

# **GeoConnections**

**Announcement of Opportunity  
for  
Canadian Organizations**

**Defining Strategic and Business Plans for Use  
of the CGDI  
and  
Defining User Requirements for CGDI  
Applications**

UC-Announcement code: 06-AUC-300

## Announcement Summary

### Who Can Apply?

Proposals will be accepted from the following organizations who deal with issues related to public health, public safety/security, environment/sustainable development, or matters of importance to Aboriginal peoples:

- Rural municipalities or rural regional districts
- Government departments and agencies (local, federal, provincial/territorial)
- Aboriginal organizations
- Academic institutions
- Private-sector organizations
- Non-government organizations (NGO's)

### What Can be Applied for?

GeoConnections is supporting the development of planning and user needs exercises in order to better position organizations to use the Canadian Geospatial Data Infrastructure (CGDI) more effectively.

Proponents may submit one proposal for either of the following categories:

Category 1: Defining strategic and business plans for use of the CGDI;

Projects that will develop strategic and business plans for the use of sustainable, collaborative geomatics strategies that leverage the Canadian Geospatial Data Infrastructure (CGDI). **See sections 1 and 4** of this Announcement of Opportunity for more detail.

Category 2: Defining user requirements for CGDI applications;

Projects that define user requirements for geospatial applications that make use of standards endorsed by GeoConnections and technologies that form part of the Canadian Geospatial Data Infrastructure (CGDI). **See sections 1 and 5** of this Announcement of Opportunity for more detail.

Geospatial applications must support decision-making in one of the following priority areas:

- *Public Health*: Facilitating **Disease Surveillance** or **Population Health Analysis**
- *Public Safety/Security*: Facilitating **Situational Awareness** and assisting with the **Management of Consequences**
- *Environment/Sustainable Development*: Facilitating **Integrated Land/Water/Marine Management** including **Environmental Assessment** and **Indicator Monitoring**
- *Matters of Importance to Aboriginal Peoples*: **Land and Resource Planning** and **Community Response Systems**

### **How Much Can be Applied for?**

GeoConnections will fund up to 50% of a project's total cost to a maximum of **\$40,000** exclusive of GST, PST, and HST. In-kind contributions are permitted as leverage. **See section 8** of this Announcement of Opportunity for more detail.

### **What is the Process?**

GeoConnections is soliciting full proposals from eligible organizations. These proposals will be evaluated against the criteria found in Appendix B. Proposals should be written and must be submitted by the proponent, and not a collaborator or private contractor. Costs related to development of the proposal are the responsibility of the proponent. **Submission of a full proposal to GeoConnections does not guarantee funding.** **See section 7** of this Announcement of Opportunity for more detail.

### **What are the Deadlines?**

Proposals must be received no later than **midnight (2400) Pacific Time, October 20, 2006**. Proposals will be evaluated by November 10, 2006. Projects are expected to begin by January 1, 2007. Projects should end by April 30, 2007.

### **Who do I contact for more information?**

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## Table of Contents

<b>1</b>	<b><i>Objective</i></b> .....	<b>6</b>
<b>2</b>	<b><i>Background</i></b> .....	<b>7</b>
2.1	<b>GeoConnections</b> .....	<b>7</b>
2.2	<b>Canadian Geospatial Data Infrastructure (CGDI)</b> .....	<b>7</b>
<b>3</b>	<b><i>GeoConnections Priority Areas</i></b> .....	<b>10</b>
3.1	<b>Public Health</b> .....	<b>10</b>
3.2	<b>Public Safety and Security</b> .....	<b>11</b>
3.3	<b>Environment and Sustainable Development</b> .....	<b>11</b>
3.4	<b>Matters of Importance to Aboriginal Peoples</b> .....	<b>13</b>
<b>4</b>	<b><i>Category 1: Defining Strategic and Business Plans</i></b> .....	<b>14</b>
4.1	<b>Strategic plan</b> .....	<b>14</b>
4.2	<b>Business plan</b> .....	<b>15</b>
<b>5</b>	<b><i>Category 2: Defining User Requirements</i></b> .....	<b>16</b>
5.1	<b>Responding to Users Needs</b> .....	<b>16</b>
5.2	<b>User Needs Assessment</b> .....	<b>16</b>
5.3	<b>Methodology</b> .....	<b>18</b>
<b>6</b>	<b><i>Application Process</i></b> .....	<b>19</b>
6.1	<b>Proposal Submission</b> .....	<b>19</b>
6.2	<b>Proposal Evaluation</b> .....	<b>19</b>
6.3	<b>Development of a Formal Agreement</b> .....	<b>19</b>
<b>7</b>	<b><i>Roles and Responsibilities</i></b> .....	<b>19</b>
7.1	<b>GeoConnections</b> .....	<b>19</b>
7.2	<b>Project Proponent</b> .....	<b>20</b>
7.3	<b>Contractor / consultant</b> .....	<b>20</b>
<b>8</b>	<b><i>Financial Information</i></b> .....	<b>20</b>
8.1	<b>Funding</b> .....	<b>20</b>
8.2	<b>Eligible Project Costs</b> .....	<b>20</b>
8.3	<b>Ineligible Project Costs</b> .....	<b>21</b>
8.4	<b>Total Allowable Federal Assistance</b> .....	<b>22</b>
8.5	<b>Quebec Projects</b> .....	<b>22</b>
8.6	<b>Private-sector Involvement</b> .....	<b>22</b>
<b>9</b>	<b><i>Rights of GeoConnections</i></b> .....	<b>23</b>

<b>10</b>	<b><i>Reporting and Monitoring</i></b> .....	<b>23</b>
10.1	<b><i>Project Authorities</i></b> .....	<b>23</b>
10.2	<b><i>Payment Schedule</i></b> .....	<b>23</b>
10.3	<b><i>Final Report</i></b> .....	<b>23</b>
10.4	<b><i>Public and Stakeholder Communications</i></b> .....	<b>24</b>
<b>11</b>	<b><i>Contact</i></b> .....	<b>24</b>
	<b><i>APPENDIX A: Proposal Template for Defining Strategic and Business Plans for Use of the CGDI and Defining User Requirements for CGDI Applications</i></b> .....	<b>26</b>
	<b><i>APPENDIX B: Evaluation Criteria for Defining Strategic and Business Plans for Use of the CGDI and Defining User Requirements for CGDI Applications</i></b> .....	<b>36</b>
	<b><i>APPENDIX C: Form to be completed with respect to Bill M-30</i></b> .....	<b>44</b>

# 1 OBJECTIVE

The objective of this announcement of opportunity (AO) is to provide support for organizations who wish to leverage the Canadian Geospatial Data Infrastructure (CGDI). **Proponents may submit one proposal** in one of the following two categories:

1. **Category 1** solicits proposals that will develop strategic and business plans for the use of sustainable, collaborative, geomatics<sup>1</sup> strategies that leverage the CGDI.

Strategic planning is critical for the long-term success of geomatics strategies within organizations, especially when dealing with the complexities of collaborative partnerships. It allows disparate organizations to define a shared vision, strengthen partnerships, and coordinate resource use. Effective strategic planning is essential for moving collaborative programs forward and gaining the required support for investments in geomatics and the CGDI.

GeoConnections believes that supporting the development of strategic geomatics plans, and the business plans that aid their implementation, will result in a more effective use of resources. It will also help to support the long-term sustainability of capacity development and applications, activities that GeoConnections will be involved in funding over the next four years. Program requirements dictate that funding decisions will be based on sound business plans. GeoConnections believes that up-to-date strategic plans are a basic requirement for sound business planning.

For further details see Section 4.

2. **Category 2** solicits proposals that define user requirements for geospatial<sup>2</sup> applications (hereafter referred to as “applications”) that make use of the CGDI. The applications for which the requirements are being defined for, must address the specific needs of users and must be developed through a user-centered design process (see section 5.1 for more detail). Specific user consultations must be demonstrated.

User requirements can be carried out through different processes. For example, qualitative methods (e.g. focus groups, interviews) and quantitative methods (e.g. surveys, questionnaires) are used to gather user requirements and to discover the needs of users regarding an application. This AO will help organizations gather requirements so that the applications they development will serve the needs of their users.

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<sup>1</sup> Geomatics is the discipline of gathering, storing, processing, and delivering geographic information, or spatially referenced information. Geomatics can include remote sensing, Geographic Information Systems (GIS), Global Positioning Systems (GPS), and surveying.

<sup>2</sup> Geospatial is used to denote location-based or spatially referenced. Thus a geospatial application is an application that uses location-based data such as road networks, hospital locations, or streams and rivers.

GeoConnections believes that effective application development must be based upon sound user requirements studies. Applications must be built to meet the specific needs of specific users, and users must be directly involved in the process that defines those needs. Without well-defined user requirements, the long-term sustainability of applications will be suspect. GeoConnections program guidelines state that funding decisions related to application development be based upon clear knowledge of end user requirements. GeoConnections will not fund application development projects that do not have properly documented user requirements.

It is assumed that proponents submitting a proposal for defining user requirements already have an up-to-date strategic geomatics plan for their organization.

For further details see Section 5.

## **2 BACKGROUND**

### **2.1 GeoConnections**

GeoConnections is a national partnership program led by Natural Resources Canada to build the Canadian Geospatial Data Infrastructure (CGDI). The CGDI is an on-line resource that enables Canadians to use and combine geographic information (e.g., maps, satellite images) over the Internet to gain new insights and aid in decision making.

### **2.2 Canadian Geospatial Data Infrastructure (CGDI)**

The Canadian Geospatial Data Infrastructure strives to provide Canadians with on-demand access to geospatial information through an interoperable, standards-based network built by a host of data, service, and technology suppliers. The infrastructure is designed to break down information silos by encouraging sharing, in pursuit of particular policy and business requirements. Through the infrastructure, users can discover, visualize, access and apply geospatial data and services

#### **CGDI Services**

Web services provide the basis for interactions across the Internet that allow users to contribute, access and exchange geospatial data. CGDI-endorsed standards provide the basis for deployment of services and applications. Applications use one or more Web services to view, publish, edit or discover geospatial data from Web servers. Web Services based on open standards provide the basis of a distributed architecture enabling independent systems to communicate and collaborate with one another.

Some examples of CGDI Services are as follows:

- Services to assist with discovering and accessing information;

- Web Map Service (WMS), to generate rendered maps from feature data stores using Web Feature Services;
- Web Feature Service (WFS), to support retrieval or editing of individual geospatial features and their properties over the Internet from any data stores;
- Web Coverage Service (WCS), to provide delivery of data coverages such as digital elevation data and other fixed or variable sized matrix data;
- Map Styling Service, and services to access Map Symbol Libraries, to support styling of geographic features in an encoding form parsable by a Web Map Service;
- Geodata Discovery Service, to provide a mechanism to search metadata for geodata and retrieve detailed information that describes a geodata resource;

The GeoConnections Discovery Portal enables people to find geospatial Web services and identifies those services that conform to CGDI-endorsed specifications.

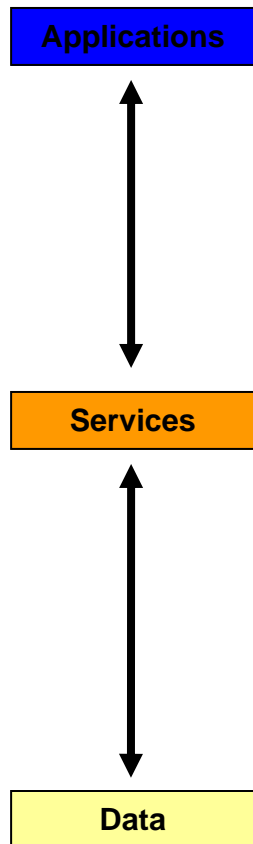
The following link provides a listing of example CGDI Services:

<http://www.geoconnections.org/CGDI.cfm/fuseaction/webServices.type/gcs.cfm>

#### Alignment with the CGDI Architecture

The CGDI architecture is based upon a three-tier model of data, services, and applications. The data tier consists of distributed geospatial information, such as metadata, feature data, or map layers. The services tier consists of web services compliant with CGDI-endorsed standards, which enable access to data or data processing. The third tier consists of the CGDI applications that address a specific problem or issue.

In the three-tiered CGDI architecture, applications are enabled by services that provide access to the required data and processing, as illustrated below:



Description	Example 1	Example 2
An application for a given user group ...	An emergency response application that identifies forest fire locations and helps plan resource allocations dispatched to address it...	A watershed management application that provides an interjurisdictional planning context...
...uses existing, distributed CGDI-compliant services (e.g., WMS, WFS)...	...uses a metadata service and web map services from multiple organizations...	...uses a gazetteer service from one organization, a web feature services, and a web map services from conservation authorities, municipal, regional, provincial/ territorial and federal authorities and NGOs
...to access and/or process metadata and data.	...to find and access current water sources, airfields, other access routes, topography and local communities who might be affected..	... to access current point sources for contaminants, water quality testing results, key drinking water supplies and recreational areas, topography, aerial photos and other relevant datasets.

Numerous resources exist to support proponents in taking advantage of the CGDI such as.

- information on the architecture of the CGDI:

<http://www.geoconnections.org/CGDI.cfm/fuseaction/developersCorner.endspecs/gcs.cfm>

- on-line training:

[http://www.geoconnections.org/publications/training\\_manual/e/](http://www.geoconnections.org/publications/training_manual/e/) and

- a developers' guide:

[http://www.geoconnections.org/publications/Technical\\_Manual/html\\_e/cgdiindex.html](http://www.geoconnections.org/publications/Technical_Manual/html_e/cgdiindex.html).

## CGDI Development Network

Project teams should participate in and make use of the CGDI Development Network for technical communications of issues/challenges and to seek advice and support when required. Project teams are also encouraged to contribute concepts and information to the CGDI Development Network for use by other members of the Network, to demonstrate the project results in workshops and seminars, and to promote the use of the CGDI within their communities of practice. Information about the CGDI Development Network is available at <http://www.geoconnections.org/CGDI.cfm/fuseaction/devNetwork.welcome/gcs.cfm>.

### 3 GEOCONNECTIONS PRIORITY AREAS

GeoConnections is mandated to support decision making and address the needs of users in four priority areas. Target clients include those that could use the CGDI to exchange geospatial information and to make decisions. These include Canadian rural municipalities and rural regional districts, government departments and agencies (local, federal, provincial/territorial), Aboriginal organizations, academic institutions, private sector organizations, and NGO's or non-government organizations from the following priority areas:

#### 3.1 Public Health

Effective partnerships are needed to develop and apply the CGDI in a manner that serves public health professionals across the country. Public health is a GeoConnections priority for several reasons. First, health and well being are significant in the everyday lives of Canadians. Second, geomatics offers tremendous potential to improve the efficiency with which different health jurisdictions across the country interact. And third, there is a spatial component to the majority of health data, and an appreciation of associating health data with other types of data (e.g. environmental data, socio-economic data). The use of geomatics by epidemiologists, population health specialists and others within this community is still nascent. However, specific areas within the public health arena could use geomatics and the CGDI to improve delivery and bridge information silos.

This Announcement of Opportunity solicits projects that support decision making for two issues; **disease surveillance** and **population health**:

**Disease Surveillance:** Within the realm of disease surveillance, geospatial capabilities are limited due to a lack of both information sharing and standardized data. CGDI applications are required to help coordinate the use of integrated, geospatial health information. Public health officials would analyze this information to make informed decisions.

**Population Health:** Multiple factors (such as socio-economic status, demography, and environment) shaping the public health paradigm are important to decision-makers in addressing the health of populations. With these varied information needs, the public health community requires access to integrated, timely and relevant geospatial information to effectively address, prioritize, and manage populations at risk.

### 3.2 Public Safety and Security

To prepare for threats in an all-hazards environment, that have the potential to undermine our safety and security, Canadians must co-ordinate resources and efforts within our communities, neighbouring regions, and other countries. There is an increasing need for inter-jurisdictional co-operation and horizontal sharing of information to deal effectively with public safety and security. Location-based information is a key resource for co-ordinating and assisting agencies in making crucial decisions related to the planning for and response to events affecting public safety and security.

This Announcement of Opportunity solicits projects that support decision making for two issues; **situational awareness** and **assisting with the management of consequences**:

**Situational Awareness:** Applications in this area will provide **situational awareness** to enable the user community to predict, detect, prepare for, and respond to threats to public safety and security. Situational awareness can be provided either from resources on the ground, (typically local residents/first responders/media), imagery sources, or sensor systems in the field. An example of a situational awareness application could be a flood event decision-support system that incorporates new sensor information that is superimposed or compared to existing or archived information. This would permit change detection and flood predictions to facilitate decision making in response and recovery by providing access to near real-time flood information.

**Assisting With the Management of Consequences:** Applications in this area must focus on enabling inter-jurisdictional information flows, as public safety and security agencies need to exchange location-based information with neighbouring jurisdictions and other levels of government (local, provincial, federal, international) to deal effectively with emergencies. The applications must provide location-based information for decision support. An example of an application assisting with the management of consequences is one that would facilitate the exchange of a common operational picture across the broad user community to facilitate co-ordination of mitigation and response activities. The common operational picture would include a current representation of the incident and related events that are occurring, such as road closures, evacuation areas, ingress and egress routes, and other mitigation measures.

### 3.3 Environment and Sustainable Development

There is growing recognition that integrated approaches are necessary to effectively manage Canada's lands and waters in an environmentally sustainable manner. An integrated approach has many of the following characteristics:

- It is based on a geographic region such as an ecosystem, landscape, watershed, coastal zone, administrative area, planning region or zone, or proposed development site;
- It contains specific objectives for the state of a region at a future point of time often emerging from a visioning exercise;
- It may contain provisions for assessing cumulative effects of various land/water/marine use options with resultant benchmarks or thresholds providing a context within which environmental assessments of projects may take place;

- It may involve the use of environmental or sustainable development indicators based on data from monitoring the landscape or seascape. These indicators may provide a way to evaluate the state of land and water components against established benchmarks and may contribute to evaluating progress towards meeting future objectives.

GeoConnections aims to support decision-support applications that facilitate integrated approaches in any of these areas, from visioning/setting objectives, supporting cumulative effects modeling and management, undertaking environmental assessments of site specific projects and/or strategic/regional environmental assessments of a suite of related projects, land/resource planning, and the monitoring of indicators.

These applications must make use of the CGDI as an integrating/delivery system. Candidate applications typically involve the following:

- they require the combining of diverse economic, social, and/or environmental data sets obtained from diverse, authoritative sources;
- they use CGDI-compliant on-line display and analysis of data to assess impacts and trade-offs;
- they involve end-users of the application who require the information to improve decision-making and achieve environmental sustainability. Typically decision-making is supported by legislative, policy or regulatory, and planning requirements.

The CGDI is a mechanism that can support all stages of implementing integrated land/water approaches and applications.

This announcement is aimed at user communities who represent aspects of the environment and sustainable development priority area. Specifically, this announcement solicits interest to develop CGDI compliant applications that contribute to:

- Integrated approaches to **land/water/marine management**. This includes applications that support integrated community sustainability visioning/planning at the local or regional level. In particular GeoConnections is interested in applications that use integrated management approaches to address the following thematic areas: climate change impacts and adaptation; ocean and coastal management; freshwater quality and quantity; air quality; land sustainability (quality, productivity, land use planning); and, valuation of ecosystem services. Integrated land/water modelling is an accepted activity provided it is supporting an established planning framework.
- **Cumulative effects modelling/management**
- **Environmental assessments; including strategic and regional environmental assessments**
- **Monitoring** through the use of **environmental or sustainable development indicators**.

Proponents should demonstrate that their CGDI compliant application will support one or more of these management activities and the legislative, policy, regulatory or planning requirements that underpin them. Proponents are encouraged to describe and justify the requirement for their application in the Anticipated Benefits section of the proposal template.

When evaluated whether the application will successfully support decision-making, GeoConnections will consider:

- the geographic area to be addressed must be rich in data sources already, i.e. primary collection is not required for success
- there is strong regional/provincial interest in addressing pressures/conflicts in the geographical area to be addressed
- there is interest by key authorities in taking an ecosystem-based approach
- management indicators have been or will be identified
- there is an ongoing management program/process that can be leveraged

### **3.4 Matters of Importance to Aboriginal Peoples**

Aboriginal communities in Canada are facing increasing pressures with respect to lands (including traditional lands and territories) and resources. These pressures and demands are a result of devolution under self-government initiatives, resource exploration activities, and the need to provide opportunities for their members while ensuring that lands will continue to be productive in the future. Balancing the needs of today with those of tomorrow requires communities to take advantage of modern technologies to assist in their planning and development. Due to the geographic location of many Aboriginal communities, and the constraint on human and financial resources, there is also a corresponding need to exchange, or share information across jurisdictions.

This Announcement of Opportunity solicits projects that support decision making for two issues; **land and resource planning** and **community response systems**:

**Land and Resource Planning** for many Aboriginal communities includes the recognition and incorporation of traditional value systems into land management practices and systems. At the same time, there is an increasing need to co-operate with private industry either through a consultative process or as partners in co-ventures. With self-government agreements, comprehensive and specific land-claim agreements, and other federal initiatives such as the *First Nations Land Management Act*, being negotiated regularly between Aboriginal communities and Canada, land and resource management is becoming increasingly important. Sound practices for incorporating both traditional and western knowledge systems are vital in assisting decision making in Aboriginal communities.

**Community Response Systems** in Aboriginal communities such as those required for emergency response or for health surveillance often cross jurisdictional boundaries. For these systems to work effectively, they require accurate and timely information to be shared across jurisdictions. Effective and efficient community response systems are a necessity as Aboriginal populations are increasing or otherwise changing, a situation which in turn impacts community resources. For community response systems efforts to be effective, information must be assembled in a manner that is reliable, cohesive, and consistent. With infrastructure data for Aboriginal communities residing with various agencies, it is a serious challenge for communities to find appropriate means of integrating required data in order to make informed decisions.

## 4 CATEGORY 1: DEFINING STRATEGIC AND BUSINESS PLANS

### 4.1 Strategic plan

What is it?

For long-term, sustainable organizational support, geospatial applications require consideration of corporate wide priorities. Although geospatial applications may be initially deployed in a single department, there must be in place a geospatial strategy that looks at their development and use on a corporate wide scale, and that makes sure that they are aligned with the strategic direction of the entire organization. . This alignment, and role definition, requires consideration from the start.

What's it for?

A strategic plan provides a clear explanation of how one or more goals are to be achieved by an organization. It outlines long-term goals and objectives and it details the general strategies the organization will use to achieve these. In addition a strategic plan makes sure that these goals and objectives are aligned with the organization's core business and priorities. Building an organizational geospatial strategy, for the utilization of geospatial information, using a strategic planning process will broaden support for implementation and long-term support as well as better ensure the program's alignment with the goals and priorities of the organization and its partners.

Content:

In its broadest sense a strategic plan has three sections:

- Where are we today?
- Where do we want to be in, for example, 5 years?
- How do we get there?

The first section deals with the present state of the organization. Who are you? What are your vision and mission statements? What is the current status regarding the use of geospatial information within your organization and its key partners? What are your present strengths and weaknesses? What are the opportunities and threats?

The second section describes where the organization wants to be in a defined number of years. What is your organization's vision for the future? In X years what goals and objectives do you want to have reached? You should be able to define a limited number of strategic goals to strive for. You should also define a series of program goals that will lead to your strategic goals.

The last section deals with determining mechanism to achieve your goals. What is required for your organization to achieve success? What resources do you presently have and what new resources do you need? What modified or new data and technologies do you need? What external factors and partnerships are required to be successful? Lastly, this section should document an implementation strategy describing a phased approach with major targets and timelines. This should be a high-level look at implementation as the business plan will provide implementation details.

Process:

Many consider the planning process itself to be as important as the end result, the strategic plan. There are a number of models on how the planning process should take place. However, the most successful processes have a number of common characteristics, including:

- the process has confirmed support from upper management from the beginning;
- the process is led and owned by an in-house committee;
- the process has guidance from a professional planner;
- the process has the involvement of the widest range of stakeholders;
- the process has feedback mechanisms to confirm preliminary and final results;
- and the process has a final product that is approved and championed by upper management.

Whatever the process used, it is key to ensure that the widest audience possible is continually informed of the progress of the project. This will help ensure you have the highest level of support and that you receive the greatest amount of feedback possible.

## **4.2 Business plan**

What is it?

A business plan is a detailed plan of the justification and implementation of the strategic plan. It also provides a clear and detailed description of what needs to be done to implement the goals of the strategic plan including itemizing the costs that will be incurred. It also lists and describes the benefits that the organization will receive from implementing the strategic plan.

What's it for?

While the strategic plan describes what you want to achieve and why, the business plan provides a detailed description of how you will achieve your objectives, and justifies the use of the necessary resources. It provides a more detailed view of implementation than that in the strategic plan, thus painting a clearer picture of the requirements, risks and benefits of the plan. It also details the benefits and justification for implementation, making the case to those who control organizational resources to release the necessary resources and move forward.

Content:

The business plan should contain five broad subject areas:

- Executive summary
- Background
- Benefits and Return on Investment (ROI)
- Requirements and costs
- Options and implementation plan

The executive summary is a concise presentation of the most important details of the business plan.

The background section should include a general overview of the strategic plan and a detailed description of the goals defined in the plan. The program goals, those steps that outline the path to the strategic goals, should be further broken down into sub-goals.

The benefits and return on investment section outlines the case for allocating the resources to implement the plan. Your argument should be based on value measurements and methodologies that are acceptable to your organization. Include both financial and non-financial benefits.

The requirements and costs section describes the conditions and finances that are needed to implement the plan. These include infrastructure, technology, data, and resources, as well as budgets. It should include both immediate costs as well as on-going costs related to maintenance, upgrades, training and staffing. There should also be a section on risks; their assessment as to seriousness and likelihood of occurrence, as well as their mitigation.

The last section should briefly describe different options, why the chosen path is the right one and detail the implementation plan. It should contain implementation details on tasks, deliverables, milestones and staffing. It should also include a detailed budget, a communications plan and outline a reporting mechanism to keep track of progress.

## **5 CATAGORY 2: DEFINING USER REQUIREMENTS**

### **5.1 Responding to Users Needs**

A user group is a group of people who share an interest in a topic (or an “issue domain”), who continually interact, and who accumulate and disseminate knowledge. GeoConnections defines a “user group” as a group of users who share common concerns or problems and who might have common requirements of the CGDI.

The user group comprises the people and organizations that will benefit directly from a project and become the main users of an application. These end-users—or a subset of them—must commit to participate in the project, have an ongoing need for the proposed application, and possess the resources to use the application when the project finishes. The user group should define the requirements and should lead the project.

Project proponents should have a clear mandate to lead development of and maintain the proposed application and to serve the intended end-users. Ideally proponents will have a governance model and organizational structure that is stable and suitable for housing and maintaining the application.

### **5.2 User Needs Assessment**

A user-needs assessment (UNA) is a process for discovering and assessing the needs of users and developing solutions for meeting identified needs. Needs assessments can produce information about individual's ideas and attitudes as well as their needs, wants and preferences. GeoConnections requires that user-needs assessments must include

input from users about their needs, wants and preferences regarding a particular application.

A user-needs assessment must be undertaken for the following reasons:

- To ensure that the project is successful and sustainable.
- To discover who uses the application.
- To engage those that will use the application, to ensure that project results will meet actual needs.
- To explore the demand for the application.
- To help define, explore and solve problems.
- To help decision makers and planners determine requirements to set priorities and identify offerings.
- To prove accountability in the allocation of public resources.

A typical User Needs Assessment involves three interlinked processes:

1) Identifying the main users of an application: Examine their roles, responsibilities, qualifications, key tasks, context of use, knowledge, motivation, etc. In order to truly be user-driven, the proposal for an application must come from the user. For example, a proposal to develop a land-use planning application should come from a land-use planner and not a data supplier, application developer or software vendor.

Users of a land-use planning application could include land-use planners, consultants, non-government organizations, or a resource extraction industry. Each of these will have different requirements and questions. User profiling narrows the audience for a particular application to ensure it is relevant to a particular community.

2) Assessing the needs of the user group: This process typically uses both qualitative methods (e.g. focus groups, interviews) and quantitative methods (e.g. surveys, questionnaires) to determine what questions end-users need the application to answer and how they would like those answers delivered.

3) Applying a user-centered design (UCD) process: This will engage users throughout the application design, testing and implementation to ensure it is meeting the users' needs.

Project proposals should clearly describe topics to be addressed in the user needs assessment.

Through this AO project proponents will identify users and their requirements (processes 1 and 2 above). User-Centered Design is better dealt with during application design and implementation stages.

### 5.3 Methodology

Qualitative and quantitative research methods can be used to determine user requirements. **Qualitative** research refers to people and their behaviour as well as research about organizations. The goal of qualitative research is to discover the participant's views on something. It groups information into categories rather than numerically.

Qualitative research includes analysis of records and documentation, observation, interviews and focus groups.

**Analysis of records and documentation:** Information is obtained by examining existing data such as registration, web usage, telephone inquiries, sales figures and user feedback from a web site or evaluation form. Existing documentation can reveal fluctuations or changes relating to whether or not the users' needs are being met and might also reveal wants.

**Observation:** Looking at how people complete tasks or activities can yield information such as the data they use, how they access it and how often.

**Interviews:** Face-to-face and telephone interviews have the advantage that more details can be obtained through conversation as the interviewer can ask further questions to get more detailed information. Furthermore, in a face-to-face interview, the interviewer can watch the expression on a respondent's face or body language. Interviews can have from one to three interviewees.

**Focus groups:** Participants of focus groups are given the opportunity to express their thoughts and opinions on a chosen topic. They are composed of six to twelve people and last, in general one to three hours.

**Quantitative** research is not subject to observation and interpretation; it is structured and can be measured using statistical procedures. Quantitative research tools include surveys and questionnaires that can take the form of a telephone, mail, online, in-home or mall-intercept survey or questionnaire.

**Surveys** involve administering questions to individuals, while a **questionnaire** is a type of survey handed out in paper form, usually to a specific group, to gather information in order to provide better service or goods. Surveys and questionnaires are good methods for contacting a variety of people in different communities.

Qualitative research methods are sometimes used together with quantitative research methods to gain deeper understanding about people's knowledge or thoughts about a topic, to provide a sample of the kind of language people use in describing their attitudes and preferences, to help the researcher determine terminology and content in the questionnaire, or to help generate questions for further research.

## **6 APPLICATION PROCESS**

Project development consists of the following principal stages:

- 1) Proposal submission
- 2) Proposal evaluation
- 3) Development of formal agreement

### **6.1 Proposal Submission**

Project proponents can submit a project proposal for consideration under this AO in either English or French and it must follow the GeoConnections Project Proposal Template located in Appendix A. Only one proposal per proponent will be accepted.

The proposal should stand alone as it will be evaluated on its merits only. Project proponents should provide, within the proposal, all the information needed to evaluate their proposed project fully and fairly. This may include additional information as appendices to the proposal.

Proposals must be received no later than midnight (24:00) Pacific Time, **October 20, 2006**

### **6.2 Proposal Evaluation**

A team of evaluators will evaluate proposals based on the criteria in Appendix B. Dependent upon funding, a minimum of 16 projects will be funded, 4 from each GeoConnections priority area.

### **6.3 Development of a Formal Agreement**

GeoConnections will work with the selected project proponents to discuss formal agreements. These contribution agreements will describe the terms of the collaboration with GeoConnections and set out mutual expectations such as project duration, deliverables, tasks, milestone dates, human resources (organization, team member name, role/title, per diem & days effort/person), a communications plan, and financial details.

## **7 ROLES AND RESPONSIBILITIES**

GeoConnections promotes collaboration, particularly those that support project delivery through the Canadian private geomatics sector and, to a lesser extent, academia and non-government organizations. This section details roles and responsibilities of all potential collaborators on projects.

### **7.1 GeoConnections**

GeoConnections supports projects by providing funding and expertise. GeoConnections is responsible for evaluating proposals, negotiating agreements, providing technical advice, monitoring progress, evaluating deliverables, and authorizing payments.

GeoConnections, shall work **in collaboration with the project proponent**, to promote and communicate about the project and its results.

## **7.2 Project Proponent**

The project proponent will lead and coordinate all activities related to the project. The project proponent will act as a single point of contact with GeoConnections on project issues. The project proponent may be a rural municipality and/or rural regional district, government department or agency (local, federal, provincial/territorial), Aboriginal organization, academic institution, private sector organization, or a non-government organization. Project proponents should be end-users of geospatial information or they should enable end-users, and they should have clear business or policy requirements for fulfilling these roles. The project proponent, with GeoConnections support, is also responsible for promotion and communication of the project and its results.

## **7.3 Contractor / consultant**

A contractor from the private sector, academia, or non-government sector should be used to provide expert advice for the project. The contractor will provide specific services or deliverables needed to complete the project successfully. Project proponents are responsible for all aspects of contracting and are therefore governed by any contracting rules and restrictions of their own organizations. A contractor cannot be a project proponent.

# **8 FINANCIAL INFORMATION**

## **8.1 Funding**

GeoConnections will only fund cost-shared projects. In cost-shared projects, the proponent and its partners agree to either contribute cash towards the work or absorb part of the project cost by contributing in-kind. The proponent's financial contribution to the project is considered to be the part of the total project cost that the proponent funds or absorbs.

The maximum funding requested from GeoConnections per project must not exceed **\$40,000** and must not exceed 50 percent of the total project cost.

A proposed project can depend on another funding program, pending written confirmation from that program that funding has been approved.

## **8.2 Eligible Project Costs**

### **8.2.1 Labour**

For the purposes of this announcement of opportunity, labour costs represent the actual salaries paid to personnel. The time of staff already employed by an organization is

considered an in-kind contribution. New personnel hired for the project are considered a cash contribution. Labour also includes employee benefits up to a maximum of 20 percent.

Each participating organization in a project is required to explain how it calculates per diem rates. A typical way to calculate labour is to use the labour-rate formula: reasonable annual salary, plus reasonable overhead and benefits, divided by a reasonable number of billable days in a year. Labour rates for the proponent organization must be exclusive of profit. In the case of government personnel, official labour rates approved by the government organization or classification levels should be used.

#### 8.2.2 Travel and Living Expenses

Limited travel and living expenses will be considered case-by-case depending on the travel's purpose. Proposals should detail the basis and cost of all required travel.

The basis of travel costs should be in accordance with the current Treasury Board Travel Directive, or, if applicable, in accordance with the project proponent's own travel guidelines (but not exceeding the Treasury Board Directive). The Treasury Board Travel Directive is available at [http://publiservice.tbs-sct.gc.ca/pubs\\_pol/hrpubs/TBM\\_113/td-dv\\_e.asp](http://publiservice.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/td-dv_e.asp).

#### 8.2.3 Subcontracts for Services

For any subcontractors, cost-breakdown information should be detailed in the proposal. GeoConnections may request a copy of contracts with subcontractors or consultants.

### **8.3 Ineligible Project Costs**

#### 8.3.1 Profit

Profit, including profit on labour, is an ineligible expense and cannot be included when determining the total estimated project cost.

#### 8.3.2 Taxes

The Goods and Services Tax (GST), Provincial Sales Tax (PST) and Harmonized Sales Tax (HST) are not eligible for GeoConnections funding.

#### 8.3.3 Pre-project

No payment shall be made for costs incurred to prepare or submit a project proposal or project agreement in response to this AO. No costs before receipt of a signed agreement or specified written authorization from GeoConnections can be charged to any resulting agreement.

#### 8.3.4 Intangibles

Costs in the form of knowledge, goodwill, or other such intangibles are ineligible.

### 8.3.5 Other

Purchase of land or payment of property taxes and capital costs are ineligible.

## 8.4 Total Allowable Federal Assistance

The proponent shall provide a list of all federal departments participating in the proposed project and shall ensure that the total federal government assistance, including the amount requested from GeoConnections, does not exceed 75 percent of the total cost of the project. Funding from another GeoConnections-funded project cannot form part of the total project costs or leveraged funds.

## 8.5 Quebec Projects

An organization in Quebec whose operations are partially or fully funded by the Province of Quebec may be subject to the Act Respecting the Ministère du Conseil exécutif (L.R.Q., chapter M-30).

Under sections 3.11 and 3.12 of An Act Respecting the Ministère du Conseil exécutif (hereinafter referred to as Act) certain entities, as defined in the meaning of the Act, such municipal bodies, school bodies or public agencies, must obtain an authorization, indicated by the Act, before signing any agreement with the Government of Canada, its departments or agencies, or a federal public agency.

Consequently, any entity that is subject to the Act is responsible for obtaining such authorization before signing any agreement with the Government of Canada. The form in Appendix C must be completed and included with project proposals from Quebec. If you answer “yes” to one of the three questions, you must, on behalf of your organization, take the necessary measures to obtain the proper authorization from the Government of Quebec before obtaining funding from the Government of Canada. You should contact the representative from the agency or institution in Quebec that provides you with funding, after-which GeoConnections will send an unsigned copy of the contribution agreement.

If you answer “no” to all three questions on the form, your organization is not subject to the provisions of Chapter M-30 and the proposal evaluation process can move forward.

## 8.6 Private-sector Involvement

GeoConnections is committed to spending 50 percent of its total budget within the private sector. Government proponents who receive GeoConnections project funding are required to contract work to the private sector wherever possible, rather than hire new internal staff to work on project activities.

## **9 RIGHTS OF GEOCONNECTIONS**

GeoConnections reserves the right to:

- reject any or all letters of intent or proposals received in response to this AO;
- seek clarification and verify any or all information provided;
- enter into negotiations with project proponents on any or all aspects of a proposal;
- accept any proposal in whole or in part;
- negotiate intellectual property rights;
- promote and communicate the project and its results;
- cancel and/or re-issue this AO at any time; and
- administer, approve, and allocate funding based on the sole discretion of the GeoConnections program.

The contents and requirements of this document are subject to change. Before proceeding with a proposal submission, be sure to obtain the latest version of this document from the GeoConnections website: [www.geoconnections.org](http://www.geoconnections.org).

## **10 REPORTING AND MONITORING**

### **10.1 Project Authorities**

A GeoConnections project authority will be assigned to monitor each project. This project authority will be responsible for approving milestone payments. Milestone reports and corresponding deliverables will be submitted to the project authority for evaluation.

### **10.2 Payment Schedule**

Payment schedules will be specific to each project and will be outlined in the resulting agreement. In general, payment schedules will be based on milestones and their associated deliverables.

### **10.3 Final Report**

At the end of the project, the project team must provide a final report. This report should do the following:

- Assess the project's success;
- Identify the project benefits;
- Discuss the challenges encountered; and
- Outline plans for follow-on activities and projects.

## 10.4 Public and Stakeholder Communications

All projects that receive funding from GeoConnections will promote project results and publicly acknowledge the GeoConnections contribution by displaying the GeoConnections logo and link on media, public, and stakeholder news releases; presentations; websites; brochures; and other publications or documentation that describes the project and its outcomes.

Where only text is allowed, the acknowledgement will include the following wording:

“...with financial support from GeoConnections, a national partnership initiative led by Natural Resources Canada. GeoConnections and its partners are working to enhance the Canadian Geospatial Data Infrastructure, an on-line resource that enables decision-makers to access, combine, and share geographic information over the Internet and gain new insights into social, environmental, and economic issues.”

Where logos of supporting agencies are included in a product, the GeoConnections logo and the Canada wordmark shall be used.

Where both text and logos are used, both the text and logo forms of acknowledgement must be used.

GeoConnections would appreciate the opportunity to review communications material and will offer a link to project news releases and articles from its website, and may otherwise promote the projects successes in consultation with the project proponent and collaborators.

## 11 CONTACT

For this AO, all enquiries should be directed in writing, preferably by e-mail to:

Judy Guenette CGDI User Readiness Advisor GeoConnections Government of Canada	615 Booth Street , 6 <sup>th</sup> floor Ottawa, ON K1A 0E9 Telephone: (613) 947-1362 Facsimile: (613) 947-2410 Email: Judy.Guenette@nrcan.gc.ca
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Proposal submissions for funding should be directed in electronic format to:

Julie Béland Program Officer Manager Program Management Office GeoConnections Government of Canada	615 Booth Street , 6 <sup>th</sup> floor Ottawa, ON K1A 0E9 Telephone: (613) 947-5009 Facsimile: (613) 947-2410 Email: jbeland@nrcan.gc.ca
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## **APPENDIX A: PROPOSAL TEMPLATE FOR DEFINING STRATEGIC AND BUSINESS PLANS FOR USE OF THE CGDI AND DEFINING USER REQUIREMENTS FOR CGDI APPLICATIONS**

### *Notes*

*This template is meant to assist you in writing a proposal and will help GeoConnections in evaluating it (following the evaluation criteria as set out in Appendix B of this AO).*

***Proposals that do not follow this template will not be evaluated.***

*Text in italics denotes instructions and should be replaced with your text while regular text identifies section headings and required text.*

*GeoConnections will respond by email to all proposals.*

*Projects should be no longer than 6 months in duration and must finish no later than April 30, 2007. The maximum amount of funding from GeoConnections is **\$40,000** and must not exceed 50 percent of the project cost.*

***To be considered for GeoConnections funding under this opportunity, proposals must be received by GeoConnections no later than midnight (24:00) Pacific Time, October 20, 2006.***

*Title of proposed project*  
*Project Proponent Organization*

*Date proposal sent*  
Announcement of opportunity code 06-AUC-300

# Project Summary

<b>Title of Proposed Project:</b>	
<b>Lead Organization:</b>	
<b>Project Manager's Name:</b>	
<b>Proponent Contact Information:</b>	Full mailing address:
	Telephone number:
	Fax number:
	Email address:
<b>Start Date of Project:</b>	
<b>End Date of Project:</b>	
<b>Duration of Project:</b>	<i>in months</i>
<b>Project Description</b>	<i>Brief description (150 words or less), in plain language, of the proposed project and its objectives.</i>

<b>Project Cost</b>	<i>Total project cost, in Canadian dollars</i>		
<b>GeoConnections Funding</b>	<i>Total amount of requested GeoConnections funding, in dollars</i>		
	<i>Total amount of requested GeoConnections funding, as a percentage of the total project cost</i>		
<b>Project Collaborator(s)</b>	<b>Financial Contribution</b> (Cdn \$)		
	<b>Cash Contribution</b>	<b>In-kind Contribution</b>	
		<b>Description</b>	<b>Cash value</b>
<b>Project Proponent Organization</b>		<i>Describe what the in-kind contribution consists of; for example labour, software, supplies, etc.</i>	

# Table of Contents

*Insert the Table of Contents here.*

- Project Summary.....*
- Table of Contents.....*
- 1. Organization Description.....*
- 2. Project Description.....*
- 3. Communication Plan .....*
- 4. Risks.....*
- 5. Project Team.....*
- 6. Project Implementation Plan.....*
- 7. Budget Summary.....*

# 1. ORGANIZATION DESCRIPTION

*Describe your organization: its mandate, vision, mission, goals, priorities and factors that influence your business. Describe the existing use of geomatics within your organization, including technologies, resources, partnerships, and outputs.*

# 2. PROJECT DESCRIPTION

*Depending upon the category you are applying for, describe your project.*

## **For Category 1: Defining Strategic and Business Plans Use of the CGDI**

*Background:* Describe the proposed strategic and business plans development, what methodology you will use and the resources you are willing to commit. Explain why this project is important to your organization and why it should take place now. Explain how the project will help your organization meet its policy and operational needs.

*Users:* Describe your main users and which of the four priority areas (public health, public safety/security, environment/sustainable development, or matters of importance to Aboriginal peoples) that your project fits under.

*Goals:* Describe preliminary or possible goals. Give a short narrative of the current state of geomatics in your organization, how you see it in 5+ years and how it will differ from its current state.

*CGDI:* Describe preliminary thoughts and examples on how the CGDI can be used to meet your goals.

*Partnerships:* Identify the partnerships and describe their roles and commitment to the project. Describe their relationship with you the proponent, and any existing formal sharing agreements.

*Sustainability:* Describe the next steps after this project is completed. Assume you have completed strategic and business plans. What happens next? How will you implement the project results? What role will your partners play?

## **For Category 2: Defining User Requirements for CGDI Applications**

*Background:* Describe the proposed application and the resources you are willing to commit. Describe the proposed methodology you will use for the user requirements study. Detail which qualitative and/or quantitative methods you are thinking of using to gather needs including your target audience and number of consultations; for example, 10 interviews or 5 focus groups and/or a questionnaire. Explain why this project is important to your organization and why it should take place now. Explain how the project will help your organization meet its policy and operational needs.

Users: Describe your main users and which of the four priority areas (public health, public safety/security, environment/sustainable development, or matters of importance to Aboriginal peoples) that your project fits under.

Goals: Describe the organizational goals your application will assist you in reaching. Give a short narrative of the state of geomatics in your organization, when the proposed application is implemented and how it will differ from its current state.

CGDI: Describe the role of the CGDI within the context of your application.

Partnerships: Identify the partnerships and describe their roles and commitment to the project. Describe their relationship with you the proponent, and any existing formal sharing agreements.

Sustainability: Describe the next steps after this project is completed. Assume you have a completed user requirements assessment. What happens next? How will you implement the project results? What role will your partners play?

### 3. COMMUNICATIONS PLAN

Describe how you will share and disseminate project results within your user group and how you will establish links with other initiatives.

### 4. RISK

Identify and evaluate potential challenges or risks in completing the project.

<b>Risk</b>	<b>Severity (high, medium, low)</b>	<b>Probability (high, medium, low)</b>	<b>Mitigation strategies for dealing with each risk</b>
<i>Commitment risks</i>			
<i>Organization risks</i>			
<i>Contracting risks</i>			
<i>Financial risks</i>			
<i>Human resources risks such as the availability of qualified personnel or experienced personnel</i>			
<i>Policy issues</i>			
<i>Project dependencies</i>			

## 5. PROJECT TEAM

Describe the role, responsibilities, key skills and relevant experience of each person assigned to the project including contractors or partners following the template below.

<b>Name:</b>	
<b>Organization:</b>	
<b>Role (title):</b>	
<b>Responsibilities:</b>	
<b>Key Skills:</b>	
<b>Number of years relevant experience:</b>	

## 6. PROJECT IMPLEMENTATION PLAN

Complete the table below. The schedule of work is left to the discretion of the project proponent. Deliverables as well as requests for payments are to be linked to these milestones.

- Column 1 “WBS” – identifies a number for each task and sub-task and milestones.
- Column 2 “Task and work breakdown” – describes each task and sub-task and milestone. Sub-tasks must be defined to a maximum of ten days. As a guideline, it is advisable to provide a breakdown / detail on any activity with a total effort of more than 10 days
- Column 3 “Duration (days)” is the total length of time in working days that the activity will take.
- Column 4 “Organization” – indicates the name of the organization responsible for the task.
- Column 5 “Team Members Name” – identifies the actual personnel assigned to carry out the described task.
- Column 6 “Days effort/person” – indicates the level of work effort in days for each team member.
- Column 7 “Per diem” is the individuals’ daily rate. This includes employee benefits up to a maximum of 20 percent. An explanation on how the per diem rate was calculated should be provided. A typical way to calculate labour (labour-rate formula) is: reasonable annual salary, plus reasonable overhead and benefits, divided by a 260.88 billable days in a year. In the case of government personnel, official government rate or rates according to classification level should be used.
- Column 8 “Deliverables” – indicates all the outputs to be delivered at the milestone.
- Column 9 “Start Date” – indicates the date at which the first activity begins.
- Column 10 “Delivery Date” – indicates the date for delivery of the final deliverable of a particular milestone.
- Column 11 “Total Cost” – indicates the cost – excluding tax (whether funded by cash or in-kind contribution) of the task to be carried out.

WBS	Task & work breakdown	Duration (days)	Organization	Team Members Name	Days effort/ person	Per Diem	Deliverables	Start Date	Delivery Date	GeoConnections Contribution by milestone	Total Cost (excluding tax)
<b>1.</b>	<b>Initiation Phase</b>	<b>18</b>	<b>Company A Subcontractor</b>		<b>14</b>			<b>Dec. 6<sup>th</sup>, 2006</b>			<b>\$8,475</b>
1.1	Travel for project kick-off meeting	3	Company A Subcontractor	F. White T. Greene	2 1	\$600 \$700					\$1700
1.2	Project kick-off meeting	7	Company A Subcontractor	J. Brown T. Greene	3 1	\$525 \$700					\$2275
1.3	Confirm requirements with users	8	Company A Subcontractor	F. White T. Greene	5 2	\$600 \$700					\$4500
1.4	Initiation Phase Complete						<b>Milestone Report #1</b>		<b>Dec 22nd, 2006</b>	\$5,000	
<b>2.</b>	<b>Strategic Plan Development Phase</b>	<b>40</b>			<b>33</b>			<b>Jan 23, 2007</b>			<b>\$19,625</b>
2.1	Review existing documents and status	10	Company B	T. Blanc	5	\$600					\$3000
2.2	Goal assessment	10	Company B	T. Blanc	10	\$600					\$6000
2.3	Write preliminary Strategic Plan document	15	Company B Subcontractor	T. Blanc T. Greene	3 10	\$600 \$700					\$8800
2.4	Updated Strategic Plan document from user feedback	5	Company A	J. Brown	5	\$525					\$2625
2.5	Strategic Plan Document Complete						<b>Design Document</b>		<b>Mar 12<sup>th</sup>, 2007</b>		
2.6	Strategic Plan Development Phase Complete						<b>Milestone Report #2</b>		<b>Mar 19<sup>th</sup>, 2007</b>	\$15,000	
<b>3.</b>	<b>Business Plan Development Phase</b>	<b>40</b>			<b>30</b>			<b>Mar 16, 2007</b>			<b>\$10,000</b>
3.1	Describe tasks										
3.2											
<b>4.</b>	<b>Project Conclusion Phase</b>	<b>20</b>			<b>20</b>			<b>Apr 11th, 2007</b>			<b>\$15,000</b>
4.1	Describe tasks										
4.2											
	<b>Totals</b>	<b>118</b>			<b>97</b>					<b>\$25,000</b>	<b>\$53,100</b>

## 7. BUDGET SUMMARY

*This budget summary table identifies the project costs and the contributions per collaborating organization. The table conveys eligible expenses incurred by each organization and classification of each expense as a cash or in-kind contribution. A description of each "Project Expense" item should be provided in the "Project Expense and Description" cell. Additional columns can be added for more organizations.*

*The maximum amount of funding from GeoConnections is \$40,000 and must not exceed 50 percent of the project cost.*

**Notes:**

- *Total federal government assistance cannot exceed 75% of the total cost of the project. However, for Aboriginal organizations (Indian and Northern Affairs Canada (INAC) funding for core services should not be counted as federal.*
- *An organization in Quebec whose operations are partially or fully funded by the Province of Quebec may be subject to the Act Respecting the Conseil exécutif (L.R.Q., chapter M-30). Certain entities, such as municipal bodies, school bodies or public agencies, must obtain an authorization before signing any agreement with the Government of Canada. See Appendix C of this announcement for the form related to Bill M-30.*
- *For Eligible and Ineligible Project Costs, see Section 8.*

Project Expense and Description	Project Proponents' Organization		GeoConnections	Total Project Costs Taxes (GST, PST and HST) not eligible
	In-kind	Cash	Cash	
<b>Labour</b> (including benefits – max 20%) <i>'In-kind' is for people already employed by an organization, 'Cash' is for new contract, people hired for this specific project.</i>				
<b>Materials, Supplies, Components</b> <i>In-kind costs cannot be on-going operational costs; for example if your organization pays rent (or electricity or gas) for its office as part of on-going operations, it cannot be claimed as an in-kind contribution since the cost would be incurred regardless of this project. Administrative costs (postage, courier, photocopying), costs for telecommunications (fax, telephone), meeting rooms, etc. can be claimed. Overhead costs should be explained as they may be operational costs.</i>				
<b>Travel and Living</b> <i>Travel expenses should be detailed. Invoices for transportation and accommodation will need to be provided for repayment. Meals and incidentals will be reimbursed as per Treasury Board Travel Directive at <a href="http://publiservice.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/td-dv_e.asp">http://publiservice.tbs-sct.gc.ca/pubs_pol/hrpubs/TBM_113/td-dv_e.asp</a>. A kilometric rate which includes gas and vehicle usage is used for private transportation.</i>				
<b>Subcontracts</b> <i>Identify the subcontractor. Tasks and days effort should be identified in the work breakdown.</i>				
<b>Other</b>				
<b>Sub-total</b>				
<b>TOTAL COSTS</b>				
<b>Percentage</b>		%	%	100%

## APPENDIX B: EVALUATION CRITERIA FOR DEFINING STRATEGIC AND BUSINESS PLANS FOR USE OF THE CGDI AND DEFINING USER REQUIREMENTS FOR CGDI APPLICATIONS

### Proposal Evaluation

Proposals will be evaluated according to the evaluation criteria below. Each section from the proposal template will be evaluated.

The evaluation will be based on the selection of the most appropriate statement, from a list of statements ranked 'A' through 'D', which best describes how the proposal addresses that particular criterion. These statements are described, for each of the criteria, below under "Evaluation Criteria".

**Note: The proposal evaluation committee will assess proposals using only the information provided in the proposal. No information from other sources will be considered during the evaluation.**

'A' statements correspond to the minimum acceptable or minimum assessable conditions for a given evaluation criterion, whereas 'D' statements correspond to the most desirable condition for that particular evaluation criterion, and thus the maximum possible assessment.

When the proposal does not meet all the conditions and elements to satisfy a particular evaluation statement, evaluators are instructed to select the next lowest statement and its associated letter score. For example, if the proposal does not satisfactorily address all the conditions and elements in statement 'C' for a particular evaluation criterion, then statement 'B' is selected. When a particular criterion cannot be assessed, due to confusing or missing information, an 'N' score is assigned.

Letter scores are associated with percentage values according to the table below:

Letter Score	Value
N	-
A	3%
B	33%
C	67%
D	100%

Individual scores for each of the evaluation criteria are summed and an average is calculated. The maximum possible score for a proposal is 100% and the minimum possible score is 0%.

**Proposals that do not pass the required criteria or that do not achieve an average score of at least 50% will not be considered for funding. In addition, certain evaluation**

**criteria require a minimum of a ‘B’ to pass. Hence, proposals that do not receive at least a “B” score in Business model, Business line dependency on geospatial information/applications, Policy needs, Use of the CGDI, Partnerships, Sustainability potential, and Risk assessment and mitigation will not be considered for funding.**

	<b>Required Criteria</b> Proponents must pass all 6 of the following criteria in order for their letter of intent to be evaluated.	<b>Pass or Fail</b>
A	Is the proponent Canadian?  Yes = pass No = fail	
B	Does the proponent have the business <b>mandate</b> to lead and support the project?  Yes = pass No = fail	
C	Does the project support decision making in one of the identified <b>priority areas</b> : <ul style="list-style-type: none"> <li>• Aboriginal Matters: Land and Resource Planning and Community Response Systems</li> <li>• Environment/Sustainable Development: Integrated Land, Water, or Marine Management, Environmental Assessments, and Indicator Monitoring.</li> <li>• Public Health: Disease Surveillance, Population Health analysis.</li> <li>• Public Safety: Situational Awareness and assisting with the Management of Consequences.</li> </ul> Yes = pass No = fail	
D	Is the proponent an <b>end-user</b> ?  Yes = pass No = fail	
E	Does the proponent have an existing, active governance structure  Yes = pass No = fail	
F	Are the proponent and collaborators contributing at least 50% towards the total project cost?  Yes = pass No = fail	

## 1. ORGANIZATION

### 1. Business model

Minimum B to pass

The proponent:

- A. does not have an existing, business model
- B. has an existing business model, but it is not well defined / up to date
- C. has an existing, well defined business model
- D. has an existing, well defined business model that has been reviewed or updated recently

### 2. Current geospatial knowledge

The proponent:

- A. does not currently have geospatial data management knowledge and capacity
- B. currently has limited geospatial data management knowledge and capacity
- C. currently has geospatial data management knowledge and capacity
- D. has a long and extensive history of geospatial data management knowledge and capacity

### 3. Business line dependency on geospatial information/applications

Minimum B to pass

The proponent's:

- A. business line does not have any use for geospatial information/applications
- B. business line has some, but limited use for geospatial information/applications
- C. business line has a strong use for geospatial information/applications
- D. business line is dependent on the use of geospatial information/applications

### 4. Information sharing

The proponent:

- A. has no need to share data or information products
- B. has a need to share data and information products only within the proponent organization itself
- C. has a need to share data or information products outside the project proponents' organization
- D. has a need and is mandated to share data or information products outside the project proponents' organization

## 2. PROJECT BACKGROUND

### 5. Policy needs

Minimum B to pass

The project:

- A. does not support the policy needs of the proponent
- B. provides limited support to the policy needs of the proponent
- C. strongly supports the policy needs of the proponent
- D. is critical to the policy needs of the proponent

### 6. Operational / management needs

The project:

- A. does not support the operational / management needs of the proponent
- B. supports the operational / management needs of the proponent in a limited way
- C. strongly supports the operational / management needs of the proponent
- D. is critical to the operational / management needs of the proponent

### 7. Methodology

The project:

- A. does not propose an acceptable methodology
- B. proposes an acceptable methodology, but it is not complete, or the methodology has weaknesses
- C. proposes a complete, acceptable methodology
- D. proposes a complete, acceptable methodology that the proponent has used before

## 3. USERS

### 8. Users

The proposal:

- A. does not identify end users
- B. identifies end users, but incompletely or not accurately
- C. provides a complete and accurate list of end users within the proponent
- D. provides a complete and accurate list of end users both within the proponent and outside of it

## 4. ORGANIZATIONAL GOALS

### 9. Business alignment

The goals:

- A. are not defined
- B. are defined but are not aligned with the business model of the proponent
- C. are partially aligned with the business model of the proponent
- D. are totally aligned with the business model of the proponent

### 10. Geomatics advancement

The goals:

- A. are not defined or will not advance the use of geomatics within the proponent
- B. will somewhat advance the use of geomatics within the proponent
- C. will advance the use of geomatics within the proponent
- D. will significantly advance the use of geomatics within the proponent as well as its partners

## 5. USE OF THE CGDI

### 11. Use of the CGDI

Minimum B to pass

The project proposal:

- A. does not mention any use of the CGDI
- B. mentions the CGDI but in a general way only
- C. mentions one or two potential uses of the CGDI for end users
- D. explains in detail potential uses of the CGDI and its specific use within the proponent

## 6. PARTNERSHIPS

### 12. Partnerships

Minimum B to pass

The proposed project:

- A. will not include the collaboration of another organization (does not include supporting documentation)

- B. includes the collaboration of one or two organizations, contributing under 5%, of total project cost, towards the project (includes supporting documentation)
- C. includes the collaboration of more than two organizations, contributing 6-15%, of total project cost, towards the project (includes supporting documentation)
- D. includes the collaboration of more than two organizations, contributing over 16%, of total project cost, towards the project (includes supporting documentation)

## **7. SUSTAINABILITY**

### **13. Sustainability potential**

Minimum B to pass

The project proposal:

- A. does not outline any plans for activities after the end of the project
- B. outlines limited or incomplete plans for activities beyond the end of the project
- C. outlines detailed and complete plans for future activities related to the project results
- D. outlines detailed and complete plans for future activities related to the project results and commits resources for carrying them out

### **14. Future partnerships**

The project proposal:

- A. does not define any role of the project partners after the end of the project
- B. has general plans for future involvement of project partners
- C. has clear and detailed plan for future involvement of project partners, but no commitment
- D. has clear and detailed plans, and commitment for future involvement of project partners

## **8. COMMUNICATIONS**

### **15. Communications plan**

The proponent:

- A. will not share or disseminate projects results
- B. will share and disseminates project results within its user group
- C. will share and disseminate project results with the general public and with the user group
- D. will share and disseminate project results and identifies approaches that will be used to involve the entire user community and ensure an iterative process from which users can receive and give feedback

## 9. RISK

### 16. Risk assessment and mitigation

Minimum B to pass

The project proposal:

- A. has limited or no risk identification, and an unrealistic or no mitigation strategy
- B. has few risks identified and a limited mitigation strategy
- C. has comprehensively identified risks but has a limited mitigation strategy
- D. has comprehensive risk identification and outlines reasonable mitigation strategies

## 10. PROJECT TEAM

### 17. Roles and responsibilities

The proposed project team:

- A. is incomplete
- B. does not have clearly defined roles and responsibilities to deliver project results
- C. has clearly defined roles but do not link to the responsibilities needed to deliver project results
- D. has clearly defined roles that match the skills and responsibilities required to deliver project results

## 11. PROJECT IMPLEMENTATION PLAN

### 18. Project feasibility and implementation

The proposed project:

- A. has an incomplete project plan
- B. has a feasible project plan but with flaws relating to schedule, levels of effort or deliverables
- C. has a complete and feasible project plan with only minor problems related to schedule, levels of effort or deliverables
- D. has a complete and feasible project plan and has reasonably outlined schedule, levels of effort and project deliverables

## 12. RESOURCES

### 19. Cash Leverage

Review the financial information provided in the proposal. Taking into account both the requested GeoConnections contribution (as a percentage of the total project cost) and the cash contribution (as a percentage of the total project cost) to be made by the project proponent and collaborators, select the value type (I, II, III, or IV) in the following table that best represents the combination of the GeoConnections share and the cash leveraged for the project.

		GeoConnections Contribution (% of total project cost)			
		50 - 45	45 - 35	35 - 20	< 20
Proponent and Collaborators Total Cash Contribution (% of total project cost)	0 - 10	I	II	II	II
	10 - 25	II	II	III	III
	25 - 35	II	III	III	IV
	> 35	III	III	IV	IV

Select the statement below that best reflects your evaluation of the proposed project.

The proposed project shows:

- A. leverage of type "I"
- B. leverage of type "II"
- C. leverage of type "III"
- D. leverage of type "IV"

**APPENDIX C: FORM TO BE COMPLETED WITH RESPECT TO BILL M-30*****An Act respecting the Ministère du Conseil exécutif,***  
R.S.Q., c. M-30.

This form must be completed by the person representing the organization. It must be used for funding applications pertaining to the Government of Canada's programs and initiatives. Please review the relevant provisions of the Act, complete and sign this form, and return it to GeoConnections.

**Project Title:****Name of Entity (Organization):****Program:**

1) Under section 3.11, is the applicant (proposed payee) a *municipal body* or *school body* (defined below) within the meaning of 3.6.2 of the Act?

Yes \_\_\_

No \_\_\_

2) Under section 3.12, is the applicant (proposed payee) a *public agency* within the meaning of section 3.6.2 of the Act?

Yes \_\_\_

No \_\_\_

3) If an agreement is signed between the applicant and the Government of Canada, will the agreement affect a *government agency*, *municipal body*, *school body* or *public agency* within the meaning of the Act?

Yes \_\_\_

No \_\_\_

**If you answered "No" to all three questions**, please sign this form and attach it to your application along with any appropriate supporting documents.

**If you answered "Yes" to any question**, you must do the following:

- Contact (as soon as possible) the program officer in charge of your project for advice on how to proceed.
- Obtain the authorization from the Quebec government or the Minister of Canadian Intergovernmental Affairs (as the case may be) before signing the contribution agreement.
- Provide a copy of this authorization.

I, *Name and Title of representative*, certify that I have read and understood all the information above, and that the information I have supplied is accurate.

Signature of representative: \_\_\_\_\_

Date: \_\_\_\_\_

**Excerpts from *An Act respecting the Ministère du Conseil Exécutif R.S.Q., c. M-30***

**3.6.2.** In this subdivision,

“government agency” means a legal person or agency that, under its constituting Act, is empowered to make inquiries, issue permits or licences or make regulations for purposes other than its internal management and, if it is a legal person, has one of the following characteristics:

- (1) it is the mandatory or agent of the State or of another government in Canada;
- (2) it enjoys the rights and privileges of a mandatory or agent referred to in paragraph 1;

“municipal body” means

- (1) a municipality;
- (2) a metropolitan community;
- (3) a legal person or body that has one of the following characteristics:
  - (a) a majority of its members are appointed by one or more municipal bodies;
  - (b) more than half of its financing is provided by one or more municipal bodies;
- (4) a group of municipal bodies;

“school body” means

- (1) a school board;
- (2) the Conseil scolaire de l’île de Montréal;
- (3) a legal person or body that has one of the following characteristics:
  - (a) a majority of its members are appointed by one or more school bodies;
  - (b) more than half of its financing is provided by one or more school bodies;
- (4) a group of school bodies.

“public agency” means

- (1) a legal person or agency that, although not a government agency, a municipal body or a school body, has one of the following characteristics:
  - (a) a majority of its members come from the Québec public sector, that is, are appointed by the Government, a minister, a government agency, a municipal body, a school body or another public agency;
  - (b) its personnel are appointed in accordance with the Public Service Act (chapter F-3.1.1);
  - (c) more than half of its financing is derived from Québec public funds, that is from the consolidated revenue fund, a government agency, a municipal body, a school body or another public agency;
- (2) a group of public agencies;

**3.11.** Except to the extent expressly provided for by law, no municipal body or school body may, without the prior authorization of the Government, enter into any agreement with another government in Canada or one of its departments or government agencies, or with a

federal public agency.

The Government may attach such conditions as it determines to the authorization.

Any contravention of the provisions of the first paragraph or any failure to comply with the conditions referred to in the second paragraph entails the nullity of the agreement.

The Minister, concurrently with the Minister responsible for or the Minister who subsidizes the municipal or school body, shall see to the negotiation of the agreement.

**3.12.** No public agency may, without the prior authorization of the Minister, enter into any agreement with another government in Canada or one of its departments or government agencies, or with a federal public agency.

The Minister responsible for or the Minister who subsidizes the public agency shall give an advisory opinion on the draft agreement to the Minister before the decision on the application for authorization is made.

The Minister may attach such conditions as he or she determines to the authorization. The Minister may, in particular, fix as a condition that the financing obtained under the agreement referred to in the first paragraph will not be subsequently taken into consideration to determine whether or not the agency is subject to this section.

Any contravention of the provisions of the first paragraph or any failure to comply with the conditions referred to in the third paragraph entails the nullity of the agreement.

The Minister, concurrently with the Minister responsible for or the Minister who subsidizes the public agency, shall see to the negotiation of the agreement.

**3.12.1.** No government agency, municipal body or school body may, without the prior authorization of the Government, permit or tolerate being affected by any agreement entered into between a third person and another government in Canada or one of its departments or government agencies, or a federal public agency.

The Government may attach such conditions as it determines to the authorization.

The first paragraph also applies to a public agency which, in that case, must obtain prior authorization in writing from the Minister, who may attach such conditions as he or she determines to the authorization. The minister responsible for or the minister who subsidizes the public agency shall give an advisory opinion to the Minister before the decision on the application for authorization is made.

For the purposes of the first paragraph, an agency or body is permitting or tolerating being affected by an agreement when, for instance, it enters into an agreement that is related to an agreement referred to in that paragraph.

Any contravention of the first or third paragraph or any failure to comply with the conditions referred to in the second or third paragraph entails, for the agency or body, the nullity of any stipulation or agreement having any effect whatever in its respect.

**3.13.** The Government, to such extent and subject to such conditions as it determines, may exempt the whole or a part of an agreement or class of agreements which it designates from the application of this division.