



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	User Generated Content Management Platform
Competition Number:	DC-2017-CD-02
Closing Date and Time:	August 8, 2017, 14:00 Pacific Time (PT)
Contracting Authority:	Christine Duguay Procurement Officer 604-638-8345 procurement@destinationcanada.com

Note: This document may not be reproduced nor distributed without the prior express approval of the Canadian Tourism Commission's Procurement Department, except where authorized for use by a proponent who is responding directly to this Negotiated Request for Proposal.

SECTION A – INTRODUCTION

The Canadian Tourism Commission, doing business as Destination Canada ("DC"), is Canada's national tourism marketing organization. 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 for a User Generated Content ("UGC") Rights Management platform that will allow the sharing of curated and owned content between partners accounts (a networked system). This NRFP is intended to solicit proposals from proponents who can meet DC needs as well as those of DC's partners and negotiate favourable rates for DC and all of DC's partners in this network, providing cost savings for the entire industry. 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 and DC's partners. At the final outcome of the NRFP process, the successful proponent ("the **Contractor**") may be required to collaborate with DC's other service providers and partners to ensure public relations and communications services are consistent with DC's mandate, brand and corporate strategy.

For further information please visit <https://www.destinationcanada.com/en/tools#resources>.

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 negotiations with the selected proponent(s) for a contract term of up to a four (4) 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 or make any guarantee of the value or volume of work that may be assigned to the Contractor.

At DC's discretion, individual contracts and invoicing agreements with each partner (or a master contract for all partners) may be prepared and executed with the successful proponent. Regardless of the contract type, the successful proponent will be required to invoice each partner separately and directly. Any issues will be handled directly between the Contractor and the specific partner.

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 may 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, DC’s partners 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/demonstrations (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) 45%

Proposals will be evaluated out of 159 points, worth a maximum of 45%, based on meeting the Desirable Criteria. Only those proponents that achieve a score of 60% or higher of the 45% (the “Threshold”) will pass the Desirable Criteria Questionnaire section. DC will invite up to six (6) of the highest scored proposals which pass this section, at DC’s full discretion, to provide a presentation/demonstration of their solution.

B.2.3 Presentations/Demonstrations (Section F) 30%

Presentations/Demonstrations will be evaluated out of 30%. Only those proponents that achieve a score of 60% or higher of the 30% (the “Shortlist”) will be further evaluated based upon Proposed Pricing.

B.2.2 Proposed Pricing (Section G) 25%

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, August 8, 2017**.

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, July 19, 2017. 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, July 19, 2017.

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-2017-CD-02 User Generated Content Management Platform - CONFIDENTIAL**" in the e-mail subject line. Include the following with your submission, intentions and questions:

- Company name
- Name and title of contact person
- Phone, mobile phone, fax and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

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

B.4 NRFP Form of Response, Format and Depth

B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – Presentation/Demonstration
- Section G – Pricing Proposal (**separate file**)

B.4.2 NRFP Format and Depth

This NRFP 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

As a federal Crown corporation of the Government of Canada, DC's mandate is to work with the Canadian tourism industry and provincial and territorial governments to promote Canada as a premier tourist destination, grow tourism export revenue for Canada, grow tax revenue, support the creation of jobs and increase the global competitiveness of Canada's travel and tourism sector. As a national tourism organization, DC supports the nation's Canadian tourism sector.

DC has a global social media presence, with a community of over 4,300,000 advocates in key markets on multiple consumer-facing channels, and thousands more on our corporate channels. Our social media program directly contributes to the success of our corporate strategy and Key Performance Indicators ("KPIs").

Working closely with our tourism partners across the nation, such as provincial marketing organizations ("PMOs"), regional and community destination marketing organizations ("DMOs"), sector organizations, visitor centres, small/medium enterprise businesses ("SMEs") and others, our goals are to increase awareness, brand engagement and traveller advocacy, and strengthen Canada's reputation, globally.

C.2 Objective

Local residents and visitors are capturing and sharing amazing experiences across Canada on social media. These local experiences are posted on shared social networks, creating a huge opportunity for the tourism industry to tap into this relevant and authentic content. This content is currently being used across DC and our partners' social media channels and websites as a key content source for our content marketing.

Our discussions with partners have unearthed a series of challenges around the sourcing and sharing of User Generated Content ("UGC") throughout the industry. Many do not have a user generated rights management tool in place. Without this type of platform to facilitate the process of finding the right content, our partners' social media teams spend hours each day hunting for high quality UGC assets. Keeping up with the volume of content can be overwhelming for small teams.

Additionally, our city partners, regional partners and provincial partners are often looking for similar content, creating a duplication of efforts. Although a provincial partner and a city partner may each have a platform in place, there is no mechanism to be able to easily share these UGC assets between organizations. As a result, social teams that manage accounts for provinces and larger regions, or who run national accounts, may not have the resource or local knowledge to track and curate all of the local experiences being captured by residents and visitors. As a result valuable UGC content is being missed.

The Contractor will provide a UGC Rights Management platform that will allow the sharing of curated and owned content among partner accounts (a networked system) as well as provide favourable rates for all of DC's partners in this network. DC partners, including but not limited to, the list set out in Appendix 6, vary in size and the type of organization and entity.

C.3 Scope of Work

The Contractor will provide a UGC Rights Management platform that will allow the sharing of curated and owned content among partner accounts. The platform will facilitate the sourcing, rights approval, collaboration and publishing of content through various channels.

C.3.1 User Generated Content (UGC) Rights Management platform

The platform must have robust tagging and search capabilities to help our teams easily find and share content and the ability to organize it for future use. The platform must also have the ability to embed a feed of this content into websites and the option to use the platform's application programming interface (API) to feed into existing outputs that we have created or are looking to create.

The UGC Rights Management platform must be able to perform the following functions:

Mandatory Requirements	
General Administration	
1	Ability to provide a networked UGC Rights Management platform
2	Ability to store an unlimited volume of social and owned assets (images and videos)
3	Ability to access site from a variety of devices (i.e. desktop PCs, laptops, tablets) using various browsers (i.e. Chrome, Firefox, Internet Explorer 11)
4	User interface available in French
Asset Discovery	
5	Ability to source images from Instagram, Facebook and Twitter as a standard offering
6	Ability to aggregate photos from a combination of keywords, username, location and hashtags
Asset Uploading	
7	Ability to upload individual or batches of assets to a library (photo and video with no restriction of size of asset beyond any reasonable technical limitations)
8	Ability to add metadata and rights information to file when uploading
Search	
9	Ability to perform full search functionality in a variety of ways including by date range, location, user name, network, asset type, keyword and ability to add negative search terms (i.e. excluding specific items such as Victoria, Australia) Must be able to run multi-query searches with any combination of the aforementioned types of searches
10	Ability to surface/segment content based upon engagements (most likes and/or most comments)
Asset Organization	
11	Ability to easily create and edit a folder structure to organize and file assets, including ability to have sub folders
12	Ability to categorize assets with a variety of tags (i.e. date received, user, theme, community)

13	Ability to add categories to assets in batches
14	Ability to sort and view assets in a variety of ways (i.e. number of likes, date created, date asset added)
15	Ability to easily view/identify assets in each stage: 1. requested permission 2. in the queue 3. permission approved
Asset Metadata	
16	Ability to display asset owner, asset owner's handle, date photo was originally posted on their channel, physical location where taken, their caption, which channel(s) the asset was posted on, how many likes/comments it received, how many followers owner has, and when asset is viewed
17	Ability for Admin Users to easily and efficiently edit metadata fields and their values
Rights Management	
18	Automated process for rights management
19	Ability for user to read and agree to a set of terms and conditions
20	Ability to bulk select assets and request permission for use, using one of several templated messages
21	Ability to capture, store and report when user provided permission for each instance (i.e. when user accepted permission and entered hashtag or accepted terms in legal agreement)
22	Ability to store date/time when we requested permission to the user for use of their assets
23	Ability to 'red flag' and/or block users
24	Automatic workflow of queuing comments and sending them out in stages
25	Ability to request Rights for Content on Instagram
26	Ability to request Rights for Content on Twitter
27	Ability to request Rights for Content on Facebook
28	Ability for Admin Users to create and modify various communication templates within the platform (i.e. permission request comments, user engagement comments)
User Registration, Permission Management and Security	
29	Ability for Admin to create and manage users
30	Ability to require each user to have a username and a password
31	Appropriate software licenses with 3rd party providers (i.e. Instagram) are in place by service provider
32	Ability to ensure a single email address is associated with only a single account
33	Password reset via email for forgotten passwords
Support	
34	Assistance and support with inquiries responded to within 1 business day
35	Ability to provide training for platform (available to all new users)

Output	
36	Ability to feed a social stream of UGC on a webpage, with ability to filter by keyword, hashtag or other tag information
37	Responsive embeddable displays
Developer Tools	
38	Ability to provide an API that is able to expose the following data: <ul style="list-style-type: none"> • User profile/data – including profile picture and handle • Captions – with the ability to edit • Hashtags • Date/time • Geolocation data - geolocation coordinates that could be used to plot asset on a map • Check in/business location data – providing ability to associate the asset with a business

The UGC Rights Management platform will be able to perform the following functions:

<i>Desirable Features</i>	
Asset Discovery	
1	Ability to source content from YouTube or other video platforms
2	Ability to source content from other social networks (i.e. Weibo, WeChat)
3	Ability to block inappropriate content from entering stream (i.e. curse word filter or negative keyword filter)
4	Ability to aggregate content in languages other than English and French
5	Ability to pull in photos based on a specific URL (i.e. one photo from a user that didn't use a hashtag or location tag but we want to request to use it via the platform)
6	Automatically refresh in the backend pulling any images that have been tagged with relevant keywords in real time
Asset Uploading	
7	Ability when uploading asset(s), to transfer all metadata descriptions associated with the asset
8	Ability to upload assets easily in a number of ways (i.e. by clicking on a link, drag and drop)
9	Ability to create light boxes and/or share assets with third-party via link and ability for third-parties to download assets and receive asset metadata
Search	
10	Machine Learning or Artificial Intelligence algorithm to serve up recommended Moderation/Curation actions
11	Ability for the keyword search function to recognize alternate words (i.e. "killer whale" instead of "orca", or misspelled "orcha" identified as "orca")
12	Ability to search content based upon a specific language type
Asset Organization	
13	Machine Learning or Artificial Intelligence algorithm for image recognition tagging available
14	Machine Learning or Artificial Intelligence algorithm for video recognition tagging available

Asset Metadata	
15	Ability to identify which metadata fields are mandatory opposed to optional
Asset Preview & Community Engagement	
16	Ability to click through and view asset in native channel
17	Ability to preview videos in the platform without depending on extensions (i.e. plugins, applications)
18	Ability to engage with user in the platform (i.e. like and comment on a user's image on a social network without having to leave the platform)
19	Ability to post to social networks from the platform
Rights Management	
20	Ability to request Rights for Content on YouTube or other video channels
21	Ability to request Rights to a piece of content via hashtag
Reporting	
22	Ability to easily pull reports on a variety of criteria (i.e. asset inventory, users, permission opposed to requests)
23	Ability to export reports in common format (i.e. excel or comma delimited)
24	Ability to easily pull reports on free-text searches (i.e. keywords) and metadata fields, in combination (i.e. searching "last week" uploaded in combination with "most likes")
25	Ability to report on historical use of assets (i.e. dates requested and by whom)
26	Ability to report on volumes of content aggregated
27	Ability to report on Impressions and Interactions relating to DC/Partner content
28	Ability for users to submit feedback to Admin (i.e. unsuccessful searches) and collected data can be stored to be accessed by Admin users
29	Plugins/integrations with Analytic tools available
User Registration, Permission Management & Security	
30	Ability for advanced fine-grain access user control management (i.e. Admin user to assign permission levels on assets they can view and permissions on the functionality they can perform such as downloading, sharing)
31	Ability for users to self-register to create an account and a workflow for Admin to approve the request
Support	
32	Ability to provide a documented user guide appropriate to each user
Output	
33	Ability to customize the look and feel of templates
34	Ability to add in DC's own custom pieces of content and display them with aggregated UGC within stream (i.e. Banner Ads, Call to Actions)
35	Ability for embedded feed of content to randomize order of assets with every load of the page (an option that can be turned on or off)

36	Ability to offer event screen displays which can be used to display UGC at events
Other Outputs	
37	Ability to use the platform for contesting, allowing DC to collect contact information and have users opt in to receive an email newsletter (provided as an optional add-on or standard)
38	Ability to use curated and Rights-approved UGC in either banner or social network advertising or have integrations into existing systems

C.3.2 The Networked System

The networked partner structure will be available to any tourism related business that supports the Canadian Tourism Industry, including but not limited to, PMOs, regional and community DMOs, sector organizations, visitor centres, individual businesses, and national entities.

The desire is provide partners the ability to access shared elements of their sub-partners' accounts as well as to share their own marketing photo or video assets between partners (i.e. requiring the platform to allow photo and video uploads by the account users). The objective is to facilitate sharing of curated UGC content for easier discovery.

Partners should be able to establish shared access with any other entity of their choosing in the network and to be able to share multiple folders or libraries with this partner. Although this could require many sub folders (especially for DC who will most likely require the most access), our desire is to have a well-organized system that provides easy access to these assets.

Many of DC's partners have existing UGC rights management platforms currently in place. Should partners wish to migrate to the Contractor's UGC Management platform, the Contractor will provide assistance with migration of their Rights approved and owned images and their metadata to the Contractor's UGC Management platform.

At DC's discretion, each partner's individual contracts and invoicing agreements (or a master contract for all partners) will be prepared and executed with the Contractor. Regardless of the contract type, the Contractor will be required to invoice each partner separately and directly. Any issues will be handled directly between the Contractor and the specific partner.

C.4 Deliverables and Schedule

It is expected that implementation of the UGC Management platform by December 2017 will include a fully functioning platform, user training, on-going support, and user guide.

C.5 Contractor Responsibilities

The Contractor will be responsible for ensuring the following:

- Provide the fully functional platform by December 2017;
- All items, services, and features as set out in Section C.3 Scope of Work are delivered; and
- All support inquiries are answered within one business day.

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

Full compliance with mandatory criteria is required in order for proposals to be further evaluated. Compliance is met if the proponent is able to adapt their platform to meet the mandatory requirements by December 2017.

D.1 Mandatory Criteria

Are you able to comply with the following mandatory requirements? Please indicate whether these requirements are met by your current solution or if these would be implemented ahead of December 2017.

Mandatory Requirements				
General Admin		Yes now	Yes by Dec. 2017	No
1	Ability to provide a networked UGC Rights Management solution			
2	Ability to store an unlimited volume of social and owned assets (images & videos)			
3	Ability to access site from a variety of devices (i.e.: Desktop PCs, Laptops, tablets) using various browsers (i.e. Chrome, Firefox, Internet Explorer 11)			
4	User interface available in French.			
Asset Discovery		Yes now	Yes by Dec. 2017	No
5	Ability to source images from Instagram, Facebook & Twitter as a standard offering			
6	Ability to aggregate photos from a combination of keywords, username, location and hashtags.			
Asset Uploading		Yes now	Yes by Dec. 2017	No
7	Ability to upload individual or batches of assets to a library (photo & video with no restriction of size of asset beyond any reasonable technical limitations)			
8	Ability to add metadata and rights information to file when uploading			
Search		Yes now	Yes by Dec. 2017	No
9	Ability to perform full search functionality in a variety of ways including by date range, location, user name, network, asset type, keyword and ability to add negative search terms (i.e.: excluding specific items - Victoria, Australia). Must be able to run multi-query searches with any combination of the aforementioned types of searches.			
10	Ability to surface / segment content based upon engagements (most likes and/or most comments)			
Asset Organization		Yes now	Yes by Dec. 2017	No
11	Ability to easily create and edit a folder structure to organize and file assets, including ability to have sub folders			

12	Ability to categorize assets with a variety of tags (i.e.: date received, user, theme, community etc.)			
13	Ability to add categories to assets in batches			
14	Ability to sort & view assets in a variety of ways i.e. # of likes, date created, date asset added			
15	Ability to easily view/identify assets in each stage: 1. requested permission 2. in the queue 3. permission approved			
	Asset Metadata	Yes now	Yes by Dec. 2017	No
16	Ability to display asset owner, asset owners' handle, date photo was originally posted on their channel, physical location where taken, their caption, which channel(s) the asset was posted on, how many likes/comments it received & how many followers owner has, when asset is viewed			
17	Ability for Admin Users to easily and efficiently edit metadata fields and their values			
	Rights Management	Yes now	Yes by Dec. 2017	No
18	Automated process for rights management			
19	Ability for user to read and agree to a set of terms and conditions			
20	Ability to bulk select assets & request permission for use, using one of several templated messages			
21	Ability to capture, store and report when user provided permission for each instance (i.e. when user accepted permission and entered hashtag or accepted terms in legal agreement)			
22	Ability to store date/time when we requested permission to the user for use of their assets			
23	Ability to 'red flag' and/or block users			
24	Automatic workflow of queuing comments and sending them out in stages			
25	Ability to request Rights for Content on Instagram			
26	Ability to request Rights for Content on Twitter			
27	Ability to request Rights for Content on Facebook			
28	Ability for Admin Users to create and modify various communication templates within the system (i.e. permission request comments and also user engagement comments)			
	User Registration, Permission Management & Security	Yes now	Yes by Dec. 2017	No
29	Ability for admin to create and manage users			
30	Ability to require each user to have a username and a password			
31	Appropriate software licenses with 3rd party providers (e.g. Instagram) are in place by service provider			

32	Ability to ensure a single email address is associated with only a single account			
33	Password reset via email for forgotten passwords			
	Support	Yes now	Yes by Dec. 2017	No
34	Assistance and support with inquiries responded to within 1 business day			
35	Ability to provide training for system (available to all new users)			
	Output	Yes now	Yes by Dec. 2017	No
36	Ability to feed a social stream of UGC on a webpage, with ability to filter by keyword, hashtag or other tag info.			
37	The platform's embeddable displays are responsive			
	Developer Tools	Yes now	Yes by Dec. 2017	No
38	Ability to provide an API that is able to expose the following data: <ul style="list-style-type: none"> • User profile/data – including profile pic and handle • Captions – with the ability to edit • Hashtags • Date/time • Geolocation data - geolocation coordinates that could be used to plot asset on a map • Check in/business location data – providing ability to associate the asset with a business 			

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

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

E.1 Business / Technical Requirements

E.1.1 Please indicate your ability to comply with the following Desirable Criteria in the table below titled Desirable Features. This table is scored out of 89 points.

Desirable Features			
Asset Discovery		Yes	No
1	Ability to source content from YouTube or other video platforms (3 points)		
2	Ability to source content from other social networks (i.e. Weibo, WeChat) (3 points)		
3	Ability to block inappropriate content from entering stream (i.e. a Bad Word Filter or negative keyword filter) (4 points)		
4	Ability to aggregate content in languages other than English and French (2 points)		
5	Ability to pull in photos based on a specific URL (i.e. one photo from a user that didn't use a hashtag or location tag but we want to request to use it via the system) (3 points)		
6	The platform should automatically refresh in the backend pulling in real time any images that have been tagged with relevant keywords (1 point)		
Asset Uploading		Yes	No
7	Ability when uploading asset(s), to transfer all of the metadata descriptions associated with the asset (1 point)		
8	Ability to upload assets easily in a number of ways i.e. clicking on link, drag and drop (2 points)		
9	Ability to create light boxes and/or share assets with third-party via link and ability for third-parties to download assets and receive asset metadata (2 point)		
Search		Y	N
10	The platform offers Machine Learning or Artificial Intelligence algorithm to serve up recommended Moderation/Curation actions (1 point)		
11	Ability for the keyword search function to recognize alternate words (i.e. , Killer Whale instead of Orca, or misspelled "Orcha" identified as "orca") (1 point)		
12	Ability to search content based upon a specific language type (1 point)		
Asset Organization		Y	N
13	The platform offers Machine Learning or Artificial Intelligence algorithm for image recognition tagging (4 points)		
14	The platform offers Machine Learning or Artificial Intelligence algorithm for video recognition tagging (4 points)		
Asset Metadata		Y	N
15	Ability to identify which metadata fields are mandatory vs. optional (2 points)		

Asset Preview & Community Engagement		Y	N
16	Ability to click through and view asset in native channel (5 points)		
17	Ability to preview videos in the platform without depending on extensions i.e. plugins or apps (4 points)		
18	Ability to engage with user in the platform (i.e. like & comment on a user's image on a social network without having to leave the platform) (4 points)		
19	Ability to post to social networks from the platform (1 points)		
Rights Management		Y	N
20	Ability to request Rights for Content on YouTube or other video channels (3 points)		
21	Ability to request rights to a piece of content via a hashtag (4 points)		
Reporting		Y	N
22	Ability to easily pull reports on a variety of criteria i.e. asset inventory, users, permission vs requests (4 points)		
23	Ability to export reports in common format (i.e. excel or comma delimited) (4 points)		
24	Ability to easily pull reports on free-text searches (i.e. Keywords) and metadata fields, in combination (i.e. searching 'last week' uploaded in combo with 'most likes') (1 point)		
25	Ability to report on historical use of assets i.e. dates requested and by whom (2 point)		
26	Ability to report on volumes of content aggregated (1 point)		
27	Ability to report on Impressions and Interactions relating to my content (1 point)		
28	Ability for users to submit feedback to Admin (i.e. unsuccessful searches) and collected data can be stored to be accessed by Admin users.(1 point)		
29	The Platform offers plugins/integrations with Analytic tools (1 point)		
User Registration, Permission Management & Security		Y	N
30	Ability for advanced fine-grain access user control management. (i.e. Admin user to assign permission levels on assets they can view, as well as permissions on the functionality they can perform i.e. downloading, sharing.) (4 points)		
31	Ability for users to self-register to create an account and a workflow for admin to approve the request (1 point)		
Support		Y	N
32	Ability to provide a documented user guide, appropriate to each user (1 point)		
Output		Y	N
33	Ability to customize the look and feel of templates (2 points)		
34	Ability to add in DC's custom pieces of content and display them with aggregated UGC within stream (i.e. Banner Ads, Call to Actions) (4 points)		

35	Ability for embedded feed of content to randomize order of assets with every load of the page (an option that can be turned on and off) (1 point)		
36	Ability to offer event screen displays which can be used to display UGC at events (1 point)		
Other Outputs		Y	N
37	The platform can be used for contesting, allowing us to collect contact information and have users opt in to an email newsletter (as an optional add-on or standard (4 points)		
38	Ability to use curated and rights approved UGC in either banner or social network advertising or have integrations into existing systems (1 point)		

Questions E1.2 – 1.13 are scored out of 70 points.

- E.1.2 Explain how your platform aggregates assets into the backend, from which platforms and what search terms or criteria can be used for asset discovery. Limit your response to $\frac{3}{4}$ of a page. Question is scored out of five (5) points.
- E.1.3 Explain all the ways users can search assets that have been aggregated into the backend of your platform. Limit response to $\frac{3}{4}$ of a page. Question is scored out of seven (7) points.
- E.1.4 Explain how users can organize assets in your platform. Limit your response to $\frac{3}{4}$ of a page. Question is scored out of seven (7) points.
- E.1.5 Explain your workflow(s) for rights management. Limit your response to $\frac{3}{4}$ of a page. Question is scored out of seven (7) points.
- E.1.6 Explain your platform's reporting capabilities. What type of data does your platform collect and how can users use it (i.e. image usage statistics). Limit your response to a half page. Question is scored out of four (4) points.
- E.1.7 Describe how a networked system would work with your platform as specified within Section C.3.2. Limit your response to one (1) page. Copy, screenshots, or diagrams can be added for illustration purposes. Question is scored out of fifteen (15) points.
- E.1.8 Explain whether any adjustments would be required to accommodate DC's networked system requirements and if so, how long it would take to update the platform. Be sure to include a roadmap, if relevant. Limit your response to one (1) page. Question is scored out of four (4) points.
- E.1.9 Explain your workflow for user registration and permission management. Limit your response to half a page. Question is scored out of four (4) points.
- E.1.10 DC would like to offer a tiered structure for partners that have smaller budgets or that do not require all features. Please outline your tiered structure and the features associated with each tier. Question is scored out of four (4) points.
- E.1.11 Explain how you would address DC's needs for on-boarding, training and support of new partners that join the network (i.e. individuals, as a group, all accounts). Limit your response to half a page. Question is scored out of four (4) points.

- E.1.12 Explain your process to migrate partners' rights-approved assets from their current UGC managed platform to your solution. Limit your response to half a page.
Question is scored out of four (4) points.
- E.1.13 Please specify how many existing Canadian tourism clients you currently have that would be likely to join DC's shared network. List the names of each business and/or organization.
Question is scored out of five (5) points.

SECTION F – PRESENTATION / DEMONSTRATION REQUIREMENTS

F.1 Presentations / Demonstrations Requirements

DC may require proponents who have passed the Threshold, to give a presentation/demonstration. The presentation/demonstration will be limited in scope to the content of the NRFP and subsequent proposal, and present an opportunity to verify the proponent's capabilities in support of DC's mandate and strategic objectives.

Presentations/Demonstrations will take place at:

Destination Canada HQ
Suite 800 – 1045 Howe Street
Vancouver, BC V6Z 2A9

Or

Via Telephone/web conference

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

SECTION G – PRICING

Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the NRFP# and name along with company information.

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

When evaluating proposed pricing, DC may consider the total cost of ownership (TCO) associated with the product or service over its lifetime including, but not limited to, acquisition cost, staffing resources, training, installation, support, maintenance, transportation and logistics, operating costs, and disposal costs. This may also include transition, migration or integration costs which DC would be expected to pay. There should be no hidden costs which DC discovers at the end of the term.

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

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

G.1 Proposed Pricing Detail

G.1.1 Rate Table

Description	DC Rate	*PMO Rate	*DMO / SME Rate
Platform Annual License Fee per organization (Full feature set)	\$	\$	\$
Training fee per organization for new users (if applicable)	\$	\$	\$
Migration Fee per organization (if applicable)	\$	\$	\$
Maintenance or support fees (if applicable)	\$	\$	\$
Other fees	\$	\$	\$

* Should you provide alternative rates for organizations with smaller budgets, please list them in these columns.

G.1.2 Tiered Pricing (For Reference Only)

DC would like to offer a tiered structure for partners that have smaller budgets or that do not require all features. Please outline your tiered pricing, structure and the features associated with them. This question is not scored and is for information purposes only.

The pricing evaluation will consider the Total Cost of Ownership (TCO) for the entire term of the contract and make an evaluation based upon this.

- The proponent with the lowest total price receives the full marks available “Allocated Marks” and their pricing becomes the baseline for measurement “Baseline Price”.
- The remainder of the proponents pricing (ranked lowest to highest) is divided against the Baseline Price and multiplied by the Allocated Marks. The formula is as follows:

$$\frac{\text{Baseline Price}}{\text{Baseline Price}} \times \text{Allocated Percentage}$$

Proponent (x) Price

- The Platform Annual License Fee will be multiplied by the number of years in the Contract Term (seven years) then added to the training fee, migration fee and maintenance fee.

G.2 Payment Discounts

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

G.2.1 Indicate your payment terms, and explain any early payment discounts available to DC.

G.3 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.

G.3.1 Please indicate any other pricing strategies that your company may be willing to discuss with DC.

G.3.2 DC may be open to other pricing strategies, incentives, volume discounts or other offerings that would benefit DC. DC is particularly interested in volume-based discounts based upon the number of partners in the network. DC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	July 19, 14:00 hours PT
Deadline for Questions	July 19, 14:00 hours PT
Closing Date and Time	August 8, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	week of August 22, 2017
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately	September 8, 2017
Timeframe for Negotiations	10 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 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 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;

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	DC Partner Organizations
---	--------------------------

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

1) PROPONENT INFORMATION

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

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

- b) References - List three customers with similar requirements to those described in this NRFP who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that 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 _____, 2017

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 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.

APPENDIX 6: DC PARTNER ORGANIZATIONS

The following is a list of DC's partner organizations. Please note that this is a not an exhaustive list and other DC partners may wish to take advantage of the Networked System:

- Aboriginal Tourism Association of Canada
- Aboriginal Tourism BC
- Alliance de l'industrie touristique du Québec
- Banff & Lake Louise Tourism
- Destination British Columbia
- Destination Halifax
- Newfoundland & Labrador Tourism
- Northwest Territories Tourism
- Nunavut Tourism
- Ontario Tourism Marketing Partnership Corporation
- Ottawa Tourism
- Parks Canada
- Québec City Tourism
- Rocky Mountaineer
- Tourism Calgary
- Edmonton Tourism
- Tourism New Brunswick
- Tourism Nova Scotia
- Tourism PEI
- Tourism Regina
- Tourism Saskatchewan
- Tourism Saskatoon
- Tourism Toronto
- Tourism Vancouver
- Tourism Victoria
- Tourism Whistler
- Tourism Winnipeg
- Tourisme Montréal
- Travel Alberta
- Travel Manitoba
- Travel Yukon
- Via Rail