



Negotiated Request for Proposal

Name of Competition:	Global Strategic Marketing Agency
Competition Number:	DC-2016-NK-04
Closing Date and Time:	July 29, 2016, 14:00 Pacific Time (PT)
Contracting Authority:	Nathan King 604-638-8343 procurement@destinationcanada.com

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SECTION A - INTRODUCTION

The Canadian Tourism Commission, doing business as Destination Canada (“DC”), is Canada's national tourism marketing organization. We are a federal Crown corporation of the Government of Canada. DC leads the Canadian tourism industry in marketing Canada as a premier four-season tourism destination where travellers can enjoy extraordinary experiences, either for leisure or for a business event. We provide a consistent voice for Canada in the international tourism marketplace.

As tourism is one of the world's fastest-growing sectors, it is strategically important for Canada to generate export revenues that provide new dollars to the Canadian economy. Through increasing the prominence of Canada globally via tourism marketing, that is supported by aligned market research, we help to create jobs and generate wealth for Canadians by stimulating demand for Canada's visitor economy.

DC's approach focuses on those global markets where Canada's tourism brand leads and yields the highest return on investment. DC is currently active in 11 key geographic source markets including: Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, United Kingdom and the United States. While domestic marketing is not a focus for DC, we are currently working on a program to support Canada's 150th Anniversary. There may be, therefore, some requirements from time to time for agency support services within Canada.

DC's efforts in these markets naturally increase the prominence of Canada and improve its competitive identity around the globe. Multiple studies reveal that a nation's overall competitive identity, or national brand, is highly impacted by tourism marketing. Those countries with a strong tourism brand, such as Canada, have notably more positive perceptions abroad. Research also suggests that a person's first impression of a country is typically shaped by a tourism experience, whether it be a trip for business or for pleasure. It can be through those first hand impressions due to travel that the opportunity for further trade can occur including investment, education and more.

For further information, please visit <http://www.destinationcanada.com> and download our [2015 annual report](#).

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the “**NRFP**”) is to solicit a proposals for one or more Global Strategic Marketing Agency. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent(s) who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) (“Agency”) may be required to collaborate with DC's other service providers and partners, as well as other federal departments, to ensure that public relations and communications services are consistent with DC's mandate, brand and corporate strategy.

This procurement process is not intended to create and does not create a formal binding bidding process whereby every proponent is deemed to have entered into a “Contract A” with DC.

Instead, the process is intended to enable DC to learn what proponents can offer by way of goods or services in response to the DC's Statement of Work. Depending on the number and variety of responses, DC will subsequently negotiate with those proposals that best serve its needs, as determined by DC.

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

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

A.2 Contract Term

DC anticipates entering into negotiations with the selected proponent(s) for up to a three (3) year period, with an option to extend on an annual basis by DC for a total period not to exceed an additional two (2) years, at DC's sole discretion. DC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Agency.

SECTION B - NRFP EVALUATION CRITERIA AND INSTRUCTIONS

B.1 Mandatory Criteria Evaluation

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

B.2 NRFP Process and Evaluation Criteria

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

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

B.2.1 Phase 1:

- a) Agency Evaluation Questionnaire (Section E) **70%**
Proposals will be evaluated based on their responses to the questions provided in Section E - Agency Evaluation Questionnaire. Proponents are asked to answer a series desirable criteria questions, as well as provide the requested case studies.

Following this evaluation, DC intends to limit further evaluation to a maximum of up to ten (10) top ranked proposals (the “Longlist”).

- b) In-Person Interviews (Section F) **30%**
The Longlist will be invited to attend a two-hour in-person interview with DC. In advance of the interviews, the Longlist will be asked to fill out a questionnaire that will be in form of a fillable PDF with “yes” and “no” answers. These in-person interviews will be an opportunity to review the responses provided in Phase 1 and on the questionnaire. The dialogue is meant to provide both the agencies and DC with a better understanding of the teams with whom they may be working in the future.

Other than completing and submitting the questionnaire, no other preparation is required for this phase.

These interviews are currently scheduled to take place in either Toronto or Vancouver.

PHASE 1 TOTAL 100%

Following the Agency Evaluation and In-Person Interviews, DC intends to limit further evaluation to a maximum of up to five (5) top ranked proposals (the “Shortlist”) who will proceed into Phase 2 of this NRFP.

B.2.2 Phase 2:

a) Strategic Marketing Brief Response & Presentation (Section G) **80%**

The Shortlist will be invited to submit a Strategic Marketing Brief Response based on a case study provided by DC. The Shortlist will be afforded three weeks to complete the Strategic Marketing Brief Response and prepare a Presentation that will be submitted by email to DC.

b) Strategic Marketing Brief Pricing **20%**

PHASE 2 TOTAL 100%

B.2.3 Negotiations

DC reserves the right to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(s) up to a maximum of the four (4) highest scored proposal(s) from Phase 2.

B.3 Proposal Submission, Webinar, Intentions and Question Instructions

B.3.1 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**NRFP DC-2016-NK-04, Global Strategic Marketing Agency - CONFIDENTIAL**” in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person

Reference to the corresponding NRFP section(s) if applicable

B.3.2 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **July 29, 2016, 14:00 hours PT**.

Any proposal received after the Closing Time may not be reviewed by the DC. 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 NFRP shall become the property of DC. The timestamp of DC’s email system shall be the official time for receipt of the proposal.

B.3.3 Webinar

Proponents are invited to take part in a webinar to learn more about DC and our business. The webinar will take place on **July 12, 2016 at 11:00am PT**. This is an optional requirement that Proponents may elect to take part in. The purpose of the webinar is to provide a better understanding of DC, our teams and our work.

Proponents may attend the webinar by following the link below:

<https://canadiantourismcommission.globalmeet.com/NathanKing>

The Webinar will be 90 minutes and will start promptly at 11:00 hours PT. Proponents will be able to login to the Webinar 30 minutes prior to the start time. The format is a DC presentation for approximately 45-60 minutes with the remaining time for any public questions. For detailed information on the webinar see Appendix 6 Webinar Information.

B.3.4 Intentions

Proponents should indicate if they intend to submit a proposal (“Intent to Submit”) via e-mail at procurement@destinationcanada.com to the Contracting Authority by 14:00 hours PT, **July 19, 2016**.

Please Note: The Intent to Submit is not a mandatory requirement and therefore does not prevent a proponent from submitting by the required closing date and time.

B.3.5 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, **July 20, 2016**. Questions submitted after this date and time may not be responded to.

If DC, 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 DC explaining why it should not be included with the posted anonymous questions and answers. If DC concurs with the request, the question will be answered in confidence and will not be posted. If DC 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.4 NRFP Form of Response, Format and Depth

B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire
- Section E – Agency Evaluation Questionnaire

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

B.4.2 NRFP Format and Depth

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

References to hyperlinks or links to social media sites (e.g. LinkedIn) may not be considered by DC in the evaluation process and should not be used. Therefore, any information provided for evaluation should be included in your written proposal.

Only material supplied in response to this NRFP and any presentations or demonstrations (if applicable) will be considered and evaluated. Information, proposals or presentations previously supplied to DC and references to any material, information or presentations not included in your proposal response will not be considered. No assumptions should be made

that DC has any previous knowledge of the proponents' qualifications other than that supplied pursuant to this NRFP.

B.5 Agency Performance Management

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

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

SECTION C – STATEMENT OF WORK

C.1 Background: Meet Destination Canada

C.1.1 **Canada's Tourism Brand.** DC is Canada's national tourism marketing organization. We collaborate with the Canadian private sector, international travel trade, meeting professionals, and the governments of Canada, the provinces, and the territories to position Canada as a place where travellers can create their own unique and extraordinary personal experiences. We promote Canada in 11 key geographic markets: Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, United Kingdom and the United States of America. We also conduct [market research](#), offer stunning visuals through the [Brand Canada Library](#) and provide resources to help industry leverage Canada's successful tourism brand: [Canada. Keep Exploring](#).

Through a targeted, focused approach to marketing, we develop and implement marketing strategies that are relevant to customers' needs. We adjust our marketing programs to reflect unique market conditions and to capitalize on new marketing opportunities as they arise.

C.1.2 **Our Mandate.** Our legislative mandate is to promote the interests of the tourism industry and to market Canada as a desirable tourist destination. Specifically, we:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

C.1.3 **Our Mission.** DC's mission is to harness Canada's collective voice to grow tourism export revenues.

Tourism is a key driver of Canada's economy, creating jobs and earnings to all levels of government. It accounts for more than 637,000 jobs across the country, 190,000 businesses and in 2015, generated \$17 billion in tourism revenue just from international arrivals which number just under 18 million. With nearly 20% of tourism revenue coming in from international travellers, tourism is Canada's No. 1 service export.

As Canada's provinces, cities and regions largely invest in marketing to Canadians, DC's focus is to maintain international tourism revenue streams flowing into our country. In 2015, our international marketing activities generated \$437 million for Canada — that's new money being injected directly into the Canadian economy. This spending further generated \$57 million in federal taxes and fees. By leveraging Canada's tourism brand, *Canada. Keep Exploring*, we take Canada's most extraordinary tourism experiences and opportunities, and

promote a strong and consistent image of our country to the world in order to grow tourism revenue for Canada.

- C.1.4 **Our Work.** In consultation with the industry and our partners, we believe that Canada is ready to move past a measurement of volume of visitors to a more highly developed view of global market share. We are poised to pursue an ambitious goal for Canada going forward — to increase visitation, market share, investment and economic growth to new heights. This ambition is a shared vision with our industry – an outlook rooted in collaboration, innovation and partnership with stakeholders and governments at all levels.

To achieve the goal of growing tourism export revenue for Canada’s tourism economy, we follow a strategy of focusing on markets where Canada’s tourism brand leads and yields the highest return on investment. We are active in the markets that account for more than 90% of all international arrivals to Canada. In addition, by harnessing the collective energy of different levels of government and the private sector, we take the lead in communicating a strong, consistent, global brand for Canada.

By focusing on both short- and long-term opportunities for maximizing return on investment as markets mature and evolve, we are positioning ourselves to increase demand for Canada’s visitor economy.

- C.1.5 **Our Activities.** Direct-to-consumer is a key channel we employ to influence demand for Canada as a vacation destination. We embrace a content marketing approach to engage our target audience and our global priority is to leverage the digital space. Within our markets, we tailor the use of broadcast, newspapers, magazines, billboards, market-specific digital channels and database marketing to support our “always on” activities. We run these marketing programs in partnership with key private- and public-sector partners.

Our media and public relations activities develop key relationships with media to influence positive coverage of Canada. Key activities include organizing experiential travel for international media, as well as providing broadcast-quality video, images and information via our [Media Centre](#) that result in more stories about Canada reaching our target audience.

We also engage with domestic business and travel-trade media, plus Canadian tourism-industry stakeholders, through news releases and [Destination Canada News](#) updates that cover tradeshow, latest research, competitive intelligence, new marketing programs and more.

Through the industry trade channel, we work directly with overseas travel companies to develop and sell Canada as a vacation destination. Travel agents who understand Canada’s tourism products are much more likely to influence consumers to visit Canada. To this end, we educate international travel agents and tour operators about Canada and Canadian products through our [Canada Specialist Program](#). Furthermore, we collaborate with tour operators through co-operative marketing initiatives to include Canada in their sales offerings and campaigns to their customer databases and travellers in their respective markets.

Social media is an important element of our overall marketing strategy. Embracing social enables us to reach influencers and consumers. Our focus is on being present where travellers are speaking with travellers, and supporting the conversation. We showcase Canada travel photos, videos and story ideas to strengthen Canada's position as a world-class travel destination. We also use our social channels to communicate travel offers as part of the overall goal of converting followers to paying customers. Our primary global social channels include:

- [Facebook](#)
- [Twitter](#)
- [YouTube](#)
- [Instagram](#)

Our [Business Events Canada](#) program operates in five markets (the US, UK, France, Germany and Belgium), generating meetings, conventions and incentive-travel opportunities for various private- and public-sector Canadian partners that result in eventual bookings. This provides economic benefits to the destinations themselves and, in the long-term, creates greater awareness of Canada and the brand among meeting planners and influential senior executives and CEOs.

Our [research program](#) is known around the world as a leading innovator in tourism research. The research conducted has been a fundamental catalyst to the success of Canada's visitor economy and in giving Canada's tourism a competitive edge. Timely, credible and relevant business intelligence has been at the forefront to support effective strategic business decisions.

C.1.5 The Explorer Quotient® Program. As Canada's national tourism marketing organization, DC's job is to learn everything we can about potential travellers to Canada. That's why we've gone beyond traditional market research to find out exactly why people travel and why different types of travellers seek out entirely different travel experiences. The result, after years of research, is Explorer Quotient® (EQ).

Our innovative market segmentation tool comes from the science of psychographics. Instead of defining people based on age, income, gender, family status or education level — all of which is valuable information — DC looks deeper at people's personal beliefs, social values and views of the world. It's a major leap forward, because these factors are what drive real people to seek out certain types of experiences.

EQ breaks each geographic market down into different psychographic groups, called Explorer Types. Each type is identified by particular characteristics stemming from social and travel values, travel motivations and behaviours. DC selected Canada's best Explorer Type prospects based on their affinity for the *Canada. Keep Exploring* brand, as well as love of travel, potential for being high-yield customers, and propensity for word-of-mouth advocacy. This resulted in the selection of target types in each of our primary geographic markets. You can

learn more about the [Explorer Quotient here](#) and read more about the various [EQ Profiles here](#).

C.2 An Evolved Partnership

DC is looking for the ideal partner(s) to help us achieve our ambitious goals, the Agency should have deep expertise in strategizing, creating, executing and measuring consumer-facing digital experiences across the customer journey. While having the breadth and depth to deliver comprehensive strategic thinking, creative and content services, technology implementations, measurement, and analytics, you're also highly nimble.

The Agency should be collaborative and expand our collective capacity, as partners, to creatively problem solve and identify amazing opportunities. Your leadership understands that, in order to develop original programs, you need skills beyond traditional business logic and marketing tactics. Your team explores and gathers insights, interpreting weak marketplace signals that can be leveraged for transformative ideas. Your work is relevant and defines concepts that meet real audience needs. You embrace an agile approach and aren't precious about your work. You share progress early and often, and model tangible solutions to test and iterate. Your agency is obsessed with analytics and continually monitor and optimize program performance.

We are looking for true partner Agency who welcome conversations about ideas with us, and integrate our team into the strategic and creative process. DC believes eureka moments are the result of talented people building upon one another's thinking.

As our partner Agency, you truly collaborate with us, and our other partners (both at the project and senior account levels), to create a strong global vision with strategic objectives, then give clear direction, guidance and coaching to support our international markets. You empower our in-market team members to produce content, develop partnerships, and build relationships with influencers to deliver on the strategy in a way that makes sense for each region.

As our Agency, you value all mediums, understanding the interaction varies market by market between online, social, print, live events, broadcast, media trips and word-of-mouth. You know what's available and works in different markets, and continually review performance data to inform and adapt the strategy.

Even though you can strategize and concept across all channels, you understand that one organization can't do everything well in-house. Accordingly, you draw from a global talent pool, as needed, and are able to quickly pivot to address rapidly shifting consumer preferences. You embrace change and are able to effectively capitalize on the complexities and demands of an

ever-changing marketplace. Your team operates with humility and a deep respect for the customer. You are open to rethinking assumptions and engaging directly with users to derive true insight.

C.3 Objective

DC's marketing approach is to create an environment in which travelers around the world are discovering, appreciating and sharing content that speaks to their personal interests and makes them want to come to Canada now.

We seek a partner Agency to develop a central strategy that leads with a strong vision and allows markets to implement that aim with content, and via channels, that are authentic, culturally relevant, and effective in their specific regions. With our partner Agency, along with key specialists and our industry partners, we wish to:

- Achieve our five-year industry-wide goal of bringing 20 million international visitors to Canada, spending \$20 billion, by 2020 under current conditions.
- Employ a "whole of government" approach to creating winning conditions for international travellers coming to Canada.
- Reach today's world travellers through technology and innovation — creating groundbreaking marketing programs to increase demand for Canada that include creating content for traditional and social media, in addition to directing media campaigns.
- Continually test and learn, and move the needle on the performance of our strategic marketing initiatives.

C.4 Scope of Work

We will collaboratively evolve the way we go to market and strategize the optimal approach and set of programs to achieve our goals. We know we will engage with in-market specialists and agency vendors to provide an integrated spectrum of professional services associated with the development and implementation of an overarching annual strategic plan. The Agency should collaborate with DC's Marketing Department, on the following type of activities:

C.4.1 **The Canada Brand.** A part of our Agency's mandate should be to conduct a thoughtful and respectful review of the Canada brand. Together, we should leverage the *Canada. Keep Exploring* brand and present it through content-driven media thus evolving it as the strategic underpinning of how we service partners. It's imperative our Agency understand that DC is a non-commercial organization. We are custodians of a brand which is 149 years in the making. Every Canadian — all 35.8 million persons — is an integral part of the evolving story of Canada. And, like other constellation brands, Canada must appreciate and reflect all of its "sub brands"(such as our cities, iconic experiences and others) in a way that is relevant to travellers. Our role is not to redesign the brand but rather bring Canadian experiences to life through elevated storytelling that inspires Canadians and foreign travellers alike.

C.4.2 Account Management and Collaboration. DC is a firm believer in establishing a culture, not centered on products or services, but shared beliefs. We are looking for an Agency who constantly strives to collapse corporate barriers, transcend technology, and instill a values-based approach to doing business. Our Agency should seamlessly integrate with our organization and bring proactive thinking, responsiveness, flexibility and integration to our account relationship. They should work collaboratively, both internally, and with our team and our other partners. This could include collaborating with other federal departments as well as our in-market General Sales Agents and their agencies/ suppliers. Inherent in our Agency's DNA is transparency, adaptability and organizational listening skills, which permeate from management down to the front lines.

C.4.3 Collaborative, Strategic Planning. DC's Agency should work closely with our team to produce a global marketing strategy that is rooted in content and influencer marketing, along with specific deliverables to be determined. This Agency should understand our brand and positioning, and the correlation between online activity and offline events and relationships.

Our Agency should grasp the critical "Research Online Purchase Offline" connection. In some countries, while a consumer will research a Canadian vacation on the web, she will not book until she speaks to a travel agent in person. Many transactions happen at the tour operator level.

As part of collaborative strategic planning, our Agency should research, strategize and develop integrated marketing strategies, providing new ideas and fresh perspectives, and identify ongoing program improvement opportunities. The Agency should interpret the brand and marketing strategies into a global marketing communications plan through the development of messaging, media and channel marketing and an overall content marketing strategy that delivers qualified customers to our partners: trade, destination marketing organizations, etc.

C.4.4 Ideation and Concepting. DC's Agency partner won't think in channels but rather strategically to concept ideas that can be executed in the relevant medium for that particular program and purpose. Our Agency should provide a solid global vision and develop a creative platform that inspires and can be adapted in market.

The landscape has shifted and DC has moved away from traditional advertising to a strategy that involves working with a number of influencers and media brands to develop content with and for DC on third-party sites and our own channels. As part of the creative approach, our Agency should activate influencers, content creators and a range of talent to support the brand, ensuring that the approach is relevant for each incredibly different market taking into account its cultural considerations.

C.4.5 Creative Execution. Our Agency is passionate about customer experience. We want to go beyond a focus on the usability of our digital touch points to being interested in all of our customers' interfaces - including physical ones. They are

authentic storytellers who focus on experiences, not channels, ensuring customer relevancy and differentiating *Canada. Keep Exploring* as a leading experiential brand where travellers create extraordinary stories all their own.

Our Agency's experience design practice is steeped in digital thought leadership and produces engaging, provocative work that fundamentally changes how customers engage with our brand. Working side-by-side, we should increase brand awareness and consideration, and facilitate purchase and advocacy. Ultimately, our Agency should continually seek more innovative messaging to convey the brand's value proposition, and improve the use of the most relevant and cost efficient channels (a mix of owned, earned, and paid media) to reach our targeted traveller.

- C.4.6 Content Planning, Creation and Integration.** Our Agency understands that consumers own the buying journey — from search to social, from offline to online — and that branded content is a powerful movement that offers a true brand-to-consumer value exchange. They should leverage insights from data and past content performance to inform content planning for our owned, earned and paid channels. As part of this strategy, they should identify and cultivate the right influencers, and harness the power of great storytelling, to move our audience to action.

Our Agency should create, distribute and optimize these programs, taking into account DC's mandate to participate in relevant conversations in multiple countries and languages. From conception to promotion to continual brand amplification, our Agency should have the methodology and tools to provide a sustainable "always on" content marketing approach.

- C.4.7 Production and Program Management.** Our Agency should manage the creative execution of approved program ideas, working collaboratively with DC and DC partner teams. This involves rigorous account, project and financial management. In addition to the many activities that fall within production, our Agency should also act as our agent to purchase materials and services other than media from third parties necessary for the preparation and production of marketing programs. This should involve selecting and contracting with talent and third-party production companies, when applicable. The Agency should also be able to negotiate necessary contracts, releases and right from all parties whose names, likenesses, properties or rights are used in our marketing programs or other materials prepared and produced by DC.

- C.4.8 Technical Development.** Our Agency's tech team is comprised of humanistic technologists who understand that digital facilitates deeper, more meaningful connections. Not only do they develop and execute a wide variety of online creative including experiential sites, landing pages, apps, etc., but they are always exploring emerging technologies that may elevate the consumer experience. At the end of the day, our Agency's technical team understands that our audiences toggle between a myriad of online and offline channels, and DC must prioritize and plan comprehensive experiences for customer segments, indirect path-to-purchase journeys, and all forms of digital interaction.

C.4.9 Rapid Innovation. DC wants to remain at the leading-edge of innovative marketing. We're seeking a like-minded partner who has the combined creative and technical skills to allow DC to push the marketing envelope. Our partner understands that next generation marketing is all about delivering an integrated consumer experience across all touchpoints.

Accordingly, our Agency fosters a startup-like culture, particularly with respect to flatter management structures, process acceleration, and a focus on minimum viable product. Together with our partner, we should continually ask: What ideas should we test? Which aspects? What is our testing methodology? How should we measure the results? How do we scale viable ideas into ground-breaking marketing programs?

The results of our collective rapid innovation activities should be to advance a culture of innovation and entrepreneurial development among our tourism partners and businesses, foster the development and adoption of new tourism products and business practices, and position DC globally as an innovator in tourism marketing thus keeping Canada front-of-mind internationally. Ultimately, our Agency establishes DC as an incubator for breakthrough storytelling and marketing.

C.4.10 Social Media Strategy and Community Cultivation. DC's Agency is responsible for supporting our internal team's work to increase the relevancy of our brand through social media and virtual communities, brand and reputation management, digital engagement platforms, customer insights research, and social metrics and analytics. Our Agency should help analyze DC's social media presence and the kind of conversations that are happening elsewhere online to formulate a plan for how we participate in conversations and approach community cultivation.

Specifically, our Agency should help refine our social media strategy and our process — helping our Marketing Team establish our social media cadence and the social media editorial calendar, authoring key content for our various social channels, surfacing relevant dialogues in which to participate, analyzing our social media analytics and deriving actionable insights. Overall, the Agency should integrate DC's social media approach with our other marketing and communications strategies.

C.4.11 Analysis, Insights and Optimization. Our Agency should have deep capabilities across data services, data management, analytics, measurement, reporting and data-driven consumer engagement. They should leverage marketing analytics, media mix and attribution modeling to understand and predict consumer behavior, bringing our combined visions to life, and tying those executions to measurable business results. The Agency should combine rich analytics and multivariate testing with real-time social interactions to understand the right solution for each audience at precisely the right time. They should employ emotional insights to better understand the customer journey and should continually target and measure programs thus creating personalized, data-driven

storytelling to boost program results. Their advanced analytics should inform brand experience design, as well as their web and mobile app work.

C.5 Performance Standards and Quality Management

Each year, our Agency may be formally measured on the following:

- Qualitative assessment by the marketing teams on strategic input, account management, media/channel management, creative development, integration, project management;
- Qualitative assessment by the marketing teams on the agency's overall alignment with DC's core values of innovation, collaboration and integrity;
- Appropriately assigned measures from DC's balanced scorecard measuring marketing performance and impact on business goals;
- Enrolled into DC's Performance Management program; and
- The Agency may also be required to provide formal feedback to DC each year.

C.6 DC Responsibilities and Support

DC's role, working out of our headquarters in Vancouver, will be to create a strong global vision and outline strategic objectives, with input and execution from our in-market teams. In support of the Agency briefing process, DC will engage in a comprehensive strategic planning approach, beginning with a review of the previous year's programs, results and insights. We will also review market research — both primary and secondary. Our global team will consider challenges and opportunities that impact marketing strategy, and present them for consideration to Committees comprised of industry professionals. The strategies will be iteratively refined based on feedback and presented to DC's Board of Directors for validation and resource allocation. DC will compile all strategic information into a single document to present to its marketing partners. Each year, this will typically occur at planned sessions that are agreed to based on the planning cycles of the relevant market(s).

C.7 Agency Responsibilities

We are looking for an Agency to deliver a global strategy, and to coach and collaborate with our Canadian HQ and remote office teams to bring it to life. You should take insights from our data and apply them back to the strategy, in addition to briefing and guiding the efforts of our paid media agency.

Please note that paid media services are not in scope. A parallel RFP is being issued to identify our agency for paid media activities. Our global strategic marketing Agency may be expected to collaborate with the paid media partner.

Our Agency should distill our market research, insights and perspectives into a global marketing communications strategy and executional plan working in conjunction with other partners,

suppliers, and agencies, as required. Your plan should include messaging and media strategies to enhance the brand, as well as tactical elements that should facilitate closing the sale. Programs should aim to be “always on” while having periods of more active marketing (a “heavy up” of paid media and content) to coincide with travelers’ planning and booking cycles.

Our evolving approach should focus on achieving our business objectives through content creation, content partnerships and an influencer strategy, leveraging all of these opportunities in the United States and across all markets. Our strategies should be an integrated approach including direct to consumer, media and travel trade—all of which may require communications support.

C.8 Reporting and Communication

Our Agency should provide a monthly accounting of team member time and activity, weekly/monthly account updates, and a regular meeting schedule, cadence to be determined based on volume of activity during different times of the year.

C.9 Personnel Replacement

The Agency should only use those employees (the “Key Persons”) who DC has approved, in its to perform the Agency’s principal service obligations described in this Statement of Work. The Agency should not replace a Key Person, or make any material change to the duties of a Key Person, without the prior written consent of DC, which it may give or withhold in its sole discretion.

C.10 Previous & Forecasted Strategic Marketing Activity.

As previously mentioned, DC wants to partner with an Agency to continually evolve the way we go to market and how we collaborate with our industry partners in Canada and in our markets. Accordingly, the scope of work should be defined collaboratively. However, for context, it’s useful to understand DC’s marketing approach over the last two years.

In 2015 and 2016, we focused the majority of our marketing efforts (roughly 60% of our marketing program of our budget) on maximizing opportunities within the United States and our mature markets of the United Kingdom, Germany, France and China. The remaining effort was spent cultivating our other markets (Australia, Brazil, India, Japan, Mexico, and South Korea).

In the past two years, we have run always-on marketing programs with one or two periods of heavier investment in paid media and content, depending on the market. This was dictated by a combination of budget and an analysis of where we perceived we could realize the most amount of lift — increased awareness from and engagement with our target audiences. There is also a seasonal component to our marketing efforts — positioning Canada as a year-round destination with highlighted experiential travel opportunities in the summer and winter.

C.11 Budget allocation

DC is mainly financed by the Government of Canada through parliamentary appropriations, which in 2015 totalled \$58.8 million. Our fiscal year-end is December 31. We also receive special program appropriations, the most recent of which is a \$50 million incremental funding spanning over two years starting March 2016 and ending March 2018. One-time special funding that totalled \$30 million over three years has also been allocated (\$5 million in 2015/16, \$12.5 million in 2016/17, and 12.5 million in 2017/18) for the Connecting America marketing initiative targeting US travellers.

Our approach is a well-balanced yield/volume strategy that aims to provide us the optimal chance of achieving our 20-20-2020 goal. Country allocated budget represents 85% of total marketing budget. In 2016, regional investment breakdown is as follows:

US	43%
Americas (MX, BR)	7%
Europe (UK, FR, DE)	25%
Asia-Pacific (CN, JP, KR, AU, IN)	25%

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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

D.1 Mandatory Criteria

During each calendar year, proponents must commit to having a core team in Vancouver for a minimum of two months. This time will be spread out across the year, to meet in person for scheduled and ad-hoc meetings. All of the costs incurred by the Agency for the duration of the time spent in Vancouver working on DC's account will be the Agency's responsibility. Are you able to comply with this requirement?

Yes No

D.1.1 At a minimum, proponents must ensure their core team is accessible to DC HQ every week day between the hours of 9am to 5pm PT while being able to provide support DC's in-market teams. Are you able to comply with this requirement?

Yes No

D.1.2 Proponents must have a minimum of 36 months experience in developing and implementing the marketing services outlined in the Scope of Work. Are you able to comply with this requirement?

Yes No

D.1.3 Proponents must have proven experience developing measurable global programs for brands that go to market in multiple regions of the world, leveraging digital and traditional strategies that integrate the strengths of different channels (owned, earned, paid). Are you able to comply with this requirement?

Yes No

D.1.4 It is a mandatory requirement that DC own all of its digital accounts, including those you may establish and manage on our behalf, and that we have full access to them at all times. Are you able to comply with this requirement?

Yes No

D.1.5 At the conclusion of the contract, proponents must be able and willing to transfer all data, analytics, assets, etc. to DC or its representatives as directed by DC to ensure we own all of our business outcomes and digital presence. Are you able to comply with this requirement?

Yes No

D.1.6 Proponents must be able to source, evaluate, negotiate, author, contract with, and manage third parties (e.g., production studios, partners, sponsors, etc.). In addition, these agreements must include a mandatory clause allowing the contract to transfer to either DC or its representatives as directed by DC, at any time. Are you able to comply with this requirement?

Yes No

SECTION E – AGENCY EVALUATION QUESTIONNAIRE

Proponents should respond to the questions below clearly and concisely. Unless otherwise indicated, please limit the response to each question to one 12pt typewritten page (500 words or less). If attaching documents as part of a response to a specific question, please reference the attachments.

As per Section B.2.1, this Section of the NRFP is worth 70% of your evaluation for Phase 1.

E.1 Agency Overview

- E.1.1 Please provide general background information about your company or organization:
- A brief history;
 - Location of head office and regional offices;
 - Location of project office for the purpose of performing the work; and
 - Size of permanent staff by categories (account and project management, creative, technical, administrative, etc.) and location.
- E.1.2 What is your agency's positioning and how are you differentiated from the agencies with whom you usually compete? What is your agency's credo and ethos?
- E.1.3 How do you help clients identify and measure the ROI of their strategic, integrated marketing activities? What is the methodology your agency employs to evaluate the quality and effectiveness of work? How do you establish program goals, KPIs and metrics? Please provide examples of any reports we can expect to receive. Please limit your response to two 12pt typewritten pages (1,000 words or less).
- E.1.4 What is your agency's philosophical approach to partnering with clients?
- E.1.5 Please describe how your agency is structured (locally and internationally), and the scope of your services. Include any details about how you leverage your global office network, subcontractors and/or freelance employees. Please indicate how you ensure quality when a portion of the work is performed by non full-time employees or by team members in remote offices. Please limit your response to two 12pt typewritten pages (1,000 words or less).
- E.1.6 Please tell us about your agency's capacity.
- What are your estimated total agency billings for 2016?

E.1.7 Please tell us about your clientele by completing a table structured like the one below. Please list all active clients indicating the vertical in which they operate (e.g., automotive, CPG, travel and tourism, etc.).

Active Client	Vertical

E.1.8 Please describe your client onboarding process that you would use in working with DC.

E.1.9 Please overview the lead team who will be assigned to our account, indicating each person's:

- Title;
- Role;
- Responsibilities;
- Experience/qualifications;
- Location; and
- If key members will not be full-time on DC's account, please indicate the proposed percentage of their allocated time.

E.1.10 Please describe the scope of services you provide for your clients with international markets and audiences?

E.1.11 Help us understand what resources you might leverage in the 11 markets in which DC operates. Do you have relationships with sister/partner agencies in these countries?

E.1.12 Is your agency amenable to alternative remuneration arrangements (e.g., pay-for-performance)? If so and, if you have previously entered into such compensation agreements with other clients, please describe how they were structured.

E.2 Capabilities & Qualifications

E.2.1 Please describe your work process/methodology for status updates and updating clients

E.2.2 How you would craft an annual media strategy with an external media supplier.

E.2.3 Please describe how your agency employs market research to inform and shape effective advertising and strategic recommendations. It would be helpful if you can provide an example of how your research unearthed a consumer insight that was used to impact your client's brand and business.

- E.2.4 In a single paragraph, please describe what an “informed competitor” would say they most admire about your agency.
- E.2.5 Please describe the services you can provide in terms of negotiating and authoring various types of contracts (influencers, talent, partnerships, sponsorships, etc.).
- E.2.6 Please describe your agency’s level of digital expertise (e.g., development of transactional and experiential sites, landing pages, apps, etc.).
- E.2.7 Please describe your agency’s experience and level of expertise in ethnography, usability, user experience, and human-centred design.
- E.2.8 Please describe your agency’s level of social media expertise.
- E.2.9 If applicable, please describe your agency’s level of SEO and SEM expertise.
- E.2.10 If applicable, please describe your agency’s mobile marketing expertise (e.g., mobile web and SMS campaign development).
- E.2.11 If applicable, please overview your agency’s reputation management capabilities, including your experience establishing listening platforms, monitoring, conducting analysis and reporting on social sentiment. How do you surface emerging social trends that will shape future program opportunities?
- E.2.12 Please overview your agency’s capabilities in community cultivation. Do you have a team that participates in and manages online dialogues? If so, please explain how this team is configured?

E.3 Agency Expertise - Case Studies

For each case study, please limit your response to two 12pt typewritten pages (1,000 words or less). Please feel free to provide additional images to illustrate your work. If applicable, you are welcome to submit an explanatory video case study in lieu of a written submission.

- E.3.1 Please submit a client case study that overviews an international strategic program or campaign you developed for a client and executed within multiple regional markets. We’re interested to know how you may have:
 - Ensured that the overarching strategy aligned with the business objectives and was adaptable to meet specific regional cultural subtleties;
 - Leveraged the concept to suit different cultures and outlooks;
 - Devised the proposed ROI and established the corresponding KPIs per market;
 - Went about understanding the target audiences' needs, wants, desires;

- Structured targeted messaging on a global scale;
- Provided reporting to the client that yielded actionable data; and
- Collaborated with other partners and agencies in the execution, ensuring cross-agency cooperation and camaraderie, and seamless communication and handovers.

E.3.2 Please submit a client case study that overviews an influencer program you created that achieved meaningful results. We're interested to know how you may have:

- Helped reach audiences who were less inclined to consume traditional media;
- Identified the right influencer or mix of influencers to craft relevant messaging, create aspirational content, and engage key audiences across many mediums;
- Leveraged social influencer-generated content on multiple platforms;
- Determined what content to deploy for multiple touch points (multi-channel and/or cross-platform);
- Repurposed and repositioned high-performing influencer-generated content over time to expand the program lifespan;
- Employed strategies and tactics to encourage audience engagement and /or conversion; and
- Assessed the efficacy of the program. So, did the call to action drive sales or leads? If yes, how was that accomplished?

E.3.3 Please submit a client case study that overviews your experience identifying, evaluating, negotiating and overseeing sizable media/content partnerships on behalf of a client. We're interested to know how you may have:

- Identified and evaluated opportunities on behalf of your client;
- Determined which evaluation criteria to use;
- Assessed the media value of the partnership both at the beginning of the relationship and then as the program was underway;
- Negotiated equitable partnerships that provided true value exchanges yet also ensured the most advantageous deals for your client;
- Forged partnerships that solidified enduring three-way relationships between your client, your agency and the media properties;

- Integrated the media/content partnerships into the overarching brand strategy; and
- Potentially used these content partnerships to inform the larger, global account strategy.

SECTION F - IN-PERSON INTERVIEWS

As per Section B.2.1, this Section of the NRFP is worth 30% of your evaluation for Phase 1.

DC will require proponents, who have made the Longlist, to attend an in-person interview with DC. The proponent will meet for two hours with DC to further discuss their organization, their submissions to date and to discuss key topics with DC.

Proponents will be asked to limit their attendees to four people, including the intended Account lead.

Proponents may be expected to highlight the following:

- Understanding of DC's mandate and business objectives;
- Meet the proposed account team members;
- Experience and expertise;
- Agency culture and marketing philosophy, as well as account management
- Provide clarification on their submission; and
- Respond to questions from DC.

The in-person interviews will be organized with the Longlist and take place in Toronto and Vancouver. DC will try and accommodate all the Proponents' on the Longlist preference as to which city they would like to meet with DC. The In-person interviews will be held on the following dates:

Toronto: August 16 to 19, 2016

Vancouver: August 22 to 23, 2016

All costs associated with the in-person interviews will be the responsibility of the proponents.

SECTION G - Strategic Marketing Brief Response & Presentation

As per Section B.2.2, this Section of the NRFP is worth 100% of your evaluation for Phase 2.

DC will require proponents, who have made the Shortlist, to prepare, submit and present on a specific Strategic Marketing Brief (the "Brief"). The Shortlist will be provided with the Brief by email upon Notification. The Shortlist will be expected to create a comprehensive presentation responding to the case study provided in the Brief. There will be a pricing component to be submitted and evaluated as well.

DC will be considering the following elements in their evaluation, not necessarily in this order:

- Quality and clarity of the presentation
- Account team and their role in executing the work
- Collaboration
- Understanding of DC's mandate, business objectives, and the tourism industry
- Strategic approach
- Creativity, design thinking and ingenuity
- Management and leadership
- Value-based pricing

After receiving the Brief from DC, the Proponents will have three weeks to prepare their presentation. DC will coordinate and arrange a presentation time for the Shortlist to present their response. The Presentation will be two hours in time.

DC will provide an honorarium to those Shortlisted proponents who are not successful in the NRFP phase 2.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Webinar	July 12, 2016, 11:00 hours PT
Intent to Submit (*)	July 19, 2016, 14:00 hours PT
Deadline for Questions	July 20, 2016, 14:00 hours PT
Closing Date and Time	July 29, 2016, 14:00 hours PT
In-Person Interviews (Longlist)	Toronto: August 16 to 19, 2016 Vancouver: August 22 to 23, 2016
Presentations of Shortlisted proponents	The week of September 26, 2016
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	October 15, 2016
Timeframe for Negotiations	60 days following notification by DC

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

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

H.2 Interpretation of the NRFP

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

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

H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the NRFP cover is authorized by DC to comment on any portion of this NRFP or the requirements described in this NRFP. DC 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 DC Contracting Authority.

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

H.4 Accuracy of Information

While the information set out, or referred to, in this NRFP has been prepared and included in good faith, DC 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 DC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), DC may post amendments to BuyandSell, provide to all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

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

H.6 Modification and Withdrawal

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

H.7 Period of Validity

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

H.8 Proposal Expenses

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

H.9 Language

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

H.10 Negotiations

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

DC will enter into discussions and negotiations with the Preferred Proponent(s) to reach agreement on the final terms of the Agreement. Negotiations may include requests by DC 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 DC for improved pricing from the proponent.

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

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

H.11 Contract Award

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

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

H.12 Debriefing

Upon request, and at DC's sole discretion, DC will only provide a debriefing to proponents who met or exceeded the minimum Threshold or Shortlist. All requests must be in writing to DC 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 DC employee or Board member of DC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the NRFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a DC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the NRFP process (each a "Material Circumstance").

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

H.14 Proponents Not to Promote Their Interest

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

H.15 Confidentiality

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

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

Except as required by law, DC 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 Agency 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 DC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

H.17 No Collusion

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

H.18 Law

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

H.19 Indemnities

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

H.20 Rights of Destination Canada

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

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

SECTION I: LIST OF APPENDICES

Appendix	File Name
1	Proponent Information and Acknowledgement Form
2	Material Circumstances Disclosure Form
3	Amendments
4	Declaration of Sub-Contractors
5	General Contract Terms
6	Webinar Information

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

1) PROPONENT INFORMATION

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

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

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

Reference #1:

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

Reference #2:

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

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	

Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

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

Executed this _____ day of _____, 2016

Authorized Signature:	
Printed Name:	
Title/Position:	
Company Name:	
City:	
Address:	
Phone Number:	Fax Number:
E-mail Address:	

APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM

MATERIAL CIRCUMSTANCE:

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

Check one:

- No, there are no Material Circumstances to disclose; OR

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

APPENDIX 3: AMENDMENTS

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

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

APPENDIX 4: DECLARATION OF SUB-CONTRACTORS

If applicable, the proponent should submit a list of sub-contractors it intends to use in providing the services described in this NRFP by completing the Declaration of Sub-Contractors, for approval by DC. DC reserves the right to withhold approval of such sub-contractors.

The proponent is responsible for supervising and coordinating all projects and/or services that they may delegate to the sub-contractors to ensure the services are provided to DC in a seamless manner.

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

- The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement.
- Sub-contractors will be used to provide the goods and/ or services described in this proposal.

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

Name:		
Contact Person:	Title:	
Phone Number:	Fax Number:	
E-mail Address:		
Address:		
City:	Province:	Postal Code:
Description of services provided:		

% of services the Sub-Contractor will be providing: _____%

APPENDIX 5: GENERAL CONTRACT TERMS

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

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The Agency will designate key personnel assigned to DC file who cannot be changed without the approval of DC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to DC 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 Agency will be the property of DC. Agency will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Agency will undertake to ensure that all campaigns and other activities conducted on behalf of DC in the Agency's market are done in compliance with applicable laws;
8. Agency, including their sub-contractors, indemnifies DC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Agency to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Agency to be passed through to DC without markup, including media placements;
12. Confidentiality clauses to be included;
13. DC shall be entitled to terminate for convenience upon 30 days written notice and upon payment for any work completed or committed to the date of termination. If DC terminates the contract or a particular work order for breach, then DC is not required to pay for the work;
14. DC approval required prior to Agency sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.

APPENDIX 6: Webinar Information

To access the webinar, please follow the link below:

<https://canadiantourismcommission.globalmeet.com/NathanKing>

You may login as a guest or create an account. To ask questions, please use the Q&A function found at the top of the meeting screen.

For audio, please dial-in to the meeting. Please use the host passcode 1557405.

The dial-information can be found here: [View Dial-In Numbers](#)