



**RETURN BIDS TO:
RETOURNER LES SUBMISSION À :**

By Mail:

Parks Canada Agency Bid Receiving Unit
National Contracting Services
ATTN: Laura Lowson 5P300-19-0033/A
111 Water Street East
Cornwall, ON K6S 6S2

**REVISION 004 TO A
REQUEST FOR PROPOSAL**

**RÉVISION 004 À UNE
DEMANDE DE PROPOSITION**

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Offer remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'offre demeurent les mêmes.

Issuing Office - Bureau de distribution :

Parks Canada Agency
National Contracting Services
111 Water Street East
Cornwall, ON K6H 6S2

Title - Sujet : Visitor Experience Strategy & Associated Infrastructure Planning – Thousand Islands National Park – Mallorytown Landing	
Solicitation No. - N° de l'invitation : 5P300-19-0033/A	Date : June 25, 2019
Amendment No. - N° de modification : 004	
Client Reference No. - N° de référence du client : N/A	
GETS Reference No. N° de référence de SEAG : PW-19-00876495	

Solicitation Closes - L'invitation prend fin : At - à : 2 pm On - le : July 9, 2019	Time Zone - Fuseau horaire EDT
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F.O.B. - F.A.B. :
Plant - Usine : Destination : Other - Autre :

Address Enquiries to - Adresser toutes demande de renseignements à : Laura Lowson

Telephone No. - N° de telephone : 613-938-5791	Fax No. -N° de télécopieur :	Email Address – Courriel : laura.lowson@canada.ca
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Destination of Goods, Services, and Construction - Destination des biens, services, et construction :
2 County Road 5, Mallorytown, ON K0E 1R0

TO BE COMPLETED BY THE BIDDER - À REMPLIR PAR LE SOUMISSIONNAIRE

Vendor/ Firm Name - Nom du fournisseur/ de l'entrepreneur :	
Address - Adresse :	
Telephone No. - N° de telephone :	Fax No. - N° de télécopieur :
Name of person authorized to sign on behalf of the Vendor/Firm Nom de la personne autorisée a signer au nom du fournisseur/ de l'entrepreneur	
Signature :	Date :

Solicitation No. - N° de l'invitation :
5P300-19-0033/A

Amd. No. - N° de la modif. :
004

Contracting Authority - Autorité contractante :
Laura Lawson

Client Ref. No. - N° de réf. du client :
N/A

Title – Titre :
Visitor Experience Strategy & Associated Infrastructure Planning – Thousand Islands
National Park – Mallorytown Landing

Amendment 004 is raised to:

- A. Distribute information from Bidders' Conference held on June 18, 2019.
- B. Answer questions from bidders

A. Bidders' Conference Information

1. Bidders' Conference Attendees

Vendor	Representative's Name
Lord Cultural Resources	Kathleen Brown
Lord Cultural Resources	Lisa Wright
Nova	Francois Seguin
Floor 13	John C. Dunn
106 Group	Cody Jennings
BC Hughes / Bray Heritage	Carl Bray
Stantec Consulting Ltd.	Carina Lood
IBI Group	Emma Stucke

Contact information for the attendees are available upon request and approval from the vendors.

2. General Information

See separately attached presentation.

3. Questions and Answers

Q1. How involved are the Indigenous Partners?

A1. The Park has strong working relationship with the Mohawk community of Akwesasne and consult periodically with the Mohawk of the Bay of Quinte.

Q2. Does the Park rent any watercrafts?

A2. No, but there are various operators that provide the services in the area.

Q3. What is the reservation process?

A3. Portions of camp sites and roofed accommodations are reservable through the mandatory Parks Canada Reservation Service and other are first arrived, first served.

Q4. Do you have a working relationship with the Frontenac Arch Biosphere?

A4. Yes but the relationship has not yet been formalized in a partnership agreement. We mainly collaborate on educative and conservation projects.

Q5. Does the Park offer any travel trade?

A5. Such programs existed in the past but not anymore. The park is currently testing a school program at Landon Bay.

Q6. Are there any plans to reopen the Visitor Centre located at Mallorytown in a near future or is its reassessment part of this work?

A6. The center should be partially open soon. However, a significant portion of the Park's infrastructures are reaching the end of its live cycle and will need to be replaced. This project will address the future offer for key sites and corresponding infrastructure needs such as a new visitor centre. The bidders' conference presentation contained information about key sites.

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- Q7.** Is there a big enough island for a “glamping” experience?
A7. Yes, some islands have the potential of offering a “glamping” experience. However, infrastructure development are restricted by zoning as mentioned in the presentation.
- Q8.** Is the work under this contract part of the Management Plan?
A8. The new 10 years cycle Management Plan is almost completed. Outcomes from the consultations process will guide the project as well as the key strategy of the management Plan. This project is a first important step in implementing the management Plan in terms of Visitor Experience and Assets.
- Q9.** Has Parks Canada gone through similar a process for other Parks?
A9. Every parks Canada site is different. A visitor Experience Strategy is a common process, however, to the best of our knowledge, no one has set up a similar process. It was created especially to fit Thousand Island National park needs.
- Q10.** Is there an established Steering Committee?
A10. Yes, the steering committee is composed of members of various organizations representing the Park’s major stakeholders.
- Q11.** For preparing financial bid, can we know how many sketches are needed?
A11. The bidders can based their bids on developing 3 sketches in parallel of 3 storytelling scenarios related to 3 different sites.
- Q12.** Can you give a sense of when you are ready to start?
A12. As soon as the contract is awarded.
- Q13.** Is the March 31 date (up to phase 7) firm.
A13. Ideally but there is some margins depending on circumstances.
- Q14.** For face to face meetings do you have office space?
A14. Yes, in Kingston. Parks Canada team is willing to meet at the consultant’s office depending on distance or find a midway location.
- Q15.** Is the zoning scheme specific to Parks Canada?
A15. Yes
- Q16.** Do you have any support organizations that raise funds?
A16. The Parks does not have such partnership.

B. Questions and Answers

- Q1.** The title of the RFP references “associated infrastructure.” Please define what “infrastructure” is referencing in relation to this project and the scope of services.
A1. As some of the existing assets located on key sites being considered for the development of new visitor experience offers are either limited or aging, recapitalization of assets will need to take place in order to provide the necessary infrastructures to support the retained offers that are to be developed in this project. The intent of “associated infrastructure” component of this project is to define infrastructure needs to support the offers to be implemented as well as providing infrastructure planning on a landscape level.

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- Q2. Page 24, PD 2.4 Summary of Consultant Team Expertise;** The RFP states that the consultant should have “Marketing research & analysis” capacities, however, on page 26 it indicates that a marketing plan is not within the scope of work for this project. What level of marketing expertise is required?
- A2.** The project does not include a marketing plan. However, the consultant is required to provide an engagement and outreach strategy to be used by Parks Canada in developing their marketing plan. The intent is to define a strategy to raise awareness of the Park and promote its new offers to target markets. Marketing expertise in the form of experience and knowledge related to, but not limited to, the creation and execution of a comprehensive, holistic marketing strategy to support organizations’ objectives is considered an asset. In addition, establishing and maintaining a consistent image throughout product lines, promotional materials, educational tools and events is also considered an asset.
- Q3. Page 22, Phase 5 – Product Development;** “During this phase, the consultant will assist PCA in crafting site-specific VE vision and associate products for TINP.” What is meant by “products?” Please provide some examples.
- A3.** The “products” refer to the visitor experience offers to be developed in the course of the project such as an overnight offer or a winter offer. The fragmented nature of this Park necessitates the development of a site specific approach. For example, an island on the west site of the Park displays different features than a mainland property on the Far East end.
- Q4. Page 25, PD 2.9 Execution;** “Several in-person meetings are mandatory as described in PD 2.3 Scope of Work and Associated Required Services.” Would PCA consider Skype meeting attendance acceptable for some team members/meetings?
- A4.** Yes, Parks Canada will accept teleconference meetings to some extent. It is not required that the consultant’s full team attend all meetings. It is the responsibility of the consultant’s project manager to determine the best team member(s) to be physically present. Furthermore, some meetings can take place only via teleconference. However, in the spirit of a collaborative work between Parks Canada’s team and the consultant’s team, a minimum number of in person meetings during which at least one of the consultant’s team members must be present have been established. It will be an opportunity for the consultant to immerse himself/herself in the Park and have direct contact with the sites and the staff, as well as working in direct contact with Park’s Canada project manager. Parks Canada intends to play an active role in this project providing expertise in visitor experience & product development, marketing, resources conservation, indigenous culture and history as well as project management, to name a few. Depending on the location of the consultant’s office, Parks Canada’s team members may be able to meet at the consultant’s office as well.
- Q5.** What is the consultant budget, or budget range?
- A5.** Parks Canada estimated the contract to a value of \$100,000 without taxes assuming that the consultant is in a driving range from the Park.
- Q6.** Page 23, Phase 6 Offer Evaluation and Implementation Plan – The section entitled “Implementation Plan Development” includes text that reads “This phase also includes updating the stakeholder analysis.” Could you confirm which stakeholder analysis will be updated during this phase and the tasks that will be undertaken by the consultant to update this stakeholder analysis?
- A6.** Parks Canada will provide a preliminary stakeholder analysis to the consultant. The consultant will assist in updating the provided analysis based on the acquired knowledge from previous phases
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such as the developed growth strategy, retained target segments and developed offers. The revised stakeholder analysis will support the implementation of retained offers.

- Q7.** Question: “Under Phase 4 – VE Assessment it states that the consultant will assist PCA in developing an assessment tool to assess TINP’s visitor offer. Will the consultant be provided a list of performance/ assessment measures, or will these be developed through this phase alongside PCA?”
- A7.** Parks Canada will be ultimately responsible for developing assessment criteria based on its mandate and priorities. However, Parks Canada believes that previous phases of the project such as the SWOT workshop and PESTLE analysis should guide the making of these criteria.
- Q8.** Would it be possible to get all the Annex’s in the RFP in “word” format. It will make it easier to fill them out.
- A8.** See separately attached documents.

ALL OTHER TERMS & CONDITIONS REMAIN UNCHANGED