivery, Initial Contract Period	\$
Total Table 2: Virtual Delivery, Option Period 1	\$
Grand Total VIRTUAL DELIVERY (Total Table 1 + Total Table 2)	\$VIRTUAL DELIVERY