



Canadian Tourism  
Commission

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## Negotiated Request for Proposal

Name of Competition:	Media and Public Relations Services - China
Competition Number:	DC-2022-PO-01
Closing Date and Time:	March 24 <sup>nd</sup> , 2022, 14:00 Pacific Time (PT)
Contracting Authority:	Paulina Orozco Procurement Advisor <a href="mailto:procurement@destinationcanada.com">procurement@destinationcanada.com</a>

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## SECTION A – INTRODUCTION

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At Destination Canada we believe in the power of tourism. Our aspiration 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 ten key geographic leisure source markets: Australia, Canada, China, France, Germany, Japan, Mexico, South Korea, United Kingdom and the United States. 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 Canada's diversity, its greatest asset, is also, what touches travellers' hearts most deeply. To that end, we are committed to inclusive leadership within our workforce, workplace, and interactions with partners and travellers alike.

Destination Canada is a Crown corporation wholly owned by the Government of Canada and formed under the Canadian Tourism Commission Act.

For further information, visit <http://www.destinationcanada.com>.

### A.1 Purpose and Intent

The purpose of this Negotiated Request for Proposal (the “**NRFP**”) is to solicit proposals for Media and Public Relations (“**MRPR**”) Services for DC's China Market. DC is seeking a MRPR experienced Contractor to assist with developing an integrated media and public relations strategy, managing media and public relations and generating earned media content. The Contractor must be based in China with representation in the cities of Beijing, Shanghai and Guangzhou. See Statement of Work (Section C) for detailed requirements.

It is DC's intent to enter into an agreement with the proponent who can best serve the interests of DC. At the final outcome of the NRFP process, the successful proponent (“**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 two (2) years, at DC's sole discretion. DC does not grant exclusivity, guarantee business or make any guarantee of the value or volume of work that may be assigned to the Contractor.

## **SECTION B – NRFP EVALUATION CRITERIA AND INSTRUCTIONS**

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### **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, Pricing and Presentations 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(s).

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

B.2.1 Desirable Criteria Questionnaire (Section E) 50%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 50% 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 (the “Shortlist”). Only those proposals on the Shortlist will be further evaluated based upon the Presentation.

B.2.3 Presentations (Section G) 20%

TOTAL 100%

### **B.3 Negotiations**

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

### **B.4 Proposal Submission, Intentions, and Questions Instructions**

#### **B.4.1 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, March 24, 2022**.

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.4.4 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.4.2 Questions

Proponents may submit questions via e-mail to the Contracting Authority until 14:00 hours PT, March 10<sup>th</sup>, 2022. Questions submitted after this date and time may not be responded to.

If DC, in its sole discretion, determines that information generated from any question will be of interest to all, a summary of anonymous questions and answers will be made available to all proponents in the form of an amendment. The source of all questions will be kept confidential.

If a proponent believes that disclosure of a question and response would expose a proprietary aspect of its proposal, the proponent may submit the question with an advisory to DC explaining why it should not be included with the posted anonymous questions and answers. If DC concurs with the request, the question will be answered in confidence and will not be posted. If DC does not concur with the request, the proponent will be asked to restate the question, and if this is not possible, the proponent has the option to withdraw the question.

#### B.4.3 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, March 8<sup>th</sup>, 2022.

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.4.4 Instructions

All submissions, intentions, and questions are to be e-mailed to [procurement@destinationcanada.com](mailto:procurement@destinationcanada.com) and should reference "**NRFP DC-2022-PO-01 Media and Public Relations Services - China - 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 twenty megabyte ("MB") file size acceptance of any e-mail. Proponents should divide their responses into appropriate sized (smaller than 20 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.5 NRFP Form of Response, Format and Depth

#### B.5.1 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 – Desirable Criteria Questionnaire
- Section F – Pricing Proposal (separate file)

#### B.5.2 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.6 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 deemed proper and/or necessary.

## SECTION C – STATEMENT OF WORK

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### C.1 Background

#### C.1.1 Overview

At Destination Canada, we believe that tourism enhances the quality of life of Canadians and enriches the lives of visitors. We believe that Canada's diversity, its greatest asset, is also, what touches travellers' hearts most deeply.

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 addition, our Business Events team leverage in-depth global market analysis to target international clusters aligned with Canada's priority economic sectors.

Our work in destination development ensures that we are able to sustain a premier four-season tourism economy that is regenerative in nature - supporting our economy and the environment.

#### C.1.2 DC Brand

The Destination Canada Brand: For Glowing Hearts, 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.

For the Canada brand to resonate with travellers, we are focusing on our most recognizable icons and legendary experiences in nature and wildlife, culture and connections, open spaces and stunning seasons. These must-see places and enriching experiences drive differentiation and perceived value in the crowded, competitive travel market. By focusing on our icons, we strengthen Canada's global identity as the ideal place to visit. Critically, we increase our brand's mindshare with our audience, so that unaided, they can picture the 'Canada movie' for themselves as they dream of the journey that awaits them in Canada.

#### C.1.3 DC Target Audience

Our High Value Guest ("HVG") is a Canadian or international traveller who makes travel choices based on their desire for self-enrichment and personal motivations for travel. They visit destinations consistent with their personal values, with an increasing consciousness around responsible travel. They are not driven by price. They are naturally curious and want to invest time and energy into a destination by staying longer and immersing themselves into the local culture, actively seeking the

local hidden gems in addition to the tourist attractions. They respect and celebrate the place and people. At best, they want to leave a destination better than they found it and, at least, they want to minimize their footprint.

## **C.2 Objective**

DC's China office is responsible for promoting Canada as the preferred destination for Chinese HVGs. Working closely with DC's headquarter ("HQ") in Vancouver, Canada and Team Canada partners, DC's China office develops and implements marketing activities across the media, travel trade and consumers channels.

To support DC's marketing and brand direction appropriate for the China market, DC is seeking a Contractor to assist with developing an integrated MRPR strategy, managing media and public relations, and generating earned media content to influence the profile of Canada's tourism experiences.

The Contractor must be based in China with representation in the cities of Beijing, Shanghai, and Guangzhou. The Contractor must have strong experience in MRPR, in-depth knowledge of the local media landscape and the HVG target audiences to optimise results for Canadian tourism. Canada's tourism products are extensive and diverse from coast to coast, the Contractor must have knowledge of Canada and be keen to learn more about Canada's incredible experiences. Strong writing, communications and story development for both proactive and reactive media relations efforts are also core to this work.

The Contractor will be tasked to undertake the following activities:

- Develop annual MRPR strategies in alignment with China Market Plan.
- Identify key media accounts that influence and speak to the HVG audiences.
- Maintain strong relationship with key media accounts and provide content support in developing differentiated stories on Canada's tourism offerings.
- Curate and disseminate high quality content aimed at generating earned media coverage.
- Organise media familiarization tours ("FAMs") to increase awareness of Canada's legendary experiences.
- Provide support and expertise in corporate communications, crisis management, and media event management when required.
- Monitor and track earned media results on a monthly basis.

## **C.3 Scope of Work**

The Contractor must have the skills and will provide the resources required in order to perform the following MRPR related tasks:

### **C.3.1 MRPR Plan Development**

On an annual basis, develop MRPR plans to support the delivery of DC's marketing objectives. The plans will be media and HVG centric, creative and must demonstrate ways to integrate tactics across the consumer, media and trade channels.

### **C.3.2 Media and Influencer Relations**

Identification of key media and influencer accounts that speak to Canada's HVG audiences. Ongoing media liaison and services include but are not limited to the handling of day-to-day inquiries, assistance with research and image sourcing through the DC Digital Asset Management program.

### **C.3.3 Media and Influencer Database Maintenance**

Maintain a national media and influencer database covering traditional, broadcast, digital and social media organizations and influencers across China. Update the database in a monthly basis and highlight significant changes to DC when they occur.

#### C.3.4 Media Interviews and Press Conferences

- i. Identify opportunities and coordinate in-depth face to face interviews with key spokesperson(s). Key responsibilities include but are not limited to preparing briefing documents for key spokesperson(s), liaising with media, developing media kits, providing ground support, and following up on interview coverages.
- ii. Assist with ad hoc email interviews based on media requests.
- iii. Organise press conferences upon request.

#### C.3.5 Content Curation, Dissemination and Pitching

Conduct research on content relevant for key account media and develop media materials including but not limited to newsletters, releases, feature stories and pitching documents. Review content provided by DC HQ teams and Team Canada partners on monthly basis and localise the content that appeals to the target Chinese media and HVGs. Disseminate high-quality media content in an innovative manner with the aim of generating in-depth and on-message earned coverage for Canada's iconic and legendary tourism experiences.

#### C.3.6 Media Reporting and Key Issues Management

- i. Monthly report on clipping, media coverage, key accounts coverage and analysis, and results of MRPR activities.
- ii. Provide regular update on key media trends and competitor activities.
- iii. Identify media coverages that have significant impact on DC's strategies and activities in market and develop a situation analysis report in English within 24 hours of issue occurrence.
- iv. Provide advice in key issue management and crisis management whenever applicable.

#### C.3.7 Media and Influencer Familiarization Trips

Develop and implement media and influencer FAM trips with the aim of increasing awareness of Canada's iconic and legendary experiences. This task includes but is not limited to communication with Team Canada partners, liaising with media and influencers, arranging visas and other related travel documentations, escorting FAMs, post FAM follow up and reporting on coverage results and learnings.

#### C.3.8 Media Events

Plan and organise media events whenever appropriate to strengthen media relations, launch campaigns, and/or to increase media interest in Canada's icons and legendary experiences. Key tasks may include but are not limited to developing media list, preparing media kits, writing speeches, coordinating transportation and logistics, securing venue and support from non-traditional partners, event management and project reporting.

### C.4 Approach and Methodology

- The China Market Strategy will be updated and shared with the Contractor on annual basis. The Contractor will be required to develop a MRPR plan to support the market strategies at the beginning of each calendar year and report progress on monthly, half-yearly and yearly basis.
- When DC has identified a need for the Contractor to perform any of the services as outlined in Section C.3 Scope of Work, the Contractor will provide a proposal that details all the work, project schedule, deliverables, and the total cost associated with performing the services. The

Contractor shall not commence any work prior to obtaining written approval from DC's Project Authority.

- Consistent and frequent communication between the Contractor and DC's China office will be required to ensure an efficient working relationship.
- The Contractor shall not assign any work or sub-contract any portion of it without DC's Project Authority written consent.
- When travel is necessary to perform the work, the Contractor is required to seek approval from DC's Project Authority for travel related expenses.
- The Contractor must seek the most innovative, cost effective and efficient solution for DC's media events.

## **C.5 Deliverables and Schedule**

The deliverables highlighted below correspond to the Scope of Work in Section C.3. The Contractor will prepare and deliver:

- C.5.1 An Annual MRPR Plan – A detailed annual plan in English to articulate the strategy and tactics aimed at generating in-depth and on-message coverage on Canada's legendary tourism offerings.
- C.5.2 A Monthly Key Account Relationship List – The proposed key account list must be updated annually. The relationship with key account media and influencers are measured by surveys, feedback and coverage generated.
- C.5.3 A Monthly Media and Influencer Database – This is a monthly update of database and high-quality advice on key changes and new media platforms.
- C.5.4 Media Interviews and Press Conferences – It includes the development of press materials that are on brand and on message, well researched, and differentiate Canada from its competitors. Results are measured by media feedback and coverage.
- C.5.5 Content Development and Distribution – This includes localisation, repurposing and development of content that inspires the media and influencers to share stories of Canada's icons, people and places, and differentiated experiences. Results are measured by content innovation, quality, influence of coverages and media feedback.
- C.5.6 Reporting and Issue Management – Reports must include quality content and must be delivered on time. Key issues identification and reporting must be delivered within 24 hours from DC's request. Solutions developed must take into consideration the market environment and DC's communication priorities.
- C.5.7 FAM Trips – The Contractor will consistently demonstrate experience and expertise in organising FAM trips to the satisfaction of media participants and local partners. This is measured by media and social media coverage generated as a result of the FAM trips.
- C.5.8 Media Events – The Contractor will organise event that must showcases originality, in-depth understanding of Canada's tourism brand, media insights and ability to leverage non-traditional partner resources to speak to the HVG travellers.

## **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 in market, 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 DC Responsibilities and Support**

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 will consider challenges and opportunities that impact marketing strategies. The market 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. A MRPR Plan and a Project Plan template will also be provided to the Contractor.

DC will be responsible for providing the following:

- Training on DC Brand Guidelines.
- Clear and measurable objectives and desired outcomes.
- Clear reporting structure within DC.
- Overall direction and supervision of the Contractor to facilitate performance of MRPR activities.
- Oversee project plan approval and associated financial approval.
- Final sign-off on all communications.

### **C.8 Contractor Responsibilities**

The contractor must perform the work in accordance with all sections and subsections of C Statement of Work of this NRFP.

- a) Invoicing – the Contractor will provide monthly invoices to DC with details on work performed and an invoice number. The Contractor will provide supporting documentations for any work carried out by third party suppliers associated with execution of the services.
- b) Books and Record Management – the Contractor will maintain proper books and records in accordance with generally accepted accounting principles. DC reserves the rights to audit all business and accounting records related to the invoices submitted.
- c) Account Manager – the Contractor will provide DC with one (1) dedicated, single point of contact (the 'Account Manager'). The Account Manager will act as the Contractor's client relationship partner and overall client service partner.
- d) Availability – the Contractor must be available during DC's China office working hours between 9:00 am to 5:30 pm Beijing Standard time, Monday to Friday.

### **C.9 Risks and Constraints**

- All created material, data (including key account databases), content and so on will be the property of DC.
- The Contractor will provide and return all information to DC at the end of the contract term.

- The Contractor is required to undergo a Privacy Impact Assessment (“PIA”) before contract award.

#### **C.10 Reporting and Communication**

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

Reporting:

- Yearly MRPR wrap-up and learnings reports.
- Monthly media monitoring and performance reports.
- Quarterly summaries and highlights.
- Monthly media and influencer database updates.

Communications:

- Weekly status meetings with DC’s Regional Managing Director.
- Regular status calls with DC’s Asia Pacific (APAC) Squad at DC HQ.
- The Contractor is expected to respond to media enquires within 24 hours.
- The Contractor is expected to report on key issues and crisis within 24 hours.
- The Contractor is expected to respond to DC questions within 48 hours.

#### **C.11 Personnel Replacement**

The Contractor cannot make any changes to the Account Manager or key personnel without written permission of DC’s Contract Authority, which DC may give or withhold at its sole discretion. The Contractor is required to advise DC’s Contract Authority two (2) weeks in advance of any change to the Account Manager or key personnel. If replacement is required, the Contractor is responsible for providing, in a timely manner, a replacement with equivalent or greater experience.

#### **C.12 Language Requirements**

The Contractor personnel must be able to communicate in both English and Mandarin, including both verbal and written communication.

## SECTION D – MANDATORY CRITERIA QUESTIONNAIRE

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Full compliance with mandatory criteria is required in order for proposals to be further evaluated.

### D.1 Mandatory Criteria

D.1.1 Proponent's Account Manager and Account Team must be able to communicate in both English and Mandarin, including both verbal and written communication.  
Are you able to comply with this requirement?

Yes

No

D.1.2 Proponents must have an office in one of China's major cities (Beijing, Shanghai, Guangzhou) to support the activities as described in Section C - Statement of Work.  
Are you able to comply with this requirement?

Yes

No

D.1.3 Proponent's Account Manager must have five or more years experience in MRPR work with a leading agency (ies) or media brands.  
Are you able to comply with this requirement?

Yes

No

D.1.4 Proponents must be in good financial standing and have met all statutory financial requirements for the last three years, 2018, 2019 and 2020.  
Are you able to comply with this requirement?

Yes

No

D.1.5 Proponents must not represent tourism boards of Australia, New Zealand, UK, Switzerland and USA at a national level.  
Are you able to comply with this requirement?

Yes

No

## **SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE**

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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 Company Background and Overview**

Provide a brief history and introduction of your company including the following items:

- a) Date of Incorporation.
- b) Company ownership structure (e.g. privately held, public, etc.)
- c) Composition and competencies of the executive management team (e.g. org. chart).
- d) The countries in which the company currently operates.
- e) The proportionate amount of income generated from your five (5) largest customers (e.g. 50% total from five (5) customers) accompanied by an estimate on total number of customers that you currently serve.
- f) Provide a list of past (client serviced in the last 5 years) and present clients that are Tourism Boards of key destinations and regions.
- g) Copies of Financial Statements for the last three (3) years: 2018, 2019 and 2020. Proponents newly incorporated, or that have been operating for less than three (3) years, must provide a copy of their financial statements or information required by DC's Finance Department to verify financial liability (if this is your case, please include a pro forma financial statement).
- h) Copies of applicable anti-fraud prevention policies and guidelines.
- i) Copies of diversity, equity and inclusion policies and guidelines.

Response must be limited to three (3) pages, Arial 11 font (excluding organizational chart, financial statements, anti-fraud prevention, diversity, equity and inclusion policies and guidelines).

Weighting: 10%

- E.1.2** Provide information on the Account Manager and Account Team that will work DC, including team structure, their roles and responsibilities, relevant experiences and expertise, and why there is a good fit with DC.

Response must be limited to two (2) pages, Arial 11 font.

Weighting: 15%

- E.1.3** Provide examples of previous work similar to what is outlined from Section C.3.1 to Section C.3.8 of the Scope of Work.

Response must be limited to 16 pages (2 pages per Section), Arial 11 font.

Weighting: 40%

- E.1.4** Describe your network of relationships with traditional, digital and social media and influencers. Provide examples of proven relationships with leading media channels and systems used to manage databases.

Response must be limited to two (2) pages, Arial 11 font.

Weighting: 10

E.1.5 Provide a plan that addresses key challenges and opportunities you foresee in promoting Canada to the HVG audiences through the MRPR channels. Describe how you would address these challenges and take advantage of these opportunities. Please include a list of key media and influencer accounts (up to 10) that you will recommend to engage in order to respond to communication opportunities.

Response must be limited to three (3) pages, Arial 11 font.  
Weighting: 15%

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

Response must be limited to two (2) pages, Arial 11 font.  
Weighting: 10%

## E.2 Weighting Table for Reference

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

<b>Desirable Criteria Question #</b>	<b>Desirable Criteria Question Weighting</b>	<b>Desirable Criteria Question Weighted</b>	<b>Example Proponent Score</b>	<b>Example Proponent Weighted Score</b>
E.1.1	10%	5%	4/5	4.00%
E.1.2	15%	7.5%	4/5	6.00%
E.1.3	40%	20%	3/5	12.00%
E.1.4	10%	5%	3/5	3.00%
E.1.5	15%	7.5%	3/5	4.50%
E.1.6	10%	5%	4/5	4.00%
<b>Example Total</b>	<b>100%</b>	<b>50%</b>	<b>21/30</b>	<b>33.50%</b>
<b>A score of 60% = 30% or higher is required to advance to the next stage of evaluations, Proposed Pricing.</b>				

## **SECTION F – PRICING**

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Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference **NRFP DC-2022-PO-01 Media and Public Relations Services - China** along with your 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**

Provide the following fees as detailed below:

F.1.1 The monthly retainer fee to provide comprehensive services as described in Section C.3 Scope of Work, is \$\_\_\_\_\_ CAD. This monthly retainer fee will include the Contractor's general day-to-day operating expenses such as local phone calls, printing, couriers and other client related business expenses and incidentals.

F.1.2 The Account Manager's hourly rate and other personnel required to undertake work as outlined from Section C.3.1 to Section C.3.8.

F.1.3 A table that shows the breakdown of hours required to perform the services required as outlined from Section C.3.1 to Section C.3.8. For example, hours taken to prepare a release, organise a FAM, organise a media event, etc.

F.1.4 Any additional fees and charges associated with procuring third party services to perform the work as outlined in Section C - Statement of Work.

F.1.5 Any other information you may have in relation to cost of providing services as outlined in Section C - Statement of Work.

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.

Indicate your payment terms, and explain any early payment discounts available to DC.

### **F.3 Pricing Strategies**

DC may be open to other pricing strategies, incentives, volume discounts or other offerings (e.g. rebates, single volume purchase, credit for returnable product, etc.) that would benefit DC. DC, at its sole discretion, may or may not review or consider any such offerings that are proposed.

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

## **SECTION G – PRESENTATION / DEMONSTRATION REQUIREMENTS**

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### **G.1 Presentations / Demonstrations Requirements**

DC may require proponents who have made the Shortlist, to give a presentation. The presentation will be limited in scope to the content of the NRFP and subsequent proposal, and present an opportunity to verify the proponent's capabilities in support of DC's mandate and strategic objectives.

Proponents may be expected to highlight the following:

- Introduce the account representatives, capabilities and expertise.
- Present on case study (details to be shared with shortlisted proponents).
- Question and answers session.

Presentations will take place at:

Destination Canada, China Office  
Level 28, China World Office 1, No. 1 Jianguomenwai Avenue  
Chaoyang District, Beijing, China 100004

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

## SECTION H – NRFP PROCESS AND TERMS

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### H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Intent to Submit (*)	March 8, 2022, 14:00 hours PT
Deadline for Questions	March 10, 2022, 14:00 hours PT
<b>Closing Date and Time</b>	<b>March 24, 2022, 14:00 hours PT</b>
Presentations of Shortlisted Proponents	week of April 18, 2022
DC will endeavour to notify all proponents of its selection by:	Beginning of June, 2022
Timeframe for Negotiations	10 days following notification by DC

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

**(\* Please note the intent to submit is not a disqualifying criteria. If you miss the above date, you can still submit your proposal within the closing date.**

### H.2 Interpretation of the NRFP

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

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

### H.3 Inquiries and Communication

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

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

### H.4 Accuracy of Information

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

### H.5 Amendments

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

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

#### **H.6 Modification and Withdrawal**

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

#### **H.7 Period of Validity**

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

#### **H.8 Proposal Expenses**

All costs, including travel, incurred by the proponent in the preparation of its proposal, participation in this NRFP, presentations, 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.9 Language**

Proposals may be submitted in either French or English. All other steps and documents in the process are to be addressed and submitted in English (Technical Assessment, Presentations, Pricing, Contract, Contract Negotiations, Debriefings, etc.)

#### **H.10 Negotiations**

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

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

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.11 Contract Award**

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

- i. should be negotiated within the Timeframe for Contract Negotiations;

- ii. may include, but not be limited to, the general contract terms contained in Appendix 5; and
- iii. will commence upon signature by the duly authorized representatives of DC and the successful proponent.

**H.12 Debriefing**

Upon request, 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.13 Material Circumstances**

A material circumstance means any circumstance or relationship which may lead to an unfair advantage including but not limited to: being associated to or related to a DC employee or Board member of DC; having access to information not available to other proponents; communicating with any unauthorized person with respect to the NRFP process; engaging in any action which constrains or limits the ability of another proponent to submit a proposal for the goods or services herein; providing a gift or benefit to a DC employee or Board member; or engaging in conduct that compromises or could be seen to compromise the integrity of the NRFP process (each a "Material Circumstance").

DC may consider any Material Circumstance (as defined above) as disclosed in a proposal or otherwise, and DC may eliminate a proposal from consideration on the ground that a Material Circumstance gives rise to a conflict of interest that DC considers in its opinion would give rise to unfair advantage in the NRFP process, or would otherwise prejudice the integrity of the NRFP process.

**H.14 Proponents Not to Promote Their Interest**

Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this opportunity.

**H.15 Confidentiality**

DC recognizes the proprietary nature of information that may be contained in response to this NRFP. Proponents must clearly mark and identify those areas of their proposals which contain confidential information. DC will not use or disclose such confidential information, except for the purposes of evaluating the proposals submitted under this NRFP or as may be required by law, including but not limited to the *Access to Information Act* and the *Privacy Act*.

Proponents shall keep confidential all information received from DC and other information developed for DC in connection with this competition. Proponents shall not use DC's confidential information except as required to develop a proposal and presentation in response to this NRFP.

Except as required by law, DC will not disclose or publish the identity of proponents, nor reveal in any way the substantive information and financial terms contained in any proposal. Only the name of the Contractor will be revealed at the conclusion of the process and only after an agreement has been fully executed by the contracting parties.

**H.16 Publicity**

Proponents must not refer, expressly or by implication, to DC, or to this competition, in any advertising or other publicity release unless otherwise approved in advance and in writing by the Contracting Authority.

**H.17 No Collusion**

By submitting a proposal the proponent represents that its proposal has been prepared without collusion or fraud and in fair competition with proposals from other proponents.

**H.18 Law**

This NRFP process and any subsequent agreement will be governed by the laws of the Province of British Columbia and any dispute will be subject to the jurisdiction of the courts of British Columbia and all applicable federal laws.

**H.19 Indemnities**

The proponent shall be responsible for and shall indemnify DC from all claims, loss and damages that relate to or arise out of errors, omissions or negligent acts of the proponent, its employees or agents associated with this NRFP process and all costs associated with those claims, loss and damages.

**H.20 Rights of Destination Canada**

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

- H.20.1 accept any proposal in whole or in part, with the exception of proposals that fail to comply with mandatory criteria, whether or not it is the lowest priced proposal and without prior negotiation;
- H.20.2 reject any, all or part of any proposal that:
  - i. is incomplete, obscure, irregular or unrealistic;
  - ii. fails to meet the objective of the NRFP;
  - iii. fails or omits any mandatory information; or
  - iv. is non-compliant with any requirement of this request;
- H.20.3 not accept any deviations from the stated terms and conditions;
- H.20.4 terminate the process at any time and/or re-issue this NRFP at any time;
- H.20.5 obtain information from the proponents to seek clarification or to verify any or all information provided by the proponent at any time throughout this NRFP process;
- H.20.6 contact references;
- H.20.7 enter into negotiations with any proponent who has submitted a compliant proposal, with the goal to establish an agreement acceptable to DC;
- H.20.8 incorporate all, or any portion of the Statement of Work, the NRFP, and the successful proponent's proposal into a resulting contract document;
- H.20.9 to make an award in whole or in part, including the right to select and contract with more than one proponent to meet the requirements of the NRFP;
- H.20.10 not enter into any contract at all with any proponents responding to this NRFP.

## **SECTION I: LIST OF APPENDICES**

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<b>APPENDIX</b>	<b>FILE NAME</b>
1	Proponent Information and Acknowledgement Form
2	Material Circumstances Disclosure Form
3	Amendments
4	Declaration of Sub-Contractors
5	General Contract Terms

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**APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM**

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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 \_\_\_\_\_, 2022

Authorized Signature:

\_\_\_\_\_

Printed Name:

\_\_\_\_\_

Title/Position:

\_\_\_\_\_

Company Name:

\_\_\_\_\_

City:

\_\_\_\_\_

Address:

\_\_\_\_\_

Phone Number:

\_\_\_\_\_

E-mail Address:

\_\_\_\_\_

## **APPENDIX 2: MATERIAL CIRCUMSTANCES DISCLOSURE FORM**

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### 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**

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

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

## APPENDIX 4: DECLARATION OF SUB-CONTRACTORS

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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:

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Contact Person:

Title:

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Phone Number:

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E-mail Address:

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Address:

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City:

Province:

Postal Code:

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Description of services provided:

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% of services the Sub-Contractor will be providing: \_\_\_\_\_%

## **APPENDIX 5: GENERAL CONTRACT TERMS**

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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.