



Canadian Tourism  
Commission

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## Request for Supplier Qualification

Name of Competition:	General Consulting Services
Competition Number:	DC-2016-RL-02
Closing Date and Time:	March 7, 2016, 14:00 Pacific Time (PT)
Contracting Authority:	Rachel Lemos, Procurement Manager 604-638-8339 <a href="mailto:procurement@destinationcanada.com">procurement@destinationcanada.com</a>

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## **SECTION A – INTRODUCTION**

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The Canadian Tourism Commission (“CTC”) is Canada’s national tourism marketing organization. A federal Crown corporation, the 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.

The CTC’s approach focuses on those global markets where Canada’s tourism brand leads and yields the highest return on investment. The 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://en.destinationcanada.com/>

### **A1. Purpose and Intent**

The purpose of this Request for Supplier Qualification (the “RFSQ”) is to solicit proposals for a limited number of qualified, knowledgeable and experienced consultants that have the ability to serve as temporary contracted resources to the CTC (“the Consultant”).

The CTC intends to develop a roster of pre-qualified proponents (the “Roster”) through this RFSQ made up of the Consultant which may be utilized as required to meet the CTC’s needs.

Please see Statement of Work (**Section C**) for detailed requirements.

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 the 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 RFSQ.

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

## **A2. Roster Term**

Qualified proponents that demonstrate the ability to meet the requirements identified in this RFSQ may be included on the CTC's Roster. The initial term for proponent inclusion on the CTC's Roster may be for a period up to five (5) years, with an option for the CTC to extend this period on an annual basis. The total term of the Roster (including the initial term plus any extensions) is not to exceed ten (10) years.

## **A3. Standing Offer Agreement**

Any proponent, who is selected for the Roster, will be required to enter into a mutually agreed upon non-exclusive standing offer agreement ("SOA") with CTC. Each individual future project or service would then be executed by way of a statement of work ("SOW"), which will set out the specifics of the project or service and will be governed by the terms and conditions of the SOA. Proponents should note that execution of a SOA with the CTC pursuant to this RFSQ does not guarantee that any work will be issued to that proponent.

## **A4. Roster / SOA Process**

The Roster will be utilized as required, at the CTC's sole discretion, to meet the CTC's needs. The CTC does not guarantee that any work will be issued to a proponent; or make any guarantee of the value of any work; or the volume of work that may be assigned to any proponent that has qualified for the Roster. See Section H for conditions set out by the CTC for using Rosters and SOAs following an RFSQ process.

If new submissions are received after this process is completed, and they are deemed to be in compliance with the requirements of this RFSQ process, the CTC reserve the right to conduct an annual review of new received submissions and add qualified candidates to the existing Roster for the remainder of the term.

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

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

To qualify for evaluation, proposals will first be checked against the mandatory criteria set out in Section D. Proponents failing to satisfy the mandatory criteria evaluation will be provided an opportunity to rectify any deficiencies (“Rectification Period”). Proposals satisfying the mandatory criteria during the Rectification Period will be further evaluated as outlined in Section B.2. All proposals failing to satisfy the mandatory criteria after the Rectification Period will be excluded from further consideration and notified as such.

The Rectification Period will begin at the closing of the RFSQ, and will end within a time period defined by the 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. The CTC’s evaluation committee may be comprised of the CTC employees and consultants to the CTC who are bound by an agreement of confidentiality with respect to the RFSQ process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to the CTC’s Senior Executives.

<b>Evaluation Criteria</b>	<b>Score</b>
Profile and Experience (Section E)	<b>10%</b>
Desirable Criteria Questionnaire (Section E)	<b>45%</b>
Proposed Pricing & Conditions (Section F, G)	<b>45%</b>
<b>TOTAL</b>	<b>100%</b>

Following evaluation, the CTC may select the top ranked proponents to be included on the General Consulting Services Pre-Qualification Roster. The CTC reserves the right to select as many Consultants to ensure those selected for the Roster can best meet all of the CTC’s requirements.

The CTC may invite the most highly ranked proponents to make a presentation to the CTC. All decisions on the degree to which proposals and/or presentations/interviews (if applicable) meet the stated criteria and the scores assigned during the evaluations are at the sole discretion of the CTC.

## Negotiations

The CTC intends to conduct negotiations with the top ranked proponent(s) as defined in Section H.10 Contract Negotiations.

### 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, March 7, 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 RFSQ shall become the property of the CTC. The time stamp of the 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, February 26, 2016**.

#### B.3.3 Questions

Proponents may submit questions via e-mail to the Contracting Authority **until 14:00 hours PT, February 26, 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 the CTC concurs with the request, the question will be answered in confidence and will not be posted. If the 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](mailto:procurement@destinationcanada.com) and should reference "**RFSQ DC-2016-RL-02 General Consulting Services - 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 RFSQ 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.3.5 Scope and Outcome

Responses to this RFSQ may be used to qualify proponents and to create a shortlisted network of qualified Consultants (the “Shortlist”), who may be able to provide contracted resources to the CTC in the future and as required by the CTC. If the CTC determines that the number of shortlisted Respondents does not meet its needs, the CTC reserves the right, in its sole discretion, to increase or decrease the number of suppliers as it deems necessary for organizational requirements.

Based on the responses received for the RFSQ, the CTC may:

- decide not to proceed with the project, work, product or solution;
- decide to defer the project, work, product or solution;
- request further information using an Request For Information (“RFI”) or Request For Additional Information (“RFAI”);
- develop and issue a formal Request for Proposal (“RFP”); or
- Shortlist one (1) or several proponents to formally present their proposed solution and/or approaches to the CTC Committee, or negotiate a contract directly with a Proponent.

The CTC does not make any representation that the suppliers who are identified under this RFSQ and who entered into a master agreement with the CTC will have exclusivity or any preferential supplier status for additional services. The CTC may, at its sole discretion, source from other suppliers who are not identified under this RFSQ for any additional services.

#### B.3.6 Existing Contracts

The CTC currently has in place contracts for a number of consulting resources. The CTC reserves the right to honor existing contracts until the expiry date and may be extended based on the terms of each agreement. However, when the contract is complete new resources will be selected based on the processes defined in this RFSQ.

### **B.4 RFSQ Form of Response, Format and Depth**

#### B.4.1 RFSQ 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
- Section D – Mandatory Criteria (if applicable)
- Section E – Desirable Criteria Questionnaire

- Section F – Pricing Proposal (separate file)

#### B.4.2 RFSQ Format and Depth

This RFSQ sets out the CTC's requirements, desired options and additional considerations. Proponents should prepare their proposals providing a detailed description of their ability to provide the requirements set out in this RFSQ. 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 the 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 RFSQ and any presentations or demonstrations (if applicable) will be considered and evaluated. Information, proposals or presentations previously supplied to the 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 the CTC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this RFSQ.

## **SECTION C – STATEMENT OF WORK**

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### **C.1 BACKGROUND**

The CTC intends to contact the shortlisted Consultants or Consultant Resources on an as need basis to request contracted resources and pricing for each specific resource identified (“Resource Requests”). The CTC will generally use the following steps:

- E-mail a Resource Request to the Roster requesting a response and resume of the best candidate(s) which the candidate either directly employs or has an arrangement with for the provision of contracted resources related to the services required.
- The number of candidates required and the response deadline will be detailed in each Resource Request.
- Submissions will be reviewed and shortlisted proponents may be invited to participate in an interview process.
- The CTC may enter into negotiations with the shortlisted proponents who have provided a response identified as the best fit for the CTC.

### **C.2 SERVICE REQUIREMENTS**

#### **Availability of contracted Resources**

The Contractors shall provide the required services as set out in the SOW, which will be sent out to qualified proponents every time there is a need for a specific service.



## SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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

### D.1 Mandatory Requirements

D.1.1 Required at least three (3) years' experience providing general consulting services (the "Consulting Services"). Are you able to comply with this requirement?

Yes

No

D.1.2. Required that the Consultant provides a Resume as part of their submission. Are you able to comply with this requirement?

Yes

No

## **SECTION E – CANDIDATE PROFILE AND DESIRABLE CRITERIA QUESTIONNAIRE**

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

### **E.1 Candidate profile**

Please include the following:

- letter of introduction with an overview of your company (Maximum 2 pages), including but not limited to:
- head and local Offices addresses, phone numbers and shared email address;
- an overview of your customer base in Canada / North America, including organizations where you have ongoing contracts that are similar to the requirements identified in this RFSQ; and
- please provide a copy of your Insurance Policy as evidence that your organization has Comprehensive General Liability insurance.

### **E.2 Evidence of Relevant Experience**

Please provide evidence and a description of your experience by providing a minimum of three (3) references for work of a similar nature, as per the form contained in **Appendix 1**.

### **E.3 Desirable Criteria Questionnaire**

#### **Service Management and Resources**

Please describe in detail how CTC's account will be managed, including your firm's key personnel, number of staff in Canada and in Vancouver, their roles and responsibilities, qualifications, level of knowledge, experience, areas of expertise and your escalation process to demonstrate your ability to meet CTC's requirements.

#### **Methodology and Process**

Please outline your selection and background checking process, as well as methodology to pre-qualify resources by assessing them, where applicable.

- availability for the timelines requested prior to their resumes being submitted for consideration; and
- background, including but not limited to: criminal record checks, reference checks, identification verification, education verification, and eligibility to work in Canada (Visa status).

If this is not applicable to you as a "Company", please indicate it in your submission to this RFSQ, and provide the following:

- Resume outlining your knowledge, skills, expertise and experience necessary to perform the services required in a professional manner and in accordance with industry standards;
- Proven records of your experience, which may be checked prior to a contract award.

Sub-Contracting: Please note no assignment or subcontracting of services is permitted without written authorization by the CTC.

## SECTION F – PRICING & CONDITIONS

- F.1** Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the RFSQ# and name along with company information. CTC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

Please note the list below is intended to provide the CTC with a general list of potential Consultants that the CTC may engage on an as needed basis. These resources may be required from the CTC for up to 6 months (contract term) or for the duration of each specific project, either to accommodate peak seasons or where special knowledge and/or expertise is required.

- F.2** Please fill out the table below and send it along with your submission including rates requested below.

TABLE I

Role	Hourly Rates		
	Intermediate	Senior	Specialist
Content entry			
Global Marketing Advisor			
Digital Marketing Expert			
Content Partner			
Social Media Expert			
Market Research Specialist			
Market Intelligence / Data and Analytics Specialist			
Special Projects Advisor			
Media Trainer			
Video Production (Europe)			
Digital analyst			
Digital Asset Manager			
Webmaster			
Digital Direct Marketing/e-mail management analyst			
Media and Public Relations Advisor (National and Global)			
Google Analytics Quality Assurance			
Strategy & Measurement Development			
Vertical Specialists			
Manager, Business Events Sales Development			

TABLE II

Role	Hourly Rates		
	Intermediate	Senior	Specialist
Financial Steward (financial performance)			
Internal Business Process Advisor (corporate efficiency and effectiveness)			
IT Architecture Expert			
SAP ByDesign Product Specialist			
Organizational Capacity (Staff knowledge and innovation)			
Stakeholder Satisfaction (the extent to which your stakeholders believe you are meeting their needs)			
Compensation and Benefits Expert			
Bi-lingual Translator reviewer (English/French)			
Procurement Advisor			
Paralegal			

**Note:** All prices must be quoted in Canadian Dollars.

**Contracted Resources - Skill and Attributes:**

It is expected that all contracted resources have the following general skills and abilities:

- Written and verbal proficiency in English
- Proficient in Microsoft Office
- Legally entitled to work in Canada
- Ability to multi-task

**Specialist Role:**

Specialists are expected to have the same skills and abilities as a senior person in the same role combined with unique skills/knowledge, which must be evident when compared to other proponents.

**For more information on the above roles, please refer to short descriptions on Appendix 5.**

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

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

CTC may require proponents who have made the Shortlist, to give a presentation or to come by for an informal interview. The presentation/interview will be limited in scope to the content of the RFSQ and subsequent proposal, and present an opportunity to verify the proponent's capabilities in support of CTC's mandate and strategic objectives.

CTC does not consider the presentation/interview as additional weighted criteria, rather a verification of information contained within the Shortlisted proponent's proposal. Verification of the proponent's capabilities is at the sole discretion of CTC. Consequently, CTC may choose to revise proponent evaluation results previously scored based on the information gained through the presentation/interview or only finalize the evaluation results after it takes place, if or where applicable.

Presentations/Interviews will take place at:

**Suite 800, 1045 Howe Street  
Vancouver, BC V7Z 2A9**

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

## SECTION H – RFSQ PROCESS AND TERMS

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### H.1 RFSQ Process Schedule

The schedule for the proponent selection process is as follows:

Deadline for Questions	February 26, 2016 14:00 hours PT
Closing Date and Time	March 7, 2016 14:00 hours PT
Presentations/Interviews of Shortlisted proponents (if required)	week of 28 <sup>th</sup> of March to 1 <sup>st</sup> of April, 2016
Notification: CTC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately	April 4 to 8, 2016
Intent to Submit (*)	February 26, 2016 14:00 hours PT
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 RFSQ

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

It is the proponent's responsibility to understand all aspects of the RFSQ 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 RFSQ cover is authorized by CTC to comment on any portion of this RFSQ or the requirements described in this RFSQ. 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 of the CTC 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 RFSQ 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 RFSQ. If this RFSQ was posted on the Government of Canada

BuyandSell.com 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 RFSQ that CTC in its discretion may post prior to Closing Time. Such amendments may contain important information, including significant changes to this RFSQ. 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 RFSQ 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 RFSQ, 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 RFSQ, 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 RFSQ process and subsequent contract will be English.

**H.10 Contract Negotiations**

The CTC reserves the right to negotiate contract scope and terms with the proponent whose expertise, experience, vision and reputation are judged to best serve the interests of the CTC, hereafter the “Preferred Proponent”. 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 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 top ranked proponents, as established under the evaluation, will be invited to enter into contract negotiations with CTC. CTC intends to conduct negotiations within the Timeframe for Negotiations.

At any point in the Timeframe for Negotiations, CTC may elect to unilaterally terminate one or more negotiation(s). Final selection of one or more proponents will be determined following CTC’s receipt of Best and Final Offers. 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 RFSQ process;

- i. any such agreement will commence upon signature by the duly authorized representatives of the CTC and the successful proponent; and
- ii. may include, but not be limited to, the general contract terms contained in Appendix 4.

#### **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 RFSQ 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 RFSQ 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 RFSQ process, or would otherwise prejudice the integrity of the RFSQ 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 RFSQ. 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 RFSQ 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 RFSQ.

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 Candidate 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 RFSQ 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 RFSQ 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:

- 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;
- 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 RFSQ;
  - iii. fails or omits any mandatory information; or
  - iv. is non-compliant with any requirement of this request;
- 20.3 not accept any deviations from the stated terms and conditions;
- 20.4 terminate the process at any time and/or re-issue this RFSQ at any time;
- 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 RFSQ process;
- 20.6 contact references;
- 20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to CTC;
- 20.8 incorporate all, or any portion of the Statement of Work, the RFSQ, and the successful proponent's proposal into a resulting contract document;
- 20.9 to make an award in whole or in part, including the right to select and contract with more than the stated maximum number of top-ranked proponents, to meet the requirements of the RFSQ;
- 20.10 not enter into any contract at all with any proponents responding to this RFSQ;
- 20.11 conduct an annual review of new submissions received after this qualification process is completed and add qualified candidates to the existing Roster for the remainder of the term.

## **SECTION I – ROSTER AND STANDING OFFER AGREEMENT CONDITIONS**

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The conditions set out in this Section regarding the use of the Roster and SOA's are subject to change from time to time as the CTC may deem necessary, without notice to the Consultants on the Roster.

1. The criteria for selecting a Consultant from the Roster for each project or task will vary, depending upon CTC's requirements.
2. The CTC reserves the right to engage any Consultant in the Roster on an "as, if and when requested" basis and may be contacted directly or asked to compete on opportunities for the provision of services.
3. Any Consultant selected to provide services may be required to execute a statement of work that will be governed by the SOA.
4. If the Consultants are asked to compete on opportunities, the CTC may not necessarily select the Consultant offering the lowest price, and may also evaluate qualifications or other criteria required for a specific project.
5. Consultants should, during the period that the SOA is in effect, advise the CTC of any material changes to the information contained in their response.
6. The CTC has no obligation to:
  - a. inquire as to the availability of substitute key personnel when advised by a Consultant that the key personnel named on the SOA is not available for a particular project;
  - b. evaluate or accept any substitute key personnel proposed by a Consultant;
  - c. enter into a statement of work with any one or more Consultant(s); or
  - d. invite any one or more Consultant(s) to participate in competitive processes for a statement of work.
7. The CTC reserves the right to utilize Consultants that are not on the Roster.
8. CTC may, from time to time, conduct pre-qualification evaluations with alternative proponents that did not participate in this competition, and/or with proponents that were not selected in previous pre-qualifications. As a result, CTC may, solely in its discretion, add alternative proponents to the existing Roster and increase the number of proponents at any time during the Roster term. There is no assurance that the CTC will require any future additions to the Roster or will accept any requests for inclusion.
9. CTC expects requirements and future evaluations will stay materially the same as the initial pre-qualification process. However, there may be variations depending on CTC's requirements at that time. The basis for future pre-qualification requirements and evaluations will be at CTC's sole discretion.
10. Consultants who are already included on the Roster may retain their pre-qualification standing and may not be required to re-submit proposals for future pre-qualification processes related to this competition. However, CTC may request a Consultant who is on the Roster to re-submit for pre-qualification under the following conditions:
  - a. where a Consultant has not been selected by CTC to provide goods or services to CTC over the course of the Roster term; or
  - b. where CTC deems a proponent is no longer able to meet the minimum requirements defined in the pre-qualification process; or
  - c. any other circumstance that CTC deems may affect the proponent's ability to provide the good(s) and service(s) related to the requirements defined in the pre-qualification process.
11. CTC reserves the right to remove a Consultant from the Roster for any reason that the CTC deems to have a material influence on the ability of the Consultant to satisfactorily provide the CTC with the goods or services under the Roster.

## SECTION J: LIST OF APPENDICES

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APPENDIX	FILE NAME
1	Proponent Information and Acknowledgement Form
2	Material Circumstances Disclosure
3	Amendments
4	General Contract Terms
5	Table of Roles – Short Description

## APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGEMENT FORM

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### 1) PROPONENT INFORMATION

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

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

- 2) REFERENCES - List three customers with similar requirements to those described in this RFSQ 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:	

**3) 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 RFSQ.

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**

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MATERIAL CIRCUMSTANCE:

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

Check ONE:

No, there are no Material Circumstances to disclose; OR

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

### **APPENDIX 3: AMENDMENTS**

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Please confirm that any amendments to this RFSQ 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: GENERAL CONTRACT TERMS**

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

1. Non-exclusive contract;
2. Contract term as provided in the RFSQ;
3. The Consultant 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 Consultant will be the property of CTC. Consultant will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Consultant will undertake to ensure that all campaigns and other activities conducted on behalf of the CTC in the Consultant's market are done in compliance with applicable laws;
8. Consultant, 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. Consultant to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Consultant 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 the Consultant sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by the laws of British Columbia law and Canada as applicable; 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 5: TABLE OF ROLES - SHORT DESCRIPTION

TABLE I

Role	Short Description
Content Entry	Enter content from CTC (all markets) into the CMS (content management system). Expertise must have three years of experience and services to include: applying tags to the content, basic resizing of images, some knowledge of HTML, quality assurance that content entered is appearing correctly on the website, cleaning up broken links and can work from remote location.
Global Marketing Advisor	Services to support domestic or international marketing and communications efforts. Services can include campaign strategy, creative development, program/performance analysis, event coordination and implementation, supplier liaison.
Digital Marketing Expert	The role supports the development, implementation and evaluation of integrated multi-channel marketing and sales programs. Expert must have a minimum of 5 years of experience with digital program development (paid/owned/earned) and implementation with a focus on content marketing.
Content Partner	Individual or small collective to partner with CTC on developing content for use in all media. Services to include real time posts in social channels (both CTC and content partners'); editing, packaging and distributing content; access to data / performance reports; cultural insight reports on the target audience / existing audience; paid media services including creation for native and sponsored media as well as placement and retargeting; tagging of content.
Social Media Expert	Provide a variety of support services for CTC's social media presence including content creation, content management, community management and social media advertising. Must have a minimum of 2-3 years of consumer engagement experience through a variety of social media channels (Facebook, Twitter, Instagram, YouTube, blog etc.) and experience in quality online content curation (researching, sourcing, writing, editing) and moderation (managing online communities). Previous experience managing social media presence for a destination and managing social media advertising is an asset.

Market Research Specialist	Develops, implements and analyzes primary and secondary market and consumer research, surveys, and socio-economic research in order to provide market and consumer intelligence.
Market Intelligence / Data and Analytics Specialist	Analyses data to assess campaign performance and makes recommendations to improve performance
Special Projects Advisor	Consulting services for specialized areas of expertise. Services can include audits of the competitive environment using primary and secondary research, strategic counsel and recommendations including plans, programs, partners, primary research and evaluation for program structures and independent evaluation of proposals/recommendations. For domestic and international programs.
Media Trainer	Customized media training to support CTC's team members (and others in the tourism industry) on how to confidentially work with media: how to answer questions/interviews to align with corporate strategy and messages; how to respond to sensitive/difficult questions; addressing media in a crisis communications situation.
Video production (Europe)	Services to include: creative video concept for core European markets (story development and integration), video production, post-production, copy and supporting creative. Based in London, England to better serve hub office and European consumer nuance.
Digital analyst	Analyses data to assess campaign performance and makes recommendations to improve performance.
Digital Asset Manager	The Contractor should be able to deliver the following services as directed by the CTC: cataloguing Services: catalog CTC image, video, and other digital assets in accordance with set standards; research of metadata to verify information and complete missing records; provide suggestions for new metadata terms; organize of records; and complete data entry, accuracy, record checking. <u>Photo Research:</u> source visual content for CTC projects aligned with

	<p>CTC's Brand; and compiling metadata and associated records for projects.</p> <p>digital Asset System Management: provide consultation, implementation, and administration of digital asset management systems; write administrative and user guides for digital asset management systems</p>
Webmaster	<p>Perform content entry in a CMS, with intermediate HTML skills, who can resize images, perform quality-assurance on website functionality, intermediate understanding of google analytics to perform quality assurance, run link-checkers and fix broken links in a CMS.</p>
Digital Direct Marketing/e-mail management analyst	<p>Collects content provided by domestic and international teams for both B2B and B2C audiences, develops email from templates, runs tests, optimizes email for devices/platforms, deploys email marketing campaigns, strategizes on email list build programs and integration with social channels, manages opt-out, and analyzes results.</p>
Media and Public Relations Advisor (National and Global)	<p>Supports communications, media relations and public relations strategic planning and execution (domestically and internationally). Responsibilities include developing communications plans and strategies, executing on communications tactics, writing/editing, creating communications documents including, but not limited to press releases, backgrounders, key messages, planning/executing media/public events, working with various partners and media, and supporting other communications needs as required.</p>
Google Analytics Quality Assurance	<p>Service to include assuring that the solution design has been implemented correctly and that all tags are firing; pulling analytics reports based on some questions CTC poses and using supplied / existing data.</p>
Strategy & Measurement development	<p>Service to include analysis of objectives to develop relevant measures and provide training on the process to sustain the use of a consistent method. Facilitate sessions for the development of strategic objectives, measures and goals. Expert must have minimum of 5 years of experience in facilitating, developing and training teams/brands on strategy development and measurement.</p>
Vertical Specialists	<p>Consultants who possess specialized knowledge around BEC's seven priority sectors for Canada will be required to provide advice, guidance and support in regards to increasing BEC's presence in these sectors for Canada. They will be called upon on an as-needed basis to assist with bid presentations, contacts, testimonials, partner requests and general advice around their area of expertise. They will also be asked</p>

	to provide investment strategies, concepts for tradeshows, high profile hospitality and recognition events as well as participate in industry and Global Affairs sponsored events.
Manager, Business Events Sales Development	The Manager, Business Events Sales Development is responsible along with the Executive Director, Business Events for the development and implementation of a proactive, business-driven sales and marketing plan designed to produce incremental corporate and association meetings and incentive business to Canada from the U.S. market. The focus should be on the 7 priority industries for Canada – Aerospace, Information & Communication Technology, Life Sciences, Agriculture and Food, Natural Resources, Clean Technology and Infrastructure & Engineering.

TABLE II

Role	Short Description
Financial Steward (financial performance)	<p>* <u>Financial Management</u>: Evaluate existing financial management functions including financial planning, forecasting, resource allocation and re-allocation, cash management, investment management, budget control and cost control. Make recommendations as required to improve the effectiveness and efficiency of these financial management functions.</p> <p>* <u>Business Reporting</u>: Evaluate effectiveness, timeliness and relevance of current financial reporting. Design reports, dashboards and reporting procedures to meet the management information needs of all stakeholders from the Board of Directors to the resource centre manager.</p> <p>* <u>Strategic and Business Planning</u>: Organize and facilitate strategic and business planning sessions. Advise and assist with the development of strategic and business plans, including KPIs and PMAs</p>
Internal Business Process Advisor (corporate efficiency and effectiveness)	<p>*<u>Internal Business Processes</u>: Map and evaluate organizational governance structure, responsibilities, decision making process and processes in support of deliverables. Recommend changes to improve organizational effectiveness and efficiency in achieving goals and objectives.</p> <p>*<u>Strategy Advice and Business Case Evaluation</u>: Prepare business case analyses on an as and when required basis to support corporate decision making. Business cases reports will evaluate options including risks and costs and make recommendations.</p>
IT Architecture Expert	Expertise to assist with review of current IT architecture and make recommendations based on market trends, risks, etc. Expert must have a minimum of 5 years' experience with IT architecture design and implementation.
SAP ByDesign Product Specialist	Expertise to assist with system maintenance, upgrades, reporting, licensing, and customization. CTC will require experts to have knowledge of Financial, HR, Procurement, Sales and Marketing operation experience. The service provider must have a minimum of 3 years expert level experience working with SAP ByDesign.
Organizational Capacity (Staff knowledge and innovation)	<u>HR Learning and Growth</u> : Develop an integrated business and HR plan and succession plan to ensure staff is trained, equipped and motivated to deliver their mandate. The HR plan will include recommendations to enhance work-life balance, a framework for career advancement, a framework for staff to develop

	professional skills and job specific recommendations for job enrichment and job enlargement.
Stakeholder Satisfaction (the extent to which your stakeholders believe you are meeting their needs)	<b>Stakeholder Satisfaction:</b> Develop and conduct surveys to evaluate the extent to which Corporate Services is meeting the needs of stakeholders and identify where improvements are required.
Compensation and Benefits Expert	Provides administrative and project management services with CTC's external benefits and payroll providers (i.e. insurance brokers, benefits providers, etc.). Works with HRIS System's consultants and providers, as needed, to provide administrative support (data entry, tracking, reporting, etc.). CTC uses SAP ByDesign and ADP as its HRIS
Bi-lingual Translator reviewer (English/French)	Compare French translation to original English copy to ensure translation meets all quality criteria: accuracy, linguistic correctness, readability, tone of voice, adaptability to target audience.
Procurement Advisor	Must have a combination of solid experience and an ability to prioritize among multiple projects in a busy and diplomatic environment in a timely manner. Must have CPP/SCMA/SCMP Designation, experience in delivering a full range of procurement and contracting activities for assigned client groups, providing advice and recommendations, contributing to the development of procurement and contracting planning, policies and systems.
Paralegal	<p>The Paralegal role provide temporary support to legal counsel in connection with the reviewing, negotiating, and drafting of procurement documents; commercial contracts; and board documents in a corporate/commercial environment. Under the supervision of legal counsel, responds to complex inquiries regarding contract obligations and revisions, identifies risks, issues, and suggests solutions, review contracts to ensure that all terms and conditions are met, update contracts as required to reflect policy changes, prepares and disseminates information regarding contract status, compliance and modifications, and act as liaison among departments and legal.</p> <p><u>Basic Qualifications</u> includes: Bachelor's degree in law or paralegal designation, minimum of 3 years' experience working with a lawyer in a corporate/commercial firm or crown corporation drafting commercial contracts. A combination of relevant education and experience will be considered.</p> <p><u>Preferred Skills:</u> familiar with matters related to corporate governance, detail-oriented and organized, and strong written and oral communication skills.</p>