



Negotiated Request for Proposal

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| Name of Competition: | Global Creative Marketing Agency with Media/Public Relations |
| Competition Number: | DC-2021-CD-01 |
| Closing Date and Time: | October 14, 2021, 14:00 Pacific Time (PT) |
| Contracting Authority: | Christine Duguay 604-638-8345 procurement@destinationcanada.com |

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SECTION A – INTRODUCTION

About Destination Canada

At Destination Canada we believe in the power of tourism.

Our vision is to enhance the quality of life of Canadians and enrich the lives of visitors.

Our mission is to influence supply and build demand for the benefit of locals, communities and visitors through leading research, alignment with public and private sectors, and marketing Canada nationally and abroad. In collaboration with our partners, we promote Canada as a premier four-season leisure and business tourism destination around the country and world.

Destination Canada's approach focuses on markets where Canada's tourism brand leads and yields the highest return on investment. We use research to drive our evidence-based marketing in nine key geographic leisure source markets: Australia, Canada, China, France, Germany, Japan, Mexico, United Kingdom (UK) and the United States (US). In addition, our Business Events team leverage in-depth global market analysis to target international clusters aligned with Canada's priority economic sectors.

We believe that that Canada's diversity is one of its greatest assets and also something that touches travellers' hearts deeply. To that end, we are committed to inclusive leadership within our workforce, workplace and interactions with partners and travellers alike.

Destination Canada (DC) is a Crown corporation wholly owned by the Government of Canada and formed under the Canadian Tourism Commission Act. Our headquarters are located in Vancouver, British Columbia and we maintain offices in Ottawa, the United Kingdom, China and Japan. DC employs about 110 people, the vast majority are in Canada. Internationally, we have staff in the UK, China and Japan, and employ General Sales Agents in our other markets; France, Germany, Mexico and Australia. The marketing team for the US is based out of Vancouver.

DC is financed primarily through parliamentary appropriations and operates on a calendar fiscal year. In 2020, we received a parliamentary appropriation of \$95.7 million. Through our co-investment strategy, we create partnerships with the public and private sectors to leverage our core appropriations and extend our global marketing reach.

DC works with industry partners that include provinces, territories, cities and towns, resorts, attractions, transportation companies, accommodations and other tourism service providers.

For further information, visit www.destinationcanada.com. More information on the Destination Canada brand, our activities and our ongoing research can be found later in this NRFP, at the start of Section C.

A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the “**NRFP**”) is to solicit proposals from Global Public Creative Marketing Agencies with Media/Public Relations. DC’s desire is to have one agency or well-coordinated agency network that can handle our entire account across all media and geographies, with the exception of media buying. DC may divide business among different agencies if we determine the need to do so. 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) (“Agency”) may be required to collaborate with DC’s other service providers and partners (such as provinces, territories, cities and towns, resorts, attractions, transportation companies, accommodations and other tourism service providers), as well as other federal departments, 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 the 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 for DC, on an annual basis and at their sole discretion, to extend for an additional year, not to exceed four (4) one-year (1 year) extensions. DC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Agency.

A.3 Process Overview

The schedule for the proponent selection process is as follows:

| Stage of NRFP Process | Date | Evaluation Percentage (if applicable) |
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| Deadline for Questions | September 17, 2021 | Not Applicable |
| Intent to Submit (optional)* | October 4, 2021 | Not Applicable |
| Closing Date and Time | October 14, 2021, 14:00 Pacific Time (PT) | Not Applicable |
| Phase One (1): Agency Evaluation Questionnaire | October 14, 2021, 14:00 Pacific Time (PT) | 70% |
| Phase One (1): Remote Interviews (Longlist) | November 17 – November 24, 2021 | 30% |
| Phase One (1) evaluation total | | 100% |
| Phase Two (2) Shortlisted proponents Question and Answer Session | December 6, 2021 | 10% |
| Phase Two (2) Case study response submission | December 10, 2021 | Not Applicable |
| Phase Two (2) Presentations of Shortlisted Proponents | December 13 – December 16, 2021 | 65% |
| Pricing | December 17, 2021 | 25% |
| Phase Two (2) evaluation total | | 100% |
| Timeframe for Negotiations | 30 days following notification by DC | Not Applicable |
| Notification: DC will endeavour to notify all successful and unsuccessful proponents of its selection by approximately | February 2022 | Not Applicable |

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.

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 as outlined by DC (“Rectification Period”). Proposals satisfying the mandatory criteria after the close of 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 NRFP Process and Evaluation Criteria

Proposals meeting the mandatory criteria will then be evaluated and scored cumulatively on the 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’s Senior Executive and/or DC’s Board of Directors.

All decisions on the degree to which proposals and/or presentations meet the stated criteria and the scores assigned during the evaluations, are at the sole discretion of DC.

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| B.2.1 Phase One (1): | Weighting |
| a) Agency Evaluation Questionnaire (Section E) | 70% |

Proposals will be evaluated based on their responses to the questions provided in Section E - Agency Evaluation Questionnaire. Proponents are asked to answer a series of desirable criteria questions, as well as provide the requested case studies. Proposals that achieve a score of 60% of the 70% or higher (the “Threshold”) will meet the Threshold.

Following this evaluation, DC intends to limit further evaluation to a maximum of up to ten (10) top ranked proposals (the “Longlist”).

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| b) Remote Interviews (Section F) | 30% |
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The Longlist will be invited to attend an up to two (2) hour interview with DC; interviews will be held remotely via web conferencing. These remote interviews will be an opportunity to review the responses provided in Phase One (1). The dialogue is meant to provide both the Agencies and DC with a better understanding of the teams with whom they may be working with in the future.

PHASE 1 TOTAL 100%

Following the Agency Evaluation and Remote Interviews, DC intends to limit further evaluation to a maximum of up to five (5) top ranked proposals (the “Shortlist”) who will proceed to Phase Two (2) of this NRFP.

B.2.2 Phase Two (2): Weighting

a. Case Study and Presentation (Section G) **75%**

The Shortlist will be invited to submit a case study response and provide a presentation based on a case study provided by DC, this section will be completed in three (3) phases; review, question and answer, presentation.

See below for the sequence of events:

- i. The Shortlist receive the case study from DC and are allotted five (5) days to review the case study and compile any questions/clarifications for DC on the case study.
- ii. The Shortlisted proponents will each have the opportunity for a one (1) hour remote (i.e. virtual) question and answer session with DC. This is worth 10% of the 75% weighting for this section.
- iii. The Shortlist are allotted five (5) days to complete their presentation and submit it to DC. Presentations may be held remotely or in person, after the submission is received, as notified by DC. This is worth 65% of the 75% weighting for this section.

b. Pricing **25%**

PHASE 2 TOTAL 100%

B.2.3 Negotiations

DC reserves the right to conduct concurrent negotiations, as defined in Section H.9 Negotiations, with a limited number of the top ranked proponent(s) up to a maximum of the four (4) highest scored proposal(s) from Phase 2.

B.3 Proposal Submission, Webinar, Intentions and Question Instructions

B.3.1 Instructions

All submissions, intentions, and questions are to be e-mailed to procurement@destinationcanada.com and should reference “**NRFP DC-2021-CD-01, Global Creative Marketing Agency with Media/Public Relations - 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 and e-mail of contact person
- Reference to the corresponding NRFP section(s) if applicable

There is a maximum of twenty (20) megabyte (“MB”) file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized numbered files. In the e-mail to DC, the proponent should provide details 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.3.2 Submissions

Proponents should submit their entire proposal via e-mail to the Contracting Authority by the closing date and time (“Closing Time”) of **October 14, 2021 14:00 Pacific Time (PT)**.

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.3.1. All proposals received as a result of this NRFP shall become the property of DC. The timestamp of DC’s email system shall be the official time for receipt of the proposal.

B.3.3 Intentions

Proponents should indicate if they intend to submit a proposal (“Intent to Submit”) via e-mail at procurement@destinationcanada.com to the Contracting Authority by **October 4, 2021, 14:00 hours PT**. 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 Questions

Proponents may submit questions via e-mail to the Contracting Authority until **September 17, 2021, 14:00 hours PT**. Questions submitted after this date and time may not be responded to. Questions submitted up to the deadline will be responded to through an addendum posted to buyandsell.gc.ca on or before September 28, 2021.

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.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
- Section D – Mandatory Criteria Questionnaire
- Section E – Agency Evaluation Questionnaire

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. Should the proponent have additional information to support their written response (for example a video) and the file is too large to submit the proponent may include a link in their written response to be considered by DC in the evaluation process.

Only material supplied in response to this NRFP and any presentations 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 Agency Performance Management

DC is committed to fostering and supporting strong positive relationships with its Agencies to ensure critical services are maintained and the highest value and corporate wide economic benefits are realized. As such, the Agency's performance during the term of any agreement may be assessed using key performance measures.

Any Agency 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 it deems proper and/or necessary.

SECTION C – BRAND OVERVIEW AND STATEMENT OF WORK

C.1 Background

Destination Canada (DC) is seeking a global agency with expertise in both creative marketing and Media Relations/Public Relations to become a vital partner, inspiring the work that we do and helping us spread the love for Canada. At the heart of our work, we look for the strongest stories to tell in order to inspire travellers to choose Canada, while supporting the Visitor Economy. We are looking for an Agency partner that shares this vision. As a Global agency, you will have expertise, offices and/or a network in North America, Europe and Asia.

C.1.1 Our Brand

When it comes to inspiring travellers across the country and around the world to explore Canada, DC's marketing efforts focus on the story first. We look to the communities, the land and water, the food and culture, but most importantly, the people from coast to coast to coast. Instead of being advertising-led, we strive to share and leverage memorable narratives that differentiate our product, people and places. Our content speaks to the heart, appeals to the senses and provokes emotional responses. Our content is shared across a range of channels, including video, newsletters, web copy, travel trade, media, events, articles and social media.

The way that Destination Canada's Consumer Brand is currently positioned and expressed is "Canada. For Glowing Hearts." More than just a tagline, it is the spirit of all the work we do. It is both our message and how we proclaim it to the world. "Canada. For Glowing Hearts." is driven by the belief that travel should change you and Canada will leave a lasting mark on the hearts of travellers, business decision makers and all who visit this country.



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. These stories can be told to consumers, travel trade, business event decision makers, media and others across a variety of channels, from social media and itineraries, to industry publications and billboards, and more.

Our brand doesn't speak to just one channel, one market or one audience. Rather, it touches all aspects of our marketing. As a result, we must have a consistent and collaborative vision for our marketing and content creation, allowing the best stories to resonate with the widest audience. In this way, we build our brand and create opportunities for shared successes across markets and channels.

To support our core strategic pillars of marketing (domestic and international); business events (charged with bringing international meetings, conventions and incentive travel to Canada) destination development and research, Destination Canada also leads a number of ongoing programs/events. Examples include:

- **Canada Specialist Program**, an interactive standardized training program helping travel-trade professionals sell Canada more effectively.
- **Rendez-vous Canada**, Canada's signature international tourism marketplace where the international travel trade connect with Canada's tourism industry partners.

C.1.2 Our Activities

The Agency will provide support to DC in the activities described below.

Destination Canada markets Canada domestically and internationally, informed by individual market conditions and traveller interests and the Agency must support these activities in all of our markets. Our primary travel segments are leisure and business events travellers in Australia, Canada, China, France, Germany, Japan, Mexico, United Kingdom and the United States. We are a leader in industry knowledge, and provide research intelligence, tools and insights to our partners (such as provinces, territories, cities, towns and resorts, attractions, transportation companies and accommodations), equipping them to optimize their own activities and maximize their reach.

DC's marketing efforts inspire travellers around the world to discover and engage with content that speaks to their personal and business interests and drives them to want to travel and work in or visit Canada; as well as promote their experience with Canada during and after their visits. Our stories must work across multiple channels:

- Direct-to-Consumer
- Travel Trade
- Earned Media (media relations and public relations)
- Corporate Communications
- Business Events

As a Crown corporation of the Government of Canada we must abide by the Official Languages Act and our work domestically must be presented in both official languages (English and French).

Direct-to-Consumer is a key channel we employ to influence demand for Canada as a travel destination. We build on our strongest, most relevant stories to inspire our target travellers. Within our markets, we tailor the use of paid advertising and earned storytelling in broadcast, newspapers, magazines, billboards, market-specific digital channels including search, and database marketing to support our “always on” activities. Often, we run these marketing programs in partnership with key private and public sector partners.

Since March 2020, we have reinstated our domestic marketing, and our work can be seen on our website CanadaNice.ca. Our global website platform targeting travellers is KeepExploring.ca. This presence has country-specific websites, so we are able to localize our content by language and interests. Our websites are a vital part of our channel mix and provide an always-on connection to our target travellers. For our partners, they are also a means to share some of their best content, providing a national lens for their experiences. The engagement and reach of our website content is a key metric for DC.

With more than 1.8 million followers on [Instagram](https://www.instagram.com/ExploreCanada), (@ExploreCanada) we have the second largest following of any National Tourism Organization in the world. Our focus is to be where travellers are spending their time online and creating opportunities to be part of their conversations. We showcase Canada with stories, imagery, and videos to strengthen Canada’s position as a year-round travel destination and to spread the love for Canada. Our other global social channels include Facebook (Canada Keep Exploring), YouTube and market-specific platforms such as Weibo and WeChat. In addition to engaging directly to consumers as described above, we reach our target travellers indirectly through promotional activities with **travel trade**, including airlines, travel agencies and tour operators. We assess actual sales resulting from our marketing partnerships with travel trade in all our leisure markets.

In the area of **Earned Media**, our **media relations and public relations** activities develop strong, trusted relationships with key media to inspire positive earned coverage about travel to Canada. Key activities include proactive story pitches, hosting media, hosting and participating in media events and managing online media resources such as our Media Centre. Our earned media work is localized by market to reflect the media landscape and the nuanced behaviours and preferences of the media and target travellers. These activities may be related to leisure, travel trade, corporate, news and or business events media, and are required in both Official Languages.

The Agency may also have a role supporting **corporate communications, destination development and marketing intelligence** efforts with both proactive and reactive efforts. This includes, but is not limited to, developing communications plans and supporting material (key messages, presentations, briefing material, visual assets, etc.) to engage industry stakeholders and members of the Canadian public; support/evolving corporate communication channels such as our website, industry newsletters, and social channels, and supporting on crisis communications.

Destination Canada’s **Business Events** team is charged with growing Canada’s share of international business events by promoting the country’s expertise across priority economic sectors (life sciences, technology, agribusiness, natural resources, finance & insurance, and advanced manufacturing), and Canada’s unique meeting, convention, and incentive event possibilities. Our [Business Events](#) activities currently span markets globally — targeting clusters that are aligned with our priority economic sectors — through both marketing, communications, sales and business development initiatives. By driving awareness of Canada’s leading economic

strengths, leadership and innovation in priority economic sectors, we help decision-makers and meeting planners leverage Canada's intellectual capital to host meetings with purpose across Canada. Sector expertise paired with Canada's vibrant cities and state-of-the-art infrastructure, and unique incentive experiences, generates business events storytelling that positions Canada as an ideal host for international meetings, events and incentive trips.

While we are the national tourism organization, we are not the only voice of Canada to the traveller. Our **industry partnerships** are key to success. We work alongside our national, provincial, territorial and city partners as a united Team Canada to inspire travellers, media and meeting planners to choose Canada over all other destinations.

Research/Market Intelligence

As a data-driven marketing organization, we use **research and intelligence** to guide our decision making. We pride ourselves as an industry leader in consumer and travel research, producing regular data, market intelligence and industry analysis to understand changing market conditions and consumer behaviour, and help businesses market to international travellers and grow Canada's tourism industry. You can access all of [Destination Canada's publically available research here](#). The Agency will not be required to conduct additional research, but the ability to integrate it into all work is essential.

Our key research publications include the [Global Tourism Watch](#), which provides market-specific consumer insights across all of Destination Canada's international markets. In addition, [Market Profiles](#), [National Tourism Indicators](#), and [Tourism Spend](#) help to understand the economic impacts tourism has in Canada.

Another important research tool is our Explorer Quotient® (EQ) program. This innovative market segmentation approach goes beyond demographics to define specific traveller types based on common psychographic attributes, which we call Explorer Types. Each type is identified by characteristics stemming from social and travel values, travel motivations and behaviours. You can learn more about the [Explorer Quotient](#) and read more about the various [EQ Profiles](#).

In 2020, Destination Canada evolved our research program in response to the global COVID-19 crisis. This work includes regular reporting on impact and recovery, resident sentiment, and recovery signals framework. We will continue to be a national source of data and intelligence to lead Canada's tourism industry in a national COVID-19 response and recovery initiatives. You can access all [COVID-19 related research here](#).

C.2 An Evolved Agency Partnership

Your expertise and experience

DC is looking for the ideal partner(s) to help us achieve our ambitious goals. The Agency should have deep expertise in both creative marketing and earned media that includes creating, executing and measuring integrated consumer-facing campaigns, media relations and earned media programs and business events initiatives across the path to purchase. In addition, the Agency must have the breadth and depth to deliver comprehensive creative and marketing services, earned media relationships and expertise, measurement and analytics.

We are looking for a truly global agency with a presence, knowledge, or network in Quebec, the rest of Canada, the US, Mexico, UK, Europe, Australia and Asia.

The way you work

The Agency must be highly nimble, one that embraces change and is able to effectively capitalize on the complexities and demands of an ever-evolving marketplace. We are looking for an Agency that is collaborative and will expand our collective capacity to identify innovative opportunities to share the love for Canada. The Agency understands that in order to develop original programs, you need skills beyond traditional business logic and marketing and communications tactics. Your team explores and gathers insights, monitors and understands the media landscape, holds knowledge of and has strong relationships with print, broadcast and online media, and interprets marketplace signals that can be leveraged for transformative ideas.

DC believes creative breakthroughs are the result of talented people building upon one another's thinking. We are looking for a true partner Agency who welcomes conversations with us about ideas and integrates our team into the marketing communications and creative process. You collaborate with us, and our other partners when required (both at the project and senior account levels), to create a strong global vision with defined, measurable results and give clear direction and support to our international markets. You empower our in-market team members to produce content, identify new partnerships, and build relationships with media, influencers and affinity partners to deliver on the objectives in a way that makes sense for each region.

Partnerships among a diverse, passionate and important tourism industry is a critical component to our success. The Agency must be able to understand, support and collaborate with our partners, including city, regional, territorial and national tourism partners, industry associations, commercial partners, government partners and other agencies. You value diversity and actively reflect the principles of Justice, Equity, Diversity and Inclusion. You will represent Destination Canada in this work, and uphold a commitment to strong, positive working relationships and ensure success.

The way you think

The Agency's team operates with humility and a deep respect for the customer. The Agency must be open to rethinking assumptions and engaging directly with users to derive true insight into our audience. You embrace an agile approach and are able to embrace and take feedback in stride to achieve work that distinguishes Canada in the marketplace and in the mind of travellers. You share progress early and often, and model tangible solutions to test and iterate. Your agency is focused on testing and analytics and continually monitor and optimize program performance, and share learnings.

Your story-leading approach

The Agency values all marketing platforms and channels and understand that the interaction varies market by market, between online, out-of-home, social, print, live events, broadcast, media trips and word-of-mouth. You have demonstrated the power of a good story and its ability to lead

campaigns across channels. You know what works in different markets, and continually review performance data to inform and adapt. You too thrive in a test-and-learn environment.

We look to you to find new opportunities to acquire a variety of media (including freelance writers, editors, journalists, broadcasters, bloggers and those with influence) to tell inspiring and influential stories about Canada. You know what makes a good story, have strong, trusted media relationships globally and can work to meet a journalist's deadlines with a keen eye to elevate Canada's reputation and brand.

We require the Agency to develop creative marketing solutions that lead with a strong vision and allow markets to implement that solution with a perspective and via channels that are authentic, culturally relevant, and effective in their specific regions. We want to partner with an Agency to continually evolve the way we go to market and how we collaborate with our industry partners in Canada and in our markets. Accordingly, the scope of work for each project should be defined collaboratively.

Even though you can develop evidence-based concepts and stories across all channels, you understand that one organization cannot do everything well in-house. Accordingly, you draw from a global talent pool, as needed, to deliver on your creative marketing and Media Relations/Public Relations activities, and are able to quickly pivot to address rapidly shifting consumer preferences in our markets.

C.3 Scope of Work

DC will collaboratively evolve our campaigns to optimize impact and achieve our goals. We will engage with in-market specialists and the Agency will support DC with the development of an overarching annual strategic marketing plan as well as DC's market specific plans. The Agency will collaborate with DC's Marketing and Communications Departments, on the activities below.

C.3.1 Brand Promotion

DC strives to establish "Canada. For Glowing Hearts." as a passion brand. Our work strives to share the love of Canada with travellers and distinguish it as a must-visit destination.

The Agency will leverage "Canada. For Glowing Hearts." and present it through story-driven creative, Media Relations/Public Relations and marketing. In addition, it will find new, strategic ways to bring the brand to life, make it continually relevant to our audiences, and connect it to our business objectives. You can learn more about our journey and vision at <https://brand.destinationcanada.com/en>.

C.3.2 Story-led Ideation and Concepting

DC has moved away from traditional advertising to a channel-agnostic approach. We do not believe travellers will proactively seek out our content and therefore our stories need to be where our audiences spend time.

The Agency will work with publishers, affinity brands, DC's owned channels, DC's other agencies and more to develop a comprehensive creative approach to our campaigns that reflect the requirements of each of our markets. The Agency will not think in channels, but rather take a

comprehensive, story-driven perspective to ensure the best stories and storytellers reach the right market with the right message, across the right medium. The Agency will provide a solid global vision and develop a creative platform that inspires and can be adapted in market.

C.3.3 Account Management

DC has an established culture that is centred on shared beliefs of trust, collaboration, passion, boldness and a desire to learn.

As an extension of our team, the Agency will bring leading expertise, organization, proactive thinking, responsiveness and flexibility to our account relationship. The Agency will work collaboratively, both internally, and with our team and other partners including other federal departments as well as our in-market General Sales Agents and their agencies/suppliers. Inherent in the Agency's DNA is transparency, adaptability and critical thinking and listening at all levels of the organization.

The Agency is to provide key contact(s) (Account Manager(s)) capable of working with DC's Global Marketing and Communications teams, and will be responsible to co-ordinate all activities described in this Statement of Work, including regular status calls, timeline management, project management, status documents, budget management, setting up calls and meetings, meeting follow ups etc. In addition, senior members of the Agency team may be called upon to co-present campaigns, research findings, etc. with members of the DC team. The Account Manager(s) will be able to provide all final deliverables in English.

The Account Manager(s) and any other representatives may also need to work or collaborate with multiple third parties (i.e. DC contracted suppliers, industry tourism partners, etc.). In such cases, DC will ensure that connections are facilitated to set up all parties for success.

DC expects that the agency will have a core team, specifically a Creative Director, Public Relations Director, Senior Strategist and Senior Account Director. The Agency will inform DC of any major personnel replacement, such as any partner servicing or managing DC's account and the Agency's client relationship partner and overall client service partner. See section C.7.

C.3.4 Integrated Marketing and Creative Planning

The Agency will work closely with our team to produce global marketing programs that have a point of view and are built on insights. The Agency must understand our brand and positioning, and the correlation between online activity and offline events and relationships.

As part of collaborative planning, the Agency should research and develop integrated marketing plans, providing new ideas and fresh perspectives, and identify ongoing program improvement opportunities. The Agency will interpret the brand and marketing strategies into global marketing communications activities with the development of various messaging, media and channel marketing that delivers qualified customers to our partners: travel trade, destination marketing organizations, etc.

The Agency will regularly update DC with insights and fresh perspectives on campaigns from other tourism organizations to ensure relevance is always top of mind in our storytelling.

C.3.5 Creative Execution

DC strives to go beyond usability of our digital touch points to being interested in all of our customers' interfaces, including physical ones. To that end, the look and feel of our assets must align across channels and media.

The Agency's design practice is steeped in thought leadership and produces engaging, memorable work that fundamentally changes how travellers engage with DC's brand, whether it's in print, out-of-home, broadcast, social and other digital media. Working side-by-side with DC and our other agencies, the Agency will create a consistent, cohesive and compelling look and feel across all channels.

C.3.6 Content Planning, Creation and Integration

DC believes in a create once, publish everywhere approach. We strive for content creation that takes the best of our storytelling and storytellers, and extends them to achieve exceptional and compelling connection with our audience.

The Agency understands that consumers own the buying journey, from search to social, from offline to online, and that branded content is a powerful movement that offers a true brand-to-consumer value exchange. The Agency will leverage insights from data and past content performance, as well as research, travel trade, business events, to inform content planning for DC's owned, earned and paid media channels. Reflecting this insight, the Agency will identify and cultivate the power of great storytelling, to move our audience to action.

C 3.7 Strategic Media Relations and Public Relations

DC values the power of earned media, and public relations. We are committed to our relationships with journalists and media entities and build trusted connections across markets. We also leverage the power of exceptional earned storytelling and the identified insights to inform our creative work.

The Agency will establish and deliver on DC's global Strategic Media Relations and Public Relations strategy for our target markets through media in travel, lifestyle, business events, trade and news outlets. The Agency knows the earned media landscape well and has a domestic and global presence. The timing, format, and message shared with media are of critical importance to earning media coverage. As consumers and their sources of information are unique in each country and market, the Agency's network will bring extensive local knowledge of each of our target markets in order to understand and localize earned efforts in a meaningful way. The Agency will work closely with all of Canada's national, provincial, territorial and city tourism partners and ensure trust and nurture these key industry relationships. Canada's tourism products are extensive and diverse from coast to coast to coast, so the Agency will have knowledge of and be keen to learn more about our incredible experiences. In addition, the Agency nurtures a domestic and global network of key accounts, which allows for effective and timely pitching of stories in all our markets, not just in Canada. Strong writing, communications and story development for both proactive and reactive media relations efforts is core to this work.

C 3.8 Event Management

Event management for DC is more than just putting on an event. It's also about integrating events across our business portfolio and bringing the event to life in creative and engaging ways. Our events reflect consumer, travel trade, media and business events markets.

The Agency will be responsible for, and must have deep knowledge and experience in, planning, supporting, and executing events of all formats and sizes. This requirement include; media events, trade shows, consumer activations, corporate and business events, and everything in between. And whether it's leading the creation and execution of a DC event or supporting DC's participation in a partner or third-party event, the Agency will appropriately represent DC and Canada around the world.

C.3.9 Production and Program Management

The Agency will manage the creative execution of approved program ideas, working collaboratively with DC and DC partner teams. This involves rigorous account, project and financial management. In addition to the many activities that fall within production, the Agency will also act as our agent to purchase materials and services other than paid media from third parties necessary for the preparation and production of marketing programs. This will involve selecting and contracting with talent and third-party production companies, when applicable. The Agency will also be able to negotiate necessary contracts, releases and rights from all parties whose names, likenesses, properties or rights are used in our marketing programs or other materials prepared and produced by DC.

C.3.10 Digital Communications Development and Technical Innovation

The Agency's team understands that digital content facilitates deeper, more meaningful connections. Not only do they develop and execute a wide variety of online creative content including experiential sites, landing pages, apps, etc., but they are always exploring emerging technologies that may elevate the consumer experience.

Website development is not included in the scope of this NRFP. However, the Agency must understand digital design and be able to work across agencies to deliver creative content that creates a seamless user experience.

At the end of the day, the Agency's technical team understands that DC's audiences and key account media toggle between a myriad of online and offline channels and DC must prioritize and plan comprehensive experiences for customer segments, media, indirect path-to-purchase journeys, and all forms of digital interaction.

C.3.11 Rapid Innovation

DC wants to remain at the leading edge of innovative marketing. We require a like-minded Agency who can support DC as an incubator for breakthrough storytelling and marketing, and DC's drive to be a leader in innovative marketing for our country, our partners and travellers.

The Agency will have the combined creative and technical skills to deliver an integrated consumer experience across all touchpoints, understanding how to incorporate technologies such as Artificial Intelligence (AI) to drive continuous improvement.

Accordingly, the Agency fosters a start-up like culture, particularly with respect to flatter management structures, process acceleration, and a focus on minimum viable product. Together with the Agency, we should continually ask: What ideas should we test and why? Which aspects? What is our testing methodology? How should we measure the results? How do we scale viable ideas into ground-breaking marketing programs?

The results of the collective, rapid innovation activities should be to advance a culture of innovation and entrepreneurial development among our tourism partners and businesses, foster the development and adoption of new tourism products and business practices and position DC globally as an innovator in tourism marketing thus keeping Canada front-of-mind internationally.

C.3.12 Analysis, Insights and Optimization

The Agency will have deep capabilities across data services, data management, analytics, measurement, reporting and data-driven consumer / business decision maker engagement. Working with DC's extensive research team, the Agency will leverage our research, as well as media and consumer trends, marketing analytics, media mix and attribution modeling to understand and predict consumer behaviour, bringing our combined visions to life, and tying those executions to measurable business results.

The Agency will combine rich analytics and multivariate testing with real-time social interactions to understand the right solution for each audience at precisely the right time. This work may include 1:1 email marketing testing and optimization. The Agency will employ emotional insights to better understand the customer journey and will continually target and measure programs thus creating personalized, data-driven storytelling to boost program results.

C.3.13 Social Media Monitoring and Integration

The Agency will support our internal team's work to increase the relevance of DC's brand through social media and virtual communities, brand and reputation management, digital engagement platforms, customer insights research, and social metrics and analytics. The Agency will help analyze DC's social media presence and the kind of conversations that are happening elsewhere online to formulate a plan for how we participate in conversations and approach community cultivation. Overall, the Agency will integrate DC's social media approach with our overall storytelling approach.

C.4 Performance Standards and Quality Management

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 Agency's performance is reviewed annually, or more frequently at DC's discretion, using the DC Contractor Performance Evaluation process.

Each year, the Agency may be formally measured on the following:

- Qualitative assessment by the marketing teams on creative input, account management, media/channel management, campaign development, integration budget management and project management.

- Qualitative assessment by the media relations team on the effectiveness and timeliness proactive and reactive earned media activities including the ability to generate coverage in our key accounts with stories and messages on brand and aligned to our objective.
- Qualitative assessment by the marketing teams on the agency's overall alignment with DC's core values: build trust, strive to learn, lead boldly, collaborate to succeed and passionate commitment.
- Appropriately assigned measures from DC's balanced scorecard measuring marketing performance and impact on business goals.
- Enrolled into DC's Performance Management program.
- The Agency may also be required to provide formal feedback to DC each year, and acknowledge that DC will provide formal feedback as well.

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

C.5 DC Responsibilities and Support

DC's role, working out of our headquarters in Vancouver, will be to create a strong global vision and outline strategic objectives, with input and execution from our in-market teams, and our paid media, earned media and creative marketing agencies. Every year DC engages in a comprehensive strategic planning approach, beginning with a review of the previous year's programs, results and insights as well as review both primary and secondary market research. Our global team will consider challenges and opportunities that impact DC's marketing strategy, and present them for consideration to committees comprised of industry professionals. The strategies will be iteratively refined based on feedback and presented to DC's Board of Directors for validation and resource allocation. DC will compile all strategic information into a single document to present to its marketing partners. Each year, this will typically occur at planned sessions that are agreed to based on the planning cycles of the relevant market(s).

In addition to the above, DC will be responsible for providing the following to the Agency:

- Training on DC Brand Guidelines.
- Training on budget control reporting, invoicing and financial reconciliation.
- Overall direction, guidance and supervision to the Agency in accomplishment of project activities.
- Overview of earned media, travel trade, business events and consumer direct activities, successes, and opportunities to date.
- Document or report templates as required.
- Access to relevant information, research and resource materials when possible.
- Final approval on all communications.
- Any translation as required.

C.5.1 DC Agency Project Brief Process

Each project is planned and approved internally using a Project Briefing document. Once approved, the Project Brief is shared with the Agency to clarify the scope of the project, expected

deliverables and outcomes and the costs. DC will apply a mixed model of retainer and project fees, as required per project.

DC requires:

- All costs (including costs associated to retainer fees) to have a DC signed project estimate in advance of work commencing.
- Billing for the Agency occurs on a monthly basis, compiled at the beginning of the next month, which includes all work that occurred in the preceding month.
- Billing packages should include invoices accompanied by their approved estimate as well as a budget control report.
- Billing must be in Canadian dollars with the foreign exchange rate (based on the OANDA rate + 1%) and any actual costs incurred are cited.

C.6 Reporting and Communication

The Agency will provide a monthly accounting of team member time and activity, weekly/monthly account updates, and a regular meeting schedule with DC, cadence to be determined based on volume of activity during different times of the year.

C.6.1 Invoicing and exchange rates

The Agency will be required to:

- Invoice DC once per month.
- Invoice each project separately.
- Invoice packages will include invoices accompanied by their approved estimate as well as a budget control report (template provided by DC).
- Invoice in Canadian dollars. Foreign exchange rate cited on the invoice and applied at the OANDA* rate + 1%.
- Quarterly reconciliation with DC's Finance department representative(s).

* <https://www.oanda.com/ca-en/>

C.7 Personnel Replacement

The Agency should only use senior employees (the "Key Persons") who DC has approved, to perform the Agency's principal service obligations described in this Statement of Work. The Agency should not replace a Key Person, or make any material change to the duties of a Key Person, without the prior written consent of DC, which DC may give or withhold at its sole discretion.

C.8 Transition and Transition Plan

The Agency will, at the end of the contract term, transfer and make available; all property and materials belonging to or purchased for DC and all information regarding DC's advertising, all contracts and arrangements with advertising media or others as applicable.

The Agency will work with DC to develop a written transition plan. The transition plan will include but not be limited by the following:

- Establish a transition period and timeline of activities to occur including who will perform the actions.
- List of on-going activities that will occur during the transition period.
- Reconciliation of all finances.

- Physical transfer of materials and documents.
- Documentation of rights of use for third party assets, including the expiry dates of such rights.
- Identification of any/all transition costs.

The Agency will work with DC and the successor agency to facilitate the execution of the transition plan and related activities. The Agency will make available, at minimum, DC's Account Manager to assist in ensuring that the Transition Plan is completed successfully.

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 During each calendar year, proponents must commit to having a core team in Vancouver, British Columbia (BC), for up to six (6) scheduled and ad-hoc in-person meetings per year, as directed by DC. If the core team is not based in Vancouver, all of the costs incurred by the proponent for flights to Vancouver and for the duration of the time spent in Vancouver working on DC's account for the first six (6) meetings will be the Agency's responsibility. The costs incurred for more than six (6) meetings will be payable by DC.

Note: this requirement is pending public health orders and travel restrictions.

Are you able to comply with this requirement?

Yes

No

- D.1.2 Proponents must have knowledge of and presence in Quebec (or at minimum, have access to teams in Quebec within their network) to provide French-language services and reflect the needs of the Quebec market.

Are you able to comply with this requirement?

Yes

No

- D.1.3 At a minimum, proponents must ensure their core team is accessible by phone, email and videoconferencing to DC Head Quarters in Vancouver every weekday between the hours of 9 a.m. to 5 p.m. Pacific Time while also being able to provide support to DC's in-market teams by local time.

Are you able to comply with this requirement?

Yes

No

- D.1.4 Proponents must have a minimum of five (5) years of experience in developing and implementing the services as outlined in Section C.3 Scope of Work. The core team, specifically the Creative Director, Public Relations Director, Senior Strategist and Senior Account Director must have a minimum of 10 years of relevant experience each.

Are you able to comply with this requirement?

Yes

No

D.1.5 Proponents must have proven experience developing measurable global programs for brands that go to market in multiple regions of the world, leveraging digital and traditional media that integrate the strengths of different channels (owned, earned, paid).

Are you able to comply with this requirement?

Yes

No

D.1.6 DC must own all of its digital accounts, including those the Agency may establish and manage on DC's behalf, and that DC has full access to them at all times.

Are you able to comply with this requirement?

Yes

No

D.1.7 At the conclusion of the contract, proponents must be able and willing to transfer all data, analytics, assets, etc. to DC or its representatives as directed by DC to ensure DC owns all of our business outcomes and digital presence.

Are you able to comply with this requirement?

Yes

No

D.1.8 Proponents must be able to source, evaluate, negotiate, author, contract with, and manage third parties (e.g., production studios, partners, sponsors, etc.). These agreements must include a mandatory clause allowing the contract to be transferred to either DC or its representatives as directed by DC, at any time.

Are you able to comply with this requirement?

Yes

No

D: 1.9 Proponents must provide copies of their financial statements for the last two years (i.e. 2019 and 2020). Our preference is for audited statements. If not available, reviewed statements.

Please confirm that you have attached these statements to your proposal.

Yes

No

SECTION E – AGENCY EVALUATION 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.

As per Section B.2.1, Section E is worth 70% of your evaluation for Phase One (1).
The breakdown of the Section E 70% weighting is as follows:

- Section E.1 Agency Overview is worth 30%.
- Section E.2 Capabilities & Qualifications is worth 25%.
- Section E.3 Agency Expertise is worth 15%.

E.1 Agency Overview

E.1.1 Please provide general background information about your company or organization:

- A brief history.
- Location of head office and regional offices.
- Location of office(s) from which the DC account will be primarily served.
- Size of permanent staff who will be assigned to DC's account by categories (account and project management, creative, strategic, technical, administrative, etc.) and location.
- Process of delineating work to the regional teams.
- Experience in servicing Canadian Crown corporations or a similarly structured organization.
- Copies of applicable anti-fraud prevention policies or guidelines.
- Copies of applicable diversity and inclusion policy or guidelines.

Maximum response length: 2 pages in Arial 11 font, excluding policies

E.1.2 Describe your agency's philosophy, values and/or beliefs and explain how your agency differentiates from others.

Maximum response length: 1 page in Arial 11 font

E.1.3 Describe what an "informed competitor" would say they most admire about your agency.

Maximum response length: 1/2 page or less in Arial 11 font

E.1.4 Explain how you help clients identify and measure the Return on Investment (ROI) of their strategic, integrated marketing activities. Include in your response:

- What is the methodology your agency employs to evaluate the quality and effectiveness of work?
- How do you establish program goals, KPIs and metrics?

Please provide examples of any reports on metrics we can expect to receive.

Maximum response length: 2 pages in Arial 11 font, excluding sample reports

E.1.5 Describe how your agency is structured, both locally and internationally, and the scope of your services. Include; details on your available resources in the markets in which DC operates, the nature of the relationship(s) (i.e. partner agency, sub-contractor, etc.), details about how you leverage your global office network, sub-contractors and/or freelance employees and how you ensure consistency, quality control, project and client knowledge and accuracy when work is assigned to contractors, non-full-time employees or by team members in other/overseas/remote offices.

Maximum response length: 2 pages in Arial 11 font

E.1.6 Describe how projects are localized to international markets, such as in Asia or Europe. How do you ensure your earned media and marketing activities reflect the nuanced needs of audiences in different countries with different expectations, platforms and languages?

Maximum response length: 1 pages in Arial 11 font

E.1.7 Tell us about your clientele by completing a table structured like the one below. Please list your top 10 clients by billings indicating the duration of your relationship with the client and the vertical or category in which they operate (e.g., automotive, CPG, travel and tourism, etc.).

| Active Client (and duration of relationship) | Vertical or Industry |
|---|-----------------------------|
| | |
| | |
| | |

Maximum response length: 1/2 page in Arial 11 font

E.1.8 Tell us about any tourism-related and non-tourism-related clients you have who may create a conflict of interest to DC. Identify how you manage clients who may reflect such a conflict or competing interest. (Note that clients in tourism, or who may represent a competing interest do not eliminate a proponent from consideration.)

Maximum response length: 1 page in Arial 11 font

E.1.9 Explain how your agency manages projects and how you involve the client in the project management. What systems, processes, and/or tools do you use? How do these systems contribute to clear communication between the agency and the client and facilitate collaboration between everyone working on a project, and help manage expectations while keeping projects on time and on budget?

Maximum response length: 1 page in Arial 11 font

E.1.10 Please overview the lead team who will be assigned to our account, indicating each person's:

- Title
- Role
- Responsibilities
- Experience include years/qualifications
- Location
- If key members will not be full-time on DC's account, please indicate the proposed percentage of their allocated time.

Maximum response length: 2 pages in Arial 11 font

E.2 Capabilities & Qualifications

E.2.1 Explain how you would work with an external media buying agency to fulfill a paid media plan.

Maximum response length: 1 page in Arial 11 font

E.2.2 Describe how your agency identifies relevant market research and media trends and intelligence to inform and shape effective marketing, communications and creative recommendations. Provide an example of how your research unearthed a consumer insight that was used to impact your client's brand and business.

Maximum response length: 1 page in Arial 11 font

E.2.3 Describe your agency's earned media approach (e.g., creating and building relationships with media, developing successful pitches, uncovering new stories, broadcast knowledge, media events etc.).

Maximum response length: 1 page in Arial 11 font

E.2.4 Describe your agency's approach and process for pre-campaign message and creative testing.

Maximum response length: 1 page in Arial 11 font

E.2.5 Describe the services you can provide in terms of negotiating, authoring and managing various types of contracts (influencers, talent, partnerships, sponsorships, etc.).

Maximum response length: 1 page in Arial 11 font

E.2.6 Describe and provide examples of your agency's level of digital expertise (e.g., development of transactional and experiential sites, landing pages, apps, etc.). Include your agency's level of Search Engine Optimization (SEO) and Search Engine Marketing (SEM) expertise as well as your 1:1 (email) marketing experience.

Maximum response length: 1 page in Arial 11 font, excluding examples

E.2.7 Describe your agency's experience and level of expertise in ethnography, usability, user experience, and human-centred design.

Maximum response length: 1 page in Arial 11 font

E.2.8 Describe your agency's level of social media expertise, for both paid and organic, including strategy.

Maximum response length: 1 page in Arial 11 font

E.2.9 Describe your agency's mobile marketing expertise (e.g., mobile web and short message service (SMS) campaign development).

Maximum response length: 1 page in Arial 11 font

E.2.10 Describe your agency's French-language capabilities and provide an example of work completed in Quebec. Specifically note how you create French language creative and campaign work that is more than just a translation.

Maximum response length: 1 page in Arial 11 font, excluding examples

E.2.11 Describe your agency's reputation management capabilities, including your experience establishing listening platforms, monitoring, conducting analysis and reporting on social sentiment. How do you surface emerging social trends that will shape future program opportunities?

Maximum response length: 1 page in Arial 11 font

E.3 Agency Expertise - Case Studies

For each case study, please limit your response to two (2) pages in Arial 11 font. The proponent may provide additional images to illustrate your work. If applicable, the proponent may submit an explanatory video case study (no longer than five (5) minutes per case study) in lieu of a written submission.

E.3.1 Submit a case study that describes an integrated international marketing communications program or campaign you developed for a client that either began as an earned media approach or was driven primarily by earned media, and extended to and/or included other channels across markets. As you compose this case study, please illustrate how you may have:

- a. Ensured that the overarching campaign aligned with the business objectives and was adaptable to meet specific regional, cultural subtleties.
- b. Employed research to develop insights.
- c. Applied specific, relevant media trends and insights.
- d. Leveraged the concept to suit different cultures and outlooks.
- e. Devised the proposed ROI and established the corresponding KPIs per

market.

- f. Understood the target audiences' needs, wants, and desires.
- g. Structured targeted messaging on a global scale.
- h. Provided reporting to the client that yielded actionable data.
- i. Collaborated with other partners and agencies in the execution, ensuring cross-agency cooperation and camaraderie, and seamless communication and handovers.

E.3.2 Submit a case study that describes how you needed to respond quickly (within a few days) to an opportunity and developed a successful story-first campaign for a client. As you compose this case study, please illustrate how you may have:

- a. Identified the story that would lead all communication elements of the campaign and what that story was.
- b. Identified the channels appropriate for the campaign.
- c. Identified the right platform(s) for the campaign.
- d. Employed research or insights to establish the foundation of the campaign.
- e. Leveraged best storytelling practices to extend the reach of the campaign.
- f. Worked with partners to extend the reach of the campaign.
- g. Identified the relevant messaging, created memorable content, and engaged key audiences across the channels and platforms.
- h. Determined which content to deploy for multiple touch points (multi-channel and/or cross-platform).
- i. Employed tactics to encourage audience engagement and /or conversion.
- j. Assessed the efficacy of the program. How did you measure the success of the campaign? What were the results?

E.3.3 Submit a case study that describes your experience in creating a campaign for a client where the creative concept and messaging was shaped and sharpened by testing in advance of launch. As you compose this case study, please illustrate how you may have:

- a. Used research or past performance evaluation to develop the original hypothesis (or hypotheses).
- b. Implemented pre-launch testing to determine the most effective message/content for launch.
- c. Determined which evaluation criteria to use for testing.
- d. Selected the most appropriate methodology to gain valuable insights on the campaign's success.
- e. Applied the testing results to the campaign across multiple channels
- f. Generated further insights from the performance and results of the campaign

E.4 Weighting Table for Reference

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

| Desirable Criteria Question # | Desirable Criteria Question Weighting | Desirable Criteria Question Weighted | Example Proponent Score | Example Proponent Weighted Score |
|--|--|---|--------------------------------|---|
| E.1.1 | 13% | 4.55% | 5/5 | 4.55% |
| E.1.2 | 8% | 2.80% | 3/5 | 1.68% |
| E.1.3 | 8% | 2.80% | 4/5 | 2.24% |
| E.1.4 | 10% | 3.50% | 3/5 | 2.10% |
| E.1.5 | 16% | 5.60% | 2/5 | 2.24% |
| E.1.6 | 12% | 4.20% | 3/5 | 2.52% |
| E.1.7 | 5% | 1.75% | 4/5 | 1.40% |
| E.1.8 | 6% | 2.10% | 5/5 | 2.10% |
| E.1.9 | 10% | 3.50% | 3/5 | 2.10% |
| E.1.10 | 12% | 4.20% | 4/5 | 3.36% |
| E.2.1 | 3% | 1.05% | 3/5 | 0.63% |
| E.2.2 | 7% | 2.45% | 4/5 | 1.96% |
| E.2.3 | 8% | 2.80% | 5/5 | 2.80% |
| E.2.4 | 4% | 1.40% | 3/5 | 0.84% |
| E.2.5 | 3% | 1.05% | 4/5 | 0.84% |
| E.2.6 | 8% | 2.80% | 3/5 | 1.68% |
| E.2.7 | 3% | 1.05% | 2/5 | 0.42% |
| E.2.8 | 4% | 1.40% | 3/5 | 0.84% |
| E.2.9 | 4% | 1.40% | 4/5 | 1.12% |
| E.2.10 | 4% | 1.40% | 5/5 | 1.40% |
| E.2.11 | 2% | 0.70% | 3/5 | 0.42% |
| E.3.1 | 15% | 5.47% | 4/5 | 4.59% |
| E.3.2 | 10% | 3.83% | 3/5 | 2.30% |
| E.3.3 | 8% | 3.06% | 2/5 | 1.22% |
| Example Total | 183% | 70% | 84 | 48.81% |
| A score of 60% = 42% or higher is required to advance to the next stage of evaluations, Presentations/Demonstrations. | | | | |

SECTION F - REMOTE INTERVIEWS

As per Section B.2.1, this Section of the NRFP is worth 30% of your evaluation for Phase One (1).

DC will require proponents who have made the Longlist, to participate in a remote web conference meeting with DC. The proponent will meet for up to two (2) hours with DC to further discuss their organization, their submission to date and to discuss key topics with DC.

Proponents will be asked to limit their attendees to four (4) people, including the intended Account lead and Creative Director.

Proponents may be expected to highlight the following:

- Your understanding of DC's mandate and business objectives.
- The proposed account team members.
- Their experience and expertise.
- Your agency culture and marketing philosophy, as well as account management.
- Provide clarification on their submission.
- Respond to questions from DC.

The interviews will be organized with the Longlist and take place on the following dates*:

- November 17, 2021
- November 18, 2021
- November 22, 2021
- November 23, 2021
- November 24, 2021

*The schedule is subject to change at DC's sole discretion.

SECTION G - CASE STUDY AND PRESENTATION

As per Section B.2.2, this Section of the NRFP is worth 75% of your evaluation for Phase Two (2).

DC will require proponents, who have made the Shortlist, to prepare, submit and present a case study. The Shortlist will be expected to create a comprehensive presentation responding to the case study. DC will provide an honorarium to all Shortlisted proponents who are not successful in the NRFP Phase two (2). The Presentation will be one (1) to two (2) hours and may take place in the agency offices or another location, as directed by DC.

DC will be considering, but not limited to, the following elements in their evaluation:

- Quality and clarity of the presentation.
- Account team and their role in executing the work.
- Understanding of DC's mandate, business objectives, and the tourism industry.
- Marketing approach.
- Creativity, design thinking and nimbleness.
- Management and leadership.

After receiving the case study from DC, the following will occur:

- i. The proponents will have five (5) days to review the case study and compile any questions/clarifications for DC on the case study.
- ii. DC will host individual one (1) hour remote (i.e. virtual) question and answer session with the proponents.
- iii. The proponents will then have (5) days to complete their presentation and submit it to DC.

Proponent presentations will occur after the submission deadline.

SECTION H – NRFP PROCESS AND TERMS

H.1 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.2 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.3 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.4 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.5 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.6 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.7 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.

H.8 Language

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

H.9 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.

H.10 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.11 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.

H.12 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.13 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.14 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 Agency will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

H.15 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.16 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.17 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.18 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.19 Rights of Destination Canada

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

H.19.1 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.19.2 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.19.3 not accept any deviations from the stated terms and conditions;
- H.19.4 terminate the process at any time and/or re-issue this NRFP at any time;
- H.19.5 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.19.6 contact references;
- H.19.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to DC;
- H.19.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;
- H.19.9 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.19.10 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): | |
| Jurisdiction of the company | |
| Primary contact for the NRFP (name, title, phone number and e-mail): | |

- a) Business Structure – For identification and information purposes only, provide the following information about your company:

- Sole Proprietorship
- Partnership
- Corporation
- Other

b) Where is your business registered or incorporated? _____

- c) If your business is a Partnership please list all partners and the percentage of units they hold in the partnership (including beneficial owners):

| | |
|----------|-----------------|
| Name of: | % of units held |
|----------|-----------------|

| | |
|---|--|
| <ul style="list-style-type: none"> • Registered Owner; • Beneficial Owner (if applicable) | |
| | |

d) If your business is a Corporation please advise if it is a:

- Public Corporation; or
- Private Corporation

e) Please list the individuals or entities that Control the Corporation:

| | |
|--|------------------|
| Name of: <ul style="list-style-type: none"> • Registered Owner; • Beneficial Owner (if applicable) | % of shares held |
| | |

Please note that we may request additional information from you in connection with this section.

- 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 _____, 2021

| |
|-----------------------|
| 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 Agency will designate Key Persons 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 Agency will be the property of DC. Agency will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Agency will undertake to ensure that all campaigns and other activities conducted on behalf of DC in the Agency's market are done in compliance with applicable laws;
8. Agency, 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. Agency to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Agency 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 Agency 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.