



RETURN BIDS TO:

RETOURNER LES SOUMISSIONS Á:

Parks Canada
John Cabot Building, 10 Barter's Hill,
5th Floor
St. John's, NL A1C 5M9
 Attn: Colleen Sheehan

REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION

Proposal to: Parks Canada Agency

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

Propositions à : l' Agence Parcs Canada

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

Vendor/Firm Name and Address
Raison sociale et adresse du
fournisseur/de l'entrepreneur

Title-Sujet Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada	
Solicitation No. - N° de l'invitation 10131216	Date January 8th , 2014
GETS Reference No. – N° de référence de SEAG	
Client Reference No. – N° de référence du client	
Solicitation Closes L'invitation prend fin – at – à 02:00 PM on – le January 28th, 2014	Time Zone Fuseau horaire - Newfoundland Standard Time (NST)
Address Inquiries to: - Adresser toute demande de renseignements à : Colleen Sheehan Colleen.sheehan@pc.gc.ca	
Telephone No. - No de téléphone (709)772-6129	Fax No. – No de FAX: (709)772-3651
Destination of Goods, Services, and Construction: Destination des biens, services et construction: See Herein	
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur :	
Name and title of person authorized to sign on behalf of the Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
_____	_____
Name/Nom	Title/Titre
_____	_____
Signature	Date

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

TABLE OF CONTENTS

PART 1 - GENERAL INFORMATION

1. Security Requirement
2. Statement of Work
3. Debriefings

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions
2. Submission of Bids
3. Enquiries - Bid Solicitation
4. Applicable Laws

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures
2. Basis of Selection

PART 5 - CERTIFICATIONS

1. Certifications Precedent to Contract Award and Certifications Required with the Bid

PART 6 - RESULTING CONTRACT CLAUSES

1. Security Requirement
2. Statement of Work
3. Standard Clauses and Conditions
4. Term of Contract
5. Authorities
6. Payment
7. Invoicing Instructions
8. Certifications
9. Applicable Laws
10. Priority of Documents

List of Annexes:

- Annex A Statement of Work
Annex B Evaluation Criteria

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

PART 1 - GENERAL INFORMATION

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

Please see attached as Annex A

35. Debriefings

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

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

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

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

The 2003 (2011-05-16) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

2. Submission of Bids

Bids must be submitted only to Parks Canada Agency (PCA) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation.

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

3. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

4. Applicable Laws

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

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

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

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

Section I: Technical Bid (4 hard copies)
Section II: Financial Bid (2 hard copies)
Section III: Certifications (1 hard copies)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders are encouraged to:

- 1) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Financial Bid

Bidders must submit their financial bid in accordance with Annex B - R8 Financial Proposal. The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST) must be shown separately, if applicable.

Section III: Certifications

Bidders must submit the certifications required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

1.1 Technical Evaluation

See Annex B as attached.

1.2 Financial Evaluation

See Annex B as attached.

2. Basis of Selection

The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 120/150 points for the technical merit and 30/150 points for the price.

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted as requested.

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

1. Certifications Precedent to Contract Award

The certifications listed below should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

1.1 Federal Contractors Program - Certification

SACC Manual Clause A3030T (2010-08-16), Federal Contractors Program

Pursuant to GI 12, The Proponent must complete the following certification.

1. The Proponent, or, if the Proponent is a joint venture the member of the joint venture, certifies its status with FCP, as follows:

The Proponent or the member of the joint venture

- (a) () is not subject to the FCP, having a workforce of less than 100 full- time or part-time permanent employees, and/or temporary employees having worked 12 weeks or more in Canada,
- (b) () is not subject to the FCP, being a regulated employer under the [Employment Equity Act](#), S.C. 1995, c.44;
- (c) () is subject to the requirements of the FCP, having a workforce of 100 or more full time or part-time permanent employees, or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC, (having not bid on requirements of \$200,000 or more);
- (d) () is subject to the FCP, and has a valid certificate number as follows:
_____ (e.g. has not been declared an ineligible contractor by HRSDC).

Please check the appropriate item above. Further information on the [FCP](#) is available on the HRSDC Web site.

Signature

Date

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

Former Public Servant (FPS) - Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, proponents must provide the information required below.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

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

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

"pension" means, in the context of the fee abatement formula, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970, c. D-3,

the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c. M-5, and that portion of pension to the *Canada Pension Plan Act*, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

Is the Proponent a FPS in receipt of a pension as defined above?

YES () NO ()

If so, the Proponent must provide the following information:

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

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

Work Force Reduction Program

Is the Proponent a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? YES () NO ()

If so, the Proponent must provide the following information:

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

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Goods and Services Tax or Harmonized Sales Tax.

Certification

By submitting a proposal, the Proponent certifies that the information submitted by the Proponent in response to the above requirements is accurate and complete.

Signature

Date

PART 6 - RESULTING CONTRACT CLAUSES

1. Security Requirement

There is no security requirement associated with the requirement.

2. Statement of Work

Attached as Annex A

3. Standard Clauses and Conditions

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

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

3.1 General Conditions

2010B (2011-05-16), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.

4. Term of Contract

4.1 Period of the Contract

The proposed period of contract shall be from February 3rd, 2014 to July 24th, 2014.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Colleen Sheehan
Contracts, Procurement & Materiel Management Advisor
Finance and Contracting Operations Chief Financial Officer Directorate
Parks Canada Agency
John Cabot Building
P.O Box 1268
St. John's, NL A1C 5M9
Telephone 709-772-6129
Facsimile 709-772-3651
Email: colleen.sheehan@pc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority.

The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2 Project Authority (*will be named upon award of contract*)

The Project Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone : ____ ____ _____
Facsimile: ____ ____ _____
E-mail address: _____

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

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

5.3. Contractor's Representative * Contractor to Fill in *****

Name: _____

Title: _____

Organization: _____

Address: _____

Telephone : ____ ____ ____

Facsimile: ____ ____ ____

Email address: _____

6. Payment

6.1 Basis of Payment

SACC Manual Clause C0207C (2011-05-16), Basis of Payment – Firm Price,

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm all inclusive price _____ (**amount to be inserted at contract award**). Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

6.2 Limitation of Price

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

6.3 Multiple Payments

Canada will pay the Contractor upon completion and delivery of units in accordance with the payment provisions of the Contract if:

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

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

7. Invoicing Instructions

The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all goods or services identified in the contract are delivered.

Invoices must be distributed as follows:

The original and one (1) copy must be forwarded to the Project Authority shown at section 5.2 – Part 6 of the Contract for certification and payment.

8. Certifications

8.1 Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

9. Applicable Laws

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

10. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) 2010B (2011-05-16), General Conditions - Professional Services (Medium Complexity) apply to and form part of the Contract.
- (c) Annex A, Statement of Work
- (d) Annex B, Evaluation Criteria
- (e) the Contractor's bid dated _____ as clarified on _____ " **or** ", as amended on

ANNEX "A"

STATEMENT OF WORK

1. Purpose and Context

Parks Canada is seeking proposals to develop a new master plan for the Halifax Citadel National Historic Site of Canada. The goal of this new plan is to review the current suite of programs and services and to suggest the enhancements, changes, or new products necessary to realize a 25% increase in paid visitation to the site within five years. Increased revenues are vital to the site's overall sustainability and its ability to respond to emerging community and tourism market trends. The program and services recommended through this process will be consistent with those of a premium, "best-of-type" historic attraction. Thus, the new master plan should reference the very best practices of national and international sites and attractions with the aim of creating a visitor experience that is second to none.

Within the overall master plan process the priority is to analyze, develop the conceptual design and business viability of three specific projects. The projects are the Citadel Heritage Centre, Historic Skating Rink (winter experience offer), and Serjeants' Mess (culinary experience offer). These three projects have the potential to impact revenue, visitation, and seasonality in the short to mid-term.

The Citadel has been identified as a year-round brand leader site within the Parks Canada system. The above projects have been identified as potential opportunities to extend the current season of operation, to increase revenue and visitation growth. It is recognized that each of these projects needs to be assessed in the context of the overall site offer and resulting master plan.

Background

a. Historical Background.

Halifax was founded in 1749 as a strategic outpost to counter the French fortress of Louisbourg. Within ten years of Halifax's establishment large expeditions were dispatched to capture Louisbourg and then to the pivotal battle at Quebec on the Plains of Abraham. This role of strategic operations base was one that Halifax would continue to play in various conflicts through to the end of the Second World War. The city was at one time the most heavily defended outpost in North America and one of four fortresses, along with Portsmouth, Bermuda, and Gibraltar, that were built to control the North Atlantic sea lanes.

The first of four fortifications on what is now Citadel Hill was built shortly after the British landed in Halifax in 1749. Over time, the fortifications on Citadel Hill would undergo several evolutions in response to world events. A second Citadel, for instance, was built during the American Revolution as the British base on the eastern seaboard shifted from New England to Halifax. Later, the onset of war with the United States in 1812 saw the defences further improved and in the aftermath of that war the current massive stone

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

structure was commissioned as part of a scheme of defensive works including the Citadelle in Quebec, Fort Henry in Kingston, and the Rideau Canal.

The Halifax Citadel became the primary fortress in a complex of defensive fortifications built to defend the strategic harbour. Though the defences of Halifax were never attacked they stand testament to the city's place in world events.

b. Historical Site Background

In 1952, after it ceased to be useful militarily, the Halifax Citadel and its grounds were transferred from the Department of National Defence to the Department of the Environment and is now part of a family of national parks, national historic sites, and marine conservation areas managed by Parks Canada. The historical significance of the site is articulated as part of the site's Statement of Commemorative Integrity, which reads:

The Halifax Citadel is of national historic significance because of its role in the development of Halifax as one of four principal naval stations of the British empire during the 18th and 19th centuries and because it is an important element in the uniquely complete conspectus of shore defences (known collectively as the Halifax Defence Complex) that developed at Halifax between the 18th century and World War II. (Parks Canada, Halifax Citadel National Historic Site Statement of Commemorative Integrity, p.3.)

The broad nature of this statement reflects the fact that the Halifax Citadel served in its operational capacity for two hundred years, and as a national historic site it represents over two hundred years of Canadian military heritage.

The first interpretation plan, developed in the 1970s, recommended an interpretive focus for experiential programming on a single period, that of Confederation, when Canada was emerging as an independent nation. Other periods of historical significance were covered in exhibits built by Parks Canada and by the large artifact collection maintained by the Army Museum (AM). The cancellation of the major development program for the Citadel in 1985 has resulted in a significant reliance on the living history program

More recently the site has broadened visitor experience programming to align with significant military historical anniversaries. These anniversaries offer new ways to attract new and repeat audiences to the site. Since 2006, living history presentations and visitor activities have commemorated events from the Seven Years War, First World War and Second World War. The Citadel was also the focal point for the 200th Anniversary commemorations of the War of 1812 in the Atlantic Region.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

c. Parks Canada and Site Operations

The Halifax Citadel is managed by the Parks Canada Agency and is a brand leader site within the Parks Canada system. Situated in the centre of eastern Canada's largest metropolitan area the Halifax Citadel is both a well-known tourist attraction and a long-serving community venue.

Parks Canada Mandate

"On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations."

Parks Canada Agency Priority 2012:Increasing Visitation

Increasing paid visitation is a significant focus for Parks Canada in the short- to medium-term in order to support the Agency's overall mandate, and to strengthen its places as key economic contributors in communities across Canada. Planned initiatives will result in 22.4 million person-visits annually to national parks, national historic sites and national marine conservation areas by March 2015 up from 20.7 million person-visits in 2008-09. This will be done by diversifying and renewing visitor experience opportunities and increasing the desirability of these locations as travel destinations.

Halifax Citadel National Historic Site Current Program Overview

The Halifax Citadel has an extremely active, community-responsive operation involved in the full spectrum of traditional and alternate uses of the site.

In addition to its core visitor programs, the Citadel is a community gathering site for Canada Day, Victorian Christmas, large scale concerts, and provides various venues through a thriving facility rental program. The most active visitation and program delivery period for the site is concentrated in the months from May to the end of October. The site grounds remain open year-round and programming is available by appointment all year. The importance of the Fall season, in particular, has been growing due to the arrival of more cruise ships to the region.

Partners

Site programs and operations are delivered in partnership with two non-profit, charitable societies. Both of these organizations seek community support for their programs and maintain relationships with business, tourism, and various levels of government. The Lieutenant Governor of Nova Scotia and Commander of the 5th Canadian Division are patrons of the main partner, the Halifax Citadel Regimental Association (HCRA). The Commander is also co-chair of the Army Museum (AM)

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

The Halifax Citadel Regimental Association has worked with Parks Canada since 1993 and is responsible for the delivery of visitor services and site personal interpretation products. In addition, the HCRA operates an active facilities rental program, the retail coffee shop and gift shops on-site and manages a small music school. The Army Museum has been resident on the site for over 55 years with its main focus the exhibition of Atlantic Canada military artifacts and stories.

d. Assumptions

The Halifax Citadel has well developed themes; and a strong, diverse visitor experience program; and, an active facilities rental program currently in place. It is not envisaged that a complete overhaul of the current themes and offers will be necessary. The intention is to review, enhance, add to and/or streamline the current offer to meet the goals of this plan.

It is assumed that the site can entertain higher use of existing programs and facilities while also realizing new programs and facilities.

The current focus on the mid-Victorian era as the core living history offer and main site interactive visitor experience will remain given the significant investment that has already been made in that program. This does not mean that other periods of the site's 200 year history will be excluded from the personal interpretation program. While the focus will remain on the core theme some divergence to maximize the potential that significant national anniversaries can present for site visitation will be examined. It is worth noting that the next five years offer unique opportunities to align the site with national commemorations around the two world wars and the Road to 2017, Canada's sesquicentennial anniversary.

2. Scope of Work

a. General: Development of a Master Plan

Guided by existing site themes, plans and research, working in collaboration with Parks Canada and key on-site partner team members, and in consultation with designated tourism industry stakeholders, the Consultant will develop a comprehensive plan providing detailed exhibition, programming and visitor experience approaches for the further development of the Halifax Citadel National Historic Site of Canada.

b. Detailed Scope of Work:

Specifically, the Consultant will:

- i. Review and analyze the site's overall program and facilities. Provide a detailed breakdown of content, approach and visitor experience for each program and facility offer. The analysis must include, but is not limited to considering the site's: efficiency of operations, partner roles, and current programming or facility gaps.

1. Identify in priority those programs and facilities key to achieving the 25% target

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

2. Examine the living history program and other personal interpretation services as to value, roles, and future potential. The issue of diversification and outreach aspects of program offer to be examined as well as how personal services factor in achievement of the goal.
 3. Examine the various exhibits, audio visual products, publications, signs, and facilities as to their role and how they contribute towards the overall goal of the plan
- ii. Analyze existing and new target markets for the overall program.
1. Identify the needs of various target market types and outline general guidelines and specific strategies for meeting these needs. This section will address high value untold stories especially those that might be
 2. effective in attracting new audiences and how they will create additional site revenue.
 3. Identify in priority those target markets key to achieving the 25% target over the next 5 years.
- iii. Analyze operational impacts and considerations including a review of seasons and levels of offer in each season.
- iv. Develop an implementation strategy including budget estimates for operational and capital investment.
- v. Provide conceptual design and implementation plans, including business case findings with cost estimates, market testing and revenue projections, for three proposed projects as follows:
1. the Citadel Heritage Centre;
 2. Historic Skating Rink (winter experience);
 3. the Serjeants' Mess (culinary experience).
- vi. Detail strategies that will deepen public understanding and empathy for the role of the Halifax Citadel in Canadian history and the Halifax Citadel as a community venue.
- vii. Assess pre and post visit technology strategies for attracting and retaining connections with visitors.

4. Desired Project Outcomes

Upon implementation, the Consultant's plan will allow the site to:

1. Be the leading site for visitor experience in the region and one of the top visitor experience sites in the world.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

The quality and variety of programs developed through the life of this plan will establish the site as a “must see” attraction for regional, national and international visitors.

2. Achieve a 25% increase in visitation and revenues by 2018.
3. Increase in the use of site facilities and programs by local audiences and achieve a greater level of community support and profile.
4. Diversify sources of income revenue sources to create greater long-term operational stability.
5. Articulate a comprehensive vision for the Halifax Citadel as a year-round, full-service site to be achieved in the next five years.
6. Articulate the relationship and future potential between Parks with the two site partners and other partnership potential.

5. Schedule of Completion

- | | |
|---------|--|
| Phase 1 | Begin research, analysis and conduct visioning workshops/meetings
Work plan and responsibilities of team members (due February 2014)
Provide draft concept for the Citadel Heritage Centre and interim report with outline of draft master plan (due March 28, 2014) |
| Phase 2 | Interim report containing preliminary design concepts and business cases of the identified three major projects and draft master plan (due May 31, 2014) |
| Phase 3 | Final master plan submission (due July 24, 2014) |

6. Deliverables

Upon completion of the work:

- a. Copies of working notes will be provided on request.
- b. The final master plan with developed concepts and business feasibility analysis will be submitted to the Manager of Visitor Experience at the Halifax Citadel as;
 - (a) 5 bound print copies
 - (b) 1 PDF electronic file of the plan
 - (c) 1 electronic file of the plan in Microsoft word
 - (d) 1 Microsoft Office Powerpoint presentation of the plan highlights.
 - (e) The plan will contain visual representations of the key program and facility recommendations.
 - (f) An oral presentation may be required to accompany the interim and final reports.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

7. Proposal Submission

The consultant will need to address the following in developing the proposal for the master plan:

- a. Proposed approach to conduct research related to site needs, market trends, current visitor needs and experience
- b. Identify a proposed meeting schedule with staff and partners to guide development of the plan.
- c. (Given the operational model in place it will be important to include the current site partners in the process. Also given the historical close working relationships with Nova Scotia Tourism, and Destination Halifax these agencies should be consulted early in the plan process. Additional stakeholders can be discussed for inclusion following the award of the contract.)
- d. The proposed approach with how the plan will be drafted in consultation with Parks Canada staff to meet the items outlined in the scope of work.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

Appendices

Documentation Available for Review

1. Management Plan(s) (PDF attached)
2. Main site brochure (PDF attached)
3. Facility rental kit (PDF attached)
4. Virtual products
 - a. Halifax Citadel NHS
<http://www.pc.gc.ca/eng/lhn-nhs/ns/halifax/partenaires-partners.aspx>
 - b. Halifax Citadel Regimental Association
<http://www.pc.gc.ca/eng/lhn-nhs/ns/halifax/plan/plan1.aspx>
 - c. Army Museum
<http://www.pc.gc.ca/eng/lhn-nhs/ns/halifax/visit/visit11.aspx>
5. Promotion materials
 - a. Print (PDF attached) (voir le pdf ci-joint)
 - b. Video: <http://www.pc.gc.ca/eng/lhn-nhs/ns/halifax/index.aspx>
7. Descriptions of Three Projects
 - Citadel Heritage Centre, Historic Skating Rink, Serjeant’s Mess (PDF attached)

ANNEX B
EVALUATION CRITERIA

Selection

Each of the proposals will be evaluated in six areas with judging based on the following point system. The proposal that best suites the vision of this project will be the most important criteria in addition to overall value bid results. Failure to provide the necessary information in any proposal may be assessed as non-compliant or result in lower grading during the evaluation process.

Based on the best overall value to achievement of the specified goals, proposals will be assessed using the criteria specified. The proposal with the lowest cost will not necessarily be accepted.

It is the Proponent’s responsibility to provide all the necessary information to prepare a compliant proposal in response to this RFP. Parks Canada is under no obligation to seek clarification of a proposal from a Proponent.

Proposals will be scored in accordance with the following criteria. It is important that these criteria be addressed sufficiently to be properly assessed.

Rated Requirements

To be considered valid, a bid must have achieved a minimum total of 75%. Bidders must provide detailed information addressing each of the evaluation criteria subject to a point rating as set out in below.

Request for Proposals
Master Plan and Concept Development Halifax Citadel NHSC – Parks Canada

	Requirements	Points	Minimum points
R1	<p>Project Experience</p> <p><i>Identify working team and their experience. Less than 5 years of experience in specialized areas required for achieving this project may receive lower ratings during the evaluation process. This should include the roles and responsibilities of each team member who will be involved in this plan process and their key achievements as well as recent projects completed relevant to the Halifax Citadel National Site of Canada. Full contact information is required for each reference.</i></p>	30	22.5
R2	<p>Compelling nature of proposal</p> <p><i>A short narrative that demonstrates how the Consultant's creative vision and approach aligns with the objective of this plan to be provided with any relevant visuals that present a compelling case for the proposed plan vision and in particular for the three projects. This should include the ability to describe a must see attraction along with ways of further enhancing the site's community awareness and appreciation issues.</i></p>	20	15
R3	<p>The ability of the proposal to achieve revenue and visitation targets</p> <p><i>A successful proposal will demonstrate ability, through previous project experience, to achieve revenue and visitation growth. The proponents understanding of the objectives and challenges of this task within the context of the site's operating environment will be presented.</i></p>	30	22.5
R4	<p>Schedule and Work Plan Outline</p> <p><i>The candidate will provide a schedule and work plan that reflects the dates for completion of the project, interim reports and an understanding of the process.</i></p>	20	15
R5	<p>References</p> <p><i>Please provide 3 examples and references for past projects that are of a similar scope, scale and nature as indicated in this RFP and that demonstrate your ability to deliver this project. Include a brief description of the project, the responsibilities of each of the individuals involved, and the dollar value and the client for whom the work was done. For each, the client's contact name and telephone number must be provided for potential follow up.</i></p> <p><i>It is the Proponent's responsibility to ensure that the contact names and numbers supplied for the calling of References are valid.</i></p>	20	15
R8	<p>Financial Proposal</p> <p><i>Candidates must submit a firm all inclusive price(including any travel costs) to excluding taxes.</i> <i>Full points will be awarded to the lowest bidder, 20 points to second lowest bidder, 10 points to all other bidders submitting a proposal.</i></p> <p><u>PLEASE NOTE: The budget for this project is \$100,000.00 (GST/HSTextra)</u></p>	30	22.5
TOTAL.....		150	112.5