



Request to Qualify and Quote for

Request Description: Staff Augmentation for
I&IT Solution Delivery
Resources on
an Emergent Basis

Request Number: RQQ-2018-ITIN-221

Table of Contents

1.0	Definitions.....	4
2.0	Introduction	7
2.1	General	7
3.0	Instructions to Proponents.....	8
3.1	Request Document	8
3.2	Submission Instructions	8
3.2.1	General	8
3.2.2	Request Enquiries	9
3.2.3	Mandatory Site / Information Meeting	10
3.2.4	Addenda / Changes to this Request Document	10
3.2.5	Submission	11
3.2.6	Submission Deadline	13
3.2.7	Clarification of Proposals	14
3.3	Insurance.....	15
3.3.1	Workplace Safety and Insurance Clearance Certificate	15
3.3.2	Insurance	15
3.3.3	Parent Company Indemnity	15
3.4	Nature of Agreement	16
3.5	Rights of Metrolinx	16
3.6	Contract to be Executed	18
3.7	Conflict of Interest	19
3.8	Joint Ventures	19
3.9	Prohibited Contacts and Lobbying Prohibition	20
3.10	Media Releases, Public Disclosures and Public Announcements	20
3.11	Restriction on Communications Between Proponents – No Collusion.....	21
3.12	Disclosure of Information.....	21
3.13	Freedom of Information and Protection of Privacy Act.....	21
3.14	Submission to Be Retained by Metrolinx	21
3.15	Confidential Information of Metrolinx	22
3.16	Proponents Shall Bear Their Own Costs	22
3.17	Changes to Proponent Key Personnel, Subvendors or Joint Venture	22
3.18	Vendor Performance Management Program	23
4.0	Submission Requirements.....	24
4.1	Mandatory Criteria	24
4.2	Submission Format	24
4.3	Submission Content.....	24
4.4	Proponent Presentation.....	28
4.5	Price Submission	28
5.0	Evaluation Criteria and Selection Process	29
5.1	Evaluation Methodology	29
5.2	Evaluation Criteria	32
6.0	Form of Request	35
6.1	Proponent Submission Checklist	35
6.2	Contact Information	36
6.3	Proponent Acknowledgments	36
6.4	Requirements	38
6.5	Conflict of Interest	38
6.6	Harmonized Sales Tax	39
7.0	Attachment 1 – Proponent’s Prices	40

8.0 Attachment 2 - Mandatory Technical Requirements	41
9.0 Attachment 3 – Proponent’s Reference Projects	42
Appendix “A” – General Conditions	43
Appendix “B” – Scope of Work	97
1.0 Scope of Work	97
2.0 Hours of Work	97
3.0 Place of Work / Travel Expenses	98
4.0 Assignment of Work	98
5.0 Management of Work	98
6.0 Job Descriptions	100
7.0 General Safety Requirements	160
Appendix “C” - Metrolinx Services	165
Appendix “D” – Documents	166

1.0 Definitions

In this Request Document,

- 1.1 **“Addenda”** is the formal release of additions, deletions, revisions, clarifications to this Request Document that form a part of the Contract.
- 1.2 **“Business Day”** means any day other than: (a) a Saturday or Sunday and (b) any other day on which Metrolinx is not open for business. Each Business Day will end at 4:00 p.m. on that day.
- 1.3 **“Closing”** means the date and time on which Submissions must be submitted by Proponents, in accordance with Sections 3.2.1(d).
- 1.4 **“Conflict of Interest”** shall have the meaning ascribed in the Form of Request.
- 1.5 **“Contract”** means the contract between the Proponent and Metrolinx pursuant to this Request to Qualify and Quote reference # RQQ-2018-ITIN-221 including the Articles of Agreement, the General Conditions and the Schedules thereto and those documents listed in Section 3.1 Request Document.
- 1.6 **“Corporate Firm”** means any one of the following: a) the Proponent, b) the Proponent and its Subvendors, or c) the Joint Venture, responding to this Request Document.
- 1.7 **“Domain Expertise”** means the required level of depth and breadth of qualifications and experience in respect of the tasks to be performed in connection with the Work.
- 1.8 **“EBS”** means Electronic Bid Submission.
- 1.9 **“E-Bid Authorized Signer”** is the designated individual in the Proponent’s organization who has the authority to bind the Proponent to each and every term, condition, article and obligation of this Request Document and any resultant Contract.
- 1.10 **“E-Bid Confirmation Number”** is the receipt received by a Proponent from MERX indicating that the Submission was uploaded successfully.
- 1.11 **“Evaluation Committee”** means the representatives chosen to evaluate the Submissions based on the Evaluation Criteria outlined in this Request Document.
- 1.12 **“Evaluation Criteria”** means the criteria for scoring the Submission as stated in Section 5.2 – Evaluation Criteria.
- 1.13 **“FIPPA”** means the Freedom of Information and Protection of Privacy Act, and any amendments or successor legislation. FIPPA is Provincial legislation regulating the collection, retention, access, use and disclosure of Personal

Information by or on behalf of Metrolinx, and shall be applicable to the Contract including all Work provided pursuant to this Contract.

- 1.14 **“Joint Venture”** means a business arrangement of two or more parties proposed for this RQQ Process further described in Section 3.8 Joint Venture.
- 1.15 **“Key Personnel”** means Proponent personnel who will be assigned and involved in a material way in, and who are critical to, the performance of the Work. All key personnel will possess the requisite Domain Expertise.
- 1.16 **“Metrolinx”** means Metrolinx, a provincial crown agency continued under the Metrolinx Act, S.O. 2006, Chapter 16, and its successors and assigns.
- 1.17 **“Metrolinx MERX Portal”** is the electronic bid solicitation and Proponent Submission website (www.metrolinx.merx.com) that facilitates Metrolinx and Proponent interaction as it directly relates to the; download by a Proponent of Metrolinx Request Documents including Addenda from, and upload by a Proponent of a Submission to Metrolinx in response to, this RQQ Process.
- 1.18 **“Participant in Charge”** shall have the same meaning ascribed in Section 3.8.3 Joint Ventures.
- 1.19 **“Parties”** means Metrolinx and Proponent and “Party” means either one of them.
- 1.20 **“Place of the Work”** is the designated site or location of the Work.
- 1.21 **“Procurement Representative”** means the following individual in the Procurement Services Department:

Name:	Wil Wong
Title:	Procurement Specialist, Information Technology and Managed Services
Telephone Number:	416-202-7896
Email:	Wil.Wong@Metrolinx.com

- 1.22 **“Proponent”** means the legal entity that remits a Submission in response to this Request Document and who if selected for award shall execute the Contract with Metrolinx for provision of the Work.
- 1.23 **“Request Document”** means this Request to Qualify and Quote document comprised of sections listed in the Table of Contents, issued by Metrolinx for the Work to be provided, and any Addenda thereto.
- 1.24 **“Request Document Forms”** means any sections of this Request Document which requires completion and must be included with the Submission.

- 1.25 **“RQQ Process”** means the Request to Qualify and Quote procurement process set out in this Request Document.
- 1.26 **“Scope of Work”** means the scope of work described in Appendix “B”.
- 1.27 **“Subvendor”** means an individual, firm, partnership, corporation or professional having a direct contract with the Proponent or another Subvendor to perform a part or parts of the Work as identified in the Submission.
- 1.28 **“Submission”** means all documentation and other materials and information submitted by the Proponent in response to this Request Document or in respect of this RQQ Process.
- 1.29 **“Technical Submission”** means the Proponent’s response to Section 4.3 Submission Content and any additional information requested by Metrolinx.
- 1.30 **“Total Evaluated Price”** means the price set out in Attachment # 1 – Proponent’s Prices.
- 1.31 **“Vendor Performance Management (VPM)”** shall have the meaning ascribed in Section 3.18 of Instructions to Proponents.
- 1.32 **“Vendor Performance Rating (VPR)”** is the average of a vendor's performance evaluation scores in a particular category (as assessed by or on behalf of Metrolinx) for a thirty-six (36) month period preceding the Closing. If a Proponent has not completed any work for Metrolinx in the three (3) years preceding the Closing, for the purpose of evaluating the Submission, the Proponent will be assigned a VPR which is the straight average of all the VPR’s of all vendors in a particular category who have performed Work for Metrolinx during the prior fiscal year.
- 1.33 **“Work”** means the Scope of Work defined above.

2.0 Introduction

2.1 General

Introduction

Metrolinx is a crown agency of the Government of Ontario under the Metrolinx Act, 2006, reporting to the Ministry of Transportation. It was created to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area (GTHA). Metrolinx's mandate includes delivering the best possible transportation services today while leading the way to an even better, more convenient service tomorrow; making the best possible use of public transportation investment dollars; and measurably improving the quality of life in the region.

Scope

The Information & Information Technology (I&IT) division at Metrolinx is a shared service for all business units within the agency. I&IT is organized into five (5) divisions, each headed by a Director reporting to the Chief Information Officer (CIO): Planning and Architecture, Project Management Office, Solution Delivery, CyberSecurity and Operations. In addition there is a Business Relationship Management function reporting to the CIO which includes business analysts and business relationship managers. Together these divisions are responsible for developing and executing an I&IT strategy to deliver and operate business solutions to meet the business needs identified in the Metrolinx overall business strategy. The approach adopted by Metrolinx I&IT is to utilize a combination of permanent full time and contract resources to deliver these solutions.

The objective of this Request to Qualify and Quote (RQQ) is to solicit proposals from Proponents for the provision of temporary I&IT Solution Delivery resources on an emergent basis.

3.0 Instructions to Proponents

3.1 Request Document

This Request Document shall be read as a whole. The Schedules, Appendices and Addenda, if any, constitute an integral part of this RQQ Process and are incorporated by reference. The documents included in this Request Document (with the exception of any Addenda that may be issued subsequently) are:

- (a) Form of Request
- (b) Attachment # 1 – Proponent’s Prices
- (c) Attachment # 2 – Mandatory Technical Requirements
- (d) Attachment # 3 – Proponent’s Reference Projects
- (e) Appendix “A” – General Conditions
- (f) Appendix “B” – Scope of Work
- (g) Appendix “C” – Metrolinx’s Services
- (h) Appendix “D” – Documents
 - Sample Articles of Agreement
 - Contract Performance Appraisal
 - Parental Guarantee
- (i) Appended Proponent questions template entitled Proponent Q and A Template RQQ-2018-ITIN-221.xlsx

3.2 Submission Instructions

3.2.1 General

- (a) *****NOTE: ELECTRONIC BID SUBMISSION**
Your Submission for this opportunity must be made to Metrolinx through the use of the Metrolinx MERX Portal. Proponents shall be solely responsible for the delivery of their Submission using the Metrolinx MERX Portal by the Closing, in accordance with the Submission Instructions herein.
- (b) Your Submission is to be firm and irrevocable for one hundred and twenty (120) calendar days from the Closing.

- (c) Your Submission will be evaluated in accordance with the Evaluation Criteria and Selection Process as outlined in this Request Document.

- (d) RQQ Timetable:

Milestone	Date
Issuance of Request Document	July 09, 2018
Deadline to Submit Questions	July 19, 2018. 4:00 pm E.T.
Last day for issuance of Addenda	July 31, 2018.
Closing	August 07, 2018. 3:00 pm E.T.

Metrolinx may, without liability, cost or penalty and in its sole discretion amend the RQQ Timetable. In the event that Metrolinx extends the Closing, all requirements applicable to Proponents will thereafter be subject to the extended deadline.

3.2.2 Request Enquiries

- (a) All written enquiries and other communications prior to full Contract execution are to be directed solely to the Procurement Representative.
- (b) Information received from any other sources shall be considered informal and Metrolinx shall not be bound by any information given in such a manner.
- (c) Any questions concerning this Request Document, the contents herein, including Appendix “A” – General Conditions, or the Work contemplated herein are to be directed, in writing, to the Procurement Representative prior to the deadline for submitting questions. No questions or requests for clarifications, changes or amendments of this Request Document shall be entertained after this time regardless of the reason. To allow for dialogue on any questions or requests, Metrolinx encourages Proponents to submit their questions or requests early on in the Q and A process. When seeking changes or amendments to any of the terms and conditions of this RQQ Process, including the terms contained in Appendix “A” – General Conditions, the Proponent should provide sufficient detail to provide Metrolinx with an understanding of the rationale for the change or amendment and, if applicable, the Proponent should propose the language that would address its concern(s).
- (d) All questions/requests for clarification, change or amendment related to this Request Document are to be submitted via e-mail to the attention of the Procurement Representative using the Question and

Answer Template which is a fillable Excel file attached separately as:

Proponent Q and A Template RQQ-2018-ITIN-221.xlsx

In the "Questions" tab, use the drop down list to indicate the document section related to each question being submitted as well as page, drawing, section number and details of the specific question/clarification request. For each set of questions submitted by the Proponent, a new copy of the above referenced Question and Answer Template should be submitted.

- (e) When necessary, revisions to, or clarifications of this Request Document will be incorporated into a written addendum issued by the Procurement Representative. Information regarding this Request Document or the Work, whether provided by the Procurement Representative, or from any other source, whether verbally or in writing, shall be considered informal and Metrolinx shall not be bound by, or liable for, any such information unless incorporated into a written addendum.

3.2.3 Mandatory Site / Information Meeting

Not applicable.

3.2.4 Addenda / Changes to this Request Document

- (a) In the event that Metrolinx determines in its sole discretion, that clarifications of, or revisions to this Request Document are required, all Proponents who received copies of this Request Document shall be advised of such clarifications or revisions during the period by written addenda. Such addenda shall become part of this Request Document and the contents thereof shall be allowed for in the prices bid for the Work.
- (b) It is the Proponent's responsibility to ensure that they have received copies of all Addenda, and to ensure that the Addenda have been considered in their Submission. Addenda, if applicable, will be issued through the Metrolinx MERX Portal. Information concerning the number of Addenda issued and the date of issue of the most recent Addendum can be found at www.merx.com for this RQQ Process. Proponents are urged to select automatic notification of Addenda issuance when registering on the Metrolinx MERX Portal.
- (c) The Proponent, when ascertaining if copies of all Addenda issued have been received, shall be responsible for allowing sufficient time prior to the Closing to receive any missing Addenda and to review and allow for the contents thereof in the Submission.

3.2.5 Submission

- (a) Proponents remitting a Submission to Metrolinx shall exercise extreme care when completing and submitting all Request Document Forms.
- (b) Proponents shall examine carefully the whole of this Request Document and any data referred to therein. They shall make the necessary investigations to inform themselves thoroughly as to the character and magnitude of the Work.
- (c) The Proponent shall not claim at any time after the Closing and/or after notification of award of the Contract that there was any misunderstanding or uncertainty in regard to this Request Document or any of the contents therein. No plea of ignorance of conditions which exist, or any conditions or difficulties that may be encountered, shall be accepted as a reason for failure to complete the Contract or as a basis for claims for additional compensation or extension of time.
- (d) Your Submission shall be completed fully in a clear and comprehensible manner.
- (e) Submissions shall be remitted electronically through the Metrolinx MERX Portal only. Submissions sent in any other manner shall be deemed non-responsive and automatically disqualified.
- (f) The Submission shall be remitted on the original Request Document Forms as issued by Metrolinx through the Metrolinx MERX Portal and except for designated sections where the Proponent is to enter information, the Request Document and Request Document Forms shall not be altered in any way including, but not limited to, write-ins, strike-outs of the pre-printed provisions or any other qualifying statements.
- (g) The Submission must not include any qualifying statements.
- (h) Any Submission which contains such qualifying statements shall be deemed non-responsive and disqualified unless such qualifying statements are withdrawn in writing by the Proponent upon request by Metrolinx. Metrolinx at its sole discretion will determine what constitutes a qualifying statement.
- (i) If during the preparation of their Submission, the Proponent desires to make a change which requires correction, alteration or erasure to any information previously entered in a designated section of the Submission by the Proponent, documents that have been uploaded to the Metrolinx MERX Portal can be added, removed and/or re-submitted as often as required at any time, prior to the Closing.

- (j) Any Submission documents that are attempted to be uploaded via the Metrolinx MERX Portal after the Closing has occurred (as confirmed by the MERX Audit Report) shall be automatically rejected by Metrolinx, regardless of the reason for lateness.
- (k) All prices shall be firm and quoted in Canadian funds. The prices quoted in the Submission shall represent full payment for all such Work as is necessary for the proper completion of the Contract.
- (l) The person(s) executing the Form of Request on behalf of the Proponent, if a corporation, shall indicate their title and confirm that they have authority to bind the corporation. Submissions by individuals shall be witnessed.
- (m) Submissions must be remitted on the Metrolinx MERX Portal by the Proponent's E-bid Authorized Signer.
 - (i) NOTE: The Proponent can have only one (1) E-Bid Authorized Signer which is to be used for any EBS submission process.
 - (ii) The E-Bid Authorized Signer does not have to be either the person placing the order for the Request Document on MERX, nor do they have to be subscribed to MERX. Once an E-Bid Authorized Signer has been setup, a letter will be sent via email to the E-Bid Authorized Signer.
 - (iii) For the purposes of a Joint Venture, the E-Bid Authorized Signer of the Participant-in-Charge shall remit the Submission.
- (n) Submissions must be remitted electronically through the Metrolinx MERX Portal. For assistance in using the Metrolinx MERX Portal, please watch the online Electronic Bid Submission tutorial at: <http://www.youtube.com/watch?v=To0fqScw3M>. Alternatively, you can contact MERX directly at 1-800-964-MERX (**6379**) or visit the MERX website at www.merx.com for further instruction or assistance regarding EBS and/or E-Bid Authorized Signer registrations.
 - (i) Please review the E-bid checklist on MERX as this will provide some general assistance regarding uploading of documents.
 - (ii) It is the Proponent's sole responsibility to ensure that all required information for their Submission is uploaded to the Metrolinx MERX Portal. Failure of the Proponent to include all required items may result in the Proponent's Submission being deemed non-responsive and disqualified.

- (iii) The largest individual file size that can be submitted through MERX is 100MB, although there is no limit to the number of files that can be submitted. If any individual file size is over 100MB, the Proponent's submission can be split into multiple parts, and submitted as clearly labelled, multiple files once the submission has been broken up into files of 100MB or smaller.
- (iv) MERX places no restriction on file format and does not convert or zip files during the upload process.
- (v) In order to complete the Submission, the on-line authorization of the Proponent's E-Bid Authorized Signer will be required. It is the Proponent's sole responsibility to have an E-Bid Authorized Signer PIN number issued from Merx at least one (1) day prior to Closing. Visit tenders.merx.com/RequestEBSPin to request a PIN for the Proponent's E-bid Submission Authorized Signer.
- (o) Information contained in the most recent Submission remitted via the Metrolinx MERX Portal and received prior to the Closing will take precedence over the information contained in previously received Submissions from the Proponent.
- (p) The Proponent may withdraw a Submission at any time prior to the Closing specified by Metrolinx by logging into MERX on the E-bid Submission screen locating the opportunity and clicking 'Delete' for the opportunity in question. Once deleted, an E-bid is given the status 'Not Submitted'

3.2.6 Submission Deadline

- (a) Submissions must be fully uploaded via the Metrolinx MERX Portal by the Closing. Any Submission or portions thereof received after the Closing (as confirmed by MERX Audit Report) shall be deemed non-responsive and the entire Submission shall be disqualified regardless of the reason for lateness. The Proponent shall remit the Submission with sufficient time to ensure its arrival before the Closing.
- (i) It is recommended by MERX to allow at least four (4) hours to remit the Submission via the Metrolinx MERX Portal, which shall provide the Proponent with the opportunity to upload all documents and resolve any potential issues that may arise. If you have many large documents or you are not running on high speed internet access you may want to give yourself additional time. If the problem persists, call MERX directly at 1-800-964-MERX (6379). Metrolinx staff will be unable to assist with any MERX related issues.

- (ii) If the Proponent attempts to remit their Submission, or portions thereof, after the Closing, such documents shall not be accepted by the Metrolinx MERX Portal system.
- (iii) In the event that the Metrolinx MERX Portal system allows late Submissions, this will not supersede any stipulations herein regarding late submissions.
- (b) Upon successful completion of the EBS process, the Proponent shall be provided with an E-bid Confirmation Number. All reports are kept on the Proponent's MERX account for seven (7) years after the Closing.
- (c) Notwithstanding the above, Metrolinx reserves the right to postpone the Closing at which time all potential Proponents shall be advised of the new Closing by way of Addenda.
- (d) After the Closing has occurred, all Submission received will be opened by Metrolinx staff. There shall be no public access to this opening. Upon execution of the final Contract, all Proponents that have remitted a Submission shall be notified in writing of the results of the award to the successful Proponent. Results of the award to the successful Proponent shall also be posted on the Metrolinx website at www.metrolinx.com/tenders under "Bid Award Results" (Request to Qualify and Quote) and/or the MERX website at www.merx.com/metrolinx (search "Metrolinx" or the Request Number and select "Awards").
- (e) All documentation received by Metrolinx with regards to this RQQ Process will be retained by Metrolinx and will not be returned to the Proponent.

3.2.7 Clarification of Proposals

- (a) Metrolinx reserves the right, within one hundred and twenty (120) calendar days following the Closing, to request that any Proponent clarify its Submission and such Proponents shall submit responses to such request within five (5) Business Days following receipt of such request or within such shorter time as Metrolinx may require. Metrolinx may, in its sole discretion, choose to meet with some or all of the Proponents to discuss aspects to their Submission. Metrolinx may require Proponents to submit information clarifying any matters contained in their Submission or Metrolinx may prepare a written interpretation of any aspect of a Submission and seek the respective Proponent's acknowledgement of that interpretation.
- (b) Such information accepted by Metrolinx, for purposes of clarification, and written interpretations which have been

acknowledged by the relevant Proponent shall be considered to form part of the Submission of those Proponents.

- (c) After the Closing, only information specifically requested by Metrolinx for purposes of clarification shall be considered as additions to a Proponent's Submission.
- (d) Metrolinx is not obliged to seek clarification of any aspect of a Submission.

3.3 Insurance

3.3.1 Workplace Safety and Insurance Clearance Certificate

The Proponent shall, in accordance with Schedule C: Insurance, of the General Conditions of the Contract, provide a valid Workplace Safety and Insurance Clearance Certificate for the premium rate class, subclass or group as appropriate for the Work of this Contract, as issued by the Workplace Safety and Insurance Board, within five (5) Business Days of notification of acceptance of its Submission by Metrolinx. Failure by the successful Proponent to comply with this requirement shall result in acceptance of the Proponent's Submission to be declared void.

3.3.2 Insurance

Proponent shall, in accordance with Schedule C: Insurance, of the General Conditions of the Contract, provide a valid certificate of insurance in the types and amounts specified, within five (5) Business Days of notification of acceptance of its Submission by Metrolinx. This requirement is a pre-condition of execution of the Contract. Failure by the successful Proponent to comply with this requirement shall result in acceptance of the Proponent's Submission to be declared void.

3.3.3 Parent Company Indemnity

If requested by Metrolinx, as a condition of award of Contract, a subsidiary company shall be required to submit a 'Guarantee' from its parent company, in the form of the Parental Guarantee as provided for in Appendix "D" – Documents, or otherwise in a form satisfactory to Metrolinx, whereby the parent company agrees to provide all the necessary financial and technical support for the proper completion of the said Contract, guarantees the performance of the said Contract in accordance with the terms and conditions, including timely completion thereof, and agrees to guarantee the Work for the warranty period(s) stipulated therein.

3.4 Nature of Agreement

The General Conditions set out in Appendix “A” and the Scope of Work set out in Appendix “B” attached hereto shall be included in and form part of the Contract. Remitting a Submission constitutes acknowledgement that the Proponent has read and agrees to be bound by such conditions.

3.5 Rights of Metrolinx

Metrolinx reserves the right, in its sole discretion:

- 3.5.1 to cancel this RQQ Process and/or any acceptance of a Submission prior to final execution of the Contract by Metrolinx, for any reason, without any obligation or any reimbursement to the Proponent;
- 3.5.2 to reject any or all Submissions. The Submission with the lowest price will not necessarily be accepted. Metrolinx’s selection shall be based on which Proponent has provided a Submission which Metrolinx determines, to provide the greatest value based on the Evaluation Criteria contained in this Request Document;
- 3.5.3 to disqualify any Submission which contains misrepresentations or any other inaccurate or misleading information;
- 3.5.4 to waive any requirement of this Request Document or request amendment where, in the sole opinion of Metrolinx, there is an irregularity or omission in the information provided, that is not material to the Submission unless a specific consequence has been identified herein for the commission of such an irregularity or omission;
- 3.5.5 to waive the requirement to check references;
- 3.5.6 to not respond to a Proponent’s questions;
- 3.5.7 to use its own experiences, and the experiences of any other third party, with the Proponent in previous contracts in order to evaluate the Proponent’s Submission.
- 3.5.8 to award or not award based on submitted references and/or references independently obtained by Metrolinx;
- 3.5.9 to award or not award based on the Proponent’s experiences with Metrolinx or other departments or agencies within the Ontario government, if the Proponent:
 - (a) was previously given a “Notification of Award” of contract by a department or agency within the Ontario government and defaulted in proceeding with the work of the contract;
 - (b) has submitted false or misleading information in this Submission;

- (c) failed or refused to comply with any applicable federal, provincial or municipal law governing a bid or a prior contract with a department or agency within the Ontario government;
 - (d) had a previous contract with a department or agency within the Ontario government that was terminated for default in the past year; or
 - (e) is an affiliate of or successor to any corporation described in Sections 3.5.9(a) through (d) above, including any firm that is controlled within the meaning of the Ontario Business Corporations Act by the same person or group of persons who so controlled any corporation described in Sections 3.5.9(a) through (d) above;
- 3.5.10 to request a listing of all projects, regardless of scope, complexity or estimated value, completed for or terminated by Metrolinx within the past three (3) years or currently active;
- 3.5.11 to distribute via Addenda, copies of any Proponent's questions received and responses provided by Metrolinx, to all Proponents who received this Request Document;
- 3.5.12 to postpone the Closing, at which time all Proponents who received this Request Document shall be advised of the new Closing via written Addenda;
- 3.5.13 within one hundred and twenty (120) days following the Closing, to request that any Proponent clarify its Submission and such Proponents shall submit responses to such request within five (5) Business Days following receipt of such request or within such shorter time as Metrolinx may require;
- 3.5.14 to prepare a written interpretation of any aspect of a Submission and require the relevant Proponent's acknowledgement of the accuracy of that interpretation;
- 3.5.15 to request that a Proponent voluntarily withdraw its Submission without penalty where in the opinion of Metrolinx the Submission is substantially below internal budget estimates and therefore the Work would not be satisfactorily completed;
- 3.5.16 to correct arithmetical errors in any or all Submissions where such errors affect extended totals. Arithmetical corrections shall only be made based upon the unit prices submitted by the Proponent. Corrections to extension, sums, differences or other arithmetical operations based on the Estimated Contract Price submitted will be identified on the Request Document Forms (submitted by the Proponent) by Metrolinx and acknowledged in each instance by the initials of the Proponent's and Metrolinx's authorized signatories. Such corrections will become part of the Proponent's

Submission. Failure of the Proponent to acknowledge such corrections shall result in its Submission being deemed non-responsive and disqualified;

3.5.17 to, upon failure of the Proponent whose Submission was accepted to fulfill the conditions of Section 3.6.2, cancel award of Contract and consistent with industry practice, notify another Proponent who was determined to be qualified in accordance with the Evaluation Criteria stated herein and who submitted a responsive Submission; that its Submission has been accepted and, subsequent to the fulfillment of the conditions of Section 3.6.2, that Proponent shall be deemed to be the successful Proponent and the Proponent to whom the Contract is awarded; and

3.5.18 to proceed with and to enter into a Contract with the Proponent for the provision of Work, as stated in Appendix “B” - Scope of Work.

3.6 Contract to be Executed

3.6.1 Metrolinx shall notify the Proponent in writing of acceptance of its Submission by Metrolinx. Metrolinx will prepare the Articles of Agreement and bind it into the Contract. Two (2) sets of the Contract will be forwarded to the Proponent for review and execution.

(a) It is Metrolinx’s intention to establish Contract with one (1) or more Proponent(s) to perform the required Work.

(b) Metrolinx’s upset limit for the Work is nine million dollars (\$15,000,000.00) over a period of up to three years, excluding H.S.T. In the event that Metrolinx, in its sole discretion, awards more than one (1) contract, the amount stated herein shall be divided between the multiple contracts. The amount allocated to each contract shall be determined by Metrolinx at its sole discretion.

(c) No individual work assignment shall have a value greater than two-hundred and fifty thousand dollars (\$250,000.00).

3.6.2 The Contract shall be executed by the Proponent and returned to Metrolinx within ten (10) Business Days of notification to the Proponent that Metrolinx has accepted its Submission. Failure by the Proponent to execute and return the Contract with the required Insurance Certificates and Workplace Safety and Insurance Clearance Certificate and any other documents as may be required within the specified time, could result in the cancellation of the Contract award.

3.6.3 There is no binding contract for the supply of the Work unless and until Metrolinx and the Proponent, whose Submission has been accepted, have executed the written agreements contemplated in this Request Document. The Proponent shall not start the Work before the Contract has been executed by the Proponent and Metrolinx, and all documents required by

this Request Document as a condition of award of the Contract, have been delivered to Metrolinx.

3.7 Conflict of Interest

3.7.1 For the purposes of this section, “Conflict of Interest” shall have the meaning ascribed to it in the Form of Request.

3.7.2 Each Proponent shall disclose to Metrolinx any actual or potential Conflict of Interest that may be relevant to this RQQ Process and provide a declaration, in the Form of Request that, except as disclosed, the Proponent is free of any actual or potential Conflict of Interest. Conflicts of Interest arise when the Proponent is in a position that could affect the integrity of this RQQ Process or the performance of the Work. Examples of Conflict of Interest include but are not limited to:

- (a) any director, officer, or employee or advisor of Metrolinx has any connection or relationship with, or any pecuniary interest in the Proponent or any Subvendor thereof;
- (b) the Proponent or any Subvendor thereof is in possession of confidential information relating to the Work; and
- (c) any director, officer or employee or advisor of Metrolinx who has knowledge of the Work has assisted the Proponent in the preparation of its Submission.

3.7.3 The Conflict of Interest declaration included in the Form of Request shall be completed and provided with the Submission.

3.7.4 If, at the determination of Metrolinx in its sole discretion, a Proponent is found to be in a Conflict of Interest that cannot be resolved or the Proponent fails to disclose any actual or potential Conflict of Interest, Metrolinx may, at its sole discretion, disqualify the Proponent from this RQQ Process or terminate any agreement entered into with the Proponent pursuant to this RQQ Process.

3.8 Joint Ventures

3.8.1 If a Joint Venture is proposed, the Proponent shall state in its Submission the Joint Venture arrangements that form the basis on which the Joint Venture plans to carry out its obligations.

3.8.2 The Joint Venture shall not change its Joint Venture arrangement without the prior written approval of Metrolinx in its sole discretion in accordance with the process set out in Section 3.17 Changes to Proponent Key Personnel, Subvendors or Joint Venture.

- 3.8.3 One of the Joint Venture participants shall be nominated as being in charge during this RQQ Process and, in the event of a successful Submission during finalization of the Contract (the “Participant in Charge”). The Participant in Charge shall be authorized by the other joint venture participants to incur liabilities and receive instructions for and on behalf of any and all participants of the joint venture.
- 3.8.4 Each Joint Venture participant shall demonstrate its authorization of the Participant in Charge by submitting with their Submissions a power of attorney, or similar document, signed by a legally authorized representative of the Joint Venture participant.
- 3.8.5 All participants of the Joint Venture shall be legally liable, jointly and severally, during this RQQ Process and during the Contract for carrying out the obligations pursuant to the Contract.

3.9 Prohibited Contacts and Lobbying Prohibition

- 3.9.1 A Proponent, Proponent’s team members and all of the Proponent’s respective Subvendors, advisors, employees and representatives are prohibited from engaging in any form of political or other lobbying, of any kind whatsoever, to influence the outcome of this RQQ Process.
- 3.9.2 Without limiting the generality of Section 3.9.1, neither Proponents or Proponent team members or any of their respective Subvendors, advisors, employees or representatives shall contact or attempt to contact, either directly or indirectly, at any time during this RQQ Process, any directors, officers, employees and advisors of Metrolinx, other than the Procurement Representative, other than to discuss pre-existing work that is being conducted pursuant to a separate contract.

3.10 Media Releases, Public Disclosures and Public Announcements

- 3.10.1 A Proponent shall not, and shall ensure that its advisors, employees, or representatives 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 this RQQ Process, this Submission or any matters related thereto, without the prior written consent of Metrolinx.
- 3.10.2 A Proponent, Proponent’s team members and all of the Proponent’s respective advisors, employees and representatives shall not make any public comment, respond to questions in a public forum, or carry out any activities to either criticize another Proponent or Submission or to publicly promote or advertise its own qualifications, interest in or participation in this RQQ Process without Metrolinx’s prior written consent, which may be withheld in Metrolinx’s sole discretion. Notwithstanding this item, the Proponent, Proponent’s team members and all of the Proponent’s

respective advisors, employees and representatives are permitted to state publicly that it/they are participating in this RQQ Process.

3.10.3 For greater clarity, this section does not prohibit disclosures necessary to permit the Proponent to discuss this Request Document with prospective subvendors' participation in this RQQ Process.

3.11 Restriction on Communications Between Proponents – No Collusion

3.11.1 A Proponent shall not discuss or communicate, directly or indirectly, with any other Proponent, any information whatsoever regarding the preparation of its own Submission or the Submissions of other Proponents. Proponents shall prepare and submit Submissions independently and without any connection, knowledge, comparison of information or arrangements, direct or indirect, with any other Proponent. This obligation extends to all team members of a Proponent and all of the Proponent's respective advisors, employees and representatives.

3.12 Disclosure of Information

3.12.1 The Proponent hereby agrees that any information provided in its Submission, even where it is identified as being supplied in confidence, may be disclosed by Metrolinx where required by law, order of a court, or tribunal.

3.12.2 The Proponent hereby consents to the disclosure, on a confidential basis, of its Submission by Metrolinx to Metrolinx's advisors retained for the purpose of evaluating or participating in the evaluation of the Submissions.

3.13 Freedom of Information and Protection of Privacy Act

Proponents are advised that Metrolinx may be required to disclose all, a part, or parts of a Proponent's Submission and a part or parts of any other Submission pursuant to FIPPA.

Under Ontario's Open Data Directive, Metrolinx is required to publish certain procurement information. Accordingly, the Proponent acknowledges that, subject to any applicable FIPPA exemptions, Metrolinx may publish procurement data including but not limited to the names of the Proponents and the winning bid in accordance with Ontario's Open Data Directive. For more information, see: www.ontario.ca/page/ontarios-open-data-directive.

3.14 Submission to Be Retained by Metrolinx

Metrolinx shall not return a Submission or any accompanying documentation submitted by a Proponent.

3.15 Confidential Information of Metrolinx

All confidential information provided by or obtained from Metrolinx in any form in connection with the Submission process;

3.15.1 is the sole property of Metrolinx and shall be treated as confidential;

3.15.2 shall not be used for any purpose other than replying to this Request Document and the performance of any subsequent agreement; and

3.15.3 shall not be disclosed without prior written authorization from Metrolinx.

3.16 Proponents Shall Bear Their Own Costs

The Proponent shall bear all costs associated with or incurred in connection with its participation in this RQQ Process, including, but not limited to, preparation of its Submission and preparation for and participation in presentations and interviews.

3.17 Changes to Proponent Key Personnel, Subvendors or Joint Venture

3.17.1 If after the Closing, but prior to the execution of the Contract, the Proponent wishes to request a change in the Key Personnel, Subvendors, or Joint Venture, the Proponent shall notify the Procurement Representative as soon as possible and the notification shall identify the proposed change in the Key Personnel, Subvendor or Joint Venture and the proposed substitute, if applicable, and include sufficient documentation that the proposed substitute would have met or exceeded any applicable criteria applied during this RQQ Process.

3.17.2 In response to a request as per Section 3.17.1 above, Metrolinx may, in its sole discretion provide the Proponent with instructions as to the type of information required by Metrolinx to consider the proposed change to the Proponent's Key Personnel, Subvendors or Joint Venture arrangements as well as the deadlines for submission of information that the Proponent must meet in order to have its request considered by Metrolinx.

3.17.3 The Proponent shall provide any further documentation as may be required by Metrolinx to assess any proposed substitute or change. If Metrolinx, in its sole discretion, considers the proposed substitute to be acceptable, Metrolinx may consent to the substitution. Metrolinx's consent to such substitution, however, may be subject to such terms and conditions as Metrolinx may require. If the proposed substitute or change is not acceptable to Metrolinx, the Proponent shall propose an alternate substitute or change for review by Metrolinx in the same manner as the first proposed substitute.

3.17.4 Metrolinx may, in its sole discretion, disallow any actual or proposed change.

3.18 Vendor Performance Management Program

- 3.18.1 Vendor Performance Management (“VPM”) Program means the Metrolinx system for monitoring, evaluating and recording vendor performance, as same may be amended or replaced from time to time. The Vendor Performance Management Program establishes a standard methodology for the incorporation of a vendor’s past performance in a particular category as a criterion in assessing that vendor’s submission for future work with Metrolinx.
- 3.18.2 Pursuant to Metrolinx’s VPM Program, Metrolinx will be considering the Proponent’s past performance under contracts with Metrolinx, in a particular category, in evaluating Submissions received in response to this Proposal Document.
- 3.18.3 The VPR is being applied as a component of evaluation for this RFP Process in accordance with Proposal Evaluation Criteria and Selection Process.
- 3.18.4 A Proponent may access their VPR through an annual subscription on the Metrolinx MERX Portal. If a Proponent has questions regarding their VPR, they should contact the Procurement Representative in accordance with Section 3.2.2 of Instructions to Proponents.
- 3.18.5 Information regarding Metrolinx Vendor Performance Management System and how a Vendor Performance Rating is calculated can be found in the Metrolinx “Vendor Relationship Management Procedures and Guidelines v1,1 dated November 7, 2016”, or most current version, accessed through the following link:
http://www.metrolinx.com/tenders/en/VendorRelationshipManagement_Guidelines.pdf.
- 3.18.6 The "Contract Performance Appraisal" applicable to any Contract resulting from this RQQ Process, can be found under Appendix “D” – Documents.

4.0 Submission Requirements

4.1 Mandatory Criteria

Proponents must meet all mandatory requirements in order for their Submission to be considered further. Failure of a Proponent to meet all of the mandatory requirements listed below will result in the Proponent's Submission to be deemed non-compliant and shall not be considered further.

The mandatory criteria for this Request Document are as follows:

- 4.1.1 The Form of Request must be completed in full and submitted by the E-Bid Authorized Signer.
- 4.1.2 Proponents shall declare any conflicts of interest in Section 6.5 of Form of Request. If Section 6.5 is left blank the provisions of Section 6.5.2 of Form of Request shall apply.
- 4.1.3 Pricing information must be completed using the Excel template provided, entitled Attachment # 1 – Proponent's Prices RQQ-2018-ITIN-221.xlsx. The pricing template must be returned as a separate file preferably in Excel (.xlsx) format.
- 4.1.4 Attachment # 2 – Mandatory Technical Requirements must be completed in full and submitted.

4.2 Submission Format

The Proponent's Submission should be remitted in electronic form in the following format:

- 4.2.1 Present information in Font Size 11 pt. on 8½ x 11 paper size.
- 4.2.2 Include a table of contents.
- 4.2.3 Organize information into sections which correspond to the Submission Content Requirements in the exact order described below.
- 4.2.4 The entire content of the Proponent's Submission shall be submitted in writing, and the content of web sites or other external documents referred to in the Proponent's Submission will not be considered for evaluation unless submitted in their entirety as part of the Submission.

4.3 Submission Content

The Proponent's Submission should include the following documents and information as listed.

- 4.3.1 Technical Submission – The Proponent’s Technical Submission should be comprised of the following sections in the following order and should contain a Table of Contents.

Technical Submission:

(i) Form of Request

- (a) The Form of Request should be included as the first section within the Proponent’s Technical Submission.
- (b) The Form of Request must be completed in full and submitted by the E-Bid Authorized Signer. The Form of Request must not be retyped, and entries must be made directly on the Request Document Forms provided by Metrolinx.

(ii) Corporate Capability:

1) Corporate Summary:

The Proponent should provide a corporate overview of its structure, capabilities, qualifications and experience relevant to the Work, as follows:

a) Description of Company

A description of the Proponent’s company, including, but not necessarily limited to:

- I. A description of the Proponent’s corporate and ownership structure; and
- II. A brief corporate history including number of years in business.

b) Breadth of Services

A description of the Proponent’s principle business and breadth of services offered including the location of offices and number of employees by location.

c) Proponent must provide the Work to Metrolinx from an office located in the Greater Toronto Area

- I. Provide the GTA address

2) Corporate Experience and Qualifications:

- a) Demonstrate the Proponent has been providing IT resources for 10 years.

- b) Describe the process and methodology followed to source the resources described in Appendix “B” – Scope of Work.
- c) Functional organization
 - i) Proponent should provide the location of the office out of which the Work will be provided to Metrolinx;
 - ii) Proponent should provide a local corporate organization chart, identifying roles that are relevant for the provision of resources, client support, billing, and escalation; and
 - iii) Proponent should provide details of the account team who will be assigned to Metrolinx for the provision of the Work.
- d) The Proponent should demonstrate the breadth of its experience in providing resources similar in type as the Work identified in Appendix “B” – Scope of Work by including a summary of the Corporate Firms qualifications and experience relevant to the Work being contemplated, including but not limited to:
 - i) The necessary resources to sustain and complete the Work to the satisfaction of Metrolinx. The resource requirements are listed in Appendix “B” - Scope of Work;
 - ii) In provision of the Work provided to the following client groups:
 - a) Public Sector; and
 - b) Information Technology.
- e) Proponent must be able to supply candidates for all of the positions and roles identified in Section 6.0 of Appendix “B” – Scope of Work.
 - i) Describe the process to fulfill these requirements.
- f) Proponent shall supply to Metrolinx only those candidates that have a clear Criminal Reference Check status.
 - i) Provide the process for Criminal Reference status and the process to communicate to Metrolinx prior to job offer stage.

(iii) Corporate Reference Projects:

- 1) The Proponent should, using the template provided in Attachment # 3 - Proponent's Reference Projects, provide a list of **four (4) corporate reference projects**, which relative to the defined Scope of Work in Appendix "B", were performed within the past five (5) years. The reference project should represent and highlight the overall Contract where resources were fulfilled and successes that were attributed to the high caliber resources assigned as part of the Contract. Each corporate reference should include:
 - i) Name of the company for which the work was performed;
 - ii) Project title;
 - iii) Contact person's name, title, telephone number and email address; and
 - iv) Start and completion date.
- 2) The Proponent should attach a maximum of two (2) additional pages of information for each reference project including but not necessarily limited to the following:
 - a) Project background and purpose;
 - b) The services provided relative to the Work described in Appendix "B";
 - c) Value of work performed;
 - d) Start and end date;
 - e) Specific details related to the resources that were provided for a specific Contract detailing specific activities successfully performed; and
 - f) The roles and positions employed as per the job descriptions set out in Appendix "B".
- 3) Reference Checks: References may be checked using a standard uniform method. Opinions of previous clients regarding budget and schedule experience, dependability, attitudes of employees and/or Subvendors, concern for efficiency, economy and environment, sensitivity to community, and quality of service among others may be taken into account when evaluating reference projects.
- 4) For any discrepancies resulting from the reference check, Metrolinx may re-contact the Proponent in writing for a written clarification. The assessment of the Proponent's original response to the evaluation factor will then be

finalized taking into account the results of the clarification process described in this Section.

- 5) For greater clarity, Metrolinx reserves the right to validate and adjust (increase or decrease) any of the Proponent's Phase 2 Technical Evaluation Score (as described in Section 5.0) based on feedback obtained from these reference checks.

4.4 Proponent Presentation

Not applicable

4.5 Price Submission

- 4.5.1 Pricing information must be completed and submitted using the pricing template provided, entitled Attachment 1 – Proponent's Prices RQQ-2018-ITIN-221.xlsx. The pricing template must be submitted as a separate file preferably in Excel (.xlsx) format.

5.0 Evaluation Criteria and Selection Process

5.1 Evaluation Methodology

5.1.1 Submissions shall undergo several phases of evaluation based on the information provided using the criteria and scoring as listed in the Evaluation Criteria section below.

5.1.2 Each criteria is evaluated. All Evaluation Criteria stated in Section 5.2 shall be assigned a score out of ten (10). The score is then multiplied by the weight (which indicates the relative importance of the criteria not deemed critical to Metrolinx) to determine the weighted score. The weighted scores are then added to determine the Total Overall Score for the Submission.

5.1.3 Submissions shall be evaluated in four (4) phases, as follows:

(a) Phase 1: Administrative Evaluation (Compliant/Non-Compliant)

Submissions shall undergo an administrative evaluation to determine compliance with the mandatory requirements as stated in the Mandatory Criteria in Section 4.1 above. Only those Submissions determined in the sole opinion of Metrolinx, to have fulfilled all the mandatory requirements shall be deemed compliant and shall proceed to Phase 2 of the evaluation process. Submissions that do not meet administrative requirements shall be deemed non-responsive and shall be disqualified.

(b) Phase 2: Technical Evaluation (70% weighting)

Submissions proceeding to Phase 2 shall be evaluated by the Metrolinx Evaluation Committee in accordance with the Submission Requirements above and the Evaluation Methodology below. Only those Submissions achieving a total minimum score of 75% as determined by the Evaluation Committee shall be considered further and shall proceed to Phase 3 of the evaluation process.

(c) Phase 3: Vendor Performance Rating (VPR) Evaluation (5% weighting)

(i) VPR shall be evaluated for compliant Submissions which:

- 1) achieve the minimum score of 75 % on Phase 2: Technical Evaluation.

(ii) Submissions proceeding to this Phase 3, in accordance with Section 5.1.3(c)(i) above shall be evaluated by Metrolinx as follows:

- 1) For this RQQ Process, “Performance Category” shall be defined as the Professional and Consulting Services (non-Engineering) category.
- 2) For this RQQ Process, the Vendor Performance Rating (“VPR”) is the average of a vendor’s performance evaluation scores (as assessed by or on behalf of Metrolinx), in the Performance Category, for a thirty-six (36) month period preceding the Closing.
- 3) If a Proponent has not completed any work for Metrolinx for a thirty-six (36) month period preceding the Closing, for the purpose of evaluating the Submission, the Proponent will be assigned a VPR in the Performance Category, which is the straight average of all the VPR’s of all vendors who have performed Work for Metrolinx for a thirty-six month period preceding the Closing, in this Performance Category.
- 4) The legal name of the Proponent stated on the Form of Request will be used for determining the Proponent’s VPR score in the Performance Category. It is the responsibility of the Proponent to ensure that its proper legal name has been stated on the Form of Request and matches the legal name used by the Proponent in setting up its legal profile in the Metrolinx MERX Portal. Metrolinx will not accept any requests from the Proponent, after the Closing, to change the legal name provided.
- 5) In the case of a Joint Venture where multiple parties will sign the Contract, the VPR under the Performance Category, of each Joint Venture participant, will be added and the average will be applied as the VPR score.
- 6) If any member of the Joint Venture has not completed work for Metrolinx within a thirty-six (36) month period preceding the Closing, Section 5.1.3(c)(ii)(3) above shall apply for that member.
- 7) The Proponent’s VPR, at the time of evaluating this Phase 3, shall be the VPR used for evaluation purposes. The Proponent’s VPR used in the evaluation of this Phase 3 can be obtained from the Procurement Representative at the conclusion of this RQQ Process.

8) Once VPR scores in the Performance Category are determined for each Submission proceeding to this Phase 3 evaluation, each Proponent's VPR shall be evaluated and scored as follows:

a) The following equation shall be applied to determine a score out of ten:

i) "Proponent's VPR Score (Expressed as a %) / 10 = score out of ten"

ii) The score out of ten for VPR shall be multiplied by the weighting factor to determine the assigned score for VPR Evaluation.

(d) Phase 4: Pricing Evaluation (25% weighting)

(i) Attachment 1 – Proponent's Prices shall be evaluated for the Submissions which achieve the minimum score of 75% on Phase 2.

(ii) Attachment 1 – Proponent's Prices shall not be evaluated for those Proponents whose Submissions do not achieve the specified minimum score requirement to proceed to Pricing Evaluation.

(iii) An administrative evaluation shall be conducted of Attachment 1 – Proponent's Prices RQQ-2018-ITIN-221, to determine compliance with the mandatory requirements as stated therein and in the Instructions to Proponents. To determine a Total Evaluated Price, the Maximum Hourly Billing Rates for one year of the Proponents who passed Phase 2 shall be multiplied by an Estimated Number of Hours identified for each position identified in Attachment 1 – Proponent's Prices. The Total Evaluated Price of each Submission proceeding to Pricing Evaluation, shall then be evaluated and scored as follows:

a) The Submission with the lowest Total Evaluated Price shall receive the maximum score of ten (10) points for Pricing Evaluation.

b) The following equation shall be applied to all other Submissions to determine a score:

$$\frac{\text{Lowest Total Evaluated Price}}{\text{Proponent's Total Evaluated Price}} \times 10 = \text{score out of ten}$$

The score for Price Evaluation shall be multiplied by the weighting factor and added to the total score for

Phase 2 and Phase 3 to determine the Total Overall Score for the Submissions.

5.1.4 Total Overall Score

Total Overall Score = Phase 2: Technical Evaluation + Phase 3: Vendor Performance Rating Evaluation + Phase 4: Pricing Evaluation

5.1.5 Selection of Submissions

Metrolinx's selection shall be based on which Proponent has provided a Submission which Metrolinx determines in its sole discretion to provide the greatest value to Metrolinx based on the Evaluation Criteria contained in this Request Document.

The award of the Contract(s) shall be made to the Submission(s) which has/have achieved the highest Total Overall Score.

5.2 Evaluation Criteria

The Evaluation Criteria to be used for evaluation of the Proponent's Submission and the weighting assigned to each criterion are as follows:

Evaluated Criteria	Maximum Score	Weighting Factor	Total (Score x Weight)
Phase 1: ADMINISTRATIVE EVALUATION			
Form of Request (Section 4.1.1), Pricing Submission (Section 4.1.2) and Attachment # 2 Mandatory Technical Requirements (Section 4.1.3) (Compliant / Non-Compliant)			
Phase 2: TECHNICAL EVALUATION			
Corporate Capability (Section 4.3.1(ii))			
Corporate Summary	10	5	50
Corporate Experience and Qualifications	10	29	290
Corporate Reference Projects (Section 4.3.1(iii))			
Description of Corporate Reference Project 1 and Corresponding Reference	10	9	90
Description of Corporate Reference Project 2 and Corresponding Reference	10	9	90

Evaluated Criteria	Maximum Score	Weighting Factor	Total (Score x Weight)
Description of Corporate Reference Project 3 and Corresponding Reference	10	9	90
Description of Corporate Reference Project 4 and Corresponding Reference	10	9	90
Subtotal Technical Evaluation:		70	700
SUBTOTAL PHASE 2:		70	700
Phase 3: Vendor Performance Rating (VPR) Evaluation			
Proponent's VPR Score	10	5	50
SUBTOTAL PHASE 3:		5	50
Phase 4: PRICING			
Price Submission (Section 4.5)	10	25	250
SUBTOTAL PHASE 4:		25	250
TOTAL OVERALL SCORE:		100	1,000

Technical Submission Scoring Guidance – the Proponent’s Technical Submission will be evaluated using the above noted approach. The following outlines some guidance on how each line item will be scored:

<i>Score</i>	<i>Description</i>
10 = Excellent	Response is excellent and exceeds the requirements.
8-9 = Very Good	Response substantially meets and exceeds some of the requirements.
7 = Good	Response meets the basic requirements.
5-6 = Satisfactory	Response is satisfactory and meets most of the requirements.
3-4 = Fair	Response is fair and meets some requirements.
1-2 = Poor	Response is poor. Information provided is too vague and does not clearly explain how requirements will be met.
0 = Non-relevant	No relevant response or simple statement of compliance with no substantiation.

6.0 Form of Request

The following Form of Request is to be included as the first section within the Proponent's Technical Submission. The Form of Request must be completed in full. The Form of Request shall not be retyped, and entries shall be made directly on the form provided by Metrolinx.

Request Number: RQQ-2018-ITIN-221

Request Description: Staff Augmentation for I&IT Solution Delivery Resources on an Emergent Basis

6.1 Proponent Submission Checklist

The following checklist provides the Proponent with a consolidated listing of the requirements for the Submission. Proponents should review the checklist prior to Submission to ensure compliance.

Requirement	Confirmation (left click with your mouse in the box to select)
The Form of Request has been completed in full and submitted by the E-Bid Authorized Signer.	<input type="checkbox"/>
Contact information for the individual responsible for the Submission has been included in the Form of Request.	<input type="checkbox"/>
The Proponent understands the requirements for Electronic Bid Submission and will comply with this Submission requirement.	<input type="checkbox"/>
The Proponent's Technical Submission has been prepared in accordance with the Instructions to Proponents (i.e. mandatory formats, templates and requirements) as outlined in the Request Document.	<input type="checkbox"/>
The Proponent's Price Submission has been completed in full and has been included as a separate attachment in the Submission.	<input type="checkbox"/>
The Proponent has read through all the Request Document including any Addenda that have been issued and these have all been considered in your Submission.	<input type="checkbox"/>
The Proponent has reviewed the mandatory criteria and acknowledges that it meets all mandatory requirements in order for their Submission to be considered further.	<input type="checkbox"/>

Requirement	Confirmation (left click with your mouse in the box to select)
The Proponent has reviewed the RQQ Timetable and understands all the dates and timelines associated with the RQQ Process.	<input type="checkbox"/>
The Proponent has not included any qualifying statements in its Submission.	<input type="checkbox"/>

6.2 Contact Information

6.2.1 Proponent's registered legal business name (or individual) and any other name under which it carries on business:

6.2.2 Proponent's address, telephone and facsimile numbers:

6.2.3 Name, title, address, telephone, e-mail and facsimile numbers of the contact person(s) for the Proponent:

6.2.4 Name of the person who is primarily responsible for the Submission:

6.3 Proponent Acknowledgments

6.3.1 In consideration of the mutual premises and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the undersigned Proponent hereby offers to Metrolinx to furnish all necessary labour, tools, appliances, equipment, supplies and other resources, services and facilities necessary to perform the following services:

TO PROVIDE SERVICES FOR THE PROVISION OF TEMPORARY STAFFING SERVICES ON AN EMERGENT BASIS AS SET OUT IN THE SCOPE OF WORK, ATTACHED AS APPENDIX “B”.

- 6.3.2 The Proponent hereby undertakes to perform the Work in strict accordance with the full intent of the terms, conditions and requirements set forth in the following documents which form the Request Document:

ANY ADDENDA ISSUED HERETO
INSTRUCTIONS TO PROPONENTS
REQUEST SUBMISSION REQUIREMENTS
REQUEST EVALUATION CRITERIA AND SELECTION PROCESS
FORM OF REQUEST
ATTACHMENT # 1 – PROPONENT’S PRICES RQQ-2018-ITIN-221
ATTACHMENT # 2 – MANDATORY TECHNICAL REQUIREMENTS
ATTACHMENT # 3 - PROPONENT’S REFERENCE PROJECTS
APPENDIX “A” – GENERAL CONDITIONS
APPENDIX “B” – SCOPE OF WORK
APPENDIX “C” – METROLINX’S SERVICES
APPENDIX “D” – DOCUMENTS

- SAMPLE ARTICLES OF AGREEMENT
- CONTRACT PERFORMANCE APPRAISAL
- PARENTAL GUARANTEE

- 6.3.3 The Proponent acknowledges receipt of any and all Addenda issued hereto and that their Submission has been developed in consideration of the Addenda.
- 6.3.4 The Proponent’s Submission is hereby submitted on the full understanding that it is an irrevocable offer by the Proponent for a period of one hundred and twenty (120) calendar days from the Closing. The Proponent hereby covenants that it shall perform and execute the Work, in accordance with the Contract prices quoted herein if it is notified in writing by Metrolinx within the one hundred and twenty (120) calendar day period that it is the successful Proponent.
- 6.3.5 The Proponent acknowledges that it meets all mandatory requirements in order for their Submission to be considered further. Failure of a Proponent to meet all of the mandatory requirements shall result in the Proponent’s Submission to be deemed non-compliant and shall not being considered further.
- 6.3.6 The Proponent acknowledges that their Submission should be in the correct format using the appropriate Request Document Forms and instructions as provided herein. Failure to comply may result in the Proponent being found non-responsive and disqualified at the sole discretion of Metrolinx.

- 6.3.7 The Proponent acknowledges that by way of the E-Bid Authorized Signer remitting a Submission, the Proponent is agreeing to be bound to each and every term, condition, article and obligation of the Request Document and any resultant Contract.
- 6.3.8 The Proponent acknowledges that consistent with Section 3.6.2 of Instructions to Proponents, failure by the Proponent, whose Submission was accepted by Metrolinx, to execute and deliver the Contract with the required Insurance Certificates and Workplace Safety and Insurance Clearance Certificate and any other documents as may be required within the specified time, could result in the cancellation of the Contract award.

6.4 Requirements

- 6.4.1 The Proponent shall provide labour, tools, software, equipment, supplies and other resources, services and facilities necessary to provide the Work on an emergent basis for three (3) years in accordance with the Scope of Work, attached as Appendix “B”.
- 6.4.2 The Work is to be provided to the satisfaction of the applicable I&IT Director, unless otherwise specified.

6.5 Conflict of Interest

- 6.5.1 “Conflict of Interest” has the meaning ascribed in Section 17.14 of Appendix “A” – General Conditions.
- 6.5.2 If the box below is left blank, the Proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its Submission; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the Request Document.

Otherwise, if the statement below applies, check (“X”) the box.

- (a) ☐ The Proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its Submission, and/or the Proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the Request Document.
- (b) If the Proponent declares an actual or potential Conflict of Interest by marking the box above, the Proponent must set out below details of the actual or potential Conflict of Interest:

- 6.5.3 The following individuals, as employees, advisers, or in any other capacity (a) participated in the preparation of our Submission (whether as employees, advisors, or in any other capacity); AND (b) were employees, advisors or consultants of Metrolinx at any time within the twelve (12) months prior to the Closing:

Name of Individual:
Job Classification:
Department:
Last Date of Employment with Metrolinx:
Name of Last Supervisor:
Brief Description of Individual's Job Functions:
Brief Description of Nature of Individual's Participation in the Preparation of the Submission:

- 6.5.4 (Repeat above for each identified individual)

The Proponent agrees that, upon request, the Proponent shall provide Metrolinx with additional information from each individual identified above in the form prescribed by Metrolinx.

6.6 Harmonized Sales Tax

In accordance with Appendix "A" – General Conditions, the Proponent represents, warrants and covenants to Metrolinx that the Proponent is and shall remain duly registered for the purposes of Part IX of the Excise Tax Act and that the Proponent's registration number is: _____.

A non-resident Proponent unable to provide a H.S.T. Registration Number at the time of Submission shall be required to provide a H.S.T. Registration Number within five (5) Business Days of acceptance of its Submission by Metrolinx. The Proponent acknowledges that failure to comply with this requirement may result in the Contract being declared VOID.

7.0 Attachment 1 – Proponent’s Prices

7.1 Proponent’s Prices

7.1.1 The Proponent’s Prices “Rates” are hereby submitted on the full understanding that they form part of the Proponent’s Submission and as such constitute an irrevocable offer by the Proponent for a period of one hundred and twenty (120) calendar days from the Closing and the Proponent hereby covenants that it shall perform and execute the Work in accordance with the Rates quoted herein if it is notified, in writing, by Metrolinx within one hundred and twenty (120) calendar days that it is the successful Proponent.

7.2 Completion of Pricing Schedules

7.2.1 Proponents shall fully complete the Excel file entitled Attachment 1 – Proponent’s Prices and insert a Unit Price into each space provided under the Fixed Maximum Hourly Billing Rate (FMHBR) column.

7.2.2 Attachment 1 – Proponent’s Prices, must be returned as a separate file preferably in Excel format and may not be retyped or recreated. Failure to follow the submission instructions or format requirements may result in the Submission being found non-responsive and disqualified.

7.2.3 It is Metrolinx preference that Proponents submit the pricing using the appended Excel file format to facilitate the Metrolinx pricing evaluation process.

7.2.4 If a “0” is entered in any of the spaces where price information is to be provided, it shall be interpreted as meaning the Proponent shall provide the specified service to Metrolinx at no charge.

7.2.5 If any space is left blank or an entry of “N/C” or “N/A” or “—” is entered where price information should be entered then the Submission may be found non-responsive and disqualified consistent with the provisions of the Instructions to Proponents.

8.0 Attachment 2 - Mandatory Technical Requirements

- 8.1 Proponents shall complete the mandatory technical requirements compliance checklist below, and send this Attachment # 2 with their Submission. Failure of a Proponent to complete and submit this Attachment # 2 may result in the Proponent's Submission being found non-responsive and disqualified.
- 8.2 Proponent must meet all mandatory requirements stated below in order for their Submissions to be considered further. Failure of a Proponent to meet all of the mandatory requirements listed below shall result in the Proponent's Submission being considered non-responsive and disqualified
- 8.3 Proponents must complete all items in the table below:

Item #	Mandatory Requirements	Compliance (Check ("X") either Yes or No)
1.	Proponent must have a minimum of ten (10) years prior experience placing IT professionals in mid to large corporations or public sector organizations.	YES <input type="checkbox"/> NO <input type="checkbox"/>
2.	Proponent must provide the Work to Metrolinx from an office located in the Greater Toronto Area.	YES <input type="checkbox"/> NO <input type="checkbox"/>
3.	Proponent must be able to supply candidates for all of the positions and roles identified in Section 6.0 of Appendix "B" – Scope of Work.	YES <input type="checkbox"/> NO <input type="checkbox"/>

- 8.4 This Attachment 2 must be completed and submitted and may not be retyped or recreated. Failure to follow the submission instructions or format requirements may result in the Submission being found non-responsive and disqualified.

9.0 Attachment 3 – Proponent’s Reference Projects

9.1 The Proponent should, using the templates below, provide corporate reference information as indicated in this Attachment 3 – Proponent’s Reference Projects. The Proponent should ensure that all contact information provided for references is current and accurate in order to enable Metrolinx to obtain all necessary information for evaluation purposes in a timely manner. If Metrolinx is unable to contact any of the references provided in order to verify the Proponent’s qualifications and experience, the Proponent may, in Metrolinx’s sole discretion, receive no score for that reference.

9.2 Proponents should review the Submission Requirements Section to ensure compliance with the submission requirements.

CORPORATE REFERENCE PROJECTS						
Company Name	Project Title	Contact Person, Title	Phone Number	E-mail Address	Start Date	Completion Date

Appendix “A” – General Conditions

List of Contents

The following documents hereby form part of and are appended to this Request Document as Appendix “A” – General Conditions.

Item No.	Description
1	Appendix “A” – General Conditions
2	Schedule A – Definitions
3	Schedule B – Financial Terms
4	Schedule C – Insurance
5	Schedule D – Dispute Resolution

1.0 Interpretation

1.1 Definitions

- (a) Capitalized terms used in this Contract shall have the respective meanings ascribed thereto in Schedule A - Definitions.

1.2 Time of the Essence

- (a) Time is of the essence in the performance of a Party's respective obligations under this Contract.

1.3 Currency

- (a) All prices and sums of money and all payments made under this Contract shall be in Canadian dollars.

1.4 Units of Measure

- (a) All dimensions, quantities, performance specifications, calibrations and other quantitative elements used in this Contract shall be expressed in the International System of Units (SI), except where otherwise indicated.

1.5 Language

- (a) All communication between Metrolinx and the Vendor and between the Vendor and each of the Subvendors with regard to the Work shall be in the English language. All communication between Metrolinx and a Placed Person with regard to an Assignment shall be in the English language.

1.6 References

- (a) Each reference to a statute in this Contract is deemed to be a reference to that statute and to the regulations made under that statute, all as amended or re-enacted from time to time. Following any and all changes to Applicable Laws, the Vendor shall perform the Work in accordance with the terms of this Contract, including in compliance with Applicable Laws.
- (b) Any provision establishing a higher standard of safety, reliability, performance or service shall take precedence over a provision establishing a lower standard of safety, reliability, durability, performance or service.
- (c) Each reference, whether express or implied, to a Standard of any technical organization or Governmental Authority is deemed to be a reference, to that Standard as amended, supplemented, restated, substituted or replaced.

- (d) Subject to any express definitions contained in this Contract, words and abbreviations which have well known technical or trade meanings are used in this Contract in accordance with such recognized meanings.
- (e) Where used in this Contract, “including” means including without limitation, and the terms “include”, “includes”, and “included” have similar meanings.
- (f) Whenever the context may require, any pronoun shall include the corresponding masculine, feminine and neuter forms.
- (g) Each reference to an Article or Section within the Contract or Schedules shall refer to that Article or Section number in the Contract or the Schedule in which the reference occurs unless otherwise specified.
- (h) The division of this Contract into Articles and Sections, the insertion of headings, and the provision of a table of contents are for convenience of reference only and do not affect the construction or interpretation of this Contract.

1.7 Time

- (a) Unless otherwise specified, references to time of day or date mean the local time or date in Toronto, Ontario. When any period of time is referred to in this Contract by days between two dates, it will be calculated by excluding the first and including the last day of such period.
- (b) If, under this Contract, any payment or other event falls due on or as of a day that is not a Business Day, that payment or other event shall fall due instead on the next day that is a Business Day, unless expressly stated otherwise.
- (c) Unless otherwise specified, references to “day” shall mean calendar day.

1.8 Schedules

- (a) The following Schedules attached to this Contract shall constitute an integral part of this Contract and all expressions defined in this Contract shall have the same meanings in such Schedules:
 - (i) Schedule A - Definitions
 - (ii) Schedule B - Financial Terms
 - (iii) Schedule C - Insurance

2.0 Performance

2.1 Term of the Contract

- (a) This Contract shall take effect on the Effective Date hereof and shall continue in full force and effect until the earlier of: (i) Third anniversary of the Effective Date; or (ii) the date that this Contract is terminated in accordance with its terms (the “Term”).

2.2 Performance of the Work

- (a) The Vendor shall carry out and complete the Work, in accordance with all the terms of this Contract.
- (b) The Vendor shall provide, at the sole cost and expense of the Vendor, save as otherwise provided in this Contract, all necessary equipment, goods, materials, analysis, transportation, accommodation, labour, staff and technical assistance and incidentals required in performing the Work and to undertake, perform and complete its undertakings, obligations and responsibilities provided for in this Contract.
- (c) The Work shall be provided in a diligent, professional, timely and economical manner according to the Required Standard of Care.
- (d) The Vendor shall comply with and conform to all Applicable Laws, applicable to the Work to be provided by, and the responsibilities and obligations of, the Vendor under this Contract.
- (e) The Vendor shall not alter any part of a Joint Venture except with the prior written consent of Metrolinx in its sole discretion. Where the Vendor is not part of a Joint Venture, this Section 2.2(e) shall be deemed to be deleted.

2.3 Placed Persons

- (a) The Vendor shall be solely responsible for the payment of each Placed Person.
- (b) The Vendor shall ensure that each Placed Person shall:
 - (i) act in a proper and professional manner in accordance with the standards generally used by the information technology industry;
 - (ii) comply with all applicable Metrolinx policies and procedures, provided that the Vendor has been made aware of same; and

- (iii) turn over to Metrolinx all computer hardware and equipment provided by Metrolinx, all Metrolinx Materials within her possession, all Deliverables, documentation, reports, materials and work-in-progress relating to and generated during the performance of the Assignment, and any other item(s) specifically identified by Metrolinx, such as security access cards, in all cases, on or before the date the Placed Person's assignment with Metrolinx ceases, for any reason.
- (c) The Vendor shall enter into a written agreement with each Placed Person wherein the Placed Person acknowledges and agrees to the following:
 - (i) that she is not entitled to any compensation from Metrolinx, and that Metrolinx is not liable to her for any failure of the Vendor to pay any amounts owed to her;
 - (ii) that she is an independent contractor with respect to the Assignment, that she shall not be deemed to be an employee, agent, servant or representative of Metrolinx in the performance of the Assignment, and that she is not entitled to any benefits respecting any pension or other benefit plan, program or policy of Metrolinx;
 - (iii) that she shall comply with the obligations contained in Article 9;
 - (iv) that she shall comply with and conform to all Applicable Laws and all Metrolinx policies and procedures, provided that she has been made aware of same;
 - (v) that Metrolinx owns and shall own all right, title and interest in and to any Intellectual Property created or developed by her pursuant to the performance of any Assignments, and all Intellectual Property Rights therein (the "Assignment Intellectual Property"); and
 - (vi) that she irrevocably assigns to Metrolinx all right, title and interest in and to all Assignment Intellectual Property, and that she waives any moral or similar rights she now has, or in the future may have, in any Assignment Intellectual Property.

The Vendor shall provide a copy of such agreement to Metrolinx upon request; provided, however, if the provision of such agreement would result in a breach of the agreement or the Vendor's policy, the Vendor shall provide an officer's certificate signed by a senior officer of the Vendor, in form and content satisfactory to Metrolinx, acting reasonably, confirming that each of the clauses contained in this Section 2.3(c) is contained within such agreement.

- (d) The Placed Persons shall not be deemed to be employees, agents, servants or representatives of Metrolinx in the performance of an Assignment.
- (e) Metrolinx may, at any time, on one (1) days' written notice to the Vendor, terminate a Placed Person's assignment, and thereupon Metrolinx shall be liable for payment to the Vendor for those monies attributable to the part of the services performed in accordance with all the terms of this Contract to the date of termination.

2.4 Subvendors

- (a) Other than the Subvendors identified in the Submission, the Vendor shall not subcontract the Work to any Person without the prior written consent of the Metrolinx Director, I&IT Project Management Office or the Manager, I&IT Vendor Management Office. No subcontracting by the Vendor shall relieve the Vendor of any responsibility for the full performance of all obligations of the Vendor under this Contract. Notwithstanding the approval of any Subvendors by Metrolinx, the Vendor shall be fully responsible for every Subvendor's activities, works, services and acts or omissions.
- (b) The Vendor shall be solely responsible for the payment of any Subvendors.
- (c) The Vendor shall co-ordinate the services of all Subvendors employed, engaged or retained by the Vendor with Metrolinx and, without limiting the generality of any other provision of this Contract, the Vendor shall be liable to Metrolinx for costs or damages arising from errors or omissions of such Subvendors or any of them. It shall be the Vendor's responsibility to control and review the Work of its own forces and of all its Subvendors and to ascertain that all Work are performed in accordance with this Contract, all governing regulations and the Required Standard of Care.
- (d) In any subcontract, the Vendor shall ensure that the Subvendor is bound by conditions compatible with, and no less favorable to Metrolinx than, the conditions of this Contract.
- (e) The Vendor warrants and represents that it and any of its permitted Subvendors and the respective workforce of each are fully qualified to perform the Work and perform this Contract and hold all requisite Approvals.
- (f) The Vendor shall only employ, for the purposes of this Contract, such persons as are careful, skilled and experienced in the duties required of them and have the required Domain Expertise, and must ensure that every such person is properly and sufficiently trained and instructed. The Vendor shall ensure that all workers and persons

employed by them or under their control or employed by or under the control of its Subvendors comply with the terms of this Contract and, in particular without limiting the foregoing, the responsibilities of the Vendor with respect to matters concerning safety, compliance with the Applicable Laws and the conduct of the Work.

- (g) The Vendor shall be an independent contractor with respect to the Work to be provided under this Contract and nothing contained in this Contract shall be construed as constituting a joint venture or partnership between the Vendor and Metrolinx. Neither the Vendor nor its Subvendors shall be deemed to be employees, agents, servants or representatives of Metrolinx in the performance of the Work hereunder.
- (h) The Vendor shall not remove or change any Subvendors, or materially reduce the responsibilities of any Subvendors in relation to the provision of the Work except with the prior written consent of Metrolinx in its sole discretion. The proposed replacement Subvendor shall possess the requisite Domain Expertise and similar qualifications, experience and ability as the outgoing Subvendor.

2.5 Vendor Personnel

- (a) The Vendor shall select and employ a sufficient number of suitably qualified and experienced Vendor Personnel to perform and provide the Work, as determined with reference to the requirements of the Work to be performed by each individual or otherwise as required pursuant to the Contract. All Vendor Personnel shall possess or, where permitted, shall be supervised by persons who possess, the professional accreditation required to complete the Work.
- (b) The Vendor shall provide effective and efficient supervision to ensure that the quality of workmanship meets the requirements of the Contract.
- (c) The Vendor shall ensure that the Vendor Personnel assigned to perform the Work shall:
 - (i) act in a proper and professional manner in accordance with the standards generally used recognized by the industry; and
 - (ii) comply with all applicable Metrolinx policies and procedures, provided that the Vendor has been made aware of same.

2.6 Vendor's Representative

- (a) The Vendor shall assign a Vendor's Representative who will direct the provision of the Work. During the Term, the Vendor's Representative will maintain ongoing contact with Metrolinx to

ensure that issues are dealt with in an efficient, effective and timely manner. The Vendor's Representative shall be the primary point of contact for Metrolinx for significant issues including commercial issues, issues with the performance of a Placed Person and Disputes and shall have overall responsibility for coordinating the performance of the Vendor's obligations under this Contract.

2.7 Metrolinx Responsibilities

- (a) Metrolinx shall designate an individual to act as its representative (the "Metrolinx Representative") who will transmit instructions to, and receive information from the Vendor.
- (b) Metrolinx shall:
 - (i) provide the Vendor with general direction in the provision of the Work;
 - (ii) provide access and resources where necessary, make available information and instructions relevant to the Work; and
 - (iii) provide reasonable assistance to Placed Persons in respect of any Metrolinx policies and procedures the Placed Person is required to comply with.

2.8 Vendor's Task Assignment Process

- (a) The process for obtaining a Placed Person is specified in Scope of Work.

2.9 Vendor Work Performance Rating

- (a) Metrolinx shall during the term of a Contract, maintain a record of the Vendor's performance pursuant to this Contract. This information shall be used to complete a "Contract Performance Appraisal" report, a copy of which will be forwarded to the Vendor upon the termination or expiration of the Contract. Interim Contract Performance Appraisal reports may be issued, as deemed appropriate by the Metrolinx Representative, at any time during the term of the Contract.
- (b) The prior history of the Vendor in performing work for Metrolinx, including the Vendor's performance pursuant to this Contract, will be considered in the evaluation of future bids from the Vendor.
- (c) Metrolinx reserves the right in future bid requests to reject any bid submitted by a company with an unsatisfactory performance history with Metrolinx.

- (d) Non-compliance with Contract requirements will be identified to the Vendor.
- (e) The information contained in the Contract Performance Appraisal may be provided to other ministries and agencies and such performance reviews may be relied upon by other ministries and agencies to reject the Vendor on any bid submitted on any future requests.

3.0 Health and Safety

3.1 Occupational Health & Safety Act

- (a) The Vendor shall comply with OHSA, and any obligations of the Vendor as an “employer” thereunder, and with all regulations made under the OHSA.
- (b) The Vendor shall report to Metrolinx any non-compliance by a Subvendor in the performance of the Work with the regulations under the OHSA if and when brought to the attention of the Vendor.
- (c) The Vendor acknowledges that lack of compliance with applicable provincial or municipal health and safety requirements will be and are intended to be documented and kept on file, and that such lack of compliance may cause:
 - (i) the Vendor’s performance of the Work to be suspended; or
 - (ii) this Contract to be cancelled by Metrolinx.
- (d) The Vendor will be under an obligation to cease the Work, or any part thereof, if an authorized representative of Metrolinx so requires, orally or in writing, on the grounds that there has been any violation of the OHSA or any of the regulations under it, and thereafter the Work or affected part thereof shall not resume until any such violation has been rectified.
- (e) The Vendor shall be responsible for any delay caused by the Vendor in the progress of the Work as a result of any violation of provincial or municipal health and safety requirements by the Vendor, it being understood that such delay shall be not be a Force Majeure for the purposes of extending the time for performance of the Work or entitling the Vendor to additional compensation, and the Vendor shall take all necessary steps to avoid delay in the final completion of the Work without additional cost to Metrolinx, which shall not be responsible for any additional expense or liability resulting from any such delay.

- (f) Nothing in this Section 3.1 shall be taken as making Metrolinx the “employer” (as described in Section 3.1(a)) of any workers employed or engaged by the Vendor for the Work or of any Placed Person, either instead of or jointly with the Vendor.

3.2 Safety Requirements

- (a) The Vendor shall comply with the “Safety Requirements” sections of the Scope of Work. Safety of Persons at or near a Place of Work and the public is of paramount concern to Metrolinx. In the performance of the Work, the Vendor shall not in any manner endanger the safety of, or unlawfully interfere with, Persons on or off the Place of Work, including the public.
- (b) The Vendor specifically covenants and agrees that:
 - (i) it shall comply with best industry practice in Ontario respecting health and safety in a manner that recognizes and minimizes the risk to workers, other individuals, property and the operations of Metrolinx and any railways, to the extent that such practices are not inconsistent with an express instruction set out in this Contract or provided by Metrolinx;
 - (ii) it shall comply, and shall ensure that all Vendor Personnel and Placed Persons comply, in all regards with the requirements of OHSA and/or the Canadian Labour Code, Part II, as applicable;
 - (iii) it shall comply, and shall ensure that all Vendor Personnel and Placed Persons comply, in all regards with the safety requirements set out in the Contract Documents;
 - (iv) it shall maintain, strictly enforce and comply, and ensure that all Vendor Personnel and Placed Persons comply, in all regards with the Vendor’s own health and safety program, to the extent not inconsistent with this Contract and Metrolinx’ health and safety program;
 - (v) it shall comply, and shall ensure that all Vendor Personnel and Placed Persons comply, with any and all safety-related directives or instructions issued by Metrolinx;
 - (vi) it shall take all steps reasonable in the circumstances to ensure the health and safety of all workers for which it has responsibility under OHSA; and
 - (vii) it shall make available, at Metrolinx’ request, such policies and procedures relating to its occupational health and safety matters as Metrolinx may from time to time request, and

hereby covenants that all Vendor Personnel and Placed Persons have been properly trained and are knowledgeable with respect to these policies and procedures.

3.3 Workers' Rights

- (a) The Vendor shall at all times pay or cause to be paid any assessments or compensation required to be paid by the Vendor or its Subvendors pursuant to any applicable workers' compensation legislation, and upon failure to do so, Metrolinx may pay such assessments or compensation to the Workplace Safety and Insurance Board and may deduct such assessments or compensation from monies due to the Vendor. The Vendor shall comply with all regulations and laws relating to workers' compensation.

4.0 Financial Terms

4.1 Financial Terms

- (a) All financial and payment terms applicable to this Contract and the Work are set out in Schedule B - Financial Terms.

5.0 Right of Ownership and Use

5.1 Ownership of Metrolinx IP

- (a) Unless otherwise expressly agreed, Metrolinx is and will be the exclusive owner of, and shall retain all right, title and interest (including Intellectual Property Rights) in and to all of the following Intellectual Property (collectively, the "**Metrolinx IP**"):
 - (i) all Metrolinx Materials;
 - (ii) all Deliverables;
 - (iii) all reports and other information created, generated, output or displayed by the Deliverables or as a result of the performance of receipt of the Work; and
 - (iv) all modifications or enhancements made to the items listed in Sections 5.1(a)(i) to (iii) hereof.
- (b) All right, title and interest, including all Intellectual Property Rights, in Metrolinx IP will vest in Metrolinx, following creation.
- (c) The Vendor will acquire no rights to any Metrolinx IP other than the licence rights expressly granted in Section 5.3.
- (d) The Vendor:

- (i) hereby assigns and transfers to Metrolinx; and
 - (ii) agrees (to the extent required in the future) to assign and transfer to Metrolinx, as and when created, all right, title and interest, including Intellectual Property Rights, throughout the world in and to all Metrolinx IP (to the extent any right, title, interest or Intellectual Property Right in Metrolinx IP does not automatically and immediately vest in Metrolinx).
- (e) The Vendor shall obtain from each Vendor Personnel and Placed Person an assignment of any rights they have to the Metrolinx IP and a waiver, for the benefit of Metrolinx and its respective successors, assigns, licensees and contractors, of their respective moral rights (and any similar rights to the extent that such rights exist and may be waived in each and any jurisdiction throughout the world) in and to the Metrolinx IP. The Vendor shall provide copies of such documentation to Metrolinx upon request.

5.2 Ownership of Vendor Background IP

- (a) The Vendor is and will be the exclusive owner of, and shall retain all right, title and interest (including Intellectual Property Rights) in and to all Vendor Background IP.
- (b) Metrolinx will acquire no rights to the Vendor Background IP other than the licence rights expressly granted in Section 5.4, or otherwise under or in respect of this Contract.

5.3 Grant of Licences by Metrolinx to Vendor

- (a) Metrolinx grants to the Vendor, during the Term, a non-exclusive, non-transferable, royalty-free right and licence to:
 - (i) access, use, copy, support, maintain and, to the extent reasonably necessary to provide the Work, modify, the Metrolinx IP solely for the purposes of fulfilling the Vendor's obligations under this Contract; and
 - (ii) sublicense the Metrolinx IP to Subvendors solely to the extent necessary to enable such Subvendors to fulfill the Vendor's obligations under this Contract.
- (b) Any exercise by the Vendor of the rights granted pursuant to Section 5.3(a) shall be subject to the terms and conditions of this Contract, including always the Vendor's obligations with respect to Confidential Information set out in Article 9.
- (c) If the Vendor desires to use the Metrolinx IP other than as permitted under clause (a) hereof, such use must be set out in a separate

license agreement (such licence to require the approval of Metrolinx, which may be withheld at Metrolinx' discretion).

5.4 Grant of Licences by the Vendor to Metrolinx

- (a) The Vendor grants to Metrolinx a perpetual, irrevocable, fully paid-up, royalty-free, worldwide, non-exclusive right and licence to access, use, copy, support, maintain, modify, sublicense, assign, distribute or otherwise exploit any Vendor Background IP that is integrated with, embedded in, forms part of or is otherwise required to access, use, copy, support, maintain, modify, sublicense, assign, distribute or otherwise exploit any Metrolinx IP; provided, however, that the foregoing licence does not permit Metrolinx to use the Vendor Background IP in its standalone form or for any purpose other than as part of or in conjunction with the Metrolinx IP it is associated with.
- (b) If the Vendor integrates with or embeds in any Deliverables any Intellectual Property provided by a third party vendor, subvendor, independent contractor, Subvendor or other person, the Vendor shall obtain for Metrolinx the same license rights for Metrolinx in respect of such Third Party IP as set forth in Section 5.4(a) hereof.

6.0 Insurance

6.1 Insurance Requirements

- (a) The Vendor agrees to purchase and maintain in force, at its own expense and for the duration of this Contract, the policies of insurance set forth in Schedule C - Insurance, which policies will be in a form and with an insurer or insurers acceptable to Metrolinx. A certificate of these policies originally signed by the insurer or an authorized agent of the insurer and copies of the policies must be delivered to Metrolinx prior to the commencement of the Work.

7.0 Changes

7.1 Changes Requested by Metrolinx

- (a) Metrolinx may, in writing, request changes or alterations to the Work, or request additional services from the Vendor (any of the foregoing, "Changes"). Subject to this Article 7, the Vendor shall comply with and implement all reasonable Metrolinx Change requests, and the performance of such requests shall be in accordance with this Contract.

7.2 Changes Recommended by the Vendor

- (a) The Vendor shall promptly notify Metrolinx in writing if the Vendor considers that any notice, direction, requirement, request, correspondence, or other fact, event, or circumstance comprises, requires, or results in a Change, and seek instructions as to whether or not to proceed to implement such Change.

7.3 Change Management Process

- (a) Where a Change request is initiated by Metrolinx pursuant to Section 7.1, Metrolinx shall set out, in the Change request:
 - (i) the proposed prices for the contemplated changes;
 - (ii) the timing requirements for the implementation of the Change; and
 - (iii) any other information which may reasonably be required.
- (b) The Vendor shall respond to Metrolinx' Change request in writing within ten (10) Business Days.
- (c) Where a Change is initiated by the Vendor pursuant to Section 7.2, the Vendor shall set out in the Change request, conforming to Section 7.3(a):
 - (i) a description of the proposed Change;
 - (ii) the estimated cost of the proposed Change;
 - (iii) any proposals, designs or other details or information which may be reasonably required; and
 - (iv) the reasons for the proposed Change, including the benefits of the proposed Change and any consequences of not proceeding with the Change.
- (d) No Changes shall be implemented and no Change request shall become effective until an amendment or change order documenting the Change has been executed by both Parties, and such executed instrument shall be the final determination of any adjustments to the Work, the Contract price, or the terms and conditions of the Contract, as applicable, with respect to the Change set out therein.
- (e) Where Metrolinx and the Vendor cannot agree as to whether or not a particular notice, direction, requirement, request, correspondence, or other fact, event, or circumstance comprises, requires, or results in a change to the scope of the Work, then either Party may refer the issue to dispute resolution in accordance with Article 15.

8.0 Intentionally Deleted

9.0 Confidential Information, Personal Information, Freedom of Information, Access and Audit Rights

9.1 Confidential Information

The Vendor shall keep all Confidential Information confidential. Without limiting the generality of the foregoing, the Vendor shall:

- (a) not disclose, reveal, publish, or disseminate any Confidential Information to anyone, except, in the case of the Vendor, Subvendor and Vendor Personnel, as permitted pursuant to this Contract;
- (b) use Confidential Information only in connection with this Contract, in the case of the Vendor, Subvendor and Vendor's Personnel, and only in connection with the Assignment, in the case of a Placed Person;
- (c) take all reasonable steps required to prevent any unauthorized reproduction, use, disclosure, publication, or dissemination of the Confidential Information; and
- (d) immediately notify Metrolinx in the event that it becomes aware of any unauthorized disclosure of Confidential Information.

9.2 Permitted Disclosure

- (a) Notwithstanding the obligations set out in Section 9.1, the Vendor may disclose Metrolinx' Confidential Information to those of its Subvendors and Vendor's Personnel who need to know such Confidential Information in connection with this Contract and to third party service providers who need to know such Confidential Information for regulatory compliance purposes, provided that such persons are subject to obligations of confidentiality substantially similar to those contained in this Article 9. For the avoidance of doubt, a Placed Person shall not be permitted to disclose Confidential Information to the Vendor, a Subvendor or any Vendor Personnel.

9.3 Exceptions

- (a) The obligations of confidentiality set out in Section 9.1 shall not apply to Confidential Information which:
 - (i) becomes generally available to the public through no fault of the Vendor;

- (ii) prior to receipt from Metrolinx, was known to the Vendor on a non-confidential basis and is not subject to another obligation of secrecy and non-use, as documented by written records possessed by the Vendor;
 - (iii) was independently developed by the Vendor prior to receipt from Metrolinx, as documented by written records possessed by the Vendor; or
 - (iv) becomes available to the Vendor on a non-confidential basis from a source other than Metrolinx that is not under other obligations of confidence.
- (b) If the Vendor becomes compelled to disclose any Confidential Information pursuant to Applicable Law, the Vendor shall, to the extent permitted by law, provide Metrolinx with prompt written notice of any such requirement and shall cooperate with Metrolinx in seeking to obtain any protective order or other arrangement pursuant to which the confidentiality of the relevant Confidential Information is preserved. If such an order or arrangement is not obtained, the Vendor shall disclose only that portion of the Confidential Information as is required pursuant to Applicable Law. Any such required disclosure shall not, in and of itself, change the status of the disclosed information as Confidential Information under the terms of this Article 9.
- (c) Without limiting the generality of Section 9.3(a) and notwithstanding Section 9.3(b), the Parties acknowledge and agree that the treatment and disclosure of Confidential Information shall in all cases be subject to the requirements of FIPPA.

9.4 Security Measures

- (a) The Vendor shall select, implement (prior to the commencement of the Work), use and maintain the most appropriate products, tools, measures and procedures to ensure the security of all Confidential Information, as determined with reference to and generally in compliance with Applicable Laws, Industry Standards, the security requirements specified in “Scope of Work” and best practices, or as otherwise prescribed by Metrolinx during the Term. Without limiting the generality of the foregoing, such practices shall include:
- (i) privacy due diligence safeguards; and
 - (ii) physical and electronic security measures and confidentiality enhancing technologies to guard against unauthorized disclosures, access and use, such as firewalls, encryption, the use of user identification and passwords, software or other automated systems to control and track the addition and

deletion of users, and software or other automated systems to control and track user access to areas and features of information systems.

- (b) For greater certainty, Metrolinx reserves the right to prescribe the specific manner in which Vendor shall perform its obligations relating to this Section 9.4.

9.5 Intellectual Property Rights

- (a) Metrolinx, its vendors, subvendors, consultants, advisors, agents, strategic business partners, and affiliates shall retain all right, title and interest, including all Intellectual Property Rights, in and to its Confidential Information.

9.6 Return or Destruction of Confidential Information

- (a) Immediately upon expiration or termination of this Contract or at any other time upon the request of Metrolinx, and subject to Section 9.9, the Vendor agrees to:
 - (i) promptly return all Confidential Information (other than the Contract Records) to Metrolinx; or
 - (ii) promptly delete or destroy the Confidential Information (other than the Contract Records) and all copies thereof in any form whatsoever under its power or control and provide Metrolinx with a destruction certificate signed by an appropriate officer of the Vendor certifying such destruction.
- (b) Notwithstanding the foregoing, the Vendor shall have no obligation to return or destroy:
 - (i) Confidential Information that is captured and retained within the Vendor's routine computer systems backup processes, provided that (a) no specific effort is made to retrieve such archived Confidential Information for purposes that would violate the confidentiality obligations under this Contract and (b) the confidentiality obligations of under this Contract shall continue to apply to such archived Confidential Information for so long as such information is retained;
 - (ii) Confidential Information that is captured and retained within Metrolinx's computer systems, in the case of Confidential Information that a Placed Person has access to; and
 - (iii) working papers or other documentation which it is required to retain pursuant to Applicable Law or any rules of professional conduct applicable to the Vendor or the Vendor Personnel.

9.7 FIPPA and Personal Information

- (a) Metrolinx and the Vendor acknowledge and agree the collection, use, retention and disclosure of Personal Information is governed by FIPPA. Metrolinx acknowledges that the Vendor may also be subject to the requirements of PIPEDA. In the event of a conflict between the requirements of FIPPA and the requirements of PIPEDA or any other legislation governing the treatment of Personal Information, the more onerous provision shall apply.
- (b) The Vendor shall ensure that all collection, access, use, retention and disclosure of Personal Information under this Contract, whether through the performance of the Work, an Assignment or otherwise, complies with Applicable Laws including FIPPA, PIPEDA, Standards, and applicable requirements to collect, record and retain relevant consents pertaining to the collection, access, use, retention and disclosure of Personal Information in respect of the Work and each Assignment.
- (c) The Vendor shall ensure the security and integrity of any Personal Information collected by the Vendor and shall protect it against loss, unauthorized access, destruction, or alteration, in accordance with the following:
 - (i) The Vendor shall not directly or indirectly collect, use, disclose, store or destroy any Personal Information, or give, exchange, disclose, provide, or sell Personal Information to any third party, except as expressly permitted, and for a purpose(s) authorized, under this Contract or otherwise agreed to in writing by Metrolinx.
 - (ii) The Vendor shall ensure that access to Personal Information is restricted to those Vendor Personnel who have a need to know or use such information in the performance of the Work and who have been specifically authorized to have such access for the purposes of performing the Work. Access shall be limited to only that Personal Information which is required for the performance of the Work.
 - (iii) All Personal Information shall be kept in a physically secure location and separate from all other records and databases. The Vendor shall not place, input, match, insert or intermingle, nor shall it permit any Person to place, input, match or intermingle, any data or records in any form whatsoever into or with any records or database containing such Personal Information.

- (d) For greater certainty, Metrolinx reserves the right to prescribe the specific manner in which the Vendor shall perform its obligations relating to this Section 9.7.

9.8 FIPPA and Freedom of Information

- (a) The Vendor acknowledges that Metrolinx is a provincial crown agency subject to FIPPA, and acknowledges and agrees as follows:
 - (i) All FIPPA Records are subject to, and the collection, use, storage and treatment thereof is governed by FIPPA. The Vendor agrees to keep all FIPPA Records secure and available, in accordance with the requirements of FIPPA. The Vendor acknowledges that all information, data, records and materials, however recorded, that are held by the Vendor and/or created by the Vendor or a Placed Person in the course of performing the Work or an Assignment are considered to be FIPPA Records and subject to FIPPA.
 - (ii) Section 9.6 shall apply to all FIPPA Records (other than the Contract Records), which shall be returned and/or destroyed in accordance with that section.
 - (iii) In the event of a conflict between the requirements of this Contract and the requirements of FIPPA, the requirements of FIPPA shall take precedence.
 - (iv) In the event that a request is made under FIPPA for the disclosure of any FIPPA Records, Metrolinx shall provide prompt written notice thereof to the Vendor and the Vendor shall provide any and all relevant FIPPA Records to Metrolinx on demand for the purposes of responding to an access request under FIPPA. In these circumstances, the Vendor shall provide all FIPPA Records requested to Metrolinx's Freedom of Information Coordinator (or equivalent) within seven (7) Business Days of receipt of the request from Metrolinx. Notwithstanding anything to the contrary in this Contract and subject to the Vendor's rights of appeal pursuant to Section 28(9) of FIPPA, Metrolinx shall determine what FIPPA Records will be disclosed in connection with any such request, in accordance with the requirements of FIPPA (including, without limitation, the requirements with respect to affected persons set out in Section 28 thereof).
 - (v) Storage of FIPPA Records (including the Contract Records) at a location outside Canada shall only be permitted with Metrolinx's express written consent.

9.9 Audit Rights

- (a) During the Term and for a period of seven (7) years thereafter, the Vendor shall, at its cost and expense, retain and maintain, in an organized, accurate and accessible mode and manner, all financial and other books, records and documentation relating or pertaining to the Contract and the performance of the Work, including (i) original invoices and accounts, along with related records showing charges and expenses incurred, including but not limited to the rates and hours for all Vendor Personnel and Placed Persons and all expenditures and commitments made by the Vendor in connection therewith; (ii) correspondence, e-mails, tenders, minutes of meetings, notes, reports, timesheets, memoranda and other documents associated with the Contract; (iii) records relating to any service level agreements and key performance indicators included in the Contract, and (iv) records related to matters of security and privacy (collectively, the "Contract Records").
- (b) The Contract Records shall be retained and maintained in accordance with all generally acceptable accounting principles and Applicable Laws and Industry Standards, or as otherwise may be required to substantiate compliance with this Contract and/or any payment to be made to the Vendor under this Contract.
- (c) During the Term and for a period of seven (7) years thereafter, Metrolinx or any third party acting on behalf of Metrolinx, shall have the right, upon no less than twenty-four (24) hours' notice in writing to the Vendor and during normal office hours, to inspect and audit, and to have access to, all Contract Records whether maintained by the Vendor or a Vendor Personnel, reasonably required to confirm the Vendor's compliance with the terms of this Contract and Applicable Laws, and to make copies thereof. The Vendor shall make available or cause to be made available the Corporate Records that are requested by Metrolinx or that may be required given the scope of the audit (provided such scope is disclosed to the Vendor), and shall otherwise reasonably cooperate with Metrolinx and any third party acting on Metrolinx's behalf, including by providing reasonable access to all of the Vendor's premises and to the Vendor's employees. Any such access shall be subject to the Vendor's reasonable documented security policies and documented professional and confidentiality obligations to its other clients; such documentation shall be provided to Metrolinx upon request. Where access is needed to a Vendor Personnel's employees or to Contract Records that are maintained by a Vendor Personnel, the Vendor shall use reasonable efforts to arrange for such access on a timely basis. Without limiting the generality of the foregoing, the rights set out in this Section 9.9 shall extend to any Governmental Authority exercising its right to audit pursuant to Applicable Law or any contract with Metrolinx. When selecting a third party to inspect and audit the Contract Records, Metrolinx shall consult with the

Vendor and shall take into consideration any reasonable objections the Vendor may have. For the avoidance of doubt, Metrolinx shall have sole discretion in selecting the third party. The Vendor may require Metrolinx and/or any third party selected by Metrolinx to inspect and audit the Contract Records, to enter into a confidentiality agreement, containing reasonable terms and conditions, with the Vendor, before the disclosure of any Contract Records is made.

- (d) The Vendor shall maintain a competent and independent audit function to assess the internal controls over its environment and its compliance with Applicable Laws and Standards. The Vendor shall provide Metrolinx, upon request, the results of all internal controls and security audits performed by the Vendor's auditors.
- (e) The Vendor shall upon advance written request, provided by e-mail or otherwise, provide Metrolinx with reasonable access to all premises that may reasonably be required to enable Metrolinx and/or Metrolinx's agents to monitor the progress of the Work. Any such access shall be subject to the Vendor's reasonable documented security policies and documented professional and confidentiality obligations to its other clients; such documentation shall be provided to Metrolinx upon request. Any such monitoring or verifications shall be without prejudice to any other rights of Metrolinx under this Contract and shall not relieve the Vendor from any of its obligations under this Contract nor shall such verification be used by the Vendor as evidence of effective control of quality.
- (f) The Vendor and Metrolinx shall meet to review each audit report promptly after the issuance thereof and to mutually agree upon the appropriate manner, if any, in which to respond to the changes suggested or issued identified by the audit report. Without limiting any remedies which may be available to Metrolinx, the Vendor shall promptly remedy any violations of this Contract of which it becomes aware, pursuant to any audit or otherwise.

9.10 Vendor Compliance

- (a) The Vendor shall advise all of its Vendor Personnel, all of its Subvendors, all of its Subvendor's Vendor Personnel and all Placed Persons of the requirements of this Article 9, and associated requirements set out elsewhere in this Contract, and take appropriate action to ensure compliance by such persons with the terms of this Article 9. In addition to any other liabilities of the Vendor pursuant to this Contract or otherwise at law or in equity, the Vendor shall be liable for all claims arising from any non-compliance with this Article 9 by the Vendor, any of its Vendor Personnel, any Subvendor, any of its Subvendor's Vendor Personnel, and any Placed Person.

- (b) The Vendor warrants that each of its Vendor Personnel, each of its Subvendors, each of its Subvendor's Vendor Personnel and each Placed Person engaged by the Vendor to provide the services pursuant to this Contract is under a written obligation to the Vendor requiring such person to comply with the terms of this Article 9.

9.11 Publicity

- (a) Neither Party may make any public announcement or press release regarding this Contract or any relationship between the Vendor and Metrolinx, without the other Party's prior written consent.

9.12 Damages

- (a) The Vendor acknowledges and agrees that any breach or threatened breach of this Article 9 or the obligations set out herein shall cause immediate and irreparable harm to Metrolinx for which damages alone are not an adequate remedy. The Vendor hereby acknowledges and agrees that Metrolinx shall be entitled to seek, in addition to any other legal remedies which may be available to it, such equitable relief as may be necessary and available to protect Metrolinx against such breach or threatened breach. No failure or delay by Metrolinx in exercising any right hereunder shall operate as a waiver hereof, or shall estop Metrolinx from obtaining permanent injunctive relief.

10.0 Representations, Warranties and Covenants

10.1 Representations, Warranties and Covenants of the Vendor

- (a) The Vendor covenants and agrees with and represents and warrants to Metrolinx, and acknowledges and confirms that Metrolinx is relying on such covenants, agreements, representations and warranties, as follows:
 - (i) the Vendor is validly existing under the laws of the location of its head office and the Vendor has all necessary corporate power, authority and capacity to enter into this Contract and to perform its obligations hereunder;
 - (ii) the entering into of this Contract by the Vendor and the performance of its obligations hereunder has been authorized by all necessary corporate action;
 - (iii) the execution and delivery of this Contract, the consummation of the transactions contemplated herein and compliance with and performance of the provisions of this Contract does not and shall not:

- (A) result in a breach of or constitute a default under, or create a state of fact, which after notice or lapse of time or both, or otherwise, would constitute a default under any term or provision of the constating documents of the Vendor, the by-laws or resolutions of the Vendor or any agreement or instrument to which the Vendor is a party or by which it is bound, or
 - (B) require the Vendor to obtain any Approval or action of any other Persons and, if required, any such Approvals have already been obtained as of the date of this Contract;
- (iv) this Contract constitutes a legally valid and binding obligation of the Vendor enforceable against it in accordance with its terms, subject only to applicable bankruptcy, insolvency and other similar laws affecting the enforceability of the rights of creditors generally, the principles of equity and that equitable remedies such as specific performance and injunction are available only in the discretion of a court of competent jurisdiction;
- (v) the Vendor has carefully reviewed the whole of this Contract, including all of the Contract Documents, and all other documents made available to the Vendor by Metrolinx, and, to the Vendor's knowledge, nothing contained herein or therein inhibits or prevents the Vendor from performing the Work in accordance with the Required Standard of Care so as to achieve and satisfy the requirements of this Contract;
- (vi) the Vendor has engaged and shall engage only Subvendors and Vendor Personnel that are qualified and competent to perform the portions of the Work they are responsible for and possess the requisite Domain Expertise;
- (vii) the Vendor has available the resources and personnel to complete all of its obligations under this Contract in a timely, efficient and professional manner in accordance with the Required Standard of Care;
- (viii) each Placed Person has the minimum experience, qualifications, professional accreditations, and designations for the applicable job position; all of which are specified in the Scope of Work, as the same may be supplemented from time to time;
- (ix) the Vendor has obtained for each Placed Person a "Clearance Letter" from the Toronto Police Service or any other policing agency in the Province of Ontario, dated not more than sixty

days prior to the commencement of an Assignment by such Placed Person;

- (x) the Vendor is not aware of any legal action instituted, threatened or pending against the Vendor that could have a material adverse effect on its ability to perform its obligations under this Contract;
- (xi) except as disclosed in the Submission, the Vendor is free of any actual or potential Request Conflict of Interest;
- (xii) unless the Vendor is WSIB exempt, the Vendor is registered as an employer pursuant to the Workplace Safety and Insurance Act (Ontario) and has completed all filings and paid all assessments as required pursuant to that Act and the regulations thereunder;
- (xiii) the Vendor is familiar with the obligations imposed on an “employer” as defined in OHSA, and that it has in place a health and safety program to ensure that it takes all steps reasonable in the circumstances to ensure the health and safety of all workers for which it has responsibility under that Act; and
- (xiv) the Vendor represents, warrants and covenants to Metrolinx that the Vendor is and shall remain duly registered for the purposes of Part IX of the Excise Tax Act.

10.2 Continuing Effect of Representations, Warranties and Covenants

The Vendor hereto agrees that its covenants, representations and warranties contained in this Article 10 are continuing covenants, representations and warranties and shall apply and be true and correct at all times during the Term.

10.3 Disclaimer

THE PARTIES AGREE THAT, EXCEPT AS EXPRESSLY PROVIDED IN THIS CONTRACT, THERE ARE NO OTHER WARRANTIES (EXPRESS OR IMPLIED) PROVIDED BY THE VENDOR WITH RESPECT TO THE PERFORMANCE OF THE SERVICES OR ASSIGNMENT, INCLUDING THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

11.0 Indemnity

11.1 Indemnification

- (a) The Vendor shall at all times indemnify and save harmless Metrolinx, its officers, directors, employees, members, agents, representatives, successors and assigns (hereinafter the “Indemnified Parties”), from and against any and all Losses resulting from:
- (i) the death of or bodily injury to any agent, employee, customer, business invitee, business visitor or other person, to the extent caused by the negligence or willful misconduct of the Vendor, any Vendor Personnel or any Placed Person;
 - (ii) the damage, loss or destruction of any real or tangible personal property (excluding data), to the extent caused by the negligence or willful misconduct of the Vendor, any Vendor Personnel or any Placed Person;
 - (iii) the unauthorized disclosure by the Vendor, any Vendor Personnel or any Placed Person of any Confidential Information and/or Personal Information;
 - (iv) any breach by a Placed Person of (x) Applicable Laws and/or (y) a Metrolinx policy or procedure, provided that the Vendor has been made aware of same;
 - (v) any acts performed by or on behalf of the Vendor or a Placed Person beyond the authority of the Vendor or Placed Person conferred;
 - (vi) any breach of the terms and conditions set out in Article 3 or arising as a result of any illness, injury or death of any employee of the Vendor or any Subvendor, including:
 - (A) any resulting expenses incurred by Metrolinx as a result of stoppage of the Work on account of failure by the Vendor to meet its obligations under and/or with respect to the OHSA; and
 - (B) any resulting fine(s) levied against Metrolinx as a result of any breach of the responsibilities of the employer for the work, to the extent attributable to the Vendor’s failure to fulfil its obligations as described in Section 3.1; and/or
 - (vii) any infringement or alleged infringement of any patent, trade secret, service mark, trade name, copyright, official mark, moral right, trade-mark, industrial design or other proprietary rights conferred by contract, common law, statute or otherwise in respect to the Work, an Assignment or any matter provided to Metrolinx or performed by the Vendor, a Placed Person, or anyone else for whom at law the Vendor is responsible;

provided, however, the Vendor shall not be required to indemnify the Indemnified Parties pursuant to this subsection if (x) the infringement or alleged infringement was caused by the modification of a Deliverable by any person other than the Vendor, a Vendor Personnel or a Placed Person or by the use of the Deliverable in combination with intellectual property not supplied by the Vendor, Vendor Personnel or a Placed Person, but only if the claim would not have arisen without such modification or combination, (y) the Deliverable was based upon, or incorporates, designs provided by Metrolinx, or (z) the Deliverable relating to the infringement or alleged infringement were used in a manner not permitted by this Contract.

- (A) If the Vendor is required to indemnify Metrolinx pursuant to this Section 11.1(a)(vii), or if, in the Vendor's judgment, Metrolinx' use of the intellectual property is likely to be infringing, the Vendor may, at its option: (i) secure the right to continue using such intellectual property, or (ii) replace or modify the such intellectual property to make it non-infringing, provided that any such replacement or modification will not degrade the performance or quality of the affected component of the Work in any material way. If neither course of action described in clauses (i) or (ii) is available to the Vendor, the Vendor will remove such intellectual property from the Work and equitably adjust the Vendor's charges to adequately reflect such removal.
- (b) The Vendor shall pay all reasonable costs, expenses and legal fees that may be incurred or paid by the Indemnified Parties in connection with any demand, claim, execution, action, suit or proceeding with respect to a matter for which the Vendor is obligated to indemnify the Indemnified Parties pursuant to this Article 11, provided that the indemnity obligations of the Vendor under this Article 11 shall not extend to Loss attributable to the negligence or willful misconduct of any Indemnified Parties to the extent that such Indemnified Parties' negligence or willful misconduct caused the Loss.
- (c) In the event any Loss is asserted in respect to which an Indemnified Party is entitled to indemnification under this Article 11, and without prejudice to any other right or remedy Metrolinx may have, Metrolinx shall be entitled to deduct or withhold a reasonable sum on account of such claim, action, suit, execution or demand, including legal costs, from monies owed or payable by Metrolinx to the Vendor under this Contract pending the final determination or

settlement of such claim, action, suit, execution or demand. In the event,

- (i) the Vendor is, becomes, or is deemed to be bankrupt or an insolvent person pursuant to the Bankruptcy and Insolvency Act (Canada);
- (ii) the Vendor makes a general assignment for the benefit of creditors; or
- (iii) a receiver or interim-receiver is appointed with respect to some or all of the Vendor's business, assets, or property,

then Metrolinx shall be entitled, without prejudice to any other right or remedy Metrolinx may have, to further deduct or withhold a reasonable sum on account of such Loss, from any monies owed or payable by Metrolinx to the Vendor under any other agreement or account. The provisions of this Section 11.1(c) shall not apply in the event that such Loss is otherwise provided for under any insurance provided by the Vendor to or for the benefit of Metrolinx.

12.0 Limitation of Liability

12.1 General Intent

- (a) It is the intent of the Parties that each Party shall be liable to the other Party for any actual damages incurred by the non-breaching Party as a result of the breaching Party's failure to perform its obligations in the manner required by the Contract.

12.2 Limitations on Liability

- (a) Subject to Section 12.2(c), in no event shall either Party be liable for indirect, consequential, exemplary, punitive or special damages relating to the Contract even if such Party has been advised in advance of the possibility of such damages. The Vendor acknowledges and agrees that any damages awarded by a court of competent jurisdiction against Metrolinx as a result of a third party claim is to be considered direct damages.
- (b) Subject to Section 12.2(d), each Party's aggregate liability to the other under the Contract for direct damages for all events giving rise to liability hereunder shall be limited to two million dollars (\$2,000,000).
- (c) The limitations of liability set forth in Section 12.2(a) shall not apply with respect to:

- (i) damages occasioned by the willful misconduct or gross negligence of the Vendor, any Vendor Personnel or any Placed Person; or
 - (ii) claims that are the subject of indemnification pursuant to Section 11.1(a)(iii)[*Unauthorized Disclosure*] or Section 11.1(a)(vii)[*IP Infringement*].
- (d) The limitations of liability set forth in Section 12.2(b) shall not apply with respect to:
- (i) damages occasioned by the willful misconduct or gross negligence of the Vendor, any Vendor Personnel or any Placed Person; or
 - (ii) claims that are the subject of indemnification pursuant to Section 11.1(a), other than Section 11.1(a)(iv).
- (e) Each party shall have a duty to mitigate damages for which the Vendor is responsible.

13.0 Termination

13.1 Termination for Cause by Metrolinx

- (a) Metrolinx may, by ten (10) days' written notice to the Vendor, suspend or terminate the whole or any part of the provision of the Work or this Contract for cause in the event that the Vendor is in breach of any of its obligations under this Contract, and it fails to cure such breach (which breach must be curable) within thirty (30) days of being notified thereof, and thereupon:
 - (i) Metrolinx may appoint officials of Metrolinx or any other person or persons in the place and stead of the Vendor to perform the Work or any portion thereof;
 - (ii) the Vendor shall immediately discontinue the Work on the date and to the extent specified in the notice and place no further orders for materials or services for the terminated portion of the Work; and
 - (iii) nothing contained herein shall limit the rights of Metrolinx to recover damages from the Vendor arising from the failure of the Vendor to perform the Work satisfactorily in accordance with the terms of this Contract.
- (b) If Metrolinx chooses to terminate this Contract in part under Section 13.1 or 13.2, a Change order or amendment will be prepared to reflect the partial termination and the charges payable under this

Contract will be equitably adjusted to reflect that Work that is terminated.

13.2 Termination for Convenience by Metrolinx

- (a) Metrolinx may, by thirty (30) days' written notice to the Vendor, terminate this Contract, in whole or in part, for convenience, and thereupon Metrolinx shall be liable for payment to the Vendor for those monies attributable to the part of the Work performed in accordance with all the terms of this Contract to the date of termination stipulated in such notice. Metrolinx shall also be liable for any reasonable documented demobilization costs and the reasonable cost of cancellation of any contracts, but in no event will Metrolinx be liable for any loss of profits, loss of revenue or other consequential damages.
- (b) Metrolinx may, by five (5) days' written notice to the Vendor, terminate an Assignment for convenience, and thereupon Metrolinx shall be liable for payment to the Vendor for those monies attributable to the part of the services performed in accordance with all the terms of this Contract to the date of termination stipulated in such notice.
- (c) In no event will Metrolinx be liable for any loss of profits, loss of revenue or other consequential damages as a result of the termination of this Contract or an Assignment or the termination of a Placed Person's assignment.

14.0 Force Majeure

14.1 Force Majeure

- (a) Neither Party shall be liable for Losses caused by a delay or failure to perform its obligations under this Contract where such delay or failure is caused by an event beyond its reasonable control (a "Force Majeure Event"). The Parties agree that an event shall not be considered beyond one's reasonable control if a reasonable business person applying due diligence in the same or similar circumstances under the same or similar obligations as the provisions of this Contract would have put in place contingency plans to either materially mitigate or negate the effects of such event.
- (b) Without limiting the generality of the foregoing, the Parties agree that Force Majeure Events may include acts of God, natural disasters, acts of war, war-like operations, civil war, acts of foreign enemy, plagues, epidemics, insurrection and terrorism (provided that the conditions of Section 14.1(a) are met) but shall in no event include:

- (i) shortages or delays relating to supplies or services; or
 - (ii) on the part of the Vendor, lack of financing or inability to perform because of the financial condition of the Vendor.
- (c) A failure by Metrolinx to furnish instructions is not a Force Majeure Event until fourteen (14) days after a demand for such instructions has been made in writing by the Vendor and not then unless such claim is reasonable and justified to Metrolinx.

14.2 Process

- (a) If a Party seeks to excuse itself from its obligations under this Contract due to a Force Majeure Event:
- (i) that Party shall immediately notify the other Party of the delay or non-performance, the reason for such delay or non-performance and the anticipated period thereof; and
 - (ii) the Party giving the notice shall thereupon be excused the performance or punctual performance, as the case may be, of such obligation for the period of time directly attributable to such Force Majeure Event.
- (b) This Section shall not apply or be available to a Party in respect of any event, or resulting delay or failure to perform, occurring more than fourteen (14) days before notice is given to Metrolinx pursuant to Section 14.2(a).
- (c) In the case of a continuing Force Majeure Event, only one notice shall be necessary.

14.3 Metrolinx Rights

- (a) Without limiting any other rights available to Metrolinx under this Contract, Metrolinx reserves the right to contract any Work from a third party during any period of Force Majeure claimed by the Vendor.

15.0 Dispute Resolution

- (a) All Disputes shall be resolved in accordance with, and the Parties shall comply with, Schedule D - Dispute Resolution.
- (b) The process set out in Schedule D – Dispute Resolution shall not be construed to prevent a Party from instituting, and a Party is authorized to institute, litigation earlier, but only if required to avoid the expiration of any applicable limitations period or to preserve a superior position with respect to other creditors, or where a Party

makes a good faith determination that a breach of the terms of this Contract by the other Party is such that the damages to such Party resulting from the breach shall be so immediate, so large or severe, and so incapable of adequate redress after the fact that a temporary restraining order or other immediate injunctive relief is the only adequate remedy.

16.0 Set Off

- (a) Metrolinx shall have the right to satisfy any amount from time to time owing by it to the Vendor under the Contract by way of a set-off against any amount from time to time owing by the Vendor to Metrolinx under the Contract, including but not limited to any amount owing to Metrolinx pursuant to the Vendor's indemnification of Metrolinx in this Contract.

17.0 General

17.1 Entire Agreement

- (a) This Contract constitutes the entire agreement between the Parties regarding the Work and supersedes any prior understandings, negotiations, representations or agreements, whether written or verbal.

17.2 Governing Law and Jurisdiction

- (a) This Contract shall be governed by and interpreted in accordance with the laws of the Province of Ontario and the federal laws applicable therein, without regard to principles of conflicts of law that would impose the law of another jurisdiction. The Parties hereby irrevocably and unconditionally attorn and submit to the non-exclusive jurisdiction of the courts of the Province of Ontario and all courts competent to hear appeals therefrom.

17.3 Survival

- (a) The obligations set out in Articles 1, 3, 4, 5, 6, 9, 10, 11, 12, 13, 15 and this Article 17, and Section 2.9 of this Contract shall continue to bind the Vendor notwithstanding expiration or termination of this Contract for any reason whatsoever or completion of the Work as contemplated hereunder.

17.4 Enurement

- (a) This Contract shall enure to the benefit of, and be binding upon the Parties and their respective heirs, executors, administrators, personal representatives, successors and permitted assigns.

17.5 Assignment

- (a) The Vendor shall not assign this Contract in whole or in part without the prior written consent of Metrolinx, which consent shall not be unreasonably withheld or delayed. Metrolinx shall have the right to assign this Contract without consent, but on not less than ten (10) days' notice to the Vendor.

17.6 Independent Parties

- (a) This Contract does not create and is not intended to create an agency or employment relationship, partnership, joint venture or other similar association between the Parties. The relationship between the Parties is to be considered at all times as that of a purchaser and an independent contractor. Neither Party shall have the right to bind the other to any agreement with any third party or to incur any obligation or liability on behalf of the other Party. Except as expressly provided for in this Contract, neither Party shall represent, directly or indirectly by conduct, to any third party that it is an agent, employee, partner or joint venturer of the other.
- (b) The Vendor Personnel and all other personnel providing the Work are solely the employees of the Vendor and applicable Subvendors (and not Metrolinx') for all purposes under this Contract, including for all purposes under any Applicable Laws. Each Placed Person is an independent contractor in relation to Metrolinx for all purposes under any Applicable Laws. None of the foregoing personnel is entitled to any benefits respecting any pension or other benefit plan, program or policy of Metrolinx.

17.7 Third Party Beneficiaries

- (a) This Contract is made solely for the benefit of the Parties and, to the extent expressly and specifically stated, any other Parties made beneficiaries of this Contract. No terms of this Contract shall be deemed to confer upon any other third parties any claim, remedy, reimbursement or other right.
- (b) The Vendor represents and warrants to Metrolinx that the Vendor is entering into this Contract solely on the Vendor's own behalf and not as an agent for any other Person.

17.8 Joint and Several Liability

- (a) Where the Vendor comprises two or more Persons, each of them shall be jointly and severally liable for the obligations of the Vendor under this Contract. Where the Vendor does not comprise two or more Persons, this Section 17.8 shall be deemed to be deleted.

17.9 Notice

- (a) Unless expressly provided elsewhere in the Contract Documents, every notice required or permitted under this Contract must be in writing and may be delivered in person, by courier or by fax to the applicable party at the address or fax number in the Articles of Agreement or to any other address, fax number or individual that a party subsequently designates by notice.
- (b) Any notice under this Contract, if delivered personally or by courier on a Business Day will be deemed to have been given when actually received, if delivered by fax before 3:00 p.m. on a Business Day will be deemed to have been delivered on that Business Day and if delivered by fax after 3:00 p.m. on a Business Day or on a day that is not a Business Day will be deemed to be delivered on the next Business Day. For greater clarity, notice shall not be given by email.

17.10 Amendments

- (a) Except as expressly provided in this Contract, no amendment, supplement or restatement of any provision of this Contract is binding unless it is in writing and signed by both Parties.

17.11 No Waiver

- (a) No provision of this Contract shall be deemed waived, amended or modified by either Party unless such waiver, amendment or modification is in writing and signed by the Party against whom it is sought to enforce the waiver, amendment or modification. The failure by a Party to exercise any of its rights, powers or remedies hereunder or its delay to do so does not constitute a waiver of those rights, powers or remedies. No waiver made with respect to any instance involving the exercise of any such right is to be deemed to be a waiver with respect to any other instance involving the exercise of the right or with respect to any other such right.

17.12 Severability

- (a) If any term or condition of this Contract, or the application thereof to the Parties or circumstances, is to any extent invalid or unenforceable in whole or in part, the remainder of this Contract shall continue in full force and effect, and the application of such term or condition to the Parties or circumstances other than those to which it is held invalid or unenforceable shall not be affected thereby.

17.13 Further Assurances

- (a) Each Party agrees that it shall at any time and from time to time, at its own expense, execute and deliver such further documents and do such further acts and things as the other Party may reasonably request for the purpose of giving effect to this Contract or carrying out the intention or facilitating the performance of the terms of this Contract.

17.14 Conflict of Interest Acknowledgement and Agreement

- (a) For the purposes of this Contract, a “Conflict of Interest” includes any situation or circumstances where, in relation to the performance of its contractual obligations in this Contract, the Vendor’s other commitments, relationships or financial interests:
 - (i) could or could be seen to exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgment; or
 - (ii) could or could be seen to compromise, impair or be incompatible with the effective performance of its contractual obligations.
- (b) The Vendor acknowledges that participation (directly or indirectly) in any procurement process arising from or related to this Contract (the “Prohibited Procurements”) would constitute a Conflict of Interest with this Contract, and the Vendor agrees that it shall not, and shall take reasonable steps (including obtaining covenants substantially similar to those set out in this section) to ensure that its Subvendors do not participate in or be involved with such Prohibited Procurements either directly or indirectly, including as a bidder or as a subvendor, subcontractor or advisor to any bidder.
- (c) The Vendor shall:
 - (i) avoid all Conflict of Interest in the performance of its contractual obligations;
 - (ii) disclose to Metrolinx without delay any actual or potential Conflict of Interest that arises during the performance of its contractual obligations; and
 - (iii) comply with any requirements prescribed by Metrolinx to resolve any Conflict of Interest.
- (d) In addition to all other contractual rights or rights available at law or in equity, Metrolinx shall have the right to immediately terminate this Contract, by giving notice in writing to the Vendor, where:

- (i) the Vendor fails to disclose an actual or potential Conflict of Interest;
 - (ii) the Vendor fails to comply with any requirements prescribed by Metrolinx to resolve a Conflict of Interest; or
 - (iii) the Vendor's Conflict of Interest cannot be resolved.
- (e) This section shall survive any termination or expiry of this Contract.

17.15 Counterparts

- (a) This Contract may be executed in one or more counterparts. Any single counterpart or a set of counterparts executed, in either case, by all Parties shall constitute a full, original and binding agreement for all purposes. Counterparts may be executed either in original or electronic form, provided that the Party providing its signature in electronic form shall promptly forward to the other Party an original signed copy of this Contract which was so sent electronically.

END OF SECTION

SCHEDULE A - DEFINITIONS

1.0 In this Contract Document,

- 1.1 “Applicable Laws” means all applicable laws, statutes, regulations, orders, by-laws, treaties, judgements, decrees and ordinances applicable from time to time and, whether or not having the force of law, all applicable Approvals, Standards, codes, requirements, requests, directives, rules, guidelines, instructions, circulars, manuals, and policies of any Governmental Authority having or purporting to have jurisdiction or authority over a Party, property, transaction or event, including laws relating to workplace safety and insurance, occupational health and safety and employment standards.
- 1.2 “Approvals” means any permits, licences, consents, approvals, clearances, orders, ordinances, registrations, filings or other authorizations respecting the work undertaken as part of the Work as may be required from any applicable Governmental Authority or otherwise by the Vendor’s contract documents.
- 1.3 “Arbitration Act” means the Arbitration Act, 1991, S.O. 1991, Chapter 17.
- 1.4 “Assignment” includes all of the tangible and intangible activities, services, and things required by Metrolinx to be done, delivered or performed by a Placed Person.
- 1.5 “Assignment Intellectual Property” has the meaning ascribed to it in Section 2.3(c) of the General Conditions
- 1.6 “Business Day” means any day other than: (a) a Saturday or Sunday and (b) any other day on which Metrolinx is not open for business. Each Business Day will end at 4:00 p.m. on that day.
- 1.7 “Changes” has the meaning ascribed to it in Section 7.1 of the General Conditions.
- 1.8 “Confidential Information” means all information of a confidential nature (as determined with reference to its treatment by Metrolinx) which is provided, disclosed or made available (orally, electronically or in writing or by any other media) by Metrolinx (or its representatives) to the Vendor (including to employees, vendors, contractors or other representatives thereof) or a Placed Person and includes any copies or reproductions thereof. For greater certainty, all Metrolinx Materials, Personal Information, Contract Records, and anything else specifically marked or identified by Metrolinx as confidential or proprietary are deemed to be “Confidential Information” for the purposes of this Contract.

- 1.9 “Conflict of Interest” has the meaning ascribed to it in Section 17.14 of the General Conditions.
- 1.10 “Contract” means this contract between the Vendor and Metrolinx pursuant to Request No. RQQ-2018-ITIN-221 including the Articles of Agreement, the General Conditions and the Schedules thereto and the Contract Documents.
- 1.11 “Contract Documents” means the Contract and those documents listed in “Scope of Work” and any written amendments thereto as agreed to by the Parties.
- 1.12 “Contract Performance Appraisal” has the meaning ascribed to it in Section 2.9(a) of the General Conditions.
- 1.13 “Contract Records” has the meaning ascribed to it in Section 9.9(a) of the General Conditions.
- 1.14 “Deliverables” means the work product created by the Vendor, a Vendor Personnel and/or a Placed Person in connection with or as a requirement of the Work or an Assignment, including all reports, drawings, plans, designs, processes, tools, standards, registers, logs, updates, files, databases, Software, and documentation.
- 1.15 “Dispute” means all disputes, controversies, or claims arising out of or relating to: (a) this Contract; (b) the alleged wrongful exercise or failure to exercise by a Party of a discretion or power given to that Party under this Contract; and/or (c) the interpretation, enforceability, performance, application, or administration, breach, termination, or validity of this Contract or any failure to agree where agreement between the Parties is called for.
- 1.16 “Dispute Notice” has the meaning given in Schedule D - Dispute Resolution of General Conditions.
- 1.17 “Domain Expertise” means the required level of depth and breadth of qualifications and experience in respect of the tasks to be performed in connection with the Work, gained through a practical application of the knowledge underlying the tasks in an environment substantially similar to that of the Work.
- 1.18 “Effective Date” means the final date of execution of this Contract by both Parties.
- 1.19 “Excise Tax Act” means the Excise Tax Act, R.S.C. 1985, Chapter E-15.
- 1.20 “FIPPA” means the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter F.31.

- 1.21 “FIPPA Records” means all information, data, records and materials, however recorded, in the custody or control of Metrolinx, including Confidential Information, Personal Information and Contract Records. For the purposes of this definition, documents held by the Vendor in connection with this Contract are considered to be in the control of Metrolinx.
- 1.22 “Governmental Authority” means any domestic government, including any federal, provincial, territorial, municipal, regional or other local government, and any government established court, agency, tribunal, commission or other authority exercising or purporting to exercise executive, legislative, judicial, regulatory or administrative functions respecting government; provided, however, “Governmental Authority” does not include Metrolinx.
- 1.23 “Income Tax Act” means the Income Tax Act, R.S.C. 1985, Chapter 1 (5th Supp.).
- 1.24 “Indemnified Parties” has the meaning ascribed to it in Section 11.1 of the General Conditions.
- 1.25 “Intellectual Property” means all intellectual and industrial property, including all Software, patents, patent application rights, rights to file patents, inventions, trade-marks (whether registered or not), trade-mark applications, rights to file trade-marks, trade names, copyrights (whether registered or not), design registrations, trade secrets, confidential information, industrial and similar designs, rights to file for industrial and similar designs, processes, methodologies, techniques and know-how, and all Intellectual Property Rights therein.
- 1.26 “Intellectual Property Rights” means any right to Intellectual Property recognized by law, including any Intellectual Property right protected by legislation or arising from protection of information as a trade secret or as confidential information.
- 1.27 “Joint Venture” is the business arrangement of two or more parties proposed as identified in the Submission.
- 1.28 “Losses” means claims, actions, suits, executions, and demands and all loss, liability, judgments, costs, charges, damages, liens and expenses of any nature whatsoever and howsoever caused.
- 1.29 “Metrolinx” means Metrolinx, a provincial crown agency continued under the Metrolinx Act, S.O. 2006, Chapter 16, and its successors and assigns.
- 1.30 “Metrolinx IP” has the meaning ascribed to it in Section 5.1 of the General Conditions.

- 1.31 “Metrolinx Materials” means: (a) all materials, images, reports, Software, audio or video recordings, specifications, performance requirements, software development tools, technologies, content, data (including all information whether or not contained in or on any database or electronic information storage system or media owned by or in the custody or control of Metrolinx), technical information, and any other recorded information, in any form and on any media, that are proprietary to, or controlled or licensed by, Metrolinx and provided to the Vendor; (b) all procurement documents issued by Metrolinx; (c) all documentation or source materials (including source code) related to any of the foregoing; and (d) all copies, translations, improvements, modifications, enhancements, adaptations, or derivations made to the Metrolinx Materials by Metrolinx or any third party not performing work under, or in connection with, this Contract.
- 1.32 “Metrolinx Marks” means any trademarks, service marks, trade names, logos or other commercial or product designations owned or licensed by Metrolinx, whether registered or not.
- 1.33 “Metrolinx Representative” or “Metrolinx’s Representative” has the meaning ascribed to it in Section 2.7 of the General Conditions.
- 1.34 “OHSA” means the Occupational Health and Safety Act, R.S.O. 1990, Chapter O.1.
- 1.35 “Parties” means both of Metrolinx and the Vendor and a “Party” means either one of them.
- 1.36 “Person” means any individual, sole proprietorship, partnership, limited partnership, corporation or company (with or without share capital), trust, foundation, joint venture, Governmental Authority or any other incorporated or unincorporated entity or association of any nature.
- 1.37 “Personal Information” has the meaning ascribed to it in FIPPA.
- 1.38 “PIPEDA” means the Personal Information Protection and Electronic Documents Act, S.C. 2000, Chapter 5.
- 1.39 “Place of Work” is the designated site or location of the Work.
- 1.40 “Placed Person” means a natural person assigned, supplied or provided by the Vendor in response to a Metrolinx request to the Vendor for a specific resource; notwithstanding the fact that the agreement with the Vendor may be entered into by a corporation or other entity, in which the natural person has a direct or indirect ownership interest in.
- 1.41 “Prohibited Procurements” has the meaning ascribed to it in Section 17.14 of the General Conditions.

- 1.42 “Rates” has the meaning ascribed to it in Section 1.1 of Schedule B - Financial Terms of General Conditions.
- 1.43 “Request Conflict of Interest” means the Vendor had an unfair advantage or engaged in conduct, directly or indirectly, that gave it an unfair advantage, including but not limited to (i) having, or having had access to, confidential information of Metrolinx in the preparation of its submission during the RQQ Process that was not available to other bidders, (ii) communicating with any person with a view to influencing preferred treatment in the RQQ Process (including but not limited to the lobbying of decision makers involved in the RQQ Process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the RQQ Process.
- 1.44 “Required Standard of Care” means: (a) using the Standards, practices, methods and procedures among the highest commercial standards of practice and professionalism as understood in the Province of Ontario; (b) confirming to Applicable Laws and all rules of professional conduct applicable to the Vendor or the Vendor Personnel; (c) exercising that degree of skill and care, diligence, prudence and foresight which would be expected from a leading Person or professional performing work similar to those called for under this Contract; and (d) using only proper materials and methods as are suited to the function and performance intended.
- 1.45 “RQQ Process” means the Request to Qualify and Quote process set out in Request No. RQQ-2018-ITIN-221.
- 1.46 “Scope of Work” describes the general and detailed requirements of the Work.
- 1.47 “Software” means any set of machine readable instructions that directs the performance of specific operations, including computer programs, computer code, software programs (whether executable or not executable), system software, application software, embedded software, databases, data, middleware, GUI’s, objects, firmware, components and modules and related documentation.
- 1.48 “Standards” means, at a given time, those standards, specifications, manuals, codes, practices, methods and procedures applicable to the Required Standard of Care.
- 1.49 “Subvendor” means an individual, firm, partnership, corporation or design professional having a direct contract with the Vendor or another Subvendor to perform a part or parts of the Work as identified in the Submission or as otherwise identified in a request to add a new subvendor.

- 1.50 “Submission” means all documentation and other materials and information submitted by the Proponent in response to Request No. RQQ-2018-ITIN-221.
- 1.51 “Taxes” means all present and future taxes, surtaxes, duties, levies, imposts, rates, fees, premiums, assessments, withholdings, dues and other charges of any nature imposed by any Governmental Authority (including, income, capital (including large corporations), gross receipts, consumption, sales, use, transfer, goods and services or other Value Added Taxes, excise, customs or other import, anti-dumping, countervail, net worth, alternative or add-on minimum, windfall profits, stamp, registration, franchise, payroll, employment insurance, Canada Pension Plan, worker’s compensation, health, education, school, business, property, local improvement, environmental, development and occupation taxes, surtaxes, duties, levies, imposts, rates, fees, premiums, assessments, withholdings, dues and charges) together with all fines, interest and penalties in respect thereof or in lieu of or for non-collection thereof.
- 1.52 “Term” has the meaning ascribed to it in Section 2.1 of the General Conditions.
- 1.53 “Total Contract Price” means the upset limit amount established as the total contract price for the Contract by Metrolinx, which shall form which shall form part of the Articles of Agreement.
- 1.54 “Value Added Taxes” means such sum as shall be levied upon amounts payable to the Vendor under this Contract by any Governmental Authority that is computed as a percentage of the amounts payable to the Vendor (including all other Taxes but excluding Value Added Taxes), and includes the HST, and any similar tax, the payment or collection of which, by the legislation imposing such tax, is an obligation of the Vendor.
- 1.55 “Vendor” means [TO BE COMPLETED AT SIGNING].
- 1.56 “Vendor Background IP” means any methodologies, patterns, plans, procedures, Software, algorithms, computer code, documentation, tools, business processes, scripts, interfaces, commands, technical information, know-how, techniques, specifications, technologies and/or other Intellectual Property that is proprietary to the Vendor or which Vendor has the right and licence to use and make available to Metrolinx, and all documentation related to any of the foregoing, in each case that was either: (a) created prior to the Effective Date; or (b) created, developed or produced independently of this Contract and/or the performance of the Work.
- 1.57 “Vendor Indemnified Parties” means the Vendor, its affiliates and each of their respective officers, directors, employees, agents, successors, and assigns.

- 1.58 “Vendor Personnel” or “Vendor’s Personnel” means (a) with respect to the Vendor, all of the Vendor’s personnel, employees and independent contractors (including the Vendor’s Representative) engaged in the performance of the Work; and (b) with respect to each Subvendor, all of that Subvendor’s personnel, employees and independent contractors engaged in the performance of the Work; provided, however, for purposes of this Contract, a Placed Person shall be deemed not to be a Vendor Personnel.
- 1.59 “Vendor Policies” has the meaning ascribed to it in Schedule C - Insurance of General Conditions.
- 1.60 “Vendor’s Representative” means the person identified by the Vendor, and Accepted by Metrolinx, as the Vendor’s authorized representative pursuant to Section 2.6 of the General Conditions.
- 1.61 “Work” means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Vendor under this Contract, including all of the work, labour, services, goods, equipment, if applicable, described in the Scope of Work.

END OF SECTION

SCHEDULE B – FINANCIAL TERMS

1.0 Payment

- 1.1 Metrolinx will pay the Vendor for the Work performed by the Vendor pursuant to this Contract, in the amounts and manner, at the rates set out in the Articles of Agreement (the “Rates”) and at the times, set forth in the Articles of Agreement and this Schedule B - Financial Terms.
- 1.2 The Vendor shall perform all of the Work notwithstanding that the value of the time spent by the Vendor in performance thereof may exceed the maximum amount payable to the Vendor pursuant to Section 3.0 of this Schedule B - Financial Terms.

2.0 Limitation of Expenditure

- 2.1 It is understood that the Contract is based on reimbursement for actual Work requested by Metrolinx and performed by Placed Persons for Metrolinx in accordance with all the terms of this Contract.
- 2.2 Metrolinx does not guarantee any minimum or maximum of work.

3.0 Total Contract Price

- 3.1 Subject to Sections 7.1 and 7.2 of the General Conditions, Metrolinx and the Vendor acknowledge and agree that the Total Contract Price is the maximum amount payable in respect of the provision of the Work, excluding HST; provided, however, that the foregoing is not an entitlement to, nor a guarantee that the Vendor will be paid the full amount of, the Total Contract Price.
- 3.2 The Vendor shall not perform any work under this Agreement which would cause the total cost to exceed the Total Contract Price, unless an increase is so authorized by Metrolinx and effected by an amendment or change order that has been executed by both Parties.
- 3.3 The upset limit for each Assignment shall not exceed a value greater than two-hundred and fifty thousand dollars (\$250,000.00), unless otherwise agreed by Metrolinx, in its sole discretion. The upset limit for each Assignment shall be inclusive of all applicable costs.

4.0 Rates for Work

- 4.1 The Vendor acknowledges and agrees that the Rates are inclusive of all labour and materials, insurance costs, disbursements and all other overhead including any fees or other charges required under Applicable Laws.

- 4.2 Metrolinx shall not reimburse the Vendor or any Placed Person for any hospitality, food or incidental expenses incurred. Metrolinx shall not reimburse the Vendor or any Placed Person for any travel expenses incurred, including mileage for vehicle travel between Metrolinx offices/sites.

5.0 Taxes

- 5.1 The Total Contract Price and all amounts payable under the Contract shall be inclusive of all Taxes (except for HST) in effect as at the date of this Contract. Unless otherwise expressly specified in this Contract or otherwise required by Applicable Law, the Vendor shall be responsible for remittance of any and all Taxes due and payable in respect of the Work.
- 5.2 Any amount to be levied against Metrolinx in respect of the HST or any similar successor tax levied under the Excise Tax Act and applicable to the Work, is to be shown separately on all invoices for Work performed by the Vendor. The Vendor shall remit any HST paid or due to the Canada Revenue Agency in accordance with Applicable Laws, and shall, at the request of Metrolinx, provide evidence of payment of same.
- 5.3 In the event that Metrolinx is entitled to a rebate under the Retail Sales Tax Act (Ontario) or the Excise Tax Act in whole or in part, for Value Added Taxes paid under this Contract, the Vendor shall show on each invoice, and in the manner directed by Metrolinx, either the actual Value Added Taxes paid by the Vendor by category or the portion of the Vendor's fees eligible under Applicable Law for the rebate.
- 5.4 Certain payments to non-resident corporations or individuals may be subject to withholding taxes, under the Income Tax Act. Non-residents can apply in advance to Revenue Canada, Taxation, for a waiver or reduction of the withholding tax requirement. Unless Metrolinx is provided with a copy of the written information as a result of the waiver application to the Tax Services Office of the Canada Revenue Agency, taxes will be withheld as determined under the Income Tax Act. The Vendor shall be responsible for investigating whether they are subject to the withholding of taxes under the Income Tax Act and obtaining the necessary waiver or reduction as needed.

6.0 Invoicing and Payment Process

- 6.1 Unless otherwise specified in the Articles of Agreement, the Vendor shall submit an invoice for payment for Work completed no less than ten (10) Business Days following the end of the month in respect of which the related Work were rendered. The invoice shall be in form and substance satisfactory to Metrolinx acting reasonably and shall set out with sufficient particularity the Work performed in the previous month and the total time spent by each Placed Person multiplied by the applicable Rate.

- 6.2 The aggregate amount invoiced by the Vendor shall not exceed the Total Contract Price, unless such additional amount is agreed by the Parties pursuant to the change management process set out in Article 7 of the General Conditions.
- 6.3 Unless there is a Dispute with respect to the content of an invoice and subject to the other provisions of this Schedule B, Metrolinx shall make payment to the Vendor no later than thirty (30) Business Days following receipt of the invoice for payment from the Vendor, unless otherwise provided or permitted in the Contract. The Vendor shall accept any payments made by Metrolinx by way of Electronic Funds Transfer, and shall, if requested by Metrolinx, provide the account information required to complete an Electronic Funds Transfer.

7.0 Cost of Changes

- 7.1 Changes shall be implemented by the Vendor without any additional charge, unless the Vendor is able to demonstrate (with supporting documentation) that the Change causes the Vendor to incur additional costs.
- 7.2 The Vendor shall implement all Changes for a reasonable price in accordance with the same pricing principles and price levels as originally agreed in the Articles of Agreement.
- 7.3 Metrolinx shall have the right to request such documentation and other supporting information as it reasonably requires to confirm and substantiate the costs associated with any Change request, and the Vendor shall provide same to Metrolinx within five (5) Business Days of the request therefor.

8.0 Metrolinx Property

- 8.1 All tangible property purchased and charged to Metrolinx' account is and shall be deemed and shall remain the property of Metrolinx.

END OF SECTION

SCHEDULE C - INSURANCE

1.0 Vendor Insurance Requirements

1.1 The Vendor shall, at its own expense, obtain and maintain for the entire Term minimum insurance coverage as follows:

(a) Commercial General Liability

- (i) The policy shall provide a policy limit of not less than two million dollars (\$2,000,000) per occurrence for all claims arising out of bodily injury (including death), personal injury, and damage to property of others. Such policy shall not contain any exclusion that conflict with the Work required to be performed under this Contract. The Vendor shall cause the interest of Metrolinx, and such other Person as Metrolinx may determine at its sole and absolute discretion, to be noted on the Vendor Policies hereof as "Additional Insured". The policy shall contain a cross liability and severability of interest.

(b) Automobile Liability Insurance

- (i) Subject to the following sentence, the policy shall provide coverage for liability arising out of the use of owned, non-owned, leased or hired automobiles in connection with the performance of the Work. Coverage shall consist of a combined single limit of not less than two million dollars (\$2,000,000) per occurrence. Alternatively, for Work that do not require the use of owned, non-owned, leased or hired automobile, the Vendor shall provide a written confirmation within five (5) Business Days of contract award, stating same, in place of the insurance coverage.

(c) Errors and Omissions Insurance

- (i) The policy shall provide errors and omissions insurance including coverage for network security, privacy, infringement of trademark and copyright covering the Work rendered by the Vendor, any Subvendors, any Vendor Personnel or any Placed Person, including personnel on loan to the Vendor who perform normal services of the Vendor under this Contract. The policy shall have a limit of liability of not less than two million dollars (\$2,000,000) per occurrence and in the policy aggregate. The policy shall be maintained throughout the Term, plus thirty-six (36) months after the termination or expiration of this Contract.

(d) Crime/Employee Theft Insurance

- (i) Crime/Employee Theft and Dishonesty Insurance, inclusive of client coverage, in the amount of not less than two-hundred and fifty thousand (\$250,000) per occurrence.
- (e) Cyber Liability Insurance
 - (i) Cyber Liability Insurance, with limits not less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Vendor in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.
- (f) Any other valid or collectible insurance available to Metrolinx shall not apply to any loss until the coverage and limits available under the insurance policies maintained by the Vendor in accordance with this Contract have been exhausted.

1.2 Additional Coverage

- (a) Without prejudice to any other provisions of this Contract (including Section 1.1 of this Schedule C - Insurance), the Vendor shall, at all relevant times and at its own expense, obtain and maintain, or cause to be obtained and maintained (during the Term plus thirty-six (36) months after termination or expiration of this Contract):
 - (i) those insurances that are reasonable for the performance of the type and scope of Work set out by this Contract (including, as applicable, insurance as would typically be required by prudent designers or consultants); and/or
 - (ii) those insurances that the Vendor is required to obtain and maintain, or cause to be obtained or maintained, by Applicable Law.

1.3 Requirements for Insurance

- (a) All of Vendor's policies of insurance, as required under this Contract (the "Vendor Policies"), shall be taken out with insurance companies licensed to transact business in the Province of Ontario

with an AM Best rating of no less than A or the equivalent rating of another industry-recognized rating company.

- (b) Any deductible or self-insured retention amounts are the responsibility of the Vendor. Notwithstanding the foregoing, such deductibles or self-insured retention must be consistent with standard commercial practice and acceptable to Metrolinx, acting reasonably.
- (c) All Vendor Policies shall be kept in full force and effect during the Term, including any requirements for the period following the Term.
- (d) In the event that the Vendor fails to obtain and/or maintain in full force and effect any such insurance as aforementioned, then Metrolinx shall have the right as the Vendor's true and lawful attorney to do all things necessary for this purpose. The Vendor shall be responsible, and shall reimburse Metrolinx, all amounts paid by Metrolinx for insurance premiums and any and all costs incurred by Metrolinx in connection with this Contract. Without limitation, any premiums due on any insurance policy under this Schedule C - Insurance, but not paid by the Vendor may be paid directly to the insurer(s) or broker(s) by Metrolinx, which shall be entitled to deduct the amount of same along with its reasonable costs in so doing from any monies otherwise due to the Vendor by Metrolinx either under this Contract or otherwise.
- (e) Irrespective of the insurance requirements above, the insolvency, bankruptcy, or failure of any such insurance company providing insurance for the Vendor, or the failure of any such insurance company to pay claims that occur will not be held to waive any of the provisions hereof.

1.4 Proof of Insurance

- (a) The Vendor shall, prior to the commencement of the Work and thereafter upon request, provide to Metrolinx original signed certificates of insurance for the Vendor Policies, confirming that the required coverage has been placed and maintained. In addition, at least fifteen (15) days prior to the expiry date or replacement of any policy, the Vendor shall provide original signed certificates evidencing renewals or replacements of such policy to Metrolinx, without notice or request by Metrolinx.
- (b) The Vendor shall, upon request, provide evidence to Metrolinx that the premiums associated with the Vendor Policies have been paid; however, receipt by Metrolinx of the above information will in no way constitute confirmation by Metrolinx that the insurance complies with the requirements of this Contract. Responsibility for

ensuring that the insurance coverage outlined in this Contract is in place rests solely with the Vendor.

- (c) The Vendor also agrees to provide Metrolinx with proof of errors and omissions insurance maintained by any Subvendor, where such Subvendor is under a professional obligation to maintain the same, and with proof of such insurance to be provided to Metrolinx no later than the execution of this Contract by the Vendor and to be in a form and with an insurer acceptable to Metrolinx.

1.5 Vendor's Liability Preserved

- (a) The provisions of this Contract as they relate to insurance do not diminish, limit or otherwise affect the liability of the Vendor to Metrolinx under or in relation to any other provisions of this Contract.

1.6 Certificates of Insurance shall include:

- (a) A reference to the Project description and Contract number;
- (b) Additional insureds as follows:
 - (i) The Certificate of Commercial General Liability Insurance shall include the following as additional insureds:
 - (A) Metrolinx.
- (c) A provision requiring the insurer to endeavor to give Metrolinx thirty (30) calendar days' prior written notice of any cancellation of the required insurance policies.

2.0 Workplace Safety & Insurance Board Protection

- 2.1 With respect to the WSIB coverage as required under the Workplace Safety and Insurance Act (Ontario), the Vendor unconditionally guarantees to Metrolinx full compliance with the conditions, regulations and laws relating to workplace safety insurance by itself and by all Subvendors.
- 2.2 Without restricting the indemnity obligations of the Vendor in Article 11 of the General Conditions, unless the Vendor is WSIB exempt, the Vendor shall produce, at the commencement of this Contract, from time to time as may be required by Metrolinx, a valid Workplace Safety and Insurance Clearance Certificate, issued by the WSIB, for the premium rate class, subclass or group appropriate to the Work.

- 2.3 If the Vendor is WSIB exempt, it shall provide evidence of Employer's Liability or equivalent, to the satisfaction of Metrolinx, in lieu of a Workplace Safety and Insurance Clearance Certificate.

END OF SECTION

SCHEDULE D – DISPUTE RESOLUTION

1.0 Bona fide efforts to resolve

- 1.1 The Parties shall at all times during the Term make bona fide efforts to resolve any and all Disputes arising between them by amicable negotiations and to have all Disputes resolved at the lowest level of management before engaging the dispute resolution processes described in the balance of this Schedule D - Dispute Resolution.

2.0 Continuance of the Work During Dispute

- 2.1 Unless expressly directed otherwise by Metrolinx, the Vendor shall not stop or delay the performance of the Work, in whole or in part, on account of a Dispute between the Vendor and Metrolinx or between the Vendor and any other Person. Without limiting the generality of the foregoing, at all times during the course of a Dispute, the Vendor shall:
- (a) continue with the Work in a diligent manner and without delay;
 - (b) conform to Metrolinx' decisions and directions; and
 - (c) be governed by all applicable provisions of this Contract.
- 2.2 The Parties acknowledge and agree that the Vendor's compliance with this Section 2.0 shall not operate to waive any claim or contention that the Vendor may have in relation to any Dispute.

3.0 Tiered-Dispute Resolution

- 3.1 The Parties agree that any Dispute which cannot be resolved to the satisfaction of both Parties by direct discussions between staff members of the Parties, may be referred for negotiation between senior management of both Parties by delivery from one Party to the other Party of notice in writing requesting dispute resolution, which notice shall set out the Dispute in reasonably sufficient detail (a "Dispute Notice").

4.0 Negotiation

- 4.1 In the event a Party issues a Dispute Notice to the other Party, a Director in the Information & Information Technology department at Metrolinx (or if that position no longer exists at the time the Dispute Notice is issued, the person performing an equivalent function) and an authorized representative of the Vendor, of equivalent seniority and duly appointed to represent the Vendor in this regard, shall meet and make a good faith effort, on a without prejudice basis, to resolve the Dispute as set out in the Dispute Notice in a prompt manner and, for the purpose of same, each Party shall provide its representative with full and timely disclosure of all relevant facts information and documents as may be reasonably required

or may be reasonably requested by the other Party, on a without prejudice basis, to facilitate such negotiation.

- 4.2 Negotiations under this Section 4.0 shall be commenced within ten (10) Business Days of delivery of a Dispute Notice and shall, unless otherwise agreed by the Parties, be concluded within fifteen (15) Business Days of their commencement. In the event that a resolution satisfactory to all Parties is achieved through such negotiations, the Parties shall issue a joint statement detailing the manner in which the Dispute has been resolved.

5.0 Mediation

- 5.1 If a Dispute has not been resolved through high-level negotiation as contemplated in Section 4.0, either Party may refer the Dispute to be resolved through mediation.
- 5.2 The Parties shall mutually agree to the appointment of the mediator within thirty (30) Business Days, or within such other time as the Parties may agree, of any Party issuing a supplementary Dispute Notice requesting mediation.
- 5.3 If the Parties cannot agree on the appointment of a mediator, the appointment of a mediator shall be determined by the Ontario Superior Court of Justice following an application by either Party.
- 5.4 The mediator shall be independent of and at arm's length to the Parties and shall be a person who by training and experience has the qualifications and the mediation skills to mediate a Dispute.
- 5.5 Unless the Parties otherwise agree, the mediation shall proceed in accordance with the following procedures:
- (a) Each Party shall prepare a summary of the issues in dispute, with the Party's position with respect to those issues. The summary shall be delivered to the mediator and the other Parties, at least seven (7) Business Days before the first mediation conference.
 - (b) The goal of the mediation is to reach an agreed upon settlement and, therefore, all individuals with the appropriate authority to agree to the settlement terms and conditions shall be present at the mediation.
 - (c) A Party may be represented at the mediation by counsel or another representative at the sole cost of such Party.
 - (d) The mediator, the Parties and their counsel or representatives shall keep confidential all matters relating to the mediation, except where disclosure of a settlement agreement is necessary to implement or enforce that agreement and except as otherwise required by Applicable Law.

(e) In all respects, the mediation is deemed to be a “without prejudice” proceeding.

- 5.6 The costs of the mediator shall be apportioned equally between the Parties unless otherwise agreed under any settlement reached under this Section 5.0.
- 5.7 If the Parties achieve a resolution of the Dispute, the mediator shall confirm the resolution in writing, which will be signed by the Parties. If the Parties do not resolve the Dispute, the mediator shall provide a written confirmation that the Parties were unable to resolve the Dispute.
- 5.8 Both Parties acknowledge and agree that they may not refer a Dispute for resolution by arbitration under Section 6.0 herein prior to attempting to resolve such Dispute through mediation pursuant to this Section 5.0.

6.0 Arbitration

- 6.1 Any Party may, within ten (10) Business Days of the delivery of the mediator’s confirmation that the Parties were unable to resolve their Dispute, issue a supplementary Dispute Notice requesting arbitration. Subject to Applicable Law, if such a supplementary Dispute Notice is issued, the Parties shall proceed to arbitration in the manner described below.
- 6.2 If the Parties agree on the arbitrator, the Parties shall jointly appoint the arbitrator as soon as possible and in any event within ten (10) Business Days of the submission of a Dispute to arbitration under this Section 6.0. If the Parties are unable to agree on an arbitrator, each Party shall appoint an arbitrator, and the two arbitrators so chosen shall select a third arbitrator acceptable to both of them within ten (10) Business Days of their selection.
- 6.3 The arbitrator(s) shall be independent of and at arm’s length to the Parties and shall be a person who by training and experience has the qualifications and arbitration skills to arbitrate a Dispute.
- 6.4 The arbitration shall be conducted in accordance with the provisions of the Arbitration Act, except to the extent they are modified by the express provisions of this Schedule D - Dispute Resolution or unless the Parties otherwise agree.
- 6.5 If the issue in dispute is particularly time sensitive, the Parties shall, in good faith, take such reasonable steps as may be required to expedite the arbitration process in order that an award may be rendered as soon as practicable by the arbitrator(s), given the nature of the Dispute.
- 6.6 The arbitrator(s) has the jurisdiction to deal with all matters relating to a Dispute.

- 6.7 Unless otherwise agreed, the arbitration shall be conducted in the City of Toronto, Province of Ontario at the location determined from time to time by the arbitrators, but the arbitrators may meet in any other place the arbitrators consider necessary for consultation, to hear witnesses, experts or other parties, or for the inspection of documents, goods or other property.
- 6.8 In addition to the examination of the Parties by each other, the arbitrator(s) may examine, in the ordinary course, the Parties or either of them and the witnesses in the matter referred to the arbitrator(s), and the Parties and witnesses, if examined, shall be examined on oath or affirmation.
- 6.9 The language of the arbitration shall be English.
- 6.10 The arbitrator(s) shall, after full consideration of the issues in dispute, the relevant facts and Applicable Law, render a decision as soon as possible and, in any event, shall use all reasonable efforts to render a decision no later than thirty (30) Business Days after argument of the issue to the arbitrator(s), which decision shall be final and binding on the Parties and not subject to appeal or challenge, except such limited relief provided under Section 45(1) (appeal on a question of law, with leave) or Section 46 (setting aside award) of the Arbitration Act.
- 6.11 The costs of the arbitration are in the discretion of the arbitrator(s) who, in addition to any jurisdiction and authority under Applicable Law to award costs, has the jurisdiction and authority to make an order for costs on such basis as the arbitrator(s) consider appropriate in the circumstances. The submission to the arbitrator(s), and any award made in pursuance of it, may, at the instance of either of the Parties and without notice to the other of them, be made an Order of the Ontario Court (General Division), pursuant to the Arbitration Act and the Courts of Justice Act (Ontario).

END OF SECTION

Appendix “B” – Scope of Work

List of Contents

The following sections hereby form part of and are appended to this Request Document as the Appendix “B” – Scope of Work

<u>ITEM NO.</u>	<u>SECTION TITLE</u>
1.0	Scope of Work
2.0	Hours of Work
3.0	Place of Work/Travel Expenses
4.0	Assignment of Work
5.0	Management of Work
6.0	Job Descriptions
7.0	General Safety Requirements

1.0 Scope of Work

- 1.1 The Vendor shall provide, as required at Metrolinx’s request, temporary information technology technical resources on an emergent basis, with minimum experience and qualifications specified, for varying periods of time to perform various assignments in support of the Metrolinx I&IT Solution Delivery division.
- 1.2 Job Descriptions for resources are provided for in Section 6.0 below.
- 1.3 In certain circumstances, Metrolinx may need to staff other positions not specified in the Job Descriptions herewith. On these occasions Metrolinx and the Vendor shall mutually agree in writing to the hourly rate for the position.
- 1.4 The Vendor shall provide to Metrolinx only those candidates with a “clear” Criminal Reference Check status for work assignment. The Criminal Reference Check shall be less than 12 months old from the commencement of the work assignment.
- 1.5 Prior to the commencement of any work assignments, the Vendor will provide the Placed Person with the Metrolinx onboarding materials for orientation purposes.

2.0 Hours of Work

- 2.1 Resources are required to work Monday to Friday during normal office hours which are defined as a seven (7) hour and fifteen (15) minute workday, with a one (1) hour unpaid lunch. Saturdays, Sundays and Statutory Holidays are off days.

3.0 Place of Work / Travel Expenses

- 3.1 Work will take place in the Greater Toronto Area and may require travel to any Metrolinx office, bus or rail location in the Greater Toronto and Hamilton Area.

4.0 Assignment of Work

- 4.1 For each assignment Metrolinx will provide the Vendor(s) with a request for a specific resource(s) and the estimated length of time for the assignment.
- 4.2 After performing their screening process, the Vendor(s) will, in response, submit resumes of their top three (3) candidates, along with a candidate evaluation summary.
- 4.3 Metrolinx will upon receipt and review of the Vendor's response, at their sole discretion, either:
- 4.3.1 Accept a candidate;
 - 4.3.2 Request the Vendor provide additional resumes for the required position(s); or
 - 4.3.3 Decline the resumes provided by the Vendor for the required position, at which time Metrolinx may, at its sole discretion, request another Vendor to provide resumes for the required position(s).
- 4.4 Interviews will be conducted in person by Metrolinx managers.
- 4.5 Price shall be based on the maximum hourly billing rate for the identified position specified in the Articles of Agreement.

5.0 Management of Work

- 5.1 The Vendor shall assign a Vendor Representative who will direct the provision of the Work and maintain ongoing contact with Metrolinx's representative to ensure that issues arising during the provisions of the Work are dealt within an efficient, effective and timely manner.
- 5.2 The Vendor Representative shall provide an assignment confirmation to Metrolinx indicating the following information of the assignment:
- Metrolinx RQQ Number:
 - Contract / Purchase Order Number under RQQ:
 - Vendor Company Name:
 - Placed Person's Full Legal Name:
 - Placed Person's Preferred Name (if different):
 - CONTRACT ROLE:

- Job ID (IRAP #):
- Metrolinx I&IT Resource Manager:
- Metrolinx I&IT Group/Team:
- Metrolinx I&IT Primary Office Location:
- New Hire or Contract Extension:
- Date Criminal Reference Check was completed by Vendor (must be less than 12 months old from the commencement of the work assignment):
- Original Contract Start Date (mmm-dd-yyyy):
- Original Contract End Date (mmm-dd-yyyy):
- Vendor's Original Billing Hourly Rate (excluding HST):
- Vendor's Hourly Billing Rate for this Contract Extension where applicable (excl. HST):
- Start Date for this Contract Extension (where applicable):
- End Date for this Contract Extension (where applicable):
- SPECIAL NOTES (e.g., Change of role, rate, dates, etc.):
- Name of Vendor Representative Confirming Acceptance by Placed Person and Vendor:
- Confirmation Date (mmm-dd-yyyy):
- Confirmation that the Placed Person has received Metrolinx' onboarding materials:
- Confirmation that the Vendor has entered into a written agreement per General Conditions section 2.3(c):

5.3 The Vendor Representative shall provide a monthly tracking report for all Placed Persons with Metrolinx as of the end of each month indicating the start date of the assignment, end date of the assignment, hourly rate, and position title. The report should also include the forecasted billing for the each Placed Person along with the financial position of the Contract.

6.0 Job Descriptions

Item No.	Job Position Title
1	Business/Systems Analyst
2	Cisco Networking Specialist
3	Oracle Database Administrator
4	IT Applications Documentation Specialist
5	IT End Point Deployment Specialist
6	IT Facility Systems Technical Coordinator
7	Microsoft Enterprise Services Specialist
8	Microsoft Server Specialist
9	Quality Assurance Analyst
10	Quality Assurance Lead
11	Senior Database Administrator
12	Senior Solution Design Practice Lead
13	Senior Solution Design & Management Lead
14	Software Developer (.Net)
15	Software Developer-Java
16	Software Developer-Microsoft Server
17	Software Developer-Microsoft UI
18	Software Developer-Oracle
19	Software Developer-SharePoint
20	Software Developer-Web UI
21	Software Developer-Web-Server
22	Senior Software Lead / Developer
23	Software Tester
24	Solution Delivery Resource Coordinator
25	Solution Manager
26	Team Lead, Solution Quality Control
27	Usability Expert UI/UX Designer
28	VMware Specialist
29	VoIP Specialist
30	Solution Development Team Lead
31	CRM Developer
32	Microsoft Visual Studio Team Services (VSTS) Administrator Microsoft Team Foundation Server (TFS) Specialist
33	Qlikview/Qlik Sense Report Writer / Developer
34	SQL Server Database Administrator
35	SSRS Report Writer

6.1 Business/Systems Analysis

Position:	Business/Systems Analysis
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • Bachelor's degree, typically in a technical field such as computer science, information technology, engineering or information systems - or - completion of an apprenticeship program with trade certification <p>Experience/skills required:</p> <ul style="list-style-type: none"> • 6 years of related experience • Demonstrated applied knowledge of the Software Development Life Cycle, and leadership in the successful deployment of significant technological solutions • Expertise in requirements definition and functional design, including modelling tools and methods. Strong quantitative and analytical skills, including data modelling, process and workflow analysis. • Strong knowledge and experience with agile/scrum methodology and iterative practices in a service delivery life cycle • ITIL V3 Foundations certification is preferred; knowledge of Enterprise ITSM Support processes, including a deep understanding of incident, problem and change management processes • Experience facilitating workshops and focus groups with strong business/client engagement skills • Self-starter; capable of managing multiple priorities with limited instruction or oversight • Strong team leadership, organizational, interpersonal and written/oral communication skills • Prior experience with the Service Now application interface (or similar tools) is a plus. • Demonstrated deep understanding of the business domain and drive to defined standards which are intended to resolve current state service issues • Highly proficient in MS Office, Visio, Project 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • Extensively analyzing business processes and workflows and facilitating business process mapping and reengineering • Using interviewing, analysis and requirements gathering methods to deliver work products such as use cases/user stories and user acceptance criteria across multiple project engagement iterations • Demonstrating how process and technology integrate to deliver high business value • Describing the relationship between a proposed solution and trade-offs based on the 	

client's business requirements

- Consulting with management and users to determine the needs of the system
- Designing a system to meet the business goals
- Specifying inputs and formatting outputs to meet users' needs
- Using techniques such as sampling, model building and structured analysis, along with accounting principles, to ensure the solution is efficient, cost-effective and financially feasible
- Developing specifications, diagrams and flowcharts for programmers to follow
- Overseeing implementation, coordinating tests and observing initiation of the system to validate performance

6.2 Cisco Networking Specialist

Position:	Cisco Networking Specialist
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Diploma in computer science/engineering, Cisco CCNA/CCNP, or a combination of education and experience deemed equivalent	
Experience/skills required: <ul style="list-style-type: none">• Require up-to-date knowledge and understanding of business and industry needs, as well as the technical demands;• Excellent communication skills, particularly the ability to communicate with staff who are not technically trained;• To take on a variety of tasks and pay attention to detail;• Analytical and problem-solving ability;• Teamwork skills and the ability to feel comfortable working with different teams, clients and groups of staff across an organization;• Organizational skills and the ability to priorities your workload.• Experience with QoS network implementations for voice and video applications• Expertise in routing protocols, with specific knowledge in BGP, multicasting, and anycasting• Proven track record of designing and/or maintaining robust, world-class production networks• Cisco CCIE or equivalent experience a plus	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Experience with QoS network implementations for voice and video applications• Cisco CCNP certification or higher• Enterprise switching and routing implementations• Multi-site redundant layer 2 and 3 design and implementations• Perimeter IP security firewalls, IDS, and web filtering• Prepares implementation plans for particular technologies• Installs and monitors particular facets of technology• Configures and optimizes technical installations• Troubleshoots, and responds to user problems• Maintains up to date knowledge of particular technologies, and products supporting those technologies• 3rd level support• Develops and performs training related to operational monitoring and initial trouble	

analysis

- Coordinates and monitors vendor support and services; maintains vendor record activity to ensure accurate equipment status, and service invoicing
- Clearly communicates any changes which may affect operations in advance
- Performs some on-call coverage responsibilities

6.3 Oracle Database Administrator

Position:	Oracle Database Administrator
Minimum years of role-specific experience:	5 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Knowledge of computer science field with particular emphasis on Database design and architecture normally attained through completion of a 3-year community college program, and certification as an Oracle DBA, or an equivalent combination of education and experience.	
Experience/skills required: <ul style="list-style-type: none">• A minimum of 5 years of experience, including 3 years of active experience as a DBA, with use of current versions of Oracle• Extensive knowledge of relational database architectures, including installation, design, creation and use of procedures, backup/recovery, database performance monitoring, tuning, fault tolerance, and analysis• Strong knowledge of and experience with current network and client operating systems (Unix and Windows Server) and system software (backups, virus protection, etc.). Excellent organizational and interpersonal skills.• Excellent oral and written communication skills	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Develops and carries out installation of Oracle DBMS and related products, including applications, on different operating systems. Builds Oracle databases according to design specifications. Researches Oracle Database parameters and options on operating systems according to current corporate needs.• Researches Oracle distributed architecture and client server strategies. Develops and provides test installations with different client versions. Builds links between remote Oracle databases.• Projects database requirements for future needs taking account of planned applications, numbers of users, level of activity, growth of data, etc.• Researches alternative methods and tools for monitoring, tuning, and analyzing database instances. Installs and tests these tools. Monitors all in-house Oracle databases daily.• Researches methods of improving Oracle performance. Identifies and implements appropriate solutions for database performance problems. Provides tuning of Oracle statements that are used by applications and, based on tuning results, recommends alternative Oracle statements or indexes. Monitors database fragmentation and implements procedures to reduce it.• Researches and develops different backup and recovery strategies for Oracle databases residing on operating systems including Windows and UNIX. Manages the	

implementation of backup procedures and database recovery.

- Executes SQL procedures to create application-specific tables, triggers and stored procedures. Evaluates and advises Developers on the implications of using stored subprograms to implement business rules.
- Researches different Oracle security strategies. Creates and manages database users, monitors and audits database access, and investigates suspicious intrusions. Develops and implements a strategy for managing security.
- Provides Oracle software installations and upgrades. Allocates and manages physical and logical storage structures. Controls system source usage by creating proper profiles. Creates procedures for data flow between Oracle and any other databases.
- Assists IT staff with administrative, design and testing activities as assigned
- Performs other related duties as assigned

6.4 IT Applications Documentation Specialist

Position:	IT Applications Documentation Specialist
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Bachelor's degree or diploma in computer science or a related field, with a minimum of 10 years of related experience	
Experience/skills required: <ul style="list-style-type: none">• Application design and development experience• Diverse technical experience with a variety of applications in corporate, financial, operations, and customer service areas• Experience with developing professional quality documents• Experience with developing artifacts using information from design discussions, whiteboards, or collections of documents	
Responsibilities may include but are not limited to:	
The role will be required to assist with the documentation of the following technologies: <ul style="list-style-type: none">• Architecture diagrams• Build books and user guides• Corporate applications• Data models• Database models• Operational technologies relating to transportation, facilities, and safety/security	

6.5 IT End Point Deployment Specialist

Position:	IT End Point Deployment Specialist
Minimum years of role-specific experience:	4 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Bachelor's degree or diploma in computer science or a related field, with a minimum of 4 years of related experience	
Experience/skills required: <ul style="list-style-type: none">• Relevant certification for the role preferred or an equivalent approved combination of experience and certification• Prior experience in mid-large size organizations for end-point deployment projects• Experience in the service desk tool for incident tracking (i.e., BMC Magic or Remedy)• Strong written and oral communication skills	
Responsibilities may include but are not limited to: <ul style="list-style-type: none">• Examples of rollout of PC desktops, telephony, software, or printers to numerous locations• Providing first level support, pre and post implementation• Experience imaging PCs, VOIP phones, and/or printers	

6.6 IT Facility Systems Technical Coordinator

Position:	IT Facility Systems Technical Coordinator
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Bachelor's degree or diploma in computer science or a related field, with a minimum of 10 years of related experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> The role will require leadership, great communications skills, working under pressure, ability to meeting fixed and shrinking timelines, and strong understanding of many IT systems used in facilities. Experience with large construction projects, working with sub-trades, and interfacing with numerous technical teams is an asset. Overall technical lead for IT services implementation, commissioning, and testing. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Is responsible for delivery of IT services such as network, servers, CCTV, PA, digital signage, VOIP, intercoms, alarm systems, etc. Reports to resource manager: Manager of Network Engineering Dedicated to a portfolio of project work packages reporting to one Senior Project Manager Detailed planning and design of complete infrastructure Reviewing and understanding detailed premise wiring blueprints Managing changes to completed construction (adding new cable runs, changing cabinets, etc.) Design review, changes, and documentation of premise wiring and network switch port allocations Design review, changes, and documentation for rack layouts Detailed design of port allocation and patch panel configurations Providing technical oversight during the implementation of the communications rooms, racking, and wiring by construction subcontractors Escalating technical challenges to the project manager Commissioning and quality control Completing as-built documentation and operations guides Technical handover to IT operational teams and training 	

6.7 Microsoft Enterprise Services Specialist

Position:	Microsoft Enterprise Services Specialist
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • Diploma in computer science/engineering, Microsoft MCIT (Microsoft Certified IT Professional), MCTS (Microsoft Certified Technology Specialist), or an equivalent approved combination of experience and certification <p>Experience/skills required:</p> <ul style="list-style-type: none"> • A team player with a track record for meeting deadlines • Knowledge of middleware and gateways • Knowledge of network topologies • Experience with systems management tools • Experience with configuration management systems • Experience with SAN installation and configuration on Hitachi, Oracle, IBM, and/or EMC • Experience in systems analysis and design, and the use of development tools • Excellent analytical, problem-solving and decision-making skills; verbal and written communication skills; and interpersonal skills 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • Specializes in technologies such as MS Exchange, SharePoint, Identity Management, CRM, SCOM, SCCM, IIS web infrastructure, etc. • Patches and system updates • Resolution / escalation of issues • Performs evaluation of new software • Designs, implements/upgrades and tests new services • Participates in projects as a technical project team member, or may serve as the technical lead on projects • Develops and maintains policies, procedures and standards specific to application activities • Participates in enterprise architecture planning and integration • Participates in disaster recovery planning • Develops and implements department specific performance and service standards • Provides second and third level technical support for Microsoft technologies • Develops and performs training related to operational monitoring and initial trouble analysis • Coordinates and monitors vendor support and services. Maintains vendor record 	

activity to ensure accurate equipment status, and service invoicing

- Clearly communicates any changes which may affect operations in advance
- Performs some on-call coverage responsibilities

6.8 Microsoft Server Specialist

Position:	Microsoft Server Specialist
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none"> Diploma in computer science/engineering, Microsoft MCIT (Microsoft Certified IT Professional), MCTS (Microsoft Certified Technology Specialist), or an equivalent approved combination of experience and certification Experience/skills required: <ul style="list-style-type: none"> Server builds and deployments – physical or virtual Microsoft server/storage design and implementation Designs and implements Microsoft Hyper-V virtualization Implements HP Server and SAN storage technologies Implements high availability clusters and dual-site data replication Infrastructure documentation skills : build and run books Microsoft Active Directory Microsoft Systems Centre Operations and Configuration Manager 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Server builds and deployments – physical or virtual Microsoft server/storage design and implementation Designs and implements Microsoft Hyper-V virtualization Implements HP Server and SAN storage technologies Implements high availability clusters and dual-site data replication Enterprise Citrix infrastructure Infrastructure documentation: build and run books Microsoft Active Directory 2008 R2 Microsoft Systems Centre Operations and Configuration Manager Windows security policies, best practices, and implementation Understanding of Microsoft applications and database design Enterprise anti-virus 3rd Level Support Develops and performs training related to operational monitoring and initial trouble analysis Coordinates and monitors vendor support and services; maintains vendor record activity to ensure accurate equipment status, and service invoicing Clearly communicates any changes which may affect operations in advance Performs some on-call coverage responsibilities 	

6.9 Quality Assurance Analyst

Position:	Quality Assurance Analyst
Minimum years of role-specific experience:	5 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• University Degree Experience/skills required: <ul style="list-style-type: none">• 5+ years of experience with the testing process and applying software test methodologies• Knowledge of Transportation Operations terms and concepts• Strong experience with writing and executing test cases• Experience with data analysis and data verification• Strong interpersonal and written communication skills• Experienced with HP ALM, Microsoft TFS, UFT, LoadRunner, SoapUI or similar• 3+ years of experience in testing Android and IOS-based mobile applications (desirable)• Knowledge of automation tools for testing mobile apps would be an added advantage.• Ability to generate summary and detailed test progress reports• Ability to quickly ramp up understanding of underlying technologies and infrastructure• Strong focus on satisfying the needs of the customers• Ability to work independently with the client on site	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Engages 3rd party vendors in test planning and coordination of end-to-end testing activities• Works closely with Software Developers and other technical staff to develop test specifications and build test cases to test product functionality, and investigate all potential product test failures• Reviews new or modified programs, including documentation, diagrams, and flow charts, to determine if the program will perform according to the user request and conform to guidelines• Evaluates and tests new and modified software programs to verify the program's function according to user requirements and conformance to established guidelines• Plans, analyses, and defines testing strategies for software and system testing• Acts as a quality assurance resource on project teams, and interacts with stakeholders, Project Managers, Developers, and other technical staff	

- Recommends program improvements or corrections to programmers
- Conducts compatibility tests with vendor-provided programs. Monitors program performance after implementation to prevent recurrence of program operating problems and ensure efficiency of operation.
- Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to economically and efficiently ensure software quality
- Communicates test progress, test results, and other relevant information to project stakeholders and management
- Generates summary and detailed test progress reports

6.10 Quality Assurance Lead

Position:	Quality Assurance Lead
Minimum years of role-specific experience:	9 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • University degree • Certificate in Quality Assurance / software testing (CSTB) <p>Experience/skills required:</p> <ul style="list-style-type: none"> • Client references • 3+ years of experience in developing automation testing scripts • 3+ years of leading small to medium sized teams ranging from 1 - 6 members • Experienced with HP ALM, Microsoft TFS, UFT, LoadRunner, SoapUI or similar • 3+ years of experience in testing Android and IOS-based mobile applications (desirable) • Experience leading meetings with a variety of business stakeholders, including the executive level • Experience as a Business / Systems Analyst is an added value. • Experience in Microsoft .NET Technologies, SharePoint, and SQL Server, and familiarity with transportation operations terms and concepts are beneficial. Good communication skills are essential, as are advanced MSOffice skills. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • Establish and evolve formal QA processes, ensuring that the team is using industry-accepted best practices • Oversee all aspects of quality assurance including establishing metrics, applying industry best practices, and developing new tools and processes to ensure quality goals are met • Review project requirement and design documentation to ensure that requirements stated are correct, unambiguous, and verifiable • Act as a key point of contact for all QA aspects of releases, providing QA services and coordinating QA resources internally and externally • Conduct compatibility tests with vendor-provided programs • Lead and mentor QA team members, as well as manage outside contract testers • Lead development of test plans, test scripts (manual and automated) and test data • Participate in functional and technical design reviews, perform integration/functional and system testing, and verify test results • Engage 3rd party vendors in test planning and coordination of end-to-end testing activities • Automation projects planning, development of automation scripts, development of 	

automation frameworks, testing suites, execution, tracking, reporting and documenting

- Analyze QA requirements and translate them into automation testing scripts
- Guide and lead hands-on development of SOA testing scripts using various automation tools
- Manage, facilitate and attain resolution for identified testing issues with system or business processes requiring cross-functional team input/resolution
- Make recommendations for improvement

6.11 Senior Database Administrator

Position:	Senior Database Administrator
Minimum years of role-specific experience:	8 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Knowledge of the computer science field with particular emphasis on computer technology normally attained through completion of a 4 year degree in computer science program, or an equivalent combination of education and related experience, with training in Oracle and Microsoft SQL Server.	
Experience/skills required: <ul style="list-style-type: none">• A minimum of six (6) years of work experience working as a multi-platform database professional, providing a solid background in the administration, design, and architecting of corporate databases with current versions of Oracle and SQL Server• Experience in a leadership role with a focus on database management projects and personnel• Extensive knowledge of relational database architectures, including installation, design, creation and use of procedures, backup/recovery, database performance monitoring, tuning, fault-tolerance, and analysis• Strong knowledge of and experience with current network and client operating systems (UNIX and Windows Server 2003 and higher) and system software (backups, virus protection, etc.)• Excellent organizational and interpersonal skills• Excellent oral and written communication skills	
Responsibilities may include but are not limited to: <ul style="list-style-type: none">• Leading the overall corporate database architecture strategy, including the analysis, design, development, and maintenance of data standards and practices, with particular emphasis on Oracle and Microsoft SQL Server database management systems• Leading database hardware and software evaluations to effectively manage the organization's database infrastructure• Leading the delivery of databases as part of the solutions to meet the business requirements of Metrolinx and its divisions• Leading the support and maintenance of databases, for consistency and referential integrity, and to ensure databases retain their business value throughout the active use of the business solution• Leading the development and improvement of procedures to automate database monitoring and proactive intervention, and to prevent customer impact• Implementing consistent and coordinated practices in internal database management activities through the support of appropriate policies and procedures, development of	

consistent and effective data architecture, and use of consistent management tools

- Owning database-related problems and pursuing problem resolution and root cause analysis
- Organizing and prioritizing database related work/tasks, and ensuring their coordinated execution by other Database Administrators
- Keeping management informed of the individual performance and technical skill levels of team members
- Identifying training needs and providing direct coaching development plans in order to meet current and future needs
- Designing and executing the overall database architecture strategy, along with necessary data standards and practices
- Reviewing all database systems prior to implementation to verify consistency and conformance with established corporate guidelines, policies and practices, as well as industry standard guidelines
- Working closely with strategic project and application development teams to develop data models and deliver databases that support business processes
- Using the latest concepts in database architecture, to determine technical design, and develop, test, and implement databases
- Overseeing the planning, execution, and documentation of migration activities for database version updates and service pack installations
- Overseeing capacity planning for future database needs by taking account of the number of planned applications, numbers of users, level of activity, growth of data, etc.

6.12 Senior Solution Design Practice Lead

Position:	Senior Solution Design Practice Lead
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • University degree and specialized training, or equivalent work experience • The Open Group Architecture Framework (TOGAF) and/or Zachman Framework are assets. <p>Experience/skills required:</p> <ul style="list-style-type: none"> • Typically requires 10+ years of relevant work experience - technology implementation experience is a plus. • Knowledge of SDLC and solution architecture methods • Knowledge of project management methodologies and tools • Familiarity with the technology organization and business application portfolio • Understanding of relevant technologies and development life cycles • Strong business and product knowledge 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • This role will provide expertise, guidance, and design leadership to a team of over 20 Solution Managers during the System Development and Project Management Life Cycles. • Provides guidance, assistance, and support to 8 internal and 15 external Solution Managers in the development of solution artifacts, solution options, and decisions. Assists with the implementation of the solution architecture governance process to ensure compliance of all projects to the desired state architecture. • Reports to the Senior Manager, Solution Design and Management, Director, Solution Delivery, and works closely with consultants who are engaged to operationalize the Solution Delivery area • Cultivates and disseminates knowledge of solution design and development support best practices to achieve common approaches, reduce design flaws and improve quality of solutions • Liaises with all project stakeholders and the Project Management Office to confirm solution designs, track project process through development, resolve problems, manage changes and address business expectations in the event of solution development issues • Validates existing and potential systems opportunities in order to provide advice to existing and future solution users • Tracks and monitors solution development projects and resolves escalated issues to avoid delays and minimize risks 	

- Is responsible for reviewing, adopting, and enabling new policies, standards, best practices and guidelines for the organization's Solutions Development and Management function
- Interfaces with Enterprise Architecture to ensure alignment with standards, reference architecture, and roadmaps
- Working with the Solution Managers this role maintains close working relationships with business and project stakeholders to understand business and technology goals and requirements.

6.13 Senior Solution Design & Management Lead

Position:	Senior Solution Design & Management Lead
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • Completion of a university degree or college diploma, preferably in an information technology, business administration, project management or a related discipline • Graduate degree in Business Administration (e.g., MBA) is an asset. • The Open Group Architecture Framework (TOGAF) and/or Zachman Framework are assets. • Current project management certification from a recognized institute (e.g., Project Management Professional (PMP) or PRINCE2) is an asset. <p>Experience/skills required:</p> <ul style="list-style-type: none"> • A minimum of six (6) years of experience leading teams and managing technical projects, with design and deployment of significant application n-tiered architecture • A minimum of four (4) years of program management experience, ideally working in the public sector • Demonstrated progressive experience in program management, planning, budgeting, prioritization and risk management, which preferably includes planning and producing target solution architecture, as-is documentation, to-be blueprints, and reference architecture documentation • Excellent knowledge of current development toolsets (Java, Oracle, Microsoft) and Unix and Windows operating systems; conversant with networking and communications principles • RDBMS background – Oracle and SQL Server relational databases • Systems Development Life Cycle (SDLC) with emphasis on application architecture and modelling, user interface design and data management • Experience with XML technologies for applications and systems interoperability • Relevant IT certifications in an Enterprise Architecture Framework (Open Group or Zachman) • Knowledge of leading edge practices for software solutions architecture for SaaS (Software as a Service), COTS, and in-house developments • Knowledge of integrated networking technologies, mainframe, midrange server, enterprise storage and SAN, standard facilities infrastructure/architecture management, cost models and procurement processes • Knowledge of technology developments, trends and new products 	
Responsibilities may include but are not limited to:	

- Reporting to the Senior Manager of Solution Design and Management, oversees a team of Solution Managers and their solution design activities

Functional

- Oversees a team of full time and contract Solution Managers and other supporting roles
- Oversees the development of project-related application and infrastructure technology solution architectures that are required by the business units, ensuring alignment with the business unit and organization strategy
- Provides oversight and contributes to the understanding of client business requirements - corporate I&IT information mandates, I&IT strategic plan, environments and standards - to participate in the development of solutions
- Contributes to the identification, assessment, mitigation and communication of solution risks
- Ensures that the team collaborates with stakeholders to determine the optimal model to source projects; engages and works with external vendors to deliver solutions, including providing input to RFP development
- Guides the remediation of troubled projects, and identifies the solutions to remedy the problems and prevent recurrence
- Ensures accurate consolidated program reporting (governance and monthly financials), supports client reporting, and seeks management guidance and approvals as necessary
- Provides team and people leadership:
 - Able to work at the senior level and with diverse, distributed teams
 - Creates a cohesive operational unit and makes optimal use of team skills
 - Has strong interpersonal skills and the ability to work well as part of a team
 - Has strong prioritization skills and the ability to work in a fast-paced environment

Technical

- Has knowledge of leading edge technologies' design criteria, and security and recovery procedures; prepares technical specifications for installation, testing and performance of integrated, multi-services systems; assesses performance, makes recommendations for improvement, and develops technical documentation
- Confirms the quality of proposed solutions in keeping with enterprise architecture standards and industry best practices
- Has conceptual and analytical skills to evaluate systems conditions, evaluate the technical performance and capacity of existing systems, and to determine the need and feasibility of expansion, renovation or replacement
- Has knowledge of leading edge delivery practices including when to adopt or combine waterfall, iterative, and incremental approaches

6.14 Software Developer (.Net)

Position:	Software Developer (.Net)
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Degree in computer science/engineering or equivalent work experience	
Experience/skills required: <ul style="list-style-type: none">• A minimum of 6 years of direct work experience as an enterprise Software Developer• Strong development background in C#• Strong experience with Object Oriented Design (OOD) and Service-Oriented Architecture (SOA)• Strong understanding of core Microsoft technologies, including: .Net 4.5 platforms, Winforms, Windows Communication Foundation (WCF) and Windows Presentation Foundation (WPF)• Knowledge and use of Microsoft's Team Foundation Server (TFS) and TFS components, and SQL Server 2008 and 2012• Experience with Microsoft Enterprise Library• Experience with Silverlight 5.0, MVC, MVVM and Prism is a plus.• Understanding of multi-threaded and asynchronous application design• Strong automated testing discipline; familiarity with continuous integration and test-driven development is a plus.• Strong knowledge of data storage technologies, especially SQL Server	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Applies the standard SDLC process in the development of business applications and solutions in response to business requirements• Develops system design documents for use in the coding and testing of business applications and solutions• Develops test plans and data and performs testing to verify that the programs function correctly and to ensure that modifications have not caused errors in other parts of the program, interfacing programs and interfacing systems• Designs, develops, and implements integrated web applications using industry standards such as web services and Service-Oriented Architecture• Coordinates data population, installation, training, technical and acceptance testing, and post-implementation refinements for all custom-developed objects• Prepares technical documentation for all development items; supports analysis, development and testing for enterprise solutions• Reviews and analyses software programs to gain a detailed understanding of the implementation of the underlying business functions	

- Performs second-level functional/technical support of business applications and solutions throughout their active life
- Follows established ITIL processes in troubleshooting, fixing, configuring, upgrading, testing, implementing or deploying fixes/patches/upgrades to web-based enterprise applications

6.15 Software Developer – Java

Position:	Software Developer – Java
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Community college diploma in a related field (i.e., computer science, information systems, etc.) with an emphasis on software design, or an equivalent combination of education, training and experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> A minimum of six (6) years of related work experience, with a solid background in analysis, design and development of corporate systems. Must have excellent knowledge of the principles, practices, and standards of the Software Development Life Cycle (SDLC). A minimum of five (5) years of experience in implementing, extending, and supporting web based n-tier enterprise applications Solid experience with industry standard database technologies, such as SQL, PL/SQL, Stored Procedures, ODBC, including building packages, stored procedures, triggers, cursors Expertise in various, if not all, Java-based technologies, such as Core Java, JDBC, J2EE, JSP, JavaScript, Spring, Servlets, XML based scripting, SOAP Strong knowledge of operating systems, middleware and other technologies for building and maintaining multi-tiered enterprise business solutions Knowledge of industry standard reporting and business intelligence tools Proven abilities in developing customizations using application programming interfaces (APIs), including exposure to extract, transfer, load (ETL) data integration processes Experience in applying fixes/patches/upgrades of vendor products 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Applies the standard SDLC process in the development of business applications and solutions in response to business requirements Develops system design documents for use in the coding and testing of business applications and solutions Develops test plans and data and performs testing to verify that the programs function correctly and to ensure that modifications have not caused errors in other parts of the program, interfacing programs and interfacing systems Designs, develops, and implements integrated web applications using industry standards such as web services and Service-Oriented Architecture Coordinates data population, installation, training, technical and acceptance testing, and post-implementation refinements for all custom-developed objects 	

- Prepares technical documentation for all development items; supports analysis, development and testing for enterprise solutions
- Reviews and analyses software programs to gain a detailed understanding of the implementation of the underlying business functions
- Performs second-level functional/technical support of business applications and solutions throughout their active life
- Follows established ITIL processes in troubleshooting, fixing, configuring, upgrading, testing, implementing or deploying fixes/patches/upgrades to web-based enterprise applications

6.16 Software Developer – Microsoft Server

Position:	Software Developer – Microsoft Server
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree in computer science/engineering or equivalent work experience <p>Experience/skills required:</p> <p>A minimum of six (6) years of work experience, providing a solid background in all phases of complex software development that includes direct exposure to, or working knowledge of:</p> <ul style="list-style-type: none"> Analysis, design and development of corporate systems Principles, practices, and standards of the Systems Development Life Cycle Developing and implementing Microsoft applications, such as the .NET platform Engineering tools including Visual Studio for the design, development, and testing of software Net 2.0, 3.5 and 4.0 platforms, Winforms Windows Communication Foundation (WCF), Windows Presentation Foundation (WPF), Silverlight and HTML 5 Microsoft's team Foundation Server (TFS) and TFS components, Oracle 11g, SQL Server 2005 and 2008 C#, Object Oriented design (OOD), Service-Oriented Architecture (SOA), and database storing technologies, such as SQL Server 2005 and later versions, and Oracle 10g and later versions Multi-threaded and asynchronous application design and familiarity with continuous integration and test-driven development Windows operating systems, and web services components, such as WSDL, SOAP, RESTful and other web services standards Excellent interpersonal skills, as well as written communication skills, are essential. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Developing, testing, and deploying department and enterprise level applications based on defined business requirements, in order to meet business information needs and priorities Developing, testing, and deploying web or desktop client interfaces according to Microsoft user interface standards for design Providing technical support for the installed Microsoft applications, components, and web or desktop clients throughout their active life 	

6.17 Software Developer – Microsoft UI

Position:	Software Developer – Microsoft UI
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree in computer science/engineering or equivalent work experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> Background in fine arts, graphic design, or publishing, combined with college courses in computer science A minimum of 6 years of experience as a Microsoft Designer / Developer Excellent knowledge of current web design trends and techniques Expert knowledge and proficiency in design tools, such as Adobe Creative Suite products, Dreamweaver, Flash, HTML5 XHTML/CSS, Silverlight Must have experience with one of the JavaScript frameworks such as: Node.JS (or) Angular.JS (or) Backbone.JS (or) Ember.JS (or) Bootstrap.JS (or) any other .JS frameworks Handling browser compatibility issues, working on cross / multiple web browsers and mobile browsers like Microsoft Internet Explorer, Netscape Firefox, Google Chrome, Apple Safari, Opera Cross browser experience with iPad, response across devices, cross platform implementation – tablet Vs desktop Build web pages, modules and fix bugs / problems (e.g., navigation) Participate in regular team meetings and code reviews Extremely detail-oriented, and able to produce accurate, precise work under minimal supervision and tight deadlines Able to take initiative to research and gather information Strong time management skills and attention to detail Strong written and verbal communication skills 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Developing, testing, and deploying department and enterprise level applications based on defined business requirements, in order to meet business information needs and priorities Developing, testing, and deploying web or desktop client interfaces according to Microsoft user interface standards for design Providing technical support for the installed Microsoft applications, components, web or desktop clients throughout their active life 	

6.18 Software Developer – Oracle

Position:	Software Developer – Oracle
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Community college diploma in a related field - OR - completion of an apprenticeship program with trade certification <p>Experience/skills required:</p> <ul style="list-style-type: none"> Related experience and training in the Oracle development tools such as PL/SQL, Oracle Forms, Oracle Reports and Oracle Discoverer, and Oracle BI publishing tools A minimum of 6 years of experience in implementing, extending, and supporting Oracle applications, including a minimum of 2 years of experience with Oracle's ERP Business Suite and Oracle Fusion Products Must have strong experience with Oracle PL/SQL, Stored Procedures, SQL*Loader, Oracle Discoverer, Oracle Forms , Oracle Reports Oracle Workflow, and Oracle Application Programming Interfaces (APIs) Java would be an asset. Must have good knowledge of Windows and Sun Solaris Unix operating systems, Oracle relational databases, ODBC and other connectivity software, and be conversant with communications technologies Excellent interpersonal skills as well as written and oral communication skills are essential. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Applies the standard SDLC process in the development of business applications and solutions in response to business requirements Develops system design documents for use in the coding and testing of business applications and solutions Develops test plans and data and performs testing to verify that the programs function correctly and to ensure that modifications have not caused errors in other parts of the program, interfacing programs and interfacing systems Designs, develops, and implements integrated web applications using industry standards such as web services and Service-Oriented Architecture Coordinates data population, installation, training, technical and acceptance testing, and post-implementation refinements for all custom-developed objects Prepares technical documentation for all development items; supports analysis, development and testing for enterprise solutions Reviews and analyses software programs to gain a detailed understanding of the implementation of the underlying business functions Performs second-level functional/technical support of business applications and 	

solutions throughout their active life

- Follows established ITIL processes in troubleshooting, fixing, configuring, upgrading, testing, implementing or deploying fixes/patches/upgrades to web-based enterprise applications

6.19 Software Developer – SharePoint

Position:	Software Developer – SharePoint
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree or diploma in computer science/information technology or equivalent work experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> Six (6) years of experience with Microsoft SharePoint server and Designer; a minimum of one (1) year's with 2010 and newer versions A minimum of 6 years of experience customizing sites with SharePoint Designer A minimum of six (6) years of experience implementing or supporting SharePoint server solutions Experience in developing and administering applications and workflows using Microsoft SharePoint 2010 and newer versions, and Visual Studio 2012 and newer versions In-depth knowledge of .Net web technologies, protocols, and tools Thorough understanding of application development methodologies Comprehensive experience with structuring, developing, and implementing interactive corporate web sites Experience in records management is a plus. Experience in PowerShell scripting and C# Strong knowledge of Microsoft SQL Server 2005/2008 including data access layer design (ADO.NET) Strong understanding of Object Oriented Design (OOD) and Service-Oriented Architecture (SOA) Experience in Microsoft SharePoint server and designer implementation methodology, SQL RDBMS, and familiarity with .Net development tools such as Windows Forms is necessary. Strong customer service skills and demonstrated ability to build professional relationships High degree of motivation and adaptability 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Identifies functional gaps between the business requirements and applications and identifies potential solutions Assists in the development of functional specifications of any additional customizations to meet functional gaps, including fast formulas Assists in the implementation of the SharePoint configuration and setups 	

- Develops testing strategies and test scenarios, and participates in their execution
- Validates test results and identifies any problems and their resolutions, including contacting Microsoft support to raise and monitor Technical Application Requests (TARs)
- Documentation of all relevant material according to the project standards. Knowledge transfer to internal subject matter experts.
- Helps define SharePoint site architecture and overall site structure
- Identifies, recommends, and prioritizes the technical aspect of SharePoint sites, intranets and extranets
- Develops, codes, installs, tests, debugs, and documents SharePoint applications using Visual Studio 2010 and newer versions
- Configuration of workflow within the SharePoint environment
- Diagnoses and troubleshoots problems with existing SharePoint applications and sites
- Provides end user support to troubleshoot production issues related to customizations
- Applies the standard SDLC process in the development of business applications and solutions in response to business requirements
- Develops system design documents for use in the coding and testing of business applications and solutions
- Develops test plans and data and performs testing to verify that the programs function correctly and to ensure that modifications have not caused errors in other parts of the program, interfacing programs and interfacing systems
- Coordinates data population, installation, training, technical and acceptance testing, and post-implementation refinements for all custom-developed objects
- Prepares technical documentation for all development items; supports analysis, development and testing for enterprise solutions
- Reviews and analyses software programs to gain a detailed understanding of the implementation of the underlying business functions
- Performs second-level functional/technical support of SharePoint solutions throughout their active life
- Follows established ITIL processes in troubleshooting, fixing, configuring, upgrading, testing, implementing or deploying fixes/patches/upgrades to web-based enterprise applications

6.20 Software Developer – Web UI

Position:	Software Developer – Web UI
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree in computer science/engineering or equivalent work experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> Background in fine arts, graphic design, or publishing, combined with college courses in computer science A minimum of 6 years of experience as a Web Designer / Developer Excellent knowledge of current web design trends and techniques Expert knowledge and proficiency in design tools, such as, Adobe Creative Suite products, Dreamweaver, Flash, HTML/XHTML/CSS Knowledge and demonstrated experience with cross-browser and cross-platform requirements (IE, Firefox, Safari, etc.) Strong knowledge of Microsoft SQL Server 2008/2012 and Oracle version 11g and 12g Scripting languages such as JavaScript, vbscript, jQuery, and ActionScript Extremely detail-oriented, and able to produce accurate, precise work under minimal supervision and tight deadlines Able to take initiative to research and gather information Responsible, dependable, and serious about contributing to the success of the company Comfortable working in a corporate business environment Strong time management skills and attention to detail Strong written and verbal communication skills 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> The Software Developer -Web UI is responsible for the layout, visual appearance, and usability of the website. The Software Developer - Web UI should know the standard differences in style and function between sites for different purposes. The Software Developer -Web UI will liaise closely with a customer or client at the design stage and find the answers to questions about why the site is needed, who the target audience will be, who the leading competitors are, etc. The Software Developer- Web UI will design interfaces that will be attractive to the target user, have a logical navigation system, and have all the required features. The Software Developer - Web UI will code web pages with HTML5 and XHTML, CSS, JavaScript, ActionScript, ColdFusion, .Net, and Flash. The Software Developer -Web UI will decide how images and other material will be 	

digitally optimized and presented for the web.

- The Software Developer - Web UI will ensure that material on the web site is accessible to all groups including those with disabilities.
- The Software Developer -Web UI will test the site for functionality in different browsers and at different resolutions.

6.21 Software Developer – Web Server

Position:	Software Developer – Web Server
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree in computer science/engineering or equivalent work experience Microsoft technology certification is preferred. <p>Experience/skills required:</p> <ul style="list-style-type: none"> Requires a minimum of 6 years of hands-on involvement in all phases of complex web based software development including: analyzing, designing, modeling, developing, testing and deploying multi-channel/site web solutions Deep knowledge of Microsoft web development technologies including webforms (ASP .NET, C#.NET, VB.NET), scripting technologies (JavaScript XHTML, HTML5, CSS, AJAX, Silverlight, Adobe Flash), and web services (SOAP, WSDL) using Visual Studio 2008/2010 Superior communication skills are important; gathering requirements, communicating alternatives, risks and technical design to the team lead Experience or understanding of architecture methods and tools 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Actively participate in a team environment with the client stakeholders, Project Manager, Business Analysts, creative design, development, and QA/testing teams to execute consulting engagements using Microsoft technologies Implement solutions while applying development methodologies and best practices in the client environment Actively contribute to the improvement of the overall development process and Microsoft Solutions practice Actively collaborate with team members to support cross training and mentoring activities The Web Developer will analyze, review and modify web systems by maintaining, documenting, testing, developing, and monitoring. The Software Developer - Web Server will code web pages utilizing CSS and XHTML and programming languages including JavaScript, ASP.NET and combinations of languages, e.g., AJAX. The Software Developer - Web Server will work in a <.NET> development framework. The Software Developer - Web Server will work with Oracle and SQL Server database systems. The Software Developer - Web Server will create web functionality according to specifications. 	

- The Software Developer - Web Server will code dynamic pages that interface with the database.
- The Software Developer - Web Server will handle server-side tasks.
- The Software Developer - Web Server will maintain the integrity of the code.

6.22 Senior Software Lead/Developer

Position:	Senior Software Lead/Developer
Minimum years of role-specific experience:	8 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Knowledge of computer science field with particular emphasis on software design normally attained through completion of a four-year degree in computer science, or equivalent combination of education and related experience, with training in the Microsoft (Visual Studio), Oracle, and other software development technologies.	
Experience/skills required: <ul style="list-style-type: none">• A minimum of eight (8) years of work experience, providing a solid background in the analysis, design and development of corporate systems. Demonstrated experience in implementation of creative and effective solutions to business needs by means of both purchased and developed solutions.• Excellent knowledge of the principles and practices of systems development, with the ability to promote a coherent corporate approach to Enterprise application delivery using a multi-tiered architecture• A minimum of six (6) years of experience in developing and implementing small and large Enterprise applications developed with Microsoft Visual Studio, Business Objects, Oracle Developer and Oracle Reports, with a strong ability to write SQL code• Understanding and using XML technologies for applications and systems interoperability• Must have good knowledge of Windows and/or Sun Solaris Unix operating systems, RDBMS background - SQL Server relational databases, and ODBC and other connectivity software, and be conversant with communications technologies• Excellent interpersonal skills as well as written and oral communication skills are essential.	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Leads the preparation of detailed specifications from which programs will be written, based on an understanding of the business or functions for which the application is designed• Uses the latest concepts in application architecture, and standard Software Development Life Cycle (SDLC) processes to determine technical design, develop and test code, and document and implement software solutions at the application level• Leads the technical analysis, program design, coding, testing, debugging, and documentation, with full technical knowledge of all phases of applications systems analysis and programming• Leads the development and support of applications as needed, either individually or as part of a team, including the modification of existing programs to conform to	

system changes, or to make improvements in the existing program

- Leads application developers at the subproject or project levels, and schedules and facilitates quality assurance functions, including walkthroughs of the code and the application
- Reviews all programs prior to implementation to verify consistency and conformance with established departmental guidelines, policies and practices, as well as industry standard guidelines
- Leads or performs the acceptance testing and program implementation for all assigned systems and/or projects
- Works with user departments to advise on, or resolve, specific problems or make changes in systems applications, capabilities, alternative programming approaches, limitations, etc.

6.23 Software Tester

Position:	Software Tester
Minimum years of role-specific experience:	3 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• University Degree Experience/skills required: <ul style="list-style-type: none">• The individual must have a minimum of three (3) years of experience in software testing• Knowledge of the testing process and applying software test methodologies• Experience with writing and executing test cases• Strong interpersonal and written communication skills• Ability to generate summary and detailed test progress reports• Ability to quickly ramp up understanding of underlying technologies and infrastructure• Ability to work independently with the client on site	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Works closely with Software Developers, QA lead and other technical staff to develop test specifications and build test cases to test product functionality, and investigate all potential product test failures• Evaluates and tests new and modified software programs to verify that programs function according to user requirements and conform to established guidelines• Acts as a software tester resource on project teams, and interacts with stakeholders, Project Managers, Developers, and other technical staff• Communicates test progress, test results, and other relevant information to project stakeholders and management• Generates summary and detailed test progress reports	

6.24 Solution Delivery Resource Coordinator

Position:	Solution Delivery Resource Coordinator
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Bachelor's degree in computer science or a related field, with a minimum of 6 years of related experience	
Experience/skills required: <ul style="list-style-type: none">• Good knowledge and practical experience in planning, scheduling and management• Strong understanding of IT roles and responsibilities in applications and infrastructure• Ability to effectively monitor the development of several solution resource assignments simultaneously• Must be a self-starter and can work independently	
Responsibilities may include but are not limited to:	
Assist Solution Delivery in related activities including: <ul style="list-style-type: none">• Assist in the development of resource capacity planning and ongoing resource management as related to I&IT capital projects and operational assignments• Assist with the onboarding of resources• Assist with executing the procurement process related to contract resources• Assist with financial analysis• Report on the utilization of all I&IT Solution Delivery resources within the I&IT division• Prepare the documentation of all meeting minutes as required	

6.25 Solution Manager

Position:	Solution Manager
Minimum years of role-specific experience:	8 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> University degree in applied sciences such as engineering, systems design, computer science, or business, or a combination of education, training and experience deemed equivalent The Open Group Architecture Framework (TOGAF) and/or Zachman Framework are assets. Current project management certification from a recognized institute (e.g., Project Management Professional (PMP) or PRINCE2) is an asset. <p>Experience/skills required:</p> <ul style="list-style-type: none"> A minimum of 8 years of related work experience, with a solid background in analysis, design and development of corporate solution architecture. Must have an excellent knowledge of the principles, practices, and standards of solution architecture and the Systems Development Life Cycle. A minimum of 6 years of project / solutions management experience is required, which will ideally include working within the public sector environment. Business and I&IT solution consulting experience is preferred. ITIL Foundations is an asset. Former Experience in the Microsoft Visual Basic or Visual Studio Development suite and/or Oracle development tools; PL/SQL, Oracle Forms, Oracle Reports, and/or Oracle Discoverer, would be considered assets. Experience developing and implementing small and large enterprise applications developed on Microsoft or Oracle platforms, with a strong ability to write SQL code Knowledge of the principles and practices of systems development and the Systems Development Life Cycle (SDLC) process, with the ability to promote a coherent corporate approach to enterprise application delivery using a multi-tiered architecture Experience analyzing solution needs and determining resources required to meet objectives Knowledge of operating systems, middleware, and other technologies for building and maintaining multi-tiered enterprise business solutions Experience with working at the senior level and with diverse, distributed teams Experience with multiple, industry standard, structured, and agile methodologies Leadership, problem solving, interpersonal, and oral/written/presentation skills to lead the analysis, design, and development of enterprise business solutions across multiple platforms 	

Responsibilities may include but are not limited to:

- The role requires the Solution Manager to manage the solution architecture by providing guidance to the Solution Design and Delivery teams to ensure that solution projects meet and/or exceed business expectations.
- Provides design and oversight of design for I&IT business solutions (application and infrastructure) to meet customer needs within established enterprise architectural standards and policies
- Collaborates with the Project Management Office to determine the optimal model with which to source the project, considering available internal and external resources
- Liaises with the Project Manager / Delivery Coordinator (internal or external) throughout the solution development life cycle
- Collaborates with and provides expertise to clients on solutions; articulates and persuades relative to the value of the program / project, and ensures delivery of the value as committed
- Consults with clients to decompose business requirements determine their needs and develop plans for a solution.
- Collaborates with the Enterprise Architecture team on the solution design to ensure it conforms to enterprise architectural standards and future roadmaps
- Participates in project steering committee meetings as the lead I&IT solution design authority; advocates on behalf of the business to ensure that the solution is successful
- Contributes to policies directly impacting the development of application functionality used to manage and administer application security and access
- Recognizes and validates existing and potential systems opportunities in order to provide advice and guidance as required
- Tracks projects and initiatives, reviews progress and develops technology scope, time or cost changes; provides estimates during the startup and planning phases; escalates severe problems to the Senior Manager and informs PM, business and Business Analysts of any impact on business requirements
- Assists with accurate forecasting during the initiation and planning phases of the project for budgeting and financial management for each project
- Contributes to a working environment that is aligned with the organization's desire to be a "best company to work for", ensuring that people resources possess the required skills, are properly aligned, and are provided with the resources to do the job
- Provides technical direction to a cross-functional team engaged to deliver projects; delivers timely feedback to ensure a cohesive operational unit and the optimum use of team skills; monitors work assignments to ensure adherence to timelines; monitors the achievement of performance objectives
- Provides technical guidance and mentoring to managers, technical design and production support staff in the course of solution management, solution design, project and support activities

6.26 Team Lead, Solution Quality Control

Position:	Team Lead, Solution Quality Control
Minimum years of role-specific experience:	8 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • Completion of a university degree or college diploma, preferably in computer science/engineering, information technology, business administration, or a related discipline, or an equivalent combination of education, training and experience • Certified Manager of Software Quality (CMSQ) is an asset. • Project Management Professional (PMP) or PRINCE2 is an asset. • ITIL Foundations is an asset • Relevant IT certifications in Enterprise Architecture Framework (Open Group or Zachman) are an asset. <p>Experience/skills required:</p> <ul style="list-style-type: none"> • A minimum of three (3) years of progressive experience leading quality control teams to support and maintain IT environments, with a demonstrated ability to perform operational capacity management • A minimum of five (5) years of experience in planning and performing quality control and testing activities to verify that application and infrastructure components conform to defined requirements, system designs, and quality standards • Experience with project coordination to coordinate complex solution development projects to meet schedule and budget commitments 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • Provides delivery oversight to the Quality Control (QC) team and its activities in the development and execution of all testing strategies, plans and scripts within controlled, dynamic and varied testing solutions and environments <p>Functional/Technical</p> <ul style="list-style-type: none"> • Reporting to the Manager, Solution Quality Control, provides oversight to the Quality Control team to facilitate the seamless testing and delivery of vital software and infrastructure solutions. Responsibilities include: <ul style="list-style-type: none"> ○ Oversees testing activities designed to ensure the completeness, consistency, comprehensibility, feasibility and conformance to standards of Solution Delivery outputs, and ensures that testing activities are completed according to schedule ○ Oversees the development and validation of quality control standards and test procedures on new or modified applications or infrastructure; directs appropriate documentation, including detailed and summary design artifacts 	

and test reports

- Continually monitors processes used to create project deliverables and identifies any Quality Control process improvement activities
- Participates in the introduction of new capabilities within the Solution Delivery group, under the direction of the Manager, Solution Quality Control
- Provides technical leadership as required, prioritizing and setting goals, and organizing teams towards optimal performance and output based on skills
- Identifies, assesses and communicates delivery risks and contributes to resource allocation and alarm conditions using standardized escalation processes
- Develops and maintains oversight documentation, reporting to the Manager on activities including testing life cycle planning and optimization, and tracks team performance against standardized KPIs
- Maintains awareness of the business context and priority, including organization and program structure
- Monitors performance through gathering relevant data and produces statistical reports on fee-for-service contractor performance
- Establishes standards of service (Service Level Agreements) for automation, manual, and user acceptance testing in addition to release management
- Establishes and maintains all environmental integrations for third party/brokered work into the QC environment
- Interfaces with vendors, application support, Software Developers, and Project Managers to implement best practice testing methodologies
- Performs other duties as assigned

Customer/Stakeholder

- Communicates with the organization's end users regarding pertinent quality control activities and issues
- Collaborates with IT management to perform effective quality control staff and capability planning
- Effectively interacts and communicates with contacts/business partners across the organization on application and infrastructure support activities in the event of incidents

Operational Excellence

- Comprehends and validates delivery against solution design artifacts, to ensure that tested solutions deliver against business requirements
- Identifies the effectiveness and completeness of quality control strategies and ensures alignment with I&IT and other applicable cross-organization strategies

People Leadership

- Provides guidance to 15-20 team members; delivers timely feedback to ensure a cohesive operational unit and optimum use of team skills; monitors work assignments to ensure adherence to timelines; is not responsible for performance appraisal of the team

- Oversees fee-for-service contractors assigned to projects and associated activities (e.g., estimation and resource requirements, project planning, scheduling, controlling, and reporting) to ensure consistent processes as well as delivery of services in accordance with agreements/contracts
- Provides team and people leadership:
 - Able to work at the senior level and with diverse, distributed teams
 - Creates a cohesive operational unit and makes optimal use of team skills
 - Strong interpersonal skills and the ability to work well as part of a team
 - Strong prioritization skills and the ability to work in a fast-paced environment

6.27 Usability Expert UI/UX Designer

Position:	Usability Expert UI/UX Designer
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• University Degree or equivalent experience	
Experience/skills required: <ul style="list-style-type: none">• Strong background in transportation systems/operations and UI (user-interface)/UX (user-experience) design of enterprise information systems, with a graduate degree in human factors psychology• A minimum of 6 years of experience as a lead UI/UX designer, user-researcher, and usability analyst on enterprise level projects• Extensive experience in UI/UX design, user research, and user testing of both internal enterprise applications and customer-facing applications• Experience leading and actively promoting effective usability, UI/UX design, and user-research practices in technology oriented enterprises• Highly motivated to gather and share information to drive solution insights and inform effective UI/UX design decisions• Excellent knowledge of current and emerging UI/UX design and information delivery technology and practices• Ability to visualize and deliver design solutions that are optimally choreographed within planned technology evolution and usability / customer-experience strategy• Expert knowledge and proficiency in UI design / prototyping tools• Extremely detail-oriented, and able to produce accurate, precise work under minimal supervision and tight deadlines• Strong written and verbal communication skills with business and technical team members, solution owners, and business executives	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Research, design, evaluate, and provide support in development/deployment of highly usable and effective operational and customer-facing applications, based on defined business requirements, in order to meet stated business needs and priorities	

6.28 VMware Specialist

Position:	VMware Specialist
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Bachelor's degree or diploma in computer science or a related field, with a minimum of 10 years of related experience	
Experience/skills required: <p>The role will require leadership, great communications skills, working under pressure, the ability to meeting fixed and shrinking timelines, and strong understanding of and experience in delivering and supporting a highly available enterprise VMware infrastructure.</p> <ul style="list-style-type: none">• Experience configuring a highly available enterprise dual-site infrastructure• Experience with HP and/or Cisco Blade technology• Experience configuring Windows and Linux guests in a VMware ESX environment• SAN storage solutions experience with VMware utilizing Enterprise SAN solutions. Preferably HP 3PAR.• Expertise in developing automated scripts for monitoring or analyzing the operation of infrastructure (PowerCLI, shell/bash, Perl)• Strong organizational, analytical, multi-tasking, and prioritization skills	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Provide consultation to install, configure, and manage all aspects of the VMware VSphere environment, including creating virtual machines, installing new ESXi hosts, datastore creation and maintenance, P2V*s, and troubleshooting performance issues• Assist with troubleshooting technology issues, using various internal and external resources• Participate in the post mortem process for problems as appropriate• Provide full build book and run book documentation• Follow policies and procedures for change and incident management. Run projects from functional and technical perspectives.• Provide full knowledge transfer to the existing server team	

6.29 VoIP Specialist

Position:	VoIP Specialist
Minimum years of role specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
<ul style="list-style-type: none"> Diploma in computer science/engineering or a combination of education and experience deemed equivalent. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> The individual must have minimum (6) years' experience with VOIP and PBX design and implementation Experience with implementing Call Centre telephony and IVR systems Thorough understanding of networking requirements for VOIP implementations Experience with implementing dual-site fail-over solutions for VOIP infrastructures Experience with network design required by VOIP systems Thorough understanding of design required to provide 911 calling and designated waiting intercoms for remote offices Experience with integration of VOIP systems with Microsoft Active Directory, Exchange, and Lync experience with QoS network implementations for voice and video applications Technical lead experience for call centre technology and voice over IP infrastructure Develop migration plan from existing to new system Knowledge transfer to internal subject matter experts and internal technical resources. Strong background in Cisco IP Voice Systems (VoIP) with respect to intercoms, portable phones, cell phones, and hard-phones. Preferably with background in emergency communications either in a 911, industrial control, or other control center applications. Strong understanding of VOIP related Protocols: SIP, H.323, and other supporting protocols. Strong network background including routing, switching, and QoS. Enterprise switching and routing implementations. Understanding of perimeter IP security firewalls, IDS, and Web filtering. Prepares implementation plans for particular technologies. Installs and monitors particular facets of technology. Configures and optimizes technical installations. Troubleshoots, and responds to user problems. Maintains up to date knowledge of particular technologies; and Products supporting that technology. 3rd Level Support and some on-call coverage responsibilities post implementation may be required. 	

- Develops and performs training related to operational monitoring and initial trouble analysis.
- Coordinates and monitors vendor support and services. Maintains vendor record activity to ensure accurate equipment status, and service invoicing.
- Clearly communicates any changes which may affect operations in advance.

6.30 Solution Development Team Lead

Position:	Solution Development Team Lead
Minimum years of role-specific experience:	10 years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Completion of a university degree or college diploma, preferably in an information technology, business administration, project management or a related discipline, or an equivalent combination of education, training and experience. <p>Experience/skills required:</p> <ul style="list-style-type: none"> Minimum three (3) progressive experience leading technical teams to support and maintain IT environments, with a demonstrated ability to perform operational capacity management. Minimum five (5) years of experience in application development – analysis, design and development of web-based corporate systems, and associated implementation and support. Experience monitoring delivery based on business requirements, and performance management based on communication with key stakeholders Excellent knowledge of current development toolsets (Java, Oracle, Microsoft) and Unix and Windows operating systems, and be conversant with networking and communications principles. Systems Development Life Cycle (SDLC) with emphasis on application architecture and modelling, user interface design and data management. Strong knowledge of operating systems, middleware and other technologies for building and maintaining multi-tiered enterprise business solutions. Knowledge of developing customizations using application programming interfaces (APIs), including exposure to extract, transfer, load (ETL) data integration process. Knowledge of Architectural Frameworks, styles (e.g. ETL, Microservices, SOA) and patterns for application integration. Knowledge and use of message queuing protocols (MSMQ) and NoSQL databases Project Management Professional (PMP) or PRINCE2, an asset. Relevant IT certifications in Enterprise Architecture Framework (Open Group or Zachman), an asset. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Supervises the development activities of the application environment by: Overseeing and monitoring performance management activities, such as measurement of execution against physical solution architecture and other detailed design artifacts, to ensure that business expectations are met and that projects are delivered according to schedule; overseeing the application development to ensure operational viability, and that application optimization activities are enacted by staff. 	

- Ensuring adherence to industry best practices and application of standard Systems Development Life Cycle (SDLC) process in the development of business applications and solutions.
- Analyzing existing operations and providing recommendations to Management for the improvement and growth of the development environment.
- Leading or participating in the introduction of new capabilities within the Solution Development group.
- Reviewing and analyzing incoming solution development loads, prioritizing and setting goals, and organizing teams towards optimal performance and output based on skills.
- Identifies, assesses, and communicates delivery risks and contributes to resource allocation and alarm conditions using standardized escalation processes.
- Develops and maintains oversight documentation, reporting to the Manager on activities that includes application development lifecycle planning and optimization, and tracks team performance against standardized KPIs.
- Communicates with the organization's end users regarding pertinent application development activities and issues.
- Collaborates with IT management to perform effective staff, application and capability planning.
- Effectively interacts and communicates with contacts/business partners across the organization on application support activities during incident and problem resolution.
- Comprehends and validates delivery against solution design artifacts, including physical solution architecture and detailed design documentation.
- Knowledgeable in configuration and release management, enacting measures to ensure staff adhere to required release schedules.
- Proactively identifies and manages risks during the implementation of new solutions.
- Practices proper change management procedures for any changes to application business requirements.
- Identifies the effectiveness and completeness of business and technologies strategies and ensures alignment with I&IT and other applicable cross-organization strategies.
- Consolidates customer/stakeholder requirements and translates them into IT deliverables.
- Applies effective quality control and security measures to all applications modules.

6.31 CRM Developer

Position:	CRM Developer
Minimum years of role-specific experience:	6 Years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> • Degree in computer science/engineering or equivalent work experience • Microsoft technology certification is preferred. <p>Experience/skills required:</p> <ul style="list-style-type: none"> • A minimum of six (6) years of work experience, providing a solid background in all phases of complex software development that includes direct exposure to, or working knowledge of: • Solid Microsoft platform skills including minimum 3 years in Microsoft Dynamics CRM technical analysis, development and configuration. • Analysis, design and development of corporate systems • Principles, practices, and standards of the Systems Development Life Cycle • Experience implementing solutions, preferably Microsoft Dynamics 2013 and above with SharePoint integration. • Engineering tools including Visual Studio for the design, development, and testing of software • Net 2.0, 3.5 and 4.0 platforms, Winforms • Windows Communication Foundation (WCF), Windows Presentation Foundation (WPF), Silverlight and HTML 5 • Microsoft's team Foundation Server (TFS) and TFS components and SQL Server • Multi-threaded and asynchronous application design and familiarity with continuous integration and test-driven development • Windows operating systems, and web services components, such as WSDL, SOAP, RESTful and other web services standards • Excellent interpersonal skills, as well as written communication skills, are essential. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> • Developing, testing, and deploying department and enterprise level applications based on defined business requirements, in order to meet business information needs and priorities • Developing, testing, and deploying web or desktop client interfaces according to Microsoft user interface standards for design • Providing technical support for the installed Microsoft applications, components, and web or desktop clients throughout their active life 	

6.32 Microsoft Visual Studio Team Services (VSTS) Administrator

Position:	Microsoft Visual Studio Team Services (VSTS) Administrator
Minimum years of role-specific experience:	5 Years
Any individual proposed to fill this role must possess the following qualifications:	
<p>Education:</p> <ul style="list-style-type: none"> Degree in computer science/engineering or equivalent work experience <p>Experience/skills required:</p> <ul style="list-style-type: none"> Typically requires three to six years of technical experience in software design or product support. 3 to 5 years of VSTS Administration including latest versions Integrating and managing Atlassian tools (specifically JIRA and Confluence) Visual Studio 2015. Knowledge of Visual Studio 2017 an asset Advanced understanding of source control management (GIT, VSTS) Ability to design and build development tasks in JIRA/Confluence, to include customization. Ability to create JIRA reports (e.g., burndown reports, sprint reports, technical debt, etc.), visuals, and dashboards. Ability to manage code versioning and branching Oversee code merging Manage and execute builds and releases using VSTS Bachelor's degree in computer science or equivalent. Typically requires three to six years of experience in software design or product support. Experience migrating complex TFS collections to VSTS with custom modifications. At the interview be able to site examples, problems encountered and how you personally investigated and resolved the problem. 	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none"> Visual Studio Team Services (VSTS) administration; support and maintain version control VSTS - security and User administration VSTS project & branch creation Customize VSTS templates Create and maintain Confluence collaboration sites (e.g., Kanban boards, Scrum boards, documentation pages, etc.) Create, update and remove JIRA/Confluence user profile information for distributed development teams Provide JIRA/Confluence assistance, as needed, to development teams Setup and assist in the maintenance and administration of build/release systems VSTS monitoring - Check out history, Alerts, Build Status, Event logs, Workspace 	

- Test Manager - Configuration, Workflow, Clean up, automated build testing
- Perform software branching activities for each release cycle
- Troubleshoot application configuration issues in lower test and production environments; help ensure packages have been installed properly
- Building Custom Reports (with vanilla features)
- Prepare Training guide for Metrolinx team members
- Train Metrolinx team on Configuration and Release processes
- Microsoft VSTS best practice recommendations
- Process template customization/maintenance
- Linking and reporting on test events (generic tests) back to specific builds
- MS SQL report generation, manual and automated reports
- Development of documented procedures

6.33 Qlikview/Qlik Sense Report Writer/Developer

Position:	Qlikview/Qlik Sense Report Writer
Minimum years of role-specific experience:	5 Years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Community College diploma in a related field (i.e. Computer Science, Information Systems, etc.) with an emphasis on software design, or an equivalent combination of education, training and experience	
Experience/skills required: <ul style="list-style-type: none">• Minimum five (5) years' related work experience with a solid background in analysis, design and development of corporate systems. Must have excellent knowledge of the principles, practices, and standards of the Software Development Life Cycle (SDLC).• Minimum five (5) years' experience in Qlikview/ QlikSense design and development.• Very good understanding of QlikView/ QlikSense server architecture• Experienced in migrating dashboards from QlikView to QlikSense• Creating data connectors to connect Qlikview to various data sources• Design, develop and test Qlikview scripts to import data from source systems	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Applying standard SDLC process in the development of business applications and solutions in response to business requirements;• Interpret written business requirements and create and maintain technical specification documents• Develops test plans and data and performs testing to verify that the programs function correctly and to ensure that modifications have not caused error in other parts of the program, interfacing programs and interfacing systems;• Prepares technical documentation for all development items; supports analysis, development and testing for enterprise solutions.• Reviews and analyzes software programs to gain a detailed understanding of the implementation of the underlying business functions;• Performs second-level functional/technical support of business applications and solutions throughout their active life cycle	

6.34 SQL Server Database Administrator

Position:	SQL Server Database Administrator
Minimum years of role-specific experience:	5 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Knowledge of computer science field with particular emphasis on Database design and architecture normally attained through completion of a 3-year community college program, and certification as an SQL Server DBA, or an equivalent combination of education and experience.	
Experience/skills required: <ul style="list-style-type: none">• A minimum of 5 years of experience, including 3 years of active experience as a DBA, with use of current versions of SQL Server• Extensive knowledge of relational database architectures, including installation, design, creation and use of procedures, backup/recovery, database performance monitoring, tuning, fault tolerance, and analysis• Strong knowledge of and experience with current network and client operating systems (Unix and Windows Server) and system software (backups, virus protection, etc.). Excellent organizational and interpersonal skills.• Excellent oral and written communication skills	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Develops and carries out installation of SQL Server DBMS and related products, including applications, on different operating systems. Builds SQL Server databases according to design specifications. Researches SQL Server Database parameters and options on operating systems according to current corporate needs.• Researches SQL Server distributed architecture and client server strategies. Develops and provides test installations with different client versions. Builds links between remote SQL Server databases.• Projects database requirements for future needs taking account of planned applications, numbers of users, level of activity, growth of data, etc.• Researches alternative methods and tools for monitoring, tuning, and analyzing database instances. Installs and tests these tools. Monitors all in-house SQL Server databases daily.• Researches methods of improving SQL Server performance. Identifies and implements appropriate solutions for database performance problems. Provides tuning of SQL Server statements that are used by applications and, based on tuning results, recommends alternative SQL Server statements or indexes. Monitors database fragmentation and implements procedures to reduce it.• Researches and develops different backup and recovery strategies for SQL Server	

databases residing on operating systems including Windows and UNIX. Manages the implementation of backup procedures and database recovery.

- Executes SQL procedures to create application-specific tables, triggers and stored procedures. Evaluates and advises Developers on the implications of using stored subprograms to implement business rules.
- Researches different SQL Server security strategies. Creates and manages database users, monitors and audits database access, and investigates suspicious intrusions. Develops and implements a strategy for managing security.
- Provides SQL Server software installations and upgrades. Allocates and manages physical and logical storage structures. Controls system source usage by creating proper profiles. Creates procedures for data flow between SQL Server and any other databases.
- Assists IT staff with administrative, design and testing activities as assigned
- Performs other related duties as assigned

6.35 SSRS Report Writer

Position:	SSRS Report Writer
Minimum years of role-specific experience:	6 years
Any individual proposed to fill this role must possess the following qualifications:	
Education: <ul style="list-style-type: none">• Bachelor's degree in Computer Science or a related field (or equivalent work experience).	
Experience/skills required: <ul style="list-style-type: none">• Experience with SQL Server Reporting Service (SSRS)• Data Migration\ETL experience• SQL Performance Tuning• Proficient in database design and development, using Microsoft SQL Server 2008R2 and 2012 (Stored Procedures, Views and Functions)• Solid experience at writing complex Microsoft SQL Server T-SQL queries and understanding requirements for complex queries and procedures• Proven skill sets in developing scalable, high-performance, and high-volume applications• Strong analytical skills in translating business needs into realistic action plans and delivering technical solutions• Self-motivated with the ability to deliver high-quality results under minimal supervision• Excellent interpersonal skills, as well as written communication skills, are essential	
Responsibilities may include but are not limited to:	
<ul style="list-style-type: none">• Design and deploy SQL Server Reporting Services reports• Optimize, update, and maintain existing software and reporting applications• Work with project managers, analysts, IT staff, and application engineers to understand, aid in the creation of, refine, and implement functional specifications.• Collaborate with subject matter experts and business owners to test and verify reporting solutions to ensure quality and accuracy.• Work with developers and business users to help define requirements, perform analysis and design, and implement robust, maintainable solutions that meet the business requirements.• Develop and enhance stored procedures. Write ad-hoc SQL queries to support report and data retrieval requests.	

7.0 General Safety Requirements

7.1 Safety Measures

- 7.1.1 The Vendor's representative shall be responsible for ensuring that the provisions of statutes, regulations and by-laws pertaining to safe performance of the work and the work of other Vendors/Subvendors at the Place of Work are observed and that the methods of performing the work do not endanger the personnel employed thereon, the general public, and are in accordance with best safety practices and the latest edition of the OHSA and applicable Regulations. The Vendor shall include representatives of other Vendors/Subvendors working on site on the Joint Health and Safety Committee (JHSC) as required.
- 7.1.2 Prior to the Vendor's representative being absent from the Place of Work, the Vendor's representative will name another person, in writing to Metrolinx, who is competent to assume these responsibilities as the Vendor's representative.

7.2 Project Responsibilities

- 7.2.1 The Vendor and the Vendor's representative shall ensure that:
- (a) All measures and procedures prescribed by the following Acts and Regulations (applicable Provincial) are carried out at the Place of Work;
 - (b) The *Occupational Health and Safety Act*;
 - (c) The Regulations for Industrial Establishments;
 - (d) The Canada Labour Code Part II;
 - (e) The Environmental Protection Act and Regulations;
 - (f) WHMIS Regulations;
 - (g) *Smoke-Free Ontario Act*;
 - (h) All other legislation, regulations and standards as applicable; and
 - (i) Metrolinx's "Safety Guidelines For Contractors, Consultants and Project Coordinators".
- 7.2.2 Every employer and every worker performing work at the Place of Work complies with all of the requirements referred to in Section 7.2.1 above; and

- 7.2.3 The health and safety of workers and the general public are protected in relation to the work performed on site. In addition to compliance with all occupational health and safety legislation, every employer and every worker performing Work at the Place of Work is required to demonstrate a willingness to participate in occupational health and safety program(s).
- 7.2.4 The Vendor shall perform a hazard and risk analysis of the work and list the top five (5) most hazardous health and safety concerns.

7.3 Due Diligence

- 7.3.1 The Vendor acknowledges that it has read and understands the measures and procedures relating to occupational health and safety as prescribed in Article 7.2 above. The Vendor acknowledges and understands its duties as therein set out and hereby expressly undertakes and agrees to comply with all such requirements and standards in their entirety and at the Vendor's expense.
- 7.3.2 The Vendor further agrees to fully cooperate with all health and safety requirements, rules, regulations, standards and criteria set out in the Contract Documents, which agreement is in furtherance of the Vendor's duties and responsibilities under occupational health and safety legislation.
- 7.3.3 The Vendor agrees that if, in the opinion of Metrolinx, the health and safety of a person or persons is endangered or the effective operation of the system put in place to ensure the health and safety of workers on the Place of Work is not being implemented, Metrolinx may take such action as it deems necessary and appropriate in the circumstances, including, without limitation, the following:
 - (a) Require the Vendor to correct the condition forthwith at no expense to Metrolinx;
 - (b) Require that the Place of Work be shut down in whole or in part until such time as the condition has been corrected. Metrolinx will not reimburse the Vendor for any costs caused by such a delay nor will Metrolinx extend the time to complete the Work of the Contract because of such a delay;
 - (c) Correct the problem and deduct the cost thereof from any payment then or thereafter due the Vendor; and/or
 - (d) Terminate the Contract in whole or in part.

7.4 Alcohol and Drug Abuse Prevention

- 7.4.1 The following rules shall apply to all persons while at the Place of Work and/or on Metrolinx's property:

- (a) The use, possession, distribution and/or sale of illegal drugs or drug paraphernalia is prohibited;
- (b) The use, possession, distribution and/or sale of any any form of alcohol, including alcoholic beverages;
- (c) Workers must know and understand the possible effects of drugs, medication or mood altering agents, including those prescribed by a doctor, which will adversely affect, in any way and to any extent, their ability to work safely;
- (d) Individuals shall ensure that prescribed or over-the-counter medications are used responsibility and in accordance with the applicable instructions. Persons taking prescription drugs shall advise their supervisor if there is potential for performance to be negatively affected;
- (e) No distribution, offering or sale of prescription medications is permitted; and
- (f) Individuals must report for duty, free of the negative effects of alcohol and other drugs, including the effects of such use, and remain so during the entire period of duty.

7.4.2 Where a worker is suspected of being intoxicated, the following procedures must be followed:

- (a) The worker will be escorted to a safe location away from the work area, and asked to remain there pending further action;
- (b) The worker's supervision, worker health and safety representative (if applicable), union steward (if applicable) and the designated Metrolinx Contract representative will be requested to attend;
- (c) The group present will determine an appropriate course of action and a means of transport to a suitable safe location;
- (d) Where there are differences of opinion with respect to the worker's fitness for duty, the dispute will be resolved with a view to ensuring safety, and the worker will be transported home, or required to remain in a safe location until this can be arranged; and
- (e) The local police may be called if the worker was operating any motorized vehicle requiring a valid driver's license.

7.4.3 Metrolinx will maintain a position of zero tolerance to any violations of these rules. At the sole discretion of Metrolinx, rule contraventions may result in:

- (a) Verbal and written reporting to the person's supervisor/employer;
- (b) Issuance of a written warning, and recording of same;
- (c) Reporting to the appropriate police department for investigation and subject to criminal prosecution;
- (d) An order to leave the project site temporarily or permanently; or
- (e) Remedies as may be specified in the Contract Documents.

7.5 Smoking in the Workplace

7.5.1 The Vendor shall comply with, and enforce, all the provisions of the *Smoke Free Ontario Act* at all times while on Metrolinx's property.

7.5.2 A designated smoking area may be created at the Place of Work providing Metrolinx and the Vendor can mutually agree that one can be provided within the provisions of the *Smoke Free Ontario Act*. The Vendor shall be responsible for providing any and all signage required for the designated smoking area in the event a designated smoking area is created.

7.6 Workplace Hazardous Materials Information System (WHMIS)

7.6.1 Be familiar with and comply to WHMIS Regulations:

7.6.2 Properly label controlled products.

7.6.3 Provide proper warning labels and training at the site.

7.6.4 Provide copies of the material safety data sheets (MSDS) for any controlled product at the Place of Work before the product is delivered to the site.

7.6.5 Be responsible for all applicable requirements of the regulations.

7.6.6 Before commencing any work at the Place of Work, attend a meeting in a location to be determined by Metrolinx and provide a proposal as to how hazardous materials will be stored and dispensed at the Place of Work. Also, present a proposal as to how hazardous and contaminated materials will be removed from the Place of Work. The disposal of hazardous materials shall comply with all legislative and municipal requirements.

7.6.7 Provide a list and proper handling procedures for all hazardous materials.

7.7 Metrolinx Safety Manual

- 7.7.1 Metrolinx will issue an appropriate number of copies of its "Safety Guidelines For Contractors, Consultants and Project Coordinators" to the Vendor at the start-up meeting.
- 7.7.2 Vendors are responsible for familiarizing themselves and their employees with the contents of this manual.
- 7.7.3 Vendors shall distribute copies of this manual to their Subvendors and shall ensure that they, and their employees, are familiar with its content.
- 7.7.4 Vendors shall ensure that all persons given a copy of the "Safety Guidelines For Contractors, Consultants and Project Coordinators" complete the acknowledgement on the second page of the manual and return it to Metrolinx.
- 7.7.5 The requirements of this manual shall apply to the Work and the Place of the Work.

7.8 Site Safety Personnel

- 7.8.1 In the event Metrolinx deems it necessary, because of the Work and/or Safety Performance, the Vendor shall assign to the Place of Work a full time "Safety Officer" to assist the Vendor's representative in the discharging of safety responsibility on site, at no additional costs.
- 7.8.2 The Safety Officer shall have the training, experience and credentials to ensure compliance to the *Occupational Health and Safety Act* at the Place of Work.

7.9 Site Security

- 7.9.1 The Vendor shall ensure all personnel employed at the Place of Work, whether its own employees or a Subvendor's, wear an identification badge. At Metrolinx locations where access is restricted Metrolinx shall supply the identification badges. At all other locations it shall be the Vendor's responsibility to provide the identification badges.
- 7.9.2 A daily site log shall be maintained of all persons granted access to the "Place of Work" under the control and custody of the Vendor.
- 7.9.3 The Vendor shall ensure that all required documentation is available upon request by Metrolinx.
- 7.9.4 The Vendor shall not allow "Unauthorized" persons to access the "Place of Work".

END OF SECTION

Appendix “C” - Metrolinx Services

Metrolinx shall:

- (a) provide the Vendor with general direction in the provision of the Work;
- (b) designate an individual to act as its representative for each assignment of work, who shall transmit instructions to, and receive information from the Vendor. The designate Metrolinx individual will be accountable for the specific assignment of work expenditures;
- (c) provide access and resources where necessary, make available information and instructions relevant to the Work; and
- (d) provide the Vendor with the Metrolinx onboarding materials for the training of the Placed Persons.

Appendix “D” – Documents

The following documents form part of, and are appended to this Request Document.

<u>ITEM NO.</u>	<u>DOCUMENT TITLE</u>
1.	Sample Articles of Agreement
2.	Contract Performance Appraisal
3.	Sample Parental Guarantee

SAMPLE ARTICLES OF AGREEMENT

These Articles of Agreement are made as of the ● day of ●, 20●

B E T W E E N

METROLINX, a corporation established pursuant to the Metrolinx Act, 2006

- and -

●
(hereinafter the “Vendor”)

In consideration of the mutual covenants and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are mutually acknowledged, Metrolinx and the Vendor agree as follows:

1. Contract

- (a) The following documents and any amendments relating thereto form the contract between Metrolinx and the Vendor(the “Contract”):
 - (i) these Articles of Agreement;
 - (ii) any Addenda issued hereto;
 - (iii) the document attached hereto as Appendix “A” and entitled “General Conditions”;
 - (iv) the Form of Request;
 - (v) Attachment # 1 – Proponent’s Prices;
 - (vi) the document attached hereto as Appendix “B” and entitled “Scope of Work”; and
 - (vii) the document attached hereto as Appendix “C” and entitled “Metrolinx Services”.
- (b) In the event of discrepancies, inconsistencies or ambiguities of the wording of these documents, the wording of the document that first appears on the above list shall prevail over the wording of a document subsequently appearing on the list.

2. Date of Completion of Work and Description of Work

The Vendor shall, between the date of these Articles of Agreement and the ● day of ●, perform and complete with care, skill, diligence and efficiency the work that is further described as follows:

- (a) The Vendor shall provide labour, superintendence, plant, tools, appliances, equipment, supplies and other accessories, services and facilities necessary to carry out ●, in accordance with the Scope of Work, attached as APPENDIX “B” (the “Work”).
- (b) The Work are to be provided in accordance with this Agreement.

3. Contract Price

Subject to the terms and conditions of the Contract and in consideration for the Work, Metrolinx shall pay to the Vendor:

- (a) ●

If the Vendor is a corporation:

●(Company's Full Legal Name)

Per: _____

Name:

Title:

Per: _____

Name:

Title:

I/We have authority to bind the Corporation

If the Vendor is a partnership:

(Partnership's Full Legal Name)

by its General Partner, _____
(Name of General Partner)

Per: _____

Name:

Title:

Per: _____

Name:

Title:

If the Vendor is a Joint Venture or a Consortium:

Joint Venture/Consortium
Participant-in-Charge

(Company's Full Legal Name)

Per: _____

Name:
Title:

Joint Venture/Consortium Member

(Company's Full Legal Name)

Per: _____

Name:
Title:

Joint Venture/Consortium Member

(Company's Full Legal Name)

Per: _____

Name:
Title:

If the Vendor is an individual:

)
)
)
)
)
)

Witness

Name:

In witness whereof, the above signed has executed this agreement, this ____ day
of _____, 20____.

SAMPLE PARENTAL GUARANTEE

WHEREAS _____, a company incorporated under the laws of _____ (Province/Country) is a subsidiary of _____ (parent company's name)

AND WHEREAS Metrolinx is desirous of entering into Contract No. _____ for with _____.

NOW THIS AGREEMENT WITNESSES that in consideration of the premises and the award of Contract No. _____ by Metrolinx to _____, that _____ (parent company) agrees to provide all the necessary financial and technical support for the proper completion of the said Contract and shall guarantee the performance of the said Contract in accordance with the terms and conditions, including timely completion thereof, and agrees to guarantee the Work for the warranty period(s) stipulated therein.

IT IS UNDERSTOOD AND AGREED that this Contract of guarantee will be interpreted in accordance with the laws of the Province of Ontario, and _____ (parent company) hereby attorns to the jurisdiction of the Courts of the Province of Ontario.

This agreement shall be attached to and form part of Contract No. _____ between _____ and Metrolinx.

IN WITNESS WHEREOF _____ (parent company) has hereunto affixed its corporate seal under the hands of its duly authorized officers in that behalf, this _____ day of _____, 201_.

PARENT COMPANY: _____

(SEAL)

Per: _____
(Signature)

(Print Name)

(Title)

I / We have authority to bind the Corporation