



**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**

<b>Title - Sujet</b> Agency of Record	
<b>Solicitation No. - N° de l'invitation</b> EP361-191751/B	<b>Date</b> 2019-04-18
<b>Client Reference No. - N° de référence du client</b> EP361-19-1751	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$CZ-002-76931	
<b>File No. - N° de dossier</b> cz002.EP361-191751	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2019-05-28</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Standard Time EST
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Ivany, Chris	<b>Buyer Id - Id de l'acheteur</b> cz002
<b>Telephone No. - N° de téléphone</b> (613) 993-0048 ( )	<b>FAX No. - N° de FAX</b> (613) 949-1281
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA 4TH FL. 350 ALBERT ST. OTTAWA Ontario K1A0S5 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**

Communication Procurement Directorate/Direction de  
l'approvisionnement en communication

360 Albert St. / 360, rue Albert

12th Floor / 12ième étage

Ottawa

Ontario

K1A 0S5

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

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**Solicitation Number**  
EP361-191751/A

**AMD**

**Buyer ID**  
CZ 002

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Introduction**

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Federal Contractors Program for Employment Equity – Certification, the Technical Evaluation, the Financial Evaluation, the Task Authorization Form, Electronic Payment Instruments and the RFP Submission Form and Subcontractor Information.

### **1.2 Summary**

Canada is seeking the services of an advertising Agency of Record (AOR). As the AOR, the Contractor will be required to provide media planning and strategizing, media buying, ad serving and trafficking, ad verification, reporting and reconciliation services, to support a wide range of government programs and services. The Work under the Contract includes services in support of all Government of Canada (GC) advertising activities within Canada for a variety of department, at the national, regional, rural and community-based levels, targeting all ages and origins, including ethnic and Indigenous communities, in English and French, as well as in other languages, as required.

The period of contract will be for three (3) years with the possibility of two (2) additional one (1) year irrevocable option periods. The services must be carried out as described in Annex "A", Statement of Work.

The requirement is subject to the provisions of the Canadian Free Trade Agreement (CFTA).

The requirement is subject to a preference for Canadian goods and services, or, if applicable, a preference for goods and services sourced in Canada, Australia, New Zealand, the United Kingdom or the United States of America.

There is an optional bidders' conference associated with this requirement.

There is a Federal Contractors Program (FCP) for employment equity requirement associated with this procurement; see Part 5 - Certifications, Part 7 - Resulting Contract Clauses and the annex named Federal Contractors Program for Employment Equity - Certification.

This bid solicitation allows bidders to use the epost Connect service provided by Canada Post Corporation to transmit their bid electronically. Bidders must refer to Part 2 entitled Bidder Instructions, and Part 3 entitled Bid Preparation Instructions, of the bid solicitation, for further information.

### 1.3 Phased Bid Compliance Process

The Phased Bid Compliance Process applies to this requirement.

### 1.4 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 or by telephone.

## 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>) 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 (2018-05-22) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

The 2003 standard instructions is amended as follows:

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

Delete: 60 days  
Insert: 360 days

- Section 08, entitled Transmission by facsimile or by epost Connect, is amended as follows:

subsection 2. is deleted entirely and replaced with the following:

#### 2. epost Connect

- a. Unless specified otherwise in the bid solicitation, bids may be submitted by using the [epost Connect service](#) provided by Canada Post Corporation.
  - i. PWGSC, National Capital Region: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC headquarters is:

[tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca)

or, if applicable, the email address identified in the bid solicitation.

- ii. PWGSC regional offices: The only acceptable email address to use with epost Connect for responses to bid solicitations issued by PWGSC regional offices is identified in the bid solicitation.
- b. To submit a bid using epost Connect service, the Bidder must either:
  - i. send directly its bid only to the specified PWGSC Bid Receiving Unit, using its own licensing agreement for epost Connect provided by Canada Post Corporation; or
  - ii. send as early as possible, and in any case, at least six business days prior to the solicitation closing date and time, (in order to ensure a response), an email that includes the bid solicitation number to the specified PWGSC Bid Receiving Unit requesting to open an epost Connect conversation. Requests to open an epost Connect conversation received after that time may not be answered.
- c. If the Bidder sends an email requesting epost Connect service to the specified Bid Receiving Unit in the bid solicitation, an officer of the Bid Receiving Unit will then initiate an epost Connect conversation. The epost Connect conversation will create an email notification from Canada Post Corporation prompting the Bidder to access and action the message within the conversation. The Bidder will then be able to transmit its bid afterward at any time prior to the solicitation closing date and time.
- d. If the Bidder is using its own licensing agreement to send its bid, the Bidder must keep the epost Connect conversation open until at least 30 business days after the solicitation closing date and time.
- e. The bid solicitation number should be identified in the epost Connect message field of all electronic transfers.
- f. It should be noted that the use of epost Connect service requires a Canadian mailing address. Should a bidder not have a Canadian mailing address, they may use the Bid Receiving Unit address specified in the solicitation in order to register for the epost Connect service.
- g. For bids transmitted by epost Connect service, Canada will not be responsible for any failure attributable to the transmission or receipt of the bid including, but not limited to, the following:
  - i. receipt of a garbled, corrupted or incomplete bid;
  - ii. availability or condition of the epost Connect service;
  - iii. incompatibility between the sending and receiving equipment;
  - iv. delay in transmission or receipt of the bid;
  - v. failure of the Bidder to properly identify the bid;
  - vi. illegibility of the bid;
  - vii. security of bid data; or,
  - viii. inability to create an electronic conversation through the epost Connect service.
- h. The Bid Receiving Unit will send an acknowledgement of the receipt of bid document(s) via the epost Connect conversation, regardless of whether the conversation was initiated by the supplier using its own license or the Bid Receiving Unit. This acknowledgement will confirm only the receipt of bid document(s) and will not confirm if the attachments may be opened nor if the content is readable.
- i. Bidders must ensure that they are using the correct email address for the Bid Receiving Unit when initiating a conversation in epost Connect or communicating with

the Bid Receiving Unit and should not rely on the accuracy of copying and pasting the email address into the epost Connect system.

- j. A bid transmitted by epost Connect service constitutes the formal bid of the Bidder and must be submitted in accordance with section 05.

### 2.1.1 SACC Manual Clauses

SACC Manual Clause [E0003T](#) (2014-09-25) - Security Deposit - Bid and Contract Financial Security Required

### 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 in the bid solicitation.

**IMPORTANT:** For bidders submitting a bid using epost Connect, please pay special attention to Standard Instructions [2003-08 Transmission by facsimile or by epost Connect](#).

Note: For bidders choosing to submit using epost Connect for bids closing at the Bid Receiving Unit in the National Capital Region (NCR) the email address is:

[tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca)

Note: Bids will not be accepted if emailed directly to this email address. This email address is to be used to open an epost Connect conversation, as detailed in Standard Instructions [2003](#), or to send bids through an epost Connect message if the bidder is using its own licensing agreement for epost Connect.

### 2.3 Former Public Servant

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

#### Definitions

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

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

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the

implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

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

#### **Former Public Servant in Receipt of a Pension**

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

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

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 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? **Yes** (  ) **No** (  )

If so, the Bidder must provide the following information:

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

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 Enquiries - Bid Solicitation**

All enquiries must be submitted in writing to the Contracting Authority no later than seven (7) 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 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 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 20 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

## **2.7 Optional Bidders' Conference**

It is recommended that the Bidder or a representative of the Bidder attend the optional Bidder's conference. Arrangements have been made for the conference/teleconference to be held at 350 Albert Street on May 6<sup>th</sup>, 2019. The conference/teleconference will begin at 10:00 am (French) and 1:30 pm (English) in the Confederation Boardroom.

Bidders are requested to communicate with the Contracting Authority no later than two (2) business days prior to the session to confirm attendance and provide the name(s) of the person(s) who will attend as well as to provide a list of questions they wish to discuss. Bidders may be requested to sign an attendance sheet. Bidders who do not attend or do not send a representative will not be given an alternative appointment but they will not be precluded from submitting a bid. Any clarifications or changes to the bid solicitation resulting from the site visit will be included as an amendment to the bid solicitation.

## **2.8 Basis for Canada's Ownership of Intellectual Property**

The department of PWGSC 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: the material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

## **2.9 Volumetric or Historical Data**

Any historical, current, or estimated volumetric estimates provided in this RFP or resulting Contract have been provided to assist bidders in understanding Canada's requirements. The inclusion of this data in

this RFP does not represent a commitment by Canada that Canada's future usage or purchase of goods, services or supplies will be consistent with this data. The data, including any charts and tables, is provided purely for information purposes. Although it represents the best information currently available to Canada, Canada does not guarantee that the data is complete or free from error.

## **2.10 Anticipated migration to an e-Procurement Solution (EPS)**

Canada is currently developing an online EPS for faster and more convenient ordering of goods and services. In support of the anticipated transition to this system and how it may impact any resulting Contract and any subsequent Task Authorizations or other approved administrative instruments, refer to 7.21 Transition to an e-Procurement Solution (EPS).

The Government of Canada's [press release](#) provides additional information.

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

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

Section I: Technical Bid  
Section II: Financial Bid  
Section III: Certifications

If the Bidder chooses to submit its bid in hard copies, Canada requests that the Bidder submits its bid in separately bound sections as follows:

Section I: Technical Bid (6 hard copies and 1 soft copy on USB key)  
Section II: Financial Bid (1 hard copy and 1 soft copy on USB key)  
Section III: Certifications (1 hard copy and 1 soft copy on USB key)

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

If the Bidder is simultaneously providing copies of its bid using multiple acceptable delivery methods, and if there is a discrepancy between the wording of any of these copies and the electronic copy provided through epost Connect service, the wording of the electronic copy provided through epost Connect service will have priority over the wording of the other copies.

### **Section I: Technical Bid**

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in

the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

## **Section II: Financial Bid**

Bidders must submit their financial bid in accordance with the Basis of Payment in Annex “B”.

### **3.1.1 Electronic Payment of Invoices – Bid**

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex “G” Electronic Payment Instruments, to identify which ones are accepted.

If Annex “G” Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

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

### **3.1.2 Exchange Rate Fluctuation Risk Mitigation**

C3010T (2014-11-27) Exchange Rate Fluctuation Risk Mitigation

## **Section III: Certifications**

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

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

### **4.1 Evaluation Procedures**

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada and Chris Williams, Vice President, Digital, of the Association of Canadian Advertisers, will evaluate the bids.
- (c) The evaluation team will determine first if there are one or more bids with a valid Canadian Content Certification for all the Work, with the exclusion of Work under Annex “A” Part A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media). In that event, the evaluation process will be limited to the bids with the certification and all other bids will be declared non-responsive; otherwise, all bids will be declared non-responsive.
- (d) Regarding the evaluation of Work under Annex “A” Part A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media), the evaluation team will determine if there are two or more bids certifying that at least 80% of the total bid price for this Work is completed in Canada, Australia, New Zealand, the United Kingdom or the United States of America. In that event, the evaluation process for Work under Annex “A” Part A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media) will be limited to those bids; otherwise, all bids will be evaluated. If some of the bids for which at least 80% of the total bid price for the Work under Annex “A” Part A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media) is completed in Canada, Australia, New Zealand, the United Kingdom or the United States of America are declared non-responsive, or are withdrawn, and at least one responsive bid meeting that requirement remains, the evaluation of that bid will continue. If no bid meeting this requirement remains, or if the remaining bid is subsequently declared non-responsive, or is withdrawn, then all other bids received will be evaluated, subject to paragraph (c).

(e) Canada will use the Phased Bid Compliance Process described below.

#### **4.1.1 Phased Bid Compliance Process**

##### **4.1.1.1 (2018-07-19) General**

- (a) Canada is conducting the PBCP described below for this requirement.
- (b) Notwithstanding any review by Canada at Phase I or II of the PBCP, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PBCP ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- (c) Canada may, in its discretion, request and accept at any time from a Bidder and consider as part of the Bid, any information to correct errors or deficiencies in the Bid that are clerical or administrative, such as, without limitation, failure to sign the Bid or any part or to checkmark a box in a form, or other failure of format or form or failure to acknowledge; failure to provide a procurement business number or contact information such as names, addresses and telephone numbers; inadvertent errors in numbers or calculations that do not change the amount the Bidder has specified as the price or of any component thereof that is subject to evaluation. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right. The Bidder will have the time period specified in writing by Canada to provide the necessary documentation. Failure to meet this deadline will result in the Bid being declared non-responsive.
- (d) The PBCP does not limit Canada's rights under Standard Acquisition Clauses and Conditions (SACC) 2003 (2018-05-22) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- (e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses

are deemed to be received by Canada at the date and time they are delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

**4.1.1.2 (2018-03-13) Phase I: Financial Bid**

- (a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- (b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- (c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- (d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- (e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.

- (f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- (g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, **only** that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- (h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

**4.1.1.3 (2018-03-13) Phase II: Technical Bid**

- (a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the PBCP. Mandatory technical criteria that are not identified in the solicitation as being subject to the PBCP, will not be evaluated until Phase III.
- (b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- (c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.

- (d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- (e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- (f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, **only** that part of the original Bid as is permitted in this Section.

- (g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid
- (h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- (i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### **4.1.1.4 (2018-03-13) Phase III: Final Evaluation of the Bid**

- (a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

### **4.1.2 Technical Evaluation**

#### **4.1.2.1 Mandatory Technical Criteria**

The Phased Bid Compliance Process will apply to all mandatory technical criteria included in Annex "D".

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

Point rated technical criteria is included in Annex "D".

##### **4.1.2.2.1 Oral Presentation**

The oral presentation criteria is included in Annex "D".

### **4.1.3 Financial Evaluation**

Financial evaluation criteria are included in Annex "E".



**4.2 Basis of Selection**

1. To be declared responsive, a bid must:
  - (a) comply with all the requirements of the bid solicitation;
  - (b) meet all mandatory criteria; and
  - (c) obtain the required minimum points specified for each criterion for the technical evaluation;  
The overall rating is performed on a scale of 25 points.
2. Bids not meeting (a), (b) or (c) will be declared non-responsive.
3. The evaluation will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

In the event of a tie, it will be resolved in favour of the Bidder with the highest total technical score. If the tie remains unresolved, the Bidder with the highest weighted combined score in the rated presentation will be selected.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

<b>Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%):</b>				
		<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.15$	$92/135 \times 70 = 47.70$
	<b>Pricing Score</b>	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$

<b>Combined Rating</b>	84.18	73.15	77.70
<b>Overall Rating</b>	1st	2nd	3rd

## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications Precedent to Contract Award

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.

#### 5.1.1 Integrity Provisions – Required Documentation

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed) website ([http://www.esdc.gc.ca/en/jobs/workplace/human\\_rights/employment\\_equity/federal\\_contractor\\_program.page?&\\_ga=1.229006812.1158694905.1413548969#afed](http://www.esdc.gc.ca/en/jobs/workplace/human_rights/employment_equity/federal_contractor_program.page?&_ga=1.229006812.1158694905.1413548969#afed)).

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 Annex "C", "Federal Contractors Program for Employment Equity – Certification", before contract award. If the Bidder is a Joint Venture,

the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

## 5.2 Additional Certifications Precedent to Contract Award

### 5.2.1 Canadian Content Certification

With the exception of services provided under Annex "A" A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media), this procurement is limited to Canadian service as defined in paragraph 2 and 4 of clause A3050T.

The Bidder certifies that:

( ) the services offered are Canadian services as defined in in paragraph 2 and 4 of clause A3050T.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**5.2.1.1** SACC Manual clause A3050T (2018-12-06) Canadian Content Definition

### 5.2.2 Content Certification

Services provided under Annex "A" A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media) of this procurement are conditionally limited to services provided by individuals based in Canada, Australia, New Zealand, the United Kingdom or the United States of America.

The Bidder certifies that:

( ) 80% of the total bid price for the Work completed under Annex "A" A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media) is provided by individuals based in Canada, Australia, New Zealand, the United Kingdom or the United States of America .

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

### 5.2.3 Status and Availability of Resources

5.2.3.1 SACC Manual Clause A3005T (2010-08-16) - Status and Availability of Resources

## 5.3 Additional Information Precedent to Contract Award

The additional information listed below should be submitted with the bid but may be submitted afterwards. If any 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 additional information listed below within the time frame specified will render the bid non-responsive.

The Contractor must provide the Contracting Authority with a completed Annex "H" RFP Submission Form / Subcontractor List before contract award.

## **PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS**

### **6.1 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.

### **7.1 Statement of Work**

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

#### **7.1.1 Task Authorization Process**

##### **Task Authorization:**

The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. A sample TA form is attached as Annex "F" and subject to change based on collaborative design and refinements by the Program Authority and the Contracting Authority, in consultation with the Contractor.

If, over the period of the Contract, administrative forms are modified, any changes to the Contract, including the form will be authorized in writing by the Contracting Authority.

**Task Authorization Process: *[to be added by the Contracting Authority after Contract award]***

#### **7.1.2 Canada's Obligation – Portion of the Work - Task Authorizations**

SACC Manual clause [B9031C](#) (2011-05-16) Canada's Obligation - Portion of the Work – Task Authorizations

### **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](#) (2018-06-21), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### **7.3 Security Requirements**

**7.3.1** There is no security requirement applicable to the Contract.

### **7.4 Term of Contract**

#### **7.4.1 Period of the Contract**

The period of the Contract is for three (3) years from date of award of the Contract.

#### 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 fifteen (15) calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

#### 7.5 Authorities

##### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Chris Ivany  
Supply Specialist  
Public Works and Government Services Canada  
Acquisitions Branch  
Communications Procurement Directorate  
Address: 360 Albert Street, 12th Floor, Ottawa ON, K1A 0S5

Telephone: 613-993-0048

E-mail address: [christopher.ivany@pwgsc-tpsgc.gc.ca](mailto:christopher.ivany@pwgsc-tpsgc.gc.ca)

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

##### 7.5.2 Program Authority

The Program Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_ - \_\_\_\_ - \_\_\_\_\_

E-mail address: \_\_\_\_\_

The Program Authority is responsible for the management of the program for whom the Work is being carried out under A.4.1 Management Services and is responsible for all matters concerning the technical content of the Work. The Program Authority also assigns ADV numbers for all media placements. Technical matters may be discussed with the Program Authority; however, the Program 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.

### 7.5.2 Project Authority

The Project Authority is the representative of the department or agency for whom the Work is being carried out under individual TAs issued against the Contract and is responsible for all matters concerning the technical content of the Work under that TA. Technical matters relating to Work under a TA 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 TA amendment issued by the Contracting Authority.

### 7.5.3 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

E-mail address: \_\_\_\_\_

The Contractor's Representative must liaise with the Contracting Authority, the Program Authority, as applicable, and will be the first point of contact in terms of:

- (a) managing any business issues with the Program Authority, as applicable, and any Contract issues with the Contracting Authority and, in particular, providing guidance, support and coordination relative to requests; and
- (b) meeting, as required, with Canada on issues relating to this Contract.

### 7.5.4 Contractor's Account Manager

The Contractor's Account Manager for the Contract is:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_-\_\_\_\_-\_\_\_\_\_

E-mail address: \_\_\_\_\_

The Contractor's Account Manager must work closely with the Program Authority, and will be the first point of contact in terms of:

- (a) day-to-day operations and technical requirements and, in particular, providing support and coordination relative to service; and
- (b) meeting, as required, with Canada on issues relating to services from a technical and service delivery planning perspective.

### 7.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public

Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

## **7.7 Payment**

### **7.7.1 Basis of Payment**

#### **7.7.1.1 Basis of Payment - Firm Price - Services**

For the Work described in sections A.4.1 Management Services of the Statement of Work, Annex "A":

##### **Professional Fees**

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price of \$ \_\_\_\_\_ (**insert amount at contract award**). Customs duties are included and Applicable Taxes are extra.

##### **Travel and Living Expenses**

The Contractor will be reimbursed for the authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the meal and private vehicle allowances specified 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 pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Program Authority. All payments are subject to government audit.

##### **Other Direct Expenses**

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

#### **7.7.1.2 Performance Incentives**

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract at Appendix A – Performance Incentives of the SOW, Annex "A", the Contractor will be paid the lump sum payments for each Key Performance Indicator achieved being a firm price of up to \$2,500.00 each. Customs duties are included and Applicable Taxes are extra.

#### **7.7.1.3 Basis of Payment: Individual Task Authorizations**

The Contractor will be paid for the Work specified in the authorized task authorization, in accordance with the Basis of Payment at Annex "B".

Canada's liability to the Contractor under the authorized task authorization must not exceed the limitation of expenditure specified in the authorized task authorization. Custom duties are excluded and Applicable Taxes are extra.

No increase in the liability of Canada or in the price of the Work specified in the authorized task authorization 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 authorized, in writing, by the Contracting Authority before their incorporation into the Work.

#### **7.7.2 Limitation of Expenditure**

1. Canada's obligation with respect to the portion of the Work under the Contract excluding the Work that is performed through TAs must not exceed \$ \_\_\_\_\_ **(insert amount at contract award)**. Customs duties are excluded and Applicable Taxes are extra.
2. 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:
  - a. when it is 75% committed, or
  - b. four months before the contract expiry date, or
  - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,whichever comes first.
3. 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.

#### **7.7.3 Limitation of Expenditure - Cumulative Total of all Task Authorizations**

Canada's obligation with respect to the portion of the Work under the Contract that is performed through TAs is limited to the total amount of the actual tasks performed by the Contractor.

#### **7.7.4 Method of Payment**

##### **7.7.4.1 Monthly Payment**

SACC Manual Clause H1008C (2008/05/12) Monthly Payment

##### **7.7.5 T1204 - Direct Request by Customer Department**

SACC Manual Clause A9117C (2007-11-30) - T1204 - Direct Request by Customer Department

##### **7.7.6 Discretionary Audit**

SACC Manual Clause C0705C (2010-01-11) - Discretionary Audit

##### **7.7.7 Time Verification**

SACC Manual Clause C0711C (2008-05-12) - Time Verification

##### **7.7.8 Electronic Payment of Invoices – Contract**

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

- a. Visa Acquisition Card;
- b. MasterCard Acquisition Card;
- c. Direct Deposit (Domestic and International);



- d. Electronic Data Interchange (EDI);
- e. Wire Transfer (International Only);
- f. Large Value Transfer System (LVTS) (Over \$25M)

## **7.8 Exchange Rate Fluctuation Adjustment**

SACC Manual Clause C3015C (2017-08-17) - Exchange rate fluctuation adjustment

## **7.9 Invoicing**

### **7.9.1 Invoicing Instructions**

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

2. Each invoice must be supported by, as applicable:

- a. Contractor fees: a copy of time sheets to support the time claimed and a breakdown of all other fees claimed in accordance with Annex "B" Basis of Payment.
- b. All other costs: a copy of all relevant documents, which may include, but is not limited to, details for all media placements that ran, impressions or clicks delivered or tracked, impressions purchased and impressions verified and a copy of the invoices, receipts, vouchers for all direct expenses and subcontracted services, and all travel and living expenses.

3. Invoices must be distributed as specified in each TA.

### **7.9.2 Monthly Invoices**

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

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

### **7.9.3 Annual Invoices for Performance Incentives**

Canada will pay the Contractor on annual basis in accordance with the payment provisions of the Contract for each Performance Incentive achieved pursuant to SOW Appendix A "Performance Incentives" if:

- a. an accurate and complete invoice that includes the Program Authority's written confirmation of the Performance Incentive that has been achieved has been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada; and
- c. the Work performed has been accepted by Canada.

## **7.9.4 Cancellation and Rescheduling**

### **7.9.4.1 Cost of Media Placement for Rescheduling of Media**

When media placements requested under a TA have been booked and are rescheduled, either in part or in their entirety after booking, the Contractor will be paid:

- 50% of the media placement fee on the portion of the media placements that have been booked and rescheduled, and
- 100% of the media placement fee to book the media placements over again.

Rescheduling refers to rebooking placements within the same institution and campaign, it does not refer to shifting placements between institutions or campaigns which would entail a new TA being issued.

**Note:** in some cases, penalty fees from the media supplier may also be charged to Canada.

### **7.9.4.2 Cost of Media Placement for Cancellation**

When media placements have been booked and then cancelled in all or in part, the Contractor will be paid as follows:

- 50% of the Contractor's percentage fees, calculated on the net value of the media placements cancelled.

**Note:** in some cases, penalty fees from the media supplier may also be charged to Canada.

### **7.9.4.3 Cost of Cancellation and Rescheduling for A.4.2.2.2 DSP, A.4.2.2.3 Ad Serving and A.4.2.3.3 Ad Verification (all digital media)**

In case of cancellation of a campaign in all or in part, the Contractor will be paid for the services rendered. Payment will be made following receipt of satisfactory invoices, duly supported by the required relevant documents, in accordance with the invoicing instructions provided in the Contract.

## **7.10 Certifications and Additional Information**

### **7.10.1 Compliance**

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

### **7.10.2 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.

### **7.10.3 SAAC Manual Clauses**

SACC Manual Clause A3060C (2008-05-12) - Canadian Content Certification

### 7.11 Applicable Laws

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

### 7.12 Priority of Documents

If there is a discrepancy between the wordings 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 (2018-06-21);
- (c) Annex "A", Statement of Work;
- (d) Annex "B", Basis of Payment;
- (e) Annex "C", Federal Contractors Program for Employment Equity - Certification (if applicable);
- (f) Annex "D", Technical Evaluation
- (g) Annex "E", Financial Evaluation
- (h) Annex "F", Task Authorization Form
- (i) Annex "G", Electronic Payment Instruments
- (j) Annex "H", RFP Submission Form / Subcontractor Information
- (k) signed Task Authorizations (including all its annexes, if any) ;

and;

- (l) the Contractor's bid dated \_\_\_\_\_.

### 7.13 Foreign Nationals (Canadian Contractor)

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

### 7.14 Insurance

SACC Manual clause G1005C (2016-01-28) Insurance – No Specific Requirement

### 7.15 Exclusivity Provision

1. The Contractor certifies that it, its parent corporation, its subsidiary corporation and any body corporate of the Contractor's immediate family or joint venture is not a subcontractor delivering the advertising verification technology (AVT) as described in Annex A, Subsection A.4.2.3.3 - Ad Verification (all digital media).

The Contractor acknowledges and agrees that under this contract, the Contractor's senior officials will disclose all real and potential conflicts of interest by written notice to the Contracting Authority under that contract.

Any certification made by the Contractor that is untrue, whether made knowingly or unknowingly, or failure to comply with the conditions and restrictions mentioned above before or after contract award, or failure to comply with the request of the Contracting Authority for additional information will render the bid non-responsive and any resulting contract will be terminated for default.

2. The following definitions apply to the above provisions:

“PARENT” means, in relation to the Contractor, a body corporate of which the said Contractor is a subsidiary within the meaning of subsection 2(5) of Canada’s *Business Corporations Act*, RSC c C-44;

“SUBSIDIARY” means, in relation to the Contractor, a body corporate within the meaning of subsections 2(3) and 2(5) of Canada’s *Business Corporations Act*, RSC c C-44, and for the purposes of the Contract, also includes those with a less than 50% ownership;

“FEDERAL GOVERNMENT PROCUREMENT CONTRACTS” means a contract as defined under the *Government Contracts Regulations* entered into by institutions identified in Schedule I, I.1 and II of the *Financial Administration Act*, unless excluded by specific acts, regulations or Orders in Council;

“BODY CORPORATE OF THE BIDDER’S IMMEDIATE FAMILY” means a body corporate (including subsidiaries) that has the same parent as the Contractor or means a body corporate that does not operate but acquires and hold shares or a controlling interest in the Contractor;

“RELATING TO ADVERTISING” means all activities involved in the purchase, by or on behalf of Canada, for the development and production of advertising campaigns and associated purchases of space or time in print or broadcast media, or in other mass media, such as digital, cinema or out of home advertising; and

“CONFLICT OF INTEREST” means, in addition to the provisions of General Conditions 2035-34, any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which Contractor is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

#### **7.16 Conflicting Interest**

“CONFLICT OF INTEREST” means, in addition to the provisions of General Conditions 2035-34, any direct or indirect personal or financial interest, relationship, activity, situation or circumstance as a result of which the Contractor is unable or may appear unable to provide impartial and objective assistance, advice or services to Canada.

1. Subject to subsection (2), the Contractor represents, warrants and must ensure that, to its knowledge, the services to be provided pursuant to this Contract (the “Work”) are not, and will not, during the course of the period of the contract, be in conflict with competing or opposing interests of other clients of the Contractor.
2. Where the Contractor is aware that the Work is or may be in conflict with interests of other clients of the Contractor, the Contractor must identify the potentially competing services and interests involved, and forward an explanation setting out the reasons why the situation would not represent a conflict of interest.
3. Where Canada becomes aware that the Work is or may be in conflict with interests of other clients of the Contractor, Canada will inform the Contractor of this situation, requesting an explanation setting out the reasons why the situation would not represent a conflict of interest.
4. Following a review of the Contractor’s explanation, Canada may accept or reject the explanation, at the sole discretion of Canada. Canada will deliver its decision in writing. The Contractor will have a ten (10) working days, from the date of receipt of Canada’s decision, to submit either a

supplementary or an alternate explanation. Following a review of the Contractor's supplementary explanation, if any, Canada may either accept or agree with this supplementary explanation, or, at the sole discretion of Canada, proceed to the measures set out in subsection 5.

5. Where Canada rejects the Contractor's initial explanation (or supplementary explanation, if any) referred to in subsection (4), Canada may terminate the contract in accordance with subsection (6).

6. The Contractor agrees that Canada relies upon subsection (1) to authorise the Contract and any breach of subsection (1) will entitle Canada to terminate this contract for default.

### 7.17 Change of Control

- a) At any time during the period of the Contract, if requested by the Contracting Authority, the Contractor must provide to Canada:
- i) an organization chart for the Contractor showing all related corporations and partnerships; for the purposes of this subsection, a corporation or partnership will be considered related to another entity if:
    - (A) they are "related persons" or "affiliated persons" according to the Canada *Income Tax Act*;
    - (B) the entities have now or in the two years before the request for the information had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
    - (C) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.
  - ii) a list of all the Contractor's shareholders; if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; with respect to any publicly traded corporation, Canada anticipates that the circumstances in which it would require a complete list of shareholders would be unusual and that any request from Canada for a list of a publicly traded corporation's shareholders would normally be limited to a list of those shareholders who hold at least 1% of the voting shares;
  - iii) a list of all the Contractor's directors and officers, together with each individual's home address, date of birth, birthplace and citizenship(s); if the Contractor is a subsidiary, this information must be provided for each parent corporation or parent partnership, up to the ultimate owner; and
  - iv) any other information related to ownership and control that may be requested by Canada.

If requested by the Contracting Authority, the Contractor must provide this information regarding its subcontractors as well. However, if a subcontractor considers this information to be confidential, the Contractor may meet its obligation by having the subcontractor submit the information directly to the Contracting Authority. Regardless of whether the information is submitted by the Contractor or a subcontractor, Canada agrees to handle this information in accordance with Subsection 22(3) of General Conditions 2035 (General Conditions – Higher

Complexity – Services), provided the information has been marked as either confidential or proprietary.

- b) The Contractor must notify the Contracting Authority in writing of:
- i) any change of control in the Contractor itself;
  - ii) any change of control in any parent corporation or parent partnership of the Contractor, up to the ultimate owner; and
  - iii) any change of control in any subcontractor performing any part of the Work (including any change of control in any parent corporation or parent partnership of the subcontractor, up to the ultimate owner).

The Contractor must provide this notice by no later than 10 business days after any change of control takes place (or, in the case of a subcontractor, within 15 business days after any change of control takes place). Where possible, Canada requests that the Contractor provide advance notice of any proposed change of control transaction.

- c) In this section, a **“change of control”** includes but is not limited to a direct or indirect change in the effective control of the corporation or partnership, whether resulting from a sale, encumbrance, or other disposition of the shares (or any form of partnership units) by any other means. In the case of a joint venture Contractor or subcontractor, this applies to a change of control of any of the joint venture’s corporate or partnership members. In the case of a Contractor or subcontractor that is a partnership or limited partnership, this requirement also applies to any corporation or limited partnership that is a partner.
- d) If Canada determines in its sole discretion that a change of control affecting the Contractor (either in the Contractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada may terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 90 days of receiving the notice from the Contractor regarding the change of control. Canada will not be required to provide its reasons for terminating the Contract in relation to the change of control, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security.
- e) If Canada determines in its sole discretion that a change of control affecting a subcontractor (either in the subcontractor itself or any of its parents, up to the ultimate owner) may be injurious to national security, Canada will notify the Contractor in writing of its determination. Canada will not be required to provide the reasons for its determination, if Canada determines in its discretion that the disclosure of those reasons could itself be injurious to national security. The Contractor must, within 90 days of receiving Canada’s determination, arrange for another subcontractor, acceptable to Canada, to perform the portion of the Work being performed by the existing subcontractor (or the Contractor must perform this portion of the Work itself). If the Contractor fails to do so within this time period, Canada will be entitled to terminate the Contract on a “no-fault” basis by providing notice to the Contractor within 180 days of receiving the original notice from the Contractor regarding the change of control.
- f) In this section, termination on a “no-fault” basis means that neither party will be liable to the other in connection with the change of control or the resulting termination, and Canada will only be responsible for paying for those services received up to the effective date of the termination.

- g) Despite the foregoing, Canada's right to terminate on a "no-fault" basis will not apply to circumstances in which there is an internal reorganization that does not affect the ownership of the ultimate parent corporation or parent partnership of the Contractor or subcontractor, as the case may be; that is, Canada does not have a right to terminate the Contract pursuant to this section where the Contractor or subcontractor continues, at all times, to be controlled, directly or indirectly, by the same ultimate owner. However, in any such case, the notice requirements of this section still apply.

#### **7.18 Restrictive Provision**

The Contractor represents and warrants that no gift, benefit or any pecuniary advantage or other inducement has been or will be paid, given, promised or offered directly or indirectly to the Contractor by any third party, including media outlets in relation to the performance of the Work.

#### **7.19 Transition to an e-Procurement Solution (EPS)**

During the period of the Contract, Canada may transition to an EPS for more efficient processing and management of individual authorizations for any or all of the Contract's applicable goods and services. Canada reserves the right, at its sole discretion, to make the use of the new e-procurement solution mandatory.

Canada agrees to provide the Contractor with at least a three-month notice to allow for any measures necessary for the integration of the Contract into the EPS. The notice will include a detailed information package indicating the requirements, as well as any applicable guidance and support.

If the Contractor chooses not to offer their goods or services through the EPS, the Contract may be set aside by Canada.

#### **7.20 Legislative Change**

1. The Contractor will neither be relieved of its obligations under the Contract nor entitled to increase prices as the result of:
  - a. a general change in law, or
  - b. a specific change in law where the effect of that specific change in law on the Work is known at contract award.
2. If a Specific Change in Law occurs or will occur during the period of the Contract, the Contractor must notify the Program Authority of the details of the change, the likely effects of the change, including whether any change is required to the Work, the Basis of Payment or the Contract.
3. Within 20 business days after any notification, the Parties will discuss the matters detailed in the notification and any ways in which the Contractor can mitigate the effect of the specific change of law, and the Contractor must:
  - a. provide evidence that the Contractor has minimized any increase in costs or maximized any reduction in costs, including in respect of the costs of its subcontractors;
  - b. demonstrate that the Contractor had taken into account a foreseeable specific change in law before it occurred; and
  - c. provide proof demonstrating how the specific change in law has affected the cost of providing the Work.

## 7.21 Dispute Resolution Procedure

### Dispute Resolution

The Parties agree to make reasonable efforts, in good faith, to settle amicably all disputes or claims relating to or arising from the Contract. Any dispute concerning the Contract that cannot be resolved by discussions or written communications between the Contracting Authority and the Contractor's Representative within 20 business days will be handled as follows (for the purposes of the Contract, business days are any day other than a weekend or a provincial or federal public holiday in Canada):

1. After the 20-business day period, either Party may give notice to the other containing a request to negotiate, which must contain a description of the nature of the dispute, any relevant background details, and refer to specific articles of the Contract that relate to the dispute. The Party receiving the request to negotiate must provide the request to negotiate to:
    - In the case of the GC, to a Senior Director; and
    - In the case of the Contractor, to \_\_\_\_\_, an individual who is not involved in the day-to-day administration of the Contract and is someone who corresponds to the Senior Director level within the Contractor's organization.
  2. Within 10 business days of receiving a request to negotiate, the receiving Party must respond in writing with its position regarding the nature of the dispute, any additional relevant details and any additional articles of the Contract that Party considers relevant to the dispute. The Party receiving this response must provide the response to:
    - In the case of the GC, to a Senior Director; and
    - In the case of the Contractor, to \_\_\_\_\_, an individual not involved in the day-to-day administration of the Contract and who corresponds to the Senior Director level within the Contractor's organization.
  3. If the dispute is not resolved within 10 business days of the response being provided, the Parties agree to refer the matter to the following individuals, depending on the nature of the dispute:
    - In the case of the GC, to a Director General; and
    - In the case of the Contractor, to \_\_\_\_\_, an individual who is not involved in the day-to-day administration of the Contract and who corresponds to the Director General level within the Contractor's organization,
  4. For matters unresolved at the Director General level the Parties agree to refer the matter to the following individuals:
    - In the case of the GC, to an Assistant Deputy Minister; and
    - In the case of the Contractor, to \_\_\_\_\_, an individual not involved in day-to-day administration of the Contract and who corresponds to the Assistant Deputy Minister level within the Contractor's organization;
- The Parties agree that negotiations will begin between these individuals within 10 business days. However, negotiations need not necessarily take place in the form of a face-to-face meeting.
  - Either Party may choose to bring the dispute to a more senior individual in its own organization at any time.



- If the dispute is not resolved through these negotiations within a total of 60 business days (including all of the above steps), the Parties agree to consider referring the matter to more senior officials in their respective organizations or to consider other appropriate dispute resolution processes before resorting to litigation or both.
- All information exchanged during these negotiations or other dispute resolution processes will be regarded as “without prejudice” communications for the purpose of settlement negotiations and will be treated as confidential by the Parties and their representatives, unless otherwise required by law. However, evidence that is independently admissible or discoverable will not be rendered inadmissible or non-discoverable by virtue of its use during the negotiations or other alternate dispute resolution process.
- A Contract dispute is defined as any disagreement that cannot be resolved through a meeting that includes the Contractor, Program Authority, Contracting Authority, as well as the Project Authority (if applicable).

**ANNEX “A” – STATEMENT OF WORK**  
**Government of Canada Advertising Agency of Record**  
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## PART 1 – Requirement

### A.1. ABBREVIATIONS

The following is provided as reference to outline all of the abbreviations used in this Statement of Work (SOW):

Advertising Coordination and Partnerships Directorate	ACPD
Advertising Management Information System	AdMIS
Agency of Record	AOR
Application Programming Interface	API
Canadian Out of Home Marketing and Measurement Bureau	COMMB
Click-Through Rate	CTR
Communications Procurement Directorate	CPD
Cost-Per-Click	CPC
Cost-Per-Thousand	CPM
Data Processing Agreement	DPA
Data Management Platform	DMP
Demand Side Platform	DSP
File Transfer Protocol	FTP
General Invalid Traffic	GIVT
Government of Canada	GC
Gross Rating Point	GRP
Hyper Text Transfer Protocol Secure	HTTPS
Internet Protocol	IP
Key Performance Indicators	KPI
Media placement authorization number	ADV
Official Language	OL
Official Language Minority Communities	OLMC
Point of View	POV
Public Services and Procurement Canada	PSPC
Privy Council Office	PCO
Real-Time Bidding	RTB
Search Engine Marketing	SEM
Sophisticated Invalid Traffic	SIVT
Statement of Work	SOW
Task Authorization	TA
Video Ad Serving Template	VAST

## A.2. REQUIREMENT

A.2.1 The Government of Canada (GC) requires a contractor to provide the services of an Agency of Record (AOR) (hereafter referred to as the Contractor) for media planning and strategizing, media buying, ad serving and trafficking, ad verification, reporting and reconciliation, to support a wide range of advertising initiatives, from multi-channel multi-million dollar campaigns, to smaller projects in only one channel (e.g. social media, magazines, newspapers, radio, targeting specific target audiences or geographic locations) and limited budget. The Contract is both for operational services (Management Services) throughout the period of the Contract, and campaign-specific services (Advertising Services) and other related services (Additional Advertising Services) if and when requested, in accordance with the Task Authorization (TA) process.

### A.2.1. AOR Role

A.2.1.1 The GC uses the services of a single AOR for media planning and strategizing, media buying, ad serving and trafficking, ad verification, reporting and reconciliation, whereas a roster of agencies contracted separately provide creative services. As such, the Contractor plays a unique strategic role and must:

A.2.1.1.1 Establish strong relationships between the Contractor and the Program Authority, GC institutions and creative agencies, as required, throughout the period of the Contract, to ensure common understanding of roles, responsibilities and objectives, so that GC advertising activities can be executed seamlessly and any emerging challenges are addressed promptly.

A.2.1.1.2 Provide optimal accountability and transparency for all GC media placements through documented and integrated systems and processes, supported by industry standards and accreditations, optimize value for the GC throughout the period of the Contract and ensure activities and related budgets are accounted for in support of GC priorities, and relevant legislations, policy, procedures and standards. This includes, but is not limited to, the establishment and maintenance of the following core standards as part of the Contract:

A.2.1.1.2.1 A framework of media currency trading standards that support multiple levels of transaction quality along with brand safety definitions appropriate for GC advertising.

A.2.1.1.2.2 Guidelines for ad verification, data processing and reporting with clear definitions appropriate for GC advertising.

A.2.1.1.3 Act as one voice with media suppliers, on behalf of the GC, and leverage the collective volume of GC advertising budgets to ensure optimal value for the GC.

A.2.1.1.4 Provide national, regional, rural, community-based, ethnic, Indigenous and international expertise and capacity, for all forms of media, currently known and that may emerge during the period of the Contract.

A.2.1.1.4.1 The Contractor must have appropriate resources and quality assurance to ensure consistent service levels at all times, including throughout periods of low and high activity, for special requirements or circumstances, urgent requests requiring same day turn-around or in the event of short lead time, and to cancel or postpone GC media placements.

A.2.1.1.4.2 The Contractor must provide services 24/7 in emergency or crisis situations, which could include, but are not be limited to, situations that could impact the health and safety of Canadians.

A.2.1.1.4.3 The Contractor must provide a Contact Report following all calls and meetings within 24 hours, as a record of discussions and decisions with the GC. The Contractor must send Contact Reports to all participants with a copy to the Program Authority.

A.2.1.1.4.4 The Contractor must provide services in English and French, as required.

A.2.1.1.4.5 The Contractor must have one resource at minimum with a valid certification in Search Engine Marketing (SEM) Google Ads.

A.2.1.1.5 Stay abreast of media consumption trends and apply in-depth knowledge of media market conditions, integrating current industry research to provide insights and effective recommendations on media strategies.

A.2.1.1.5.1 The Contractor must have subscriptions to the following industry resources at minimum: Numeris, Canadian Out of Home Marketing and Measurement Bureau (COMMB), Vividata and Comscore.

A.2.1.1.6 Demonstrate financial reliability and administrative control through documented systems and processes providing full transparency and accountability on all costs under the Contract.

A.2.1.1.7 Advise the Program Authority of any changes or issues affecting the Contractor's operations.

## **A.3. BACKGROUND**

### **A.3.1 Advertising in the GC**

A.3.1.1 Advertising is an important way for the GC to communicate with Canadians about policies, programs, services, rights, responsibilities and protections. GC advertising is aimed at national, provincial and regional audiences within Canada, of all ages and origins, including official language minority communities (OLMC), and ethnic and Indigenous communities. The GC must run ads in both of Canada's official languages. Ads are also placed in other languages if required. A limited number of campaigns are directed to international audiences.

A.3.1.2 The GC advertising management framework involves many organizations. Rigorous annual planning and reporting mechanisms are involved, which are designed to ensure that activities align with GC priorities, meet the communications needs of Canadians, comply with applicable legislations and regulations and provide best value for money. Strategic oversight and implementation are coordinated centrally through the Privy Council Office (PCO) and Public Services and Procurement Canada (PSPC). GC institutions are fully responsible and accountable for planning and management, and for performance measurement and reporting against their planned advertising objectives. For more information on roles and responsibilities of institutions involved in managing GC advertising, consult: <http://www.tpsgc-pwgsc.gc.ca/pub-adv/roles-eng.html>. For more information on the GC advertising management framework, consult Annex B: Mandatory Procedures for Advertising, in the Directive on the Management of Communications: <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=30682&section=procedure&p=B>.

A.3.1.3 The GC fiscal year is from April 1<sup>st</sup> to March 31<sup>st</sup>. Advertising budgets are approved annually and generally confirmed in the first quarter of the fiscal year (April-June). Typically 35 to 40 institutions initiate

advertising in any given year – and typically 25 use AOR services. Many GC advertising activities can be in development at the same time, generally with tight planning time, concentrated in the third quarter of the fiscal year (October-December), and primarily in-market during the fourth quarter (January-March). There are multiple levels of approvals, which can vary from one institution to another and can impact media planning and buying execution timelines.

A.3.1.4 Over the past 10 years, total net media spending has been as high as \$136M net in 2009-2010, but has dropped to \$30.6M net in 2015-2016. In 2016-2017, for the first time, more than 50% of the total media budget was spent on digital media (55%, \$16.8M net); of this amount, 42% was spent on social media, 45% on display and Real-Time Bidding (RTB), and 13% on SEM. Estimated spending in 2017-2018 indicates continuation of this trend toward increasing use of digital media. For more details on GC advertising activities, consult annual reports on GC advertising activities: <http://www.tpsgc-pwgsc.gc.ca/pub-adv/annuel-annual-eng.html>.

A.3.1.5 When a Federal election is called, all GC advertising activities are suspended. All media placements that have been booked must also be cancelled, including placements during and after the election period. The only work that can take place is for advertising services required to cancel or to account for completed media placements, including related reporting and billing. There are exceptions, but these require specific approvals, including when advertising is required: by statute or regulation for legal purposes; to inform the public of a danger to health, safety or the environment; to post an employment or staffing notice; or in situations deemed as an emergency or urgent.

## **A.3.2 GC Advertising Volume**

A.3.2.1 Requirements for AOR advertising services may vary in scope, from comprehensive strategies and plans seeking media innovation, to repeats or extensions of past media plans or straight execution of media plans developed by GC institutions – they can develop their own plans, although generally few choose to do this. And while the majority of GC media placements are made through the AOR, GC institutions may purchase space directly with media suppliers for campaigns with media buys totaling under \$25K – this generally relates to operational-type advertising notices or small-scale initiatives.

A.3.2.2 Over the past two (2) years, an average of 67 media plans were developed annually by the previous AOR for 24 GC institutions, and 275 media buys were executed by the previous AOR for 25 GC institutions. Each campaign can involve several media plans. Further details on GC advertising volume and digital media placements managed through the previous AOR are provided in this SOW, Part 3 Charts and Tables on GC Advertising Volume.

## **A.4 SERVICES REQUIRED**

### **A.4.1 Management Services (ongoing)**

#### **A.4.1.1. Professional Services**

The Contractor must provide the following:

A.4.1.1.1 Integrated services, via a central point of contact, including media planning and strategizing, media buying, ad serving via an ad server and trafficking, ad verification, reporting and reconciliation services, through centralized systems and processes providing quality, flexible and innovative solutions, tailored to the needs of the GC and adapted to technological change throughout the period of the Contract.

A.4.1.1.2 Strategic advice and recommendations to the Program Authority on: overall media strategy and direction, new approaches that would best benefit the GC as a whole (e.g. block-buys, bulk buys, volume deals); changing or emerging technologies and the media landscape, considering potential impacts on GC

advertising; and media opportunities and proposals, media partnerships and collaborations delivering value to the GC, including the assessment of media value or various advertising issues (i.e. Point-of-View or POV).

A.4.1.1.3 Appropriate systems and processes to ensure seamless and streamlined management of GC advertising activities and full accountability and transparency on all activities and costs, and proactively recommend current and new technologies and innovative solutions, as appropriate, to continuously improve operations throughout the period of the Contract.

A.4.1.1.3.1 There will be a transition-in period of approximately five (5) months broken down in two phases. All systems and processes must be fully operational by the end of the transition-in period:

- Phase I – This phase will be from the Contract award date up to November 30, 2019. By the end of the second week, the Contractor must provide a roadmap to the Program Authority showing all tasks and timelines to be completed in phase I and II. During Phase I, services to GC institutions described in A.4.2 Advertising Services will continue to be provided by the previous AOR, while the Contractor sets up the necessary systems and processes. The Contractor must have the basic systems and processes in place by December 1, 2019, to be able to take over from the previous AOR.
- Phase II – The Contractor must complete any remaining work for all systems and processes to be fully operational.

A.4.1.1.3.2 The Contractor must provide roadmaps annually throughout the period of the Contract: In the first quarter of each fiscal year, showing tasks and timelines to be completed by the Contractor to improve the Contractor's operations;

A.4.1.1.4 A process for the delivery of services outside regular business hours. The process must be established with the Program Authority during the transition-in period.

A.4.1.1.5 A framework of media currency trading standards for all GC media placements, taking into account multiple levels of transaction quality and brand safety suitability with definitions. The framework must define the quality of media currency under which certain transactions are conducted, from the most accountable (i.e. numbers audited by third-party), to the least accountable (i.e. suppliers' proprietary numbers), including implications and risks. The framework must be established with the Program Authority during the transition-in period and must be updated during the period of the Contract, as required, if the environment evolves.

A.4.1.1.6 Planning and buying, ad verification and reporting guidelines for GC digital advertising, defining recommended standards for GC advertising activities. The guidelines must be established with the Program Authority during the transition-in period and must be updated during the period of the Contract, as required, if the environment evolves.

A.4.1.1.7 A standardized nomenclature for campaign set-up on all platforms used by the Contractor for GC advertising activities, to facilitate cross-platform management and reporting. The standardized nomenclature must be established with the Program Authority during the transition-in period and must be updated during the period of the Contract, as required, if the environment evolves.

A.4.1.1.8 Data processing guidelines providing full transparency and accountability over data processed by the Contractor throughout the period of the Contract. The guidelines must be established with the Program Authority during the transition-in period and must be updated during the period of the Contract if the environment evolves.

A.4.1.1.9 Generic media planning listings, in English and French, for, but not limited to, television, radio, out-of-home, digital and print, for mainstream, minority OL, ethnic and Indigenous media. At minimum, listings should include the following information, as applicable: media planning information for national, provincial and regional advertising purposes, e.g. market language, common formats, length and showing



with modifiers (e.g. seasonality, lead time), and contact information of media sales representatives. Media suppliers may have to complete a questionnaire for review based on GC criteria before getting listed. The Contractor will coordinate this review process, on behalf of the GC, which must be fully transparent and accountable. The process for developing and maintaining these listings and the format must be established with the Program Authority during the transition-in period.

A.4.1.1.10 Appropriate systems and processes enabling the Program Authority and the Contractor to communicate and share campaign status information on an ongoing basis, allowing access and input by both sides – the Program Authority reviews and approves all requests from GC institutions for Advertising Services and issues all media placement authorizations (ADV). Systems and processes must be established with the Program Authority during the transition-in period.

A.4.1.1.11 An online platform, in English and French, to post and share AOR documentation, tools and resources for use by GC institutions. The platform must be established with the Program Authority during the transition-in period and maintained by the Contractor.

A.4.1.1.12 Media consumption audience profiles for GC target groups identified by the Program Authority, based on current media research and industry databases and tools. The timeline for providing this annually, must be established with the Program Authority during the transition-in period.

A.4.1.1.13 Media planning templates, in English and French, to facilitate planning, approval and execution of GC media plans. The templates must be developed with the Program Authority during the transition-in period and must be updated during the period of the Contract if the environment evolves.

A.4.1.1.14 Ongoing access (read only) and training to the Program Authority, as required, to the Contractor ad server, Demand Side Platform (DSP), Data Management Platform (DMP), ad verification technology platforms, and all other centralized online platforms used by the Contractor to manage GC digital media placements. Other centralized online platforms could include, but are not be limited to, social media and SEM platforms. Access and initial training must be provided to the Program Authority during the transition-in period.

A.4.1.1.15 Access to the DMP and training on the DMP to the Program Authority for up to five (5) users. Training must be delivered over the telephone, through webinar, or resources produced by the Contractor, e.g. user guide, lexicon, frequently asked questions and answers, video tutorials or a combination of any of these methods. Access and initial training must be provided to the Program Authority during the transition-in period.

A.4.1.1.16 A process manual for GC institutions and creative agencies, in English and French. The process manual must include, but may not be limited to, information on the role and responsibilities of key players, AOR processes and key contact information. Upon request, the Contractor must also provide separate process documentation for GC institutions on the Contractor reporting and billing processes. The process manuals must be developed with the Program Authority during the transition-in period and must be updated during the period of the Contract if the environment evolves.

A.4.1.1.17 Meet with media owners and senior representatives, to negotiate on complex issues or discuss media opportunities, ensuring fair and open opportunities for all GC advertising sales, briefing media representatives and reporting to the Program Authority.

A.4.1.1.18 Unless otherwise specified, the Contractor will be reimbursed for any approved travel and living expenses associated with the Work. The Contractor must obtain the Program Authority's pre-approval of any travel and living expenses at least two business days prior to the proposed date of the travel.

## **A.4.1.2 Reporting**

The Contractor must provide the following:

A.4.1.2.1 *Corporate plan (annually, April)* – This report must describe the media buying and negotiation strategies and recommendations for the new fiscal year to ensure optimal value from volume consolidation. The reporting format must be established with the Program Authority before the first report.

A.4.1.2.2 *Annual report (annually, August)* – This report must summarize GC advertising activities, spending and insights from the preceding fiscal year, including, but not limited to, key milestones, challenges and lessons learned, as well as forward strategic outlook and overview of media landscape and trends. The Contractor must present the annual report annually in person, in Ottawa, in English and French, which may be followed by one-on-one meetings with GC institutions, coordinated by the Program Authority. All travel costs for this event possibly spanning over two-days must be covered by the Contractor and will not be reimbursed. The reporting format must be established with the Program Authority before the first report.

A.4.1.2.3 *Contractor costs (monthly and after closing each fiscal year)* – This report must describe all costs, showing planned and actual (as applicable), and fees broken down separately (as applicable), with details by institution and TA. The reporting format must be established with the Program Authority during the transition-in period.

A.4.1.2.4 *Media placement costs (monthly and after closing each fiscal year)* – This report must provide various cost breakdowns, with fees broken down separately, to assist the Program Authority in responding to frequently asked questions (e.g. by media type, by Official Language (OL), by region). A raw data file (Excel-compatible) must also be provided. The reporting format must be established with the Program Authority during the transition-in period.

A.4.1.2.5 *GC Advertising Activity (monthly)* – This report must include a blocking chart showing major campaigns in market during the current fiscal year. The reporting format must be established with the Program Authority during the transition-in period.

A.4.1.2.6 *GC Ad Verification (quarterly)* – This report must provide a summary showing ad verification results for all campaigns during the current fiscal year. The reporting format must be established with the Program Authority during the transition-in period.

A.4.2.2.7 *Savings (quarterly)* – This report must provide a summary of value added and savings achieved for all campaigns during the current fiscal year. What is considered value added and savings for the Contractor must be defined with the Program Authority during the transition-in period.

A.4.2.2.8 *Accounts Payables and Accounts Receivables (monthly)* –The Contractor must provide reports on Accounts Payables (invoices received from subcontracted media suppliers) and Accounts Receivables (invoices sent to GC institutions). The reporting format must be established with the Program Authority during the transition-in period.

A.4.2.2.9 *Statement of receipts and disbursements (annually, August)* – This report must provide a statement of receipts and disbursements, including a summary of all transactions, all credits and prompt payment discounts. The Contractor must submit the report to the Program Authority within one hundred and fifty (150) days following the end of each fiscal year. The reporting format must be established with the Program Authority during the transition-in period.

A.4.2.2.10 *Other reports (as required)* – Custom reports, e.g. media spending, media buy delivery and performance, to assist the Program Authority in responding to various inquiries (e.g. media inquiries, parliamentary inquiries, Order Paper Questions). Information considered business confidential by the Contractor must be defined by the Contractor and reviewed with the Program Authority during the transition-in period.

### **A.4.1.3 Training and Seminars**

The Contractor must provide the following:

A.4.1.3.1 Develop and deliver up to four training sessions or seminars for GC institutions or creative agencies every calendar year during the period of the Contract, in English and French, in Ottawa, on media-related topics relevant to GC advertising. Each session will be for a duration of approximately four hours. Topics could include, but are not be limited to:

- media consumption trends;
- GC advertising case studies;
- media updates, e.g. new and emerging media; and
- performance measurement.

### **A.4.2 Advertising Services (if and when requested)**

If and when requested, in accordance with the TA process, the Contractor must provide the following services:

#### **A.4.2.1 Media Planning and Strategizing**

##### **A.4.2.1.1 Professional Services**

A.4.2.1.1.1 Develop media insights to inform strategies based on information from media briefs, consumer and market research, advertising research, media research from industry databases and tools, data from web and advertising analytics and proprietary research.

A.4.2.1.1.2 Research media availability, new and emerging media, target audiences' media consumption practices, receptivity and market trends, using current media research and industry databases, resources and tools, to provide insights for the development of media strategies and plans.

A.4.2.1.1.3 Collect, analyze and interpret data across all target touch-points to aggregate into reports and help demonstrate that GC advertising activities are meeting planned objectives, that issues and opportunities are addressed, and that insights are considered.

A.4.2.1.1.4 Analyze, interpret and provide feedback on media buy reports and data from web analytics, social media platforms and other data shared by GC institutions, as well as other platforms accessible to the Contractor, to assess the execution of media strategies and plans against planned objectives, advise on delivery and performance, and provide recommendations to optimize campaigns and achieve optimal results and value.

A.4.2.1.1.5 Develop media strategies that will best meet the objectives of GC institutions, and provide advice and recommendations on the use of new and emerging media and methods of execution, as appropriate, including, but not limited to:

- media objectives;
- target demographics;
- target markets and national coverage;
- audience receptivity;
- media blocking chart with timing, media types, weights and costs;
- media reach and frequency;
- measures for brand safety and impression fraud (digital media);
- measures and metrics for post-campaign results; and
- research learnings (e.g. brand awareness, brand health and other research Key Performance Indicators (KPIs)).

A.4.2.1.1.6 Develop media plans, including, but not limited to:

- timing;
- media type selection;
- media weights and sizes;
- media costs;
- media quality;
- media reach and frequency;
- media properties – for SEM, this may include ad groups, text ads, Sitelinks and positive and negative keywords;
- media costs by type and property;
- total media costs;
- flight plan and chart including all planned activities and total exposure (e.g. GRP, occasions);
- measures and metrics for post-campaign results;
- media currency accountability (e.g. measured vs. not measured and measurement reliability, based on framework established with the Program Authority); and
- brand safety suitability (based on framework established with the Program Authority).

A.4.2.1.1.7 If media plans require that inventory come from inventory owned by the Contractor, provide complete transparency on the rationale for using this inventory over other competing available inventory. This rationale must indicate the proportion of the Contractor's inventory that will be used and explain why this inventory provides better value for the GC, including pricing and competitive analysis.

## **A.4.2.2 Media Buying, Ad Serving and Trafficking**

### **A.4.2.2.1 Professional Services**

A.4.2.2.1.1 Negotiate, purchase and optimize GC media buys across all media types and platforms, based on instructions in TAs and media plans, regardless of the purchasing method, ensuring brand safety, best price and positioning and optimal value and results for GC campaigns.

A.4.2.2.1.2 Recommend alternative media placement options with supporting rationale if planned objectives cannot be executed (e.g. short lead time, inventory), to ensure optimal value and results for GC campaigns.

A.4.2.2.1.3 Monitor media buy execution during and after they have ended, negotiate compensation or make-goods if contracted value is not achieved, and provide recommendations to optimize campaigns and achieve optimal value and results.

A.4.2.2.1.4 Provide access (read only) to GC institutions, as required, to social media platforms managed by the Contractor to manage GC digital advertising social media campaigns, to enable GC institutions to monitor social media engagement related to their advertising campaigns. Monitoring social media engagement is the responsibility of GC institutions.

### **A.4.2.2.2 DSP**

A.4.2.2.2.1 Provide the necessary systems and resources to manage, coordinate and execute GC media buys programmatically, including, but not limited to, RTB, across all ad exchanges and trading platforms, for all media types. At minimum, the DSP must have the following capabilities and attributes:

A.4.2.2.2.1.1 Enable automated bidding or buying of advertising inventory targeting select audiences in real-time through online platforms.

A.4.2.2.2.1.2 Enable integration with the Contractor ad server, ad verification technology and DMP platforms.

A.4.2.2.2.1.3 Enable integration with third party data to target select audiences or ensure appropriate brand safety or other environmental controls for GC advertising activities – based on the framework of media currency trading standards established with the Program Authority.

#### **A.4.2.2.3 Ad Serving**

A.4.2.2.3.1 Provide the necessary systems and resources to manage the trafficking or tracking of GC digital media placements against planned objective and KPIs. The Contractor ad server must work in conjunction with the Contractor ad verification technology, to provide the most comprehensive tracking and ad verification for all GC digital media placements. At minimum, the ad server must have the following capabilities and attributes:

A.4.2.2.3.1.1 Support all ad formats including, but not limited to, standard ads, rich media, video ads (including Video Ad Serving Template or VAST and Video Player Ad Serving Interface Definition or VPAID), mobile, Hyper Text Transfer Protocol Secure five (5) (HTML5) and rising stars or any new formats (as defined in [industry guidelines and standards from the Interactive Advertising Bureau of Canada](#)).

A.4.2.2.3.1.2 Enable integration with any publisher site or platform including, but not limited to, Hyper Text Transfer Protocol Secure (HTTPS) sites, flash and mobile sites.

A.4.2.2.3.1.3 Enable seamless campaign starts and stops and centralized creative updates, support for dynamic creative, Application Programming Interface (API) driven ads, sequential ad serving and geo-targeting.

A.4.2.2.3.1.4 Enable tracking of various elements of creative including, but not limited to, text links and buttons.

A.4.2.2.3.1.5 Enable de-identification of Internet Protocol (IP) addresses prior to storage.

A.4.2.2.3.1.6 Enable integration with the Contractor ad verification technology and DMP, custom reports including, but not limited to, comparison of performance between different sites, locations, times of day, days of week, and attribution models.

#### **A.4.2.2.4 Trafficking**

A.4.2.2.4.1 For traditional media:

A.4.2.2.4.1.1 For television and radio: compile and maintain lists of media contact information for trafficking instructions; provide trafficking instructions to media suppliers once media buys are completed (e.g. instructions for broadcast); and provide detailed station lists (lists of stations purchased) to creative agencies for production and distribution of creative to media suppliers once media buys are completed.

A.4.2.2.4.1.2 For print, out-of-home and cinema: confirm to creative agencies and GC institutions once media buys are completed for production and distribution of creative to media suppliers.

A.4.2.2.4.2 For digital media:

A.4.2.2.4.2.1 Coordinate trafficking across all sites and platforms once media buys are completed, liaising with the Contractor's teams (i.e. buying, ad serving, ad verification, reporting), creative agencies and GC institutions. This includes, but is not be limited to, transferring files, posting and confirming creative approval prior to campaigns going online.

### **A.4.2.3 Reporting, Reconciliation, Ad Verification, DMP and Dashboard(s)**

#### **A.4.2.3.1 Reporting**

A.4.2.3.1.1 Report on the execution and performance of all GC media buys against planned objectives and KPIs. At minimum, the following must be provided (as applicable), with a copy to the Program Authority – unless specified otherwise by the Program Authority. The reporting format and process must be developed with the Program Authority during the transition-in period:

A.4.2.3.1.1.1 *Wrap-up (all media types)* – Confirming that media buys are completed as planned and that all trafficking of creative can proceed, as applicable. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.2 *Buying issue (all media types)* – Highlighting, when media buys cannot be completed as planned, issues encountered and proposed alternatives. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.3 *Proof of purchase (all media types)* – Showing, when media buys are completed, specific properties purchased, including, but may not be limited to, timing, markets and costs. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.4 *Post-mortem (all media types)* – Highlighting issues encountered during media buy execution, lessons learned and changes made to help prevent the same issues from reoccurring. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.5 *Savings (all media types)* – Accounting for over-achievement against planned objectives and KPIs. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.6 *Pre-buy and post-buy analyses (television and radio buys)* – Providing qualitative and efficiency information and rationale for any markets that over or under achieved. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.7 *Periodic and final performance (all digital buys)* – Accounting for delivery against planned objectives and KPIs, including, but not be limited to, planned vs. delivered impressions, clicks, views, engagement, CTR, CPC and CPM, and to provide optimization recommendations. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.8 *Ad verification (all digital buys)* – Accounting for ad delivery against planned objectives and KPIs, related viewable impressions (with invalid traffic removed from the count, i.e. General Invalid Traffic (GIVT) and Sophisticated Invalid Traffic (SIVT), brand safety, geography and language, as applicable. Reporting format must be established with the Program Authority during the transition-in period.

A.4.2.3.1.1.9 *OL (all digital buys)* – Accounting for ad delivery by province and language, in English and French, indexed against the latest Canadian Census, illustrating reach across Canada and among Official Language Minority Communities (OLMC). Reporting format must be established with the Program Authority during the transition-in period.

#### **A.4.2.3.2 Reconciliation (all media)**

A.4.2.3.2.1 Reconcile all GC media buys in accordance with industry standards and practices and ensure documentation is retained as required. This includes, but is not limited to, receiving and verifying subcontractor's invoices and proofs of performance against the Contractor's contractual agreements, ensuring timely payments to media subcontractors.



A.4.2.3.2.2 If industry standards and practices evolve during the period of the Contract, the Contractor must advise the Program Authority and make any appropriate changes to the Contractor's systems and processes.

#### **A.4.2.3.3 Ad Verification (all digital media)**

A.4.2.3.3.1 Provide appropriate ad verification technology and resources to ensure the most comprehensive tracking of all GC digital media placements, in conjunction with the Contractor ad server, using consistent technology and standards. At minimum, the ad verification technology must have the following capabilities and attributes:

A.4.2.3.3.1.1 Enable integration with the Contractor ad server, DSP and DMP.

A.4.2.3.3.1.2 Enable measurement of viewable impressions with invalid traffic (GIVT and SIVT) removed from the count. The ad verification technology to track viewable impressions must be accredited or in the process of being accredited by the industry. If industry accreditation is denied during the period of the Contract, changes must be initiated to show progression in seeking accreditation or new ad verification technology must be recommended by the Contractor that meets the requirements of the Contract.

A.4.2.3.3.1.3 Enable measurement of brand safety, geography and language, working in conjunction with the ad server. The Contractor must seek industry accreditations on these additional metrics if such accreditations become available during the period of the Contract.

A.4.2.3.3.1.4 Enable measurement of the above stated key metrics for, but not limited to, display and social media placements (e.g. banners, videos), across desktop and mobile, on all sites and platforms that allow the integration of ad verification technology, including, but not limited to: Youtube, Facebook, Instagram, Twitter, LinkedIn and Snapchat.

A.4.2.3.3.1.5 Be provided by a third-party that must, at all times, be independent from the Contractor.

A.4.2.3.3.2 Ensure seamless campaign set-up and integration of ad verification technology, liaising with the various teams of the Contractor involved, as required, to facilitate timely set-up and testing, with appropriate links to the Contractor ad server, DSP and DMP, as required, before campaigns start.

#### **A.4.2.3.4 DMP and Dashboard(s) (all digital media)**

A.4.2.3.4.1 Provide the necessary systems and resources to manage the collection and storage of all data from GC digital media placements, and provide comprehensive reporting through a dashboard(s), for use by the Contractor, the Program Authority and GC institutions. Dashboard set-up requirements must be established with the Program Authority during the transition-in period. At minimum, the DMP must:

A.4.2.3.4.1.1 Connect to different systems used in the delivery of GC digital media placements, receive and aggregate data into uniform and user-friendly formats, to centralize reporting and facilitate campaign monitoring, optimization and performance analysis. This could include, but may not be limited to, data from the Contractor ad server, DSP and ad verification technology, and data from other sites and platforms, e. g. search, social media and wall-garden platforms, connected to the Contractor DMP through APIs.

A.4.2.3.4.1.2 Store and manage data from all GC digital advertising activities and ensure data is accessible by authorized users only.

A.4.2.3.4.1.3 Enable reports and data from the Contractor DMP to be downloaded and configured for automatic distribution as required, to facilitate report distribution.

A.4.2.3.4.1.4 Create and manage two (2) user accounts for each GC institution, coordinate access (read only) and provide user support and training – DMP training includes, but is not limited to, over

the telephone, through webinar and resources produced by the Contractor, e.g. user guide, lexicon, frequently asked questions and answers, video tutorials or a combination of any of these methods. Once accounts are created for GC institutions, GC institution users must maintain ongoing access for the period of the Contract. All accounts are transferable at any time. Additional access may also be requested at any time, by any GC institution, at a cost, in accordance with Section A.4.3 Additional Advertising Services, Subsection A.4.3.3 Additional DMP Access.

### **A.4.3 Additional Advertising Services (if and when requested)**

If and when requested, in accordance with the TA, the Contractor must:

#### **A.4.3.1 Additional Strategic Advice and Media Research**

A.4.3.1.1 Provide media research reports and insights, using current industry databases, resources and tools, for the development of various GC communications strategies and plans, including, but not limited to, media consumption and performance for select target groups, media availability, new and emerging media and technology, market trends and ratings for select programming.

A.4.3.1.2 Provide general strategic advice on the media landscape and advertising trends and practices.

#### **A.4.3.2 Additional Training**

A.4.3.2.1 Develop and deliver additional training sessions or seminars for GC institutions or GC creative agencies, in English and French, on various advertising-related topics, including, but not be limited to, developing material, in English and French, and traveling to Ottawa. Training facilities and logistics will be provided and coordinated by the GC.

#### **A.4.3.3 Additional DMP Access**

A.4.3.3.1 Provide additional DMP access and related user support and training including, but not limited to, over the telephone, through webinar and resources produced by the Contractor, e.g. user guide, lexicon, frequently asked questions and answers, video tutorials or a combination of any of these methods. Once accounts are created, GC institution users will have ongoing access for the period of the Contract. All accounts are transferable at any time.

#### **A.4.3.4 Additional Systems Integration**

A.4.3.4.1 Analyze, provide recommendations and coordinate the integration of new systems to increase the effectiveness of the Contractor's systems and services or to enable the adoption of new technology to support GC advertising activities.



## PART 2 – Operational Requirements

### A.5 LEGISLATIONS, POLICIES, PROCEDURES AND STANDARDS

#### A.5.1 Industry

A.5.1.1 The Contractor must provide services in compliance with industry norms, standards and best practices, and must provide ongoing advice and recommendations to the Program Authority on new and emerging practices and trends that could impact on GC advertising activities.

#### A.5.2 GC Legislative and Policy Framework

A.5.2.1 In addition to the requirements found in General Conditions 2035-18 “Compliance with Applicable Laws”, all GC digital advertising activities must be implemented in compliance with the Policy on Communications and Federal Identity and related legislations, policies, procedures and standards, including:

- Policy on Communications and Federal Identity:  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=30683>
- Directive on the Management of Communications  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=30682>
- Appendix B: Mandatory Procedures for Advertising:  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=30682&section=procedure&p=B>
- Official Languages Act (Section 7, 11, 12, 13, 30 and 41):  
<http://laws-lois.justice.gc.ca/eng/acts/O-3.01/index.html>

GC institutions will determine their obligations under sections 11 and 30 of the Official Languages Act to address the needs, concerns and language preferences of in their media strategies and plans for GC advertising.

- Canadian Multiculturalism Act:  
<http://laws-lois.justice.gc.ca/eng/acts/c-18.7/>
- Privacy Act:  
<http://laws-lois.justice.gc.ca/eng/acts/P-21/index.html>
- Standard on Privacy and Web Analytics:  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=26761>

The Contractor may be required to provide information on data processing related to GC digital advertising activities.

- Contracting Policy:  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=14494>
- Common Services Policy:  
<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12025>

- Canada Elections Act:  
<http://laws.justice.gc.ca/eng/acts/E-2.01/>

### **A.5.3 Other Relevant Canadian and Foreign Legislations**

A.5.3.1 The Contractor must ensure compliance as required with relevant legislation of all Canadian or foreign jurisdictions.

## **A.6 REPORTING AND DATA SPECIFICATIONS**

### **A.6.1 Account Set-Up**

A.6.1.1 GC accounts must be set up separately from other advertisers' accounts, be accessible by authorized users only, based on the terms of the Contract, and data collected and used must be managed in accordance with the data processing guidelines established with the Program Authority.

A.6.1.2 A standardized nomenclature is currently used to facilitate tracking and reporting on Contractor costs, media spending and comparisons of digital campaign performance across the various platforms, e.g. ad server, DSP, DMP, SEM, social media, etc. The Contractor must establish a standardized nomenclature with the Program Authority during the transition-in period; for example, the following standards are currently used to consistently identify GC institutions and campaign types:

A.6.1.2.1 GC institutions' abbreviated titles, in English and French, as indicated in the Federal Identity Program registry of applied titles: <http://www.tbs-sct.gc.ca/ap/fip-pcim/reg-eng.asp>, e.g. GC/CRA-ARC would be Canada Revenue Agency.

A.6.1.2.2 Media placement authorization (ADV) numbers, as currently generated by the Advertising Management Information System (AdMIS) – the following structure is under review to streamline processes and facilitate campaign optimization:

- Television, e.g. ADV-1819-0001-TV-01
- Radio, e.g. ADV-1819-0001-RD-01
- Print daily, e.g. ADV-1819-0001-PR-01
- Print weekly, e.g. ADV-1819-0001-PR-02
- Print ethnic, e.g. ADV-1819-0001-PR-03
- Print aboriginal, e.g. ADV-1819-0001-PR-04
- Print magazine, e.g. ADV-1819-0001-PR-05
- Out-of-home, e.g. ADV-1819-0001-OOH-01
- Cinema, e.g. ADV-1819-0001-CI-01
- Internet display and social media, e.g. ADV-1819-0001-IT-01
- SEM, e.g. ADV-1819-0001-IT-02
- RTB, e.g. ADV-1819-0001-IT-03

### **A.6.2 Electronic Files**

A.6.2.1 Services and deliverables must be provided in file formats compatible with Canada-compatible software and applications. The Contractor must also be able to adapt and provide file formats compatible with any new or upgraded software and applications throughout the period of the Contract. Current software and application requirements include, but may not be limited to:

- MS Word 2013

- MS Excel 2013
- MS PowerPoint 2013
- MS Access 2013
- MS Windows Media Player
- Adobe Acrobat Reader 2017

A.6.2.2 GC firewalls may block certain files or limit file size for receiving documents through emails. The Contractor must be able to send files through alternative means, as required, e.g. online portals, FTP sites.

## **A.7 PERFORMANCE MONITORING AND EVALUATION**

### **A.7.1 Client Satisfaction**

A.7.1.1 The Program Authority will undertake client satisfaction surveys once a year with GC institutions, during the first quarter of the fiscal year, on the Contractor's services provided in the previous fiscal year.

A.7.1.2 The Contractor can undertake its own client satisfaction survey with GC institutions, but must provide the results of any survey to the Program Authority in full within 60 days of completion of each client satisfaction survey.

A.7.1.3 *Complaint Handling and Resolution* – If either the Program Authority or the Contractor receives a complaint from a GC institution about services provided by the Contractor that the Contractor cannot resolve within five (5) business days, it must notify the other party. If the Contractor has received the complaint, the Contractor must provide in the notice full details of the Contractor's plan to resolve the complaint. If the Program Authority receives the complaint it must provide the Contractor full details of the complaint and request that the Contractor indicate how the complaint will be addressed. The Contractor must work to resolve the complaint within ten (10) business days of the date of receipt of the Contractor's plan by the Program Authority. The Contractor must establish and maintain a record of all complaints received, the date, from whom, a brief description of the complaint, and how and when it was resolved.

### **A.7.2 Media Strategies, Advertising Rates and Campaign Delivery**

A.7.2.1 The Program Authority may undertake audits of the Contractor's media strategies, advertising rates and campaign reports on GC advertising activities at any time. The Contractor must fully collaborate and provide any necessary documentation or access to platforms as required, to facilitate the audit process. This could include, but is not limited to:

- review of strategic scope and recurring challenges;
- validation of competitiveness or advertising rates compared to the marketplace; and
- validation of results, value-added or savings reported by the Contractor, based on marketplace comparisons, industry standards and practices.

### **A.7.3 Performance Incentives**

A.7.3.1 The Contractor's delivery of the services required set out in the SOW will be assessed annually against the KPIs outlined in the SOW, Appendix A "Performance Incentives".

A.7.3.2 In the event of a Service Failure, the Contractor must develop an action plan in accordance with the Service Failure section of SOW, Appendix A "Performance Incentives".

A.7.3.3 The Program Authority will assess and report on the Contractor's performance against KPIs and in accordance with the Appendix A "Performance Incentives" within 90-150 days following the end of each full fiscal year worked by the Contractor, i.e. 12 consecutive months, from April 1<sup>st</sup> to March 31<sup>st</sup>.

A.7.3.4 At the Program Authority's sole discretion, the GC reserves the right to publish the Contractor's performance assessment results in relation to the KPIs in publications or websites available to the public.

## **A.8 TRANSITION-OUT SERVICES**

A.8.1 The nature of the Work provided under the Contract requires continuity and a transition-out period may be required at the end of the Contract if a new Contractor wins the next contract. As a result, the Contractor must, at the GC's sole discretion, agree to extend the Contract under the same terms and conditions to ensure the required transition with a transition-out period of up to a maximum of four (4) months.

A.8.2 Transition-Out Work will primarily apply to the process of transitioning the Work from the Contractor to a successor contractor at the end of the period of the Contract, if applicable.

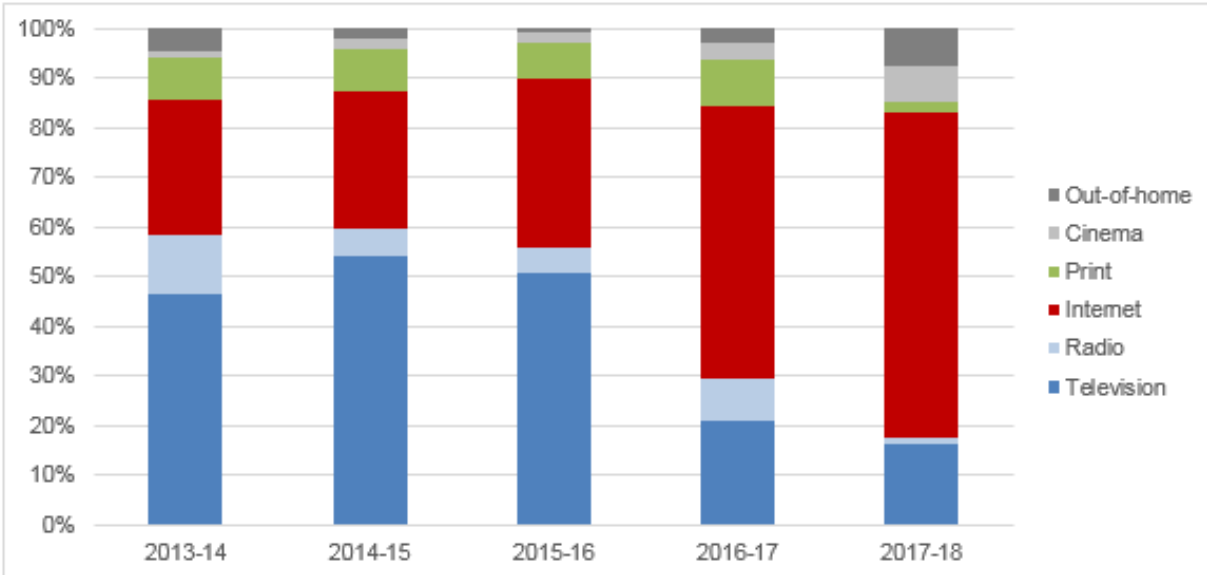
A.8.3 If requested by the Program Authority, Transition-Out Work will include, but are not limited to:

- development and execution of a transition-out plan;
- development of process documentation (e.g. brand safety, white lists, black lists, private deals, media planning and buying guidelines);
- development of documentation on lessons learned and recommendations for the successor contractor; and
- training and support to the successor contractor, including training on the documentation developed to enable effective maintenance and continuity of the services.

## PART 3 – Charts and Tables on GC Advertising Volume

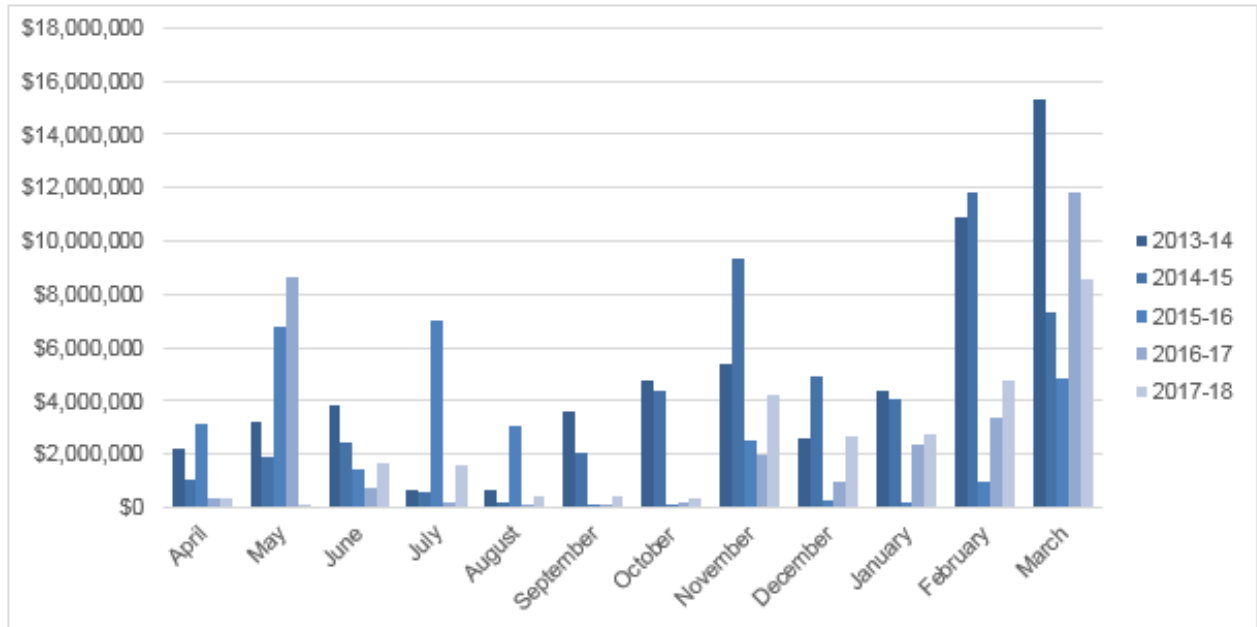
The following provide information on GC advertising volume through the AOR. Any historical, current, or estimated volumetric estimates are provided to assist the Contractor in understanding GC’s requirements. The inclusion of this data in this Contract does not represent a commitment by the GC that GC’s usage or purchase of goods, services or supplies will be consistent with this data. The data, including any charts and tables, is provided purely for information purposes. Although it represents the best information currently available to the GC, the GC does not guarantee that the data is complete or free from error.

**Figure 1 – Total media spending by type and fiscal year**



Media	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Television	\$26,703,172	\$27,118,066	\$15,290,363	\$6,377,972	\$4,470,942	\$79,960,515
Radio	\$6,852,803	\$2,663,807	\$1,636,430	\$2,618,111	\$391,916	\$14,163,067
Internet	\$15,562,204	\$13,895,288	\$10,324,095	\$16,769,519	\$18,153,526	\$74,704,633
Print	\$4,953,886	\$4,253,851	\$2,131,466	\$2,938,612	\$570,197	\$14,848,012
Cinema	\$675,425	\$1,073,275	\$637,811	\$973,314	\$2,031,696	\$5,391,521
Out-of-home	\$2,743,773	\$964,471	\$248,876	\$955,016	\$2,145,438	\$7,057,574
<b>Total</b>	<b>\$57,491,263</b>	<b>\$49,968,758</b>	<b>\$30,269,042</b>	<b>\$30,632,544</b>	<b>\$27,763,715</b>	<b>\$196,125,322</b>

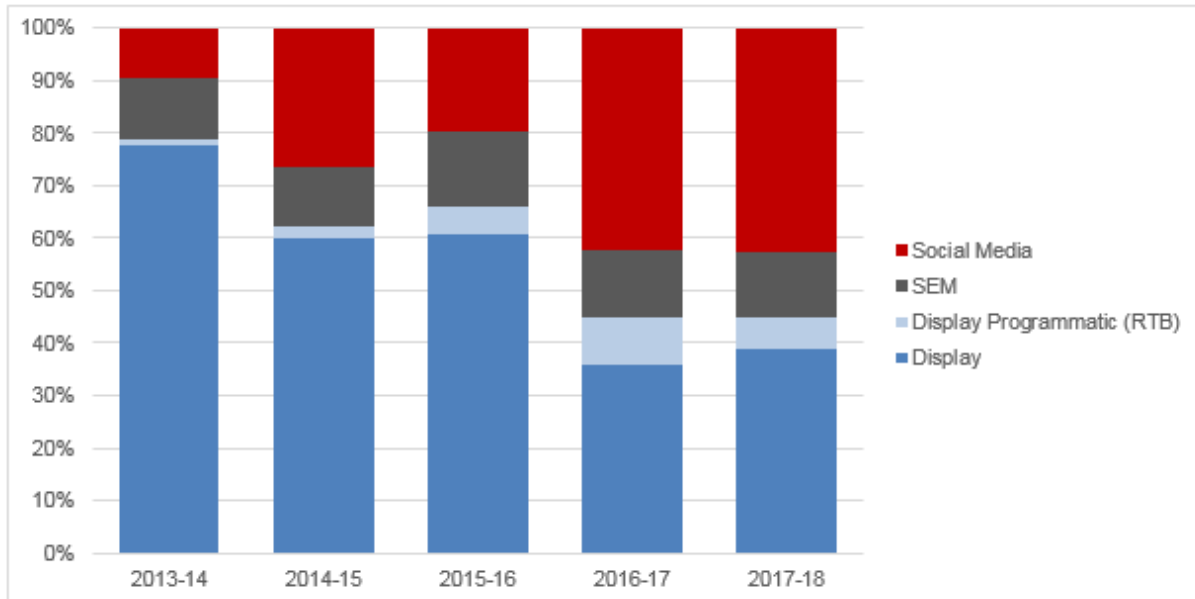
Figure 2 – Total media spending by month and fiscal year



Month	2013-14	2014-15	2015-16	2016-17	2017-18	Total
April	\$2,203,785	\$1,000,585	\$3,102,184	\$321,475	\$352,004	\$6,980,033
May	\$3,223,347	\$1,852,389	\$6,812,083	\$8,645,822	\$43,498	\$20,577,139
June	\$3,819,333	\$2,463,048	\$1,420,485	\$739,780	\$1,628,682	\$10,071,329
July	\$670,973	\$601,332	\$7,040,294	\$160,406	\$1,569,704	\$10,042,708
August	\$649,913	\$157,388	\$3,082,474	\$67,775	\$401,475	\$4,359,023
September	\$3,594,999	\$2,048,758	\$50,906	\$69,152	\$441,160	\$6,204,976
October	\$4,757,581	\$4,374,451	\$41,446	\$150,387	\$341,279	\$9,665,143
November	\$5,406,827	\$9,360,468	\$2,512,758	\$1,939,809	\$4,247,987	\$23,467,850
December	\$2,571,037	\$4,894,549	\$225,467	\$924,762	\$2,698,072	\$11,313,887
January	\$4,342,178	\$4,067,035	\$221,600	\$2,389,594	\$2,737,955	\$13,758,362
February	\$10,914,700	\$11,787,980	\$942,142	\$3,393,670	\$4,775,762	\$31,814,254
March	\$15,336,588	\$7,360,776	\$4,817,203	\$11,829,910	\$8,526,138	\$47,870,615
<b>Total</b>	<b>\$57,491,262</b>	<b>\$49,968,758</b>	<b>\$30,269,041</b>	<b>\$30,632,543</b>	<b>\$27,763,715</b>	<b>\$196,125,320</b>

**Figure 3 – Total digital media spending by placement type and fiscal year**

Social Media includes Facebook, Twitter and LinkedIn



Media	2013-14	2014-15	2015-16	2016-17	2017-18	Total
Display	\$12,081,348	\$8,332,328	\$6,276,943	\$5,986,980	\$7,064,404	\$39,742,004
Display Programmatic (RTB)	\$153,297	\$331,774	\$534,100	\$1,533,108	\$1,074,858	\$3,627,137
SEM	\$1,838,979	\$1,555,604	\$1,480,420	\$2,124,167	\$2,258,743	\$9,257,912
Social Media	\$1,488,581	\$3,675,582	\$2,032,632	\$7,125,264	\$7,755,521	\$22,077,580
	<b>\$15,562,204</b>	<b>\$13,895,288</b>	<b>\$10,324,095</b>	<b>\$16,769,519</b>	<b>\$18,153,526</b>	<b>\$74,704,633</b>

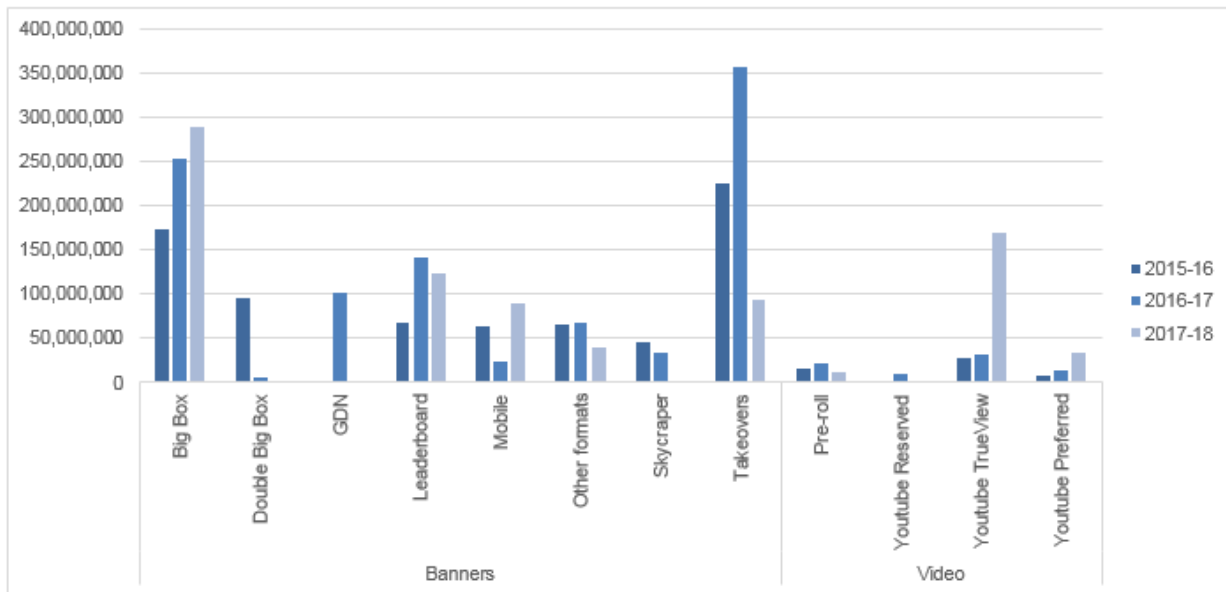


**Figure 4 – Total media spending by GC institution and fiscal year**

<b>GC Institutions</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>Total</b>
Employment and Social Development Canada	\$8,492,066	\$7,164,682	\$3,453,233	\$860,386	\$4,465,007	\$24,435,375
Department of Finance Canada	\$9,503,293	\$4,084,748	\$7,015,511	\$974,592		\$21,578,145
National Defence	\$2,230,569	\$5,442,144	\$3,835,443	\$1,584,225	\$5,088,619	\$18,181,000
Health Canada	\$4,376,264	\$7,385,420	\$1,878,020	\$2,131,076	\$2,078,259	\$17,849,039
Veterans Affairs Canada	\$2,832,552	\$6,667,109	\$2,334,732	\$1,785,556	\$1,509,041	\$15,128,990
Canada Revenue Agency	\$5,495,836	\$4,682,853	\$1,930,035	\$1,659,300	\$754,341	\$14,522,365
Canadian Heritage	\$11,171	\$4,382,239	\$3,174,612	\$2,213,448	\$2,526,634	\$12,308,104
Natural Resources Canada	\$8,695,059	\$777,939		\$561,698		\$10,034,696
Statistics Canada			\$9,359	\$9,450,945		\$9,460,304
Immigration, Refugees and Citizenship Canada	\$1,464,661	\$2,023,488	\$2,436,210	\$2,052,683	\$1,319,502	\$9,296,544
Public Safety Canada	\$3,208,530	\$3,016,880			\$1,993,975	\$8,219,386
Parks Canada	\$922,571	\$973,437	\$1,137,981	\$3,211,049	\$1,896,841	\$8,141,878
Innovation, Science and Economic Development Canada	\$6,651,494	\$156,945		\$56,991	\$387,447	\$7,252,877
Public Services and Procurement Canada - Online Advertising Unit	\$1,521,061	\$1,392,034	\$569,345	\$807,408	\$1,937,628	\$6,227,475
Royal Canadian Mounted Police	\$639,882	\$562,888	\$1,218,822	\$1,383,487	\$1,542,460	\$5,347,539
Financial Consumer Agency of Canada	\$348,165	\$6,116,898	\$554,143	\$244,096	\$713,211	\$2,520,784
Public Services and Procurement Canada	\$513,615	\$104,193	\$176,910	\$381,108	\$173,341	\$1,349,167
Agriculture and Agri-Food Canada	\$135,425	\$159,177	\$304,661	\$312,066	\$195,519	\$1,106,847
Global Affairs Canada	\$3,170			\$271,702	\$201,846	\$476,718
Privy Council Office				\$388,934		\$388,934
Canadian Food Inspection Agency	\$205,223			\$88,379	\$79,353	\$372,955
Canada Border Services Agency					\$336,502	\$336,502
Communications Security Establishment					\$246,869	\$246,869
Canadian Radiotelevision and Telecommunications Commission	\$15,588	\$46,612	\$38,808	\$46,617	\$92,866	\$240,490
Office of the Commissioner of Official Languages	\$157,635					\$157,635
Canadian Transportation Agency				\$81,814	\$69,808	\$151,622
National Research Council Canada	\$11,677	\$131,439				\$143,116
Transport Canada		\$14,623	\$28,001		\$49,948	\$92,572
Canadian Grain Commission			\$91,820			\$91,820
Environment and Climate Change Canada	\$8,785	\$12,559.69	\$10,305	\$33,298	\$25,575	\$90,522
Crown-Indigenous Relations and Northern Affairs Canada	\$338	\$79,936				\$80,273
National Film Board					\$69,162	\$69,162
Department of Justice Canada	\$12,726	\$12,174	\$35,888			\$60,789
Atlantic Canada Opportunities Agency	\$11,008	\$19,870	\$22,809			\$53,686
Administrative Tribunals Support Service of Canada				\$46,699		\$46,699
Canadian Centre for Occupational Health and Safety		\$14,200	\$12,394	\$4,986		\$31,581
Courts Administration Service	\$15,356					\$15,356
Shared Services Canada					\$9,961	\$9,961
Fisheries and Oceans Canada	\$7,544					\$7,544
<b>Total</b>	<b>\$57,491,262</b>	<b>\$49,968,758</b>	<b>\$30,269,041</b>	<b>\$30,632,543</b>	<b>\$27,763,715</b>	<b>\$196,125,320</b>



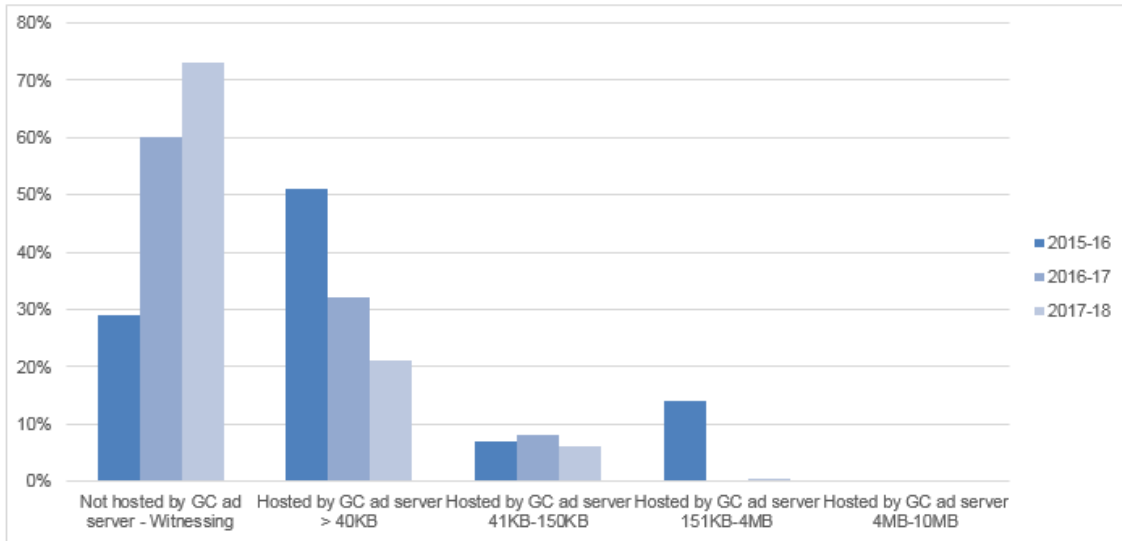
**Figure 5 – Impressions served and tracked by digital ad type and fiscal year, Display non programmatic and programmatic placements**



	2015-16	2016-17	2017-18	Total
<b>Banners</b>	<b>734,339,174</b>	<b>980,970,211</b>	<b>638,327,773</b>	<b>2,353,637,158</b>
Big Box	173,026,303	252,847,769	288,806,759	714,680,831
Double Big Box	94,488,654	5,528,081	933,850	100,950,585
GDN		101,426,260		101,426,260
Leaderboard	68,056,048	140,213,693	123,695,289	331,965,030
Mobile	63,038,810	23,366,492	89,632,747	176,038,049
Other formats	65,878,878	68,358,655	40,002,015	174,239,548
Skycraper	45,289,913	32,573,618	1,858,141	79,721,672
Takeovers	224,560,568	356,655,643	93,398,972	674,615,183
<b>Video</b>	<b>49,772,717</b>	<b>76,452,996</b>	<b>217,531,796</b>	<b>343,757,509</b>
Pre-roll	16,054,440	22,401,867	12,280,146	50,736,453
Youtube Reserved	0	8,754,807	1,239,577	9,994,384
Youtube TrueView	26,678,496	32,106,186	169,907,194	228,691,876
Youtube Preferred	7,039,781	13,190,136	34,104,879	54,334,796
<b>Total</b>	<b>784,111,891</b>	<b>1,057,423,207</b>	<b>855,859,569</b>	<b>2,697,394,667</b>

Numbers include impressions tracked by the GC's ad server (currently AdGear) for creative hosted and not hosted.  
 For 2017-18, numbers for GDN (Google Display Network) are included in banner formats (big box, leaderboard, mobile and skyscraper).  
 The GC currently accounts for Youtube under Display, but this should change in the future to be accounted for under Social Media.

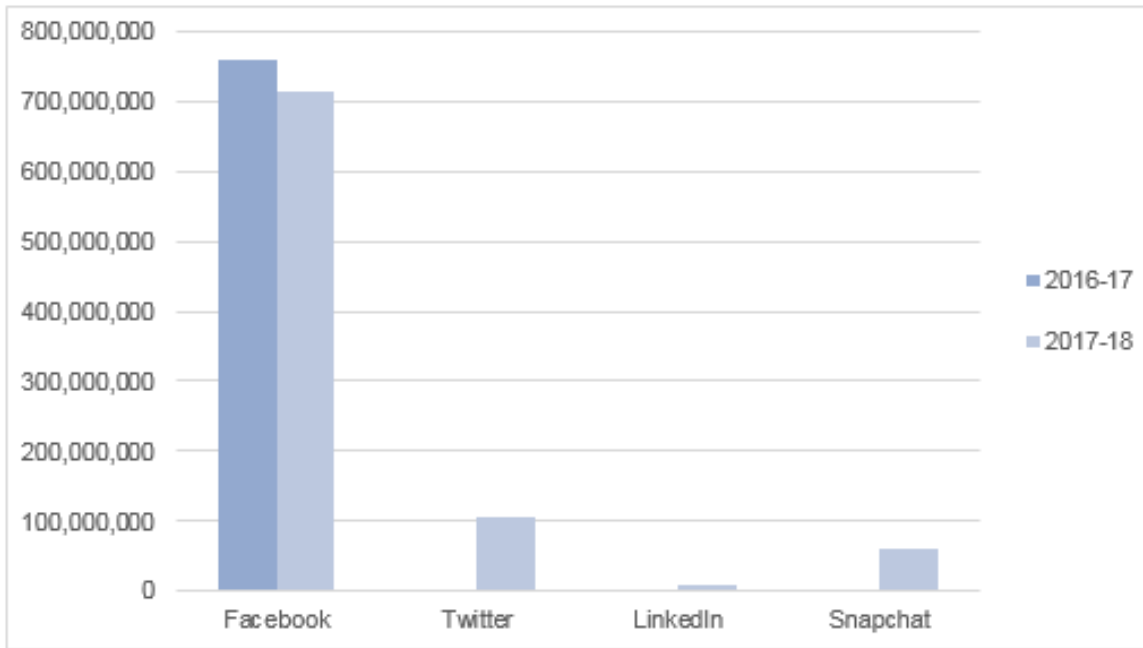
Figure 6 – Ad serving and tracking volume by type and fiscal year



<b>Ad Serving and Tracking</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>
Not hosted by GC ad server - Witnessing	29%	60%	73%
Hosted by GC ad server > 40KB	51%	32%	21%
Hosted by GC ad server 41KB-150KB	7%	8%	6%
Hosted by GC ad server 151KB-4MB	14%	0%	0.6%
Hosted by GC ad server 4MB-10MB	0%	0%	0%

The GC's ad server is currently AdGear.

Figure 7 – Impressions in social media platforms by GC institution and fiscal year



Social Media Platforms	2016-17	2017-18	Total
Facebook	760,122,065	712,858,432	1,472,980,497
Twitter	0	105,840,181	105,840,181
LinkedIn	3,682,836	7,239,984	10,922,820
Snapchat	0	59,729,865	59,729,865
<b>Total</b>	<b>763,804,901</b>	<b>885,668,462</b>	<b>1,649,473,363</b>

LinkedIn includes Sponsored Content.  
 Numbers are from social media platforms.

Figure 8 – Number of DMP accounts by GC institution, January 2019

	<b>GC Institutions</b>	<b>Project Authorities</b>	<b>Other Users</b>	<b>Total</b>
1	Health Canada	10	11	21
2	National Defence	5	7	12
3	Parks Canada	12		12
4	Immigration, Refugees and Citizenship Canada	7	2	9
5	Canada Revenue Agency	3	5	8
6	Public Safety Canada	4	3	7
7	Public Services and Procurement Canada	3	4	7
8	Employment and Social Development Canada	3	3	6
9	Innovation, Science and Economic Development Canada	3	2	5
10	Veterans Affairs Canada	3	2	5
11	Crown-Indigenous Relations and Northern Affairs Canada	2	2	4
12	Financial Consumer Agency of Canada	2	2	4
13	Natural Resources Canada	3	1	4
14	Canada Border Services Agency	1	2	3
15	Canadian Radio-television and Telecommunications Commission	1	2	3
16	Canadian Transportation Agency	2	1	3
17	Environment and Climate Change Canada	1	2	3
18	Fisheries and Oceans Canada	2	1	3
19	Privy Council Office		3	3
20	Public Services and Procurement Canada - Online Advertising Unit	2	1	3
21	Shared Services Canada	2	1	3
22	Transport Canada	3		3
23	Atlantic Canada Opportunities Agency	1	1	2
24	Canadian Centre for Occupational Health and Safety	1	1	2
25	Canadian Food Inspection Agency	1	1	2
26	Canadian Heritage	2		2
27	Royal Canadian Mounted Police	1	1	2
28	Agriculture and Agri-Food Canada	1		1
29	Communications Security Establishment	1		1
30	Department of Finance Canada	1		1
31	Department of Justice Canada	1		1
32	Global Affairs Canada	1		1
33	National Film Board	1		1
34	National Research Council Canada	1		1
35	Statistics Canada	1		1
	<b>Total</b>	<b>88</b>	<b>61</b>	<b>149</b>

Figure 9 – Planning time in hours by GC institution and fiscal year

GC Institutions	2016-17	2017-18	Total
1 Health Canada	709	1,372	2,081
2 National Defence	269	903	1,172
3 Parks Canada	473	590	1,063
4 Canadian Heritage	352	417	769
5 Immigration, Refugees and Citizenship Canada	359	362	721
6 Public Services and Procurement Canada - Online Advertising Unit	232	480	712
7 Canada Revenue Agency	445	223	668
8 Employment and Social Development Canada	117	536	653
9 Veterans Affairs Canada	238	244	482
10 Public Safety Canada		401	401
11 Royal Canadian Mounted Police	106	151	257
12 Innovation, Science and Economic Development Canada	36	172	208
13 Public Services and Procurement Canada	124	75	199
14 Natural Resources Canada	148		148
15 Canadian Food Inspection Agency	43	70	113
16 Financial Consumer Agency of Canada	54	55	109
17 Global Affairs Canada	29	70	99
18 Communications Security Establishment		96	96
19 National Film Board		76	76
20 Department of Finance Canada	72		72
21 Statistics Canada	70		70
22 Canadian Transportation Agency	45	20	65
23 Canadian Radio-television and Telecommunications Commission	29	26	55
24 Privy Council Office	40		40
25 Canada Border Services Agency		37	37
26 Shared Services Canada		30	30
27 Canada Industrial Relations Board	27		27
28 Agriculture and Agri-Food Canada	10		10
29 Environment and Climate Change Canada	7		7
<b>Total</b>	<b>4,034</b>	<b>6,406</b>	<b>10,440</b>

## Appendix A - Performance Incentives

- Key Performance Indicators (KPIs) included in this agreement will be discussed between the Program Authority and the Contractor during the transition-in period, and periodically during the period of the Contract. The Contractor and the Program Authority may agree, at any time, to adjust, remove or include new KPIs if, for example:
  - a KPI requires periodic adjustment;
  - an additional KPI is required; or
  - a KPI is no longer considered appropriate.
- Where KPIs require that reports be provided by the Contractor, specific details to include will be discussed and agreed upon between the Program Authority and the Contractor during the transition-in period.
- Any lapses in meeting the requirements of agreed upon KPIs must be justified and will be considered as a Service Failure unless the Program Authority determines that the justification is sufficient to account for the performance issue.

### 1. Management Services:

Metric	Develop a roadmap with planned improvements to the Contractor's operations and implement them within the timeframes specified by the Program Authority.
Frequency	Annually, during the first quarter of each fiscal year
Assessor	Program Authority (based on roadmap)
Assessment	The Contractor will be entitled to receive a fixed lump sum payment of \$2,500 annually for bringing improvements to the Contractor's operations requested by the Program Authority and outlined in the roadmap within the required timelines.

### 2. Client Satisfaction:

Metric	Achieve the required score in the client satisfaction survey coordinated by the Program Authority with GC institutions that used Contractor's services the previous year.
Frequency	Annually, during the first quarter of each fiscal year
Assessor	Program Authority (based on survey results)
Assessment	<p>The Contractor will be entitled to receive a fixed lump sum payment of \$2,500 annually for service excellence, when an overall score equal to or higher than 75% client satisfaction is achieved and is equal or greater than the score from the preceding year (+/- the margin of error of the survey).</p> <p>An action plan submitted to the Program Authority is required for decrease (greater than the margin of error of the survey) in client satisfaction.</p>



### 3. Ad Verification:

Metric	Improve overall ad performance (transaction quality and other key metrics) based on the periodical report provided by the Contractor to the Program Authority on ad verification, showing ad verification results for key metrics, by media type: viewable impressions, invalid traffic, brand safety, region and language; for brand safety, instances of GC advertising appearing alongside inappropriate content (if any) with explanations and mitigation measures for the future.
Frequency	Quarterly
Assessor	Program Authority (based on results from ad verification reports and established benchmarks)
Assessment	The Contractor will be entitled to receive a fixed lump sum payment of \$2,500 annually when overall performance (transaction quality and key metrics) is: for the first year, better between the first and last quarter (baseline); for subsequent years, better overall than the preceding year.

### 4. Added Value and Savings:

Metric	Exceed planned campaign objectives (e.g. GRP over-delivery for broadcast, based on the periodical report provided by the Contractor to the Program Authority on savings (A.4.1 Management Services (ongoing), Reporting), showing dollar value, added value against planned objectives, bonus or free space or inventory, media partnerships or packages providing added visibility at no cost beyond planned objectives, and prompt payment discounts against planned objectives/budgets).
Frequency	Quarterly
Assessor	Program Authority (based on results against planned campaign objectives and established benchmarks)
Assessment	The Contractor will be entitled to receive a fixed lump sum payment of \$2,500 annually when added value or savings meeting the established definition are achieved.

### Service Failure:

In the event of a Service Failure, the Contractor must:

- Implement, update and maintain all the necessary systems, processes and resources to meet the requirements of the Contract, therefore any related issues will not be considered valid justification for lapses in the KPIs; and
- Within 10 Business Days, meet with the Program Authority and Contracting Authority to discuss any Service Failure and present the Contractor's follow-up action plan. The Contractor's action plan must identify specific actions the Contractor will take and associated timelines to correct performance over the next assessment period.

**ANNEX “B” – BASIS OF PAYMENT**  
**Government of Canada Advertising Agency of Record**

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B.7 KEY PERFORMANCE INDICATORS (KPIs) .....	5



## B.1 GENERAL

- The GC will not accept any travel and living expenses incurred by the Contractor as a consequence of any relocation required to satisfy the terms of the Contract.
- Where “all-inclusive” is indicated in this Basis of Payment, it means that fees, rates or amounts include the cost of labour, fringe benefits, general and administrative expenses, overhead, profit and the like, except applicable taxes. All expenses normally incurred in providing the services, e.g. office space (including hardware and software), word processing, reports, work estimates, photocopying, courier and telephone charges, local travel and the like, are included in the firm fees and rate identified and will not be permitted as direct expenses.

### B.1.2 Adjustment of Fees and Rates

- The Contractor can voluntarily reduce its fees and rates at any time during the period of the Contract. If the Contractor decides to voluntarily reduce its fees and rates, it must notify the Contracting Authority in advance, in writing, indicating what the reductions will consist of and when these change will come into effect.
- Other adjustments to fees and rates may also be made, after the Contract is awarded, if changes in the advertising environment occur during the period of the Contract, which impact or may impact on the Work, such as a new advertising technology.

## B.2 MANAGEMENT SERVICES (ongoing)

- The Contractor will be paid a firm all-inclusive lot price, for all services described in ANNEX “A”, STATEMENT OF WORK, A.4.1 Management Services of \$20,000.00 per month.

## B.3 ADVERTISING SERVICES (if and when requested)

### B.3.1 Media Planning and Strategizing

- The Contractor will be paid a firm all-inclusive fixed hourly rate for all services described in ANNEX “A”, STATEMENT OF WORK, A.4.2.1 Media Planning and Strategizing Services.

Fixed hourly rate \$ Initial 3-year period	Fixed hourly rate \$ Option year 1	Fixed hourly rate \$ Option year 2

### B.3.2 Media Buying, Ad Serving and Trafficking, and Reporting, Reconciliation, Ad Verification, DMP and Dashboard(s)

The Contractor will be paid as follows for all services described in ANNEX “A”, STATEMENT OF WORK, A.4.2.2 Media Buying, Ad Serving and Trafficking, and A.4.2.3 Reporting, Reconciliation, Ad Verification, DMP and Dashboard(s) – including DMP access, related user support and training for up to two (2) users per GC institution:

#### B.3.2.1 All AOR Resources and Time

Firm all-inclusive percentage (%) fee, calculated on the total net value of all media placements.

% fee Initial 3-year period	% fee Option year 1	% fee Option year 2

When the Contractor uses a foreign subcontractor for a media placement in a country where local regulations do not permit the Contractor to book space directly, the Contractor's firm all-inclusive percentage (%) fee will be reduced by 50%, calculated on the total net value of all media placements. The Contractor will also be reimbursed for subcontracted services in accordance with B.5.

**B.3.2.2 DSP, Ad Server and Ad Verification Technology**

**B.3.2.2.1 DSP**

CPM rates, calculated on the total number of impressions purchased.

CPM rate Initial 3-year period	CPM rate Option year 1	CPM rate Option year 2

**B.3.2.2.2 Ad Server**

CPM or CPC rates, as applicable, for creative hosted and not hosted by the ad server, calculated on: the total number of impressions delivered or tracked, for tracking both impressions and clicks; or the total number of clicks tracked.

For creative hosted by the ad server, for tracking BOTH impressions and clicks:

File size	CPM rates Initial 3-year period	CPM rates Option year 1	CPM rates Option year 2
Up to 40 KB			
41 KB up to 150 KB			
151 KB up to 4.4 MB			
4.4 MB up to 10 MB			

For creative NOT hosted by the ad server:

For tracking BOTH impressions and clicks:

CPM rate Initial 3-year period	CPM rate Option year 1	CPM rate Option year 2

For tracking clicks only – Will be used only when BOTH impressions and clicks cannot technically be tracked.

CPC rate Initial 3-year period	CPC rate Option year 1	CPC rate Option year 2

**B.3.2.2.3 Ad Verification Technology (AVT)**

CPM rates, calculated on the total number of impressions measured.

CPM rate Initial 3-year period	CPM rate Option year 1	CPM rate Option year 2

**B.3.2.2.4 Data and Brand Safety Costs**

Costs to acquire and integrate data to target select audiences or to integrate brand safety tools or filters will be reimbursed to the Contractor as direct expenses, with no markup or fees for AOR resources and time applicable.

**B.4 ADDITIONAL ADVERTISING SERVICES (if and when requested)**

**B.4.1 Additional Strategic Advice and Media Research, Additional Training, and Additional Systems Integration**

- The Contractor will be paid a firm all-inclusive fixed hourly rates as follow, for all services described in ANNEX “A”, STATEMENT OF WORK, A.4.3 Additional Advertising Services (if and when requested):

Services	Fixed hourly rate \$ Initial 3-year period	Fixed hourly rate \$ Option year 1	Fixed hourly rate \$ Option year 2
A.4.3.1 Additional Strategic Advice and Media Research			
A.4.3.2 Additional Training			
A.4.3.4 Additional Systems Integration			

**B.4.2 Additional DMP Access**

- The Contractor will be paid a firm all-inclusive fixed fee per user in the amount of \$ [redacted], for all services described in ANNEX “A”, STATEMENT OF WORK, A.4.3.3 Additional DMP Access. The firm all-inclusive price per user covers entire duration of the contract including any option periods, if exercised.

**B.5 DIRECT EXPENSES AND SUBCONTRACTED SERVICES**

- The Contractor will be reimbursed at cost for any actual expenditures, reasonably and properly incurred to acquire goods and services from third parties at the supplier’s price, with no Contractor fees applicable, net of any trade or prompt payment discounts.
- For each subcontracted service over \$25,000 (applicable taxes included) during the life of the Contract, excluding costs for media placement with media suppliers, data and brand safety costs, DSP costs, ad server costs and AVT costs. The Contractor must obtain competitive bids from no less than three outside suppliers. The Contractor must provide to the Program Authority and the Contracting Authority the names of the suppliers who submitted bids, the total amount of each bid, the selection criteria and results.

**B.6 TRAVEL AND LIVING EXPENSES**

- The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the work, at cost, without any allowance for profit and/or administrative overhead, in accordance with approved allowances for government travel, as described in [Appendices B, C and D of the National Joint Council Travel Directive](#), based on provisions referring to "travelers", rather

than those referring to "employees". All travel must have the prior authorization of the Program Authority. All payments are subject to government audit.

## B.7 Performance Incentives

- The Contractor will be paid an annual lump sum as indicated below for each Key Performance Indicator (KPI) for which the minimum requirement as identified in Annex "A", SOW, Appendix A "Performance Incentives". The performance incentive will not be paid to the Contractor if the minimum requirement for a KPI is not met, and amounts will not be pro-rated.

KPI	Annual Lump Sum (if Annex A Appendix A requirement is met)
1. Management Services	\$2,500
2. Client Satisfaction	\$2,500
3. Ad Verification	\$2,500
4. Added Value and Savings	\$2,500

**ANNEX "C"**  
**FEDERAL CONTRACTOR'S 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: \_\_\_\_\_ (YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

- A1. The Bidder certifies having no work force in Canada.
- A2. The Bidder certifies being a public sector employer.
- A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and/or permanent part-time employees.

A5. The Bidder 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. Check only one of the following:

- B1. The Bidder is not a Joint Venture.

**OR**

- B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

## ANNEX "D" TECHNICAL EVALUATION

### D1. SUMMARY OF EVALUATION PROCESS AND GENERAL SUBMISSION REQUIREMENTS

MANDATORY TECHNICAL REQUIREMENTS		Scoring
<b>M1</b>	Corporate Experience	MET/NOT MET
<b>M2</b>	Ability to Communicate in English and French	MET/NOT MET
<b>M3</b>	Resources and Accreditation	MET/NOT MET
<b>MINIMUM REQUIRED</b>		<b>ALL MET</b>
<ul style="list-style-type: none"> <li>▪ Bidders that fail to meet all mandatory criteria will not be evaluated further and will be considered non-responsive.</li> </ul>		

RATED TECHNICAL REQUIREMENTS		MINIMUM PASS MARK	MAXIMUM POINTS
<b>R1</b>	Management Approach	3 Pts	5 Pts
<b>R2</b>	Performance	3 Pts	5 Pts
<b>R3.1</b>	Experience of the Bidder 1	3 Pts	5 Pts
<b>R3.2</b>	Experience of the Bidder 2	3 Pts	5 Pts
<b>TOTAL POINTS</b>		<b>12 Pts</b>	<b>20 Pts</b>
<ul style="list-style-type: none"> <li>▪ Bidders that fail to meet the minimum points in each rated criterion will not be evaluated further and will be considered non-responsive.</li> <li>▪ Bidders must obtain the minimum total points required in the three criteria above to be given the opportunity to deliver an oral presentation.</li> <li>▪ Partial points will not be awarded.</li> </ul>			

RATED ORAL PRESENTATION REQUIREMENTS		MINIMUM PASS MARK	MAXIMUM POINTS
<b>P1</b>	Communication Skills, Strategic Thinking and Client Relationship Approach	3 Pts	5 Pts

## D2. TECHNICAL EVALUATION CRITERIA

### RESPONSE GUIDELINES

Bidders are asked to organize their response according to specifications provided, where applicable, to facilitate the evaluation process. Bidders should note:

- Some aspects of the response will be limited by maximum page counts – a page is defined as an 8.5" X 11" sheet of paper, printed single-spaced in font no smaller than 11pts. Times New Roman and with margins of a minimum size of one (1) inch all around;
- Any images included on the pages will be considered as part of the total page length;
- Content in links and Uniform Resource Locators (URLs) provided or submitted in the Bid will not be evaluated or scored;
- Each rated requirement must be treated in its own right in the Bid. External materials, such as content located on the Bidder's website, will not be evaluated;
- Canada does not require or recommend that bidders engage in any unpaid speculative work (i.e. strategy development, research etc.) to respond to these criteria and reminds bidders about provisions regarding bid costs found at Standard Instructions 2003-15. A combination of the Bidder's existing knowledge combined with information provided in this Request for Proposal (RFP) should be used to formulate responses; and
- Any additional information provided by Bidders will not be evaluated.

The following scoring grid will be used to evaluate each of the rated criteria and the oral presentation:

Percentage Factor	Percentage of total	Rating Level
0	0%	<b>Insufficient</b> relevant information provided. Unable to evaluate.
1	20%	<b>Unacceptable</b> - Information provided demonstrates that the Bidder's approach or experience does not meet the stated criteria and overall requirement.
2	40%	<b>Poor</b> - Information provided demonstrates that the Bidder's approach or experience only partially meets the stated criteria or is only partially relevant to the overall requirement.
3	60%	<b>Good</b> - Information provided demonstrates that most elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
4	80%	<b>Very Good</b> - Information provided demonstrates that all elements of the Bidder's approach or experience meet the stated criteria and are relevant to the overall requirement.
5	100%	<b>Excellent</b> – Information provided demonstrates that all elements of the Bidder's approach or experience exceed the stated criteria and are highly relevant to the overall requirement.

#### EVALUATOR INSTRUCTIONS:

1. Only the percentage factors indicated in the above table are to be entered into the evaluation grids that follow. In other words, evaluators MUST choose from ONLY the following available percentage factors: 1, 2, 3, 4, 5 and 0. Factors such as 1.75, 2.5, etc. MUST NOT be used.
2. The "points" and "total points" boxes in the grids will be calculated based on the percentage factor(s) assigned. Evaluators MUST NOT select a number for "points" which does not correspond to a percentage factor. For example, 2.5/10 is not an acceptable score as 2.5 is not available.

## D2.1 MANDATORY TECHNICAL EVALUATION

M1. Corporate Experience	SCORING	
The Bidder must have the following experience over the three (3) years preceding the bid closing date:		
<ul style="list-style-type: none"> <li>▪ Experience planning and buying media in Canada in English and French.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience planning and buying media for campaigns of \$25K or less.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience planning and buying media for campaigns of \$1M or more.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience planning and buying media regionally, provincially, nationally and internationally.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience planning and buying the following media types: print, broadcast, out-of-home, cinema, internet display, social media, Search Engine Marketing (SEM), including developing and optimizing ad groups, text ads, Sitelinks, positive and negative keywords</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience planning and buying media programmatically.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ Experience managing a Data Management Platform (DMP) for clients, connecting, aggregating, and storing data from different platforms, and coordinating and providing client user access and support through dashboard(s) adaptable to their needs.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>

### Submission Requirements

Complete the M1 checklist above

M2. Ability to Communicate in English and French	SCORING	
The Bidder must have a sufficient number of resources with the language proficiency to provide all services described in the Statement of Work (SOW), in English and French, as and when required.	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>

### Submission Requirements

Complete the M2 checklist above

M3. Resources and Accreditation	SCORING	
The Bidder must hold active subscriptions to the following industry resources at minimum: Numeris, Canadian Out of Home Marketing and Measurement Bureau (COMMB), Vividata and Comscore	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ The Bidder must have at least one resource with a valid certification in SEM Google Ads.</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>
<ul style="list-style-type: none"> <li>▪ The Bidder's proposed ad verification technology to track viewable impressions must be accredited or in the process of being accredited by the Media Rating Council (MRC).</li> </ul>	MET <input type="checkbox"/>	NOT MET <input type="checkbox"/>

### Submission Requirements

Provide written evidence demonstrating that each M3 requirement above is met.



## D2.2 POINT RATED TECHNICAL CRITERIA

### R1. MANAGEMENT APPROACH

In order to demonstrate their management approach, Bidders should explain how they managed the work of a similar client(s) with complex, multi-brand or multi-campaign requirements, often planned and delivered under short time frames, in a manner that ensured appropriate oversight, coordination and flexibility, and adaptation to the changing advertising environment, as required. The Bidder should describe how they managed the work from the planning stage through to placement, and evaluation against media objectives as outlined in the strategy, including how they managed communication with the client, how they adjusted to the changing media environment or changing circumstances throughout the time that the campaign was in market.

#### Submission Requirements

Page limit: Maximum 4 pages (only the first four pages of the response will be evaluated)

<b>Maximum Points</b>	<b>5 Pts</b>
<b>Minimum Points</b>	<b>3 Pts</b>

### R2. PERFORMANCE

In order to demonstrate performance, Bidders should explain how they adopted a data-driven and outcome-based approach to provide strategic media direction and recommendations to achieve best value and outcomes for their client(s), including defining and achieving KPIs, with complex, multi-brand or multi-campaign requirements often planned and delivered under short time frames. Bidder should describe how they address brand safety, privacy or other policy requirements, their approach to monitoring and optimization, how they incorporated improvements and best practices, and their systems, tools and processes for communicating with clients throughout the campaigns, including, but may not be limited to, issues and challenges, campaign reports (including if a DMP was used and how it was used), in-campaign optimization recommendations and approvals, post-campaign evaluations and post-mortems.

#### Submission Requirements

Page limit: Maximum 4 pages (only the first four pages of the response will be evaluated)

<b>Maximum Points</b>	<b>5 Pts</b>
<b>Minimum Points</b>	<b>3 Pts</b>

### R3. EXPERIENCE OF THE BIDDER

Bidders should submit two (2) examples of campaigns where the Bidder planned, purchased and reported on the execution against planned objectives that were completed by the Bidder over the last three (3) years preceding the bid closing date. These will be evaluated as case studies under this rated requirement. The scope of the case studies should cover the following:

- A national campaign targeted to English and French audiences, which involved several media types, including traditional media and digital media. Traditional media must include broadcast and at least one (1) other media type among print, out-of-home and cinema. Digital media must include a programmatic component and at least one (1) other media type among SEM and display non-programmatic.
- A campaign which involved a social media advertising component, including more than one social media platform (e.g. Facebook, Twitter, Snapchat, YouTube).

**At a minimum, the response for each example should include:**

- What was the Bidder hired to do?
- How did the Bidder plan and strategize?
- What was the strategy and media mix recommended to achieve the objectives and why?
- On what data, information, insights, challenge or consideration was the Bidder’s recommendation based? What were the KPIs and measurement approach used to assess advertising performance?
- What specific actions did the Bidder take to ensure the media buy had the intended results, including ad verification, brand safety, etc.?
- How was the campaign optimized? What was the process to monitor performance and provide optimization recommendations during the campaign? What systems or tools did the Bidder use to monitor performance, the major elements and frequency of the reporting process?
- How did the campaign perform related to the objectives and KPIs?
- What was the process to manage the client relationship and to communicate and report to the client through all stages of the campaign? Include the approach adopted for issues and challenges, campaign reports (including if a DMP was used and how it was used), in-campaign optimization approvals, post-campaign evaluations and post-mortems.

**Submission Requirements**

Page limit: Maximum 4 pages (only the first four pages of the response will be evaluated)

<b>Maximum Points</b>	<b>10 Pts</b> (5 Pts per example)
<b>Minimum Points</b>	<b>6 Pts</b> (3 Pts per example)

## D2.3 ORAL PRESENTATION

### P1. ORAL PRESENTATION

- Bidders that pass the mandatory technical and the point rated technical evaluation requirements must deliver one (1) oral presentation through videoconference or in person **(date and time to be confirmed)**
- The Contracting Authority will communicate with each eligible Bidder to schedule a date and time for the oral presentation. A confirmation and details will follow at least five (5) regular business days before the oral presentation. Bidders must be available to present on the confirmed date and time.
- Bidders must present a scenario or case study that describes a potential crisis situation, perhaps circumstances where a project went “off the rails” or had the potential to go “off the rails”— maybe the client made a last minute change that jeopardized the launch of the campaign, maybe there was an issue with creative assets that was only caught at the last minute. The Bidder should then take the evaluation team “behind the curtain”.

Bidders will be evaluated in two parts.

#### **Part 1 – Case Study Oral Presentation (up to 60 minutes)**

- What was the project? Did the Bidder clearly identify what the project was?
- Did the Bidder describe the “crisis” and describe what caused things to go “off the rails”?
- How were challenges addressed?
- How did the Bidder brainstorm solutions?

- What, if any, research did the Bidder incorporate into the solution?
- How was the solution presented to the client?
- How did the Bidder address the client’s circumstances so that the project could continue?
- How were the objectives or KPIs adjusted (if at all)?
- How did the Bidder proceed with implementation of the new approach?
- How were results measured by the Bidder?
- What key learnings were gained by the Bidder from this overall initiative to be implemented next time?

**Part 2 – Evaluator Questions (up to 30 minutes)**

- Questions will be asked in English and in French

**The following will be evaluated in both Parts of the evaluation:**

- Communication Skills: clarity and effectiveness, in English and French;
- Overall Presentation: structure, strategic thinking, proactivity, precision; and
- Approach to client relationship: responsiveness, tact, engagement.

**The following will be evaluated in Part 2 of the evaluation:**

- English and French proficiency.

**Submission Requirements**

**Duration:** The oral presentation must not exceed 90 minutes, being up to 60 minutes for presentation and 30 minutes for questions.

**Presenters:** The oral presentation may be presented by any number of the Bidder’s resources. However, the resource who will be the Account Manager must attend the oral presentation (but does not necessarily need to be one of the presenters and could respond to the questions in Part 2 only).

<b>Maximum Points</b>	<b>5 Pts</b>
<b>Minimum Points</b>	<b>3 Pts</b>

**ANNEX "E" - FINANCIAL EVALUATION – TOTAL PROPOSAL COST SCENARIO FOR EVALUATION**

**NOTES:**

**ALL FIGURES BELOW ARE ARBITRARY AND PROVIDED FOR DEMONSTRATION PURPOSES ONLY. THE PRICING AND VOLUMES DO NOT REPRESENT CURRENT OR EXPECTED RATES OR PERCENTAGES FOR THE SERVICES REQUIRED.**

To establish the pricing score, each responsive offer will be prorated against the lowest evaluated price and the ratio of 30%.

The financial scores will be calculated as follows:

**PART 1: Media Planning and Strategizing (Annex B, B.3.1)**

For each Bidder, an average of the hourly rates submitted for Media Planning and Strategizing for each of the periods of the contract will be taken and multiplied by the estimated number of Hours for the life of the contract.

**Example of PART 1:**

A	B	C	D	E	F
Hourly Rate Initial Contract Period (3 Years)	Hourly Rate Option 1 (1 Year)	Hourly Rate Option 2 (1 Year)	Average Rate (5 Years)	Hours (for Evaluation Purposes)	Proposal Cost Part 1
\$ 37.50	\$ 38.75	\$ 40.00	\$ 38.25	6,000	\$ 229,500.00

**Calculations:**

Average Rate = [(3 x A) + B + C] / 5

Proposal Cost Part 1 = D x E

**PART 2: All AOR Resources and Time (Annex B, B.3.2.1)**

For each Bidder, an average of the all-inclusive percentage fee submitted for all services described in B.3.2.1 All AOR Resources and Time, for each of the periods of the contract will be taken and multiplied by the estimated net value of all media placements for the life of the contract.

**Example of PART 2:**

A	B	C	D	E	F
% Fee Initial Contract Period (3 Years)	% Fee Option 1 (1 Year)	% Fee Option 2 (1 Year)	Average % Fee (5 Years)	Net Media Cost (for Evaluation Purposes)	Proposal Cost Part 2
2.98%	3.00%	3.03%	2.99%	\$ 150,000,000.00	\$ 4,485,000.00

**Calculations:**

D = [(3 x A) + B + C] / 5

Proposal Cost Part 2 = D x E

**PART 3: DSP (Annex B, B.3.2.2.1)**

For each Bidder, an average of the CPM rates submitted for the DSP for each of the periods of the contract will be taken and multiplied by the total estimated impressions for the life of the contract.

**Example of PART 3:**

A	B	C	D	E	F
CPM Rate Initial Contract Period (3 Years)	CPM Rate Option 1 (1 Year)	CPM Rate Option 2 (1 Year)	Average CPM Rate	Impressions (for Evaluation Purposes)	Proposal Cost Part 3
\$ 0.0975	\$ 0.1000	\$ 0.1025	\$ 0.0990	1,000,000,000	\$ 99,000.00

**Calculations:**

D = [(3 x A) + B + C] / 5

Proposal Cost Part 3 = D x E

**PART 4: Ad Serving (Annex B, B.3.2.2.2)**

For each Bidder, an average of the CPM/CPC (as applicable) rates submitted for Ad Serving for each of the periods of the contract (by file size) will be taken and multiplied by the total estimated clicks and impressions for the life of the contract. It will be calculated in multiple parts as follows: creatives hosted by the AOR, creatives not hosted by the AOR. Creatives not hosted will be further broken down as: tracking BOTH clicks and impressions (CPM rates), and tracking only clicks (CPC rates). "Not Hosted by AOR - Tracking Clicks ONLY" and associated CPC rates will only be used when technical limitations prevent tracking both click AND impression.

**Example of PART 4:**

**Hosted by AOR - Tracking Clicks and Impressions:**

A	B	C	D	E	F	G
File Size	CPM Rate Initial Contract Period (3 Years)	CPM Rate Option 1 (1 Year)	CPM Rate Option 2 (1 Year)	Average CPM Rate	Estimated clicks and/or Impressions (for Evaluation Purposes)	Proposal Cost Part 4
Up to 40 KB	\$ 0.0350	\$ 0.0425	\$ 0.0500	\$ 0.0395	1,000,000,000	\$ 39,500.00
41 KB up to 150 KB	\$ 0.1250	\$ 0.1500	\$ 0.1750	\$ 0.1400	350,000,000	\$ 49,000.00
151 KB up to 4.4 MB	\$ 0.3750	\$ 0.4375	\$ 0.5000	\$ 0.4125	50,000,000	\$ 20,625.00
4.4 MB up to 10 MB	\$ 0.8750	\$ 0.9000	\$ 0.9250	\$ 0.8900	25,000,000	\$ 22,250.00

Calculations:	Sub-Total	\$ 131,375.00
D = [(3 x B) + C + D] / 5		
G = E x F		

**Not hosted by AOR – Tracking Clicks and Impressions:**

A	B	C	D	E	F
CPM Rate Initial Contract Period (3 Years)	CPM Rate Option 1 (1 Year)	CPM Rate Option 2 (1 Year)	Average CPM Rate	Impressions (for Evaluation Purposes)	Proposal Cost Part 4 (Sub-Total)
\$ 0.0338	\$ 0.0350	\$ 0.0363	\$ 0.0345	2,500,000,000	\$ 862,500.00

Calculations:  
D = [(3 x A) + B + C] / 5  
F = D x E

**Not hosted by AOR – Tracking Clicks ONLY:**

**NOTE: tracking clicks only – Will be used only when BOTH impressions and clicks cannot technically be tracked.**

A	B	C	D	E	F
CPC Rate Initial Contract Period (3 Years)	CPC Rate Option 1 (1 Year)	CPC Rate Option 2 (1 Year)	Average CPC Rate	Impressions (for Evaluation Purposes)	Proposal Cost Part 4 (Sub-Total)
\$ 0.0238	\$ 0.0250	\$ 0.0263	\$ 0.0245	750,000	\$ 18,375.00

Calculations:  
D = [(3 x A) + B + C] / 5  
F = D x E

<b>Total Proposal Cost for PART 4:</b>	<b>\$ 1,012,250.00</b>
----------------------------------------	------------------------

**PART 5: Ad Verification Technology (Annex B, B.3.2.2.3)**

For each Bidder, an average of the CPM rates submitted for the Ad Verification Technology (AVT) for each of the periods of the contract will be taken and multiplied by the total estimated impressions measured for the life of the contract.

**Example of PART 5:**

A	B	C	D	E	F
CPM Rate Initial Contract Period (3 Years)	CPM Rate Option 1 (1 Year)	CPM Rate Option 2 (1 Year)	Average CPM Rate	Impressions (for Evaluation Purposes)	Proposal Cost Part 5
\$ 0.1238	\$ 0.1250	\$ 0.1263	\$ 0.1245	10,000,000,000	\$ 1,245,000.00

Calculations:  
D = [(3 x A) + B + C] / 5  
Proposal Cost Part 5 = D x E

**PART 6: Additional Strategic Advice and Media Research, Additional Training, and Additional Systems Integration (Annex B, B.4.1)**

For each Bidder, an average of the hourly rates submitted for Additional Strategic Advice and Media Research, Additional Training, and Additional Systems Integration for each of the periods of the contract will be taken and multiplied by the estimated number of Hours for the life of the contract.

**Example of PART 6:**

**Additional Strategic Advice and Media Research**

A	B	C	D	E	F
Hourly Rate Initial Contract Period (3 Years)	Hourly Rate Option 1 (1 year)	Hourly Rate Option 2 (1 year)	Average Rate	Hours (for Evaluation Purposes)	Proposal Cost Part 6 (Sub-Total)
\$ 75.00	\$ 76.50	\$ 78.00	\$ 75.90	250	\$ 18,975.00

**Additional Training**

A	B	C	D	E	F
Hourly Rate Initial Contract Period (3 Years)	Hourly Rate Option 1 (1 year)	Hourly Rate Option 2 (1 year)	Average Rate	Hours (for Evaluation Purposes)	Proposal Cost Part 6 (Sub-Total)
\$ 27.50	\$ 30.00	\$ 32.50	\$ 29.00	125	\$ 3,625.00

**Additional Systems Integration**

A	B	C	D	E	F
Hourly Rate Initial Contract Period (3 Years)	Hourly Rate Option 1 (1 year)	Hourly Rate Option 2 (1 year)	Average Rate	Hours (for Evaluation Purposes)	Proposal Cost Part 6 (Sub-Total)
\$ 75.00	\$ 76.50	\$ 78.00	\$ 75.90	500	\$ 37,950.00

Calculations:  
D = [(3 x A) + B + C] / 5  
Proposal Cost Part 6 = D x E

<b>Total Proposal Cost for PART 6:</b>	<b>\$ 60,550.00</b>
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**PART 7: Additional DMP Access (Annex B, B.4.1)**

For each Bidder, the all-inclusive fixed fee per user as per B.4.1 "Additional DMP Access" submitted will be multiplied by the estimated number of additional users expected for the life of the contract.

**Example of PART 7:**

**Additional DMP Access**

A	B	C
<b>All-inclusive fixed fee per user</b>	<b>Number of Additional Users (for Evaluation Purposes)</b>	<b>Proposal Cost Part 7 (Sub-Total)</b>
\$ 500.00	75	\$ 37,500.00

Calculations:

C = A x B

Proposal Cost Part 7 = D x E

**TOTAL ESTIMATED PROPOSAL COST** = Proposal Cost PART 1 + Proposal Cost PART 2 + Proposal Cost PART 3 + Proposal Cost PART 4 + Proposal Cost PART 5 + Proposal Cost PART 6 + Proposal Cost PART 7

**Example TOTAL ESTIMATED PROPOSAL COST:**

Proposal Cost PART 1	\$ 229,500.00
Proposal Cost PART 2	\$ 4,485,000.00
Proposal Cost PART 3	\$ 99,000.00
Proposal Cost PART 4	\$ 1,012,250.00
Proposal Cost PART 5	\$ 1,245,000.00
Proposal Cost PART 6	\$ 60,550.00
Proposal Cost PART 7	\$ 37,500.00
<b>TOTAL ESTIMATED PROPOSAL COST</b>	<b>\$ 7,168,800.00</b>

**ANNEX "F"**  
**TASK AUTHORIZATION FORM (SAMPLE ONLY – SUBJECT TO CHANGE)**

**To be added at a later date**

**ANNEX "G"**  
**ELECTRONIC PAYMENT INSTRUMENTS**

***As indicated in Part 3, clause 3.1.2, the Bidder must complete the information requested below, to identify which electronic payment instruments are accepted for the payment of invoices.***

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

- (    ) VISA Acquisition Card;
- (    ) MasterCard Acquisition Card;
- (    ) Direct Deposit (Domestic and International);
- (    ) Electronic Data Interchange (EDI);
- (    ) Wire Transfer (International Only);
- (    ) Large Value Transfer System (LVTS) (Over \$25M)



**ANNEX “H”  
RFP SUBMISSION FORM / SUBCONTRACTOR INFORMATION**

**TABLE 1 - RFP SUBMISSION FORM**

Response	
Bidder’s full legal name	
<b>a)</b>	Government of Canada\Gouvernement du Canada
Bidder’s Procurement Business Number	
<b>b)</b>	[Procurement Business Number]
Authorized Representative of Bidder for evaluation purposes (e.g. clarifications)	
<b>(c)</b>	Name:
	[Name]
	Title:
	[Title]
	Address:
	[Address]
	Telephone #:
	[Telephone]
	Email:
	[E-mail]
<p>If submitting a bid in response to the RFP as a joint venture, the Bidder must provide the joint venture member’s full legal name and address [<i>Bidder to add more rows if more than two joint venture members</i>]</p>	
<b>(d)</b>	Joint venture member full legal name:
	[Legal name]
	Joint venture member address:
	[Address]
<b>(e)</b>	Joint venture member full legal name:
	[Legal name]
	Joint venture member address:
	[Address]

**TABLE 2 – INTEGRITY PROVISIONS**

In accordance with Article 5.1.1 under Part 5 – Certification and Additional Information, please complete the form below:

<b>Complete Legal Name of Company</b>	
Government of Canada\Gouvernement du Canada	
<b>Company's address</b>	
[Address]	
<b>Company's Procurement Business Number (PBN)</b>	
[Procurement Business Number]	
<b>Board of Directors (Use Format – first name last name) Or put the list as an attachment</b>	
Director	[First name, Last name]
2. Director	[First name, Last name]
3. Director	[First name, Last name]
4. Director	[First name, Last name]
5. Director	[First name, Last name]
6. Director	[First name, Last name]
7. Director	[First name, Last name]
8. Director	[First name, Last name]
9. Director	[First name, Last name]
10. Director	[First name, Last name]
<b>Other members</b>	
[Other members]	
<b>Comments</b>	
[Comments]	

**TABLE 3 – SUBCONTRACTOR LIST**

<b>Subcontractor List</b>			
Bidder's Legal Name: [Legal Name]			
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
Name of the Subcontractor	Address of the Subcontractor's headquarters	Portion of the Work that would be performed by the Subcontractor (using SOW references)	Full address of the location(s) where the Subcontractor would perform the Work