



Parks Canada Parcs Canada

RETURN BIDS TO:

**Bid Receiving Unit- Main Floor
Parks Canada Agency
John Cabot Building,
10 Barter's Hill,
St. John's, NL A1C 6M1
Attn: Colleen Sheehan**

REQUEST FOR A SUPPLY ARRANGEMENT

**DEMANDE POUR UN ARRANGEMENT EN
MATIÈRE D'APPROVISIONNEMENT**

Canada, as represented by the Minister of the Environment for the purposes of the Parks Canada Agency hereby requests a Supply Arrangement on behalf of the identified users herein.

Le Canada, représenté par le ministre de l'Environnement aux fins de l'Agence Parcs Canada, autorise par la présente, un arrangement en matière d'approvisionnement au nom des utilisateurs identifiés énumérés ci après

Comments - Commentaries

Vendor/Firm Name and Address

Raison sociale et adresse du fournisseur/de l'entrepreneur

Min Title-Sujet Request for Supply Arrangement Visitor Experience Strategy, Planning Facilitation and Writing Services – Parks Canada		Date 22 March 2016
Solicitation No. - No. de l'invitation 5P300-15-5401		Client Ref. No. – No. de réf du client.
GETS Reference No. – No de reference de SEAG		
Solicitation Closes L'invitation prend fin – at – á 02:00 PM on – le 03-05-2016		Time Zone Fuseau horaire - (EDT)
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>		
Address Inquiries to: - Adresser toute demande de renseignements à : Colleen Sheehan Colleen.sheehan@pc.gc.ca		
Telephone No. - No de téléphone (709) 772-6129		Fax No. – No de FAX: (709) 772-3651
Destination of Goods, Services, and Construction: Destinations des biens, services et construction: See Herein		
Vendor/Firm Name and Address Telephone No. - No de telephone: Facsimile No. - N° de télécopieur:		
Name and title of person authorized to sign on behalf of the Vendor/Firm Nom et titre de la personne autorisée a signer au nom du fournisseur/ de l'entrepreneur		
Signature		Date

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The Request for Supply Arrangements (RFSA) is divided into six parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided; and
- Part 6 6A, Supply Arrangement, 6B, Bid Solicitation, and 6C, Resulting Contract Clauses:
 - 6A, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
 - 6B, includes the instructions for the bid solicitation process within the scope of the SA;
 - 6C, includes general information for the conditions which will apply to any contract entered into pursuant to the SA.

1.2 Summary

Provide planning, facilitation, and writing services for site-specific VES's at NP, NHS, NMCA or NUP either in part or in full. The VES planning, facilitation, and writing service will:

- Help the client create a compelling visitor experience offer for its target markets.
 - Enable the client to meet revenue targets, attendance targets, and measurable performance outcomes.
- a) The Supply Arrangement will be valid for two (2) years from the date of issue with the option for a one-year extensions.
 - b) Contracts resulting from the SA will typically range anywhere between \$1,000.00 up to a maximum Call up limitation of \$500,000.00.(HST included)

- c) as per the Integrity Provisions under section 01 of Standard Instructions [2008](#), suppliers must provide a list of all owners and/or Directors and other associated information as required. Refer to section [4.21](#) of the Supply Manual for additional information on the Integrity Provisions.
- d) "The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT)."

1.3 Security Requirements

There is a security requirement associated with the requirement of the Supply Arrangement. For additional information, see Part 6 - Supply Arrangement and Resulting Contract Clauses.

1.4 Canadian Content

The goods and/or services covered by the Supply Arrangement may be limited to Canadian goods and/or services as defined in clause [A3050T](#).

1.5 Debriefings

Suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

PART 2 - SUPPLIER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The [2008 \(2015-07-03\)](#) Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

2.2 Submission of Arrangements

Proposals must be submitted only to Parks Canada, Bid Receiving Unit by the date, time and place indicated on page 1 of the Request for Supply Arrangements. Bidders must ensure that the solicitation number, closing date and time are clearly marked on all envelopes or parcels.

Bid Receiving Unit- Main Floor
Parks Canada Agency
John Cabot Building,
10 Barter's Hill,
St. John's, NL A1C 6M1
Attn: Colleen Sheehan

Due to the nature of the Request for Supply Arrangements, transmission of arrangements by facsimile or email will not be accepted.

2.3 Former Public Servant - Notification

Service contracts awarded to former public servants in receipt of a pension or a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. Therefore, the bid solicitation will require that you provide information that, were you to be the successful bidder, your status with respect to being a former public servant in receipt of a pension or a lump sum payment, will be required to report this information on the departmental websites as part of the published proactive disclosure reports generated in accordance with Treasury Board policies and directives on contracts with former public servants, [Contracting Policy Notice 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

2.4 Federal Contractors Program for Employment Equity - Notification

The Federal Contractors Program (FCP) for employment equity requires that some contractors make a formal commitment to Employment and Social Development Canada (ESDC) - Labour to implement employment equity. In the event that this Supply Arrangement would lead to a contract subject to the Federal Contractors Program (FCP) for employment equity, the bid solicitation and resulting contract templates would include such specific requirements. Further information on the Federal Contractors Program (FCP) for employment equity can be found on [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

2.5 Enquiries - Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than 5 calendar days before the Request for Supply Arrangements (RFSA) closing date. Enquiries received after that time may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by suppliers to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that suppliers do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all suppliers. Enquiries not submitted in a form that can be distributed to all suppliers may not be answered by Canada.

2.6 Applicable Laws

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

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

PART 3 - ARRANGEMENT PREPARATION INSTRUCTIONS

3.1 Arrangement Preparation Instructions

Canada requests that suppliers provide the arrangement in separately bound sections as follows:

Section I: Technical Arrangement (4 hard copies)

Section II: Financial Arrangement (Annex D) (1 hard copy)

Section I: Technical Arrangement

In the technical arrangement, suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work. See Annex B – Evaluation Criteria and Basis of Selection.

Section II: Financial Arrangement

Suppliers must submit the financial arrangement in accordance with the Annex C – Areas of Service and Ceiling Pricing. The total amount of Applicable Taxes must be shown separately.

3.2 Travel

When travel is necessary, consultants will be required to include the travel costs as part of their proposal, quoted at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses according to the Treasury Board Travel Directive. All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit. The Treasury Board Travel Directive can be viewed on the Treasury Board Website at <http://tbs-sct.gc.ca>.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements.

4.1.1 Technical Evaluation

See Annex B – Evaluation Criteria and Basis of Selection

4.2 Basis of Selection

An arrangement must comply with the requirements of the Request for Supply Arrangements and meet all mandatory technical evaluation criteria to be declared responsive.

PART 5 - CERTIFICATIONS

Suppliers must provide the required certifications and associated information to be issued a supply arrangement (SA).

The certifications provided by suppliers to Canada are subject to verification by Canada at all times. Canada will declare an arrangement non-responsive, or will declare a contractor in default in carrying out any of its obligations under any resulting contracts, if any certification made by the Supplier is found to be untrue whether made knowingly or unknowingly during the arrangement evaluation period, or during the period of any supply arrangement arising from this RFSA and any resulting contracts.

The Supply Arrangement Authority will have the right to ask for additional information to verify the Supplier's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Supply Arrangement Authority may render the arrangement non-responsive, or constitute a default under the Contract.

5.1 Certifications Precedent to Issuance of a Supply Arrangement

The certifications listed below should be completed and submitted with the arrangement, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Supply Arrangement Authority will inform the Supplier of a time frame within which to provide the information. Failure to comply with the request of the Supply Arrangement Authority and to provide the certifications within the time frame provided will render the arrangement non-responsive.

5.1.1 Integrity Provisions - Associated Information

By submitting an arrangement, the Supplier certifies that the Supplier and its Affiliates are in compliance with the provisions as stated in Section 01 Integrity Provisions - Arrangement of Standard Instructions [2008 \(2015-07-03\)](#). The associated information required within the Integrity Provisions will assist Canada in confirming that the certifications are true.

5.1.2 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

5.1.3 Bilingual Capacity

Firms are to identify in their proposals if they possess the expertise and can provide services in both official languages. Although firms will not be rated on their bilingual capacity, it may be a mandatory requirement on resulting Call-ups for specific work in National Capital Region and the Province of Quebec.

PART 6 - SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

A. SUPPLY ARRANGEMENT

6.1 Arrangement

The Supply Arrangement covers the Work described in the Statement of Work at Annex B.

6.2 Security Requirements

For work in specified areas contractors and all employees working within the specified areas may be required to undergo a Criminal Records Check prior to commencement of any work. The requirement for a CPIC will be clearly indicated on any applicable Request for Proposal issued by Parks Canada. Information on the Canadian Police Information Centre (CPIC) is available on the following web site: www.cpic-cipc.ca/English/index.cfm

6.3 Standard Clauses and Conditions

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

6.3.1 General Conditions

2020(2015-09-03) General Conditions - Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

6.3.2 Supply Arrangement Reporting

The Supplier must compile and maintain records on its provision of goods, services or both to the federal government under contracts resulting from the Supply Arrangement. This data must include all purchases paid for by a Government of Canada Acquisition Card. The data must be submitted on a yearly basis to the Parks Canada Supply Arrangement Authority.

Electronic reports must be completed and forwarded to the Supply Arrangement Authority no later than 15 calendar days after the end of the quarterly period. An electronic version of the form in Excel and/or Lotus spreadsheet format is available on the Business Access Canada Website, under "Publications, Manuals, Forms", at the following address: <http://contratscanada.gc.ca/en/index.html>).

Reports may be sent either by fax or email. Information for both can be found on Page 1.

6.4 Term of Supply Arrangement

6.4.1 Period of the Supply Arrangement

The period for awarding contracts under the Supply Arrangement will be for two years from date of award with an option for an additional 1 year period.

6.5 Authorities

6.5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Colleen Sheehan
Advisor, National Contracting Services
Parks Canada Agency
John Cabot Building
St. John's, NL A1C 6M1
Telephone : 709-772-6129
Facsimile : 709-772-3651
Email: colleen.sheehan@pc.gc.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable.

6.5.2 Supplier's Representative (to be completed by the supplier)

Name: _____

Address: _____

Telephone: ____ - ____ - ____

E-mail address: _____

6.6 Identified Users

The Identified User is: Designated representatives of Parks Canada Agency, Quebec Service Centre and all associated Field Unit operations, located throughout Quebec Region.

6.7 On-going Opportunity for Qualification

A Notice will be posted once a year on the Government Electronic Tendering Service (GETS) to allow new suppliers to become qualified. Existing qualified suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

6.8 Priority of Documents

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

- (a) the articles of the Supply Arrangement;
- (b) the general conditions 2020 (2015-09-03) General Conditions - Supply Arrangement - Goods or Services
- (c) Annex "A" Generic Statement of Work
- (e) Annex "B" Evaluation Criteria and Basis of Selection
- (f) Annex "C" Areas of Service and Ceiling Pricing
- (g) Annex "D" Supply Arrangement Information and Call up Procedures
- (h) Annex "E" Conditions Precedent to Issuance of a Supply Arrangement
- (i) Annex "F" Attestation Form
- (j) the Supplier's arrangement dated _____ (*insert date of arrangement*) (*if the arrangement was clarified or amended, insert at the time of issuance of the arrangement: "as clarified on _____" or "as amended _____". (Insert date(s) of clarification(s) or amendment(s), if applicable).*

6.9 Certifications

6.9.1 Compliance

The continuous compliance with the certifications provided by the Supplier in its arrangement and the ongoing cooperation in providing associated information are conditions of issuance of the Supply Arrangement (SA). Certifications are subject to verification by Canada during the entire period of the SA and of any resulting contract that would continue beyond the period of the SA. If the Supplier does not comply with any certification, fails to provide the associated information, or if it is determined that any certification made by the Supplier in the arrangement is untrue, whether made knowingly or unknowingly, Canada has the right to terminate any resulting contract for default and suspend or cancel the Supply Arrangement.

6.10 Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

B. BID SOLICITATION

1. Bid Solicitation Documents

Canada will use the following bid solicitation template based on the estimated dollar value and complexity of the requirement: Request for Proposal (RFP)

2. Bid Solicitation Process

- 2.1** Bids will be solicited for specific requirements within the scope of the Supply Arrangement (SA) from suppliers who have been issued a SA.
- 2.2** The bid solicitation will be sent directly to suppliers.
- 2.3** Contracts resulting from the SA will typically range anywhere between \$1,000 to 5,000,000.

C. RESULTING CONTRACT CLAUSES

1. General

Canada will use the following bid solicitation template based on the estimated dollar value and complexity of the requirement: Request for Proposal (RFP)

**Annex A
GENERIC STATEMENT OF WORK**

1.0 Background

The Visitor Experience Strategy (VES) is Parks Canada's nine (9) step, place-specific, planning methodology for all aspects of the Visitor Experience. The VES aims to define the product development and promotion actions that will contribute to achieving a Parks Canada place's goals on a 3 to 5 year horizon. It can be applied and scaled to any National Park (NP), National Historic Site (NHS), National Marine Conservation Area (NMCA) or National Urban Park's (NUP) size or complexity. It takes a market-based approach that accounts for every step of the Visitor Experience Cycle.

The 9 step process includes:

1. Preparation

Upstream from VE planning is Social Science. This step involves collecting all available social science data (Visitor Information Program, Attendance reports and Prizm reports) as well as external data, if available. It also involves assembling a team that will work on the VES, doing a stakeholder scan to determine who else has a stake in this process, and work planning.

2. Goals and Scope

This step involves a SWOT analysis and goal setting. The goals that are set here are a combination of corporate goals expressed for a specific place and local goals stemming from other planning processes such as Management Plans or Community Plans. These goals are what this strategy is trying to achieve.

3. Essence of Place

This step involves defining what the place is about from a tourism perspective. This is NOT an assessment of the current offer but rather a statement that speaks to the place in general and of its relevance for potential visitors. It is NOT the Commemorative Integrity or Ecological Integrity statement but it can be inspired by elements of these statements. This statement provides a context for the rest of the VES development; it truly brings you back to the essence of the place. It also sets the path for theme-based interpretive planning (which is not part of the VES process).

4. Identification of Target Markets

This step involves selecting the target markets for a specific place. This includes giving special consideration to the 8 national target markets and adding the layer of local, regional or niche markets. The result of this step is a short list of target markets that are retained for their potential (low hanging fruit). The short list generally consists of a combination of national, regional, local and niche markets, some being existing markets to retain, and some being new markets to develop. While there is no right number of target markets, it has to be kept to a number we can realistically pursue.

5. Visitor Experience Assessment (VEA)

This step involves taking a critical look at the current offer (all elements of the VE cycle) for each target market in the context of the Essence of Place. Optionally, this assessment can be done on a zone basis (area planning) to specialise the offer of each zone for a subset of the target markets. The result of this step is an inventory of the current offer, the identification of gaps in the offer for specific elements of the VE cycle, for specific target markets, and optionally for specific zones (areas). Additionally, the VEA may identify offers that are no longer relevant to any of the target

market in the context of the Essence of Place. The gaps identified can then be expressed as objectives.

6. Visitor Experience Vision

The VE Vision is a picture or visualization of a future offer on a 3 to 5 year horizon for each target market, and optionally for each zone (area). It is an expression of what the offer will look like and feel like once the gaps identified in the VEA have been filled.

7. Visitor Experience Products

This step builds on the VE Vision and proposes concrete solutions (VE products) to achieve it while filling gaps identified in the VEA. It doesn't define "how" the gaps will be filled but rather "what" will fill it. It includes the development of new products and the modification of existing products, both for new or existing markets.

8. Promotions

This step proposes promotional actions that are required for the target markets to be aware of the products matching their needs. These promotional actions can reach new or existing markets for new or existing products. This step is not the place's promotions plan but rather actions that will be inserted in it.

9. Visitor Experience Action Plan

The final step, the Action Plan, brings it all together. All the actions are expressed in the Ansoff matrix to help prioritize their implementation and to ensure clear responsibilities.

The final result of the VES is an action plan (step 9) that gives an overview of the direction for product development (step 7), promotion (step 8) and other related areas (step 9) that help achieve the goals (step 2). The action plan is tailored to specific target markets (step 4) and reflects the gaps identified when comparing the vision (step 6) with the VEA (step 5) in light of the Essence of Place (Step 3). These actions are on a 3 to 5 year horizon and are decided upon by management based on resource allocation (local or national). These actions are expressed using the Ansoff matrix to ensure harmonious implementation between product development and promotion. Once the strategy is approved, the VE team bases their annual work plans (detailed action plans) on the VES.

1.0 Objective

Provide planning, facilitation, and writing services for site-specific VES's at NP, NHS, NMCA or NUP either in part or in full. The VES planning, facilitation, and writing service will:

- Help the client create a compelling visitor experience offer for its target markets.
- Enable the client to meet revenue targets, attendance targets, and measurable performance outcomes.

2.0 Scope of Work

This Statement of Work is for providing planning, facilitation, and writing services for Steps 1 through 9 of the VES for NP, NHS, NMCA or NUP clients. The contractor will require a range of skillsets that cover a number of specializations and disciplines related to the tourism industry.

Skillsets such as research, analysis, facilitation, planning, writing, and reporting, to name a few, while experience in interpretive writing and planning, visitor services planning and operations, development of market based products, market segmentation and analysis, tourism planning and promotion, among others, are all part of the skills and specializations required for this supply arrangement.

Regardless of the size of the contract, whether it be for a VES in its entirety (Steps 1 through 9) or in part (e.g.: Steps 2 and 4 only), the contractor can expect to provide services in a) planning and preparation, b) workshop facilitation, and c) writing and reporting.

More specifically, the contractor will be asked to do the following 3 tasks:

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the Parks Canada background material provided by the client to acquire basic knowledge of the Agency.
 - Read the place-specific material provided by the client to acquire basic knowledge of the place.
 - Read the VES-specific material provided by the client to acquire basic knowledge of the planning methodology as it pertains to the Visitor Experience and the site.
 - Read the material provided by the client to acquire the tourism industry context.
 - Prepare to facilitate the workshop(s) using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to prepare and facilitate the workshop(s)
 - Facilitate the workshop(s)
 - Record all outputs of each section of the workshop(s).
- c) Writing and reporting
 - Prepare and submit a first draft of a report(s) based on the outputs of each section of the workshop(s).
 - Prepare and submit a second draft of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the first draft.
 - Prepare and submit the final version of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the second draft.

3.0 Detailed Scope of Work

Step 1: Preparation

Summary

Review all of the provided materials to prepare the workshops and activities.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the Parks Canada background material provided by the client to acquire basic knowledge of the Agency.
 - Read the place-specific material provided by the client to acquire basic knowledge of the place.
 - Read the VES-specific material provided by the client to acquire basic knowledge of the planning methodology as it pertains to Visitor Experience.
 - Read the material provided by the client to acquire tourism industry context.

- Prepare to facilitate the workshop(s) using the material and process provided by the client.

Step 2: Goals and Scope

Summary

Facilitate a SWOT analysis to assess the site's current position and capacity to fulfil the Parks Canada vision by facilitating a small team through a workshop that requires a series of activities, the collection of outputs from the workshop, leading the analysis of workshop outputs, and synthesizing outputs into a SWOT analysis that will become the foundation for defining the VES goals.

Upon facilitating a preliminary SWOT analysis, assist the site in identifying actions and initiatives by collaboratively developing and siting high level goals, objectives, and indicators that enable the site to capitalize on strengths, minimize weaknesses, seize opportunities, and counter threats.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate, in the following order, the SWOT Analysis workshop and the Goals workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the SWOT Analysis workshop, followed by the Goals workshop.
 - Facilitate the SWOT Analysis workshop and the Goals workshop.
 - Record all outputs of each section of the SWOT Analysis workshop and the Goals workshop.
- c) Writing and reporting
 - Prepare and submit a first draft of the report(s) based on the outputs of each section of the two workshop(s).
 - Prepare and submit a second draft of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the first draft.
 - Prepare and submit the final version of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the second draft.

Step 3: Essence of Place

Summary

Facilitate a half-day workshop with a diverse group of staff to develop an Essence of Place statement. This statement is a short written piece that captures the qualities that make the Parks Canada place unique, and describes the recreational, aesthetic, educational and experiential qualities of the site.

The Essence of place process includes preparatory work, a half-day workshop, and follow-up work. The workshop leads participants through a series of questions and challenges that bring them towards defining the statement. Examples of the eight challenges, or questions, defined in the VES planning process for defining Essence of Place include:

- A. List of iconic images and rationale for choosing them.
 - The selection of 6 iconic images representative of the site followed by a discussion on their merits;
- B. List of iconic features list
 - a description of 5 iconic features that define the place, with attention to geography, flora and fauna, culture, history, people, architecture, and recreational opportunities
- C. Short list of similar Parks Canada places
 - A list of similar Parks Canada places, with a final decision on the single Parks Canada place that is most similar to the site.
- D. Short list of comparable regional destinations and the qualities that make them similar.
 - A list of similar regional attractions, with a final decision on the single regional attraction that is most similar to the site.
- E. Lists of unique visitor experiences
 - A list of activities available at the site, with particular attention on those activities that are unique to the site.
- F. Features that embody brand benefits
 - Identify brand benefits, or experiences that can instill a sense of awe, delight, discovery, appreciation, and / or connection.
- G. Verbal imagery
 - Compilation of a short series of verbal images that sum up the overall output from the workshop (50-100 words)
- H. Single sentence summary "understand" statements.
 - Identify the best overall thematic statement for the essence of place in order to craft the final essence statement

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate the Essence workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the Essence workshop
 - Facilitate the Essence workshop
 - Record all outputs of each section of the Essence workshop.
- c) Writing and reporting
 - Prepare and submit a first draft of the Essence statement based on the outputs of each section of the workshop.
 - Prepare and submit a second draft of the Essence statement based on the outputs of each section of the workshop and on the feedback provided on the first draft.

- Prepare and submit the final version of the Essence statement based on the outputs of each section of the workshop and on the feedback provided on the second draft.

Step 4: Identification of Target Markets

Summary

Use target market data and internal reports (Prizm, Explorer Quotient, On Target, etc.), market penetration tools (the Ansoff Matrix), and a series of worksheets and activities from the VES planning process to facilitate an understanding of current visitors, a look at the regional tourism offer and promotional effort, the selection of target markets, and the definition of target markets.

Current visitors:

- Use existing resources (Visitor Information Program, patterns of visitor use, postal code analysis, etc.) to assess the site's current visitors. Accomplish this by reviewing visitation trends, geographic origin trends, demographic changes, Prizm Lifestage trends, groups, and niche markets. Additionally, sites may provide other relevant visitor information pertinent to this work.

A look at the regional tourism offer and promotional effort:

- Assess the opportunities within the site's tourism destination, the local and regional population, and the local business environment by exploring: the site's regional Destination Marketing Organization (DMO), the DMO's positioning and priorities, regional visitation trends, the DMO's target markets, the regional area of operation, urban areas, comparing the sites' Prizm data with the site's census area or census metropolitan areas', Explorer Quotient tendencies, key competitors and their target markets, and key opportunities and challenges.

Selecting target markets:

- Develop a list of market segments that have the greatest potential for growth, and determine if these markets are: a current market at the site, if they're one of the Agency's target markets as per the On Target strategy, a DMO priority, if they are coming to the region, if they have a local or regional presence, and if they are a growing market, a niche market, or a first-time visitor. Afterwards, determine the markets that represent the best opportunity for growth by considering the results of the aforementioned exercise and taking other variables, such as resources and capacity, into consideration.

Defining target audiences:

- Facilitate a group that works to further define the selected target markets. Accomplish this by answering general questions about the market segment, determining who they are (demographics), where they are (geography), what is important to this particular segment (interest-based), how to connect with this segment (access and distribution channels), and determining what is unique about the segment (behaviour, lifestyles and benefits sought).

Tasks

a) Planning and preparation

- Attend an initial meeting (in person or via teleconference)
- Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.

- Prepare to facilitate the Target Markets workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the Target Markets workshops and activities
 - Facilitate the Target Markets workshops and activities
 - Record all outputs of each section of the Target Markets workshops and activities.
- c) Writing and reporting
 - Prepare and submit a first draft of a report on all Target Market workshops based on the outputs of each section of the workshop.
 - Prepare and submit a second draft of a report on all Target Market workshops based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final version of a report on all Target Market workshops based on the outputs of each section of the workshop and on the feedback provided on the second draft.

Step 5: Visitor Experience Assessments (VEA)

Summary

Using product assessment tools and a VE product inventory, facilitate a VE Assessment for the VE products at the site and / or the entire site as they relate to target markets.

Product specific assessments

- Facilitate a group to develop a list of all of the VE products that make up the visitor experience offer and plot them on a product assessment tool to determine whether or not they support the objectives and mandate for the site.
- For each of the VE products that were deemed to support the site objectives and mandate as per the aforementioned tool, assess how the products address the following: which target markets are the best match, if the product has performed well (it meets the intended goal), whether or not the product speaks to the strengths of the site, if the product can be differentiated from other offers, if the product is memorable, where it ranks amongst other products, and finally, whether or not the product should be kept, modified, or discontinued.

Site specific assessment

- Facilitate a walkthrough of the site with a small team to assess the visitor experience offer from the perspective of all of the identified target markets, and identify how they relate to the market needs and wants, what is working well, and where improvements can be made for each step of the VE cycle.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.

- Prepare to facilitate the Visitor Experience Assessment workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the Visitor Experience Assessment workshop
 - Facilitate the Visitor Experience Assessment workshop
 - Record all outputs of each section of the Visitor Experience Assessment workshop
- c) Writing and reporting
 - Prepare and submit a first draft report on the Visitor Experience Assessment workshops based on the outputs of each section of the workshop.
 - Prepare and submit a second draft report on the Visitor Experience Assessment workshops based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final report on the Visitor Experience Assessment workshops based on the outputs of each section of the workshop and on the feedback provided on the second draft.

Step 6: Visitor Experience Vision

Summary

Prepare and facilitate a VE vision workshop to collaboratively define a VE vision, a description in paragraph form, of the improved visitor experience in a clearly visualized future for each zone or area at the site.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate the VE Vision workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the VE Vision workshop
 - Facilitate the VE Vision workshop
 - Record all outputs of each section of the VE Vision workshop.
- c) Writing and reporting
 - Prepare and submit a first draft VE Vision statement based on the outputs of each section of the workshop.
 - Prepare and submit a second draft VE Vision statement based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final VE Vision statement based on the outputs of each section of the workshop and on the feedback provided on the second draft.
 -

Step 7: Visitor Experience Products

Summary

Facilitate a brainstorming session to develop a series of VE product concepts for the site and target markets. Elements to consider include product offers from competing organizations and other PCA places, and industry trends.

Evaluate the product ideas by considering the following: markets they appeal to and how specific needs (interests, values, etc.) are met, if it reflects the strengths of the site and represents its essence, similar products that exist in the region, how they will be promoted, and if it provides a compelling reason to visit the site.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate the VE Product workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the VE product workshop
 - Facilitate the VE product workshop
 - Record all outputs of each section of the VE product workshop.
- c) Writing and reporting
 - Prepare and submit a first draft report on the VE Product workshop based on the outputs of each section of the workshop.
 - Prepare and submit a second draft report on the VE Product workshop based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final report on the VE Product workshop based on the outputs of each section of the workshop and on the feedback provided on the second draft.

Step 8: Promotions

Summary

Facilitate the development of a series of promotional actions for the proposed products with the project manager and other staff in a workshop setting. Once complete, capture the promotional actions and produce a report on the outputs.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate the Promotional Actions workshop using the material and process provided by the client.

- b) Workshop facilitation
 - Travel to the client to facilitate the Promotional Actions workshop
 - Facilitate the Promotional Actions workshop
 - Record all outputs of each section of the Promotional Actions workshop.
- c) Writing and reporting
 - Prepare and submit a first draft report on the Promotional Actions workshop based on the outputs of each section of the workshop.
 - Prepare and submit a second draft report on the Promotional Actions workshop based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final report on the Promotional Actions workshop based on the outputs of each section of the workshop and on the feedback provided on the second draft.

Step 9: Visitor Experience Action Plan

Summary

Facilitate the development of an action plan, or a series of steps for the site to execute the items identified within all 9 steps of the VES process, using the Ansoff Matrix to prioritize and inform the plan.

Tasks

- a) Planning and preparation
 - Attend an initial meeting (in person or via teleconference)
 - Read the background material provided by the client to acquire basic knowledge of the Agency, the place, the planning methodology as it pertains to Visitor Experience, and the tourism industry context.
 - Prepare to facilitate the VE Action Plan have workshop using the material and process provided by the client.
- b) Workshop facilitation
 - Travel to the client to facilitate the VE Action Plan workshop
 - Facilitate the VE Action Plan workshop
 - Record all outputs of each section of the VE Action Plan workshop.
- c) Writing and reporting
 - Prepare and submit a first draft of the VE Action Plan based on the outputs of each section of the workshop.
 - Prepare and submit a second draft of the VE Action Plan based on the outputs of each section of the workshop and on the feedback provided on the first draft.
 - Prepare and submit the final VE Action Plan based on the outputs of each section of the workshop and on the feedback provided on the second draft.

6.0 Constraints

- Contractors will use the established VES planning process. With the approval of the project manager and the Manager VE Planning and Product Development for the Visitor Experience Branch, contractors may introduce additional planning processes that are complimentary to the defined VES process. Any new planning processes must be in line with the goal of the VES and its inclusion must be approved prior to its use.
- Availability of staff for workshops and group exercises is influenced by visitation patterns (e.g.: peak season).
- Some visitor data and market segmentation data provided by Parks Canada is subject to a licence agreement. Contractors cannot distribute this information and must destroy any copies upon completion.
- While the client NP, NHS, NMCA or NUP will request the work to be completed in one official language, some discussions may occur in the other official language.

7.0 Resources

For the completion of this work, the client NP, NHS, NMCA or NUP will provide the contractor with:

- Documentation specific to Parks Canada such as the Corporate Plan, the VE Cycle, etc.
- Documentation specific to the place such as the Ecological Integrity statement, the Commemorative Integrity statement, the Management Plan, the Community Plan, the Visitor Guide, the Interpretation Program, etc.
- Documentation specific to the VES process and examples of outputs from other locations (if available).
- Documentation specific to the tourism industry in the area.

8.0 Deliverables

The contractor will deliver on the three main tasks for each step identified in a particular call-up (Steps 1 through 9, or particular steps) and will provide feedback on the VES planning process in the form of a short report.

The three main tasks, varying in size and complexity depending on the particular steps identified for the call-up, include:

- a) Planning and preparation
 - No specific deliverable required

- b) Workshop facilitation
 - Travel to the client to prepare for the workshop(s)
 - Facilitate the workshop(s)
 - Record all outputs of each section of the workshop(s).

- c) Writing and reporting
 - Prepare and submit a first draft of a report(s) based on the outputs of each section of the workshop(s).

- Prepare and submit a second draft of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the first draft.
- Prepare and submit the final version of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the second draft.

At the conclusion of the workshop(s) and submission of the report(s) to the project manager, the contractor will provide a short (maximum 2 pages) report providing feedback on the VES planning process to the project manager and to the Manager VE Planning and Product Development in the VE Branch at Parks Canada (ev-ve@pc.gc.ca).

9.0 Responsibilities

The contractor will be responsible for the following:

- Attend the initial meeting(s) (teleconference or in person).
- Participate in meetings, phone calls, video-conferences, and site visits as required and indicated in a project schedule (to be agreed upon with the project manager).
- Read the documentation provided by Parks Canada.
- Prepare for the workshop(s).
- Travel to the place for the workshop(s).
- Facilitate the workshop(s).
- Capture and record (electronically) the outputs of each section of the workshop(s).
- Provide Parks Canada with the recorded outputs for all sections of the workshop(s).
- Write the first draft report and/or statement for all steps (1 through 9) and associated workshops and activities for the particular call-up.
- Write the second draft report and/or statement for all steps (1 through 9) and associated workshops and activities for the particular call-up. Include all feedback from the first draft.
- Write the final report and/or statement for all steps (1 through 9) and associated workshops and activities for the particular call-up. Include all feedback from the second draft.
- Write a small report (maximum 2 pages) providing feedback on the VES planning process and submit it electronically to the project manager and to the Manager VE Planning and Product Development in the VE Branch at Parks Canada (ev-ve@pc.gc.ca).
- Invoice the client NP, NHS, NMCA or NUP as per the established schedule.

Parks Canada is responsible for the following:

- Arrange an initial meeting (teleconference or in person) with the contractor to provide the material and to answer any questions.
- Provide the contractor with the documentation specific to Parks Canada.
- Provide the contractor with the documentation specific to the client NP, NHS, NMCS or NUP.
- Provide the contractor with the documentation specific to the VES process, and more specifically to any steps associated with a particular call-up.
- Organize the logistical aspects of all workshops and activities, which includes inviting the participants, securing a venue and providing the material.
- Participate in the workshop.

- Provide feedback on the first draft report and/or statement for all steps (1 through 9) and associated workshops and activities for the particular call-up.
- Provide feedback on the second draft report and/or statement for all steps (1 through 9) and associated workshops and activities for the particular call-up.
- Coordinate all communications between the contractor and the client NP, NHS, NMCA or NUP.
- Ensure payment as per the established schedule.

10. Travel

When travel is necessary, contractors will be required to include the travel costs as part of their proposal, quoted at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses according to the Treasury Board Travel Directive. All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit. The Treasury Board Travel Directive can be viewed on the Treasury Board Website at <http://tbs-sct.gc.ca>.

11. Bilingual Capacity

Firms are to identify in their proposals if they possess the expertise and can provide services in both official languages. Although firms will not be rated on their bilingual capacity, it may be a mandatory requirement on resulting Call-ups for specific work in National Capital Region and the Province of Quebec.

ANNEX “B”

EVALUATION CRITERIA AND BASIS OF SELECTION

1. It is the intention of the Crown to evaluate this requirement as follows:

Each bid will be examined to determine that it meets the Mandatory Requirements detailed at section 2. Bids which fail to meet any of the Mandatory Requirements will be given no further consideration and will be considered non-compliant. Bids meeting the Mandatory Requirements will be further evaluated as per section 3 – Rated Criteria.

- R1. Knowledge
- R2. Demonstrated Experience

1.1 Basis of Selection

The number of points awarded to technical proposals shall be established on the basis of the evaluation criteria and weighting factors specified below. To be considered valid, a bid must have met all mandatory requirements and achieve a minimum of 70% for each of the three rated requirements as outlined above.

Criteria	Maximum Score	Score Obtained	Minimum Score
R1. Knowledge	100		72/100
R2. Demonstrated Experience	200		143/200
TOTAL SCORE	300	<u> </u> / 300	215/300

2. MANDATORY CRITERIA

	Mandatory Requirement	Compliant		Identity of Section of Proposal
		Yes	No	
M1	Submit a curriculum vitae (max 6 pages) to address the following requirements: <ul style="list-style-type: none"> 1. Significant experience (minimum of 5 years’ experience within the last 10 years) in research, analysis, and planning in outdoor recreation and/or tourism, wilderness tourism and/or protected areas, museums, cultural and/or historic sites, or public and/or private parks. 2. Significant experience (minimum of 5 years’ experience within the last 10 years) facilitating working group sessions in outdoor recreation and/or tourism, wilderness tourism and/or protected areas, museums, cultural and/or historic sites, or public and/or private parks. 			
	3. Significant experience (minimum of 5 years’ experience within the last 10 years) developing and writing client-focused or visitor experience based reports and/or plans for outdoor recreation and/or tourism, wilderness tourism and/or protected areas, museums, cultural			

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	and/or historic sites, or public and/or private parks. 4. Significant experience (minimum of 5 years' experience within the last 10 years) working WITH or FOR the tourism industry in disciplines and/or specialties that include, but are not limited to: site planning and/or management; interpretation and educational programming; experiential programming in tourism; visitor / client services and operations; market-based product development; market analysis and segmentation; planning; and promotion.			
M2	Submit a portfolio of work that contains three (3) projects that reflect the experience requirements described in M1 and their relevance to the breadth of requirements described in the Statement of Work herein. Each project is limited to 1 page each, for a total of up to 3 pages.			
M3	Submit two (2) detailed project reports (different from the projects included in the portfolio from requirement M2) that reflect the breadth of requirements described in the Statement of Work herein and that include the following elements: <ul style="list-style-type: none"> • A clear description of the project details (the solicitor, place, year, timeline, budget, project title, the project goals, etc.) • A clear explanation of your role in the project, its process, the project outputs and outcomes, and how your work helped the client achieve the project goals. • Details on how the experiences within the project relates to the breadth of requirements described in the Statement of Work herein. Elements to consider can include the 9 steps of the VES (or similar steps from your own experiences or processes), and how your contributions to the planning, facilitation, and/or reporting for said steps or processes contributed to the project outcome and success. • Each detailed project report cannot exceed 3 pages. 			

Rated Requirements

	Rated Requirement	Max Score	Min Score
R1	Knowledge		
R1a	The overall proposal (CV, portfolio, project reports) demonstrates knowledge and understanding of:		
	1. The Parks Canada context as it relates to outdoor recreation and/or tourism, wilderness tourism and/or protected areas, museums, cultural and/or historic sites, and public and/or private parks.	12	9
	2. Intent and scope of project.	13	9
	3. Expected results.	12	9
	4. Planning principles and their application to facilitating groups, workshops, and writing	13	9
	R1a Total	50	36
R1b	The portfolio of work demonstrates knowledge and understanding of:		

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	1. How the demonstrated work experiences within the portfolio relate to Parks Canada's needs as described in the Statement of Work herein.	12	9
	2. How the demonstrated work experiences are applicable to the variety, complexity, and types of sites administered by Parks Canada.	13	9
	R1b Total	25	18
R1c	The detailed project reports demonstrate knowledge and understanding of:		
	1. How the demonstrated experiences relate to an established process that is similar to, or incorporate parts of, the VES process, and the role that said processes play in successful tourism product and service offerings.	13	9
	2. How their contributions enabled the solicitor to reach its intended goals.	12	9
	R1c Total	25	18
	R1 TOTAL	100	72

R2	Demonstrated Experience		
R2a	The overall proposal (CV, portfolio, project reports) demonstrates experience that meet the requirements described in the Statement of Work and are applicable to Parks Canada by:		
	1. Clearly articulating and demonstrating how the breadth of their experiences are applicable to Visitor Experience planning, programs and products at National Parks, National Historic Sites, National Marine Conservation Areas, and other sites administered by Parks Canada.	20	14
	2. Clearly articulating their approach to projects, how their planning, facilitation and writing approach was appropriate to the example's context and audience, and how the outcome met the need or requirement of the solicitor.	20	14
	Total R2a	40	28
R2b	The CV demonstrates experience that meet the requirements described in the Statement of Work by:		
	1. Including experiences in research, analysis, and planning within the tourism industry or other similar organizations.	8	6
	2. Including experiences in facilitating work group sessions within the tourism industry or other similar organizations.	8	6
	3. Including experiences in developing and writing client-focused or visitor experience based reports and / or plans for the tourism industry or other similar organizations.	8	6
	4. Including experiences working WITH or FOR the tourism industry in disciplines and specializations relevant to Parks Canada, such as but not limited to: site planning and/or management; interpretation and educational programming; experiential programming in tourism; visitor / client services and operations; market-based product development; market analysis and segmentation; planning; and promotion.	8	6

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	5. Including experiences that reflect or are similar to the types of sites found in Parks Canada's system of National Parks, National Historic Sites, National Marine Conservation Areas, and other sites administered by the agency.	8	6
	Total R2b	40	30
R2c	The portfolio demonstrates experience that meet the requirements described in the Statement of Work by:		
	1. Articulating how the experiences in their portfolio are relevant to the requirements described in the Statement of Work.	30	21
	2. Articulating how the experiences in their portfolio are relevant and similar to the types of places and experiences found at Parks Canada places.	30	21
	R2c Total	60	42
R2d	The project descriptions demonstrate experience that meet the requirements described in the Statement of Work by:		
	1. Including project details, as described in M3.	10	7
	2. Articulating the contractor's role in the project, its process, the project outputs and outcomes, and how they contributed to the success of the solicitor's project.	25	18
	3. Articulating how the described experience in each project relates to the breadth of requirements described in the Statement of Work. More specifically, how the contractor's contributions relate to the VES process (the 9 steps) or similar steps or processes, and the extent to which the contractor's planning, facilitation, and / or report writing contributed to the project outcome and success.	25	18
	R2d Total	60	43
	R2 Total	200	143

ANNEX “C” - AREAS OF SERVICE AND CEILING PRICING

Areas of Service

Contractors should indicate the areas in which they intend to provide services and submit quotes in response to RFP’s.

Ceiling Pricing

The ceiling prices shall be in the form of a **daily rate** for the Work performed pursuant to the call-ups against the Supply Arrangement. Harmonized Sales Tax (HST) is extra. This rate will be the **maximum rate** that the Contractor will charge for the duration of the Supply Arrangement. This pricing doesn't preclude the Contractor from using lower rates in the quotations that they provide in response to the RFP's issued under this Supply Arrangement.

CONTRACTORS ARE ONLY TO PROVIDE PRICING FOR THE REGIONS THAT THEY ARE PROPOSING TO PROVIDE SERVICES.

AREAS OF SERVICE	CEILING PRICING/DAILY RATE YEAR ONE (award of SA to March 31, 2017)	CEILING PRICING/DAILY RATE Year TWO (April 1, 2017-March 31, 2018)	CEILING PRICING/DAILY RATE Option Year ONE (April 1, 2018 – March 31, 2019)
ATLANTIC	\$	\$	\$
QUEBEC	\$	\$	\$
ONTARIO	\$	\$	\$
ALBERTA/BRITISH COLOMBIA	\$	\$	\$
PRAIRIES & NORTHERN CANADA	\$	\$	\$

ANNEX "D", SUPPLY ARRANGEMENT INFORMATION AND CALL-UP PROCEDURES

A1 General Information

1.1 Objectives

The objectives of the Supply Arrangements are:

- I. To establish an open and competitive procurement process for the provision of services;
- II. To minimize the cost of services to Canada and the Industry; and
- III. To pre-establish terms and conditions under which the services will be delivered.

1.2 Outline of the Supply Arrangement Process

A Supply Arrangement is not a contract. Supply Arrangements include a set of predetermined terms and conditions that will apply to any subsequent contract. The use of Supply Arrangements allows efficient processing of contracts for Construction Service projects because Contractors who are issued a Supply Arrangement will have agreed to all applicable terms and conditions as well as applicable specifications (see Annex "B") in advance of any contract award.

1.3 Compliance Audit

1.3.1 The Contractor's compliance with information provided as per Annex "E" may be subjected to verification by government audit, at any time during the period of the Supply Arrangement.

1.3.2 If the Contractor refuses to permit such audit or if such audit demonstrates that the facility or company no longer meets the requirements of the criteria used to evaluate the original proposal, the Supply Arrangement will be immediately suspended until such time as the Supplier demonstrates compliance with the said criteria.

1.4 Withdrawal of Authorization to use the Supply Arrangement Provisions

1.4.1 If, during the course of the Supply Arrangement, the Supply Arrangement Authority becomes aware that the Contractor is in violation of the terms and conditions of this Arrangement or any associated contract (e.g., either through random inspections or written complaints from Project Authority, the Supply Arrangement Authority may withdraw authorisation to use the Supply Arrangement.

1.4.2 Conditions, which may result in withdrawal of authorisation to use the Supply Arrangement, include:

(a) Unsatisfactory Contractor Performance

For each incident reported in writing to the Supply Arrangement Authority regarding unsatisfactory Contractor performance such as: poor quality, failure to comply with specifications/drawings, or inadequate warranty, the Contractor shall be asked to provide in writing to the Supply Arrangement Authority within seven (7) calendar days of the request, what corrective actions will be taken to correct the current situation and how the Contractor will mitigate future occurrence of the problem. Parks Canada may withdraw the Supply Arrangement with that Contractor if the Contractor does not rectify their poor performance or there is a second incident of poor performance.

(b) Non-Response to Requirements (RFP), for Not Quoting, Submitting High Prices Or Unreasonable Delivery

For each incident reported in writing by the PA/TA to the Supply Arrangement Authority regarding the Contractor not responding to the Request for Proposal (RFP) or deliberately quoting a high price in order to avoid receiving a contract, or providing unreasonable delivery dates/lead times the Supply Arrangement Authority will send a notice to the Contractor to explain what corrective measures are required. Should the Contractor fail to remedy the unacceptable bidding practices Parks Canada may withdraw the Supply Arrangement with the Contractor.

1.4.3 Withdrawal of authorisation to use the Arrangement, for whatever reason, does not remove the right of the Parks Canada to pursue other measures that may be available.

A2 How Does a Supply Arrangement Work? The Two Phase Procurement Process

2.1 Phase 1 - How Supply Arrangements will be issued

Phase 1 is the action, by Parks Canada, of soliciting offers from Contractors to provide Services. Parks Canada intends to issue Supply Arrangements (SAs) to those whose offers meet all the Mandatory and Technical Requirements and Conditions Precedent to the Issuance of the Supply Arrangements.

2.2 Phase 2 - How to Bid on a Requirement

Phase 2 is the action, by Designated Representatives, of tendering for specific projects on an as-and-when-requested basis. Designated Representatives shall only request a quote from the Contractors who have received Supply Arrangements through Phase 1 and have indicated at Annex "C" a willingness to provide services in the area where project will commence.

PATA from Service Centres or Field Units will issue a "Request for Proposal" (RFP) to SA Holders who must submit their response according to the instructions in each RFP. The tenders will be evaluated by the client, according to the method stated in the RFP. The successful bidder will be awarded a contract (Call-up).

Each call-up awarded will incorporate by reference, all the terms and conditions set out in the Supply Arrangement.

A3 Procedures to Invitation to Tender and Contracting

3.1 Establishment of Supply Arrangement for Rotational Sourcing

Parks Canada Service Centres will provide all designated users with the list of Supply Arrangement (SA) Holders. The list shall be sorted in Numerical Order, based on the individual Supply Arrangement number of the SA Holder. It will be the responsibility of the Designated Representatives, to ensure that any additional Supply Arrangement holders are added to the rotation process as applicable. Each designated user group shall maintain a separate list.

3.2 For all requirements up to an estimated value of \$25,000.00, (applicable taxes included)

SA Holders shall be contacted using a Rotational Basis, based on the list established under 3.1. Departments or Agencies shall contact at least one SA Holder by issuing a bid solicitation in the form of a "Request for Proposal" (RFP).

3.3 For all requirements with an estimated value between \$25,001.00 and \$100,000.00 (applicable taxes included)

A minimum of 3 SA Holders must be sent a RFP using a Rotational Basis, based on the list established under 3.1.

3.4 For all requirements with an estimated value greater than \$100,001.00,

All SA Holders must be sent an RFP, based on the list established under paragraph 3.1.

There must be no less than three available Supply Arrangements to proceed with a requirement greater than \$25,000.00. If there has not been a sufficient number of Supply Arrangements issued to achieve maximum competition then the Designated Representative must request a call-up be completed at the Service Centre. The Service Centre will post the RFP on the Government Electronic Tendering Service (GETS).

ANNEX "E" CONDITIONS PRECEDENT TO ISSUANCE OF A SUPPLY ARRANGEMENT

The certifications and information should normally be submitted with the bid, but may be provided afterwards. Canada may declare a bid non-compliant if the certifications and information are not submitted or completed when requested. Where Canada intends to reject a bid pursuant to this paragraph, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-compliant. Compliance with the certifications the Bidder provides to Canada is subject to verification by Canada during the bid evaluation period (prior to Supply Arrangement issuance) and after Supply Arrangement issuance. The Contracting Authority will have the right to ask for additional information to verify the Bidder's compliance with the applicable certifications before issuance of a Supply Arrangement. The bid will be declared non-compliant if it is determined that any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Any failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-compliant. In order to be considered for issuance of a Supply Arrangement, the Bidder whose Bid is technically compliant, must meet the following conditions:

1. Federal Contractors Program for Employment Equity - \$200,000 or more

The Federal Contractors Program for Employment Equity (FCP-EE) requires that some suppliers bidding for federal government contracts, valued at \$200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to contract award. If the Bidder is subject to the FCP-EE, evidence of its commitment must be provided before the award of the Contract.

Suppliers who have been declared ineligible Contractors by Human Resources and Social Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the Government Contract Regulations. Suppliers may be declared ineligible Contractors either as a result of a finding of non-compliance by HRSDC, or following their voluntary withdrawal from the FCP-EE for a reason other than the reduction of their workforce. Any bid from ineligible Contractors will be declared non-responsive.

If the Bidder does not fall within the exceptions enumerated in 3.(a) or (b) below, or does not have a valid certificate number confirming its adherence to the FCP-EE, the Bidder must fax (819-953-8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC. The form can be found on the following Service Canada Website: <http://www1.servicecanada.gc.ca/cgi-bin/search/eforms/index.cgi?app=profile&form=lab1168&dept=sc&lang=e>.

The Bidder certifies its status with the FCP-EE, as follows:

The Bidder

- (a) () is not subject to the FCP-EE, having a workforce of less than 100 permanent full or part-time employees in Canada,
- (b) () is not subject to the FCP-EE, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
- (c) () is subject to the requirements of the FCP-EE, having a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a

certificate number from HRSDC, (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;

(d) () is subject to the FCP-EE, and has a valid certificate number as follows:
_____ (e.g. has not been declared ineligible Contractor by HRSDC).

Further information on the FCP-EE is available on the following HRSDC Website:
<http://www.hrsdc.gc.ca/en/gateways/topics/wzp-gxr.shtml>.

Signature of authorized representative: _____

5. Former Public Servant

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

Definitions

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

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

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

"pension" means, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c.C-17, the *Defence Services Pension Continuation Act*, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c.M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c.C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

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

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By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **Yes** () **No** ()

If so, the Bidder must provide the following information:

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

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

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

Signature

Date

ANNEX "F"

**Attestation and Proof of Compliance with Occupational Health and Safety (OHS)
 Submission of this completed form, satisfactory to Parks Canada, is a condition of
 gaining access to the work place.**

Instructions:

Prime contractor must sign this form for all projects undertaken at Parks Canada work places.

This form is to be administered by the Project Manager and completed by the Prime Contractor AFTER contract award.

Parks Canada recognizes that federal OHS legislation places certain specific responsibilities upon Parks Canada as owner of the work place. In order to meet those responsibilities, Parks Canada is implementing a contractor safety regime that will ensure that roles and responsibilities assigned under Part II of the *Canada Labour Code* and the *Canada Occupational Health and Safety Regulations* are implemented and observed when involving contractor(s) to undertake works in Parks Canada work places.

Parks Canada Responsible Authority/Project Lead	Address	Contact Information
Project Manager/Contracting Authority (delete as required)		
Prime Contractor		
Subcontractor(s) (add additional fields as required)		

Location of Work
General Description of Work to be Completed

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Mark "Yes" where applicable.

	A meeting has been held to discuss hazards and access to the work place and all known and foreseeable hazards have been identified to the contractor and/or subcontractor(s)
	The contractor and/or its subcontractor(s) will comply with all federal and provincial/territorial legislation and Parks Canada's policies and procedures, regarding occupational health and safety.
	The contractor and/or its subcontractor(s) will provide all prescribed safety materials, equipment, devices and clothing.
	The contractor and/or its subcontractor(s) will ensure that its employees are familiar with and use all prescribed safety materials, equipment, devices and clothing at all times.
	The contractor and/or its subcontractor(s) will ensure that its activities do not endanger the health and safety of Parks Canada employees.
	The contractor and/or its subcontractor(s) has inspected the site and has carried out a hazard assessment and has put in place a health and safety plan and informed its employees accordingly, prior to the commencement of the work.
	Where a contractor and/or its subcontractor(s) will be storing, handling or using hazardous substances in the work place, it will place warning signs at access points warning persons of the presence of the substances and any precautions to be taken to prevent or reduce any hazard of injury or death.
	The contractor and/or its subcontractor(s) will ensure that its employees are instructed in respect of any emergency procedures applicable to the site.

I, _____ (contractor), certify that I have read, understood and attest that my firm, employees and all sub-contractors will comply with the requirements set out in this document and the terms and conditions of the contract.

Name _____

Signature _____

Date _____