## SOLICITATION AMENDMENT

**MODIFICATION DE L'INVITATION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

### Comments - Commentaires

#### Vendor/Firm Name and Address

Raison sociale et adresse du fournisseur/de l'entrepreneur

### Issuing Office - Bureau de distribution

Shared Systems Division (XL)/Division des systèmes partagés (XL)

4C1, Place du Portage Phase III

11 Laurier St.,/11, rue Laurier

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K1A 0S5

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<table>
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<th>Title - Sujet</th>
<th>GOVERNMENT WIDE ATIP SOLUTION</th>
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<td>Solicitation No. - N° de l'invitation</td>
<td>Amendment No. - N° modif.</td>
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<td>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</td>
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Amendment No. 003 is raised to add the documents presented at the ATIP Industry Engagement Day on December 19, 2013 at 2pm.
Whole of Government ATIP Solution
Industry Engagement Day
19 December 2013
Safe Harbour Statement

This presentation contains information regarding a strategy that the Government of Canada may choose to undertake. Information provided here is solely for the purposes of gathering further information to support the development of that strategy, and is subject to variations and uncertainties.

Information and opinions presented here reflect our current knowledge and directions as of the date presented, and you are cautioned not to place undue reliance on this information.
## Agenda
Whole of Government ATIP Solution - Industry Engagement Day

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Presenter</th>
</tr>
</thead>
</table>
| **Introduction and Objectives** | 1. (Slides 1-4) Introduce key people in the room, agenda and purpose of session  
5. ATIP: What it is and why it’s important | Mimi Lepage                     |
| **ATIP Mandate, Scope and Drivers of Change** | 6. How big it is – numbers/scope  
7. Internal/external drivers of change  
8. Target outcomes and strategies | Corinne Charette/  
Dave Adamson                         |
| ‘Whole of Government’ ATIP Solution | 9. Project approach  
10. Today’s client service delivery model  
11. Tomorrow’s client service delivery model | Art Dunfee                        |
| Application Rationalization     | 12. Current state – by institution  
13. Future state – managed service  
14. Proposed operating structure  
15. Role of industry | Wade Daley                         |
| Key Requirements                | 16. Software solution  
17. Software solution delivery  
18. Proposed project timeline  
19. Solution implementation  
20. Security  
21. Solution cost drivers | Art Dunfee                         |
| Procurement Approach            | 22. TBD – similar to ETI and HRATI  
• Planned schedule of activities | Art Dunfee                         |
| Closing Remarks and Questions   | 23. Importance of industry participation  
24. Opportunities for engagement  
25. Questions and closing | Art Dunfee                         |
Industry Day Objective

Engage industry to determine how the Government of Canada (GC) will transform the delivery of its ATIP services.

The session will:

- Introduce the key players from the GC
- Provide a high-level overview of the initiative and the in-progress RFI
- Solicit initial input regarding:
  - The procurement approach used for this initiative and for similar transformation initiatives within the GC
  - Recommendations on how best to engage industry in the process
  - Questions and concerns from industry regarding the initiative and potential impact on industry players
What is ‘ATIP’

ATIP refers to two Acts of Parliament, now celebrating 30 years in effect:

- The *Access to Information Act*, enabling access to information held by the GC
- The *Privacy Act*, enabling access to personal information held by the GC

ATIP services are delivered to:

- Canadian citizens and permanent residents; and
- Individuals present in Canada

Similar services are delivered by other levels of government in Canada and abroad, often referred to as ‘Freedom of Information’
ATIP Scope: Increasing Volumes

Total volume of requests has been increasing at 6% annually and is accelerating.

The volume of pages processed is now increasing at over 20% annually.
Business Drivers

Responding to demands for:
• increased transparency and
• improvements to service

Modernizing the Administration of Access to Information

“To improve service quality and ease of access for citizens, and to reduce processing costs for institutions, we will begin modernizing and centralizing the platforms supporting the administration of Access to Information (ATI).

“In Year 1, we will pilot online request and payment services for a number of departments allowing Canadians for the first time to submit and pay for ATI requests online with the goal of having this capability available to all departments as soon as feasible.

“In years 2 and 3, we will make completed ATI request summaries searchable online, and we will focus on the design and implementation of a standardized, modern, ATI solution to be used by all federal departments and agencies.

Canada’s Action Plan on Open Government

Responding to demands for:
• increased efficiency

Modernizing and Reducing the Back Office

“…committed to streamlining, consolidating and standardizing administrative functions and operations within and across organizations.”

Economic Action Plan 2012 / Budget 2012
‘Whole of Government’ ATIP Solution
Target Outcomes and Strategies

Target Outcomes

<table>
<thead>
<tr>
<th>Improved transparency and accountability</th>
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</thead>
<tbody>
<tr>
<td>Improved services and accessibility for the public</td>
</tr>
<tr>
<td>Increased efficiency of service delivery for GC institutions</td>
</tr>
</tbody>
</table>
‘Whole of Government’ ATIP Solution
Project Approach

- Revise the ATIP client service delivery strategy, leveraging online service channels
- Harmonize ATIP business processes across institutions
- Standardize requirements for supporting software
- Procure:
  - A COTS software solution, configured for GC requirements
  - A managed application service with fee structure geared to institutional usage
- Deploy a common, shared Requester Portal and Collaboration Portal, available to all GC institutions
- Migrate a target group of GC institutions to a new, shared, online ATIP Request Management solution, replacing legacy ATIP software
- Establish an operational procedure for institutional onboarding (and off-boarding, as required)
Canadian citizen, permanent resident or individual present in Canada sends a completed request form and cheque for fees via Canada Post to a specific institution’s ATIP office.

The ATIP office retrieves and processes records on paper (print/scan/print/scan) may consult with other institutions by mail.

The ATIP office sends response on paper or CD via Canada Post to the Requester. The Requester sends response via Canada Post to the Requester.
## ATIP Services
### Revised Client Service Delivery Strategy

<table>
<thead>
<tr>
<th>Service Delivered</th>
<th>To Which Client</th>
<th>Through Which Channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>ATI Requests for Records</td>
<td>Canadian citizens and permanent residents</td>
<td>Manual: written/paper/CD</td>
</tr>
<tr>
<td>Privacy Requests for Records</td>
<td>Canadian citizens and permanent residents</td>
<td>Online service</td>
</tr>
<tr>
<td>Correction Request for Personal Information</td>
<td>Canadian citizens and permanent residents</td>
<td>Manual: written/paper/CD</td>
</tr>
<tr>
<td>ATIP Request Management Tools (Common Software)</td>
<td>GC Institutions</td>
<td>Online Service</td>
</tr>
<tr>
<td>Internal/External Consultation Support</td>
<td>GC Institutions *Other Institutions/3rd Parties</td>
<td>Online Service</td>
</tr>
<tr>
<td>(Proposed) ATIP Request Administration Service</td>
<td>Smaller GC Institutions</td>
<td>Business Service through online channel</td>
</tr>
</tbody>
</table>

* May include other governments, private organizations and individuals who own information in the custody of the GC

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19 December 2013
ATIP Supporting Applications
Current State

Institutions with ATIP Software

- Commercial Software: 70
- Custom Software: 1
- No ATIP Software: 185

Limited Functional Scope:
- ATIP back-office functions only:
  - Request Management (Tracking/Reporting)
  - Redaction
- Standalone implementations:
  - Procured by institution
  - Customized for each institution’s practices
  - Deployed within each institution
ATIP Supporting Applications
Future State

Managed Application Service: Protected B Domain
- Request Management
- Redaction
- Requester Portal
- Collaboration Portal

Managed Application Service: Secret/Protected C Domain
- Redaction
- Collaboration Portal

Cross-domain solution (CDS) bridge

Canadian citizens, permanent residents

Other Institutions/3rd Parties

GC Institutions

Legend:
ATIP Application Functional Components

19 December 2013
# ATIP Operating Structure

## Proposed Model (Tentative)

### Defining the ATIP Service

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislated Mandate</td>
<td>Parliament of Canada</td>
</tr>
<tr>
<td>Policy, Standards, Guidelines, Tools</td>
<td>TBS-CIOB</td>
</tr>
<tr>
<td>Service Delivery Model</td>
<td>TBS-CIOB</td>
</tr>
<tr>
<td>Common Business Processes and Requirements</td>
<td>(GC: TBD)</td>
</tr>
<tr>
<td>Application Configuration Services</td>
<td>Service Provider</td>
</tr>
<tr>
<td>COTS Application</td>
<td>Service Provider/Software Vendor</td>
</tr>
<tr>
<td>Tech./Security Infrastructure</td>
<td>SSC, CSEC, Service Provider</td>
</tr>
</tbody>
</table>

### Delivering ATIP Client Services

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Interface</td>
<td>Online</td>
</tr>
<tr>
<td></td>
<td>Paper</td>
</tr>
<tr>
<td>ATIP Service Delivery</td>
<td>Institution</td>
</tr>
<tr>
<td>ATIP Service Management</td>
<td>TBS-CIOB, Institution</td>
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### Delivering the ATIP Application

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Management and Maintenance Services</td>
<td>Service Provider</td>
</tr>
<tr>
<td>Infrastructure Provision and Support Services</td>
<td>Protected B Service Provider</td>
</tr>
<tr>
<td></td>
<td>Secret</td>
</tr>
</tbody>
</table>

Suggested responsibilities for outsourcing
Role of Industry
(RFI Questions)

The GC would like to engage industry to understand:

– Industry’s vision for the future of ATIP/FOIA services
– Industry’s vision for the future of managed services, including managed application services
– The roles industry is interested in playing in the delivery of ATIP services and supporting application services
– The main drivers of cost to implement
– What industry requires to provide:
  • The requested ATIP application functionality
  • The requested security domain infrastructure
  • The requested managed services
Key Requirements
Software Solution

- Prefer COTS products, configured/customized for the GC
- Four functional components:
  - Requester Portal
  - Collaboration Portal
  - Request Management
  - Redaction
- Software-specific technical requirements (infrastructure)
- Software-specific security requirements

Requesting input regarding:
- Consistency of the GC’s vision for ATIP with the broader FOIA market
- Implications for COTS ATIP solution providers
- Degree of configuration/customization required
Key Requirements

Software Solution Delivery Model

• Prefer to leverage managed services from a commercial provider
• Three groups of services:
  – Application Management and Maintenance Services
  – Application Configuration Services
  – Infrastructure Provision and Support Services
• Requirements identified at high-level; further refinement pending

Requesting input regarding:
  – Industry’s interest in, and capacity to deliver managed services in the Canadian context
  – New licensing/provisioning models (e.g., subscription based)
  – Options to provision GC institutions with very low request volumes in an equitable and affordable manner
# Key Requirements

## Proposed Project Timeline

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<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
<td>Q1 Q2 Q3 Q4</td>
</tr>
</tbody>
</table>

### Strategy
- Business Case
- Performance Framework
- Manage Ongoing Alignment/Coordination with other Transformation Initiatives

### Procurement
- Issue RFI
- Vendor Mtgs
- Issue DRAFT
- Issue RFP
- Evaluate & Award

### Structure
- Identify Required Authorities and Organizational Options
- Create Authorities and Align Organizations
- Manage TAs, Licenses and Contracts
- Initiate & Manage SLAs

### Solution
- Concept of Operations Requirements
- High-level Solution Design
- Design/Build/Test Secret Solution & Bridge
- Prototype Secret Solution & Bridge

### Change
- Plan Change Management
- Execute Change Management Plans

### Project
- Plan Project
- Manage Project
- Transition to Operations

### Milestones
- Establish Governance
- Periodic Q/A Checks
- Accept Solution
- Accept Contract
- Approve Org. Design
- Approve Bus. Case/Resourcing
- Approve TAs, Licenses and Contracts
- Close Project
### Key Requirements

#### Solution Implementation

**Services to be Deployed – Initial Deployment:**

<table>
<thead>
<tr>
<th>Security Domain Service</th>
<th>Whole of Government ATIP Solution Service</th>
<th>Scope of Institutions</th>
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<tr>
<td>Protected B</td>
<td>Requester Portal</td>
<td>General service available to all Canadian citizens, permanent residents and all GC institutions.</td>
</tr>
<tr>
<td></td>
<td>Collaboration Portal, including Redaction</td>
<td>General service available to all GC employees.</td>
</tr>
<tr>
<td></td>
<td>Core ATIP Case Tracking System</td>
<td>General service available to all GC institutions; onboarding for a limited number of GC institutions to be determined.</td>
</tr>
<tr>
<td>Secret (and Protected C)</td>
<td>Collaboration Portal, including Redaction</td>
<td>Provided to one or two institutions to validate and perfect.</td>
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<tr>
<td>Cross-domain Solution (bridge)</td>
<td><strong>One-directional</strong> transfer of approved response packages and statistical data from the Secret domain to the Protected B domain.</td>
<td>Provided to one or two institutions to validate and perfect.</td>
</tr>
<tr>
<td></td>
<td><strong>One-directional</strong> transfer of request data from the Protected B domain to the Secret domain.</td>
<td>Provided to one or two institutions to validate and perfect.</td>
</tr>
</tbody>
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Key Requirements
Security

Topics:
- National Security Exception (NSE) for Procurement
- Data Sovereignty
- Security Clearance
- Canadian Citizenship for Support Personnel
- Layered Security (perimeter, data at rest, data in motion)
- Cryptographic Support
- Supply Threats to the Government of Canada (technology supply chain)
- Privacy
- CISD Security Process
- Cyber Authentication and Federated Identity Management
- Multiple Levels of Security (domains)

Requesting input regarding:
- Capacity to deliver security domains as a managed service
- Level of assistance required by service providers to interpret GC security requirements and design acceptable solutions
Key Requirements
Cost Drivers

The GC is looking for industry input to understand:

- Which requirements drive costs and to what degree
- Alternate approaches to meeting requirements that may reduce cost and/or improve benefits

Examples of alternate approaches:

- Obtain standardized Request Management and Redaction functionality as a PUBLIC cloud offering, leveraged across multiple government clients
- Integrate legacy Request Management and Redaction functionality with the new portal components
- Allow managed service providers to house infrastructure for sensitive components and data within GC data centres
- Extend scope of managed services to include outsourcing of a new ATIP request administration business service for smaller GC institutions that may receive as few as one request per year
Procurement Approach

- In development
- May need to invoke the National Security Exception (NSE)
- May be similar to other recent outsourcing initiatives (ETI, HRATI):
  - Industry Day
  - RFI/Draft Statement of Requirements
  - One-on-one meetings with respondents
  - Request for Responses for Evaluation (RFRE) to develop a pre-qualified list of potential bidders
  - RFP
- The GC is looking for feedback from industry on experience with HRATI and ETI approaches:
  - What worked well?
  - What could be improved?
Importance of Industry Participation

- The GC is moving in the direction of a partnership with industry to deliver critical services to Canadians and to GC institutions.
- Need to engage industry players to understand current capabilities and future directions, in regard to:
  - Managed services and cloud computing
  - ATIP software and portal services applications
  - Secure information services that can deliver functionality and interoperability while ensuring data sovereignty and data protection
Opportunities for Engagement

Formal industry engagement via the procurement process:
– RFI and industry responses
– Industry Engagement Day
– One-on-one follow-up meetings with respondents (upon request)
– (Future) draft RFP within an RFI

Industry requirements for participation and input:
– What do you need from the GC to better participate and develop your offerings?
– What other methods of engagement would you suggest to meet your needs?
Closing

Questions?

Thank you!