



Canadian Tourism
Commission

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Negotiated Request for Proposal

Name of Competition:	Event Planning and Management Services – (BEC)
Competition Number:	DC-2016-JW-03
Closing Date and Time:	December 2, 2016, 14:00 Pacific Time (PT)
Contracting Authority:	Jaymee Wurm Procurement Advisor 604-638-8330 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. As a federal Crown corporation, DC supports the Canadian tourism industry by marketing Canada as a premier four-season tourism destination, and supports the Canadian economy by generating tourism export revenues.

Through collaboration and partnerships with the private sector, the Government of Canada, plus the provinces and territories, DC works with the tourism sector to maintain our competitiveness and position Canada as a destination where travelers can create extraordinary personal experiences.

DC's approach focuses on those global markets where Canada's tourism brand leads and yields the highest return on investment. DC is active in 12 key geographic markets: Brazil, China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom, United States and Canada.

For further information, please visit <http://www.destinationcanada.com>

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the "NRFP") is to solicit proposals from qualified proponents capable of providing Event Planning and Management Services in Canada and United States ("US").

Business Events Canada ("BEC") is a division of DC that generates demand, in collaboration with our partners, for international meetings, conventions, and incentive travel to Canada. BEC's partners include federal departments, provincial and city destination marketing organizations, convention centres, and hotels and resorts. More information on BEC's mandate can be found here: <http://en.destinationcanada.com/business-events-canada>

The BEC brand reflects the growing significance of the meetings industry to Canada's economy; meetings can be the catalyst in introducing Canada's export business interests to key influencers, business stakeholders, entrepreneurs, and investors from around the world. As visitors get to know Canada and its high quality products, services, and facilities, these visitors can become advocates for Canada, uncovering investment and trade opportunities, identifying business partnerships and creating the foundation for trade relationships.

In support of the priorities of DC, BEC develops and manages a pro-active integrated sales and marketing program. The program's business events strategy is designed to produce incremental meeting, convention and incentive business to Canada from select markets in the US. In parallel, the BEC program looks to attract overall matching co-investment from both Canadian and in-market partners for the promotion of Canada as a desirable business events destination. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) ("Contractor") may be required to collaborate with DC's other service providers and partners 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 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 an agreement 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 another two (2) years, at DC's sole discretion. DC does not grant exclusivity, guarantee business, nor make any guarantee of the value or volume of work that may be assigned to the Contractor.

SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS

B.1 Mandatory Criteria Evaluation

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

B.2 Desirable Criteria Evaluation

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. 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 Senior Executive.

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

B.2.1 Desirable Criteria Questionnaire (Section E) 40%

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

B.2.2 Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, DC may limit further evaluation to a limited number of the top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Presentations/Interview.

B.2.3 Presentations/Interview (Section G) 30%

TOTAL 100%

B.2.4 Negotiations

DC intends to conduct concurrent negotiations, as defined in Section H.10 Negotiations, with a limited number of the top ranked proponent(s).

B.3 Proposal Submission, Intentions, and Questions Instructions

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **14:00 hours PT, December 2, 2016**.

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

B.3.2 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, November 18, 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.3.3 Intentions

Proponents should indicate if they intend to submit a proposal ("Intent to Submit") via e-mail to the Contracting Authority by 14:00 hours PT, November 14, 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.3.4 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference "**NRFP DC-2016-JW-03, Event Planning and Management Services - BEC - 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 and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

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

B.4 NRFP Form of Response, Format and Depth

B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (separate file)
- Section G – Presentations
- Section H – NRFP Process and Terms
- Section I – List of Appendices

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 Contractor Performance Management

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

Any Contractor who has demonstrated poor performance during either a current or previous agreement with 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

Meetings and conventions, as well as incentive travel, account for nearly 16% of all travellers to Canada (approximately 2.6 million visitors annually). These visitors also generate approximately \$3 billion CAD in spending – which is 19.5% of all international tourism receipts. Canada remains the first choice for the outbound meetings business that originates in the US, which annually brings in 1.7 million visitors and \$1.6 billion CAD in receipts.

The vision of BEC is *Inspire the world to meet, engage, and explore in Canada.*

The mission of BEC is to grow Canada's share of business events, by promoting the Canada brand and supporting our destination partners' efforts to compete and win business.

BEC seeks to advance the national destination brand collectively with Canadian-industry partners to establish Canada as a leader in the global meetings marketplace in each market that BEC competes. BEC's strategy in the US markets is to provide our partners with sales and marketing platforms that deliver access to US based organizations that can select Canadian destinations for a meeting, congress, or incentive destination.

In 2014, BEC launched a vertical strategy, aligned to and in support of the Federal Government of Canada's Global Markets Action Plan ("GMAP"). This plan focuses on seven priority sectors - aerospace, agriculture and food, clean technology, infrastructure/engineering, information/communication technology, life sciences and natural resources. Each of these sectors of the Canadian economy is where Canada is considered both a centre of excellence internationally and is held to have a competitive advantage globally. The first vertical sector of focus for BEC is the life sciences sector.

The overarching goals of this strategy is to increase the inherent understanding of each business sector amongst our Canadian destination partners, develop enhanced corporate relationships and open conduits to expert speakers, engage and partner with university and private businesses to develop ambassador and host programs, as well as identify aligned associations to drive leads to our destination partners in Canada.

The primary objectives of BEC in 2017 are to:

- Drive destination awareness and positively influence perceptions of Canada being the meetings, conventions, and incentive travel ("MC&IT") destination of choice;
- Anchor BEC presence into all relevant MC&IT markets building upon brand clarity, sales representation, strategies and execution in key markets;
- Create platforms and connections for our industry partners to close the sales;
- Identify and develop relevant market opportunities within the Government of Canada's GMAP sectors; and
- Develop a shareholder/partner-relevant dashboard of metrics, in order to effectively measure BEC's performance.

C. 2 Overview

BEC's agreement with its current event planning and management service provider is nearing its expiration. DC is seeking to engage the services of a Contractor that, under the direction of the BEC Executive Director, will successfully develop and execute events established in 2017 and onwards. These events should maximize the potential for Canada and its partners and enhance the positioning of the Canadian business travel experience.

The BEC sales directors in the US work with industry partners to provide business development opportunities to organizations that can select Canadian destinations for a meeting or incentive. Staff at BEC headquarters in Vancouver and throughout the US deliver in-market events ranging in size from 25 to over 150 guests.

A list of events currently planned for 2017 are:

C.2.1 US-based Events:

Regional Sales Missions and Client Events to be held throughout the year
Attendance for these events range from approximately 25 to 150 guests
Cumulative event cost: \$345,000 to \$525,000 CAD.

Events*	Dates*	Attendees*
Chicago, IL	March	50
Minneapolis, MN	May	50
Seattle, WA	May	100-150
New York City, NY	June	100-150
Chicago, IL	July	100
Las Vegas, NV	July	25
Minneapolis, MN	September	50
San Francisco / Southern California	October / November	100-150
Northeast	October / November	25
Denver, CO	TBD	75-100
Washington, DC	TBD	100-150
Texas	TBD	75

*Subject to change.

C.2.2 Canada-based Events:

C.2.2.1 Incentive Canada
Winnipeg, MB
July 14-17, 2017
80 Participants
Total event cost: approximately \$150,000 CAD

The annual Incentive Canada Marketplace is managed as an incentive program, but the schedule also includes 1.5 days of business-to-business ("B2B") matched sessions whereby appointments are pre-scheduled for both buyers and suppliers. There is an educational component and several networking opportunities. The marketplace features solely Canadian product and the location alternates east/west annually.

BEC invites qualified buyers from the Incentive market in North America and Europe to attend. The Canadian partners represent a good cross section of Canadian incentive product. It is a 1:1 buyer and supplier ratio.

The featured destination, or host, is able to showcase their incentive product to this discerning audience. There is a small trip after the main event to an incentive destination nearby, usually a high end resort or experiential program.

- C.2.2.2 Innovate Canada (inaugural event targeted for fall 2018)
60-80 Participants
Total event cost: approximately \$250,000 CAD

In 2018, a new BEC-owned event, Innovate Canada (working title), is projected to be added to the roster of events.

Innovate Canada is a new platform for enticing the Association market from the US, as well as select European buyers, to a Canadian destination for a B2B immersive experience. The event is modeled after Incentive Canada, including networking events, B2B matched appointments, off-site activity, and an educational component.

C.3 Qualifications

The Contractor should be experienced and qualified as an event management services firm and have the capacity and availability of suitably skilled staff to deliver BEC events.

The Contractor must have a physical presence in US and/or Canada with sufficient resources and staffing to support the activities described in this Statement of Work. The ideal Contractor should be:

- excellent at activating and championing client brands;
- flexible, customer-service oriented, and a team player;
- a leader with a sterling track-record in management of events for high value clients, especially events that involve similar clients such as Canadian tourism industry partners and media;
- closely familiar with the needs, and willing to exceed expectations, of partner and buyer registrants;
- expert project and financial managers; and
- on top of the latest trends and best practices in event management field.

C.4 Scope of Services

The Contractor will produce events and programs throughout the US and Canada that will advance the Canada brand, provide significant networking opportunities for our Canadian partners, and create meaningful business leads. The events should leverage the sales and marketing and communications plans wherever possible. All work will be carried out in collaboration with BEC Executive Director, Director of Sales, and Sales Directors.

Under the direction of the BEC Project Authority, the Contractor will be responsible for the provision of the following services, could include in part or whole, depending on event:

C.4.1. Planning, management, and operation of, including but not limited to, the handling of:

- a. Regional US events online registration coordination and management;
- b. Incentive Canada on-line registration;
 - i. Maintain and update partner/buyer information for DC database, program(s) website, and collateral;
 - ii. Manage and monitor on-line registration system (note: registration through BEC/third party website)
 - iii. Manage and coordinate registration approval and share matching/appointments for Incentive Canada Marketplace (in conjunction with website provider); and
 - iv. Coordinate and communicate with partners/buyers in relation to marketplace compliance and requirements.
- c. Incentive Canada B2B Marketplace development, management, and execution, including:
 - i. Maintenance of importing/exporting of appointment information;
 - ii. Meeting profile surveys; and
 - iii. Marketplace design, on-site set up and activation.
- d. Organize and provide forward thinking input on overall synergies relating to partners and buyers:
 - i. Professional Development;
 - 1. Provide input on best practices and trends related to event programming;
 - 2. Provide input on best practices and trends related to event technology integration such as social media, mobile apps, gamification;
 - 3. Assist BEC with booking and logistics related to key-note speakers; and
 - 4. Program development and execution.
 - ii. Financials;
 - 1. Develop and maintain budget;
 - 2. Maintain proper accounting;
 - 3. Coordinate hotel accounting;
 - 4. Pay suppliers and sub-contractors;
 - 5. Organize all accounts and books, subject to DC audit on a regular basis and/or upon require provide receipts, bank account register(s), reasonable back up of expenses, an any additional requested financial information; and
 - 6. Prepare financial reports.
 - iii. Regular Reporting.
 - 1. Submit reports when requested with at least the following information:
 - A. Activities and results of registration and activities;
 - B. Evidence of banking details including any partner and buyer fees and payments relating to the program;
 - C. A spreadsheet report that details the status of the budget. The report will include expenditures from the month, expenditures to date; and remaining balance; and
 - D. Post-event debrief that includes analysis of survey results, program elements, brand activations and recommendations for improvement.

- C.4.2 Management of all administrative responsibilities including, but not limited to:
- a. Attend DC training on, and strict adherence to, the most current DC/BEC Brand Standards;
 - b. Ensure appropriate assignment of all staff and/or sub-contractors required to fulfill any part of the services or deliverables. Staff and sub-contractors shall be sensitive to the needs of DC and other key stakeholders involved;
 - c. Develop the deliverables for review and approval by BEC;
 - d. Coordinate activities required to perform the services;
 - e. Liaise and coordinate with BEC, including providing weekly or bi-weekly status updates and event results; and
 - f. Provide accurate financial accounting.
- C.4.3. Designing, organizing, facilitating, and securing all equipment, infrastructure, and suppliers to meet the operational requirements necessary to deliver BEC events in Canada and the US.
- a. Allow for appropriate BEC representation in any selection process for services;
 - b. Develop a specific theme for each event, as required;
 - c. Identify vendors who can support identified themes and secure them for each event;
 - d. Complete future site negotiations and contracting for venues and vendors;
 - e. Identify format and infrastructure for the event;
 - f. Develop and deliver an event management plan, in conjunction with BEC, including overall implementation plan which sets out key milestones, deadlines, and budget for the event;
 - g. Invite guests to event, follow up on invitations, and track RSVPs;
 - h. Coordinate airport transportation and hotel accommodations for partners, speakers, entertainment vendors, staff, and media;
 - i. Coordinate off-site event transportation and transfer logistics;
 - j. Liaise and oversee with information technology supplier to ready site features technology infrastructure including audio visual equipment and wireless internet;
 - k. Produce and install creative elements, as required;
 - l. Execute food and beverage functions, décor, event entertainment, speakers;
 - m. Coordinate content and printing of event collateral such as name badges, table and event signage, and menus;
 - n. Procure and ensure that way finding and other event branded signage is in place;
 - o. Design and manage pre-event survey such as special needs, activity sign up, and air arrival/departure, as required;
 - p. Coordination of welcome/turndown gifts, such as sourcing, presentation, and on-site delivery;
 - q. Provide event insurance;
 - r. Supply photography and videography services, as required;
 - s. Provide security for events, as required; and
 - t. Event follow-up to partners via survey (provided by BEC).

- C.4.4 Specific to Incentive Canada, the Contractor will be responsible for designing, organizing, facilitating, and securing all equipment, infrastructure, and suppliers to meet the operational requirements necessary to deliver.
- a. Liaise with host hotel and destination management company to coordinate rooming lists, registration duties, A/V requirements, meeting room requirements, off-site venue(s), entertainment, timing and execution of event components, airport transfers and program transportation, and special needs requests;
 - b. Incentive Canada Marketplace design, on-site set up and activation;
 - c. Coordinate hotel room block, and appropriate accounting;
 - d. Coordinate airport transfers and program transportation;
 - e. Coordinate and manage registration for free day activities;
 - f. Organize and manage Incentive Canada's pre-program and post-trip requirements, such as survey partners/buyers, registration, agenda, activity sign-up, air and hotel details, timely distribution of appropriate program information and updates; and
 - g. Coordinate content and printing of event collateral such as Incentive Canada program directory book, name badges, table and event signage, and menus.

Provision of the Services may involve interaction with a variety of different public and private stakeholders.

C.5 Key Deliverables

- C.5.1 Under the direction of DC, the Contractor will be responsible for developing and implementing an event management plan for each of the events. The event management plan includes, but is not limited to:
- a. Project schedule that sets out the dependencies, timelines, and critical path to ensure the programming, events, and activities go ahead in a coordinated, efficient, and effective manner;
 - b. Market intelligence on event and B2B Marketplace innovations and creative ideas to ensure events are fresh and current;
 - c. Programming, events, and activities overview, developed in collaboration with BEC and key stakeholders;
 - d. Space and infrastructure plan, where required;
 - e. Design, produce, and install the overall creative "look", displays, exhibits, and environment(s) for events;
 - f. Identify, procure, secure, and install equipment and infrastructure to meet the physical requirements necessary to deliver the event;
 - g. Develop and deliver events involving DC/BEC staff, partners, buyers, sponsors, vendors, entertainment, speakers, contractors and other key stakeholders, where appropriate;
 - h. Develop and deliver invitations and invitation lists for the events and manage RSVPs;
 - i. Project budget with sufficient detail and content to demonstrate the work is proceeding in a comprehensive and cost effective manner;
 - j. Collect, manage and collate event performance measurement data such as surveys and a final report; and
 - k. Emergency procedures at the event.
- C.5.2 Develop a post program report which includes:
- a. Final registration details;
 - b. Overview of program results; and
 - c. Summary of successes, innovations, and issues, including recommendations on improving program efficiency and value, registrations, marketplace, events, and strategies to increase continued partner and buyer satisfaction and participation.

- C.5.3 Develop financial reporting which includes:
- a. Accurate financial accounting of all billable items associated with the program. Canadian based events to be invoiced and paid in CAD\$ and US based events to be invoiced and paid in USD\$;
 - b. Review of BEC investments and recommend improvements;
 - c. All travel expenses incurred itemized separately on final budget and invoice; and
 - d. All billing to be submitted to BEC HQ office.

Reports shall be submitted no later than 30 business days following the completion of the event. All final deliverables are to be in English with any translation requirements completed by BEC identified resources.

C.6 Destination Canada / Business Events Canada Responsibilities

- C.6.1 DC will be responsible for the following activities:
- a. Training on DC/BEC Brand Guidelines;
 - b. Provide clear and measurable BEC objectives and desired outcome;
 - c. Provide clear reporting structure within BEC;
 - d. Provide expectations of the event requirements and breakdown of tasks;
 - e. Overall direction and supervision to the Contractor in accomplishment of event objectives;
 - f. Provide relevant information and resource materials to facilitate performance of event management activities;
 - g. Oversee program plan approval;
 - h. Provide final sign-off on all communications such as website and survey copy, image selection, evite invitation copy and images, marketplace directory, e-blast messages, signage, program and event collateral;
 - i. Review financials related to the program; and
 - j. Arranging payment to Contractor following delivery of agreed deliverables.
- C.6.2 BEC will be responsible for securing a website supplier for Incentive Canada that will provide a customized program website including but not limited to the following features: program description, agenda, registration (buyers/suppliers), marketplace appointments, and photography.

C.7 Budgetary Responsibilities

- C.7.1 The Contractor shall be responsible for the budget of the following items, including but not limited to:

Expenses relating to the following areas:

- a. Air and Hotel;
- b. Venue Rental;
- c. Food and Beverage;
- d. Transportation;
- e. Production (Audio visual/lighting);
- f. Décor;
- g. Entertainment;
- h. Third-party vendors;
- i. Activities;
- j. Gifts;
- k. Registration, Website;
- l. Printing and reproduction (name badges, displays, signage, collateral);
- m. Site Inspections;
- n. On-site Fees;
- o. Administration including office, communications, courier and shipping charges; and
- p. Management Fees.

- C.7.2 DC is responsible for the budget related to the following items:
- a. Event management services provided by the Contractor; and
 - b. BEC staff travel.
- C.7.3 For BEC-owned events, such as Incentive Canada, the host city is responsible for the budget related to the following items:
- a. Welcome packages, including visitor guides and information;
 - b. Airport meet/greet and transfers;
 - c. Registration desk market contact;
 - d. Hotel rooms for Industry partners, buyers, and staff at special industry rates;
 - e. Meeting space for marketplace and discounted A/V;
 - f. Full and half day activities and/or tours of destination;
 - g. Pre/post program excursion (transfers, accommodations, meals, activities);
 - h. Hosting opening and closing events (reception and/or dinner); and
 - i. Hosting off-site event experience.

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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

D.1 Mandatory Criteria:

D.1.1 The proponent must have, or be willing to establish upon contract commencement, a physical presence in Canada and/or US sufficient to support the activities described in this Statement of Work. **Are you able to comply with this requirement?** Provide an overview of how your firm meets this requirement.

Yes

No

D.1.2 The proponent must have experience in developing and implementing three (3) events in the US. **Are you able to comply with this requirement?** Please list three (3) most recent events.

Yes

No

D.1.3 The proponent must have managed three (3) B2B events in Canada and/or US. **Are you able to comply with this requirement?** Please list three (3) most recent events.

Yes

No

D.1.4 The proponent must ensure their core team is accessible to BEC HQ every week day between the hours of 9am to 3pm PST. **Are you able to comply with this requirement?**

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

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

E.1 Administrative Requirements (Information Only)

Q1. 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)
- Corporate head office and branch locations
- Primary contact for this NRFP (name, title, phone number and e-mail)

Q2. List three (3) customers with similar requirements to those described in this NRFP whom we may contact as references. For each reference include the name of the organization, key contact information (name, title, phone, e-mail), and a brief description of the service provided/performed. It is recommended that proponents refrain from using DC/BEC as a reference in their proposal.

E.2 Business/Technical Requirements

Q1. Sub-Contractors – Submit a list of sub-contractors the proponent intends to use in providing the services, if applicable, by completing the Declaration of Sub-Contractors form in Appendix 4, for approval by DC. DC reserves the right to withhold approval of such sub-contractors.

If applicable, indicate the quality control measures and contract resolution processes you have in place for sub-contractors.

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

Q2. Identify the proposed account manager and all key personnel of the proposed team that will be assigned to the project. Include a profile of each member that covers their relevant skills and experience, education, credentials, areas of expertise, and any relevant awards / industry recognition received.

Describe your plan to provide DC with at least the same level of services provided by the proposed team if the proposed account manager leaves your organization.

Q3. Please provide the following information that demonstrates your firm's ability to carry out the work as described in the Statement of Work:

1. A list of tourism-related clients and client testimonials for events that the proponent has organized that would demonstrate your ability to focus on specific themes, arrange speakers, guests, etc. in this field. Maximum one page; 12-point font.

2. Up to two (2) project summaries or narrative examples that demonstrate your firm's approach to complex issues related to event planning and management and specifically describe:
 - Event and budget
 - Creative solutions and recommendations provided to meet the client's needs and challenges
 - Results/benefits/measurable outcomes to the client as a result of your creative solutions and recommendations
 - Pursuing and applying innovations and/or best practices to improve the event
 - Maximum one page; 12-point font.
 3. Up to two (2) examples that can demonstrate your creativity in planning and delivering a successful event. Maximum one page; 12-point font.
 4. Up to two (2) case studies that can demonstrate your company's success in integrating your client's vision and brand into an event. Maximum one page; 12-point font.
 5. Up to two (2) case studies that can demonstrate your company's ability to fiscally deliver a smaller scale event (25-50 people) in a US destination, with a budget of approximately \$20,000 CAD. Maximum one page; 12-point font.
- Q4. Explain your project management approach including work breakdown, communications, budget management, and risk mitigation. Factor in approaches for handling scope creep, project management tools, and client service. Maximum one page; 12-point font.
- Q5. Provide a listing of events that the proponent has managed in the last three (3) years that would demonstrate your ability to carry out the work described in Section C.2 of this NRFP.
- Q6. Include an additional narrative that presents a strong case for why DC should engage your firm. What unique contributions would your company bring? The proponent may include any additional information that it believes to be essential in creating a thorough understanding of its suitability to perform the requested services. Maximum one page; 12-point font.
- Q7. Please describe creative and innovative ways in which you will manage costs, such as utilizing local event planning talent and transporting only key personnel. Maximum one page; 12-point font.

SECTION F – PRICING

Please submit your pricing proposal in a separate file. In the pricing submission, reference the NRFP# and name, along with company information.

Note that DC is constrained by a limited budget and therefore proponents are encouraged to present a best value for cost when submitting pricing requests, while taking into consideration all of the requirements in this NRFP and as demonstrated through their response.

When evaluating proposed pricing, DC may consider the total cost of ownership (TCO) associated with the service over the term including, but not limited to, acquisition cost, staffing resources, training, support, transportation and logistics, operating costs, and disposal costs. This may also include transition, migration, or integration costs which DC would be expected to pay.

DC does not make a commitment or guarantee of any dollar value or volume of business for any proponent.

F.1 Proposed Pricing Detail

The successful proponent shall be compensated based on a percentage of the total event cost excluding taxes.

Provide your management fee as a percentage of the total event cost: ___ %

Please provide an exhaustive list of any other costs resulting from the performance of the work as described in this NRFP whereby a fee structure other than the management fee applies. Ensure your pricing proposal is clear to eliminate the chance of any hidden costs.

All prices are to be quoted in Canadian dollars, excluding taxes.

F.2 Rates

Please provide a copy of your hourly rate sheet for the three (3) year term, including but not limited to:

Name	Title	2017	2018	2019
		\$___ /hr	\$___ /hr	\$___ /hr
		\$___ /hr	\$___ /hr	\$___ /hr
		\$___ /hr	\$___ /hr	\$___ /hr
		\$___ /hr	\$___ /hr	\$___ /hr
		\$___ /hr	\$___ /hr	\$___ /hr
		\$___ /hr	\$___ /hr	\$___ /hr

All documented out-of-pocket expenses (such as travel, postage, faxes, shipping, telephone) or costs incurred in producing materials (such as stationary, photography, promotional giveaways) will be paid at cost with no management fee, mark-up, or commission.

For pre-approved travel and living expenses, DC shall reimburse the Contractor in accordance with the Treasury Board Travel Directive specified in Appendices B, C and D (<http://www.tbs-sct.gc.ca/psm-fpfm/pay-remuneration/travel-deplacements/menu-travel-voyage-eng.asp>) , and with the other provisions of the Directive referring to "travelers", rather than those referring to "employees" (see "Special Travel Authorities" link). Air fare shall be limited to full-fare economy class only. The Contractor is required to seek the lowest possible airfares, including charters and other discounts for each trip and to book immediately in order to take advantage of the lowest fares. DC retains the right to limit the reimbursement of the air portion when the lowest appropriate fare is not obtained. Upgrades to business or first class may be personally paid by the Contractor, where this is company policy. All travelling and living expenses must be pre-approved by DC and supported by original receipts.

F.3 Payment Discounts

DC prefers a Net 30 payment term and may consider accelerating payment based on early payment discounts.

Indicate your payment terms, and describe any early payment discounts available to DC.

F.4 Pricing Strategies

DC may be open to other pricing strategies, incentives, volume discounts, or other offerings that would benefit DC. DC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

Please indicate any other pricing strategies that your company may be willing to discuss with DC.

Describe all value-added programs/initiatives your organization will include under your proposed fee structure which are aimed at enhancing customer satisfaction, service quality, and cost containment.

SECTION G – PRESENTATIONS

G.1 Presentations/Interview Requirements

All presentations will take place in person or via teleconference at

DC Headquarters Vancouver
Suite 800 – 1045 Howe Street
Vancouver, BC V6Z 2A9

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

DC will require proponents, who have made the Shortlist to give a 75 minute presentation:

- 15 minutes for introductions
- 30 minutes for presentations
- 30 minutes for questions and answers

Presentations should be given by the proposed event management staff and not by sales agents. Proponents may be expected to highlight the following:

- Case studies highlighting creativity in planning and executing events, innovation, customer service and delivering events in multiple US and Canadian locations.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	November 14, 2016, 14:00 hours PT
Deadline for Questions	November 18, 2016, 14:00 hours PT
Closing Date and Time	December 2, 2016, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	Week of December 12 th
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	December 16, 2016
Timeframe for Negotiations	15 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 criterion. If you miss the above date, you may 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, 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 to the NRFP

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 of Proposals

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 eighty (180) 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.

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 Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

H.16 Publicity

Proponents must not refer, expressly or by implication, to 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; and
- H.20.10 not enter into any contract at all with any proponents responding to this NRFP.

SECTION I: LIST OF APPENDICES

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

1) PROPONENT INFORMATION

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

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

- b) References - List three customers with similar requirements to those described in this NRFP whom 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 recommended 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:

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. The proponent is ultimately responsible for the work performed by their sub-contractors.

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:

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 Contractor 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 Contractor will be the property of DC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of DC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, 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. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to 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 Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.