



Canadian Tourism
Commission

Commission canadienne
du tourisme

Negotiated Request for Proposal

Name of Competition:	Reaching Net-Zero Initiative
Competition Number:	DC-2022-CD-07
Closing Date and Time:	June 1, 2022, 14:00 Pacific Time (PT)
Contracting Authority:	Christine Duguay Procurement Advisor 604-638-8345 procurement@destinationcanada.com

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SECTION A – INTRODUCTION

The Canadian Tourism Commission, doing business as Destination Canada ("DC"), is Canada's national tourism organization and a Crown Corporation of the federal government. DC supports the Canadian tourism industry by:

- sustaining a vibrant and profitable Canadian tourism industry;
- marketing Canada as a desirable tourist destination;
- supporting a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories with respect to Canadian tourism; and
- providing information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.

At Destination Canada we believe in the power of tourism.

Our aspiration is to enhance the wealth and wellbeing 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 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.

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 from an experienced Canadian Contractor to perform an organizational review of DC in order to reach Environmental Sustainability and Net-Zero Emissions. 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 contract negotiations with the selected proponent for up to a one (1) 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

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 Presentation Evaluation

Proposals meeting the mandatory criteria will then be evaluated and scored on the desirable criteria set out below. DC's evaluation committee may be comprised of DC employees and consultants to DC who are bound by an agreement of confidentiality with respect to the NRFP process. The evaluation committee will be responsible for reviewing and evaluating proposals and making an award recommendation to DC Senior Executive.

All decisions on the degree to which proposals and presentations/demonstrations 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) 40%

Proposals will be evaluated based on meeting the above desirable criteria. Proposals that achieve a score of 60% of 40% or higher (the "Threshold") will be evaluated further based upon 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 Presentations.

B.2.3 Presentations (Section G) 30%

TOTAL 100%

B.3 Negotiations

DC intends to conduct concurrent negotiations, as defined in Section H.10 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, June 1, 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, May 13, 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, May 27, 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 and should reference "**NRFP DC-2022-CD-07, Reaching Net-Zero Initiative - 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

C.1 Background

In March 2022, the Government of Canada introduced [Canada's 2030 Emissions Reduction Plan](#). As a Crown corporation DC supports the move to a cleaner, more prosperous economy and feels this is an immediate priority requiring a sustained effort over the years and decades ahead. DC's partners, stakeholders and employees are passionate about the environment and a Working Group is being formed, guided by DC's Director, Procurement to consider an environmental framework that will guide an evaluation of our workplace, and work with suppliers as it relates to environmental sustainability.

Destination Canada has leased or shared office space in the following locations:

- Vancouver, British Columbia, Canada
- Ottawa, Ontario, Canada
- London, United Kingdom
- Beijing, China
- Tokyo, Japan.

Additional information will be provided to the Contractor.

C.2 Objective

DC requires a Canadian Incorporated Contractor to perform an organizational review, using industry accepted standards, to measure and monitor the quantity of greenhouse gas (GHG) emissions that are produced as a result of its global operations. The Contractor will also provide an immediate, short-term and long-term course of action plan with a proposed timeline over which to reduce emissions in order for DC to reach net-zero emissions, and produce a report suitable for DC's executive and Board of Directors.

C.3 Scope of Work

To support us in our endeavour, we are looking for a Contractor that will:

- Conduct an organizational review in consultation with internal and external stakeholders and suppliers;
- Complete an industry standard, evidence-based assessment of DC's carbon footprint using a combination of current and historical (pre-pandemic) data and information;
- Provide recommendations and plans for DC to achieve net-zero emissions including timelines; immediate, short-term and long-term actions;
- Produce written reports that evaluate the organization's performance and benchmark DC against best practices and industry standards; and
- Provide recommendations for future work related to environmental sustainability and recommendations to have DC become industry leaders in this space.

C.4 Approach and Methodology

Activities would include consultations with DC stakeholders and suppliers, assessment of DC's current activities and office location footprints, benchmarking DC against other organizations, making strategic recommendations and other activities that the Contractor proposes to complete the project.

DC's aspiration is that tourism generates wealth and well-being for all Canadians and enriches the lives of guests.

While we strive to achieve net-zero emissions, we are committed to supporting our industry, aviation partners and our work fosters conditions where our partners can thrive. Our mandate is to sustain a vibrant and profitable Canadian tourism industry; market Canada as a desirable tourism destination; support a cooperative relationship between the private sector and the governments of Canada. As such, we are not looking to reduce or inhibit travel per say, but to find more sustainable solutions that bring us closer to our net-zero commitment.

C.5 Deliverables and Schedule

The Contractor will be responsible for:

- Creating a project plan outlining all phases of the project and the associated tasks, milestones, timelines for completion and associated level of effort. DC's Project Authority must approve the project plan before the work begins.
- Consulting with the Project Authority and any applicable stakeholders throughout the project.
- Documenting an approach to managing the gathering of information from DC and key stakeholders and suppliers, to be approved by DC's Project Authority.
- Providing guidance for any regulatory requirements including financial reporting.
- Providing weekly updates on progress and deliverables to DC's Project Authority.
- Drafting a mid-project briefing note to be shared with the Environmental Working Group and DC's executives.
- Producing a final report which includes but is not limited to:
 - Assessment of DC's current baseline for GHG emissions (Carbon footprint); and
 - Strategy and recommendations for achieving net-zero emissions by providing an immediate, short-term and long-term course of action plan with recommendations for DC, including the analyses of areas of activity within the organization such as:
 - Corporate travel;
 - Marketing collateral;
 - Internal operations including staff activities and equipment;
 - Leased facilities and shared workspace locations;
 - DC led tradeshows and events;
 - Options for the purchase of carbon offset credits; and
 - Any other areas of opportunity suggested by the Contractor.

Task/Deliverable	Date*	Notes
Project Kick Off Meeting	Within one (1) week of contract execution	Contractor meets virtually with DC's Environmental Working Group
Contractor to develop project plan with timelines and deliverables to be shared with Environmental Working Group	One week following the kick-off meeting	
Project update calls with DC's Project Authority	Weekly, or more frequently, as required	
Initial report written and submitted to DC to be shared with DC's Board of Directors (BOD).	mid October	

Final report submitted to DC.	mid December	
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*The schedule will be finalized between DC and the Contractor during project planning.

C.6 Performance Standards and Quality Measurement

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 is reviewed at weekly check-ins using the DC Contractor Performance Evaluation system. The Contractor's performance will be measured against the detailed schedule

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

Destination Canada will assign a Project Authority who will provide guidance to the contractor in the delivery of the work and serve as the Contractor's main point of contact. Specifically, the Project Authority will:

- Provide guidance throughout the project and address any questions or concerns raised by the Contractor.
- Act as a vendor relationship manager with the Contractor.
- Interface with the Contractor through regular status calls and project specific meetings/teleconferences, as needed.
- Provide DC documentation to the Contractor and arrange for stakeholder and supplier interviews.
- Provide feedback and approval of all deliverables.
- Work with the Contractor to keep the project on task, on time and within budget.
- Assess project progress and evaluate the Contractor's performance to ensure that the Contractor is supplying the expected quality of deliverables outlined in the Contract.

C.8 Contractor Responsibilities

The Contractor is expected to work collaboratively with all identified personnel engaged in this project, whether they are DC employees, stakeholders or external suppliers. Meetings, teleconferences, etc. with identified personnel are expected to take place during regular business hours (9:00 am – 5:00 pm PT) Monday to Friday with the exception of Canadian statutory holidays. Work is expected to primarily be conducted remotely at the Contractor's own facility. On occasion, some work (i.e. presentations, meetings) could be expected to take place at Destination Canada's Headquarters in Vancouver, BC.

In addition, the Contractor is expected to do the following:

- Assign a Project Manager who will lead the work and serve as the main point for contact for DC.
- Coordinate all project activities.
- Set up regular status calls and project specific meetings, as needed.
- Provide immediate notification of any project delays.
- Have access to standard office tools such as phone, email, Microsoft Office products and videoconferencing capabilities (i.e. Zoom). These tools will be used for communication,

collaboration and document sharing. Destination Canada will not assume any costs related to this set up.

C.9 Risks and Constraints

All work, meetings and deliverables must be produced in English. Interviews are expected to be conducted in English, or in French if preferred by the interviewee and if the Contractor is able to accommodate it at no additional cost.

Destination Canada's priority is to ensure the health and safety of employees in the workplace. Vaccination against COVID-19 is a requirement for all employees as part of the approach to protect employees and the community from COVID-19 and ensuring safe workplaces.

In addition, the full vaccination of visitors is required to support this requirement and is in effect for Canada-based DC offices.

All created material, data; content and so on will be the property of DC. The Contractor shall provide and return all information to DC at the end of the contract term.

C.10 Reporting and Communication

Weekly progress meetings via teleconference will occur with the Project Authority. These may be preceded by weekly progress reports at the discretion of the Project Authority.

In addition there may be requirements for PowerPoint presentations to be created to summarize progress and findings to DC's executive and Board of Directors.

C.11 Personnel Replacement

The Contractor is required to advise DC's Contract Authority two (2) weeks' in advance of any change to the Project 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.

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 The proponent must have the ability to work, verbally communicate and write fluently in English.

Are you able to comply with this requirement?

Yes

No

D.1.2 The proponent must have previous experience conducting analysis, summarizing information, writing reports and making recommendations for an executive level audience.

Are you able to comply with this requirement?

Yes

No

D.1.3 The proponent must have previous experience conducting stakeholder interviews.

Are you able to comply with this requirement?

Yes

No

D.1.4 The proponent must provide the resumes of all professionals proposed to be engaged in this project.

Are you able to comply with this requirement?

Yes

No

D.1.5 The proponent must have project management capabilities?

Are you able to comply with this requirement?

Yes

No

D.1.6 The proponent must provide three (3) references for relevant past projects and include those details in APPENDIX 1.

Are you able to comply with this requirement?

Yes

No

D.1.7 The proponent must be a Canadian incorporated company.

Are you able to comply with this requirement?

Yes

No

SECTION E – DESIRABLE CRITERIA QUESTIONNAIRE

Proponents should respond to the questions below clearly and concisely. If the proponent is attaching documents as part of their response to a specific question, the proponent should reference the attachments in their response.

E.1 Company and Personnel Overview

E.1.1 Company Background and Overview

Provide a brief overview of your organization including the following information:

- a) Company history, ownership, structure and office location(s) and the number of employees.
- b) Composition and competencies of the executive management team (i.e. org. chart).
- c) Services and products offered including areas of specialization.
- d) Experience in the travel / tourism or similar industry.
- e) Experience in servicing Canadian Federal Departments, Canadian Crown corporations, or a similarly structured organization in the past 24 months.
- f) Environmental certifications, standards or accreditations.
- g) Copies of applicable anti-fraud prevention policies or guidelines.
- h) Copies of applicable diversity and inclusion policy or guidelines.
- i) Copy of the registration, certificate of incorporation or other similar document showing your current registration status.
- j) Copies of financial statements for the last three (3) years, 2019, 2020 and 2021.

Maximum Marks Available – 15%

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

E.1.2 Additional Company Background

- a. Do you have any Russian participation in the governance structure of your firm – either as an investor or on your Board of Directors?
 - If yes, of what significance?
- b. Are you currently undertaking any work for an enterprise based in Russia?
 - If yes, of what significance to your overall operation?

Maximum Marks Available – unweighted

Response must be limited to 1/2 page

E.1.3 Key Personnel

Provide information on the Project Manager and team that would work with DC. Include the following information:

- a) Details of their relevant experience, education, and expertise.
- b) Details of their certifications with the Registered Environmental Professional (REP), Sustainability Excellence Professional (SEP) or other sustainability credentials.
- c) Roles and responsibilities.

Maximum Marks Available – 25%

Response must be limited to 1 page (excluding the biographies)

E.2 Experience / Technical Requirements

E.2.1 Provide up to three (3) examples where you successfully conducted organizational reviews for organizations with a similar operating context. This could include private or public sector organizations (i.e. federal or provincial Crown corporations). Describe the projects, objectives, tasks, outcomes, challenges, deliverables, measures of success and any other relevant information. Higher marks will be given to projects that are relevant to the work being sought in this NRFP.

Projects should be clearly described and include the following information:

- a) Project title
- b) Date (month / year)
- c) Client name
- d) Subject matter
- e) Project objectives, scope of work and methodology
- f) Team members (names and tasks).

Maximum Marks Available – 45%

Response should be limited to 2 pages per example

E.2.2 Provide a detailed description of the proposed approach and methodology your organization is proposing to undertake for this project. Provide a detailed outline of your firm's proposed project management plan, including tasks, schedules, milestones and time in hours for each major activity.

Maximum Marks Available – 15%

Response must be limited to 2 pages (excluding the project plan)

E.3 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	15%	6.00%	5/5	6.00%
E.1.2	unweighted	unweighted	0/5	0%
E.1.3	25%	10.00%	4/5	8.00%
E.2.1	45%	18.00%	4/5	14.40%
E.2.2	15%	6.00%	2/5	2.40%
Example Total	100%	40%	15/20	30.80%
A score of 60% (= 24% of the 40%) or higher is required to advance to the next stage of evaluations, Proposed Pricing.				

SECTION F – PRICING

Proponents should submit their pricing proposal in a separate file from the rest of their response. In the pricing submission, reference the NRFP# and name along with company information.

DC is constrained by a limited budget; therefore proponents are encouraged to present a best value for cost when submitting all pricing requests, while taking into consideration all of the requirements in this NRFP and as demonstrated through their response.

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

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

F.1 Proposed Pricing Detail

F.1.1 Provide a firm, fixed price for this project including all expenses.

F.1.2 Provide your hourly rate card. For information only (unweighted).

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

F.2 Payment Discounts

DC's standard payment terms are Net 30 days upon receiving an invoice, with the required project and billing information, and after the services have been rendered or goods received. There may be certain times of the year when DC may be able to accelerate payments. For proponents who are able to offer a term where DC may elect to take the discount when possible, this alternative would be considered.

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.

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

SECTION G – PRESENTATION REQUIREMENTS

G.1 Presentations Requirements

DC will require proponents, who have made the Shortlist, to give a presentation/demonstration of their capabilities to deliver the services described in Section C – Statement of Work. Further details will be communicated to those proponents invited to participate in this section.

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

1. Introduce account representatives.
2. Present their capabilities and expertise.
3. Demonstrate that the desirable criteria can be met as outlined in the submitted proposal.

Presentations will take place via web conferencing or in person at DC's Headquarters in Vancouver. Details will be further communicated to the Shortlist.

The presentations will take place the week of June 27, 2022*.

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

All costs associated with the presentations/demonstrations will be the responsibility of the proponent.

SECTION H – NRFP PROCESS AND TERMS

H.1 NRFP Process Schedule

The schedule for the proponent selection process is as follows:

Deadline for Questions	May 13, 2022, 14:00 hours PT
Intent to Submit (*)	May 27, 2022, 14:00 hours PT
Closing Date and Time	June 1, 2022, 14:00 hours PT
Presentations of Shortlisted Proponents	week of June 27, 2022
DC will endeavour to notify all proponents by:	September
Timeframe for Negotiations	5 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 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. The working language for the NRFP process will be the preferred language of the proponent.

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.

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

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

APPENDIX 1: PROPONENT INFORMATION AND ACKNOWLEDGMENT FORM

1) PROPONENT INFORMATION

- a) Company Information - For identification and information purposes only, provide the following information about your company:

Complete legal company name and address:	
Primary business and length of time business established:	
Number of direct employees:	
Nature of company (i.e. sole proprietorship, corporation, partnership, joint venture):	
Primary contact for the NRFP (name, title, phone number and e-mail):	

- b) References - List three customers with similar requirements to those described in this NRFP who we may contact as references. For each reference include the name of the organization, key contact information (name, title, address, phone, e-mail), and a brief description of the service provided/performed. Proponent agrees that DC may contact any of these references. It is requested that proponents refrain from using DC as a reference in their proposal.

Reference #1:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #2:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

Reference #3:

Client Organization:	
Contact Person:	
Street Address:	
Telephone #:	
Email Address:	
Description of Services:	

2) PROPONENT ACKNOWLEDGEMENT

The proponent agrees that the information provided in their proposal is accurate and declares that he/she is a duly authorized signing authority with the capacity to commit his/her firm/company to the provisions contained herein. By signing below, the proponent specifically acknowledges that it has read, understood and agrees to the terms of this NRFP.

Executed this _____ day of _____, 2022

Authorized Signature:

Printed Name:

Title/Position:

Company Name:

City:

Address:

Phone 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 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

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:

E-mail Address:

Address:

City:

Province:

Postal Code:

Description of services provided:

% of services the Sub-Contractor will be providing: _____%

APPENDIX 5: GENERAL CONTRACT TERMS

The following general terms may be required by DC in order to be awarded the Work under this NRFP. Specific language for each of these terms will be negotiated between the parties:

1. Non-exclusive contract;
2. Contract term as provided in the NRFP;
3. The Contractor will designate key personnel assigned to DC file who cannot be changed without the approval of DC;
4. Dedicated time commitments (full time equivalent basis) on a monthly or annual basis to DC work, if applicable;
5. Service levels for typical work (e.g. commitments for timing from planning stages to campaign launch);
6. All intellectual property created by the Contractor will be the property of DC. Contractor will certify that the intellectual property is delivered free from encumbrances and in compliance with all applicable laws;
7. Contractor will undertake to ensure that all campaigns and other activities conducted on behalf of DC in the Contractor's market are done in compliance with applicable laws;
8. Contractor, including their sub-contractors, indemnifies DC for any breach of the contract, in particular claims relating to breach of privacy, third party intellectual property claims, compliance with laws, etc.;
9. Contractor to maintain the appropriate insurance;
10. Fees to be paid on the basis of work delivered;
11. All expenses incurred by the Contractor to be passed through to DC without markup, including media placements;
12. Confidentiality clauses to be included;
13. DC shall be entitled to terminate for convenience upon 30 days written notice and upon payment for any work completed or committed to the date of termination. If DC terminates the contract or a particular work order for breach, then DC is not required to pay for the work;
14. DC approval required prior to Contractor sub-contracting all or part of the work or assigning the contract;
15. Contract to be governed by British Columbia law; and
16. Dispute resolution: senior management intervention followed by binding arbitration to be held in Vancouver, BC in accordance with the rules of the British Columbia International Commercial Arbitration Centre.