



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Media and Public Relations Agency Services – North America
Competition Number:	DC-2019-PO-05
Closing Date and Time:	September 13, 2019, 14:00 Pacific Time (PT)
Contracting Authority:	Paulina Orozco Procurement Advisor 604-638-8372 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 and the United States. 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 from highly experienced and qualified US public and media relations firms that have demonstrated the ability to establish coverage with large media brands in the hearts and minds of the US consumer and possess current and in-depth knowledge of the US media space. The successful proponent(s) will provide to support DC's North America initiatives, primarily in the US, with the possibility of providing public and media relations and other related services to support DC's Mexico and Canada markets. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with one or more proponents who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent(s) ("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 four (4) 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/or presentations/demonstrations (if applicable) meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of DC.

Evaluation Model

B.2.1 Desirable Criteria Questionnaire (Section E) 25%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 25% or higher (the “Threshold”) will be evaluated further based upon, but not limited to Proposed Pricing.

B.2.2 Proposed Pricing (Section F) 30%

Following evaluation of Proposed Pricing, DC may limit further evaluation to a limited number of the top ranked proposals. Only those selected proposals will be further evaluated based upon the Timed Assessment.

B.2.3 Timed Assessment (Section G) 15%

Following evaluation of the Timed Assessment, DC may limit further evaluation to a limited number of the top ranked proposals (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon the Presentation.

B.2.4 Presentations (Section H) 30%

TOTAL 100%

B.2.5 Negotiations

DC intends to conduct concurrent negotiations, as defined in Section I.10 Negotiations, with a limited number of the top ranked proponent(s).

B.3 Proposal Submission, Intentions, and Questions Instructions

B.3.1 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **14:00 hours PT, September 13, 2019**.

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 **9:00 hours PT, August 23, 2019**. Questions submitted prior to this date will be responded to on or before **14:00 hours PT August 30, 2019**.

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, August 20, 2019**.

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-2019-PO-05 Media and Public Relations Agency Services – North America– CONFIDENTIAL**” in the e-mail subject line. Include the following with your submission, intentions and questions:

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

There is a maximum of eight megabyte (“MB”) file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 8 MB) numbered files. In the e-mail the proponent should provide the detail for each section and

how many e-mails they will send. Proposals are stored in an electronically secure and restricted environment. Proposals will not be opened until after the Closing Time has passed.

B.4 NRFP Form of Response, Format and Depth

B.4.1 NRFP Form of Response

Proponents should respond to and include in their proposal:

- Appendix 1 – Proponent Information and Acknowledgement Form
- Appendix 2 – Material Circumstances Form
- Appendix 3 – Amendments
- Appendix 4 – Declaration of Sub-Contractor (if applicable)
- Section D – Mandatory Criteria Questionnaire (if applicable)
- Section E – Desirable Criteria Questionnaire
- Section F – 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 Meet Destination Canada

As Canada's national tourism marketer, the Canadian Tourism Commission, operating as Destination Canada ("DC"), markets Canada abroad to leisure and business travellers to increase arrivals and grow Canada's tourism economy. DC works with partners in provincial and territorial governments and in key city and resort destination marketing organizations to help Canada's tourism businesses reach international markets.

DC has the legislative mandate to promote the interests of the tourism industry and to market Canada as a desirable tourist destination. More specifically:

- sustain a vibrant and profitable Canadian tourism industry;
- market Canada as a desirable tourist destination;
- support a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

DC's mission is to unite and empower Canada's Tourism Leaders through compelling research, strategy and storytelling to drive the visitor economy. Tourism is a significant driver of Canada's economy, generating over 739,000 jobs in the sector and support for nearly 218,000 small and medium-sized tourism businesses across Canada in 2018. As the country's number one service export, tourism is larger than agriculture, forestry, fishing and hunting combined. Canada welcomed over 21 million international overnight visitors spending \$21 billion in 2018. In 2018, Canada broke through previous records by welcoming an estimated 20.1 million people from around the world.

As Canada's provinces, cities and regions largely invest in marketing to Canadians, DC's focus is to maintain international tourism revenue streams flowing into our country. In 2018, DC's marketing efforts attracted almost 1.4 million additional visitors and business delegates to Canada collectively spending approximately \$1.8 billion.

Canada is massive, with a wealth of choice in places to see, experiences to discover and people to meet. To ensure we provide a cohesive story for Canada, we must align our efforts under our brand's belief and promise.

DC, along with its partner agencies, key specialists, and industry partners, wishes to:

- achieve DC's five-year industry-wide goal of bringing 25 million international visitors to Canada, spending \$25 billion, by 2022, under current conditions;
- employ a "whole of government" approach to creating winning conditions for international travellers coming to Canada;
- reach today's world travellers through technology and innovation — creating ground-breaking marketing programs to increase demand for Canada that include creating content for traditional and social media, in addition to directing media campaigns; and
- continually test and learn, and move the needle on the performance of our strategic marketing initiatives.

C.2 Overview

C.2.1 Destination Canada in the US

In 2015, DC made a decision to re-enter the US market. Between 2016 and 2018 investment from the Government of Canada and industry partners established the Connecting America program

designed to build awareness and an urgency to travel to Canada among the 25-44 year old Learner Explorer Quotient (“EQ”) audience in nine defined geographic areas of the USA (NYC, Boston, Chicago, Philadelphia, Washington DC, Dallas, Houston, San Francisco, and LA). In three years, DC saw growth in audience reach, consideration for Canada and arrivals growth as a result of paid, owned, and earned coverage for Canada. For more information regarding EQ, please visit our website: <https://quiz.canada.travel/caen/all-traveller-types>

As DC looks forward to 2020 and beyond, it is shifting to an older Learner EQ audience, aged 35-64, and delivering on the following global marketing objectives:

- 1) Target US travelers fall in love with Canada
 - KPI measures: Love Promoter Score: top box score of those likely to recommend Canada after a touchpoint with the brand
- 2) Target US travelers spend more when visiting Canada
 - KPI measures: total spend and total attributable spend by international visitors from DC’s markets
- 3) More US target travelers visit more places and visit year-round
 - KPI Measures: increasing the number of total visitors to Canada during shoulder months and increasing the length of stay to Canada from DC’s markets

C.2.2 New Brand

To accomplish the first objective, in May 2019, Destination Canada launched a new brand platform, *For Glowing Hearts*, which has transformational travel at its core. *For Glowing Hearts* is built on the belief that travel should change you. Time spent in Canada should leave a lasting mark on your heart and our storytelling should do the same.

Through *For Glowing Hearts*, DC is creating a passion brand, one that conveys that:

Canada is more than a place on a map.
It’s a beacon to the world.
An invitation not just to explore, but to connect.
It’s a calling to discover the marvels of what’s here.
And the potential that’s within each one of us.
Canada is a destination for those with open minds and intrepid spirits.
For the brave.
For the bold.
For the curious.

This is Canada. For Glowing Hearts.

Our stories are a reflection and extension of our brand. They must speak to those with Glowing Hearts craving a connection with the people and the places that make Canada distinct.

Our brand doesn’t speak to just one channel, one market or one audience. It touches all aspects of our marketing. As a result, the content we create and the stories we tell, needs to consider the brand. We must create a consistent and collaborative vision for our marketing and content creation, allowing the best stories to reach the widest audience. In this way, we build our brand and create opportunities for shared successes across markets and channels that is inclusive of public and media relations (“MR/PR”); from national to regional pitching and coverage across news, travel, lifestyle media, to MR/PR events or media shows, FAM/influencer trips, a Visiting Journalist Program and so on.

C.2.3 Target US audience

American Learners aged 35-64 take more than five out of state trips per year, own a passport and travel internationally, and value travel experiences. They travel because they want to immerse themselves in new and unique cultures, de-stress by doing things they cannot or do not do at home, and challenge themselves to new adventures. Travel not only forms their identity, it reflects it by seeking opportunities to connect with something real and meaningful. In a Learners mind, a true break is one where they come back thinking or feeling a bit differently about their daily life.

The marketing and communications challenge in the US is to not only build national awareness for Canada as a travel destination, but to also build a sense of urgency for travel to Canada. The US Learner sees Canada as a someday destination where US states (Florida and Mid-Atlantic (NYC, Boston, Washington DC) rank higher on their travel consideration list than Canada. Because we believe that travel should change you, we want the US Learner to look to Canada as a place where they can say yes to new adventures now.

C.3 Scope of Work

C.3.1 Qualifications and Capabilities

In a highly competitive US media environment, where the US traveller is marketed to by the best of the best in tourism, the Contractor(s) will need to develop a strategic vision that will differentiate Canada, increase consideration and motivate travel for our target traveller in the US. As a result, the Contractor(s) should be a highly experienced and qualified public and media relations firm that has demonstrated the ability to establish the Canada story through large media brands in the hearts and minds of the US consumer and possess current and in-depth knowledge of the US media space.

The Contractor(s) will provide support to DC's North America initiatives, primarily in the US, with the possibility of providing MR/PR and other related services to support DC's Mexico and Canada markets.

The Contractor(s)' Account Manager and team must have eight or more years' experience working with US national and regional, media and lifestyle brands in the US. The ideal Contractor(s) should be:

- known for their strong reputation for excellent public and media relations work in the US;
- demonstrate knowledge of Canada's tourism brand, partners and industry;
- well established within the tier one US broadcast, news, travel and lifestyle media at a national and regional level and also demonstrated successful relationships with tier two media;
- on top of the latest trends and best practices in public and media relations, and content marketing;
- flexible, organized, customer-service oriented and a team player;
- exceptional writers with strong communication skills;
- proven positive relationships with US media (publications, broadcast, journalists and freelancers) across lifestyle, news, travel, travel trade and business/technology;
- smart and agile thinking to react to opportunistic earned media activities in a timely manner;
- demonstrate a disciplined approach to financial and account reporting;
- demonstrate the ability to use performance data and research to develop insights; and
- demonstrate a practise that tests and learns for key tactics.

C.3.2 Core Services

At a minimum, the Contractor(s) should be able to perform the following services under the strategic direction of the DC's North America team in Vancouver.

C.3.2.1 Strategic Planning

- Support the development and writing of the US market plan and tactics by providing a recommended earned media strategy that is a core component of an integrated multi-channel strategy.
- Earned media plans aligned to US objectives in consideration of earned coverage from national to regional across a broad range of media and public relations channels.
- Consultation on multi-channel activities to provide MR/PR strategies and integration to help shape and execute program activities.
- Conduct and present analysis of the US media landscape including trends, changes, competitive reviews and opportunistic activities that will inform our activities, as required.
- Conduct research for, and provide input to, a multi-year US public and media relations plan.
- Deliver on earned media reach KPIs and measures.
- Execute required items from the plan, as requested.
- Provide required reporting to DC on performance of the multi-year plan.

C.3.2.2 Business Development

- Leverage existing media relationships and brand partnerships to introduce opportunities to DC that are aligned with the US media and communications plan.
- Seek out new media relationships and brand partnerships to support the DC strategy in the US.
- Support the planning and execution of specific projects and initiatives involving US media relationships and brand partnerships.
- Identify potential projects where DC would be able to work with appropriate media and brands.
- Identify US trade shows and events worthy of consideration for DC.
- Promote the DC brand at relevant events.

C.3.2.3 Media Relations

- Provide ongoing media relations support representing Canada's national story and targeted media opportunities.
- Align partner priorities to provide direct referrals to smaller provincial marketing organizations ("PMOs"), destination marketing organizations ("DMOs") and small and medium-sized enterprises ("SMEs") that may not currently have ability to engage or leverage opportunities on their own.
- Maintain strong relationships with a diversity of US media across multiple channels in the tourism, lifestyle and other relevant sectors.
- Review and analyze incoming US media queries for information.
- Pro-active pitching based on strategic plan.
- Provide recommendations to DC and follow up with journalists as required.
- Organize and execute media events (IMM, Go Media, RVC), specifically support DC and partner led media and PR events by securing tier one media attendance.
- Manage and execute DC lead VIP media familiarizations ("FAMs"), and DC's Visiting Journalist Program, which provides flight support to partner led media FAMs.

C.3.2.4 Content Creation and Distribution

- Create and share relevant media materials and messaging with DC internal teams.
- Monitor the US content being created as a result of DC efforts.

- Develop content as needed for DC events, projects and campaigns. This includes, but is not limited to: press releases, backgrounders, story idea pitches and other press materials, key messages, speeches, etc.
- Identify appropriate distribution channels for DC's work (e.g. newswire agencies, trade shows, media distribution lists and networks, etc.).
- Manage the distribution of content across these channels.

C.3.2.5 US market intelligence is important to report on as DC does not have in-market presence in the US.

- Target audience pulse checks and US market insights (traveler trends as an example).
- Media, influencer, editorial pulse checks in the US (landscape changes that DC needs to be aware of).

C.3.2.6 US Travel Trade and Business Events Support

- Establish relationships and be knowledgeable about US travel trade media and business/technology media.
- Pitch appropriate US travel trade media, and business/technology media stories to advance Canada's profile as a leader in specific sectors as identified by DC's Business Events Canada team (e.g. pitching Wired Magazine about Canada's role in an area of innovation);
- Organize and execute events.
- Maintain strong relationships with a diversity of US travel trade, business events and niche media across multiple channels.

It is an asset if the Contractor(s) have well established relationships with US business/technology media and travel trade media and connections/knowledge about media in the following verticals: Aerospace, Life Sciences, Information and Communication Technology, Clean Technology, Infrastructure and Engineering, Natural Resources and Agriculture and Food.

C.4 DC Responsibilities

Global vision and strategic objectives

DC's role, working out of HQ Vancouver and in collaboration with the Regional Managing Director for the North America region, is to create a strong global vision and to outline strategic objectives, with input and execution from DC's creative and media agencies.

Contractor scope of work process

In support of the scope of work process, DC will engage in a comprehensive strategic planning approach. The process begins with a review of the previous year's programs, results and insights. DC will also review market research – both primary and secondary. DC's global team will consider challenges and opportunities that impact marketing strategies in each market. The strategies will be presented to DC's Board of Directors for validation and resource allocation. DC will then compile all strategic information into a single document, which will be presented to the Contractor. Marketing Plan and Project Plan template will also be provided to the Contractor.

In addition to the above, DC will be responsible for providing the following to the Contractor(s):

- training on DC Brand Guidelines;
- overall direction, guidance and supervision to the contractor in accomplishment of project activities;
- ensuring the Contractor(s) have access to relevant information and resource materials when possible;
- providing final approval on all communications;
- completing any translation as required; and
- arranging the payment of Contractor following delivery of agreed deliverables.

C.5 Account Management and Personnel Replacement

DC requires the Contractor(s) to provide a key contact (“Account Manager”) capable of working with DC’s global communications and programs team, and be responsible to co-ordinate all activities described in this Statement of Work. This includes regular status calls, timeline management, status documents, budget management, setting up calls and meetings, meeting follow ups etc.

The Account Manager and any other representatives may also have to work or collaborate with multiple third parties (i.e. DC contracted suppliers, industry tourism partners, etc.). In such cases, the Contractor’s contact will be with DC’s global communications and programs team, who in turn will make the initial contact with partners.

The Account Manager should be able to provide all final deliverables in English.

The Contractor will inform DC of any major personnel replacement, such as any partner servicing or managing DC’s account and the Contractor’s client relationship partner and overall client service partner.

C.6 Performance Standards and Quality Measurement

DC is committed to fostering and supporting strong positive relationships with its partners to ensure critical services are maintained and the highest value and corporate-wide economic benefits are realized. As such, the Contractor’s performance is reviewed twice annually using the DC Contractor Performance Evaluation system.

The Contractor must provide all information requested as part of this in a timely manner. Key measurements include:

- Qualitative assessment by DC teams on strategic input, account management, alignment and collaborative work with creative and media agencies in market, tactical plans, project management;
- Qualitative assessment by DC teams on the Contractor’s overall alignment with DC’s core values of innovation, collaboration and integrity; and
- Appropriately assigned measures from DC’s balanced scorecard measuring marketing performance and impact on business goals.

Any performance issues identified as part of the DC Contractor Performance Evaluation system must be addressed by the Contractor in a timely fashion. If serious performance concerns are raised, the Contractor may be required to work with DC to implement a performance improvement plan.

C.7 Risks and Constraints

- All created material, data (including key account databases), content and so on will be the property of DC.
- The Contractor shall provide and return all information to DC at the end of the contract term.
- The Contractor is required to undergo a Privacy Impact Assessment before contract award.

C.8 Reporting and Communication

The Contractor shall provide DC, at a minimum, with the following reports and communications:

Reporting:

- yearly MR/PR wrap-up and learnings reports;

- monthly media monitoring performance reporting/quarterly summaries and highlights;
- monthly retainer updates and reporting; and
- up to four Tactical Plan updates per year.

Communications:

- weekly status with the Regional Managing Director;
- weekly status with the North America squad at HQ;
- regular status with the North America squad lead; and
- the Contractor is expected to respond to co-investor and DC questions within two working days.

C.9 Expenses and Accounting

Invoicing:

- the Contractor will be required to provide timely invoices to DC with details of work performed and an invoice number; and
- the Contractor will pay third party suppliers' invoices associated with executing the services. The Contractor will then submit an invoice report to DC on a calendar monthly basis that includes a summary of the work completed and associated back up document including copies of all receipts and invoices.

Books and Records:

- the Contractor will maintain proper books and records in accordance with generally accepted accounting principles;
- the Contractor will prepare and maintain books and records of account respecting all work provided to DC and all financial commitments and expenses incurred in relation to work performed; and
- DC will have the right to inspect all business and accounting records related to the invoices and the amounts included.

Travel Expenses

- Employees of and contractors to the Contractor will only travel when it is reasonably necessary to carry out the work, and then only provided that prior approval for such travel has been obtained from DC, and that the expenses incurred in connection with such travel are in compliance with DC's travel policy.

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 Proponents must have an office in one of the major US cities (New York, Chicago, Washington, Boston, Los Angeles, San Francisco, Houston, Dallas, Philadelphia, Atlanta, Denver, or Seattle).

Are you able to comply with this requirement?

Yes No

- D.1.2 The Contractor(s)' Account Manager must have eight or more years experience working with US national and regional, media and lifestyle and travel media brands in the US.

Are you able to comply with this requirement?

Yes No

- D.1.3 Proponents must be in good financial standing and have met all statutory financial requirements for the last three years, 2016, 2017 and 2018.

Are you able to comply with this requirement?

Yes No

- D.1.4 Proponents must ensure the team assigned to this project is able to support our DC HQ office every weekday between the hours of 9am to 5pm PT.

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 Provide general background information about your company and include the following:

- a) organizational structure and a company overview
- b) years of experience, reputation, core competencies and recognized expertise in the US market
- c) why your level of expertise and experience are a good fit for DC

Limit your response to 2 pages, Arial 12 font. Question is worth 3%

E.1.2 Provide information on how you will staff the DC account in order to deliver on DC's business objectives. Please include previous and relevant work experience and the proposed role on the DC account.

Limit your response to 2 pages, Arial 12 font. Question is worth 3%

E.1.3 Provide two case studies where your company has provided strategic planning and execution of a multi-year public and media relations plan/project/activation. Your case studies should highlight your ability to execute the work described in Section C Statement of Work, and demonstrate how the plan delivered against the corporate strategy and goals of your clients.

Each case study should be limited to two pages Arial 12 font. Question is worth 3%

E.1.4 Proponents must have demonstrated and proven strong reputation for excellent public and media relations work in the US (publications, broadcast, journalists and freelancers) across lifestyle, news, travel, travel trade and business/technology. Please describe your network of relationships with the following and please explain how your company will leverage this into US national and regional media:

- a) US news, broadcast, travel and lifestyle media
- b) US Travel Trade Media and Business/Technology media

Your response should be limited to one page single sided, Arial 12 font. Question is worth 3%

E.1.5 DC is looking for a strategic agency that can differentiate our product offering from other key competitors and that can perform smart and agile thinking to react to short lead and long lead earned media activities in a timely manner. Please provide two examples on how you executed a similar differentiation strategy for other clients. What were the tactics and strategies used as well as the results?

Each case study should be limited to two pages, Arial 12 font. Question is worth 3%

E.1.6 DC requires an agency that executes a disciplined approach to financial and account reporting, use of performance data and research to develop insights as well a practise that tests and learns for key tactics. Please provide a concrete example of how you do this for other clients and explain how your company would develop this for DC.

Limit your response to 2 pages, Arial 12 font. Question is worth 2%

E.1.7 Please explain how your company will strategize DC's presence on media events, what would be the tactics to deliver business objectives, what channels will you use to make DCs stand out from the competition.

Your response should be limited to one page single sided, Arial 12 font. Question is worth 2%

E.1.8 What processes and checks do you have in place to prevent conflicts of interests in your work among/between clients, media and media organizations? In case you run campaigns for a similar business organization or competing tourism board, how do you structure your team to prevent conflicts of interest?

Your response should be limited to one page single sided, Arial 12 font. Question is worth 2%

E.1.9 Provide a narrative that presents a strong case why DC should engage your firm. In this section, the proponent may include any additional information that, together with the foregoing comments and information, it believes to be essential in creating a thorough understanding of its suitability to perform the requested services.

Limit your response to 2 pages, Arial 12 font. Question is worth 3%

E.1.10 There is a possibility that the Contractor(s) will be engaged to work with DC's Mexico and Canada in-markets. Please provide the following:

- a) Details of your presence in Mexico and/or Canada, including details of any office locations in Mexico and/or Canada. If your firm does not have an office location in Mexico and/or Canada, please explain how you support this market(s).
- b) Two examples of how you keep on top of the latest trends and best practices in public and media relations in Mexico and/or Canada as well as two concrete cases where you have well established public and media relationships in Mexico and/or Canada.

Limit your response to 2 pages, Arial 12 font. Question is worth 1%

E.3 For reference only

E.3.1 Please list any national, regional and municipal brands that you currently represent.

E.3.2 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 form in Appendix 4, for approval by DC. DC reserves the right to withhold approval of such sub-contractors.

Note that DC does not require proponents to provide a list of digital or material vendors that are used to support promotional activities.

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.

If applicable, indicate the quality control measures and contract resolution processes you have in place for sub-contractors.

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

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

F.1 Proposed Pricing Detail

Using the table provided below, provide your Total Hours Worked per Annum, Blended Hourly Rate and Fixed Annual Fee.

For the purposes of calculating proposed pricing, proponents are to assume an approximate annual operating budget of \$900,000 CAD excluding taxes, for program costs and contractor fees. Proponents may use the below sample of an average monthly time commitment for guidance. Note that requirements and time commitments will fluctuate depending on program demands and required services, as set out in Section C.

Average Monthly Time Commitment	
Roles	% FTE Hours*
Account Manager	100%
Senior VP	50%
Media/PR/Consumer/Content Lead	200%
Media/PR/Consumer/Content Junior	100%

*Note 100% is equivalent to one (1) FTE

- F.1.1 Total Work Hours per Annum – The Contractor to perform a number of activities per year for a fixed annual fee. With reference to question E.1.2, proponents are asked to identify how they will staff the DC account. Using the table provided, identify each individual's level of commitment to the Statement of Work in Section C, over the course of one year.

* FTE%: An estimate of each individual's level of commitment to DC over the course of one year.

Calculation: $(A)/1855 = (B)$

Example: The average employee works 1855 hours annually. John Doe is expected to commit 100 hours annually (A) to DC, then the FTE% is $100/1855 = 5.39\%$ (B).

- F.1.2 Blended Hourly Rate – Provide your blended hourly rate based on the level of commitment of each employee as shown by the FTE% above. **The blended hourly rate is to include all profit, overhead and any other management fees that the proponent will charge.** The blended hourly rate should not include any expenses or pass-through costs incurred by the proponent on behalf of DC.

Calculation: Average of all Hourly Rates (C) = (D)

F.1.3 Fixed Annual Fee – Provide your fixed annual fee derived from the Blended Hourly Rate multiplied by the total number of hours committed to DC.

Calculation: Blended Hourly Rate (D) x Total Number of Hours Committed to DC (E) = Fixed Annual Fee (F)

*Table data is for example only Proponents are to complete the table their own data.				
Name	Title/Role	Estimated Hours per Annum (A)	*FTE% (B)	Hourly Rate (C)
<i>Example: John Doe</i>	<i>Account Manager</i>	<i>1800</i>	<i>100%</i>	<i>\$100</i>
<i>Example: Jane Lang</i>	<i>Senior VP</i>	<i>900</i>	<i>50%</i>	<i>\$80</i>
<i>Example: Jack Smith</i>	<i>Media/PR/Consumer/Content Lead</i>	<i>3600</i>	<i>200%</i>	<i>\$50</i>
<i>Example: Judy Wright</i>	<i>Media/PR/Consumer/Content Junior</i>	<i>1800</i>	<i>100%</i>	<i>\$30</i>
Blended Hourly Rate (D): <i>(Average of all Hourly Rates (C) = D)</i>			<i>Example: \$</i>	
Total number of hours committed annually to DC (E): <i>(Sum of A = E)</i>			<i>Example:</i>	
Fixed Annual Fee (F): <i>(D x E = F)</i>			<i>Example: \$</i>	

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

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

CTC may be open to other pricing strategies, incentives, volume discounts or other offerings that would benefit CTC. CTC, 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 CTC.

SECTION G – TIMED ASSESSMENT

G.1 Timed Assessment

DC will require proponents who have made the Shortlist to undertake an online timed assessment to measure their capabilities and suitability to deliver the services described in Section C – Statement of Work. Details about this assignment will be further communicated.

All costs associated with the timed assessment will be the responsibility of the proponent.

SECTION H – PRESENTATION / DEMONSTRATION REQUIREMENTS

H.1 Presentations / Demonstrations Requirements

DC will require proponents who pass through the Timed Assessment, Section G, to give a presentation of their capabilities to deliver the services described in Section C – Statement of Work. Further details will be communicated to those proponents invited to participate in this section.

Proponents invited to the presentation will be provided with a detailed brief and will be expected to demonstrate the following:

- Introduce account representative(s)
- Present their firm's capabilities and expertise
- Question and answer period

Presentations will either take place in Vancouver, at DC's headquarters, or at the proponent's head office. Details will be further communicated.

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

SECTION I – NRFP PROCESS AND TERMS

I.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	August 20, 2019, 14:00 hours PT
Deadline for Questions	August 23, 2019, 9:00 hours PT
Closing Date and Time	September 13, 2019, 14:00 hours PT
Presentations of Shortlisted proponents (if required)	Week of October 28, 2019
Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately:	January 10, 2020
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.

I.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.

I.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.

I.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.

I.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).

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.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.

I.20 Rights of Destination Canada

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

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

SECTION J: 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 _____, 2019

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 I.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.