



Canadian Tourism  
Commission

Commission canadienne  
du tourisme

## Negotiated Request for Proposal

Name of Competition:	Website and Online Training Tool
Competition Number:	CTC-2015-NK-03
Closing Date and Time:	May 12, 2015, 14:00 Pacific Time (PT)
Contracting Authority:	Nathan King 604-638-8343 procurement@ctc-cct.ca

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## SECTION A – INTRODUCTION

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The Canadian Tourism Commission (CTC) is Canada’s national tourism marketing organization. A federal Crown corporation, CTC supports the Canadian tourism industry by marketing Canada as a premier four-season tourism destination, and supports the Canadian economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, plus the provinces and territories, the CTC works with the tourism sector to maintain our competitiveness and position Canada as a destination where travelers can create extraordinary personal experiences.

CTC’s approach focuses on those global markets where Canada’s tourism brand leads and yields the highest return on investment. CTC is active in 11 key geographic markets: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom and United States.

For further information, please visit <http://corporate.canada.travel/>.

### A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the “**NRFP**”) is to solicit proposals for a new interactive website, including a customizable and configurable online training tool, to update the CTC’s current Canada Specialist Program’s online training program across all the CTC’s markets. See Statement of Work (Section C) for detailed requirements.

It is CTC’s intent to enter into an agreement with the proponent who can best serve the interests of CTC. At the final outcome of the NRFP process, the successful proponent (“Contractor”) may be required to collaborate with CTC’s other service providers, as well as provincial and territorial marketing organizations and destination marketing organizations (hereinafter referred to as “Partners”) to ensure that public relations and communications services are consistent with CTC’s mandate, brand and corporate strategy. Additionally, CTC’s Partners may also choose to enter into an agreement with the selected Contractor for the provision of an interactive website and online training tool (customizable to their needs), at the CTC’s sole discretion.

This procurement process is not intended to create and does not create a formal binding bidding process whereby every proponent is deemed to have entered into a “Contract A” with the CTC. Instead, the process is intended to enable CTC to learn what proponents can offer by way of goods or services in response to the CTC’s Statement of Work. Depending on the number and variety of responses, the CTC will subsequently negotiate with those proposals that best serve its needs, as determined by the CTC.

By submitting a proposal, a proponent agrees to this negotiated process and agrees that they will not bring a claim against the CTC with respect to the award of a contract, failure to award a contract or failure to honour a response to this NRFP.

In summary, this NRFP is issued solely for the purpose of obtaining proposals. Neither the issuance of this NRFP nor the submission of a proposal implies any obligation by CTC to enter into any agreement. The intent of this NRFP is to identify those vendors capable of meeting CTC’s requirements and with whom a final agreement may be negotiated.

### A.2 Contract Term

CTC anticipates entering into negotiations with the selected proponent(s) for up to a three (3) year period, with an option to extend on an annual basis by CTC for a total period not to exceed another five (5) years, at CTC’s sole discretion.

If any Partner chooses to enter into an agreement with the successful Contractor based on the outcome of this NRFP, it is anticipated that a separate agreement will be negotiated between that Partner(s) and the Contractor separately. Any such agreement(s) will be managed by the Partner(s) and the Contractor directly including all billing arrangements and performance management.

CTC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Contractor. CTC does not guarantee that there will be additional agreements with any Partner(s).

## **SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS**

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### **B.1 Mandatory Criteria Evaluation**

To qualify for evaluation, proposals will first be checked against the mandatory criteria set out in Section D. Proponents failing to satisfy the mandatory criteria evaluation will be provided an opportunity to rectify any deficiencies (“Rectification Period”). Proposals satisfying the mandatory criteria during the Rectification Period will be further evaluated as outlined in Section B.2. All proposals failing to satisfy the mandatory criteria after the Rectification Period will be excluded from further consideration and notified as such. The Rectification Period will begin at the closing of the NRFP, and will end within a time period defined by CTC in its sole discretion.

### **B.2 Desirable Criteria Evaluation**

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. CTC’s evaluation committee may be comprised of CTC employees and consultants to CTC who are bound by an agreement of confidentiality with respect to the NRFP process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to CTC Senior Executive.

All decisions on the degree to which proposals and/or presentations/demonstrations (if applicable) meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of CTC.

B.2.1 Desirable Criteria Questionnaire (Section E) 50%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 65% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, Presentations/Demonstrations.

B.2.2 Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, CTC may limit further evaluation to a limited number of the top ranked proposals up to a maximum of the three (3) top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Presentations/Demonstrations.

B.2.3 Presentations/Demonstrations (Section G) 20%

TOTAL 100%

B.2.4 Negotiations

CTC intends to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(s) up to a maximum of the three (3) highest scored proposal(s).

### **B.3 Proposal Submission, Intentions, and Questions Instructions**

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **14:00 hours PT, May 12, 2015**.

Any proposal received after the Closing Time may not be reviewed by the CTC. The proponent has sole responsibility for the timely submission of their proposal.

Proposals should be in PDF format and should be submitted as per the instructions in B.3.4 below. All proposals received as a result of this NRFP shall become the property of the CTC. The time stamp of CTC's email system shall be the official time for receipt of the proposal.

#### B.3.2 Intentions

Proponents should indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority by 14:00 hours PT, April 28, 2015.

#### B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, May 5, 2015. Questions submitted after this date and time may not be responded to.

If the CTC, in its sole discretion, determines that information generated from any question will be of interest to all, a summary of anonymous questions and answers will be made available to all proponents in the form of an amendment. The source of all questions will be kept confidential.

If a proponent believes that disclosure of a question and response would expose a proprietary aspect of its proposal, the proponent may submit the question with an advisory to the CTC explaining why it should not be included with the posted anonymous questions and answers. If CTC concurs with the request, the question will be answered in confidence and will not be posted. If CTC does not concur with the request, the proponent will be asked to restate the question, and if this is not possible, the proponent has the option to withdraw the question.

#### B.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to [procurement@ctc-cct.ca](mailto:procurement@ctc-cct.ca) and should reference "**NRFP CTC-2015-NK-03, Website and Online Training Solution - CONFIDENTIAL**" in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

There is a maximum of eight megabyte ("MB") file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 8 MB) numbered files. In the e-mail the proponent should provide the detail for each section and how many e-mails they will send. Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

### B.4 NRFP Form of Response, Format and Depth

#### B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form

- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (separate file)

#### B.4.2 NRFP Format and Depth

This Negotiated Request for Proposals sets out CTC's requirements, desired options and additional considerations. Proponents should prepare their proposals providing a straightforward and detailed description of their ability to satisfy the requirements set out in this NRFP. Emphasis in each proposal should be on completeness and clarity of content, and should correspond to the section numbering set out. Proposals that do not clearly address the requested requirements and/or do not reference the applicable section numbers may be refused for evaluation purposes.

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by CTC in the evaluation process and should not be used unless specifically asked or allowed in a response to this NRFP. Therefore, any information provided for evaluation should be included in your written proposal.

Only material supplied in response to this NRFP and any presentations or demonstrations (if applicable) will be considered and evaluated. Information, proposals or presentations previously supplied to CTC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made that CTC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this NRFP.

#### **B.5 Contractor Performance Management**

The CTC is committed to fostering and supporting strong positive relationships with its Contractors to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Contractor's performance during the term of any agreement may be assessed using key performance measures.

Any Contractor who has demonstrated poor performance during either a current or previous agreement with the CTC may be considered as an unqualified proponent and their proposal may be rejected. CTC reserves the right to exercise this option as is deems proper and/or necessary.

## **SECTION C – STATEMENT OF WORK**

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### **C.1 Overview**

The Canada Specialist Program (CSP) is a training program created by the CTC that helps travel agents (the “Users”) from all over the world become experts in selling Canadian experiences to their clients. The CTC has market specific website locales that provide an online training tool for Users to access in all of our markets: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom, United States and a general English language website locale. The online training tool was launched in July 2010. This standard training program has many advantages; however, the CTC would like to update the website and the online training tool to ensure the CSP is an industry leading program. The new website should be an interactive and engaging website that is aligned with the Canada Keep Exploring brand and has updated and fresh content.

An example of one of the CSP current website locales can be found here: <http://csp-us.canada.travel/>.

The CTC is seeking a cost efficient interactive website for all of the markets mentioned above including a customizable and configurable online training tool (the “Solution”) that will help the CTC better compete for travellers by providing improved service to the Users. The training tool should be an interactive platform where travel agents can take quizzes, be invited to interact in a market specific virtual community and return regularly to access new content and opportunities.

The Contractor must be able to provide a Solution that will work in all of the CTC’s markets. The Solution must be mobile friendly.

The Solution should:

- use the latest available technologies;
- inject new energy and excitement in the content presented;
- allow the CTC to update content and make changes on individual market website locales; and
- make community building a key focus.

The goals of the Solution are to benefit CTC operations as well as the Users by:

- reducing costs related to managing content and databases;
- reducing complexity of managing multilingual content and databases;
- increasing completion rates and total number of qualified agents;
- improving User experience, namely on mobile devices; and
- increasing User engagement and repeat visitation.

### **C.2 Scope of Services**

The Contractor should be able to build, launch and support a Solution to replace the existing CSP online training program. The Solution may be hosted through a cloud platform or on the CTC’s server.

The Contractor should be capable of providing the CTC with the following services:

#### **C.2.1 Interactive website and customizable online training tool:**

Provide a Solution to meet the needs of the CSP online training program described above. The Contractor should use industry best practices for usability, information architecture, Search Engine Optimization (“SEO”), technical development, user interface design, and Content Management System (“CMS”). The Contractor should be able to meet the following deliverables:

- Provide a dynamic training tool that allows Users to complete learning modules in non-linear way; new modules to be added periodically and tracks User progress in their profile;
- Ensure the website is accessible across platforms (mobile, tablets and desktop) and showcases a variety of multilingual content, including but not limited to copy, video, images, and quizzes;
- Complete content entry as required and build the website on a content management system (CMS) allowing non-technical users to easily enter content themselves for all devices;
- In consultation with CTC project team, develop and coordinate the integration of tools to provide a Solution that encourages community building and repeat visitation, possibly including social media tools;
- Implement a Solution that is capable of front-end search, filter, export, management of User records, and is integrated with other systems for database management including but not limited to, agent registration, and tracking progress of modules completed;
- The Solution should:
  - i. Integrate into the CTC's email marketing tool; or
  - ii. offer similar privacy compliant, rules/trigger based e-mail marketing functionality;
- Provide a dynamic secure data feed, i.e. JavaScript Object Notation (JSON), Extensible Markup Language (XML) or equivalent, of CSP User records for use in other online platforms;
- Implement Google Universal Analytics using Google Tag Manager based on guidelines provided by CTC;
- Provide an internal search mechanism, ensure the Solution is optimized for SEO, coordinate keywords and information architecture, in partnership with the CTC project team;
- Provide all implementation, roll-out and quality assurance documents as requested by the CTC; and
- Plan, design, develop, configure and perform quality assurance testing for the Solution.

Optionally, the CTC may require the proponent to provide a solution to facilitate content upload and translation process (through XML extractions and uploads or other).

The Solution must be search engine friendly.

### **C.2.2 Launch the Solution**

- a) Ability to collaborate with existing web services vendor to ensure smooth migration of existing content/data that will remain relevant to the new website. Ensure smooth transition from existing CSP training websites to the new Solution.
- b) Prepare a roll-out schedule for the launch, with input and approval from the CTC.
- c) Follow the established roll-out schedule for the launch of the Solution in CTC target market locales. The Solution should be deployed:
  - In English for: US, UK, Australia, India and "international" locales;
  - In market language for: Japan, South Korea, China, Mexico, Brazil, France, Germany with special consideration given to firewalls for Chinese market;
- d) Provide deployment and quality assurance documentation for each deployment;
- e) Migrate User database (MySQL) from existing website and limited locale specific content; and
- f) Oversee all aspects of the deployment to ensure the success of the launch of the new platform.

### **C.2.3 Website maintenance service**

- a) Website maintenance over lifespan of online tool;
- b) Platform should either be cloud-based or hosted on CTC's current server infrastructure making use of CTC's global Content Delivery Network service (CDN);



- c) Ensure the security/stability/overall quality of the site for all CTC markets including China;
- d) Complete content updates (where not possible through CMS);
- e) Fix any bugs and provide reports on bugs to the CTC; and
- f) Complete website updates and feature enhancements.

#### **C.2.4 Performance and Measurements**

- a) Provide a Solution that allows for custom reporting into CTC Google Universal Analytics account preferably using Google Tag Manager based on tagging requirements defined by CTC;
- b) Ensure peak performance and uptime (99%) of website, carefully monitoring load tolerance, page speed, geographic performance and broken links using CTC's existing network monitoring technologies;
- c) Work with the CTC to define analytics tagging requirements; and
- d) Report on established User and key performance indicators (KPIs) where CTC cannot pull data itself.

#### **C.2.5 Project Management and related work**

- a) Provide specifications and/or files for the CTC to brand the Solution;
- b) Provide a solution to track requirements, bugs and bug fixes;
- c) Gather business requirements, recommend creative solutions and develop implementation plan(s) based on budgets available;
- d) Provide training, education and user manual/instructions for CMS and user registration created for the Solution; and
- e) Collaborate with CTC project team located in Vancouver and in conjunction with other CTC 3<sup>rd</sup> party vendors (hosting provider, web services vendor, CDN supplier, email marketing tool supplier, etc.).

#### **C.3 Qualifications**

The CTC is seeking an experienced and flexible supplier that can offer technical and creative expertise to launch and support the Solution for the CSP online training program. This Solution will improve the existing site and should not sacrifice any existing functionality.

Therefore, the ideal Contractor should be:

- Skilled at providing web services for multi-jurisdictional and multi-language clients;
- Able to provide a solution that meets project needs through an existing solution that can be configured to CSP needs;
- Experienced at seamlessly integrating various systems to the new website natively or via reasonable custom development work;
- Adept at working with clients who have multiple stakeholders and a complex project team;
- Able to provide project reporting on KPIs and other performance metrics;
- Well-versed in solutions that allow non-technical users to add, modify, remove content;
- Experienced in information architecture;
- Familiar working with tourism and travel clients; and
- On top of the latest trends for social media.

The Contractor must have experience in providing online training platforms in international markets.

#### **C.4 Website Requirements**

- Website must offer CMS that is simple to use;
- Website should be fully functional in accordance with the pre-determined specifications;
- All content produced should remain the property of CTC; and

- All the sites and content are subject to the CTC brand guidelines and social media policy. The CTC will provide the necessary training to the Contractor.

### **C.5 Account Management**

The CTC requires the proponent to provide a key contact (“Account Manager”) capable of managing CTC’s account, and be responsible to co-ordinate all activities described in this Statement of Work. The Account Manager must be able to attend meetings in-person or through tele/video conference during regular business hours (Pacific Time) and be fluent in English.

The Account Manager and any other representatives should have technical and creative experience and knowledge regarding website design, and offer suggestions or alternatives that could enhance the success of the website and/or be more cost efficient for CTC’s consideration. The Account Manager should also be able to contribute and recommend ideas while in the planning stages of the website development.

The Account Manager and any other representatives may also have to work / collaborate with multiple third parties (i.e. CTC contracted suppliers, industry tourism partners, etc.). In such cases, the Contractor contact will usually be with CTC Vancouver, who in turn will make the initial contact with partners.

### **C.6 CTC Server Information**

The CTC currently uses the following server configuration:

Operating System: Red hat Enterprise Linux 6.5  
Web Server: Apache v2.2  
Database: MySQL v5.1  
Language: PHP v5.3  
CDN service: Limelight content delivery network

## SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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Full compliance with mandatory criteria is required in order for proposals to be further evaluated.

### D.1 Mandatory Criteria

- D.1.1 The proponent must be able to provide one single Solution that will be accessible in: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom, United States, and Canada.

Are you able to comply with this requirement?

Yes  No

- D.1.2 The proponent must be able to provide a Solution that is mobile-friendly.

Are you able to comply with this requirement?

Yes  No

- D.1.3 The proponent must be able to provide a Solution that is search engine friendly.

Are you able to comply with this requirement?

Yes  No

- D.1.4 The proponent must have in the last two years, experience providing online training solutions through a customizable or configurable turnkey online training solution.

Are you able to comply with this requirement?

Yes  No

- D.1.5 The proponent must have in the last two years, experience providing services for multi-market clients.

Are you able to comply with this requirement?

Yes  No

- D.1.6 The proponent must be able to provide an easy to use CMS based solution that is accessible to the CTC.

Are you able to comply with this requirement?

Yes  No

- D.1.7 The Account Manager must be able to attend meetings in-person or through tele/video conference during regular business hours (Pacific Time) and be fluent in English.

Are you able to comply with this requirement?

Yes  No

## **SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE**

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Proponents should respond to the questions below clearly and concisely. If the proponent is attaching documents as part of their response to a specific question, the proponent should reference the attachments in their response.

### **E.1 Business / Technical Requirements**

- E.1.1 Describe your firm's reputation, core competencies and recognized expertise relating to this project.
- E.1.2 Describe your proposed Solution (front and back end) and how it will meet the needs of the CSP?
- E.1.3 How do you propose launching the new CSP website?
- E.1.4 Provide information on your proposed Account Manager and any other representatives that would be working on CTC's account, and include the following:
- a) role and areas of responsibility;
  - b) details of relevant experience, education, expertise;
  - c) availability during CTC's business hours (9 am to 5 pm PST); and
  - d) the geographic location of the person.
- E.1.5 Provide three (3) case studies of active multi-platform websites, similar to the work described in Section C, where your firm has provided an online solution for training purposes in the past 2 years. Include links and test passwords as required. Each case study should describe the following points:
- a) What were your client's requirements?
  - b) What creative solutions and/or recommendations your firm provided to that client to address the requirements?
  - c) What were the results and/or benefits to the client as a result of your creative solutions / recommendations?
  - d) Explain how your solution encouraged online community building and addressed the technical requirements listed in section C.3 (multi-language, with CMS, responsive, etc.).
  - e) Provide at least one example that demonstrates your ability to work collaboratively, problem solve and implement innovative solutions to meet your client's needs.
- Each case study should not exceed 750 words, excluding external links.
- E.1.6 Describe in detail your firm's process and project management methodology to:
- a) Deploy a new website in multiple jurisdictions and languages, while minimizing website downtime;
  - b) Quality Assurance procedures;
  - c) Apply patches, fixes, and enhancements to existing websites; and
  - d) Prioritize bug fixes, change requests and other client requests. What are your expected response times? Describe the process for the client to communicate these requests.
- If you use a project management tool, please provide all relevant details.
- E.1.7 Provide details on how you will ensure sites are operational 24/7 for accessibility in markets located in various time zones as well as plans for data back-up. In addition,

provide some information regarding how you will address specific needs of China considering the complexity of firewalls for this market.

- E.1.8 Describe your approach in handling crisis situations, such as when the website is down or not functioning correctly after your regular business hours and what your firm will do to prevent such situations from happening.
- E.1.9 Provide a narrative that presents a strong case why the CTC should engage your firm. In this section, the proponent may include any additional information that, together with the foregoing comments and information, it believes to be essential in creating a thorough understanding of its suitability to perform the requested services.
- E.1.10 Sub-Contractors – If applicable, the proponent should submit a list of sub-contractors it intends to use in providing the services described in this NRFP by completing the Declaration of Sub-Contractors form in Appendix 4, for approval by CTC. CTC reserves the right to withhold approval of such sub-contractors. The proponent is responsible for supervising and coordinating all projects and/or services that they may delegate to the sub-contractors to ensure the services are provided to CTC in a seamless manner.

If applicable, indicate the quality control measures and contract resolution processes you have in place for sub-contractors.

## SECTION F – PRICING

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Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the NRFP# and name along with company information.

The CTC is **constrained by a limited budget**; therefore proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this NRFP and as demonstrated through their response.

When evaluating proposed pricing, CTC may consider the total cost of ownership (TCO) associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, disposal costs, and costs for hosting the Solution on CTC’s servers. This may also include transition, migration or integration costs which the CTC would be expected to pay. There should be no hidden costs which the CTC discovers at the end of the term.

CTC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

### F.1 Proposed Pricing Detail

#### F.1.1 Build and Launch the Solution

Provide your project fee to build and launch the Solution for all markets: \_\_\_\_\_

#### F.1.2 Host and Maintenance Costs

Please provide the following pricing information relevant to your proposed Solution:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
	2015	2016	2017	2018	2019	2020	2021	2022
Monthly Hosting Fee*	\$	\$	\$	\$	\$	\$	\$	\$
Monthly Maintenance Fee	\$	\$	\$	\$	\$	\$	\$	\$
Monthly License Fee	\$	\$	\$	\$	\$	\$	\$	\$

\*Do not include if the solution can be hosted on the CTC’s servers, see section C.6 CTC Server Information

F.1.4 Additional Fees:

Please detail any other costs that your firm will charge the CTC to execute the work described in Section C – Statement of Work.

Please provide the hourly rates for the account team (development, quality assurance, content entry, etc.) that you have proposed, provide details:

Position Title	Function/Responsibilities	Hourly Rate Fee

All prices should be quoted in **Canadian** dollars, excluding taxes.

**F.2 Payment Discounts**

CTC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts.

F.2.1 Indicate your payment terms, and explain any early payment discounts available to CTC.

**F.3 Pricing Strategies**

CTC may be open to other pricing strategies, incentives, volume discounts, product development discounts or other offerings that would benefit CTC. CTC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

F.3.1 Please indicate any other pricing strategies that your company may be willing to discuss with CTC.

## **SECTION G – PRESENTATION / DEMONSTRATION REQUIREMENTS**

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### **G.1 Presentations / Demonstrations Requirements**

CTC will require proponents, who have made the Shortlist, to give a presentation/demonstration of their proposed Solution and respond to any questions from the CTC to clarify any part of their proposal.

Proponents may be expected to highlight the following:

- Meet account representative(s);
- Demonstrate a live version of the proposed Solution; and
- Respond to questions related to their proposal.

Presentations/Demonstrations will be done by web-conference or take place in person at:

Suite 1400, 1055 Dunsmuir St.  
Vancouver, BC  
Canada V7X 1L2

All costs associated with the presentation/demonstration will be the responsibility of the proponent.



## SECTION H – NRFP PROCESS AND TERMS

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### H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit	April 28, 2015, 14:00 hours PT
Deadline for Questions	May 5, 2015, 14:00 hours PT
Closing Date and Time	May 12, 2015, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	The week of June 1, 2015
Timeframe for Concurrent Negotiations	15 days following notification by CTC
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	June 10, 2015
Timeframe for Contract Negotiations	10 business days following notification by CTC

Note: The schedule is subject to change at CTC's sole discretion.

### H.2 Interpretation of the NRFP

If a proponent is in doubt as to the intended meaning of any part of this NRFP or finds errors, omissions, discrepancies or ambiguities, questions may be submitted and, if deemed necessary by CTC, an amendment to the NRFP may be issued.

It is the proponent's responsibility to understand all aspects of the NRFP requirements. Should any details necessary for a clear and comprehensive understanding be required, it is the proponent's responsibility to obtain clarification before submitting a proposal.

### H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the NRFP cover is authorized by CTC to comment on any portion of this NRFP or the requirements described in this NRFP. CTC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated CTC Contracting Authority.

Making inquiries to an unauthorized person or any attempt to influence the outcome of this process by contacting CTC employees (other than the Contracting Authority), the Board of Directors or government officials will result in immediate disqualification and may result in exclusion from future competitions.

### H.4 Accuracy of Information

While the information set out, or referred to, in this NRFP has been prepared and included in good faith, CTC does not give any representation or warranty whatsoever that it is all-inclusive or that it is free of error. Some items may change at any time due to business circumstances.

### H.5 Amendments

Information, instructions, modifications, and/or questions and answers may be incorporated by CTC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), CTC may post amendments to BuyandSell, provide to

all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

It is the proponent's responsibility to regularly review BuyandSell for amendments to the NRFP that CTC in its discretion may post prior to Closing Time. Such amendments may contain important information, including significant changes to this NRFP. Proponents are responsible for reviewing all amendments and confirm that all amendments issued have been read and included in the Proponent's response (see Appendix 3).

#### **H.6 Modification and Withdrawal**

Modifications to, or withdrawals of, a submitted NRFP will be accepted by the CTC by e-mail notice provided that such e-mail is received by CTC before the Closing Time. Modifications or additional information received after the Closing Time will not be accepted except upon invitation and request from the Contracting Authority.

#### **H.7 Period of Validity**

Proposals must remain open for acceptance for a period of not less than one hundred and twenty (120) days from the Closing Time.

#### **H.8 Proposal Expenses**

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this NRFP, presentations, demonstrations, or the negotiation of any resulting contract, will be the sole responsibility of the proponent and will not be reimbursed by CTC, unless otherwise indicated. All such costs are taken at the sole risk of the proponent. By participating in this NRFP, the proponent agrees to absolve the CTC of any responsibility for the same.

#### **H.9 Language**

Proposals may be submitted in either French or English. The working language for the NRFP process and subsequent contract will be English.

#### **H.10 Negotiations**

The CTC reserves the right to negotiate contract scope and terms with the top-ranked proponent(s) whose expertise, experience, vision and reputation are judged to best serve the interests of the CTC, hereafter the "Preferred Proponent(s)". Proponents are cautioned not to assume that the lowest priced proposal will result in a contract award.

The CTC will enter into discussions and negotiations with the Preferred Proponent(s) to reach agreement on the final terms of the Agreement. Negotiations may include requests by CTC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by CTC for improved pricing from the proponent.

Concurrent Negotiations: The Preferred Proponent(s), as established under the evaluation, will be invited to enter into contract negotiations with CTC. CTC intends to conduct negotiations within the Timeframe for Concurrent Negotiations.

At any point in the Timeframe for Concurrent Negotiations, CTC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more Preferred Proponents will be determined following CTC's receipt of best and final offers (BAFO). Final selection will be based upon best overall value to CTC. There will be no legally binding relationship created with any proponent prior to the execution of a written agreement.

#### **H.11 Contract Award**

If a contract is subsequently negotiated and awarded to a proponent as a result of this NRFP process, the contract;

- i. should be negotiated within the Timeframe for Contract Negotiations;
- ii. may include, but not be limited to, the general contract terms contained in Appendix 5; and
- iii. will commence upon signature by the duly authorized representatives of the CTC and the successful proponent.

#### **H.12 Debriefing**

Upon request, and at CTC's sole discretion, CTC will only provide a debriefing to proponents who met or exceeded the minimum Threshold or Shortlist. All requests must be in writing to the CTC Contracting Authority and should be made within thirty (30) days of notification of award. The intent of the debriefing information session is to aid the proponent in presenting a stronger proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

#### **H.13 Material Circumstances**

A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a CTC employee or Board member of CTC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the NRFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a CTC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the NRFP process (each a "Material Circumstance").

CTC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and CTC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that CTC considers in its opinion would give rise to unfair advantage in the NRFP process, or would otherwise prejudice the integrity of the NRFP process.

#### **H.14 Proponents Not to Promote Their Interest**

Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this opportunity.

#### **H.15 Confidentiality**

The CTC recognizes the proprietary nature of information that may be contained in response to this NRFP. Proponents must clearly mark and identify those areas of their proposals which contain confidential information. CTC will not use or disclose such confidential information, except for the purposes of evaluating the proposals submitted under this NRFP or as may be required by law, including but not limited to the *Access to Information Act* and the *Privacy Act*.

Proponents shall keep confidential all information received from the CTC and other information developed for the CTC in connection with this competition. Proponents shall not use CTC's confidential information except as required to develop a proposal and presentation in response to this NRFP.

Except as required by law, CTC will not disclose or publish the identity of proponents, nor reveal in any way the substantive information and financial terms contained in any proposal. Only the name of the Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

#### **H.16 Publicity**

Proponents must not refer, expressly or by implication, to the CTC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

**H.17 No Collusion**

By submitting a proposal the proponent represents that its proposal has been prepared without collusion or fraud and in fair competition with proposals from other proponents.

**H.18 Law**

This NRFP process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia and all applicable federal laws.

**H.19 Indemnities**

The proponent shall be responsible for and shall indemnify CTC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this NRFP process and all costs associated with those claims, loss and damages.

**H.20 Rights of the Canadian Tourism Commission**

In addition, CTC reserves the right, in its sole and absolute discretion, to:

- H.20.1 accept any proposal in whole or in part, with the exception of proposals that fail to comply with mandatory criteria, whether or not it is the lowest priced proposal and without prior negotiation;
- H.20.2 reject any, all or part of any proposal that:
  - i. is incomplete, obscure, irregular or unrealistic;
  - ii. fails to meet the objective of the NRFP;
  - iii. fails or omits any mandatory information; or
  - iv. is non-compliant with any requirement of this request;
- H.20.3 not accept any deviations from the stated terms and conditions;
- H.20.4 terminate the process at any time and/or re-issue this NRFP at any time;
- H.20.5 obtain information from the proponents to seek clarification or to verify any or all information provided by the proponent at any time throughout this NRFP process;
- H.20.6 contact references;
- H.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to CTC;
- H.20.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;
- H.20.9 to make an award in whole or in part, including the right to select and contract with more than one proponent to meet the requirements of the NRFP;
- H.20.10 not enter into any contract at all with any proponents responding to this NRFP.

## **SECTION I: LIST OF APENDICES**

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<b>APPENDIX</b>	<b>FILE NAME</b>
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1	Proponent Information and Acknowledgement Form
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2	Material Circumstances Disclosure
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3	Amendments
---	------------

4	Declaration of Sub-Contractors
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5	General Contract Terms
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## APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

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### 1) PROPONENT INFORMATION

- a) Company Information - For identification and information purposes only, provide the following information about your company:

Complete legal company name and address:	
Primary business and length of time business established:	
Number of direct employees:	
Nature of company (i.e. sole proprietorship, corporation, partnership, joint venture):	
Primary contact for the NRFP (name, title, phone number and e-mail):	

- b) References - List three customers with similar requirements to those described in this NRFP who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that CTC may contact any of these references. It is requested that proponents refrain from using CTC as a reference in their proposal.

#### Reference #1:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

#### Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

**Reference #3:**

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

The proponent agrees that the information provided in their proposal is accurate and declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. By signing below, the proponent specifically acknowledges that it has read, understood and agrees to the terms of this NRFP.

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 2015

Authorized Signature:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title/Position:

\_\_\_\_\_

Company Name:

\_\_\_\_\_

City:

\_\_\_\_\_

Address:

\_\_\_\_\_

Phone Number:

Fax Number:

\_\_\_\_\_

E-mail Address:

\_\_\_\_\_

## **APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM**

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MATERIAL CIRCUMSTANCE:

CTC requires proponents to disclose all Material Circumstances (as defined in H.13) as an attachment to their proposal.

Check ONE:

No, there are no Material Circumstances to disclose; OR

Yes, there is/are one or more Material Circumstance(s) to disclose and a disclosure statement is attached.



### APPENDIX 3: AMENDMENTS

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Please confirm that any amendments to this NRFP issued have been read and included in proponent response. List the Amendments included in the response (if applicable).

Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:
Amendment No.:	Dated:	# of Pages:

**APPENDIX 4: DECLARATION OF SUB-CONTRACTORS**

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The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement.

Sub-contractors will be used to provide the goods and/ or services described in this proposal.

Companies called on as Sub-Contractors to collaborate in the execution of the proposed services.

Name:

\_\_\_\_\_  
Contact Person: Title:

\_\_\_\_\_  
Phone Number: Fax Number:

\_\_\_\_\_  
E-mail Address:

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

\_\_\_\_\_  
City: Province: Postal Code:

\_\_\_\_\_  
Description of services provided:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

% of services the Sub-Contractor will be providing: \_\_\_\_\_%



## **APPENDIX 5: GENERAL CONTRACT TERMS**

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The following general terms may be required by the CTC in order to be awarded the Work under this NRFP. Specific language for each of these terms will be negotiated between the parties:

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The Contractor will designate key personnel assigned to the CTC file who cannot be changed without the approval of the CTC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to CTC work, if applicable;
5. Service levels for typical work (e.g. commitments for timing from planning stages to campaign launch);
6. All intellectual property created by the Contractor will be the property of CTC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of the CTC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies the CTC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to the CTC without markup, including media placements;
12. Confidentiality clauses to be included;
13. CTC shall be entitled to terminate for convenience upon 60 days written notice and upon payment for any work completed or committed to the date of termination. If CTC terminates the contract or a particular work order for breach, then CTC is not required to pay for the work;
14. CTC approval required prior to Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.