



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	General Sales Agency France
Competition Number:	CTC-2015-NK-05
Closing Date and Time:	August 6, 2015, 14:00 Pacific Time (PT)
Contracting Authority:	Nathan King 604-638-8343 procurement@ctc-cct.ca

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SECTION A – INTRODUCTION

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 from firms that are able to provide general sales and marketing services in France. The firm should be able to stimulate and establish the Canada brand in France and enhance awareness of the Canada brand in France through on-going travel trade education, travel trade key account management, media relations, and consumer promotional activity. 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 and partners to ensure that public relations and communications services are consistent with CTC’s mandate, brand and corporate strategy.

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 four (4) years, at CTC’s sole discretion. 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.

SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS

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) 40%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 40% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing, Presentations.

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.

B.2.3 Presentations (Section G) 30%

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, August 6, 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, July 24, 2015. Proponents may still submit a proposal if this deadline is not met.

B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, July 28, 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 and should reference "**NRFP CTC-2015-NK-05 General Sales Agency France - 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. 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

C.1 Overview

The Canadian Tourism Commission (“CTC”) has been operating in France for over 25 years with the following objectives:

- 1) Build awareness and consideration for travellers to Canada among prospective travellers;
and
- 2) Convert high yield customers to visit Canada

The purpose of this NRFP is to contract with a general sales agent (“Contractor”) to grow active consideration of the Canada brand in France through on-going travel trade education, travel trade key account management, media and public relations, social media engagement and direct to consumer marketing activity.

C.2 Scope of Work

The Contractor should be able to perform the following work throughout each year of the agreement under the strategic direction of the CTC’s regional hub office in London and in collaboration with CTC’s Global Marketing & Communications business units in Vancouver. Each year a Country Plan is developed by the GSA in support of our Global Marketing and Sales Plan as well to meet the KPI targets which cascade down from our Corporate Balanced Scorecard. The GSA’s performance is reviewed twice yearly using the CTC Contractor Performance Evaluation system.

a) Travel Trade Development, which include the following tasks:

Key Account Management

- Use the CTC’s Key Account Management model to identify tiered levels of tour operators in France (i.e. key, prospect and tertiary) in terms of their potential for delivering business to Canada.
- Develop and implement a sales plan for the top accounts to include a range of business development initiatives such as co-op marketing activities, use of Brand Canada Library (images) to improve the positioning of Canada within tour operator brochures, organise Trade Fam Tours to broaden Canada’s product range.
- The contractor will be required to maintain and manage relationships with the key accounts and monitor their performance through bi-annual reviews.
- Advising the CTC on opportunities to integrate key travel trade in our direct to consumer activities. Typically this would include liaising with key accounts for product offers, sharing insights, and keeping the trade updated on our consumer marketing initiatives as well as ensuring that our trade co-op marketing is aligned with our consumer activities. This may also require meeting with CTC marketing teams to provide insights on market trends and trade activities as well as to work on the integration of marketing content in trade publications and with travel trade media, digital platforms and off-line environments such as retail storefronts or events.

Canada Specialist Program (CSP)

- Promote the CTC’s Canada Specialist Program (CSP) - currently 500 qualified CSP agents in France - targeting both retail agents and tour operator reservation staff in order to increase levels of engagement in the program, requalify agents within the program and to facilitate continuous learning across the trade on their Canada product knowledge.

- Maintain the content in the local market CSP modules (e.g. News & Events and Training Files) and give feedback to the CTC on developmental opportunities for other content areas.
- Provide on-going education and engagement through activities such as webinars, seminars, presentations, and social media activities to fully mobilize the CSP network as an effective advocacy group and sales force for Canada

Trade Shows and events

- Plan and organize the annual Canada stand at IFTM/Top Resa trade show including the attendance of c. 30 Canadian suppliers This provides a unique opportunity of intense B2B networking and relationship building between Canadian travel industry partners introducing new and exciting Canadian products. Information on IFTM/Top Resa can be found here: <http://en-corporate.canada.travel/resources-industry/trade-shows-events>
- Plan and organize the attendance of tour operators to CTC's event Rendezvous Canada, to shop for Canadian products and experiences alongside all other buyers from CTC's international markets. The target number of trade attendance at Rendezvous Canada will be advised annually by CTC and information on Rendezvous Canada can be found here: <http://rendezvouscanada.travel>
- Identification of suitable trade shows/events in-market and the organisation of a Canada presence if approved.

Other Travel Trade services

- Proactively communicate our marketing and sales plans with in-market Canadian industry representatives to increase opportunities for partnership, so that they can effectively leverage the platforms we provide and hence increase our collective alignment and impact in the market.
- Organize Familiarization trips to Canada for tour operator product buyers and CSP qualified travel trade in partnership with provincial and destination marketing organizations and airlines.
- Assist in maintaining the CTC corporate brand as a leadership organisation by e.g. using the global CTC tools such as CSP, Brand Canada Library, Media Centre, and CTC research.
- Quarterly Market updates in CTC format to cover market intelligence on sales performance from key accounts, updates in air capacity, emerging tourism trends, market development activities (trade, media, PR, social) the competitive environment and future outlook for sales to Canada.
- Be the point of contact for servicing any French travel trade information enquiries
- Provide liaison assistance to Canadian sellers interested in developing business from France.
- All other trade servicing related work as directed by the CTC and/or support required by the CTC to fulfill its sales and marketing commitments.

b) Travel Trade Development Deliverables:

- As part of the development of the Country Plan for France, the GSA will produce and implement a Travel Trade Tactical Plan, with progress updates quarterly sent to the regional hub for review
- Provision of quarterly variance and forecast reports for the travel trade budget and sent to the regional hub for review (CTC budget templates provided)
- Evaluation of key trade activities to assess impacts such as the review, twice yearly, of co-op marketing ROI results. ROI is defined as the ratio of the co-op campaign return to CTC investment as measured by campaign sales results and reported by key accounts.

- Evaluate the performance of IFTM/Top Resa through seller and buyer surveys using template CTC evaluation analysis and make recommendations for future development of the Canada stand. Typically the evaluation study measures the satisfaction level of partners with the CTC event and the importance/value of the trade show to their sales in a market.
 - Generate partnership agreements with industry partners to record partnership activity (plans, obligations, timeframe) and to serve as a record of CTC partnership income.
 - Demonstrate and share best practice with the regional hub office and GSA's across the CTC network as and when required. Typically, there would be an annual planning meeting in either Vancouver or London to facilitate this.
- c) Media Relations & Public Relations & Social Marketing Services, which include the following tasks:

Media Relations & Public Relations:

- Develop media and public relations plans that leverage the Global Marketing and Communications strategy and execute on the plans.
- Proactively pitch stories to key media optimising the impact of Canada's unique stories, experiences and be guided by our EQ segment profiles as a way to prioritize resources
- Organise media visits to Canada securing partnerships with both provincial and commercial partners, while also working in close collaboration with the CTC global media relations team in Canada for support and advice when required.
- Organize media/influencer attendance at the CTC GoMedia Canada and RVC events in Canada. The target number of media attendance at GoMedia will be advised annually by CTC. Information on GoMedia Canada can be found here: <https://www.media.gomediacanada.com>
- Manage press briefings and conferences when required.
- Disseminate relevant communication to travel trade through press releases and announcements.
- Develop collateral materials e.g. press kits, video news releases, news releases leveraging existing assets, content and research from the CTC's corporate headquarters.
- Proactively communicate our media/PR plans with in-market Canadian industry representatives to increase opportunities for partnership and alignment.
- Liaising with CTC headquarters and adhering to any key messaging and approved processes regarding industry and corporate news (e.g. CTC announcements, industry announcements or news, requests for interviews with CTC executives, etc).
- Keeping CTC up-to-date with any corporate/industry coverage regarding CTC, or potential issues in the market.
- Develop and implement paid media partnership activities in support of the CTC content marketing plans
- All other public relations & media services related work as directed by CTC which includes for example providing advice, support for, and input into CTC's marketing strategy development and implementation, including recommendations and activations for content, media and non-traditional partnerships

Social Marketing:

- Social media cultivation: working closely with the CTC content marketing team, provide cultivation services that include content discovery, curation and posting on CTC social channels as well as providing insights to performance data and making recommendations for promotional activities including paid media requirements.

- Generate, maintain, respond, produce, distribute, post, edit and manage content for distribution to all social media channels and promotion to increase CTC France social media exposure and influence. This includes all vehicles such as Facebook, Twitter, YouTube and other relevant channels enlisted for France.
- Actively engage in all social marketing keeping abreast of trends and leveraging their influence for content distribution, opportunities and as a vehicle to work with influencers, the travel trade and the consumer directly.
- Develop and execute social marketing activities with key accounts and CSP agents in partnership with Canada's industry partners to increase brand awareness and differentiate Canada as a four season travel destination.

d) Media Relations, Public Relations & Social Marketing Deliverables:

- As part of the development of the Country Plan for France, the GSA will produce and implement a Media/PR/Social Tactical Plan, with progress updates quarterly sent to the regional hub for review
- Provision of quarterly variance and forecast reports for the Media/PR/Social budget and sent to the regional hub for review (CTC budget templates provided)
- Participate in monthly calls with the Global Media Relations team in Canada to share best practice and insight on latest market trends, update on key plans and discuss support requests.
- Provide social marketing and MR/PR reporting to HQ global communications on a regular basis adhering to the reporting format set out by CTC headquarters. Such reports include, but are not limited to, reports for special events (GoMedia, RVC), specific initiatives (CSE coverage), or month-over month comparisons.
- Generate CTC partnership agreements with industry partners on Canada Media Relations FAM trips and other key activities where a partnership occurs

e) Other Potential Required Deliverables:

Consumer Marketing

- Provide advice and input on consumer marketing strategies and tactics including media plans, including, without limitation, advertising, relationship marketing, media, research and analysis, competitive analysis, interactive, video, promotions, design, collateral material, social media and special events as requested by the client.
- Negotiate and purchase digital and traditional media placement, directly or indirectly, with the most favourable terms and rates available to the CTC in order to carry out the plans.
- Purchase, develop or secure rights in and to all intellectual property developed for the CTC by the proponent's employees, agents or contractors.
- Assist CTC in evaluation of consumer marketing campaigns including, without limitation, brand awareness and preference, direct response results, conversion, media coverage and cost effectiveness.
- Responsible for making timely payment to all third parties contracted by the Contractor on behalf of the CTC
- Ensure that production services are carried out through to completion in all aspects, including without limitation, brand compliance.

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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

D.1 Mandatory Criteria

D.1.1 The successful proponent must be located in Paris, France or be willing to relocate to Paris, France. Are you able to comply with this requirement?

Yes

No

D.1.1 The successful proponent must be able to service key accounts and media throughout France. Are you able to comply with this requirement?

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

Proponents should respond to the questions below clearly and concisely within the recommended page limit. 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 Tell us about your company and include the following:

- a) organizational structure and additional resources, services, and support your company can provide to assist CTC with its objectives;
- b) years of experience, reputation, core competencies and recognized expertise in the market; and
- c) why your level of expertise and experience are a good fit for the CTC.

Your response to this question should be limited to 2 pages.

E.1.2 Tell us what you think is a great example of the CTC's work in France and why.

Your response to this question should be limited to 1 page.

E.1.3 Provide information and resumes on the Account Manager and Account Team that would work with the CTC, and include:

- a) details of their relevant experience, education and expertise;
- b) roles and responsibilities; and
- c) experience with travel and tourism;

Your response to this question should be limited to 2 pages.

E.1.4 Describe your ideal working relationship with CTC and the actions or steps that you will have in place to ensure deliverables are met and communications are maintained.

Your response to this question should be limited to 1 page.

E.1.5 Provide an example that can demonstrate your company's experience in representing a tourism destination within France.

Your response to this question should be limited to 3 pages.

E.1.6 Provide two examples that demonstrate your ability to market a tourism destination in France. Include how your marketing strategy will align with tourism targets, with the media/ public relation sector and travel tourism trade, and consumer advertising channels.

Your response to this question should be limited to 5 pages.

E.1.7 Provide one case study that would demonstrate your company's ability to successfully develop key accounts of travel trade for your client in key cities in France.

Your response to this question should be limited to 2 pages.

E.1.8 Describe how your firm plans to develop key accounts of travel trade for CTC in key cities in France.

Your response to this question should be limited to 1 page.

E.1.9 Describe:

- a) key challenges and opportunities you foresee in promoting Canada in the French market?
- b) Your proposed plan to address those challenges
- c) Your proposed plan to take advantage of those opportunities.

Your response to this question should be limited to 2 pages.

E.1.10 How important do you think the co-ordination role is between the CTC and provincial marketing organizations, city destinations and Canadian industry partners in-market? How would you work with them?

Your response to this question should be limited to 1 page.

E.1.11 Which destinations do you see as Canada's top three competitors in the French market and how would you differentiate Canada from its competitors?

Your response to this question should be limited to 2 pages.

E.1.12 Provide one case study where you have used public relations and media relations proactively?

Your response to this question should be limited to 1 page.

E.1.13 List up to five media key accounts and five social media influencers in France that your company believes would be best aligned with the CTC and describe your rationale for your selection.

Your response to this question should be limited to 3 pages.

E.1.14 Describe how you would integrate social media channels with other activities you undertake to grow tourism for the CTC?

Your response to this question should be limited to 2 pages.

E.1.15 Please describe in detail the most creative public relations project you've ever delivered and why?

Your response to this question should be limited to 2 pages.

E.1.16 How will you prioritize around what travel trade events or market places are in the best interest of the CTC? How do you recommend you would execute CTC's presence within these events in order to be effective? What measures will you use to measure success?

Your response to this question should be limited to 2 pages.

E.1.17 Please describe why you want to represent the CTC in France?

Your response to this question should be limited to 1 page.

E.1.18 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 5, 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

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, and disposal costs. 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 Total Work Hours per Annum – The CTC is expecting to engage the successful proponent to perform a number of activities per year for a fixed annual fee. With reference to question E.1.2 in Section E – Desirable Criteria Questionnaire, proponents are asked to identify an Account Manager and Account Team. Using Appendix 6 – Total Work Hours per Annum, identify each individual's level of commitment to the Statement of Work in Section C, over the course of one year.

F.1.2 Blended Hourly Rate – Provide your blended hourly rate that would be charged to the CTC based on the level of commitment of each of the proponent's employees as shown by the FTE% in Appendix 6. **The blended hourly rate is to include all profit, overhead and any other management fees that the proponent will charge.** The blended hourly rate should not include any expenses or pass-through costs incurred by the proponent on behalf of the CTC.

Blended hourly rate: _____ (CAD), exclusive of tax

F.1.3 Fixed Annual Fee – Provide your fixed annual fee that is derived from:

Total number of hours committed to CTC x Blended Hourly Rate.

Fixed Annual Fee: _____

Note:

- For the purposes of your proposed pricing, proponents are to assume an annual operating budget of \$2 mil CDN for program costs (sales and marketing) as well as agency fees.
- For all proposed pricing, travel related expenses (airfare, accommodation, meals, etc.) are to be excluded. All pricing is to be provided in CDN funds and be exclusive of tax.

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 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 REQUIREMENTS

G.1 Presentations Requirements

CTC will require proponents, who have made the Shortlist, to give a presentation of their capabilities to provide the services described in Section C – Statement of Work.

Proponents may be expected to highlight the following:

- Meet account representative(s) - The Account Manager and Account Team that will be working on CTC's business should be present and active in delivering the presentation;
- Capabilities in providing the services; and
- Proposed strategy to grow tourism for Canada in France.

Presentations will take place the week of September 21, 2015, in France at a venue yet to be determined. All costs associated with the presentation will be the responsibility of the proponent.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit	July 24, 2015, 14:00 hours PT
Deadline for Questions	July 28, 2015, 14:00 hours PT
Closing Date and Time	August 6, 2015, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	The week of September 21, 2015
Timeframe for Concurrent Negotiations	5 business days following notification by CTC
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	October 19, 2015
Timeframe for Contract Negotiations	20 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

APPENDIX	FILE NAME
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1	Proponent Information and Acknowledgement Form
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2	Material Circumstances Disclosure
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3	Amendments
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4	Declaration of Sub-Contractors
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5	General Contract Terms
---	------------------------

6	Total Work Hours Per Annum
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APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

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

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

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

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

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.

APPENDIX 6: TOTAL WORK HOURS PER ANNUM

Identify each individual's level of commitment to the Statement of Work in Section C, over the course of one year.

Name	Position	Hours estimate per annum	FTE%
E.g. Jane Doe	CEO	100	5.39%
E.g. Jill Doe	Manager	1855	100%
1)			
2)			
		Total number of hours committed to CTC:	

****FTE %:** An estimate of each individual's level of commitment to the CTC over the course of one year. For example, if the average employee works 1855 hours in a year and the CEO is expected to commit approximately 100 hours to the CTC over the course of one year, then the FTE % is = $100/1855 = 5.39\%$