

This Solicitation Amendment No. 2 is issued to:

1. Provide the following question and answer:

Q.1. Would someone from the Granville Island team be open to a face-to-face meeting before we (the Proponent) respond to the RFP?

A.1. CMHC will meet face-to-face with Shortlisted Proponents in accordance with Section 2.20 of the RFP:

“The evaluation procedure will include the development of a shortlist of the three highest-ranked qualified Proponents, as detailed in *Section 5 Evaluation and Selection*, in order that CMHC can gather additional information and conduct further evaluation of the proposals.

Shortlisted Proponents will be asked to prepare a presentation, supply demonstration equipment and/or provide additional information prior to the final selection. CMHC reserves the right to supply additional information to those bidders who are shortlisted for the purpose of evaluating their proposals.”

Q.2. Can CMHC identify a priority for the year when it comes to Granville Island marketing?

A.2. The priority is to increase tenant sales in the Public Market, Net Loft and Railspur District.

Q.3. Can CMHC provide the split between local visitors vs. tourists in a typical year and a rough budget split when it comes to targeting these groups?

A.3. Approximately 70% of visits to Granville Island are by Metro Vancouver residents. About 95% of the marketing budget is targeted to Metro Vancouver residents.

Q.4. In the estimating scenarios CMHC is requesting a costing breakdowns from years 1-5. Are the Proponents to assume that the budget will remain \$400,000 for each of those years?

A.4. It is not anticipated that the budget will increase beyond a cost-of-living increase.

Q.5. Can a Proponent submit a case study (reference) where the contact is no longer with the organization? Can Proponents submit the case study (reference) without a reference?

A.5. In a case where the contact is no longer with the organization, the Proponent should provide another contact that is still with that organization. Per 4.5c, the Proponent must provide the following.

“References: Provide five (5) examples of work performed, within the last five (5) years of issuance of this RFP, for other clients similar to the requirements set out in Section 3 – Scope of Work of this RFP. For each project example, the Proponent is to provide the following: - The client organization; - The name of the resource(s) assigned to the requirement;

- The name and title of client contact reference and contact information (phone number and e-mail); - The start and end dates of the project; - A clear description of how the project meets the scope of work set out in Section 3 of this RFP; - Provide visuals and images of projects relevant to the Scope of Work”

- Q.6. The RFP notes “the value for strategy development and creative work is not anticipated to exceed \$230,000” does this budget account for associated production costs (i.e. third party printing, video production, photography)?
- A.6. No. There is a budget of \$130,000.00 for production costs.
- Q.7. For the purchasing advertising space, the RFP notes a budget of \$150,000. Can CMHC provide what the total spend was across different channels (i.e. digital, print, radio) from last year? Can CMHC share what the fees were as a percentage of spend?
- A.7. The spend was a combination of digital (approx. 35%) transit advertising (approx. 50%) and print (approx. 15%).
- Q.8. How many people are on the Granville Island CMHC team? Will the Proponent be working with anyone else?
- A.8. The team consists of the Marketing & Communication Officer, Website & Social Media Coordinator and Manager, Public Affairs & Programming. There may be occasional projects with the Leasing (3 staff) or Planning department (2 staff).
- Q.9. Is CMHC looking for one campaign/project per year? Or ongoing advertising/creative?
- A.9. CMHC is looking for ongoing advertising/creative.
- Q.10. Can CMHC please provide more information on each of the following Advertising Promotions? I.e. weight out of the project, description and deliverables for each, etc.
- General Granville Island Brand
 - Public Market, Net Loft & Railspur
 - Festivals, Special Events
 - Destination or Tourism Ads
 - Sponsorship
- A.10. This is to be determined with the Lead Proponent during the planning stages.
- Q.11. Pricing – are the tables flexible? I.e. Can the Proponent show the hours breakdown by multiple roles/levels? For example, ECD may lead a project, but the creative teams (with lower rates/hour) would also working on the project.
- A.11. Yes, the Proponent can add multiple roles/levels to the Tables as required to ensure their Pricing response is reflective of their proposed solution in a detailed manner.
- Q.12. The Scope of Work Section 3.2.3 Section 1) Marketing and Promotional strategy speaks to “*the identification of the best media and sources to reach target markets and develop digital, traditional and social media campaigns*”.

- Q.12.1. What is the current media mix and are there any “mandatory media”. This information will help the Proponent to understand the volume of work connected to tactics that may be mandatory.
- A.12.1. The current media mix consists of digital, social media, transit and on-island signage (bridge and street banners, and signage). On-island signage is mandatory; other media are subject to change.
- Q.12.2. The RFP mentions a social media co-ordinator. Is this person mainly responsible for organic while the agency would handle paid social?
- A.12.2. The social media co-ordinator is responsible for organic. This person works with the Proponent to plan and execute paid social campaigns.
- Q.13. The Scope of Work Section 3.2.3 Section 3) Advertising / Media Buy mentions that the Proponent “*will provide ad buying services (...) not necessarily outlined in the strategic marketing and promotions plan.*”. How many campaigns might require ad buying but no planning? This information will help the Proponent understand the volume of work connected to the ad hoc requests.
- A.13. It is anticipated that these occasions will be rare, and will not constitute a material volume of work.
- Q.14. Is Pricing Table 1 covering planning only while Pricing Table 2 is for the execution of the plans? If so, can CMHC confirm the ad buying mentioned in Pricing Table 1 refers to media planning and the ad buying in Pricing Table 2 is to cover the execution of the media buys.
- A.14. Correct, the ad buying mentioned in Pricing Table 1 refers to media planning and the ad buying in Pricing Table 2 is to cover the execution of the media buys.
- Q.15. The Statement of Work includes the development of “*brand guidelines and creative templates*”. Is CMHC looking for the Proponent to develop a new brand identity (logo), look and feel for Granville Island (colour palette, layouts, image treatment etc.), or would this be working within the existing brand look and feel?
- A.15. In year one, the Proponent will be working within the existing brand look and feel. Changes may be considered after the first year. This is to be determined in the planning process.
- Q.16. Does CMHC have an in-house team to handle some elements of creative development based on templates, guideline and direction provided by the Proponent, or is CMHC looking to the Proponent to provide all creative services from start to finish?
- A.16. Most of the creative will be provided by the Proponent from start to finish; there are a small number of templates for signage, but this is the exception.

- Q.17. Section 2 of the Statement of Work requires the Proponent “*create and produce a Granville Island series of activities*”. For clarity, by “*series of activities*” does CMHC mean on-the-ground events or more broadly to whatever form of marketing activity is deemed appropriate (whether it be event based, advertising-based, media based, social media based etc)?
- A.17. CMHC intends the latter; i.e., more broadly to whatever form of marketing activity is deemed appropriate.
- Q.18. When it comes to business reporting and accountability who are CMHC’s main stakeholders?
- A.18. CMHC is accountable to the Government of Canada; specifically, the Ministry to whom it reports, which is currently the Ministry of Families, Children and Social Development.
- Q.19. Can CMHC provide additional insight into the working relationship with the retailers and other attractions on the island? How does CMHC involve retailers in decision making? Do retailers contribute financially to marketing efforts? In what ways is CMHC accountable to retailers?
- A.19. CMHC has direct tenant relationships with tenants in the Public Market, the Net Loft, and the Railspur District, who pay into a promotional fund based on their square footage and sales. The total of this promotional fund constitutes approximately 20% of the total marketing spend. CMHC regularly consults with and provides marketing advice to tenants, but retains decision making.
- Q.20. On Page 15, it is indicated there are designated target markets – could CMHC please advise what the designated target markets are?
- A.20. The target market for campaigns is Vancouver residents who live in the primary and secondary trade areas of Granville Island, who care about patronizing local businesses, food culture, and arts and culture experiences. Typical visitors live in the primary trade area, average age of 45, above average education and income.
- Q.21. As per page 15/16, will collateral and marketing deliverables be expected to be localized/translated into different languages? If so, approximately how many?
- A.21. CMHC will provide translation for all items required to be in both official languages.
- Q.22. Approx. how many deliverables will be required per year for each of the items listed on pg 16, Section 5)? E.g. how many videos?
- A.22. The following are estimates and subject to change in the planning phases of campaigns:

Deliverable	Quantity
Print Advertisements	6
Bridge Banners	3
Street Banners	2
Transit Posters	6

Shopping Bags	2
Door Signs	8
Event Signage	4
Report design and layout	3
Display boards for public outreach	12
Digital materials such as social posts, campaign microsites, etc.	Varies; to be determined in planning
Video Production	6

- Q.23. Can CMHC clarify the expectation of requirement 4.6 on pg 21 regarding what type of detailed information CMHC is looking for?
- A.23. The proponent’s proposal should provide detailed information relative to the requirements and specifications outline in Section 3.
- Q.24. Approximately how many festivals/events (per year) does CMHC expect to have marketing presence at?
- A.24. CMHC is a sponsor or producer of about 30 events annually, ranging from small one-day events to large island-wide festivals. These relationships require minimal effort from the Proponent (for ex. producing a print ad for the festival program). In most cases, the festival or event producer is responsible for marketing and representing Granville Island. There are usually 4 – 5 annual events for which CMHC executes a marketing campaign; however, this is subject to change.
- Q.25. Is it preferred that the majority of the marketing and promotional plans be planned/purchased annually? Quarterly? Project by project?
- A.25. Is it preferred that the majority of the marketing and promotional plans be conducted project by project.
- Q.26. Does CMHC have an estimated annual number of projects that are on an “as needed basis”?
- A.26. It is anticipated that there will be 3 – 4 projects of this nature.
- Q.27. For sponsorships – is CMHC looking at having the Proponent help develop new sponsorships (media/business) or is the expectation for the Proponent to management existing sponsorships?
- A.27. Sponsorship relates to those festivals and events to which CMHC contributes financially, for which it receives recognition in festival collateral. There is minimal effort required from the Proponent for this.
- Q.28. Does CMHC require SEO, SEM and Social Media analytics or are these services in-house?
- A.28. These services are not required for this Request for Proposal or the resulting agreement.

- Q.29. Can the Proponent assume Media Buying includes Media Planning, Media Reporting, Audit and Analytics including Digital as well as Media Strategy? That being said, Media Strategy will be integrated with overall Strategy. Can the Proponent assume this is CMHC's mutual understanding of the differences between Strategy and Buying (under the Media umbrella)?
- A.29. Correct Media Buying includes Media Planning, Media Reporting, Audit and Analytics including Digital as well as Media Strategy. It is CMHC's mutual understanding of the differences between Strategy and Buying (under the Media umbrella).
- Q.30. Does CMHC have other partner agencies that the Proponent would be required to collaborate with? Is CMHC at liberty to share the names of the partner agencies?
- A.30. There are partner agencies that the Proponent will collaborate with, the Lead Proponent will be advised of the partner agencies, however they are subject to change.
- Q.31. Does CMHC envisage the Media Planning to come from the \$150k Media Buy budget or from the \$230k Strategy & Creative budget?
- A.31. Media Planning will come from the Strategy & Creative budget.
- Q.32. Is there any information regarding the Granville Island 2040 plan that the Proponent should be aware of that cannot be found at granvilleisland2040.ca?
- A.32. At this time, there is no additional Granville Island 2040 information that the Proponent should be aware of.
- Q.33. Does CMHC have existing brand guidelines in place?
- A.33. Yes CMHC has existing brand guidelines in place.
- Q.34. Does CMHC currently have a Brand Strategy in place?
- A.34. Yes CMHC has a Brand Strategy in place.
- Q.35. Will the Proponent be able to shoot offsite (e.g. in studio) pending the creative execution needs?
- A.35. Yes, the Proponent will be able to shoot offsite pending the creative execution needs.
- Q.36. Can the Proponent include links to videos in the RFP?
- A.36. Yes, the Proponent may include video links in their submission.
2. Delete the Pricing Table 2 – Estimated Hours for Advertising Promotion in Section 4.10 Pricing Proposal of the RFP in its entirety and replace with the following:

Table 2 - Estimated Hours for Advertising Promotion					
Create and Produce a Granville Island series of advertising collateral, ad templates for the following:	Year One	Year Two	Year Three	Optional Renewal Term	
				Year Four	Year Five
General Granville Island Brand					
Strategy/ Mgmt					
Creative					
Account Services					
Production					
Ad Buying					
Total					
Public Market, Net Loft & Railspur					
Strategy/ Mgmt					
Creative					
Account Services					
Production					
Ad Buying					
Total					
Festivals, Special Events					
Strategy/ Mgmt					
Creative					
Account Services					
Production					
Ad Buying					
Total					

Destination or Tourism Ads					
Strategy/ Mgmt					
Creative					
Account Services					
Production					
Ad Buying					
Total					
Sponsorship					
Strategy/ Mgmt					
Creative					
Account Services					
Production					
Ad Buying					
Total					

All other terms and conditions remain unchanged.