



Canadian Council for Aviation & Aerospace

Request for Proposal No. 1473859 -2

Project Management

for the CCAA Student Work Integrated Learning Program for
Multidisciplinary Aircraft Maintenance Technicians

January 12, 2018

Canadian Council for **Aviation & Aerospace**

For a skilled workforce



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RFP Details

RFP Number:	1473859 - 2
Project Name:	Project Management for Student Work Integrated Learning Program for Multidisciplinary Aircraft Maintenance Technicians
RFP Closing Date:	January 26, 2018 at 15:00 hours (Eastern)
Electronic Submission:	tdaviswoodhouse@avaerocouncil.ca , lhogan@avaerocouncil.ca
CCAA Contact:	Theresa Davis-Woodhouse Director of Project Management Telephone: 613-727-8272 extension 247 Email: tdaviswoodhouse@avaerocouncil.ca
Detailed Requirements (including required vendor services and evaluation criteria):	Attached as Appendix A
Definitions:	Attached as Appendix B
Standard Contract Provisions:	Attached as Appendix C
Proposal Submission Letter:	Attached as Appendix D



Request for Proposals

Bidders are invited to submit a Proposal for the provision of the Services, Materials and / or Deliverables as specified in this Request for Proposals (RFP). Bidders are advised to pay careful attention to the wording used throughout this RFP. Failure to satisfy any term or condition of this RFP may result in an unaccepted Proposal.

Overview

Canadian Council for Aviation & Aerospace (CCAA) has issued this Request for Proposals (RFP) to solicit proposals from interested and qualified persons and organizations to provide project management for the CCAA Student Work Integrated Learning Program, (SWILP), for Multidisciplinary Aircraft Maintenance Technicians.

The initial term for the work is 3 months, with the possibility of extension.

The contract will be with CCAA, however, the work will be performed at the offices of one or more of the CCAA Partners in Toronto, Montreal and Ottawa.

Student Work-Integrated Learning Program (SWILP)

Funded by the Federal Government (ESDC), the Student Work-Integrated Learning Program supports partnerships between employers and post-secondary education (PSE) institutions to create more work-integrated learning placements for students enrolled in post-secondary studies across Canada. The program focuses on occupations in science, technology, engineering, mathematics (STEM) and business. The program started in June 2017 and runs for 4 years. This allows employers to put in place a structured 4-year plan for their workforce. CCAA plans to fund 1,000 student placements over the 4 years.

The Canadian Council for Aviation & Aerospace (CCAA) is the partner selected by ESDC to deliver the program, for the aviation and aerospace sector. Under the Student Work-Integrated Learning Program, employers offering quality work-integrated learning placements to PSE students will be eligible to receive wage subsidies through CCAA.

Multidisciplinary Technicians

As part of the project, CCAA is working with a consortium of companies and colleges* to develop an innovative training program which will alternate school and work terms. The program will combine skills for Maintenance Technicians with those of Avionics and Interiors Technicians, together with soft skills and business skills, to produce "Multidisciplinary Technicians". The consortium held the launch meeting June 20, 2017.

Capitalized terms used in this RFP are defined in the attached Appendix B.

The Canadian Council for Aviation & Aerospace

CCAA is a not-for-profit, national organization that brings together business, industry associations, educators, labour and governments. CCAA is focused on implementing solutions to the specific skills and demographic needs of the industry, to help ensure industry has sufficient workers with the necessary skills to meet the projected growth of the industry.

Please see our website at www.avaerocouncil.ca/ for more information about CCAA.

CCAA Contact

If you require further information or have any questions regarding this RFP or its requirements, please contact the CCAA Contact person identified in the RFP Details.

RFP Process

Closing Date

CCAA must receive Proposals before 15:01 hours (Eastern) on the RFP Closing Date. The official time of receipt of Proposals will be determined by the time and date stamp marked on the Proposals upon receipt by CCAA. CCAA will not accept or consider Proposals received after that time.

CCAA reserves the right, in its sole discretion, to extend the deadline for receipt of Proposals. However, CCAA has no obligation to do so.

Technical Clarifications

Bidders may submit questions to CCAA to clarify various technical requirements of this RFP. All questions and CCAA responses will be transmitted to all participating Bidders who have made known their intent to participate in this RFP at the time the information is transmitted. Bidders who join the RFP after such transmissions have already taken place will receive a copy of all transmissions to date.

All such communications will be done by email.

All requests for information and questions related to this RFP's requirements should be sent to the CCAA Contact person specified in the RFP Details.

Proposal Submissions

Proposals may be delivered in either electronic or hardcopy formats, as described below. CCAA may reject ambiguous, unclear or unreadable Proposals.

Electronic Submission

Proposals may be delivered by email to the address specified in the RFP Details, with the RFP number clearly set out in the subject field. Electronic submissions must contain an electronically-signed Proposal and proposal submission letter, both in PDF format.

Proposal Content and Format

Proposal Content

The Bidder is encouraged to provide all relevant information it believes will demonstrate its competency in meeting this RFP's objectives and requirements. However, at a minimum, each Proposal shall include and/or account for the following:

Bidder Profile

The Proposal should include:



- A brief introduction of the Bidder
- The contact information should include the person's title, mailing address, e-mail, telephone, and facsimile number.
- A response (acceptance and descriptive response as appropriate) to each of the requirements identified in this RFP.
- The Proposal submission letter included in this RFP as Appendix D, or a similar representation of the same information.

Cost

The Proposal should include a budget (in Canadian dollars) for all phases of the project, excluding applicable taxes. The cost is to be shown separately for each element of the RFP requirements.

All options, where requested, are to be costed and shown separately.

Travel and accommodation should not be included in the costs set out in the Proposal.

Appendices

If the Bidder wishes to include any other material not specifically requested by this RFP, it may do so by including additional appendices in its Proposal.

Signature

The Proposal should be signed by a person who is authorized to sign on behalf of the Bidder.

Working Language

CCAA's working language is English and all Proposals must include a copy in English.

Proposal Format

To facilitate ease of evaluation by the CCAA and to ensure that each Proposal receives full consideration, Proposals should be organized in the following format using the section titles and sequence listed below (a tab divider should separate each section when in paper format):

- Staff /Contractor Resumes
- Acknowledgement of RFP Administration Terms and Conditions
- Requirements Response
- Pricing
- Bidder references

Bidder Expenses

The Bidder is responsible for all costs of preparing and presenting its Proposal and for its own legal costs associated with finalization of the Contract.

Changing or Withdrawing Proposals

A Bidder may amend or withdraw a Proposal prior to the RFP Closing Date by submitting a clear and detailed written notice to CCAA.

Period of Commitment

All Proposals are irrevocable and binding on the Bidder for 90 days after the RFP Closing Date, and may not be altered by subsequent offerings, discussions, or commitments unless CCAA requests the Bidder to do so.

No Proposal Return

Proposals and accompanying documentation submitted by Bidders are CCAA's property and will not be returned.

CCAA's Right not to Proceed

CCAA reserves the right, in its sole discretion, to not accept any of the Proposals submitted and in such case the Bidder acknowledges and agrees that it shall have no claim whatsoever against CCAA.

Verification

CCAA reserves the right to verify any statement or claim contained in any Proposal or made subsequently in any interview or negotiation. CCAA may make any such verification by whatever means it deems appropriate, including by contacting the references provided by the Bidder or by contacting other parties that are not provided as references by the Bidder.

By submitting a Proposal, the Bidder consents to CCAA verifying any information from third parties (including the Bidder's bank) and receiving additional information relating to the Bidder, its directors, officers, shareholders or owners and any other person associated with the Bidder as CCAA may require. CCAA will not enter into negotiations for a Contract with a Bidder whose references, whether provided by the Bidder or obtained otherwise by CCAA, are found, in CCAA's opinion, to be unsatisfactory.

Shortlist Presentations (may not be required)

CCAA may establish a shortlist of Bidders and require short-listed Bidders to make formal presentations regarding their Proposal at the CCAA offices or by teleconference. At any such presentation, Bidders shall demonstrate how their solution will address the requirements and expectations described in the RFP documentation. These presentations will be made at no cost to CCAA.

Selection Criteria

In addition to any specific evaluation criteria set out in the Detailed Requirements in Appendix A, CCAA will consider the following general criteria when evaluating the Proposal:

- Cost (fair market value)
- Consultant knowledge of and experience with teaching Aircraft Maintenance, Avionics, or other aviation programs.
- Ability to meet required vendor services

- Ability to meet weighted criteria
- Schedule
- Value added

Contract

Contract Negotiations

The basis of any Contract negotiations between CCAA and a Bidder will be the standard contract provisions set out in the attached Appendix C and any comments on these provided by the Bidder in its Proposal. The Contract negotiations may also involve clarifications, non-material modifications or variations to the scope, venue, duration, timing or pricing of the Services or to a Proposal generally. The Bidder, by submitting its Proposal, agrees to negotiate in good faith with a view to executing a Contract. Award of a Contract is in all cases conditional on the Bidder executing a Contract with terms and conditions acceptable to CCAA.

CCAA may elect to divide the Services into more than one Contract and enter into negotiations with a Bidder with respect to a portion of the Services, and award more than one Contract with respect to the Services.

Contract Finalization

CCAA will enter into a Contract with the Supplier for the provision of the Services, Materials and Deliverables.

If, in CCAA's opinion, it appears that the Contract will not be finalized with the Supplier within 15 days after the RFP Closing Date, CCAA may undertake negotiations with other Bidders submitting responsive Proposals.

Order of Precedence

This RFP and the Proposal shall form part of the Contract. In the case of any conflict, discrepancy, error or omission between this RFP, the Proposal, and the Contract, the documents shall take precedence and govern in the following order:

1. The Contract
2. The Request for Proposal
3. The Proposal

Standards of Care

The Bidder shall perform the Services with reasonable skill, care and diligence and in accordance with the standards of care practiced by leading national and international suppliers of services similar to, or the same as, the Services.

General Terms

Consent to Use of Information

The Bidder consents to, and has obtained the written consent from any individuals identified in its Proposal for, the use of their personal information in the Proposal by CCAA and its employees, subcontractors, professional advisors and agents to enable CCAA to evaluate the Proposal and to use this information for CCAA's other program purposes.

Confidentiality and Security of Information

The Bidder shall, and shall ensure that its employees, directors, officers, contractors, subcontractors, and agents shall:

- Keep strictly confidential all information concerning CCAA or third parties, or any of the business or activities of CCAA or third parties, acquired as a result of participation in this RFP ("Confidential Information");
- only use and/or copy Confidential Information as necessary for the purpose of submitting a Proposal;
- only disclose Confidential Information upon CCAA's prior written authorization;
- maintain security standards regarding the Confidential Information, including control of access to data and other information, consistent with the highest standards of business practice in the industry; and
- not disclose to CCAA any confidential information of any third party in the Bidder's possession while such information remains the confidential property of any such third party.

The Bidder agrees that it shall be fully responsible to CCAA for any breach or violation of the requirements set out above regarding Confidential Information by any of its employees, directors, officers, contractors, subcontractors, and agents.

Access to Information and Privacy

The Bidder acknowledges that:

The Access to Information and Privacy Act (ATIP) of the Government of Canada applies to all information and records relating to, or obtained, generated, created, collected or provided under this RFP or the Contract and which are in the custody or control of CCAA.

ATIP imposes an obligation on CCAA, through this RFP and the Contract on the Bidder, to protect the privacy of individuals to whom information relates. The Bidder shall protect the confidentiality and privacy of any individual's personal information accessible to the Bidder or collected by the Bidder pursuant to this RFP or the Contract.

For the records and information obtained or possessed by the Bidder in connection with or pursuant to this RFP or the Contract, and which are in the custody or control of CCAA, the conduct of the Bidder must be of a standard consistent with ATIP when providing the services or carrying out the duties or other obligations of the Bidder under this RFP or the Contract.

The purpose of collecting personal information for this RFP is to enable CCAA to ensure the accuracy and reliability of the information, to evaluate the Proposal, and for other related program purposes of CCAA. The Bidder may contact the Project Manager identified in this RFP regarding any questions about collection of information pursuant to this RFP.

Terms and Conditions

The Supplier must prepare and submit a final work plan and project schedule and present it to CCAA no later than 10 days after Contract signing.

Disclosure

Funding for this project is provided in part by the Federal Government, Employment Social Development Canada, (ESDC), and is subject to Public Works and Government Services Canada (PWGSC) procurement directives. Any conflicts of interest as described in those directives must be disclosed by the Bidder in its Proposal.

No Contractual or Legal Obligations

This RFP is not intended to constitute, or be interpreted as, a call for tenders, and the submission of a Proposal is not intended to create any contractual or other legal obligations or duties whatsoever owed to any Bidder by CCAA, including any obligation or duty to accept or reject a Proposal, to enter into negotiations or decline to enter into or continue negotiations, or to award or not award a Contract. Without restricting the previous sentence, no contractual or legal obligations in relation to this RFP or the Services will exist between the Bidder and CCAA until the execution of a Contract with that Bidder, except for any waivers, releases, exclusions or limitations of liability, confidentiality and/or indemnity obligations made, given or accepted by the Bidder in this RFP or otherwise in connection with the RFP process.

Rejection of Proposals and Cancellation of RFP

CCAA is not bound to select a preferred Bidder or accept any Proposal and reserves the right to postpone or cancel this RFP at any time for any reason whatsoever and to proceed with the Services in some other manner separate from this RFP. CCAA reserves the right to accept or reject any Proposal in whole or in part for any reason. Without limiting the foregoing, CCAA will not be bound to accept the lowest-priced Proposal.

Waiver of Deficiencies

If a Bidder submits a Proposal that does not satisfy every request or requirement by CCAA as described in this RFP, CCAA may waive that deficiency, may seek clarification or additional information from the Bidder, or may consider and treat the Proposal as compliant with the requirements of this RFP.

Media Releases, Public Disclosures and Public Announcements

A Bidder shall not, and shall ensure that its team members and consultants do not, issue or disseminate any media release, public announcement or public disclosure (whether for publication in the press, on the radio, television, internet or any other medium) that relates to the RFP or any matters related thereto, without CCAA's prior written consent.

Neither the Bidder nor any of its team members or consultants shall make any public comment, respond to questions in a public forum, or carry out any activities to either criticize another Bidder or Proposal or to publicly promote or advertise their own qualifications, interest in or participation in the RFP without CCAA's prior written consent (which consent may be withheld at CCAA's discretion).

For the purpose of greater clarity, this section 0 does not prohibit disclosures necessary to permit the Bidder to discuss the RFP with prospective team members or subcontractors but such disclosure is permitted only to the extent necessary to solicit those team members' or subcontractors' participation in the RFP.

Ownership

Supplier hereby agrees that all work undertaken by it in relation to the contract with CCAA, and all products resulting therefrom, shall at all times be the sole and absolute property of CCAA, inclusive of all intellectual property rights and title associated therewith, including without limitation, copyright. The Supplier acknowledges that it is performing the Work at the request of and for the sole benefit of CCAA, and all documents, reports, materials, studies, computer software and custom source code, technical documentation, or other Work shall be done solely for the benefit of CCAA, and all ownership of work product and intellectual property including copyright associated with the work shall immediately vest in and be the sole property of CCAA regardless of whether payment therefore has been made.

Appendix A

Detailed Requirements

Reporting to the Director of Project Management, the successful bidder shall be expected to assume the following responsibilities and tasks.

Responsibilities / Tasks

- Ensure CCAA and stakeholder requirements and milestones are met.
- Create a baseline plan, and other project management components.
- Maintain strong stakeholder relationships by responding to all stakeholder requests and serving as the primary point of contact for assigned project activities, status and problem resolution.
- Work onsite in Toronto, Montreal and Ottawa as agreed with CCAA.
- Manage the development and delivery of the work integrated learning curricula in conjunction with CCAA and stakeholders.
- Responsible for monitoring the SWILP program in the areas of scope, scheduling, costing, training plans and documentation, delivery, and contractual changes. This includes the implementation of corrective actions covering all areas of project responsibility.
- Regularly communicate with CCAA, stakeholders, students, and the colleges involved in the project, as well as the industry participants, to monitor delivery, receive and provide updates, expedite the training, and resolve any issues.
- Ensure that the cost basis and/or pricing are tracked.
- Provide weekly and monthly status reports as required.
- Participate in production and staff meetings and address critical issues on the project.
- Develop plans to improve performance.
- Participate in project planning efforts.
- Organize additional activities, as needed, by defining and identifying required expertise.
- Oversee and contribute to task planning including resource requirements.
- Establish and communicate overall priorities and changing project requirements to stakeholders.
- Ensure meeting actions are documented and communicated.
- Establish and monitor goals and objectives required to complete project. Provide mentoring within project management and leadership to varied project teams.
- Maintain professional and technical/product knowledge. Share specialized knowledge with others and serve as a resource or expert on the project.
- The Project Manager will manage the review process of the training program; draft reports, circulate draft reports to focus groups to collect feedback, and implement any necessary action plan.
- Deliver Final Report to CCAA Director of Project Management

Please note that these duties and responsibilities are not exhaustive and that you may be expected to perform other reasonable duties and responsibilities should the need arise.



Qualifications, Skills & Abilities Required

- Relevant Degree or Diploma (e.g. Aircraft Maintenance Engineering or Avionics), or equivalent experience.
- Excellent understanding of aircraft maintenance or avionics, and airline maintenance principles, training methods & planning.
- Excellent understanding of teaching Transport Canada approved course work for aircraft maintenance or avionics.
- Knowledge of the Canadian Council for Aviation & Aerospace occupational standards, logbooks, and certification process.
- Excellent understanding of curriculum development.
- Experience in the aerospace manufacturing sector, aircraft maintenance and avionics, or in the repair and overhaul sector, with complex components and assemblies.
- Excellent understanding of Transport Canada approved aircraft maintenance or avionics training programs, educational institutions, and operational stakeholders.
- Experience training and mentoring students in professional aircraft maintenance.
- Strong focus on planning, program management, and team building.
- Microsoft Office skills
- Experience in maintenance, repair and overhaul (MRO) at national carrier would be a definite asset.
- Results-oriented.
- Analytical thinking.
- Interpersonal skills (including working effectively with others and influencing skills).
- Demonstrates strong time management skills with the ability to effectively coordinate multiple aspects of innovative projects.

Evaluation Criteria

- Experience Teaching in Aircraft Maintenance or Avionics in an Approved Training Facility
- Experience in program development in Approved Training Facility
- Experience in working with students in a “hands-on” environment
- Experience working in maintenance or training department of a national carrier
- Project Management experience in industry and educational institutions
- Microsoft Office Skills
- Project Management Skills
- Communication and Reporting Skills
- Licensed AME would be an asset

Required Services

Services for Project Management	Desired
Start date February 1 2018, End date April 31 2018 for initial period.	Yes

Attend an initial meeting (may be by teleconference) to discuss the project, CCAA's priorities and expectations of Project Management with major stakeholders present.	Yes
Review the CCAA occupational standards and logbooks which serve as the basis of the Multidisciplinary Technician training program.	Yes
Review the progress of the MDT project-to-date with each of the major stakeholders.	Yes
Develop a workplan for three months.	Yes
Identify tasks and milestones that ensure the successful delivery of the objective at the 3-month mark	Yes
Assist CCAA and consortium members by monitoring and reporting on the project as necessary.	Yes
Develop a communication plan for project stakeholders, and assume ownership of the plan.	Yes

Weighted Evaluation Criteria

The following table shows the weighted criteria used to assess bids for this RFP.

Criteria	Weighting
Bidder qualifications and experience	50%
Bidder skills	20%
Workplan	15%
Price	15%

Appendix B Definitions

In this RFP, the following terms have the following meanings:

Bidder: Person or entity submitting a Proposal in response to this RFP.

CCAA: Canadian Council for Aviation & Aerospace

Consortium: Two or more Bidders who partner together to submit a single Proposal.

Contract: The written agreement between the Supplier and CCAA under which the Supplier will provide the Services, Materials and Deliverables set out in this RFP.

Deliverables: The deliverables specified in this RFP to be provided by the Supplier to CCAA.

Materials: All working papers, surveys, notes, plans, designs, reports, records, studies, drawings, examinations, assessments, procedures, specifications, evaluations, results, conclusions, interpretations, calculations, analyses, systems, software, source code, documents, writings, programs, hardware, devices, data or any components of these, regardless of how they are represented, stored, produced, or acquired.

Prime Bidder: The Bidder in a Consortium who is responsible for the provision of all Services, Materials and Deliverables and who is accountable for all terms and conditions of the Contract.

Proposal: The Bidder's response to this RFP, and includes all of the Bidder's attachments and presentation materials.

Request for Proposals (RFP): This solicitation for the Services, Materials and Deliverables, including attached appendices.

RFP Details: The specific information set out in section 0 of this RFP.

Services: The functions, duties, tasks, and responsibilities to be provided by the Supplier as described in this RFP.

Supplier: The Bidder that is awarded the Contract to fulfill the requirements of this RFP (i.e. the winning Bidder).

Section headings are used for convenience only, and they do not affect the meaning or interpretation of the clauses. Words in the singular include the plural and vice versa.

Appendix C

Standard Contract Provisions

CCAA considers each of the provisions below as highly desirable. The Bidder's response to each of such provisions will be considered in the evaluation of its Proposal. The balance of the Contract will be finalized between the preferred Bidder and the CCAA.

The Bidder's Proposal must include a written response to each of the following provisions by indicating either:

"Met" means that the Bidder accepts the provision exactly as drafted, without qualification; or,

"Not Met" means that the Bidder does not accept the provision exactly as drafted, without qualification. If the Bidder does not accept a provision exactly as drafted without qualification, the appropriate response is "Not Met" and the Bidder must provide in their Proposal the alternative wording that the Bidder desires.

If the bidder responds, **"Not Met"** to any of the following provisions, the Bidder should explain how the proposed alternative wording is balanced in terms of the rights and obligations of the parties.

Governing Laws

The Contract, the RFP and the Proposal will be governed by the laws of the Province of Ontario and the federal laws of Canada applicable therein. CCAA and the Bidder hereby attorn to the courts of the Province of Ontario and agree that any action commenced in respect of the Contract, the RFP or the Proposal will be initiated and brought before the courts in the City of Ottawa, Ontario, Canada.

Third Party Claims

The Bidder agrees to hold harmless CCAA, its employees, subcontractors and agents from any and all third-party claims, demands, or actions: (i) for which the Bidder is legally responsible, including those rising out of negligence or willful acts of the Bidder, its employees, subcontractors or agents; and (ii) based upon the infringement or violation of any patent, copyright, trade secret, industrial design, trade mark or any other proprietary right.

Responsibility and Liability

The Bidder shall be responsible for all losses, costs and damages to the real or tangible personal property of CCAA where the Bidder is legally responsible, including negligence, or willful harm of the Bidder, its employees, subcontractors or agents.



Safety and Security

The Bidder, its employees, subcontractors, and agents when using any CCAA or stakeholder buildings, premises, hardware and software shall comply with all safety and security policies, regulations and directives relating to those buildings, premises, hardware and software.

Insurance

The Bidder shall, at its own expense and without limiting its liabilities herein, insure its operations under a contract of general liability insurance, in accordance with the *Insurance Act* (Ontario) (or equivalent), in an amount not less than \$1,000,000.00. Canadian inclusive per occurrence insuring against bodily injury, personal injury, and property damage including loss of use thereof. Such insurance shall include blanket contractual liability. The Bidder shall, upon request of CCAA, provide copies of insurance documents in a form acceptable to CCAA.

All required insurance shall be endorsed to provide CCAA with 30 days advance written notice of cancellation or material change.

The Bidder shall comply with the *Workplace Safety and Insurance Act* (Ontario), when such Act applies, and shall upon request by CCAA; deliver to CCAA a certificate from the Workplace Safety and Insurance Board showing that the Bidder is registered and in good standing with the Board.

Assignment

The Bidder shall not assign, subcontract or transfer of any of its rights, obligations or interests, other than identified in the Contract, without the written consent of the CCAA. Should CCAA consent to such an assignment, subcontracting or transfer of rights, obligations or interests to a third party, the Bidder shall remain responsible for performance by the Bidder and any such third party under the Contract.

Other Provisions

As part of the Bidder's response to this section of the RFP, any proposed license, maintenance or lease agreement that the Bidder will require, must be included in the Proposal. In the case of conflicts, discrepancies, errors or omissions among the proposed license, maintenance or lease agreements and the Contract provisions listed under Appendix A of the RFP and listed as "Met" in the Proposal, the Contract provisions listed under Appendix A of the RFP and listed as "Met" in the Proposal shall take precedence and govern.



Appendix D Proposal Submission Letter

(Date, 2018)

Attention: Theresa Davis-Woodhouse, Director of Project Management
Canadian Council for Aviation & Aerospace
105-1785 Alta Vista Drive
Ottawa, Ontario
K1G 3Y6

RE: REQUEST FOR PROPOSAL NO. 1473859 - 2

Project Management for Student Work Integrated Learning Program
for Multidisciplinary Aircraft Maintenance Technicians

Enclosed/Attached is our Proposal submitted in response to this RFP.

Authorized Signature

Contact information including name, title, address, telephone and fax number.

