

RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:
Bid Receiving - PWGSC / Réception des
soumissions - TPSGC
11 Laurier St. / 11, rue Laurier
Place du Portage , Phase III
Core 0B2 / Noyau 0B2
Gatineau, Québec K1A 0S5
Bid Fax: (819) 997-9776

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

Proposal To: Public Works and Government
Services Canada

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

Proposition aux: Travaux Publics et Services
Gouvernementaux Canada

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

Comments - Commentaires

THERE IS A SECURITY REQUIREMENT
ASSOCIATED WITH THIS REQUIREMENT

CE DOCUMENT CONTIENT UNE CONDITION DE
SÉCURITÉ

Title - Sujet Defence Sect Research & Analysis Se	
Solicitation No. - N° de l'invitation UT830-153671/A	Date 2015-07-31
Client Reference No. - N° de référence du client UT830-153671	
GETS Reference No. - N° de référence de SEAG PW-\$\$ZG-421-29395	
File No. - N° de dossier 421zg.UT830-153671	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2015-09-11	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Dubé, Robert	Buyer Id - Id de l'acheteur 421zg
Telephone No. - N° de téléphone (819) 956-0473 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: DEPARTMENT OF INDUSTRY CANADA 7TH FLOOR EAST 235 QUEEN ST OTTAWA Ontario K1A0H5 Canada	

Instructions: See Herein

Instructions: Voir aux présentes

Vendor/Firm Name and Address

Raison sociale et adresse du
fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Business Management and Consulting Services Division /
Division des services de gestion des affaires et de
consultation
11 Laurier St. / 11, rue Laurier
10C1, Place du Portage
Gatineau, Québec K1A 0S5

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



Item Article	Description	Dest. Code Dest.	Inv. Code Fact.	Qty Qté	U. of I. U. de D.	Destination	Unit Price/Prix unitaire FOB/FAM	Plant/Usine	Delivery Req. Livraison Req.	Del. Offered Liv. offerte
1	Request for Proposal (RFP) RFP for Professional Services - Defence Sector Research & Analysis in support of the Government of Canada's Defence Procurement Strategy	UT830	UT830	1	LOT	\$	\$		See Herein	

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SEE ATTACHED DOCUMENT

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CCC No./N° CCC - FMS No./N° VME

REQUEST FOR PROPOSAL (RFP)

INDUSTRY CANADA

FOR

**DEFENCE SECTOR RESEARCH & ANALYSIS SERVICES IN
SUPPORT OF THE GOVERNMENT OF CANADA'S DEFENCE
PROCUREMENT STRATEGY**

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INDUSTRY CANADA

DEFENCE SECTOR RESEARCH & ANALYSIS SERVICES IN SUPPORT OF THE GOVERNMENT OF CANADA'S DEFENCE PROCUREMENT STRATEGY

Bid solicitation # UT830-15-3671/A for the provision of professional services to enhance the analytical foundation underlying Canada's evidence-based approach to decision-making under its Defence Procurement Strategy (DPS). The scope of work include identification of strategic national priorities within the defence sector (Key Industrial Capabilities), enhancement of Canada's capacity for defence sector research and analysis performed at an arm's length from the Government, and strategic information, intelligence, research, analysis and advice in support of Canada's development of approaches to leverage economic benefits from defence procurements.

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: includes the certifications to be provided;
- Part 6 Security and Financial Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include Pricing Schedule, Technical and Financial Criteria and Certifications Precedent to Contract Award.

The Annexes include the Statement of Work, Basis of Payment, Task Authorization Form and Non-Disclosure Agreement.

1.2 Summary

- 1.2.1 Industry Canada, Industrial and Technological Benefits Branch, requires professional services to enhance the analytical foundation underlying Canada's evidence-based approach to decision-making under its Defence Procurement Strategy (DPS).

To inform its decision-making under the Defence Procurement Strategy, Canada relies on a combination of in-house research and analysis, industry consultations, and third-party expertise as required. Canada wishes to supplement these information sources by leveraging the expertise and know-how of an independent third-party with significant expertise and experience in providing

research and analysis services related to the defence market and industrial base, and specifically relating to the provision of advice on leveraging economic benefits from defence procurements.

The scope of work includes the following:

- identification of strategic national industrial priorities (Key Industrial Capabilities);
 - articulation of a long-term vision for a sustainable Canadian defence sector;
 - enhancement of Canada's capacity for defence sector research and analysis performed independently from the Government; and
- strategic information, intelligence, research, analysis and advice in support of Canada's development of approaches to leverage economic benefits from defence procurements.

The intent is to award one Contract commencing upon Contract award date up to and including March 31, 2016 with an irrevocable option on the part of Canada to extend the period of any resulting Contract by up to two (2) one (1) year periods.

1.2.2 The requirement is subject to the provisions of the: World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA) and the Agreement on Internal Trade (AIT).

1.2.3 The resulting Contract is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be processed individually.

1.3 Debriefings

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

PART 2 – BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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

The 2003 (2015-07-03), Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 120 calendar days.

2.1.1 SACC Manual Clauses

A7035T (2007-05-25), List of Proposed Subcontractors

If the bid includes the use of subcontractors, the Bidder agrees, upon request from the Contracting Authority, to provide a list of all subcontractors including a description of the things to be purchased, a description of the work to be performed and the location of the performance of that work. The list should not include the purchase of off-the-shelf items, software and such standard articles and materials as are ordinarily produced by manufacturers in the normal course of business, or the provision of such incidental services as might ordinarily be subcontracted in performing the Work.

2.2 Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation. Bids transmitted to PWGSC by electronic mail will not be accepted.

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide in writing before contract award for each question below, the answer and, as applicable, the information required.

If the Contracting Authority has not received the answer to the question and, as applicable, the information required by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the answer and, as applicable, the information required. Failure to

comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the

Royal Canadian Mounted Police. A former public servant may be:

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

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

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

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes () No ()

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

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

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

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

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Yes () No ()

If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks; and
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction 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 10 calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

2.5 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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

2.6 Basis for Canada's Ownership of Intellectual Property

Industry Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

2.7 Improvement of Requirement During Solicitation Period

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

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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 15 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

PART 3 – BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid [3 hard copies and 2 soft copies on CD, DVD or USB key];
Section II: Financial Bid [2 hard copies and 1 soft copies on CD, DVD or USB key];
Section III: Certifications [3 hard copies and 2 soft copies on CD, DVD or USB key]; and
Section IV: Additional Information [3 hard copies and 2 soft copies on CD, DVD or USB key].

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

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) paper; 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. use paper containing fiber certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
2. use an environmentally-preferable format including black and white printing instead of color printing, printing double sided/duplex, using staples or clips instead of cerlox, duo tangs or binders.

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 and describe their approach 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.

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

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. The total amount of Applicable Taxes must be shown separately.

-
- B.** Bidders must submit their prices and rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.
- C.** 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.

D. Price Breakdown

In their financial bids, Bidders must provide a price breakdown for each firm lot price quoted in response to the pricing schedule detailed in Attachment 1 to Part 3.

1. Estimated Cost of Professional Fees

1.1 For each labour category, bidders must provide: a) the estimated cost of professional fees; and b) the cost basis (comprised of the quoted all inclusive fixed daily rate; and the estimated corresponding number of working days). Bidders must specify the number of hours included in a working day, exclusive of meal breaks.

1.2 The quoted all inclusive fixed time rate must include the total estimated cost of any travel and living expenses that may need to be incurred for the Work described in Part 7 of the bid solicitation required to be done, delivered or performed by the labour category inside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>).

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

2. Estimated Cost of Incidental Goods

Bidders should: 1) identify each incidental good to be purchased; and 2) provide the estimated cost and the cost basis for each one.

3. Estimated Cost of Materials and Supplies

Bidders should: 1) identify each category of materials and supplies to be purchased; and 2) provide for each one, the estimated cost and the cost basis. Materials and supplies are items which will be consumed during the performance of any resulting contract.

4. Each trip -Travel Plan and Estimated Cost of Travel and Living Expenses

For each labour category required to travel to do, deliver or perform the Work described in Part 7 of the bid solicitation, bidders must provide for each trip: 1) the travel plan; and 2) the estimated cost of travel and living expenses not included in the professional fees (D.1 above), established in accordance with the meal, private vehicle and incidental 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 "travelers", rather than those referring to "employees".

5. Estimated Cost of Subcontracts

Bidders must: 1) identify any proposed subcontractors; and 2) provide a price breakdown submitted in accordance with paragraph D of this section of Part 3 of the bid solicitation for each one.

6. Estimated Cost of Other Direct Charges

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Bidders should must: 1) identify the categories of other direct charges anticipated (such as long distance communications and rental); and 2) provide the estimated cost and the cost basis for each one.

7. Applicable Taxes

In the price breakdown, the Applicable Taxes are to be shown separately. **[Instructions to the Bidder: consult Article 01, interpretation, of the 2035, General Conditions - Higher Complexity services, for the definition of the term "Applicable Taxes".]**

E. SACC Manual Clauses

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

Section III: Certifications

In Section III of their bid, Bidders should provide the certifications required under Part 5 and, as applicable, any related documentation.

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.

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ATTACHMENT 1 TO PART 3, PRICING SCHEDULE

The Bidder should complete this pricing schedule and include it in its financial bid. As a minimum, the Bidder must respond to this pricing schedule by inserting in its financial bid for each of the periods specified below its quoted firm all-inclusive lot price (in Cdn \$) for each of the requirements in Table 1 below and its quoted all-inclusive fixed daily rate (in Cdn \$) for each the Resource Categories identified in table 2 below.

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. The inclusion of the estimated level of effort 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 prices and or rates included in this pricing schedule include the total estimated cost of any travel and living expenses that may need to be incurred for the Work described in Part 7 of the bid solicitation inside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>)

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.

Table 1 Applies to Work Area 1, sections 6.1.1, 6.1.2., Work Area 2, section 6.2.1 and Work Area 3, section 6.3.2. Please refer to page 35, for the maximum limits allowed.

TABLE 1

Period	Description Work Requirement	Firm All-inclusive Lot Price (CDN\$)
Initial Period: From contract date to March 31, 2016	Work Area 1, Section 6.1.1 - Identification of strategic national industrial priorities (Key Industrial Capabilities)	\$
	Work Area 2, Section 6.2.1 - Articulation of a long-term vision for a sustainable Canadian defence sector (for Marine sector)	\$
Total for Initial Period:		\$
Option Period 1 Year 1 (From April 1, 2016 to March 31, 2017)	Optional requirement: Work Area 1, Section 6.1.2 - Identification of strategic national industrial priorities (Key Industrial Capabilities)	\$
	Optional requirement: Work Area 3, Section 6.3.2 - Enhancement of Canada's capacity for defence sector research and analysis performed independently from the Government	\$
Total for Option Period 1:		\$
Option Period 2: Year 2 (From April 1, 2017 to March 31, 2018)	Optional requirement: Work Area 3, Section 6.3.2 - Enhancement of Canada's capacity for defence sector research and analysis performed independently from the Government	\$
Total for Option Period 2:		\$
Total for Table 1:		\$ (TTP 1)
NOTE: Total for Table 1 (TTP 1) will be used to assess Financial Criteria at a rate of 15%		

Table 2 Applies to Work Area 2, section 6.2.2 and Work area 4 for work on an "as and when requested basis".

TABLE 2 – TASK BASED WORK

Period	Resource Categories	All-inclusive Fixed Daily Rate (CDN\$) (A)	Estimated Level of Effort per Resource Category [Number of Days] (B)	TOTAL (CDN \$) C = (A) x (B) (C)
Initial Period: From contract award date to March 31, 2016	Project Principal	\$	1	\$
	Subject Matter expert	\$	1	\$
	Statistical Analyst	\$	1	\$
				\$
Total for Initial Period:				\$
Option Period 1 Year 1: (From April 1, 2016 to March 31, 2017)	Project Principal	\$	1	\$
	Subject Matter expert	\$	1	\$
	Statistical Analyst	\$	1	\$
				\$
Total for Option Period 1:				\$
Option Period 2: Year 2: (From April 1, 2017 to March 31, 2018)	Project Principal	\$	1	\$
	Subject Matter expert	\$	1	\$
	Statistical Analyst	\$	1	\$
				\$
Total for Option Period 2:				\$
Total for Table 2:				\$ (TTP 2)
NOTE: Total for Table 2 (TTP 2) will be used to assess Financial Criteria at a rate of 10%				

PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.

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 1 to Part 4.

4.1.1.3 Point Rated Technical Criteria

Refer to Attachment 1 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

4.1.2 Financial Evaluation

4.1.2.1 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.

4.1.2.2 Mandatory Financial Criteria

Refer to Attachment 1 to Part 4.

4.2 Basis of Selection

4.2.1. Basis of Selection – Highest Combined Rating of Technical Merit [75%] and Price [25%]”. The evaluation of price will be done in two parts: [15%] for Table 1 (TTP 1) and [10%] for Table 2 (TTP2)

4.2.1.1 To be declared responsive, a bid must:

- (a) comply with all the requirements of the bid solicitation;
- (b) meet all the mandatory evaluation criteria; and
- (c) obtain the required minimum number of points specified in Attachment 1 to Part 4 for the point rated technical criteria.

4.2.1.2 Bids not meeting 4.2.1.1 (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

4.2.1.3 The lowest evaluated price (LP) of all responsive bids will be identified and a pricing score (PS), determined as follows, will be allocated to each responsive bid (i):

- For Total Price Table 1 (TTP1) : $PS_i = LP / P_i \times 15$. P_i is the evaluated price (P) of each responsive bid (i)
- For Total Price Table 2 (TTP2) : $PS_i = LP / P_i \times 10$. P_i is the evaluated price (P) of each responsive bid (i)

4.2.1.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive bid (i): $TMS_i = OS_i \times 75$. OS_i is the overall score (OS) obtained by each responsive bid (i) for all

the point rated technical criteria specified in Attachment 1 to Part 4, determined as follows: total number of points obtained / maximum number of points available.

4.2.1.5 The combined rating (CR) of technical merit and price of each responsive bid (i) will be determined as follows: $CR_i = PS_i + TMS_i$.

4.2.1.6 The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract. In the event two or more responsive bids have the same highest combined rating of technical merit and price, the responsive bid that obtained the highest overall score for all the point rated technical criteria detailed in Attachment 1 to Part 4 will be recommended for award of a contract.

4.2.1.7 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 75/25 ratio of the technical merit and price, respectively.

Basis of Selection - Highest Combined Rating of Technical Merit (75%) and Price (25%) – Broken down as follows: 15% for TTP1 and 10% for TTP2				
Bidder	Bidder 1	Bidder 2		Bidder 3
Overall Score for All the Point Rated Technical Criteria	OS1: 120	OS2: 112		OS3: 95
Bid Evaluated Price For Table 1 (TTP1)	P1.1 C\$78,500	P2.1 C\$54,000		P3.1 C\$53,000
Bid Evaluated Price For Table 2 (TTP2)	P2.1 C\$20,000	P2.2 C\$17,000		P2.3 C\$15,000
Calculations	Technical Merit Score (75%)	Pricing Score 1 (15%)	Pricing Score 2 (10%)	Combined Rating
Bidder 1	$120/140 \times 75 = 64.29$	$53/78.5 \times 15 = 10.13$	$15/20 \times 10 = 7.50$	81.91
Bidder 2	$112/140 \times 75 = 60$	$53/54 \times 15 = 14.72$	$15/17 \times 10 = 8.82$	83.55
Bidder 3	$95/140 \times 75 = 50.89$	$53/53 \times 15 = 15$	$15/15 \times 10 = 10$	75.89

Based on the above table, Bidder 2 would be recommended for Contract award.

ATTACHMENT 1 TO PART 4, TECHNICAL EVALUATION CRITERIA

1.0 Technical Evaluation

Mandatory Technical Criteria

In order to receive consideration, Bidders must respond to the following mandatory technical criteria. Proposals must clearly demonstrate that all of the mandatory technical criteria have been met. Proposals that do not meet any or all of the mandatory criteria will not be given any further consideration.

Table MC1: Mandatory Technical Criteria

The Bidder is requested to identify in **Table MC1** below the section(s) or page(s) of its proposals in which evidence is provided to demonstrate that each of the Mandatory Technical Criteria has been met.

Table MC1: Mandatory Technical Criteria			
	Mandatory Technical Criterion	Met/Not Met	Section/ Page #
M1	The Bidder must identify a proposed project team with one project principal at the senior level.		
M2	<p>The Bidder must demonstrate that the legal bidding entity has a minimum of five (5) years of experience, acquired in the 5-year period prior to the closing date of this bid solicitation, in each of the following areas:</p> <ul style="list-style-type: none"> - M2.1 Providing executive-level clients in the government sector (national-level government) and/or private sector with strategic information and advice pertaining to offset strategies for defence procurement. - M2.2 Conducting defence market and industrial base research and analysis for executive-level clients in the government sector (national-level government) and/or private sector in all of the following areas: <ul style="list-style-type: none"> (i) current and future market outlooks and opportunities; (ii) technological innovation in the defence sector; (iii) industrial supply chains in the defence sector; (iv) specific firms active in the defence sector; and (v) specific defence platforms. 		

	The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.		
M3	The Bidder must demonstrate that the proposed project principal has a minimum of five (5) years of experience, acquired in the 5-year period prior to closing date of this bid solicitation, in each of the areas listed under Mandatory Criterion M2 (M2.1 and M2.2). The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.		
M4	For each proposed resource, the Bidder must provide the following information, at a minimum: <ul style="list-style-type: none"> - The name of the proposed resource. - The role of the proposed resource. - A description and chronology of relevant professional experience including details as to where, when and how the stated experience was obtained. 		
M5	For each of Work Area 1, Work Area 2 and Work Area 3 of the Statement of Work, the Bidder must provide a Preliminary Project Plan that includes both a workplan and details regarding the approach and methodology for fulfilling the requirements of the Work Area.		
M6	For Work Area 4 of the Statement of Work, the Bidder must provide a Project Approach that includes details regarding the approach and methodology for fulfilling the requirements of the Work Area.		

2.0 Point-Rated Technical Criteria

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

In order to qualify for the rating process, proposals must respond to the following point-rated technical criteria.

Proposals must receive a minimum technical pass mark of **95 out of 140** on the point-rated technical criteria in order to be evaluated on the basis of their Financial Proposal.

Bidders who fail to achieve the above technical pass mark will be declared non-responsive and given no further consideration.

All project references and personal references may be checked for accuracy and applicability.

The Bidder may use cross-referencing where applicable.

Scores assigned for the point-rated technical criteria will be rounded to the nearest hundredth.

Table PRC1: Experience

The Bidder is requested to identify in **Table PRC1** the section(s) or page(s) of its proposal in which evidence is provided to demonstrate that it meets each criterion (R1, R2 and R3).

Table PRC1: Experience			
	Point-Rated Technical Criterion	Points / Score	Section/ Page #
R1	<p>Criterion: Experience of legal bidding entity.</p> <p>Explanation: This criterion assesses the extent to which the experience of the legal bidding entity in the two (2) areas listed under Mandatory Criterion M2 (M2.1 and M2.2) exceeds the minimum requirement of five (5) years. The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.</p> <p>Scoring: One point awarded for each full year of experience in excess of the minimum requirement of five (5) years and up to a maximum of ten (10) points. For example, if nine (9) years of experience are demonstrated, four (4) points will be awarded. Points will only be awarded for each full year of experience; partial points will not be awarded for partial years of experience (i.e., less than 12 months of experience in any given year).</p>	/ 10	
R2	<p>Criterion: Experience of project principal.</p> <p>Explanation: This criterion assesses the extent to which the experience of the project principal in the two (2) areas listed under Mandatory Criterion M2 (M2.1 and M2.2) exceeds the minimum requirement of five (5) years. The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.</p> <p>Scoring: One point awarded for each full year of experience in excess of the minimum requirement of five (5) years and up to a maximum of ten (10) points. For example, if nine (9) years of experience are demonstrated, four (4) points will be awarded. Points will only be awarded for each full year of experience; partial points will not be awarded for partial years of experience (i.e., less than 12 months of experience in any given year).</p>	/ 10	

<p>R3</p>	<p>Criterion: Relevance and similarity of project summaries to the requirements articulated in the Statement of Work.</p> <p>Explanation: For each of the four (4) Work Areas described in the Statement of Work, the Bidder should provide a project summary of one project that it deems relevant to the Work Area and that it completed within the past ten (10) years prior to the closing date of this bid solicitation for an executive-level client in the government sector (national-level government). Each project summary should include the following, at a minimum:</p> <ul style="list-style-type: none"> - The name of the client organization. - An overview of the project. - The contact information of the client project authority. (Note: The evaluation team reserves the right to contact project authorities to verify the information contained within the project summaries.) <p>This criterion assesses the project summaries on the basis of their relevance and similarity to the requirements articulated in the Statement of Work. Each project summary should clearly indicate the Work Area of relevance and contain sufficient detail to provide a complete understanding of the project (e.g., project objectives/mandate, scope, methods, duration, cost, and when the project was undertaken) and its relevancy to the related Work Area of the Statement of Work.</p> <p>In order to arrive at the final score for this criterion (R3), each project summary will be assessed individually, with a maximum score of 20 per project summary, and the sum of all project summary scores will be divided by four (4). In the case of any Work Area for which a project summary is not provided, a score of zero (0) will be awarded for that project summary.</p> <p>Scoring for each project summary:</p> <ul style="list-style-type: none"> - Excellent = 100% of available points = The project summary demonstrates extensive relevancy and similarity to the requirements - Very Good = 75% of available points = The project summary demonstrates a high level of relevancy and similarity to the requirements - Mediocre = 50% of available points = The project summary demonstrates a moderate level of relevancy and similarity to the requirements - Weak = 25% of available points = The project summary demonstrates limited relevancy and 	<p>/ 20</p>	

	similarity to the requirements - Unsatisfactory = 0% of available points = The project summary demonstrates very little or no relevancy and similarity to the requirements		
	Total score for PRC1:	/ 40	

Table PRC2: Proposed Workplan, Approach and Methodology

The Bidder is requested to identify in **Table PRC2** the section(s) or page(s) of its proposal in which evidence is provided to demonstrate that it meets each criterion (R4, R5, R6, R7 and R8).

Table PRC2: Proposed Workplan, Approach and Methodology			
	Point-Rated Technical Criterion	Points / Score	Section/ Page #
R4	<p>Criterion: Quality, completeness, and effectiveness of Preliminary Project Plan for Work Area 1 of the Statement of Work.</p> <p>Explanation: Pursuant to Mandatory Criterion M5, the Bidder must provide a Preliminary Project Plan that includes both a workplan and details regarding the approach and methodology for fulfilling the requirements of Work Area 1 of the Statement of Work. This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of the Statement of Work.</p> <p><u>The Preliminary Project Plan should be divided into two phases</u>, with the first phase pertaining to the completion of the Work Requirements during the initial contract period (as described in Section 6.1.1 of the Statement of Work) and the second phase pertaining to the completion of the Work Requirements during the first option period (as described in Section 6.1.2 of the Statement of Work). <u>Each phase should include both a workplan and details regarding the Bidder's proposed approach and methodology.</u></p> <p>The workplan component of each phase of the Preliminary Project Plan should contain a work breakdown structure with information on the different steps of the work AND allocate tasks and/or deliverables among the different project team members AND contain a schedule that includes a timetable</p>	/ 30	

	<p>of the different steps of the work and that is linked to specific tasks, milestones and/or deliverables, which should be listed and described. Overall, the workplan should demonstrate a high degree of confidence in the timely and appropriate allocation of resources to perform the work and provide the deliverables in an effective manner.</p> <p>The approach and methodology component of each phase of the Preliminary Project Plan should comprehensively explain how the Bidder proposes to successfully complete all aspects of the work. Sufficient detail should be provided to allow for a complete understanding of the approach to the work undertaken by the team of proposed resources. The approach should be clearly described in terms of processes, strategies, methodologies, and data and information sources. This includes the approach for assessing relevant international practices, conducting research and analysis, and undertaking stakeholder consultations (including a preliminary list of stakeholders to be consulted), as further described in the Statement of Work.</p> <p>The approach and methodology component of each section of the Preliminary Project Plan should also address and rank issues and challenges raised by the scope of the work and the delivery schedule AND identify measures to mitigate against issues and challenges identified. Moreover, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective completion of the work. In addition, it should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes of Canada.</p> <p>Scoring:</p> <ul style="list-style-type: none">- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very high.- Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to			
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	<p>which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is high.</p> <ul style="list-style-type: none"> - Mediocre = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is moderate. - Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is low. - Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very low. 		
<p>R5</p>	<p>Criterion: Quality, completeness, and effectiveness of Preliminary Project Plan for Work Area 2 of the Statement of Work.</p> <p>Explanation: Pursuant to Mandatory Criterion M5, the Bidder must provide a Preliminary Project Plan that includes both a workplan and details regarding the Bidder's proposed approach and methodology for fulfilling the requirements of Work Area 2 of the Statement of Work. This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of the Statement of Work.</p> <p>The Preliminary Project Plan should pertain to the completion of the Work Requirements related to the development of a baseline portrait of the Marine sector in Canada and the articulation of a long-term vision for a sustainable Marine sector in Canada, as described in Section 6.2.1 of the Statement of Work.</p> <p>The workplan component of the Preliminary Project Plan should contain a work breakdown structure with information</p>	<p>/ 20</p>	

	<p>on the different steps of the work AND allocate tasks and/or deliverables among the different project team members AND contain a schedule that includes a timetable of the different steps of the work and that is linked to specific tasks, milestones and/or deliverables, which should be listed and described. Overall, the workplan should demonstrate a high degree of confidence in the timely and appropriate allocation of resources to perform the work and provide the deliverables in an effective manner.</p> <p>The approach and methodology component of the Preliminary Project Plan should comprehensively explain how the Bidder proposes to successfully complete the work. Sufficient detail should be provided to allow for a complete understanding of the approach to the work undertaken by the team of proposed resources. The approach should be clearly described in terms of processes, strategies, methodologies, and data and information sources. This includes the approach for developing a baseline portrait of the Marine sector in Canada and articulating a long-term vision for its viability, as further described in the Statement of Work.</p> <p>The approach and methodology component of the Preliminary Project Plan should also address and rank issues and challenges raised by the scope of the work and the delivery schedule AND identify measures to mitigate against issues and challenges identified. Moreover, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective completion of the Work Requirements. In addition, it should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes of Canada.</p> <p>Scoring:</p> <ul style="list-style-type: none">- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very high.			
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	<ul style="list-style-type: none"> - Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is high. - Mediocre = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is moderate. - Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is low. - Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very low. 			
<p>R6</p>	<p>Criterion: Quality, completeness, and effectiveness of Preliminary Project Plan for Work Area 3 of the Statement of Work.</p> <p>Explanation: Pursuant to Mandatory Criterion M5, the Bidder must provide a Preliminary Project Plan that includes both a workplan and details regarding the Bidder's proposed approach and methodology for fulfilling the requirements of Work Area 3 of the Statement of Work. This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of the Statement of Work.</p> <p>The workplan component of the Preliminary Project Plan should contain a work breakdown structure with information on the different steps of the work AND allocate tasks and/or deliverables among the project different team members AND contain a schedule that includes a timetable of the different steps of the work and that is linked to specific tasks, milestones and/or deliverables, which should be listed and described. Overall, the workplan should demonstrate a high</p>	<p>/ 10</p>		

	<p>degree of confidence in the timely and appropriate allocation of resources to perform the work and provide the deliverables in an effective manner.</p> <p>The approach and methodology component of the Preliminary Project Plan should comprehensively explain how the Bidder proposed to successfully complete all aspects of the work. Sufficient detail should be provided to allow for a complete understanding of the approach to the work undertaken by the team of proposed resources. The approach should be clearly described in terms of processes, strategies and methodologies. This includes the approach to identifying trainees, recruiting them, and engaging them in the completion of work, as well as the approach to engaging Canadian post-secondary education institutions to implement outreach initiatives, as further described in the Statement of Work. The number of trainees to be engaged should be indicated and a description should be provided of how those trainees will be provided with meaningful training.</p> <p>The approach and methodology component of the Preliminary Project Plan should also address and rank issues and challenges raised by the scope of the work and the delivery schedule AND identify measures to mitigate against issues and challenges identified. Moreover, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective completion of the Work Requirements. In addition, it should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes of Canada.</p> <p>Scoring:</p> <ul style="list-style-type: none">- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage a critical mass of trainees, provide them with meaningful training opportunities, and establish effective partnerships with Canadian postsecondary institutions, such that the probability of achieving the objectives of the			
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	<p>Statement of Work is very high.</p> <ul style="list-style-type: none"> - Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage a critical mass of trainees, provide them with meaningful training opportunities, and establish effective partnerships with Canadian postsecondary institutions, such that the probability of achieving the objectives of the Statement of Work is high. - Mediocre = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage a critical mass of trainees, provide them with meaningful training opportunities, and establish effective partnerships with Canadian postsecondary institutions, such that the probability of achieving the objectives of the Statement of Work is moderate. - Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage a critical mass of trainees, provide them with meaningful training opportunities, and establish effective partnerships with Canadian postsecondary institutions, such that the probability of achieving the objectives of the Statement of Work is low. - Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage a critical mass of trainees, provide them with meaningful training opportunities, and establish effective partnerships with Canadian postsecondary institutions, such that the probability of achieving the objectives of the Statement of Work is very low. 		
<p>R7</p>	<p>Criterion: Quality, completeness, and effectiveness of Project Approach for Work Area 4 of the Statement of Work.</p> <p>Explanation: Pursuant to Mandatory Criterion M6, the Bidder must provide a Project Approach that details the Bidder's proposed approach and methodology for fulfilling the requirements of Work Area 4 of the Statement of Work. This criterion assesses the Project Approach in terms of its</p>	<p>/ 20</p>	

	<p>quality, completeness, and effectiveness in achieving the objectives of the Statement of Work.</p> <p>The Project Approach should comprehensively explain the processes that the Bidder proposes to put in place to ensure flexible and timely customer service within an environment that may involve short delivery timelines and turnaround times as services are requested on “as and when requested” basis. Sufficient detail should be provided to allow for a complete understanding of the approach to receiving, managing and executing tasks as they are assigned by the Project Authority.</p> <p>The Project Approach should also address and rank issues and challenges raised by the scope of the work AND identify measures to mitigate against issues and challenges identified. Furthermore, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective service delivery.</p> <p>In addition, the Project Approach should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes of Canada.</p> <p>Scoring:</p> <ul style="list-style-type: none"> - Excellent = 100% of available points = The approach contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and flexibility for the timely execution of tasks assigned on an “as and when requested” basis, such that the probability of achieving the objectives of the Statement of Work is very high. - Very Good = 75% of available points = The approach contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and flexibility for the timely execution of tasks assigned on an “as and when requested” basis, such that the probability of achieving the objectives of the 			
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	<p>Statement of Work is high.</p> <ul style="list-style-type: none"> - Mediocre = 50% of available points = The approach contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and flexibility for the timely execution of tasks assigned on an “as and when requested” basis, such that the probability of achieving the objectives of the Statement of Work is moderate. - Weak = 25% of available points = The approach contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and flexibility for the timely execution of tasks assigned on an “as and when requested” basis, such that the probability of achieving the objectives of the Statement of Work is low. - Unsatisfactory = 0% of available points = The approach contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and flexibility for the timely execution of tasks assigned on an “as and when requested” basis, such that the probability of achieving the objectives of the Statement of Work is very low. 		
<p>R8</p>	<p>Criterion: Resources proposed to undertake work on an “as and when requested” basis per Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4, of the Statement of Work.</p> <p>Explanation: In the case of resources (other than the project principal) proposed to undertake work on an “as and when requested” basis per Work Area 2, Section 6.2.2, of the Statement of Work, the Bidder should demonstrate the experience of each resource in the areas listed in the respective resource category of Appendix A of these Technical Evaluation Criteria and describe their respective role and responsibilities, including the type of work to be handled. To demonstrate this experience, a description and chronology of relevant professional experience, including details as to where, when and how the stated experience was obtained, should be provided for each resource. At least one (1) resource should be proposed in each of Resource Category 1 and Resource Category 2 of Appendix A of these Technical Evaluation Criteria.</p> <p>In the case of resources (other than the project principal)</p>	<p>/ 20</p>	

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	<p>proposed to undertake work on an “as and when requested” basis per Work Area 4, Section 6.4, of the Statement of Work, the Bidder should demonstrate the experience of each resource in the areas listed in the respective resource category of Appendix A of these Technical Evaluation Criteria and describe their respective role and responsibilities, including the type of work to be handled. To demonstrate this experience, a description and chronology of relevant professional experience, including details as to where, when and how the stated experience was obtained, should be provided for each resource. At least one (1) resource should be proposed in each of Resource Category 1 and Resource Category 2 of Appendix A of these Technical Evaluation Criteria.</p> <p>Scoring:</p> <p>Excellent = 100% of available points = For both Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4, the proposed resources each have experience in at least six (6) of the areas listed in the respective resource categories.</p> <p>Mediocre = 50% of available points = For both Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4, the proposed resources each have experience in at least four (4) of the areas listed in the respective resource categories.</p> <p>Unsatisfactory = 0% of available points = For both Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4, the proposed resources each have experience in fewer than four (4) of the areas listed in the respective resource categories.</p>			
	Total score for PRC2:	/ 100		

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1.1.3 Summary and Final Points Rated Score

Table PRC3: Summary and Final Points-Rated Score	
Category	Score
PRC1: Experience	/ 40
PRC2: Proposed Workplan, Approach and Methodology	/ 100
Overall Score:	/ 140
Pass Mark:	95 / 140
Pass / Fail:	

APPENDIX A
Resource Categories for Task-Based Work Requirements under
Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4,
of the Statement of Work

Resource Category 1: Subject Matter Expert

- Engaging a wide range of target groups (e.g., federal government, industry, academia, and other levels of government) to collect information, views and perspectives.
- Advising on conceptual frameworks, methodological approaches and designs for industrial analysis, capability assessments, and industrial trends.
- Analyzing and/or interpreting industry trends and data, and preparing associated reports.
- Conducting comparative analysis and advising on benchmarking performance, international comparisons and case studies.
- Providing subject-matter advice in areas related to the state of industrial sectors, including capabilities, strengths, weaknesses, and opportunities for growth.
- Providing subject-matter advice in areas related to global export market opportunities, including trends and issues related to international markets.
- Providing subject-matter advice in areas related to technological innovation in industrial sectors.
- Developing evaluation criteria and/or scoring grids for the evaluation of bids for procurements of goods and services.
- Compiling and assessing international practices for, and/or lessons learned from, leveraging economic benefits from defence procurements.

Resource Category 2: Statistical analyst

- Reporting results of statistical analyses, including information in the form of graphs, charts, and tables.
- Processing large amounts of data for statistical modeling and/or graphic analysis, using computers.
- Identifying relationships and trends in data.
- Analyzing and interpreting statistical data.
- Preparing estimates and forecasts using statistical techniques.
- Evaluating the statistical methods and procedures used to obtain data in order to ensure validity, applicability, efficiency, and accuracy.
- Evaluating sources of information in order to determine any limitations in terms of reliability or usability.
- Planning data collection methods for specific projects.

Resource Category 3: Project Principal

1. Providing executive-level clients in the government sector (national-level government) and/or private sector with strategic information and advice pertaining to offset strategies for defence procurement.
2. Conducting defence market and industrial base research and analysis for executive-level clients in the government sector (national-level government) and/or private sector in all of the following areas:
 - (i) current and future market outlooks and opportunities;
 - (ii) technological innovation in the defence sector;
 - (iii) industrial supply chains in the defence sector;
 - (iv) specific firms active in the defence sector; and
 - (v) specific defence platforms.

2. Mandatory Financial Criteria

Bids must meet the mandatory financial criteria specified in the table inserted below.

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

Mandatory Financial Criteria (MF)		
Number	Mandatory Financial Criterion	Bid Preparation Instructions
MF1	<u>INITIAL CONTRACT PERIOD</u> The proposed Total Evaluated firm all-inclusive lot price for work under Work Area 1, section 6.1.1, , and Work Area 2, section 6.2.1 must cumulatively not exceed \$1,000,000 excluding all applicable taxes.	For the initial contract period, the maximum funding available for the Total Evaluated firm all-inclusive lot price for Work Area 1, section 6.1.1, and Work Area 2, section 6.2.1 resulting from the bid solicitation is \$1,000,000 excluding taxes. Bids valued in excess of this amount will be declared non-responsive. This disclosure does not commit Canada to pay the maximum funding available.
MF2	<u>FIRST OPTION PERIOD</u> The proposed Total Evaluated firm all-inclusive lot price for work under Work Area 1, section 6.1.2., and Work Area 3, section 6.3.2 must cumulatively not exceed \$1,500,000 excluding all applicable taxes.	For the first option period, the maximum funding available for the Total Evaluated firm all-inclusive lot price for Work Area 1, section 6.1.2., and Work Area 3, section 6.3.2, resulting from the bid solicitation is \$1,500,000 excluding taxes. Bids valued in excess of this amount will be declared non-responsive. This disclosure does not commit Canada to pay the maximum funding available.
MF3	<u>SECOND OPTION PERIOD</u> The proposed Total Evaluated firm all-inclusive lot price for work under Work Area 3, section 6.3.2, must not exceed \$1,000,000 excluding all applicable taxes.	For the second option period, the maximum funding available for the Total Evaluated firm all-inclusive lot price for Work Area 3, section 6.3.2, resulting from the bid solicitation is \$1,000,000 excluding taxes. Bids valued in excess of this amount will be declared non-responsive. This disclosure does not commit Canada to pay the maximum funding available.

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. 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 Declaration of Convicted Offences

As applicable, pursuant to subsection Declaration of Convicted Offences of section 01 of the Standard Instructions, the Bidder must provide with its bid, a completed [Declaration Form](http://www.tpsgc-pwgsc.gc.ca/ci-if/formulaire-form-eng.html) (www.tpsgc-pwgsc.gc.ca/ci-if/formulaire-form-eng.html), to be given further consideration in the procurement process.

5.1.2 Additional Certifications Required with the Bid

Refer to Attachment 1 to Part 5, Additional Certifications Required with the Bid.

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 - List of Names

Bidders who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder.

Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).

Bidders bidding as societies, firms or partnerships do not need to provide lists of names.

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

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(http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from [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 before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture. Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award, includes a copy of the certification.

5.2.3 Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award

Refer to Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award .

ATTACHMENT 1 TO PART 5, ADDITIONAL CERTIFICATIONS 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 [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 employees (combined work force includes: permanent full-time, permanent part-time and temporary employees [temporary employees only includes those who have worked 12 weeks or more during a calendar year and who are not full-time students]).
- A5. The Bidder has a combined workforce in Canada of 100 or more employees; and
- A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

or

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

B. 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

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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 AND FINANCIAL REQUIREMENTS

6.1 Security Requirement

There is no security requirement applicable to this requirement

6.2 Financial Capability

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

PART 7 – RESULTING CONTRACT CLAUSES

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

The Contract is not to be used for deliveries within a Comprehensive Land Claims Settlement Area (CLCSA). All requirements for delivery within a CLCSA are to be processed individually.

7.1 Statement of Work

- a) The Contractor must perform the Work in accordance with the Statement of Work in Annex A.
- b) Client: Under the Contract, the "Client" is Industry Canada.

Reorganization of Client: The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Project Authority, as required to reflect the new roles and responsibilities associated with the reorganization. In addition, Canada reserves the right to assign the contract to another entity with options ranging from a government agency to an independent non-for profit organization. The assignee will keep doing business with the selected supplier until contract expiry.

7.1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both 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.

7.1.2 Task Authorization

- A.** Work described at Annex A, Statement of Work, Work Area 2, Section 6.2.2, and Work Area 4, Section 6.4, will be performed under the Contract on an "as and when requested basis".
- B.** With respect to the Work mentioned under paragraph A of this clause,
 - 1. an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;
 - 2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
 - 3. the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that

work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;

4. the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex C Task Authorization Form. An authorized TA is a completed Annex C signed by the TA Authority.

C. TA Authority and Limit

The Project Authority may authorize individual TAs, inclusive of any revisions, the sole applicable Contract basis of payment of which is Limitation of Expenditure up to a limit of \$50,000.00, Applicable Taxes extra. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit, or any revisions to any previously authorized TA the applicable Contract basis of payment of which is firm lot price must be authorized by the Contracting Authority before issuance to the Contractor.

D. The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Portion of the Work - Cumulative Total of all authorized TAs,) not being exceeded.

E. TA Process

For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex C Task Authorization Form, containing as a minimum:

- the task or revised task description of the Work required, including:
 - the details of the activities or revised activities to be performed;
 - a description of the deliverables or revised deliverables to be submitted; and
 - a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
- the Contract security requirements applicable to the task or revised task;
- the Contract basis (bases) of payment applicable to the task or revised task; and
- the Contract method(s) of payment applicable to the task or revised task and, as applicable, the associated schedule of milestones.

F. Within 5 calendar days of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B, to be provided, as applicable, per milestone contained in the Schedule of Milestones;
3. and; for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource;
the resume of the proposed resource; and
a demonstration that the proposed resource meets :
the Contract security requirements (if applicable).

G. TA Authorization

1. The TA Authority will authorize the TA based on:
 - the request submitted to the Contractor pursuant to paragraph E of this clause;
 - the Contractor's response received, submitted pursuant to paragraph F of this clause;
 - and
 - the agreed total estimated cost for performing the task or, as applicable, revised task; and, as applicable, the breakdown of that cost per milestone contained in the Schedule of Milestones.
2. The TA Authority will authorize the TA provided each resource proposed by the Contractor for the performance of the Work required meets all the requirements specified under paragraph G.3 of this clause.
3. The authorized TA will be issued to the Contractor by facsimile. The original version will follow by email (as an email attachment in PDF format). The original version will follow by mail.

H. Periodic Usage Reports - Contracts with TAs

1. The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.
2. No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs H.3 and H.4 of this clause in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The usage reports are to be provided on a quarterly basis.

3. For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:
 - the TA number appearing on the TA form;
 - the date the task was authorized appearing on the TA form;
 - the total estimated cost of the task (Applicable Taxes extra) before any revisions appearing on the TA form;
 - the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc:
 - the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (Applicable Taxes extra);
 - the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
 - the total amount of Applicable Taxes invoiced;
 - the total amount paid, Applicable Taxes included;
 - the start and completion date of the task (as last revised, as applicable); and

-
- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

4. For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Portion of the Work - Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

7.2 Standard Clauses and Conditions

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

7.2.1 General Conditions

2035 (2015-07-03), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

7.2.2 Inspection and Acceptance

The Project 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 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 (A9126C)

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

There is no security requirement applicable to this Contract.

Solicitation No. - N° de l'invitation
UT830-153671/A
Client Ref. No. - N° de réf. du client
UT830-153671

Amd. No. - N° de la modif.
File No. - N° du dossier
421zg UT830-153671

Buyer ID - Id de l'acheteur
421zg
CCC No./N° CCC - FMS No./N° VME

7.4 Term of Contract

7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2016 inclusive.

7.4.2 Option to Extend the Contract

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

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 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.

7.5 Authorities

7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: **Robert (Bob) Dubé**
Title: **Supply Specialist**

Public Works and Government Services Canada
Acquisitions Branch
Professional Services Procurement Directorate (PSPD)
Place du Portage - Phase III, Floor 10C1- 42
11 Laurier Street, Gatineau QC K1A 0S5

Telephone: **819-956-0473**
Facsimile: **819-956-2675**
E-mail address: **robert.dube@tpsgc-pwgsc.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.

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File No. - N° du dossier
421zg UT830-153671

Buyer ID - Id de l'acheteur
421zg
CCC No./N° CCC - FMS No./N° VME

7.5.2 Project Authority

The Project Authority for the Contract is:

(To be completed at time of Contract award)

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: ___-___-___
Facsimile: ___-___-___
E-mail address: _____

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

7.5.3 Contractor's Representative

(To be completed at time of Contract award)

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: ___-___-___
Facsimile: ___-___-___
E-mail address: _____

7.6 Payment

7.6.1 Basis of Payment

7.6.1.1 Firm Lot Price

For the Work described in sections 6.1.1, 6.1.2, 6.2.1 and 6.3.2 of the Statement of Work in Annex A:

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm lot price of \$ **(To be completed at time of Contract award)**. Customs duty are included and Applicable Taxes are extra.

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

7.6.1.2 Limitation of Expenditures

For the Work described in sections 6.1.1, 6.1.2, 6.2.1 and 6.3.2 of the Statement of Work in Annex A:

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work, as determined in accordance with the Basis of Payment in Annex A, to a limitation of

expenditure of **\$(To be completed at time of Contract award)**. Customs duty are included and Applicable Taxes are extra.

7.6.1.3 Authorized TA

Firm Lot Price TA

When the applicable basis of payment specified in a TA authorized and issued under the Contract is firm lot price, in consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price stipulated in the authorized TA, as determined in accordance with the basis of payment cost elements in Annex A. Customs duties are included and Applicable Taxes are extra.

TA subject to a Limitation of Expenditure

When the basis of payment specified in a TA authorized and issued under the Contract is limitation of expenditure, the Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized TA, as determined in accordance with the basis of payment cost elements, in Annex A, to the limitation of expenditure specified in the authorized TA.

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

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

If the notification is for inadequate authorized TA funds, the Contractor must provide to the TA Authority, a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

7.6.2 Canada's Total Liability

- A. For the Work described in sections 6.1.1, 6.1.2, 6.2.1 and 6.3.2 of the Statement of Work in Annex A, Canada's total liability to the Contractor under the Contract must not exceed **\$(To be completed at time of 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 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.

Authorized travel and living expenses

- A. Canada's total liability to the Contractor under the Contract for authorized travel and living expenses must not exceed \$**(To be completed at time of Contract award)**. Customs duties are included and the 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 for travel and living expenses being exceeded before 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.

Portion of the Work - Cumulative Total of all authorized TAs

- A. With respect to the portion of the Work that is to be performed under the Contract on an "as and when requested basis", Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ **(To be completed at time of Contract award)**. Customs duties are included and the Applicable Taxes are extra.

-
- B. No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.
- C. 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 sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure [contract clause 7.6.1.4, TA subject to a Limitation of Expenditure],
- whichever comes first.
- D. 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

Milestone Payments

For the Work described in 6.1.1, 6.1.2, 6.2.1 and 6.3.2 of the Statement of Work in Annex A :

1. Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract, up to **(To be completed at time of Contract award)** percent of the amount claimed and approved by Canada if:
 - a. an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
 - b. the total amount for all milestone payments paid by Canada does not exceed **(To be completed at time of Contract award)** percent of the total amount to be paid under the Contract;
 - c. all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives;
 - d. all work associated with the milestone and as applicable any deliverable required have been completed and accepted by Canada.
2. The balance of the amount payable will be paid in accordance with the payment provisions of the Contract upon completion and delivery of all Work required under the Contract if the Work has been accepted by Canada and a final claim for the payment is submitted.

7.6.4 Discretionary Audit

C0100C (2010-01-11), Discretionary Audit - Commercial Goods and/or Services

C0705C (2010-01-11), Discretionary Audit

7.7 Invoicing Instructions

7.7.1 H3022C (2013-04-25) Invoicing Instructions - Progress Payment Claim

1. The Contractor must submit a claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment.

Each claim must show:

- a. all information required on form PWGSC-TPSGC 1111;
- b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
- c. a list of all expenses;
- d. expenditures plus pro-rated profit or fee;
- e. the description and value of the milestone claimed as detailed in the Contract.

Each claim must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the invoices, receipts, vouchers for all direct expenses, travel and living expenses;
 - c. a copy of the monthly progress report.
2. Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
 3. The Contractor must prepare and certify one original and two (2) copies of the claim on form PWGSC-TPSGC 1111, and forward it to the Project Authority identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place.

The Project Authority will then forward the original and two (2) copies of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.

4. The Contractor must not submit claims until all work identified in the claim is completed.

7.8 Certifications

7.8.1 Compliance

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the associated information, or if it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

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 "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.9 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 (2015-07-03), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) the signed Task Authorizations (including all of its annexes, if any);
- (f) Annex D, Non-Disclosure Agreement; and
- (g) the Contractor's bid dated _____ (*Insert the date (year-month-day) of the bid. If the bid was clarified or amended, at time of contract award, add, as applicable: ", as clarified on _____ (year-month-day)" "and" ", as amended on _____ (year-month-day).*)

7.11 Foreign Nationals (*To be determined at Contract Award*)

SACC Manual clause A2001C (2006-06-16), Foreign Nationals (Foreign Contractor)
or

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

7.12 Insurance Requirements

SACC Manual clause G1005C (2008-05-12), Insurance

7.13 Proactive Disclosure of Contracts with Former Public Servants

(Following clause applicable if the selected Bidder provided in accordance with Part 2, article 2.3, Former Public Servant, information on its status with respect to being a Former Public Servant in receipt of a Public Service Superannuation Act (PSSA) pension).

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

**ANNEX A
STATEMENT OF WORK**

**Defence Sector Research & Analysis in support of
the Government of Canada's Defence Procurement Strategy**

1.0 Purpose

The purpose of this Statement of Work (SOW) is to describe the work that the Contractor will provide to the Government of Canada (hereafter "Canada").

2.0 Objective

To inform its decision-making under the Defence Procurement Strategy, Canada relies on a combination of in-house research and analysis, industry consultations, and third-party expertise as required. Canada wishes to supplement these information sources by leveraging the expertise and know-how of an independent third-party with significant expertise and experience in providing research and analysis services related to the defence market and industrial base, and specifically relating to the provision of advice to governments on leveraging economic benefits from defence procurements.

3.0 Background

This section provides summary information on Canada's Defence Procurement Strategy.

Defence Procurement Strategy

On February 5, 2014, the Government of Canada announced a Defence Procurement Strategy (DPS) to:

- deliver the right equipment and services to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner;
- leverage purchases of defence equipment and services to create jobs and economic growth in Canada; and
- streamline the defence procurement process.

Industrial and Technological Benefits Policy

The Government's primary tool for achieving the second DPS objective is the Industrial and Technological Benefits (ITB) Policy. The ITB Policy is aimed at ensuring that Canada's investment in defence-related goods and services:

- supports the long-term sustainability and growth of Canada's defence sector;
- supports the growth of prime contractors and suppliers for defence procurements in Canada, including small and medium-sized enterprises (SMEs) in all regions of the country;
- enhances innovation through research and technological development (R&D) in Canada; and
- increases the export potential of Canadian-based firms.

Value Propositions

Under the ITB Policy, companies awarded defence procurement contracts are required to undertake business activities in Canada of a value equal to that of the contract. At bid time, defence procurement bidders must submit a Value Proposition (VP)—a plan demonstrating their commitment to support Canadian economic development. After a contract is awarded, the successful defence procurement

bidder is required to start fulfilling its VP commitments and to identify further business activities in Canada as may be required to meet its overall ITB obligation (i.e., 100 percent of the contract value).

The VP is rated as part of the overall bid evaluation—a major departure from past practice, when defence procurement bidders were scored solely on the basis of price and technical merit. This new approach gives Canada a significantly more powerful lever to incent high-impact economic outcomes in Canada. The weighting of a VP score is generally 10 percent of the overall bid score, with price and technical merit scores comprising the balance.

Evaluation of Value Propositions

With a view to maximizing economic benefits to Canada on a procurement-by-procurement basis, VP evaluation methodologies are tailored to each specific procurement in order to reflect the unique leveraging potential and circumstances of each one. As a starting point, the following four evaluation criteria may be considered:

- **Defence Sector.** The objective of this criterion is to motivate defence procurement bidders to maximize the amount of business activity they undertake in Canada directly related to the procurement.
- **Canadian Supplier Development.** The objective of this criterion is to motivate defence procurement bidders to develop their Canadian supply chains, including small- and medium-sized Canadian businesses.
- **Research and Technological Development.** The objective of this criterion is to motivate defence procurement bidders to undertake R&D in Canada, including through R&D partnerships with Canadian universities and colleges.
- **Exports.** The objective of this criterion is to motivate defence procurement bidders to develop robust international export strategies that leverage the procurement into future export success from a Canadian base.

Since VP evaluation methodologies are tailored to each individual procurement, there is flexibility, on a procurement-by-procurement basis, to:

- assign different weights to each of above-noted evaluation criteria;
- apply all or some of the above-noted evaluation criteria;
- apply additional evaluation criteria other than those noted above;
- apply mandatory requirements;
- increase or decrease the 10 percent weight of the Value Proposition in the overall bid score; and
- develop different rating grids to adequately assess and differentiate among Value Propositions.

Decisions in these areas are informed by consultations with industry stakeholders that have a direct interest in the procurement, by research and analysis conducted in-house by the Government, and by advice from expert third parties as required.

Key Industrial Capabilities

In 2013, the Government commissioned an independent report titled *Canada First: Leveraging Military Procurement Through Key Industrial Capabilities*. The report outlined recommendations for maximizing the overall benefit to Canada of the Government of Canada's investment in defence procurement. A key recommendation is that Canada identify and support Key Industrial Capabilities (KICs)—strategic priorities that have significant employment and growth opportunities.

4.0 Reference Documents

The Contractor should consult the following reference materials to obtain more information on the issues summarized in the previous section:

- “Defence Procurement Strategy,” a website of the Department of Public Works and Government Services, which provides general background on the objectives and initiatives of the DPS (<http://www.tpsgc-pwgsc.gc.ca/app-acq/stamgp-lamsmp/sskt-eng.html>).
- *Industrial and Technological Benefits Policy: Value Proposition Guide*, published by the Department of Industry, which sets out the Government’s approach to leveraging economic benefits from defence procurement through the ITB Policy, including Value Propositions. (<http://www.ic.gc.ca/eic/site/086.nsf/eng/00006.html>).
- “National Shipbuilding Procurement Strategy (NSPS),” a website of the Department of Public Works and Government Services, which provides general background on the NSPS (<http://www.tpsgc-pwgsc.gc.ca/app-acq/sam-mps/snacn-nsps-eng.html>).
- *Canada First: Leveraging Military Procurement Through Key Industrial Capabilities*, a report of the Special Adviser to the Minister of Public Works and Government Services, which provides recommendations on maximizing the overall benefit to Canada of the Government’s investment in defence procurement, including through the identification and application of KICs (<http://www.tpsgc-pwgsc.gc.ca/app-acq/documents/eam-lmp-eng.pdf>).
- *Defence Acquisition Guide*, published by the Department of National Defence, which identifies future potential Canadian Armed Forces requirements and associated procurement projects (<http://www.forces.gc.ca/en/business-defence-acquisition-guide/index.page>).

5.0 Scope of Work

The Contractor will enhance the analytical foundation underlying Canada’s evidence-based approach to decision-making under its Defence Procurement Strategy. The scope of work includes the following:

- Work Area 1: Identification of strategic national industrial priorities (Key Industrial Capabilities)
- Work Area 2: Articulation of a long-term vision for a sustainable Canadian defence sector
- Work Area 3: Enhancement of Canada’s capacity for defence sector research and analysis performed independently from the Government
- Work Area 4: Strategic information, intelligence, research, analysis and advice in support of Canada’s development of approaches to leverage economic benefits from defence procurements

6.0 Work Requirements

6.1 Work Area 1: Identification of strategic national industrial priorities (Key Industrial Capabilities)

6.1.1 Requirements for the initial contract period

During the initial contract period, the Contractor must undertake background work on Key Industrial Capabilities (KICs), including:

- An assessment of international best practices in setting and operationalizing KICs related to government support of defence-related industries.

-
- Broad engagement of key stakeholders from Canadian industry to better understand their perspectives on how best to define and support KICs.
 - Broad engagement of Canadian federal and provincial government departments and agencies to understand their perspectives on defining and supporting KICs and to ascertain their current and required data sources that could support this work.

The Contractor must incorporate the results of this work in a Report that provides an in-depth assessment of: (i) how relevant countries define and support KICs; (ii) the views of Canadian industry and government departments/agencies on how Canada should define and support KICs; and (iii) federal and provincial data holdings that can support the analytical work required to define and support KICs.

Deliverables

The Contractor must deliver the following:

- a) Project Plan.** The Contractor must submit a Project Plan that incorporates the Project Authority's feedback on the Preliminary Project Plan submitted by the Contractor at bid time. This feedback will be discussed at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work. The Project Plan must include both the workplan and details regarding the approach and methodology that will be used to complete the work. The Project Authority must approve the Project Plan prior to the initiation of any Work.
- b) Draft Report.** The Contractor must submit a Draft Report to the Project Authority, who will provide comments and feedback that the Contractor must subsequently incorporate into the Final Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Draft Report.
- c) Final Report.** The Contractor must submit a Final Report to the Project Authority that incorporates the Project Authority's comments and feedback on the Draft Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Final Report.

Delivery dates

A work schedule with delivery dates for the deliverables identified in Section 6.1.1 above, as well as any other deliverables, milestones and/or tasks per the workplan component of the related Project Plan, will be determined following discussions between the Project Authority and the Contractor at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work.

6.1.2 Optional requirements for the first option period (Year 1), if the option to extend the contract is exercised

Should the option be exercised to extend the Contract for the first option period, the Contractor must provide a Report to the Project Authority that provides recommendations on KICs and how Canada could effectively support those KICs. This work must be informed by the results of the work undertaken during the initial contract period as per Section 6.1.1 above, supplemented by in-depth research and analysis, including but not necessarily limited to research and analysis on: international market opportunities; competitive positioning among foreign suppliers; the existing capabilities of Canadian industry; and innovation opportunities for Canadian industry. The Report's recommendation must directly address the following questions:

- What KICs should Canada support on a priority basis?
- How can KICs be effectively incorporated into the Government's ITB Policy and Value Proposition framework?
- How could Canada support KICs through its broader federal suite of whole-of-government policy and program instruments?
- How could Canada build partnerships with provincial and non-government partners to enhance KICs?
- What is the baseline against which progress should be measured?
- What does success look like?
- What is the best way for Canada to re-assess and adjust its approach to identifying and supporting KICs on an ongoing basis?

Deliverables

Should the option be exercised to extend the Contract for the first option period, the Contractor must deliver the following:

- a) Project Plan.** The Contractor must submit a Project Plan that incorporates the Project Authority's feedback on the Preliminary Project Plan submitted by the Contractor at bid time. This feedback will be discussed at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work. The Project Plan must include both the workplan and details regarding the approach and methodology that will be used to complete the work. The Project Authority must approve the Project Plan prior to the initiation of any Work.
- b) Draft Report.** The Contractor must submit a Draft Report to the Project Authority, who will provide comments and feedback that the Contractor must subsequently incorporate into the Final Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Draft Report.
- c) Final Report.** The Contractor must submit a Final Report to the Project Authority that incorporates the Project Authority's comments and feedback on the Draft Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Final Report.

Delivery dates

Should the option be exercised to extend the Contract for the first option period, a work schedule with delivery dates for the deliverables identified in Section 6.1.2 above, as well as any other deliverables, milestones and/or tasks per the workplan component of the related Project Plan, will be determined following discussions between the Project Authority and the Contractor at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work.

6.2 Work Area 2: Articulation of a long-term vision for a sustainable Canadian defence sector

6.2.1 Requirements for the initial contract period

During the initial contract period, the Contractor must develop a baseline portrait that illustrates the current status of the Marine sector in Canada (see a description of the Marine sector in Appendix A to this Statement of Work), including but not necessarily limited to: the breadth of Canada's industrial base; the depth of Canada's domestic offerings in various areas; and the

position of Canadian firms in global markets in respect of market shares in key areas, technical sophistication, and other measures of merit. The Project Authority will provide data to the Contractor that may serve as a starting point. This includes Statistics Canada and Industry Canada economic modeling data (e.g., revenues, GDP, total economic impact multipliers, employment, exports, labour composition, and wages) for the shipbuilding industry at the level of both the naval market and commercial/civil market.

With the baseline portrait of the Marine sector thus established, the Contractor must articulate a long-term vision (20-year horizon) for a sustainable Marine sector. A vision of what a sustainable Marine sector looks like in 20 years will enable the government to leverage economic growth in targeted areas.

This vision must be based on realistic objectives taking into account existing capabilities, the competitive landscape, technology trends and other relevant factors. The Contractor must identify target end states for elements of the Marine sector that can conceivably be attained as a result of the National Shipbuilding Procurement Strategy and Defence Procurement Strategy. Targets must be measurable against the baseline portrait of the Marine sector in Canada and the Contractor must identify milestone targets against which progress could be measured.

The Contractor must incorporate the results of this work in a Report that presents both the baseline portrait of the Marine sector and the long-term vision for its viability.

Deliverables

The Contractor must deliver the following:

- a) **Project Plan.** The Contractor must submit a Project Plan that incorporates the Project Authority's feedback on the Preliminary Project Plan submitted by the Contractor at bid time. This feedback will be discussed at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work. The Project Plan must include both the workplan and details regarding the approach and methodology that will be used to complete the work. The Project Authority must approve the Project Plan prior to the initiation of any Work.
- b) **Draft Report.** The Contractor must submit a Draft Report to the Project Authority, who will provide comments and feedback that the Contractor must subsequently incorporate into the Final Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Draft Report.
- c) **Final Report.** The Contractor must submit a Final Report to the Project Authority that incorporates the Project Authority's comments and feedback on the Draft Report. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present the Final Report.

Delivery dates

A work schedule with delivery dates for the deliverables identified in Section 6.2.1 above, as well as any other deliverables, milestones and/or tasks per the workplan component of the related

Project Plan, will be determined following discussions between the Project Authority and the Contractor at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work.

6.2.2 Requirements on an “as and when requested” basis via Task Authorizations

The Contractor must, if required by the Project Authority, perform tasks similar to those described under Work Area 6.2.1 above, but with a focus on any or all the following sectors: Land, Air and Space sectors in Canada (see descriptions of these sectors in Appendix A to this Statement of Work). Such tasks will be assigned to the Contractor on an "as and when requested" basis via Task Authorizations that may be assigned at any time during the initial contract period and/or subsequent option period(s) should the option(s) to extend the Contract be exercised.

Deliverables and Delivery Dates

Deliverables and delivery dates will be defined in each Task Authorization. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present deliverables.

6.3 Work Area 3: Enhancement of Canada’s capacity for defence sector research and analysis performed independently from the Government

6.3.1 Requirements for the initial contract period

There are no Work Area 3 Requirements during the initial contract period.

6.3.2 Optional requirements for the first option period (Year 1) and/or second option period (Year2), if the options to extend the contract are exercised

Should the option be exercised to extend the Contract for the first and/or second option period(s), the Contractor must help enhance Canada’s analytical capacity, external to Government, related to the defence market and industrial base. To that end, the Contractor must:

- a) Recruit Canadian citizens, permanent residents or protected persons (“trainees”) and provide them with in-depth training on methodologies and approaches related to defence sector research and analysis. The Contractor must engage the trainees in the completion of the work under this Contract. This engagement must enable the trainees to collaborate with the Contractor’s team in order to apply their training to hands-on problems while gaining practical work experience. The Contractor must engage the trainees in key activities, rather than supporting or administrative roles.
- b) Engage Canada’s broader community of interested post-secondary education institutions to implement outreach initiatives aimed at building capacity and generating interest among students in pursuing a career related to defence sector research and analysis. Related measures could include, but are not

limited to: lectures, presentations, seminars, mentorships, curricula development or executive-in-residence opportunities.

The Contractor must engage trainees throughout the duration of the first and/or second option periods (if the options to extend the Contract are exercised), with the objective of enhancing analytical capacity within Canada to undertake work similar to that under the other Work Areas of this Statement of Work.

Deliverables

Should the option be exercised to extend the Contract for the first and/or second option period(s), the Contractor must deliver the following:

- a) **Project Plan.** The Contractor must submit a Project Plan that incorporates the Project Authority's feedback on the Preliminary Project Plan submitted by the Contractor at bid time. This feedback will be discussed at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work. The Project Plan must include both the workplan and details regarding the approach and methodology that will be used to complete the work. The Project Authority must approve the Project Plan prior to the initiation of any Work.
- b) **Progress Reports.** The Contractor must submit Progress Reports that provide: (i) a description of the activities carried out pursuant to Section 6.3.2 of this Statement of Work; (ii) an assessment of the extent to which those activities successfully met their objectives; and (iii) any associated lessons learned. The following attestations must be appended to the Progress Reports:
 - i. **Training Attestations.** For each trainee engaged as per Section 6.3.2 (a) above, the Contractor must submit a Training Attestation to the Project Authority that provides the following information: (i) name, occupation, title, and contact information of the trainee; (ii) description of the training and work completed by the trainee; (iii) an attestation signed by the Contractor and Trainee to confirm that training has been completed.
 - ii. **Outreach Attestations.** For each outreach initiative held as per Section 6.3.2 (b) above, the Contractor must submit an Outreach Attestation signed by the Contractor and Canadian post-secondary education institution to confirm that the initiative was successfully carried out.

Delivery dates

Should the option be exercised to extend the Contract for the first and/or second option period(s), a work schedule with delivery dates for the deliverables identified in Section 6.3.2 above, as well as any other deliverables, milestones and/or tasks per the workplan component of the related Project Plan, will be determined following discussions between the Project Authority and the Contractor at a Kick-Off Meeting to be held pursuant to Section 7.1 of this Statement of Work.

6.4 Work Area 4: Strategic information, intelligence, research, analysis and advice in support of Canada's development of approaches to leverage economic benefits from defence procurements

Requirements on an "as and when requested" basis via Task Authorizations

The Contractor must provide services on an "as and when requested" basis via Task Authorizations that may be issued at any time during the initial contract period and subsequent option period(s) should the option(s) to extend the Contract be exercised. Work tasks may include various services related to the provision of timely strategic information, intelligence, research, analysis and advice to inform the Government's decisions around how best to leverage high-value, long-term economic benefits to Canada from defence procurements.

For greater clarity, the Contractor will not be involved in the evaluation of bids for Canadian defence procurements, but rather will help inform Canada's own efforts to: (i) determine strategic national economic leveraging objectives underpinning individual procurements or groups of procurements, together with appropriate procurement strategies; and (ii) develop evaluation criteria and methodologies for Value Propositions.

Related services could include, but are not limited to, the provision of strategic information, intelligence, research, analysis and advice related to the following:

- evaluation criteria and scoring grids for the evaluation of bids for defence procurements;
- international practices for, and lessons learned from, leveraging economic benefits from defence procurements;
- the state of the Canadian defence industrial base, including its capabilities, strengths, weaknesses, and opportunities for growth;
- global export market opportunities, including trends and issues related to foreign defence markets;
- trends in global defence markets and Canadian industry's capacity to develop new technologies in those areas;
- technological innovation in the defence sector;
- industrial supply chains in the defence sector;
- specific firms active in the defence sector;
- specific defence platforms; and
- ancillary tasks.

Deliverables and Delivery Dates

Deliverables and delivery dates will be defined in each Task Authorization. Deliverables may include but are not limited to: workplans, methodology reports, research papers and reports, analytical studies, briefing documents, strategic assessments and advice, and presentations. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present deliverables.

7.0 Meetings

Unless otherwise indicated in this Statement of Work or in a Task Authorization issued by the Project Authority or Contract Authority, or otherwise agreed to by the Project Authority, meetings will be convened in the National Capital Region between Canada and the Contractor at a time mutually agreed

upon by both parties. Canada will determine the location of the meetings. Meetings will be chaired by Canada. Canada will provide the facilities, materiel and services reasonably required to facilitate the meetings.

The Contractor must ensure that personnel responsible for work under discussion, or a suitable representative authorized to conduct the work under the Contract, attend the meetings.

In order to reduce travel and work flow interruptions, Canada and the Contractor, by mutual agreement, can convene video or telephone conferences in lieu of face-to-face meetings.

7.1 Kick-Off Meetings

The Contractor must participate in Kick-Off Meetings with the Project Authority and other stakeholders as required by the Project Authority. These meetings will be scheduled by the Project Authority at the following junctures: (i) shortly after the date of Contract Award; (ii) shortly after the beginning of the option Year 1, should the option be exercised to extend the Contract; (iii) shortly after the beginning of the option Year 2, should the option be exercised to extend the Contract; and (iv) If required by the Project Authority, shortly after a Task Authorization is issued. The objective of these meetings will be to discuss the Work Requirements and schedule for the upcoming contract period as well as any required amendments to the related Preliminary Project Plans submitted by the Contractor as part of the bid package (including both the workplan component and the approach and methodology component of the plans).

8.0 Communications

In addition to the timely submission of all deliverables and the fulfillment of obligations specified within the Contract, the Contractor must facilitate and maintain regular communication with the Project Authority.

Communication is defined as all reasonable efforts to inform the Project Authority of plans, decisions, proposed approaches, implementation, progress and results of work, to ensure that the work is progressing in accordance with Canada's expectations. Communications may include: phone calls, electronic mail, and meetings at the discretion of the Project Authority.

The Contractor must immediately notify the Project Authority of any issues, problems, or areas of concern in relation to any work under the Contract, as such issues may arise, and provide related mitigation strategies to address them.

9.0 Format and Structure of Reports

Unless otherwise agreed to in writing by the Project Authority, the Reports submitted pursuant to sections 6.1.1, 6.1.2, and 6.2.1 of this Statement of Work must adhere to the following format and structure:

- Title Page;
 - Title
 - Contract No.: XXX
 - Prepared For: Industry Canada
 - Prepared By: Contractor's name and address
 - Approved By: Contractor approval name and date.
- Table of Contents;
- Acronyms and Abbreviations;
- Executive summary;
- Main body of report;
- Conclusions; and

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- Annexes and appendices, as applicable

Electronic Format

Unless otherwise agreed to in writing by the Project Authority, the Reports must be delivered in electronic format by e-mail or portable storage device (e.g., USB key, Secure Digital, etc.). The 2007 compatible version of MS Office Word is the only acceptable format for the electronic versions for the Reports.

10.0 Constraints

The Contractor is considered an independent third party defence sector advisor to the Government of Canada. The Contractor must disclose forthwith any real or perceived conflict of interest with the defence industry.

11.0 Location of Work

Unless otherwise stated in the Contract or a Task Authorization, the Contractor must provide its own office space, technology, supplies and resources to conduct the work. There is no requirement to locate in Canada; however, the Contractor must be in a position to respond to inquiries and execute tasks in an expeditious fashion.

12.0 Language

The Contractor must provide written deliverables in English, unless otherwise specified or agreed to in writing by the Project Authority.

The Contractor must be prepared to participate in interactive events (e.g., workshops, key informant interviews, focus groups, case studies, and consultative roundtables) with stakeholders in either of Canada's official languages, English or French.

**APPENDIX A:
Descriptions of Marine, Land, Air and Space Sectors in Canada**

Marine Sector

The Marine sector is comprised of activities that relate to: naval ship fabrication, structures and components; naval ship maintenance, repair and overhaul; naval ship-borne systems (i.e., mission systems) and components; and simulation systems for naval vessels.

In addition, the Marine sector is comprised of commercial and civil activities that relate to: shipbuilding, ship hulls and structural components; ship propulsion systems, electrical power systems and related components; ship-borne software, sensors, electronics, navigation systems, and equipment control systems and components; ship repair and maintenance services; ship design, engineering and related professional services; marine sciences and ocean technology (other acoustic, radar, sonar, communication, surveying, mapping, imaging and geomatics equipment, components and services); and unmanned marine vehicles, manned sub-surface vehicles and marine robotics and components.

Land Sector

The Land sector is comprised of activities that relate to: combat vehicles and components; combat vehicles maintenance, repair and overhaul; firearms and other weapons; ammunition and other munitions; primarily land-based or man-portable electro-optical, radar, sonar and other sensor/information collection systems; fire control, warning and countermeasures systems and related components; primarily land-based, man-portable or non-platform specific communications and navigation systems, and other information systems (including processing and dissemination), software, electronics and components; simulation systems for land vehicles or other applications; live personnel and combat training services; and troop support.

Air Sector

The Air sector is comprised of defence and civil activities that relate to: aircraft fabrication, structures and components; military aircraft maintenance, repair and overhaul services; unmanned aerial systems/vehicles (UAS/V) and components; simulation systems for aircraft; missiles and rockets; primarily airborne electro-optical, radar, sonar and other sensor/information collection systems; fire control, warning and countermeasures systems and related components; primarily airborne communications and navigation systems; and other information systems (including processing and dissemination), software, electronics and components.

Space Sector

The Space sector is comprised of military, commercial and government non-military activities that relate to: systems deployed in space; space launch vehicles; land-based systems for the operation, command and control of space launch vehicles or systems deployed in space; and related components.

ANNEX B, BASIS OF PAYMENT

A- Contract Period (From from date of Contract to March 31, 2016 inclusive)

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:

Category	Name (if applicable)	All Inclusive Fixed Daily Rate
<u>(To be completed at time of Contract award)</u>		
_____	_____	\$ _____
_____	_____	\$ _____

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.")

Total Estimated Cost of Professional Fees: \$(To be completed at time of Contract award)

2.0 Cost Reimbursable Expenses

3.1 Authorized travel and living expenses for Work (TA Only)

Concerning the requirements to travel described in the Statement of Work in Annex A, the Contractor will be reimbursed 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 \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the [National Joint Council Travel Directive](#); 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 Project 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: \$(To be completed at time of 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.

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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
To be completed at time of Contract award

_____ (insert name) \$ _____
_____ (insert name) \$ _____

Total Estimated Cost of Subcontracts: \$ **(To be completed at time of 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
(To be completed at time of Contract award)

_____ \$ _____
_____ \$ _____

Total Estimated Cost of Other Direct Expenses: \$ **(To be completed at time of Contract award)**

Total Estimated Cost- Cost Reimbursable Expenses: \$ **(To be completed at time of Contract award)**

3.0 Total Estimated Cost- Contract Period: \$ (To be completed at time of Contract award)

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 Extended Contract Period:

Year 1: (From April 1, 2016 to March 31, 2017)

Year 2: (From April 1, 2017 to March 31, 2018)

1.0 Professional Fees

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

Category	Name (if applicable)	All Inclusive Fixed Daily Rate
<u>(To be completed at time of Contract award)</u>		
_____	_____	\$ _____
_____	_____	\$ _____

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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.

Total Estimated Cost of Professional Fees: \$(To be completed at time of Contract award)

2.0 Cost Reimbursable Expenses

3.2 Authorized travel and living expenses for Work

Concerning the requirements to travel described in the Statement of Work in Annex A, the Contractor will be reimbursed 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)*, available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the *National Joint Council Travel Directive*; 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 Project 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: \$(To be completed at time of 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**
To be completed at time of Contract award

_____ (insert name) \$ _____
_____ (insert name) \$ _____

Total Estimated Cost of Subcontracts: \$(To be completed at time of 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**

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(To be completed at time of Contract award)

_____ \$ _____
_____ \$ _____

Total Estimated Cost of Other Direct Expenses: \$ **(To be completed at time of Contract award)**

Total Estimated Cost- Cost Reimbursable Expenses: \$ **(To be completed at time of Contract award)**

3.0 Total Estimated Cost- Contract Period: \$ (To be completed at time of Contract award)

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ANNEX C, TASK AUTHORIZATION FORM

Contract Number	
Task Authorization (TA) Number	Instructions to the TA Authority: Enter the number here.
Contractor's Name and Address	
Instructions to the TA Authority: Enter the name and address here.	
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$ _____ Instructions to the TA Authority: Enter the amount here.
TA Revisions Previously Authorized	
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
New TA Revision	
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.	
TA Revision Number: _____ Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$ _____ Instructions to the TA Authority: Enter the amount here, as applicable.
Contract Security Requirements (as applicable)	
This task includes security requirements. .	
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.	
Remarks: N/A	
Required Work	
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.	
SECTION A – Task Description of the Work Required Instructions for Section A	

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SECTION B – Applicable Basis of Payment
SECTION C - Cost Breakdown of Task
SECTION D- Applicable Method of Payment
Authorization - Authorization
<p>By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.</p> <p>En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.</p> <p>Name of Project Authority - Nom du chargé de projet _____</p> <p>Signature _____ Date _____</p> <p>Name of PWGSC Contracting Authority - Nom de l'autorité contractante de TPSGC _____</p> <p>Signature _____ Date _____</p>
Contractor's Signature - Signature de l'entrepreneur

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ANNEX D, NON-DISCLOSURE AGREEMENT

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. _____ between Her Majesty the Queen in right of Canada, represented by the Minister of Public Works and Government Services 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.: _____

Name (print)

Signature

Title

Date