



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Marketing Attribution Technology
Competition Number:	DC-2016-RL-01- NRFP
Closing Date and Time:	February 11, 14:00 Pacific Time (PT)
Contracting Authority:	Rachel Lemos Procurement Manager 604-638-8339 procurement@destinationcanada.com

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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.

The Canadian Tourism Commission is now operating under the trade name “Destination Canada”. As such, you may notice us using both names within this document interchangeably.

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 qualified suppliers to implement a digital technology that would allow Destination Canada to understand if its marketing efforts ultimately led to a consumer travelling to Canada. 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 two (2) years, with an option to extend on an annual basis by CTC for a total period not to exceed another three (3) 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.

Please note that if the CTC decides to proceed with contract negotiations as a result of this NRFP process, we may elect to have other Destination Marketing Organizations as a legal Party of the resulting contract.

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.

Evaluation Criteria	Score
<p>Experience</p> <ul style="list-style-type: none">i. The bidder must demonstrate that it has the resources in place to support and advise CTCii. Presentation of the firm: values, company philosophy, business priorities and vision of businessiii. Extent and relevance of services in respect of the mandate:<ul style="list-style-type: none">a. Services offered by the firmb. Identification of previous mandates: Client; Project; Scope of workc. List of past and current clients	10%
<p>Ability to advance CTC Business Objectives</p> <ul style="list-style-type: none">i. Advances CTC’s understanding of consumer behavior in the digital ecosystem.	35%

ii. Contribution to CTC role, business objectives and strategic directions	
iii. Knowledge of the tourism industry	
iv. Scale (% coverage of travellers ¹)	
Technology & Methodology	30%
i. Feasibility of methodology: margin of error; ability to validate results	
ii. Ease of implementation	
iii. Project management processes	
Cost (upfront and ongoing costs)	15%
Types of content (video, image, text, etc.) and platforms tracked (paid, owned, earned)	10%
Total	100%

Please note that presentations will be scored on a second phase of this bid process.

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).

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, February 11, 2016**.

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

¹ % coverage of travellers is the total number of travellers identified by the solution in each specific market divided by the total number of travellers who came to Canada from that market

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, February 2, 2016.

B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, February 2, 2016. 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@destinationcanada.com and should reference “**NRFP DC-2016-RL-01 Marketing Attribution Technology - 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

The Canadian Tourism Commission (CTC) is seeking one or more qualified suppliers to implement a digital technology that would allow CTC to understand if its marketing efforts ultimately led to a consumer travelling to Canada.

C.1 Background

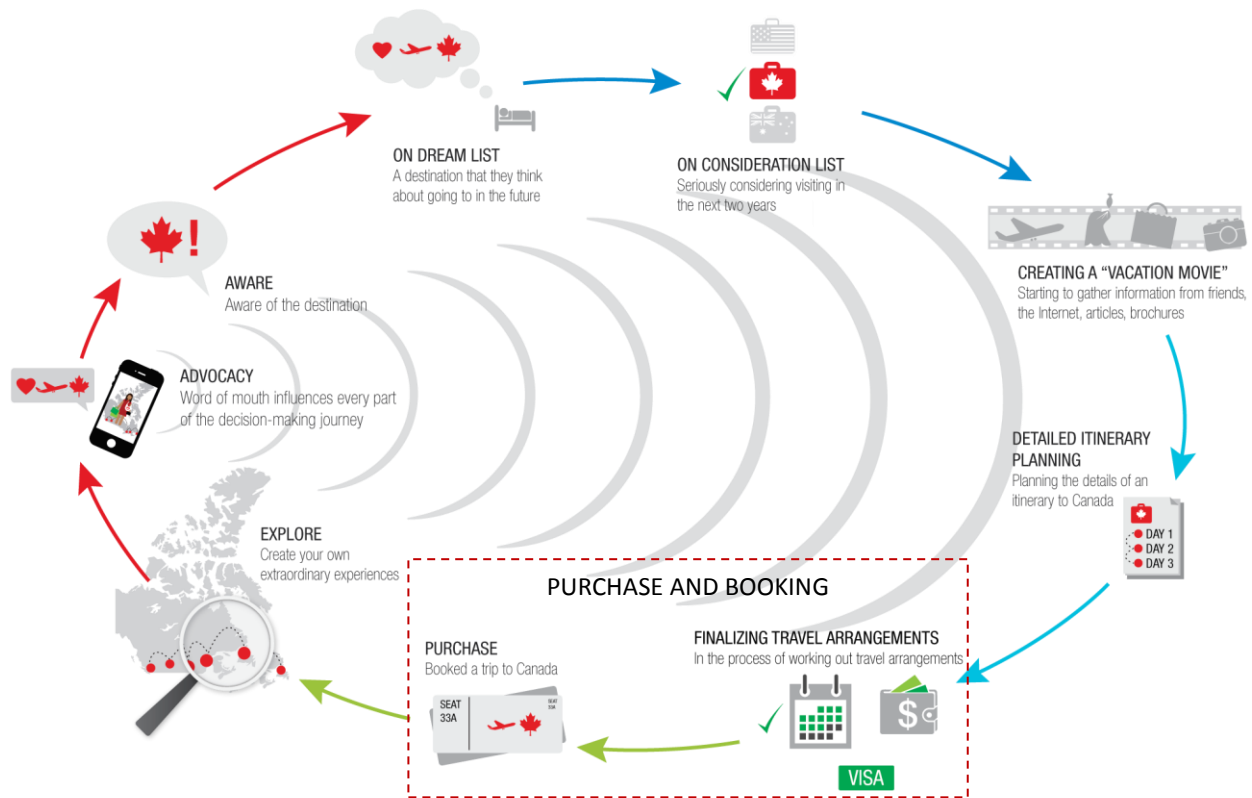
As a national tourism organization, the CTC promotes Canada as a desirable destination and supports the Canadian tourism sector. A federal Crown corporation of the Government of Canada, our mandate is to work with the Canadian tourism industry and provincial and territorial governments to promote Canada as a premier tourist destination, grow tourism export revenue for Canada, grow tax revenue, support the creation of jobs and increase the global competitiveness of Canada's travel and tourism sector. Our ultimate outcome is to support industry to grow international arrivals to ensure a vibrant and profitable Canadian tourism industry.

To do so, we promote Canada's extraordinary experiences in 11 countries around the world: Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, the UK and the US. We also have a domestic program focused on encouraging youth to explore Canada. We also conduct market research, offer stunning visuals through the Brand Canada Library and provide resources to help industry leverage Canada's successful tourism brand, Canada. Keep Exploring.

Through a targeted, focused approach to marketing, we develop and implement marketing strategies that are relevant to customers' individual needs and the personal experiences that they are seeking in their travel destinations. Supported with the right technology, we seek rich customer insights that empower us and our partners to surface the most engaging stories with the appropriate audience at the appropriate time. Our business objectives are to:

- **Become a content-oriented media organization:** CTC will create and curate compelling content and publish it through popular digital, mobile and social channels, such as Facebook, YouTube and Instagram. CTC will use paid advertising to amplify the most engaging content in a variety of social media and traditional channels that make strategic sense to the target audience.
- **Get travellers excited about Canada:** CTC will reach more of its target travellers, emotionally connect with them, inspire and launch their imaginations and encourage them to book a visit. CTC will tell richer, more encompassing emotive stories that dive more deeply into the possibilities of Canada's vibrant and dynamic cities, cultural attractions, colourful history, unique cuisine and way of life. By using the array of new touchpoints, CTC will seek to engage them to inspire, entertain and educate them to book Canada for their next vacation.
- **Shift to data-driven marketing:** Analyzing the myriad sources of consumer-generated data is the new frontier of marketing. CTC continues to rapidly evolve its publishing capabilities and hone its stories in on what makes travellers really excited, it needs a technology backbone that can deliver a customized customer experience that is personalized, seamless and consistent across channels, whether it is a consumer website, a social post or a display ad. CTC's systems must allow it to collect, capture and analyze customer behaviours and preferences, while respecting customer expectations of privacy, and that their data will be collected and safeguarded appropriately.
- **Build it together:** CTC's value will be measured by how it serves its partners' bottom lines, whether they are prospecting for leads or growing sales.

To help us understand the customer's decision path, we have developed a model to enable us to understand the motivating factors driving travel purchase decisions. Understanding these factors at each stage allows us to craft our marketing to positively influence outcomes.



However, the CTC does not have visibility into the purchase portion of the cycle. CTC does not actually book flights, tours or hotel rooms. This makes it difficult to assess if and how our activities impact visitation, and how we can optimize and improve our efforts. CTC is seeking a technology solution to attribute its efforts to actual booking and arrivals.

The difficulties in attribution are compounded by:

- The consumer may be exposed to a number of marketing messages over a relatively longer decision cycle:** Research has estimated that it can take 2 or more years for a consumer to make a decision to travel. Throughout this time, the consumer may be exposed to marketing messages from a number of sources. For example, the CTC as the national destination marketing organization, would provide marketing to bring the consumer to Canada; the provincial or territorial destination marketing organizations would seek to bring the consumer to the province or territory; city and regional destination marketing organizations to a specific destination; and airlines, tour operators, hotels and more will seek to influence the consumer to buy their specific offering. Any one or a combination of these messages may ultimately influence the consumer. Unravelling attribution to a single entity is difficult, at best.
- Many factors impact travel other than marketing:** Competition from other jurisdictions, exchange rates, milestone events such as weddings, the location of friends and family, changes in economic conditions in source and origin markets, exchange rates, calamitous events such as natural disasters, geopolitical conflicts and more all affect the decision to travel.

C.2 Objective and Business needs

The CTC is seeking a supplier or set of suppliers who offer a solution to attributing its digital marketing to visitation. This solution should:

- Provide a signal to the CTC that a consumer who has been exposed to CTC content has taken a booking action or travelled to Canada.
- Provide attribution back to a specific channel(s) (e.g., Facebook in Germany) or initiative (e.g., the CTC 2016 Ski Initiative).
- Ideally, it would also:
 - Provide a signal to CTC on changes in consumer intent to travel due to CTC content.
 - Allow the CTC to track and understand the effects of the order or frequency of exposure to content.
 - Allow the CTC to attribute this booking action or travel back to the specific content(s) and exposure to that content.

The solution we are looking for must fully respect all privacy regulations and legislation, and ensure that the CTC is able to meet its privacy obligations. The proposal should comprehensively identify the information about consumers that is collected; the purpose for the collection; if, how and with whom any information collected is shared; and detail the processes in place to safeguard this information including controls on who has access to the information.

Definitions:

- A **booking action** is defined as a financial transaction or other action that commits the individual or party to travel to a destination.
- **Content** is defined as anything that a user can see, and that CTC has either produced or commissioned. That content can be published on CTC and CTC's partners social channels, websites, ad networks, publishers partnered with CTC, specific influencer sites, and can be redistributed by channels that the CTC would not control (for example, a publisher).

C.3 Scope of Work

The solution will focus only on the attribution of digital marketing to travel, booking actions and/or intent to travel. This includes digital marketing channels such as:

- Social Media (paid and organic)
- Search (paid and organic)
- Paid digital advertising on mobile and non-mobile platforms
- Travel media and media publications
- Public Relations
- CTC owned and operated sites
- Partner owned and operated sites
- Third party owned and operated sites
- Native advertising
- Email marketing
- Other channels

The formats of content include: text, audio, video, images & photos, infographics.

CTC currently conducts direct to consumer marketing in the following markets. The solution provider should indicate if and how it is able to attribute marketing to visitation and/or intent in these countries:

- United States, France, United Kingdom, Germany, Australia, China, Canada, Japan, Mexico

CTC is also active in but does not currently conduct direct to consumer marketing in the following markets. If applicable, the solution provider should indicate if and how it is able to attribute marketing to visitation and/or intent in these countries:

- Brazil, India, South Korea

If a single provider is not able to provide all channels and media types across all countries, multiple providers may be engaged through this process.

C.4 Project Management

This project is funded entirely by Destination Canada. The resulting contract that may result from this NRFP will be with the Canadian Tourism Commission, which is the legal name of Destination Canada.

The project management responsibility will be assured by the research team of Destination Canada.

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 Proven track record as established by references of past and current clients, samples of deliverables. Are you able to comply with this requirement?

Yes

No

D.1.2 The proposed solution must adhere with the Canadian privacy laws and regulations. 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. 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 What digital marketing channels / platforms are covered by the proposed solution?

E.1.2 What media formats and types are covered by the proposed solution?

E.1.3 What are the specific types of booking actions, visitation or travel intent measured?

E.1.4 What is the methodology used?

E.1.5. What are the ongoing costs to maintain the proposed solution?

E.1.6 What other technologies does the proposed solution integrate with?

E.1.7 What other types of information are provided to CTC through the proposed solution – such as multiple touchpoints along the consumer's path, value of the booking, length of stay, location(s) visited, etc.

E.1.8 What information is collected and stored?

E.1.9 What information is collected that could be used to identify an individual?

E.1.10 Who has access to this information? How is the information that is collected safeguarded?

E.1.11 How can the CTC assess or validate the results and findings of the proposed solution?

E.1.12 For each market the solution is proposed (e.g., US, Japan), please indicate the number of booking actions, or travellers the solution would have captured in calendar year 2015.

E.1.13 What other aspects, if any, of the proposed solution are beneficial to the CTC mission?

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

Please provide a pricing model, technical information on implementation and deployment, any estimates on the resources required within DC to implement and deploy your proposed solution. Please specify any usage or volume information and what is “included” or “excluded” (e.g. delivery charges, etc.).

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

The proponents should provide sufficient detail for CTC to assess the total cost to implement and deploy the technology in the first, second and third years of the contract and indicate whether its pricing model is by piece of content, by initiative, by traveller, etc., and whether it is a global rate, or the rate differs by country.

The following may be used as a template:

MARKET	Set up / Upfront fees	1 Year Operations (based on assumptions below)	Average Cost per attributed booking action or visitation	# booking actions / visitors to Canada that would have been tracked in 2015
All markets (if applicable) OR BY MARKET (see below)				
United States				
Per medium market: France, Germany, United Kingdom,				

Australia, China				
Per small market: Japan, Mexico				
All other markets (if applicable)				

In order to ensure fair comparisons, the following assumptions should be made, if applicable, to provide pricing details:

MARKET'S SIZE	# Travellers	% Conversion Rate (i.e. number of leisure travellers who were influenced by the CTC marketing)	# travellers converted through the CTC marketing	Paid Impressions Served
Large Market (assumptions applicable to US pricing)	15,000,000	10%	1,500,000	750M (\$3M at \$4CPM)
Medium Market (assumptions applicable to Germany, France, China, United Kingdom, Australia pricing)	500,000	10%	50,000	125M (\$500,000 at \$4CPM)
Small Market (assumptions applicable to Japan, India, Brazil, Mexico, Korea pricing)	100,000	10%	10,000	25M (\$100,000 at \$4CPM)

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 you believe it would benefit the 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

G.1 Presentations Requirements

CTC will require proponents who have made the Shortlist to give a demonstration of the proposed solution.

Proponents will be expected to highlight the following:

- Provide a detailed explanation of how the proposed solution works;
- Provide a detailed explanation of how to implement and deploy the solution, including what the proponent provides in terms of support and services; and,
- Provide a detailed explanation of the expected results and outcomes of the proposed solution.

Presentations will take place at:

**Suite 800, 1045 Howe Street
Vancouver, British Columbia V6Z 2A9**

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 (*)	February 2, 2016, 14:00 hours PT
Deadline for Questions	February 2, 2016, 14:00 hours PT
Closing Date and Time	February 11, 2016, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	weeks of March 1 to 11 th , 2016
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	February 29 th , 2016
Timeframe for Negotiations	15 days following notification by CTC

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

(*) Please note the intent to submit is not a disqualifying criteria. If you miss the above date, you can still submit your proposal within the closing date.

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 www.buyandsell.gc.ca 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 APPENDICES

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

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 _____, 2016.

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

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, 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.

Indicate the quality control measures and contract resolution processes you have in place for 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.