



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Consulting Actuarial Services
Competition Number:	DC-2018-JW-01
Closing Date and Time:	May 4, 2018, 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. 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 11 key geographic markets: 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 **Consulting Actuarial Services**. 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 ("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 negotiations with the selected proponent(s) for up to a three (3) year period, with an option to extend on an annual basis by DC for a total period not to exceed 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.

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

B.2.2	Proposed Pricing (Section F)	40%
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	TOTAL	100%
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B.2.3	Negotiations	
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DC intends to conduct concurrent negotiations, as defined in Section G.10 Negotiations, with a limited number of the top ranked proponent(s).

B.3 Proposal Submission, Intentions, and Questions Instructions

B.3.1	Submissions	
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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, May 4, 2018**.

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, **April 18, 2018**. 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, **April 26, 2018**.

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-2018-JW-01 Consulting Actuarial Services- CONFIDENTIAL**” in the e-mail subject line. Include the following with your submission, intentions and questions:

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

- Section E – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (**separate file**)

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

The Canadian Tourism Commission (“CTC”), operating as Destination Canada (“DC”) is Canada’s national tourism marketing organization. As a Crown corporation owned by the Government of Canada, DC leads the Canadian tourism industry in positioning Canada as a destination of choice for global travellers by working with tourism partners, the private sector and governments of Canada.

Headquartered in Vancouver, Canada, DC has offices located throughout the world with employees located throughout Canada and the US, as well as the UK, Japan, and China. A key component of DC’s employee compensation package is the provision of a benefit and pension package that is competitive and sustainable, both now and in the long term, that supports its efforts in attracting, retaining and motivating a highly qualified workforce.

DC’s employee compensation packages include the following pension arrangements:

- DC Pension Plan
 - Defined Benefit (“DB”)* and Defined Contribution
 - Registered pension plan under the Income Tax Act (“ITA”) and the federal Pension Benefits Standard Act (“PBSA”)
- DC Supplementary Retirement Plan (“SRP”)
 - A non-registered plan
 - Funded through a Retirement Compensation Arrangement
- World Wide Plan
 - Non-registered, non-funded plan

*The DB component was closed to new members from March 8, 2007 and new employees joined the Defined Contribution component from thereon.

The pension plan for Canadian-based employees is registered under the Office of the Superintendent of Financial Institutions (“OSFI”) and is administered under the PBSA.

For more information, please refer to DC’s 2016 Annual Report, specifically pension note disclosure in the 2016 Financial Statements, on DC’s corporate website: [AnnualReport 2016_EN.pdf](#).

C.2 Objective

DC requires a Contractor to provide actuarial services, including but not limited to the following:

- Actuarial valuations of the DB component of DC’s registered pension plans and the supplementary DB retirement plan;
- Administration and annual statement services for the Defined Contribution pension plan;
- Related accounting information that is required for DC’s annual audited financial statements for its above mentioned pension plan arrangements;
- Annual pension reports for DC’s Board and the Audit and Pension Committee;
- Assistance in fund management, administration and communication; and
- Other professional services related to DC’s pension and other post-employment and post-retirement benefits for its employees located in Canada and throughout the world.

In order to achieve this, the Contractor must be a reputable pension actuarial consulting firm specializing in the full range of actuarial and related services, specifically public sector pensions, benefits and investments, with staff located in Vancouver, BC.

The Contractor will provide the Services on an as and when requested basis, ad hoc basis, or regularly scheduled basis, depending on DC's requirements during the life of the contract.

C.3 Scope of Work

The Contractor will perform actuarial services including but not limited to the following (the "Services"):

C.3.1 Ongoing Annual Services:

- a. Assist DC in meeting its administrative and regulatory requirements, including those obligations under the PBSA and Pension Benefits Standards Regulations, 1985, and the OSFI;
- b. Provide advice to allow DC to reduce costs, manage risk and increase the effectiveness of its pension plans, as required;
- c. Assist DC in meeting its financial reporting requirements under Canadian Generally Accepted Accounting Principles, as prescribed by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada, with respect to its pension and other post-employment and post-retirement benefits;
- d. Prepare plan valuations in accordance with generally accepted actuarial principles on a periodic basis;
- e. Provide content or comment for reports to DC's Board on pension and post-retirement benefit issues;
- f. Review of plan documents and plan member communication material;
- g. Consult and provide notice on plan design, best practices, industry and legislative trends;
- h. General consulting and financial reports related to DC's pension plans, as required;
- i. Provide financial reporting content for the pension and post-retirement benefit programs for DC's financial statements; and
- j. Attend DC management meetings, Audit and Pension Committee of the Board meetings, and DC Board of Directors meetings, as required from time to time.

C.3.2 Other Services:

The Contractor may be required to perform other actuarial services and provide professional advice and services from time to time as required by DC.

C.4 Deliverables

As part of performance of the Services, the Contractor is responsible for the following Deliverables:

C.4.1 Ongoing Annual Service:

- a. On behalf of DC:
 - i. Work with DC's auditors on pension-related issues, financial statement note disclosures, and year-end DB/Defined Contribution pension plan statement;
 - ii. Assist with interpreting regulations and acts;
 - iii. Assist with requirements under pension relief regulations;
 - iv. Calculate top up contribution for transfer deficiency; and
 - v. Other consulting services as requested.
- b. On behalf of DC's Finance Department:
 - i. Prepare, present and file the annual funding valuation report;

- ii. Conduct accounting valuation including the projection of expense and financial statement disclosures required under Public Sector Accounting Standards (“PSAS”) in relation to:
 - 1. pension plans,
 - 2. post-retirement benefit and severance benefit plans, and
 - 3. sick leave benefit; and
 - iii. Prepare reports for the SRP and file form T737 – Statement of Contributions Paid to a Custodian of a Retirement Compensation Arrangement.
- c. On behalf of DC’s Human Resources Department:
- i. Prepare and process year end reports and annual pension statements within timelines required to ensure regulatory and legislative compliance;
 - ii. Maintain membership and beneficiary records and perform membership and financial reconciliation; and
 - iii. Perform pensioner increase processing based on indexation applicable on January 1 of each year.
- d. On behalf of the Audit and Pension Committee of the Board:
- i. Prepare the Defined Contribution annual investment monitoring report;
 - ii. Prepare three (3) summary versions and a final detailed version of the DB investment monitoring report; and
 - iii. Attend quarterly Audit and Pension Committee of the Board meetings.
- e. Attend the following meetings:
- i. Year-end discussion with representatives from the Office of the Auditor General, in Vancouver;
 - ii. Management estimates for actuarial valuation with DC management annually in Vancouver;
 - iii. Review results of actuarial valuation for funding purposes with DC management in Vancouver; and
 - iv. Review results of actuarial valuation for accounting purposes and related disclosures with DC management in Vancouver.
- f. Present to the Audit and Pension Committee of the Board (via conference call), four (4) times per year. Presentation materials may include:
- i. Results of investment monitoring of pension plan portfolio;
 - ii. Recommendations regarding changes to portfolios, including fund options;
 - iii. Recommendations regarding changes to Statement of Investment Policy and Practices; and
 - iv. Other investment advice as requested by the Audit and Pension Committee of the Board.

C.4.2 Other Services:

- a. On behalf of DC’s Human Resources Department:
- i. Calculate pension benefits estimates, prepare the statement of benefits, election forms and payment authorization for terminations, retirements and death with and without Public Service Superannuation Act (“PSSA”);
 - ii. Assist with plan amendments, including drafting language;
 - iii. Assist with PSSA amendments;
 - iv. Administration services in relation to the world wide plan;
 - v. Perform calculations in relation to the pension adjustment reversal and marriage breakdown;
 - vi. Provide guidance and advice and respond to telephone and/or email inquiries on compliance and legislative requirements and plan interpretation and options;
 - vii. Administer the filing of plan texts with regulatory bodies; and

viii. Prepare communication materials, as requested.

b. On behalf of the Audit and Pension Committee of the Board:

- i. Prepare the SRP and world-wide plan investment monitoring reports every three (3) years;
- ii. Provide advice on investment policy and fund changes;
- iii. Prepare changes to statement and investment policies and procedures document; and
- iv. Other consulting services as requested.

C.5 Performance Standards and Quality Measurement

The Services are to be carried out in accordance with the accepted actuarial standards.

All written material must be provided in hard and soft copy. Unless otherwise specified, the soft copy must be provided in Microsoft Word or Microsoft Excel.

C.6 Proponent Responsibilities

The Contractor is responsible for transitioning from the incumbent provider, including transfer of all records, and developing an understanding of DC.

Ownership of all data and information remains with DC at all times. In the event of termination of the Agreement or at the end of the term, all files, data, and documents will be transferred by the Contractor to DC or to a third party designated by DC. The Contractor will transfer the data in a format that is accessible/legible by DC and/or a third party designated by DC.

The lead consulting actuary must be a member in good standing with the Canadian Institute of Actuaries.

The Contractor shall, without limiting its obligations or liabilities herein and at its own expense, provide and maintain the following insurance:

- Comprehensive General Liability in an amount not less than \$1,000,000 CAD per occurrence; insuring against bodily injury, personal injury and property damage;
- Professional Liability (aka Errors and Omissions Liability) insuring the Contractor's liability resulting from errors and omissions in the performance of professional services under the Contract in an amount not less than \$1,000,000 CAD per occurrence;
- The foregoing insurance shall be primary and not require the sharing of any loss by any insurer of DC; and
- Contractor shall provide DC with evidence of all required insurance when and if required.

C.7 Personnel Replacement

The Contractor will designate key personnel assigned to the execution of specific DC engagements with the approval of the Chief Financial Officer ("CFO"). Any change to key personnel during the course of an engagement requires CFO approval.

If personnel replacement is required, the Contractor is responsible for providing, in a timely manner, a replacement with equivalent or greater experience and carrying out the engagement within the specified deadline unless otherwise agreed with the CFO.

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 a minimum of five (5) years of experience in providing actuarial services for companies operating within the Public Sector. Are you able to comply with this requirement?

Yes

No

D.1.2 The proponent's proposed team must, upon contract award, each be members in good standing with the Canadian Institute of Actuaries. Are you able to comply with this requirement?

Yes

No

D.1.3 The proponent must, upon contract award, maintain a current certificate of Comprehensive General Liability insurance coverage in an amount not less than \$1,000,000 CAD per occurrence and Professional Liability (aka Errors and Omissions Liability) insurance coverage in an amount not less than \$1,000,000 CAD per occurrence. Are you able to comply with this requirement?

Yes

No

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 Project Team

Please describe your firm and service delivery specialization.

Please provide résumés for all key personnel that would be assigned to DC's account.

Please specify three (3) client references of a similar size and scope to DC, which your firm currently holds or has held within the past 24 months. For each reference, include the following information: company name and address; contact person name and phone number. DC may approach any such reference for information relating to the quality of services provided by the proponent.

Maximum marks available: 12%

E.1.2 Reporting

Please describe your presentation approach (e.g. analysis, variance in results from current year to the previous year, etc.) with respect to the preparation of pensions, post-employment and post-retirement actuarial valuations and related required disclosures for financial reporting purposes.

Provide an annual pension, post-employment and post-retirement valuation report with related required disclosures (excluding confidential information) developed for a client similar in size and scope to DC.

Maximum marks available: 12%

Maximum response length: 2 pages plus the valuation report

E.1.3 Legislation

Please identify your methodology, tools, and resources for keeping abreast of legislative requirements affecting pensions, and ancillary benefits, such as amendments to provincial and federal health insurance plans, post-employment and post-retirement liability requirements, Employment Insurance Act, ITA, PSAS and others as they arise.

Demonstrate how the project team servicing DC will keep up-to-date with the latest information and trends with respect to new pension products, as well as PBSA, OSFI, PSAS and ITA, etc. regulations. Provide any documentation which would support your approach.

Explain how you will keep DC abreast of upcoming changes in legislative and regulatory requirements relating to pension plans, and any other pertinent information.

Maximum marks available: 12%

Maximum response length: 2 pages plus supporting documentation

E.1.4 Turnaround Time

In certain situations, DC requires a quick turnaround on work of an *ad hoc* nature. Please describe how you can adapt to unplanned work requests that require very quick turnaround times.

Please provide the turnaround time for the actuarial valuation of the basic pension plan. Detail how long after the 31st of December this valuation will be delivered.

Maximum marks available: 8%
Maximum response length: 1 page

E.1.5 Pension and SRP Experience

Please demonstrate the type of experience with all aspects of pension provisions and amendments you have had with OSFI and Canada Revenue Agency. Please provide detailed information on services you have provided regarding DB/Defined Contributions and SRP.

Please explain your approach for performing an actuarial valuation for DC's pension plan and post-employment and post-retirement benefits (e.g. verification of data, determination of assumptions, proposed discount rates or methods for the valuation of liabilities, variance in results from current year to the previous year).

Maximum marks available: 8%
Maximum response length: 2 pages.

E.1.6 Impact Strategy

Please outline your strategy for determining and communicating the impact (quantitative and qualitative) of any changes in legislation, regulations, accounting or actuarial standards to DC Pension Plan.

Maximum marks available: 6%
Maximum response length: 1 page

E.1.7 Invoicing

The Contractor will provide billing information that clearly identifies the work performed and the breakdown of the related fees. Please provide a sample invoice that illustrates the level of detail to be provided and identify the billing frequency.

Maximum marks available: 2%

SECTION F – 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 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.

F.1 Proposed Pricing Detail

All prices should be quoted in **Canadian dollars** with taxes itemized separately, where applicable and shall be set for the full Contract Term as stated in Section A.2.

F.1.1 Proponents are to provide a total fixed annual fee based on the Services required by DC as specified in Section C.4.1 Ongoing Annual Services. Provide a further breakdown of the total fixed annual fee per service required using the table below.

Maximum marks available: 26%.

Ongoing Annual Services	Fee (\$CAD)
Ongoing Annual Services excluding Section C.4.1 c.	\$
Ongoing Annual Services as specified in Section C.4.1 c.	\$
Total Fixed Annual Fee	\$

F.1.2 Proponents are to complete the table below outlining their fee for each service.

Maximum marks available: 6%.

Fee for Service	Fee (\$CAD)
Statement and Election Form for:	
• Terminations with PSSA	\$
• Terminations without PSSA	\$
• Retirements with PSSA	\$
• Retirements without PSSA	\$
• Death	\$
Preparation of SRP and world-wide plan investment monitoring report	\$
Total Fees for Services	\$

F.1.3 Proponents are to provide an all-inclusive hourly rate for each resource category indicated in the table below. While proponents may have more and/or different resource categories than what is listed, please provide the hourly rate for the job title most applicable to those specified in the table, limited to three (3) categories.

Maximum marks available: 6%. For evaluation purposes only, a blended rate will be calculated from the three (3) resource categories listed.

Resource Category	All-Inclusive Hourly Rates (\$CAD)
Lead Consulting Actuary	\$
Junior Actuarial Staff	\$
Actuary Analyst	\$

F.1.4 Proponents are to indicate any applicable markup that it charges for administration.

Maximum marks available: 2%.

Administrative Markup: _____%

F.2 Payment Discounts

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

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

F.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.

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

SECTION G – NRFP PROCESS AND TERMS

G.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Deadline for Questions	April 18, 2018, 14:00 hours PT
Intent to Submit (*)	April 26, 2018, 14:00 hours PT
Closing Date and Time	May 4, 2018, 14:00 hours PT
DC will endeavour to notify all proponents of its selection by approximately:	July 12, 2018

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.

G.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.

G.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.

G.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.

G.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).

G.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.

G.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.

G.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.

G.9 Language

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

G.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.

G.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.

G.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.

G.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.

G.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.

G.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.

G.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.

G.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.

G.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.

G.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.

G.20 Rights of Destination Canada

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

- G.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;
- G.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;
- G.20.3 not accept any deviations from the stated terms and conditions;
- G.20.4 terminate the process at any time and/or re-issue this NRFP at any time;
- G.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;
- G.20.6 contact references;
- G.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to DC;
- G.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;
- G.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;
- G.20.10 not enter into any contract at all with any proponents responding to this NRFP.

SECTION H: 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 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:	
Start/End of Service:	

Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	
Start/End of Service:	

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	
Start/End of Service:	

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 _____, 2018

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 G.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.