



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	BEC International Business Development Lead Generator
Competition Number:	DC-2018-JC-03
Closing Date and Time:	October 12, 2018, 14:00 Pacific Time (PT)
Contracting Authority:	Jeff Chan Procurement Officer 604-638-8336 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 10 key geographic markets: China, India, Japan, Mexico, South Korea, Australia, France, Germany, United Kingdom ("UK"), and United States ("US") (the "Target Markets").

Business Events Canada ("BEC") is a division of DC, charged with bringing meetings, conventions, and incentive travel programs to Canada. BEC promotes Canada as the leading destination for hosting business events. BEC also promotes Canadian destinations as economic and innovation accelerators to foster trade and investment and attract international business events. BEC has aligned its marketing strategy with Canada's global trade priorities that focus on key priority economic sectors where Canada holds a competitive advantage in order to encourage international organizations to hold their meetings in Canada.

BEC is active in the US, UK, Belgium, France and German markets and is looking to expand into international markets where new associations and corporate or incentive businesses that are aligned with Canada's priority economic sector markets are situated. Canada's priority economic sectors include:

- Advanced Manufacturing;
- Aerospace Technologies;
- Agriculture and Agri-food Manufacturing;
- Clean Technologies;
- Information, Communication, Technology;
- Life Sciences; and
- Natural Resources.

Please visit <http://www.destinationcanada.com> and <https://www.businesseventscanada.ca> for further information.

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the "NRFP") is to solicit proposals for a BEC International Business Development ("BD") Lead Generator. BEC is looking for an International BD Lead Generator that can find new international prospect opportunities in BEC's Target Markets from the association, corporate and incentive market segments aligned with BEC's economic sector strategy. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent(s) who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) (the "Contractor(s)") 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 and presentations meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of DC.

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

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

B.2.2 Presentations (Section F) 20%

Following evaluation of Presentations, DC may limit further evaluation to a limited number of the top ranked proposals up to a maximum of the three (3) top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon Proposed Pricing.

B.2.3 Proposed Pricing (Section G) 40%

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) up to a maximum of the three (3) highest scored proposal(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, October 12, 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, September 24, 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, September 24, 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-JC-03 BEC International Business Development Lead Generator - 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 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 (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

BEC currently operates in five (5) markets: the US, UK, France, Germany, and Belgium. In 2019, BEC will be expanding into DC's Target Markets (Australia, China, France, Germany, India, Japan, Mexico, South Korea, UK, US and Canada). The goal is to generate meetings, conventions and incentive travel opportunities for various private and public-sector Canadian partners that result in eventual bookings. This provides economic benefits to the destinations themselves and, in the long-term, creates greater awareness of Canada and the brand among meeting planners, CEOs and other influential senior executives.

C.2 Objective

BEC is seeking a Contractor experienced in the International Meeting, Incentive, Convention and Exhibition ("MICE") sector to prospect new business event opportunities through business development activities in alignment with BEC's Economic Sectors strategy with the focus on generating new International Congresses Conventions and Tradeshows for Canada.

C.3 Scope of Work

1. Working with the Executive Director, Global Business Events Canada and the Director, Business Development, Economic Sectors, the Contractor will develop a sales strategy for pursuing new business opportunities in international markets within international MICE segments (association, corporate and incentive) based on BEC's strategic priorities and in alignment with Canada's priority economic sectors.
2. The Contractor will be required to participate in initial discovery sessions and may be required to travel to BEC's office in Winnipeg, Manitoba for each. Ongoing work between the Contractor and DC will be performed remotely depending on the Contractor's base location. Any requirement for travel to DC's head office in Vancouver, British Columbia must be pre-authorized and agreed upon by DC and the Contractor.
3. In collaboration with BEC's Director, Business Development, Economic Sectors, the Contractor's immediate priority within the International Congresses and Conventions Association ("ICCA") segment is to work on aligning targets to the BEC Vertical Strategy and economic sectors.
4. The Contractor's responsibilities include conducting research, qualification and identification of prospect opportunities of international business event bids for Canadian destinations utilizing available international meetings channels, such as ICCA, International Association of Exhibition and Events ("IAEE"), the Global Association of the Exhibitions Industry ("UFI"), Union of International Associations ("UIA"), etc.
5. The Contractor will prospect for new opportunities through sales development efforts and activities and will provide leads to BEC through BEC's Customer Relationship Management ("CRM") platform.
6. The Contractor must proactively solicit for new ICCA or other international meetings channels (as per Section C.3.4) bids based on research and proper vertical alignment, as well as business opportunities within the corporate and incentive segment.

C.4 Approach and Methodology

1. The Contractor must interface with prospective decision makers at all levels, utilizing appropriate platforms, such as in person meetings, tradeshows, and educational seminars.

2. The Contractor will work with BEC's sales team and liaise between key decision makers within target organizations, local host communities and local destination marketing organizations ("DMOs") in pursuing new international bids and business opportunities.
3. The Contractor will be required to meet a monthly leads target of ten (10) per month or 120 per year.

C.5 Deliverables and Schedule

The Contractor will develop and deliver the following:

Within 30 days from contract execution:

1. Detailed deliverables timeline;
2. Annual strategy identifying goals and tactics;
3. Budget to deliver on the annual strategy; and
4. Economic priority target lists in collaboration with the Director, Business Development, Economic Sectors.

On a monthly basis:

5. Activity updates in BEC's CRM;
6. Progress and status reports (marketplace and BEC's CRM reports); and
7. Report on leads generated and analysis by sector and segment.

On an ongoing basis:

8. Identify international speaking and media opportunities for BEC to elevate awareness of Canada to target audience; and
9. International MICE industry and opportunities research and market intelligence.

C.6 Performance Standards and Quality Measurement

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 the execution of projects assigned by DC. DC reserves the right to discontinue use of that Contractor should performance issues not be rectified to DC's satisfaction.

C.7 DC Responsibilities and Support

DC will provide the Contractor with all required documents to complete assigned projects.

C.8 Contractor Responsibilities

The Contractor will ensure that the deliverables as set forth in Section C are delivered in accordance with the terms of the agreement.

C.9 Risks and Constraints

The Contractor is required to undergo a privacy impact assessment before contract award.

In order to prevent any conflicts of interest, the Contractor is prohibited from representing any other destination in this market segment for the entire contract duration. The Contractor is required to maintain a strict level of confidentiality and is prohibited from sharing any leads or intelligence outside of DC.

When the contract expires at the end of the contract term, the Contractor will be expected to return all data to DC.

C.10 Service / Resource Categories

The Contractor's personnel will need to have proven research and sales development skills with strong expertise and experience in the international MICE sector. The ability to work with CRM platforms, such as Simpleview, is an asset, along with experience working in the ICCA and other MICE databases.

C.11 Personnel Replacement

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 discussed with DC.

C.12 Travel

The Contractor will be required to travel internationally as required. In such cases, travel must be pre-approved in advance by DC. The Contractor will be reimbursed for pre-approved travel expenses in accordance with The National Joint Council of the Public Service of Canada Travel Directive (July 1, 2017), <http://www.njc-cnm.gc.ca/directive/d10/en>.

Air fare shall be limited to full-fare economy class only. The Contractor is required to seek the lowest possible airfares, including charters and other discounts for each trip, using DC's travel agent. The Contractor is expected to book immediately upon approval in order to take advantage of the lowest fares. DC retains the right to limit the reimbursement of the air portion when the lowest appropriate fare is not obtained. Any upgrades to business or first class may be personally paid by the Contractor, where this is company policy.

Travel expenses are to be invoiced on a monthly basis and supported by original receipts.

SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

Full compliance with mandatory criteria is required in order for proposals to be further evaluated. Proposals not clearly demonstrating that they meet the following mandatory criteria will be excluded from further consideration during the evaluation process.

D.1 Mandatory Criteria

D.1.1 The Contractor must be able to operate during BEC's core office hours of 9:00am to 5:00pm Central Time. Are you able to comply with this requirement?

Yes

No

D.1.2 The Contractor must be able to travel internationally, as necessary, to perform assigned responsibilities. Are you able to comply with this requirement?

Yes

No

D.1.3 The Contractor must be able to work remotely at their own location and provide their own office supplies and IT-related resources. Are you able to comply with this requirement?

Yes

No

D.1.4 During the Term and any renewal terms, the Contractor may not provide any tourism related services to any other association, organization or company operating within the business events industry. Are you able to comply with this requirement?

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE (Worth 40%)

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

Proponent responses must be limited to one page per question.

- E.1.1 Provide an executive summary of your last 5 (five) years experience in international sales development in the MICE sector.

Your response to questions E.1.1 is limited to a maximum of one (1) page (Staff resumes will not be included in the page count).

Maximum Marks Available - 6%.

- E.1.2 Provide a list of sales awards or accolades related to your track record with sales results in international MICE markets.

Your response to questions E.1.2 is limited to a maximum of one (1) page.

Maximum Marks Available - 6%.

- E.1.3 Demonstrate your experience working within the ICCA and other international MICE databases.

Your response to questions E.1.3 is limited to a maximum of one (1) page.

Maximum Marks Available - 4%.

- E.1.4 Describe a sector-related sales strategy that you have developed and provide a summary of the results (ex. Canada's priority sectors aligned with the association or corporate MICE markets).

Your response to questions E.1.4 is limited to a maximum of one (1) page.

Maximum Marks Available - 4%.

- E.1.5 Describe your methodology and approach you used to develop a global sales strategy to grow MICE business, what were the results?

Your response to questions E.1.5 is limited to a maximum of two (2) pages.

Maximum Marks Available - 6%.

- E.1.6 Demonstrate your approach and methodology to identify MICE opportunities. Please provide examples from your previous experience.

Your response to questions E.1.6 is limited to a maximum of two (2) pages.

Maximum Marks Available - 8%.

E.1.7 Experience working with a Destination CRM system such as Simpleview or IDSS, or explain what other CRM systems you have worked with and what your role was.

Your response to questions E.1.4 is limited to a maximum of one (1) page.

Maximum Marks Available - 4%.

E.1.8 Weighting Table for Reference:

The following table is provided as a reference to illustrate how each question is scored and weighted.

Desirable Criteria Question	Weighting	Example Score	Formula Used	Example Weighted Score
E.1.1	6%	5/5	6/5*5	6%
E.1.2	6%	3/5	6/5*3	3.6%
E.1.3	4%	4/5	4/5*4	3.2%
E.1.4	6%	3/5	6/5*3	3.6%
E.1.5	6%	4/5	6/5*4	4.8%
E.1.6	8%	4/5	8/5*4	6.4%
E.1.7	4%	3/5	4/5*3	2.4%
Example Total	40%			30.0%
A score of 60% = 24/40% or higher is required to advance to the next stage of evaluations, Presentations.				

SECTION F – PRESENTATION REQUIREMENTS (Worth 20%)

F.1 Presentations Requirements

DC will require proponents who have made the Shortlist to give a Presentation. The objective of the presentation is to provide proponents with an opportunity to showcase their capabilities and provide an opportunity for DC to meet the proponent's proposed key personnel that will be servicing the account. It also provides DC with an opportunity to ask specific questions around the proponent's experience.

DC will provide the shortlisted proponents with a final agenda and/or presentation brief in advance of the presentations, however, proponents may be expected to cover the following as part of their presentation:

- Explain how your international MICE experience meets the stated criteria set out in Section C.
- Explain your experience working with the ICCA and other international MICE databases.
- Describe your methodology or approach to meeting the requirements criteria set out in Section C.
- Validate your proven research and sales development skills and experience in the International MICE sector.

Presentations will take place via videoconference.

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

SECTION G – PRICING (Worth 40%)

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.

As a federal Crown corporation, operating with taxpayer's money, DC is constrained by a limited budget. Therefore proponents are encouraged to present the 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 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 discovered during the negotiation stage, throughout the contract or at the end of the contract term.

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

G.1 Proposed Pricing Detail

Please provide the monthly fee to provide all the services as described in Section C:

\$_____ CAD.

This monthly retainer fee will include the Contractor's general day-to-day operating expenses such as phone calls, facsimiles, printing, couriers and any other DC-related business expenses and incidentals.

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

G.2 Payment Discounts

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

Please 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.

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

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	September 24, 2018, 14:00 hours PT
Deadline for Questions	September 24, 2018, 14:00 hours PT
Closing Date and Time	October 12, 2018, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	October 29 – November 6, 2018
DC will endeavour to notify all proponents of its selection by approximately:	January 10, 2019
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 criteria. If you miss the above date, you can still submit your proposal within the closing date.

H.2 Interpretation of the NRFP

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

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

H.3 Inquiries and Communication

No individual other than the designated Contracting Authority identified on the NRFP cover is authorized by DC to comment on any portion of this NRFP or the requirements described in this NRFP. DC will not be bound by, and the proponent agrees not to rely upon, any information given or statements made by persons other than the designated DC Contracting Authority.

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

H.4 Accuracy of Information

While the information set out, or referred to, in this NRFP has been prepared and included in good faith, DC does not give any representation or warranty whatsoever that it is all-inclusive or that it is free of error. Some items may change at any time due to business circumstances.

H.5 Amendments

Information, instructions, modifications, and/or questions and answers may be incorporated by DC in an amendment to the NRFP. If this NRFP was posted on the Government of Canada BuyandSell.gc.ca website ("BuyandSell"), DC may post amendments to BuyandSell, provide to all proponents who received an invitation, or provide to all proponents who submitted an Intent to Submit a proposal.

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

H.6 Modification and Withdrawal

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

H.7 Period of Validity

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

H.8 Proposal Expenses

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this NRFP, presentations 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 will be the preferred language of the proponent.

H.10 Negotiations

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

DC will enter into discussions and negotiations with the Preferred Proponent(s) to reach agreement on the final terms of the Agreement. Negotiations may include requests by DC for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or confirm the conclusions reached in the evaluation and may include requests by DC for improved pricing from the proponent.

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

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

H.11 Contract Award

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

- i. should be negotiated within the Timeframe for Contract Negotiations;
- ii. may include, but not be limited to, the general contract terms contained in Appendix 5; and

- iii. will commence upon signature by the duly authorized representatives of DC and the successful proponent.

H.12 Debriefing

Upon request, DC will provide a debriefing to unsuccessful proponents. All requests must be in writing to the 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

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 _____, 2016

Authorized Signature:

Printed Name:

Title/Position:

Company Name:

City:

Address:

Phone Number:

Fax Number:

E-mail Address:

APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM

MATERIAL CIRCUMSTANCE:

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

Check ONE:

No, there are no Material Circumstances to disclose; OR

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

APPENDIX 3: AMENDMENTS

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

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

APPENDIX 4: DECLARATION OF SUB-CONTRACTORS

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

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

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

The goods and or services in this proposal will be provided solely by the company named in Appendix 1 – Proponent Information and Acknowledgement.

Sub-contractors will be used to provide the goods and/ or services described in this proposal.

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

Name:

Contact Person:

Title:

Phone Number:

Fax Number:

E-mail Address:

Address:

City:

Province:

Postal Code:

Description of services provided:

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

APPENDIX 5: GENERAL CONTRACT TERMS

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

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The 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.