

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

Veterans Affairs Canada
Procurement & Contracting
Attn: Susan O'Brien

susan.obrien@veterans.gc.ca

REQUEST FOR PROPOSAL

DEMANDE DE PROPOSITION

Proposal To: Veterans Affairs Canada

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.

Proposition aux: Anciens Combattants Canada

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés

Instructions: See Herein
Instructions : Voir aux présentes

Comments - Commentaires

Vendor/Firm Name and address
Raison sociale et adresse du fournisseur/de l'entrepreneur

Issuing Office – Bureau de distribution
Veterans Affairs Canada
Procurement & Contracting – Bid Receiving Unit
161 Grafton Street Ramp
PO Box 7700 Charlottetown, PE
C1A 1L1

Title – Sujet Visitor Experience Strategy Planning, Facilitation and Writing Services	
Solicitation No. – N° de l'invitation 3000758808	Date 2023-03-02
GETS Reference No. – N° de reference de SEAG -	
File No. – N° de dossier 1000505198	CCC No. / N° CCC - FMS No. / N° VME
Solicitation Closes – L'invitation prend fin at – à 14 :00 PM on – le 2023-03-28	
Time Zone Fuseau horaire Eastern Daylight Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Inquiries to : - Adresser toutes questions à: Susan O'Brien	Buyer Id – Id de l'acheteur suobrien
Telephone No. – N° de téléphone : (902) 314-8488	FAX No. – N° de FAX
Destination – of Goods, Services, and Construction: Destination – des biens, services et construction : See Herein	

Delivery required - Livraison exigée See Herein	Delivered Offered – Livraison proposée
Vendor/firm Name and address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Facsimile No. – N° de télécopieur Telephone No. – N° de téléphone	
Name and title of person authorized to sign on behalf of Vendor/firm (type or print)- Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

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PART 1 - GENERAL INFORMATION

1.1 Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided; and
- Part 6 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Annexes include the Statement of Work, the Basis of Payment, the Electronic Payment Instruments, the Insurance Requirements, and any other annexes.

1.2 Summary

Veterans Affairs Canada requires the services of a visitor experience design firm to provide planning, facilitation, analysis and writing services to create site-specific Visitor Experience Strategies (VES) at the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial in France.

The period of the contract is from date of Contract to March 31, 2024.

1.3 Debriefings

Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The [2003](#) (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 120 days

2.2 Submission of Bids

Bids must be submitted only to Susan O'Brien by the date and time indicated on page 1 of the bid solicitation:

Due to the nature of the bid solicitation, bids transmitted by facsimile, courier or mail will not be accepted.

2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

For the purposes of this clause, "former public servant" is any former member of a department as defined in the [Financial Administration Act](#), R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a. an individual;
- b. an individual who has incorporated;
- c. a partnership made of former public servants; or
- d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of

various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the [Public Service Superannuation Act](#) (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to the [Supplementary Retirement Benefits Act](#), R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the [Canadian Forces Superannuation Act](#), R.S., 1985, c. C-17, the [Defence Services Pension Continuation Act](#), 1970, c. D-3, the [Royal Canadian Mounted Police Pension Continuation Act](#), 1970, c. R-10, and the [Royal Canadian Mounted Police Superannuation Act](#), R.S., 1985, c. R-11, the [Members of Parliament Retiring Allowances Act](#), R.S. 1985, c. M-5, and that portion of pension payable to the [Canada Pension Plan Act](#), R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? Yes () No ()

If so, the Bidder must provide the following information, for all FPSs in receipt of a pension, as applicable:

- a. name of former public servant;
- b. date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? Yes () No ()

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

2.4 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 5 calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is

eliminated, and the enquiry can be answered to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.

2.5 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Prince Edward Island.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the Bidders.

2.6 Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 5 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

Veterans Affairs Canada has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#):

- the main purpose of the Contract, or of the deliverables contracted for, is to generate knowledge and information for public dissemination.

2.8 Bid Challenge and Recourse Mechanisms

- (a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.
- (b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's [Buy and Sell](#) website, under the heading "[Bid Challenge and Recourse Mechanisms](#)" contains information on potential complaint bodies such as:
 - Office of the Procurement Ombudsman (OPO)
 - Canadian International Trade Tribunal (CITT)
- (c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

2.9 Office of the Procurement Ombudsman

The OPO was established by the Government of Canada to provide an impartial, independent venue for Canadian bidders to raise complaints regarding the award of certain federal contracts under \$30,300 for goods and \$121,200 for services. If you have concerns regarding the award of a federal contract below these dollar amounts, you may contact the OPO by e-mail at boa.opo@boa-opo.gc.ca, by telephone at 1-866-734-5169, or by web at www.opo-boa.gc.ca. For more information on OPO's services or to determine

Solicitation No. - N° de l'invitation
3000758808
Client Ref. No. - N° de réf. du client
1000505198

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
suobrien

if your concerns are within the Ombudsman's mandate, please see the [*Procurement Ombudsman Regulations*](#) or visit the [*Office of the Procurement Ombudsman website*](#).

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Canada requests that the Bidder submits its bid in separately bound sections as follows:

- Section I: Technical Bid (1 soft copy via e-mail)
- Section II: Financial Bid (1 soft copy via e-mail)
- Section III: Certifications (1 soft copy via e-mail)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Section I: Technical Bid

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Section II: Financial Bid

Bidders must submit their financial bid in accordance with Annex "B" Basis of Payment.

3.1.2 Electronic Payment of Invoices – Bid

If you are willing to accept payment of invoices by Electronic Payment Instruments, complete Annex "D" Electronic Payment Instruments, to identify which ones are accepted.

If Annex "D" Electronic Payment Instruments is not completed, it will be considered as if Electronic Payment Instruments are not being accepted for payment of invoices.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical Evaluation

In their technical bid, Bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

4.1.1.1 Mandatory Technical Criteria

Refer to Annex C – Technical Criteria

4.1.1.2 Point Rated Technical Criteria

Refer to Annex C – Technical Criteria

4.1.1.3 Financial Evaluation

The price of the bid will be evaluated in Canadian dollars, Applicable Taxes excluded. Canadian customs duties are included. The evaluated price will exclude any costs for Travel and Living Expenses (Annex B – Basis of Payment, Part B)

4.2 Basis of Selection (Highest Combined Rating of Technical Merit and Price)

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation; and
 - b. meet all mandatory criteria; and
 - c. obtain the required minimum of 85 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 115 points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 60% for the technical merit and 40% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 60%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 40%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available points equals 135 and the lowest evaluated price is \$45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)

		Bidder 1	Bidder 2	Bidder 3
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		\$55,000.00	\$50,000.00	\$45,000.00
Calculations	Technical Merit Score	$115/135 \times 60 = 51.11$	$89/135 \times 60 = 39.56$	$92/135 \times 60 = 40.89$
	Pricing Score	$45/55 \times 40 = 32.73$	$45/50 \times 40 = 36.00$	$45/45 \times 40 = 40.00$
Combined Rating		83.84	75.56	80.89
Overall Rating		1 st	3 rd	2 nd

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Required with the Bid

Bidders must submit the following duly completed certifications as part of their bid.

5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real property agreement of the [Ineligibility and Suspension Policy](http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html) (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

5.2.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

5.2.3 Additional Certifications Precedent to Contract Award

5.2.3.1 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability. Failure to comply with the request may result in the bid being declared non-responsive.

5.2.3.2 Education and Experience

SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

PART 6 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

6.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex "A".

6.2 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the [Standard Acquisition Clauses and Conditions Manual](https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) (https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual) issued by Public Works and Government Services Canada.

6.2.1 General Conditions

[2035](#) (2022-12-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

6.3 Security Requirements

6.3.1 There is no security requirement applicable to the Contract.

6.4 Term of Contract

6.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2024 inclusive.

6.5 Authorities

6.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: Susan O'Brien

Title: Departmental Procurement and Contracting Officer
Veterans Affairs Canada

Telephone: 902 314 8488

E-mail address: susan.obrien@veterans.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

6.5.2 Project Authority

The Project Authority for the Contract is: **(to be inserted at Contract Award)**

Name: _____

Title: _____

Telephone: ____-____-_____

E-mail address: _____

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

6.5.3 Contractor's Representative (to be inserted at Contract Award)

Name:
Title:
Organization:

Telephone:
E-Mail Address:

6.6 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2019-01 of the Treasury Board Secretariat of Canada.

6.7 Payment

6.7.1 Basis of Payment

For the Work described in section 5 of the Statement of Work in Annex "A":

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid firm lot prices as specified in Annex B – Basis of Payment for a cost of \$_____
(insert the amount at contract award). Customs duty are included and Applicable Taxes are extra.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work, unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

6.7.2 Limitation of Expenditures for Authorized Travel and Living Expenses

Concerning the requirements to travel described in section 9 of the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside Canada at cost, without any allowance for profit and administrative overhead, in accordance with the meal and private vehicle expenses provided in Appendices B, C and D of the National Joint Council Travel Directive; and with the other provisions of the directive referring to "travellers", rather than those referring to "employees", to a limitation of expenditure of \$20,000.00. Customs duty are included and Applicable Taxes are extra.

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

All travel must have the prior authorization of the Project Authority.

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

6.7.3 Terms of Payment (Milestone Payments)

Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a. an accurate and complete claim for payment using [PWGSC-TPSGC 1111](#), Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all the certificates appearing on form [PWGSC-TPSGC 1111](#) have been signed by the respective authorized representatives;
- c. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

6.7.4 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

- a. Direct Deposit (Domestic and International);

6.7.5 Discretionary Audit

1. The following are subject to government audit before or after payment is made:
 - a. The amount claimed under the Contract, as computed in accordance with the Basis of Payment, including time charged.
 - b. The accuracy of the Contractor's time recording system.
 - c. The estimated amount of profit in any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier, for which the Contractor has provided the appropriate certification. The purpose of the audit is to determine whether the actual profit earned on a single contract if only one exists, or the aggregate of actual profit earned by the Contractor on a series of negotiated contracts containing one or more of the prices, time rates or multipliers mentioned above, during a particular period selected, is reasonable and justifiable based on the estimated amount of profit included in earlier price or rate certification(s).
 - d. Any firm-priced element, firm time rate, firm overhead rate, or firm salary multiplier for which the Contractor has provided a "most favoured customer" certification. The purpose of such audit is to determine whether the Contractor has charged anyone else, including the Contractor's most favoured customer, lower prices, rates or multipliers, for like quality and quantity of goods or services.
2. Any payments made pending completion of the audit must be regarded as interim payments only and must be adjusted to the extent necessary to reflect the results of the said audit. If there has been any overpayment, the Contractor must repay Canada the amount found to be in excess.

6.8 Invoicing Instructions – Progress Payment Claim

1. The Contractor must submit a claim for payment using form [PWGSC-TPSGC 1111](#), Claim for Progress Payment.

Each claim must show:

- a. all information required on form [PWGSC-TPSGC 1111](#);
- b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;
- c. the description and value of the milestone claimed as detailed in the Contract.

Each claim must be supported by:

- a. a copy of the receipts for all travel and living expenses (if applicable)
2. Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
3. The Contractor must prepare and certify one original copy of the claim on form **PWGSC-TPSGC 1111**, and forward it to the Project Authority identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place. The Project Authority will then forward the original copy of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.
4. The Contractor must not submit claims until all work identified in the claim is completed.

6.8.1 Schedule of Milestone Payments

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

Milestone No.	Deliverable	Firm Amount
1.	Successful completion of Steps 1-4	\$
2.	Reimbursement of Travel Expenses up to Limitation of \$20,000.00 CAD	\$
3.	Successful completion and acceptance of the final report	\$

6.9 Certifications and Additional Information

6.9.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

6.10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Prince Edward Island.

6.11 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions **2035** (2022-12-01), General Conditions: Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Technical Evaluation Criteria

- (f) the Contractor's bid dated _____, (*insert date of bid*) (*If the bid was clarified or amended, insert at the time of contract award:*"), as clarified on _____ " **or** ", as amended on _____ " *and insert date(s) of clarification(s) or amendment(s)*

6.12 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

6.13 Dispute Resolution

- (a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.
- (b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.
- (c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.
- (d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "[Dispute Resolution](#)".

6.14 Office of the Procurement Ombudsman

6.14.1 Dispute Resolution

The Parties agree to make every reasonable effort, in good faith, to settle amicably all disputes or claims relating to the Contract, through negotiations between the Parties' representatives authorized to settle. If the Parties do not reach a settlement within 25 working days after the dispute was initially raised to the other party in writing, either Party may contact the OPO to request dispute resolution/mediation services. The OPO may be contacted by e-mail at boa.opo@boa-opo.gc.ca, by telephone at 1-866-734-5169, or by web at www.opo-boa.gc.ca. For more information on the OPO's services, please see the [Procurement Ombudsman Regulations](#) or visit the [Office of the Procurement Ombudsman website](#).

6.14.2 Contract Administration

The OPO was established by the Government of Canada to provide an impartial, independent venue for Canadian bidders to raise complaints regarding the administration of certain federal contracts, regardless of dollar value. If you have concerns regarding the administration of a federal contract, you may contact the OPO by e-mail at boa.opo@boa-opo.gc.ca, by telephone at 1-866-734-5169, or by web at www.opo-boa.gc.ca. For more information on the OPO's services, please see the [Procurement Ombudsman Regulations](#) or visit the [Office of the Procurement Ombudsman website](#).

ANNEX "A"

STATEMENT OF WORK

TITLE: Visitor Experience Strategy Planning, Facilitation and Writing Services

1. Background

Veterans Affairs Canada's (VAC) mandate is to support the well-being of Veterans and their families, and to promote recognition and remembrance of the achievements and sacrifices of those who served Canada in times of war, military conflict and peace.

As part of its commemorative responsibilities, VAC is the steward of 15 First World War memorial sites in Europe and in Turkey. These sites include the Canadian National Vimy Memorial and the Beaumont-Hamel Newfoundland Memorial in northern France, which together welcome approximately 900,000 visitors each year. These flagship memorials are Canada's only two National Historic Sites located outside Canadian borders. VAC's responsibilities for these sites include preservation, maintenance and presentation, which requires a robust visitor experience to support visitors to the sites as well as meaningful connection with Canadians at a distance. Both sites include memorials, cemeteries and preserved First World War landscape features (i.e., battlefield and trenches at both sites, preserved tunnel at Vimy, etc.) as well as visitor centres with permanent exhibits. Veterans Affairs Canada's Student Guide Program in France also supports visitor experience, with a total of 50-55 Canadian students working as guides at the site during three work sessions across the year.

2. Project Overview

To ensure the achievements, service and sacrifices of those who served during the First World War are always remembered, memorial sites must remain relevant, interesting and a destination of choice. Visitor Experience Strategies are required to support this mission by guiding interpretive and programming activities at VAC's two National Historic Sites.

The Visitor Experience Strategy (VES) is a 9-step localized planning methodology developed by Parks Canada. It covers all aspects related to visitor experience (VE). The purpose of the VES is to define measures for the development and promotion of products, activities and services that will contribute to the achievement of the goals of these Veterans Affairs Canada sites for the next five years. The plan will help us create a compelling visitor experience offer for our target audiences and enable us to meet measurable performance outcomes.

A summary of the nine step Visitor Experience Strategy process can be found in Attachment A. Significant work has already been completed in support of Steps 2 through 5 (i.e., Goals and Scope, Essence of Place, Target Audiences, and Visitor Experience Assessment). This Statement of Work (SOW) outlines effort required to complete two (2) individual Visitor Experience Strategies for (a) the Canadian National Vimy Memorial and (b) the Beaumont-Hamel Newfoundland Memorial.

For the purposes of this Statement of Work, Natural and/or Cultural Heritage Tourism includes: commemorative tourism, heritage tourism, and/or cultural tourism, and/or sustainable tourism, and/or outdoor recreation, and/or wilderness tourism, and/or protected areas, and/or museums, cultural and/or historic sites, and/or public and/or private parks.

3. Objective

Provide planning, facilitation, analysis and writing services to create site-specific Visitor Experience Strategies at (a) the Canadian National Vimy Memorial and (b) the Beaumont-Hamel Newfoundland Memorial.

As part of the completed VES, the contractor will:

- A. Define what characterizes and makes the site and its key sectors and services unique (the spirit and essence of the site).
- B. Help VAC identify compelling visitor experience offers for our target market(s).
- C. Enable VAC to define and meet measurable performance outcomes.
- D. Work with VAC employees to develop a menu of visitor experience options and to prioritize future development of new products, activities or services/the modification of existing ones.
- E. Improve the site's tourism offer (products, services) over a period of five years, to allow the site to maintain or increase traffic.

4. Skillsets and Experience

This Statement of Work is for provision of planning, analysis, facilitation, and writing services for Steps 1 through 9 of the VES methodology (see Attachment A). The contractor will require a range of skillsets that cover a number of specializations and disciplines related to the tourism industry.

Skillsets such as research, analysis, facilitation, planning, writing, and reporting, as well as experience in interpretive writing and planning, visitor services planning and operations, development of market-based products, market segmentation and analysis, tourism planning and promotion, among others, are all part of the skills and specializations required for this project. Facilitation of multi-site, virtual workshops, consultations and meetings will be required.

Though the final reports will be prepared in only one language, the contractor must demonstrate team capacity to communicate effectively and fluently in both oral and written French and English.

5. Scope of Work

This SOW covers creation of separate and distinct Visitor Experience Strategies for each of the described sites. These plans will be developed concurrently, however there may be shared content in some circumstances. In each of the steps outlined below, project plans, deliverables and timelines will be developed with the expectation of creating separate deliverables for each site at each step, as well as a separate and distinct final report for each site. Deliverables for individual steps may be undertaken concurrently. Complimentary workshops may be scheduled for the same day, where timelines allow.

5.1 Step 1: Preparation-The Contractor is responsible for the following:

Tasks

- Planning and preparation

Preparation

- Attend an initial meeting (via videoconference)
- Read the Veterans Affairs Canada background material provided to acquire basic knowledge of the department.
- Read the place-specific material provided by VAC to acquire basic knowledge of the memorial sites.
- Read the VES-specific material provided by VAC to acquire basic knowledge of the planning methodology as it pertains to the Visitor Experience and the site.
- Read the material provided by VAC to acquire the tourism industry context.
- Read the work completed previously by VAC in support of steps 2-5 of the VES methodology.
- Prepare to facilitate the workshop(s).

Deliverables

- Develop a project methodology and timeline. (Note: Planning for workshops, research or consultations detailed in different steps may be combined to maximize efficiency and leverage similarities. Attendees at workshops for both sites will be the same.)
- Travel to France for site orientation, to hold initial workshops and to complete on-site assessments (Note: This is the only opportunity for on-site activity, all other work to be completed virtually. Timelines and planned activities should be developed to maximize opportunities for research and evaluations in later steps during the initial on-site visit.).

5.2 Step 2: Goals and Scope: The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Facilitate a workshop to complete a SWOT (Strength, Weaknesses, Opportunities and Threats) analysis for both sites in order to understand, confirm and analyze each site's current position. This will involve facilitating a small team, which will include Government of Canada employees and/or stakeholders, through a workshop that requires a series of activities, the collection of outputs from the workshop, leading the analysis of workshop outputs, and synthesizing outputs into a SWOT analysis that will become the foundation for defining the VES goals.

- Help VAC define measures and initiatives by working collaboratively to establish and position general goals, objectives and indicators that will allow VAC to take advantage of strengths, minimize weaknesses, seize opportunities and counter threats.
- Define the approach, vision and objectives.
- Review and analyze applicable regulatory requirements in Canada and in France.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 2.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.3 Step 3A: Essence of Place-The Contractor is responsible for the following:

Tasks

- Planning and preparation
 - Workshop facilitation
 - Writing and reporting
- Facilitate up to four workshops (internal and external for each site), as well as consultation with individual external stakeholders as required to define the essence of the sites from a tourism perspective and develop an Essence of Place statement for each site. This is NOT to assess activities currently offered, but rather to draft a statement that defines the site in general and its interest for potential visitors. Neither is it a Commemorative Integrity or Ecological Integrity Statement, but the statement of the essence of the site can be inspired by elements in these other statements. It will truly define the essence of the site and set the context for other VE Strategy development activities.
 - Carry out preparatory work, the workshops and follow-up work. During the workshops, participants will be asked a series of questions and address a series of challenges that will help them to define the statement.

- Identify the sites' identities and that of their sectors as well as the reasons why people should visit.
- In a brief text, encapsulate the qualities that make these sites unique and describe the recreational, aesthetic, educational and experiential qualities of the places.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 3A.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.4 Step 3B: Thematic Framework-The Contractor is responsible for the following:

This step expands and elaborates on the Essence of Place statement to support interpretation and interpretive product development for key audiences.

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Organize a workshop (with the option for two separate workshops supporting each site) to determine the thematic frameworks to be used for interpretation at the sites. A key theme must be developed for each site, followed by three to five sub-themes. These themes must be based on the interests of the target groups, while respecting the natural and cultural history of the sites.

- Examples of similar memorial or commemorative sites in Europe, comparable Parks Canada sites, and industry trends should be considered.
- Evaluation of themes should take the following factors into account:
 - Audiences addressed and how their specific needs (interests, values, etc.) are met;
 - The themes reflect the strengths of the site and represent its essence;
 - Similar themes that are found in other tourism offers in the region to ensure that proposed themes are not redundant;
 - How the themes can be interpreted and how they will be persuasive to visitors.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 3B.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.5 Step 4: Identification of Target Audiences-The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Use target audience data (i.e., visitation statistics, visitor surveys) to facilitate understanding of current visitors, a review of tourism offerings and promotional efforts in each region, the selection of target audiences and the definition of target audiences.

- Examine tourism offerings and promotional efforts in the region.
- Pay special attention to VAC's overarching commemorative target audiences.

-
- Analyze relevant information provided by VAC (Strategic Plans, visitor survey results, etc.)
 - Identify and characterize current and potential markets (including niche markets)
 - Identify and select target audiences in Canada and in Europe.
 - Identify the needs and expectations of the target audiences by looking at current trends in tourism.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 4.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.
- Prepare a single summary report for both sites summarizing key findings and outputs for steps 2-4, to include:
 - a brief, high level written narrative; and
 - a one-page infographic for each site.

5.6 Step 5: Visitor Experience Assessments (VEA) -The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Inventory and evaluation of existing products and services:

Using product evaluation tools and a VE product inventory, facilitate an evaluation of the sites as a whole, including the VE products and services offered at each site and the relationship of these products and services with target audiences.

As part of a workshop, draw up an inventory of the products, services, activities and experiences currently offered. Plot each one on a product assessment tool to determine whether or not they support the objectives and mandate for the site.

- Following the evaluation, identify products that are worth keeping and those that no longer meet visitor needs.
- Complete a site-wide assessment, including facilitation of a walkthrough of the site with a small team of Government of Canada employees to assess the visitor experience offer from the perspective of all of the identified target audiences.
- Identify how products relate to target market needs and wants, what is working well, and where improvements can be made for each step of the VE cycle.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 5.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.7 Step 6: Visitor Experience Vision-The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Prepare and facilitate two VE vision workshops, one for each site, with Government of Canada employees, to collaboratively define a VE vision (a description in paragraph form) of the improved visitor experience in a clearly visualized future for each zone or area at each site.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 6 (50%).
- Prepare a second draft after corrections have been made (75%).
- Prepare a final version after corrections have been made (100%).

5.8 Step 7: Visitor Experience Opportunities-The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Products and services to be developed: As part of a workshop with site staff, identify the products and services to be developed or improved, based on the following parameters:

- Respects the spirit of the sites
- Sets them apart
- Allows target audiences to be reached
- Corresponds to current trends
- Competition
- Attraction potential

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 7.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.9 Step 8: Promotions-The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Facilitate the development of a series of promotional actions for the proposed products with VAC staff in a workshop setting. Once complete, capture the promotional actions and produce a report on the outputs.

- Assist in positioning the sites with the target audiences selected.
- Propose a set of strategies based on the knowledge and characteristics of the target audiences selected.
- Propose a regional outreach strategy for each site.

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 8.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.

5.10 Step 9: Visitor Experience Strategy Action Plan-The Contractor is responsible for the following:

Tasks

- Planning and preparation
- Workshop facilitation
- Writing and reporting

Facilitate the development of an action plan for each site that includes strategies for pursuing the potential offers selected in the previous steps. All of the measures in these strategic approaches must be presented in a way that prioritizes implementation and defines responsibilities. Identify the strategies to implement by presenting the objectives they meet. Include information on:

- The means to achieve success
- The target audiences
- The schedule and deadlines
- The key issues (location, sustainability, accessibility, etc.)
- Winning conditions for implementation
- Operational and financial impacts
- Performance indicators
- Development of partnerships and third-party business opportunities including Indigenous peoples as key partners

Deliverables (*one report for each site for a total of two reports*)

- Prepare a first draft of the results from Step 9.
- Prepare a second draft after corrections have been made.
- Prepare a final version after corrections have been made.
- Prepare a single summary report for all steps, to include:
 - a high-level summary of findings and recommended actions;
 - an overview of key findings for each step (2-9);
 - one stand-alone infographic for each site summarizing key recommendations;
and
 - a brief PowerPoint presentation deck.

6. Constraints

The Contractor will use the established VES planning process as outlined in this statement of work and Attachment A. With the approval of the project authority, the contractor may introduce additional planning processes that are complementary to the defined VES process. Any new planning processes must be in line with the goal of the VES and its inclusion must be approved by the Project Authority before it is employed.

The Contractor should plan based on assumption of travel one (1) time to France for site orientation, to hold initial workshops and to complete on-site assessments. (See Section 9 - Travel for more information)

Availability of VAC staff for workshops and group exercises is influenced by visitation patterns (e.g.: peak seasons are typically observed in May-June and October-November).

VAC's European Operations support team includes members in Canada and in France. In most cases, planning for in-person activities must also include options for virtual participation.

While VAC will request the deliverables be completed in one official language, some discussions may occur in both official languages.

7. Deliverables

The contractor will deliver on the main tasks outlined in section 5 for each step identified in a particular requirement (Steps 1 through 9) and will provide feedback on the VES planning process in the form of a brief report.

The three main tasks, varying in size and complexity depending on the particular steps identified for the requirement, include:

- A. Planning and preparation
 - Project methodology and timeline
 - Travel to France for site orientation, to hold initial workshops and to complete on-site assessments
- B. Workshop facilitation
 - Travel to the sites to prepare for the workshop(s) AND/OR arrangement of required tools for virtual workshops
 - Facilitate the workshops
 - Record all outputs of each section of the workshops.
- C. Writing and reporting
 - Prepare and submit a first draft of each report based on the outputs of each section of the workshops.
 - Prepare and submit a second draft of a reports based on the outputs of each section of the workshops and on the feedback provided on the first draft.
 - Prepare and submit the final version of a reports based on the outputs of each section of the workshop(s) and on the feedback provided on the second draft.
 - Prepare summary reports, infographics and presentations using prescribed departmental templates and reflecting VAC's common look and feel and style guide requirements.

8. Responsibilities

The contractor will be responsible for the following:

1. Attend the initial meetings via videoconference
2. Participate in meetings, phone calls, videoconferences, and site visits as required and indicated in a project schedule (to be agreed upon with the project authority).
3. Read the documentation provided by Veterans Affairs Canada.
4. Prepare for the workshops.
5. Travel to the place for the workshop(s) AND/OR arrange required tools for virtual workshops
6. Facilitate the workshops.
7. Capture and record (electronically) the outputs of each section of the workshops.
8. Provide Veterans Affairs Canada with the recorded outputs for all sections of the workshops.
9. Draft and submit the first version of a report presenting the results of each of the steps (1 to 9) as well as the activities and workshops associated with each step. Prepare a second draft after corrections have been made. Write a final VAC approved version after corrections have been made, including the activities and workshops associated with the order as well as feedback.
10. After step 5 has been completed, prepare a high-level written summary and a one-page infographic per site outlining key findings and outputs for Steps 2-5.

11. After step 9 has been completed, prepare a high-level written summary; at least one infographic for each site; and a brief PowerPoint presentation outlining key findings and outputs for all steps.
12. Preparing and inserting bilingual graphics for reports and presentations once translated by VAC.
13. Preparing all documents using provided templates and respecting departmental style guide and Common Look and Feel requirements.
14. Ensure accessibility is considered in all aspects of the work.

Veterans Affairs Canada is responsible for the following:

1. Arrange an initial meeting (videoconference) or meetings with the contractor to provide the material and to answer any questions.
2. Provide the contractor with the documentation specific to Veterans Affairs Canada.
3. Provide the contractor with the documentation specific to the sites.
4. Organize the logistical aspects of all workshops and activities, which includes inviting the participants, securing virtual platform and providing the material.
5. Participate in the workshop.
6. Provide feedback on the first draft results and/or statement for all reports and associated workshops and activities for the particular requirement, within two (2) weeks of receipt.
7. Provide feedback on the second draft results and/or statement for all reports and associated workshops and activities for the particular requirement, within two (2) weeks of receipt.
8. Coordinate all communications between the contractor and the sites.
9. Complete translation of reports, once accepted by VAC.

9. Travel

The Contractor's resources will be required to travel to France one (1) time for in-person activities and research. This will be conducted by a maximum two people for up to 14 days. Research will include visits to comparable sites within four hours of driving time from the Canadian National Vimy Memorial site.

10. Bilingual Capacity

Because VAC's memorial sites are located in France, the Contractor's resource(s) must have capacity to complete all of the research and/or consultation with international stakeholders as well as to understand the unique needs and preferences of international target audiences in both French and English. Though the submitted reports will be prepared in only one language, the contractor must demonstrate team capacity at a senior level and among workshop facilitators to communicate effectively in both oral and written French and English. Bilingual capacity is a mandatory requirement.

11. Security Requirements

Security clearance is not required. The Contractor and its resources will be accompanied by screened personnel while in restricted areas. Employees who are working on site in the restricted area will be notified when unscreened personnel are on the premises.

12. Project Timetable

The initial start-up meeting will take place within 15 days of contract award. Site orientation and initial workshops will take place in 30 days.

Outlined deliverables for Steps 1-4 of the VES methodology must be completed and accepted by Veterans Affairs Canada by July 31, 2023.

Solicitation No. - N° de l'invitation
3000758808
Client Ref. No. - N° de réf. du client
1000505198

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
suobrien

Outlined deliverables for Steps 5-9 of the VES methodology and identified final reporting requirements must be completed and accepted by Veterans Affairs Canada no later than March 31, 2024.

Attachment A: Visitor Experience Methodology

The Visitor Experience Strategy (VES) is a 9-step localized planning methodology developed by Parks Canada. It covers all aspects related to visitor experience (VE). The planning process is market-based, so the site's target audiences will be selected with particular attention to Veterans Affairs Canada's identified national markets. The purpose of the VES is to define measures for the development and promotion of products, activities and services that will contribute to the achievement of the goals of a Veterans Affairs Canada memorial site over a period of 3 to 5 years. It uses a market-based approach that considers each stage of the visitor experience cycle.

The 9 steps process overview:

Step 1: Preparation

Upstream from VE planning is Social Science. This step involves collecting all available social science data (Visitor Information Program, Attendance reports and Prizm reports) as well as external data, if available. It also involves assembling a team that will work on the VES, doing a stakeholder scan to determine who else has a stake in this process, and work planning.

Step 2: Goals and Scope

This step involves a SWOT analysis and goal setting. The goals that are set here are a combination of corporate goals expressed for a specific place and local goals stemming from other planning processes. These goals are what this strategy is trying to achieve.

Step 3:

A-Essence of Place

This step involves defining what the place is about from a tourism perspective. This is NOT an assessment of the current offer but rather a statement that speaks to the place in general and of its relevance for potential visitors. Neither is it the Commemorative Integrity or Ecological Integrity statement, though it can be inspired by elements of these statements. This statement provides a context for the rest of the VES development; it truly brings you back to the essence of the place. It also sets the path for developing a thematic framework to support interpretive planning.

B-Thematic Framework

A thematic framework is defined that will be used to support interpretation at the site. This step can be accomplished in parallel or at any point throughout the VES process. The themes and sub-themes take audiences and their specific needs into account, as well as the site's strengths, its essence and how these are perceived by visitors. Specific stories to be told/interpreted are developed from the sub-theme, and these inform the development of Visitor Experience products. Examples of similar non-Parks Canada sites and industry trends may also be taken into consideration.

Step 4: Identification of Target audiences

This step involves selecting the target audiences for a specific place. This includes giving special consideration to Veterans Affairs Canada's national target audiences for Commemoration and adding the layer of local, regional or niche audiences. The result of this step is a short list of target audiences that are retained for their potential. The short list generally consists of a combination of national, regional, local and niche audiences, some being existing audiences to retain, and some being new audiences to develop. While there is no right number of target audiences, it has to be kept to a number we can realistically pursue.

Step 5: Visitor Experience Assessment (VEA)

This step involves taking a critical look at the current offer (all elements of the VE cycle) for each target market in the context of the Essence of Place. Optionally, this assessment can be done on a zone basis (area planning) to specialize the offer of each zone for a subset of the target audiences. The result of this step is an inventory of the current offer, the identification of gaps in the offer for specific elements of the VE cycle, for specific target audiences, and optionally for specific zones (areas). Additionally, the VEA may identify offers that are no longer relevant to any of the target audiences in the context of the Essence of Place. The gaps identified can then be expressed as objectives.

Step 6: Visitor Experience Vision

The VE Vision is a picture or visualization of a future offer on a 3 to 5 year horizon for each target market, and optionally for each zone (area). It is an expression of what the offer will look like and feel like once the gaps identified in the VEA have been filled.

Step 7: Visitor Experience Opportunities

This step builds on achieving the vision of the VE and proposes concrete solutions (VE products, services and activities) while bridging the gaps identified during the VEA. It doesn't define "how" the gaps will be filled but rather "what" will fill it. This stage involves the development of new products, activities or services and the modification of existing ones, for new or existing audiences.

Step 8: Promotions

This step proposes promotional actions that are required for the target audiences to be aware of the products matching their needs. These promotional actions can reach new or existing markets for new or existing products. This step is not the place's promotions plan but rather actions that will be inserted in it.

Step 9: Visitor Experience Strategy Action Plan

The final step involves the creation of a summary. This serves to assist the site in developing strategies and an action plan for the potential offerings selected in the previous steps. All of the measures in this strategic approach are presented in a way that prioritizes implementation and defines responsibilities.

ANNEX "B"

BASIS OF PAYMENT

A: PROFESSIONAL FEES

DESCRIPTION	Unit of Measure	TOTAL
STEP 1: PREPARATION - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 2: GOALS AND SCOPE - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 3A: ESSENCE OF PLACE - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 3B: THEMATIC FRAMEWORK - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 4: IDENTIFICATION OF TARGET AUDIENCES - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 5: VISITOR EXPERIENCE ASSESSMENT (VEA) - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 6: VISIT OR EXPERIENCE VISION - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 7: VISITOR EXPERIENCE OPPORTUNITIES - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
STEP 8: PROMOTION - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$

STEP 9: VISITOR EXPERIENCE STRATEGY ACTION PLAN - AS PER STATEMENT OF WORK AND VISITOR EXPERIENCE METHODOLOGY	LOT	\$
Sub-total		\$
Applicable Taxes		\$
Total		\$

B TRAVEL AND LIVING EXPENSES

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the [National Joint Council Travel Directive](#), and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Project Authority.

All payments are subject to government audit.

Estimated Cost: \$ 20,000.00.

ANNEX “C”

TECHNICAL EVALUATION CRITERIA

Definition of Bidder: "Bidder" means the person or entity (or, in the case of a joint venture, the persons or entities) submitting a bid to perform a contract for goods, services or both. It does not include the parent, subsidiaries or other affiliates of the Bidder, or its subcontractors.

Canada will only accept the experience of the Bidder as defined in Section 4 of SACC 2003 (2020/05/28) for the purposes of meeting the mandatory requirements. The experience obtained from a Joint Venture structure will be accepted for this purpose. The experience and qualifications of a Bidder's subcontractors will not be accepted as part of the Bidder's experience and qualifications for this purposes as it is not included in the definition of the Bidder.

MANDATORY REQUIREMENTS - A Bidder's Proposal MUST meet the following Mandatory Requirements

MANDATORY REQUIREMENT:		Comments:
<p>M.1 EXPERIENCE OF BIDDER</p> <p>Submit a summary for all team members outlining the role of the team member(s) and demonstrating how the following requirements are met. It is not sufficient to simply state an individual has experience—bidders must provide specific examples of projects or products and explain what aspects relate to the skills being assessed. A single individual can occupy multiple roles if they meet the requirements of experience for each function.</p> <p>DEFINITIONS</p> <p>For the purposes of this criteria, Natural and/or Cultural Heritage Tourism includes: commemorative tourism, heritage tourism, cultural tourism, sustainable tourism, museums, cultural sites, public parks or private parks.</p>		
<p>M.1.1 PROJECT LEADERSHIP</p> <p>The Bidder must demonstrate that the proposed resource has minimum 4 years' experience within the last 8 years working WITH or FOR the natural and/or cultural heritage tourism industry in disciplines and/or specialties that include, but are not limited to: project management; participatory planning processes;</p>	Met/Not Met	

<p>tourism assessment, development and management; tourism destination strategies; action plan development and implementation.</p>		
<p>M.1.2 VISITOR EXPERIENCE EXPERTISE</p> <p>The Bidder must demonstrate that the proposed resource has minimum 4 years' experience within the last 8 years working WITH or FOR the natural and/or cultural heritage tourism industry in disciplines and/or specialties that include, but are not limited to: marketing research, analysis & segmentation; interpretation planning and programming; experiential programming; visitor / client services and operations; visitor experience product development; and promotion.</p>		
<p>M.1.3 GROUP FACILITATION</p> <p>The Bidder must demonstrate that the proposed resource has facilitated a minimum of ten (10) participatory workshops and collaborative planning processes within the last four (4) years.</p> <p>Examples must include at least five (5) facilitated, multi-site virtual workshops, consultations and/or meetings. Bidders should provide examples of at least 5 participatory workshops and/or collaborative planning processes delivered in either a fully virtual environment or a hybrid in-person/remote environment.</p> <p>Examples must provide a brief overview of workshop objectives, number of integrated sites, and technologies or techniques employed to ensure full participation.</p>		
<p>M.1.4 WRITING & REPORT PREPARATION</p> <p>The Bidder must demonstrate that the proposed resource has minimum 3 years' experience within the last 5 years working in the writing and preparation of visitor experience plans and reports. This includes using technical skills such as document formatting, image formatting, and text layout.</p>		

M.2 BIDDER'S PORTFOLIO - TWO (2) FEATURED PROJECTS

Bidder's must submit a portfolio of work that contains two (2) projects completed within the last eight (8) years that demonstrate the mandatory criterion M22.1 to M.2.5.

When selecting portfolio projects, bidders must reflect on their relevance to the breadth of requirements described in M.1; their relation to the field of Natural and/or Cultural Heritage Tourism, as defined above; and to the proposed outputs outlined in the current statement of work.

For clarity, the projects must be completed prior to the submission of your bid. The experience described must be the experience of the Resources included in M.1.

For each project:	Met/Not Met	
<p>M.2.1 Provide a description of each project including:</p> <ul style="list-style-type: none"> - the client; - project title; - location - year; - timeline; - cost; - project goals; - scope 		
<p>M.2.2 Describe the Planning methodology including</p> <ul style="list-style-type: none"> - the project outputs and outcomes, and - how the work supported the client in achieving the project goals. 		
<p>M.2.3 Describe and explain how the project scope is related to the research, analysis, and/or planning in support of development and management of visitor experience in natural or cultural heritage tourism settings/contexts.</p>		

<p>M.2.4 Describe and explain how the project activities related to the planning and facilitation of working group sessions in relation to visitor experience in natural or cultural heritage tourism settings/contexts.</p>		
<p>M.2.5 Describe and explain how the project objectives were related to development and writing of client-focused based reports and implementation plans in relation to visitor experience in natural or cultural heritage tourism settings/contexts.</p>		
<p>M.3 UNDERSTANDING OF THE STATEMENT OF WORK</p> <p>The Bidder must demonstrate an understanding of the project requirements for M3.1-M3.3</p>	Met/Not Met	
<p>M.3.1 Description of your understanding of the Visitor Experience Strategy scope, goals, potential constraints, challenges with highlights of those that are particularly significant.</p>		
<p>M.3.2 Description of the Bidder's planned methodology for completing the Visitor Experience Strategy and meeting Veterans Affairs Canada's expectations as set out in the Visitor Experience Methodology (refer to page 28 - Attachment A).</p>		
<p>M.3.3 Demonstration of the project intent for Visitor Experience Planning:</p> <ul style="list-style-type: none"> • Understanding of visitor experience planning; • Understanding of Veterans Affairs Canada's commemorative context and mandate (within Canada, generally, as well as specifically relating to management of international memorial sites); • Understanding of the key elements of visitor experience planning, elements must include: <ul style="list-style-type: none"> ○ Identification of visitor experience goals ○ Essence of destination and/or interpretation theme development ○ Market assessment and target market identification ○ Visitor experience and/or product assessment and evaluation ○ New product identification and development ○ Promotions 		

○ Action planning		
M.4 BILINGUAL CAPACITY The Bidder must demonstrate team capacity to communicate effectively and fluently in both oral and written French and English. It is not necessary for all team members to be fully bilingual, however bidders must demonstrate how they will support fully bilingual workshops, complete relevant discussions with stakeholders in Canada and in France, and conduct research or review reference material in both languages.		

RATED REQUIREMENTS	Max. Score	Min. Score	Points Awarded																				
R.1 EXPERIENCE OF BIDDER Note: Rated experience factors should include minimum requirements outlined in corresponding sub-sections of Mandatory Requirements M.1. R.1.1 PROJECT LEADERSHIP Experience working WITH or FOR the natural and/or cultural heritage tourism industry in disciplines and/or specialties that include, but are not limited to: project management; participatory planning processes; tourism assessment, development and management; tourism destination strategies; action plan development and implementation. Additional points will be awarded for: <ul style="list-style-type: none"> previous experience leading preparation of Parks Canada visitor experience strategies. 	<table border="1"> <thead> <tr> <th colspan="2" style="text-align: center;">LEADERSHIP</th> </tr> <tr> <th style="text-align: center;"># of years</th> <th style="text-align: center;">Points</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">2</td> </tr> <tr> <td style="text-align: center;">5</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">6</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: center;">7</td> <td style="text-align: center;">8</td> </tr> <tr> <td style="text-align: center;">8+</td> <td style="text-align: center;">10</td> </tr> <tr> <th colspan="2" style="text-align: center;">ADDITIONAL POINTS</th> </tr> <tr> <th style="text-align: center;">Additional points</th> <th style="text-align: center;">Points</th> </tr> <tr> <td style="text-align: center;">1 additional</td> <td style="text-align: center;">5</td> </tr> </tbody> </table>	LEADERSHIP		# of years	Points	4	2	5	4	6	6	7	8	8+	10	ADDITIONAL POINTS		Additional points	Points	1 additional	5	Min = 2 Max = 15	
LEADERSHIP																							
# of years	Points																						
4	2																						
5	4																						
6	6																						
7	8																						
8+	10																						
ADDITIONAL POINTS																							
Additional points	Points																						
1 additional	5																						

<p>R.1.2 VISITOR EXPERIENCE EXPERTISE</p> <p>Experience working WITH or FOR the natural and/or cultural heritage tourism industry in disciplines and/or specialties that include, but are not limited to: marketing research, analysis & segmentation; interpretation planning and programming; experiential programming; visitor / client services and operations; visitor experience product development; and promotion.</p> <p>Additional points will be awarded for:</p> <ul style="list-style-type: none"> previous experience leading among team members working in an international tourism context 	<table border="1"> <thead> <tr> <th colspan="2">VISITOR EXP</th> </tr> <tr> <th># of years</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>2</td> </tr> <tr> <td>5</td> <td>4</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> </tr> <tr> <td>8+</td> <td>10</td> </tr> <tr> <th colspan="2">ADDITIONAL POINTS</th> </tr> <tr> <th>Additional points</th> <th>Points</th> </tr> <tr> <td>1 additional</td> <td>2</td> </tr> </tbody> </table>	VISITOR EXP		# of years	Points	4	2	5	4	6	6	7	8	8+	10	ADDITIONAL POINTS		Additional points	Points	1 additional	2	<p>Min = 2 Max = 12</p>		
VISITOR EXP																								
# of years	Points																							
4	2																							
5	4																							
6	6																							
7	8																							
8+	10																							
ADDITIONAL POINTS																								
Additional points	Points																							
1 additional	2																							
<p>R.1.3 GROUP FACILITATION</p> <p>Experience facilitating participatory workshops and collaborative planning processes.</p> <p>Additional points will be awarded for:</p> <ul style="list-style-type: none"> Formal training in facilitation Facilitation of at least three (3) fully bilingual workshops/group collaborations 	<table border="1"> <thead> <tr> <th colspan="2">FACILITATION</th> </tr> <tr> <th># of workshops</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>2</td> </tr> <tr> <td>11-15</td> <td>3</td> </tr> <tr> <td>15-19</td> <td>4</td> </tr> <tr> <td>20+</td> <td>5</td> </tr> <tr> <th colspan="2">ADDITIONAL POINTS</th> </tr> <tr> <th>Additional points</th> <th>Points</th> </tr> <tr> <td>1 additional</td> <td>2</td> </tr> <tr> <td>2 additional</td> <td>4</td> </tr> </tbody> </table>	FACILITATION		# of workshops	Points	10	2	11-15	3	15-19	4	20+	5	ADDITIONAL POINTS		Additional points	Points	1 additional	2	2 additional	4	<p>Min = 2 Max = 9</p>		
FACILITATION																								
# of workshops	Points																							
10	2																							
11-15	3																							
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20+	5																							
ADDITIONAL POINTS																								
Additional points	Points																							
1 additional	2																							
2 additional	4																							
<p>R.1.4 WRITING & REPORT PREPARATION</p> <p>Experience working in the writing and preparation of visitor experience plans and reports. This includes using graphic design technical skills such as document formatting, image formatting, text layout & effects, typography and illustration and knowledge of the Adobe Creative Suite (Illustrator, Photoshop, InDesign, and Acrobat).</p>	<table border="1"> <thead> <tr> <th colspan="2">WRITING</th> </tr> <tr> <th># of years</th> <th>Points per year</th> </tr> </thead> <tbody> <tr> <td>4, 5, 6 or 7</td> <td>3</td> </tr> <tr> <td>8+</td> <td>5</td> </tr> </tbody> </table>	WRITING		# of years	Points per year	4, 5, 6 or 7	3	8+	5	<p>Min = 3 Max = 5</p>														
WRITING																								
# of years	Points per year																							
4, 5, 6 or 7	3																							
8+	5																							

R.2 BIDDER'S PORTFOLIO	PROJECT 1				
R.2.1 Evaluation of M.2.1	# of Elements	Points			
In reference to the two detailed project reports provided in M2.1	0 of 10	0			
Each project will be assessed on the following	1 of 10	2			
i. Project was related to identifying appropriate products, services and amenities for target audiences to achieve visitor experience goals.	2 of 10	4			
ii. The project included identification of specific goals and/or outcomes	3 of 10	6		Min = 14	
iii. The project included market segmentation and identification of target markets	4 of 10	8		Max = 22	
iv. The project included identification of the essence of destination/ place	5 of 10	10			
v. The project included articulation of interpretive themes	6 of 10	12			
vi. The project included visitor experience and/or product assessment/ evaluation	7 of 10	14			
vii. The project included new product/experience identification	8 of 10	16			
viii. The project included reference to suggested promotions, actions and considerations	9 of 10	18			
ix. The project included the development of an action plan to achieve the goals	10 of 10	20			
x. The project included the development of a final report.	1 point for each additional factor				
Must achieve a minimum of 14 points for each project.	PROJECT 2				
Additional points will be awarded for the following:	# of Elements	Points			
i. The project included working with third parties such as commercial operators, regional tourism partners, local stakeholders.	0 of 10	0			
ii. The project included working in an international context.	1 of 10	2			
	2 of 10	4		Min = 14	
	3 of 10	6		Max = 22	
	4 of 10	8			
	5 of 10	10			
	6 of 10	12			
	7 of 10	14			
	8 of 10	16			
	9 of 10	18			
	10 of 10	20			
	1 point for each				

	additional factor				
<p>R.3 UNDERSTANDING OF REQUIREMENTS</p> <p>Evaluation of M.3</p> <p>a) Quality of demonstrated understanding of project scope, goals, potential constraints, and challenges with highlights on those that are particularly significant.</p> <p>b) Quality of the bidder's proposed methodology to:</p> <ol style="list-style-type: none"> a. meet the intent of the project and Veterans Affairs Canada's expectations; b. complete research and consultations with international stakeholders; c. understand the unique needs and preferences of an international operating environment and international target audiences <p>c) Level of adherence to Veterans Affairs Canada's project intent for Visitor Experience Planning:</p> <ul style="list-style-type: none"> • Understanding of Veterans Affairs Canada's commemorative context and mandate; • Understanding of the key elements of visitor experience planning. Elements should include: <ul style="list-style-type: none"> ○ Identification of visitor experience goals; ○ Essence of destination and/or interpretation theme development; ○ Market assessment and target market identification; ○ Visitor experience and/or product assessment and evaluation; ○ New product/opportunity identification and development; ○ Promotions. 	10		Min = 6 Max = 10		<p>its</p> <p>Unsatisfactory, no details provided.</p> <p>Limited or incomplete explanation of understanding / methodology / adherence. Lacks structure and coherence. Few details, some elements unaddressed. Major deficiencies. Does not demonstrate minimum capability to complete the requirement.</p> <p>Lacking specific details and coherence. Often disorganized or illogical. Major deficiencies. Bidder may meet the minimum capability to meet minor elements but does not demonstrate ability to meet all major elements.</p> <p>Acceptable and adequate explanation of the requirement. Approach and methodology are structured and coherent, however there are several minor deficiencies. Some minor elements not addressed clearly. Minimum acceptable capability to meet most elements.</p> <p>Clear, easy to understand explanation of the requirement. Approach and methodology are structured and coherent. Most necessary details present. Minor deficiencies. Demonstrates capability to adequately meet all elements of the requirement.</p> <p>Well-detailed, in-depth and specific explanation of requirement. Structured, coherent, and all necessary details are provided. No deficiencies. Clear understanding of objective and expected outcomes. Demonstrates capability to fully meet all elements of this requirement.</p>

Solicitation No. - N° de l'invitation
3000758808
Client Ref. No. - N° de réf. du client
1000505198

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur
suobrien

<p>TOTAL</p> <p>Total possible score = 115 (includes 74 points for portfolio content (R.2) and understanding of the requirements (R.3), plus 41 additional rated points for experience R.1)</p> <p>Minimum Passing Score = 85</p>	<p>Maximum score = 115 /115</p> <p>Overall minimum score = 85/115</p>			
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ANNEX “D” to PART 3 OF THE BID SOLICITATION

ELECTRONIC PAYMENT INSTRUMENTS

The Bidder accepts to be paid by of the following Electronic Payment Instrument(s):

() Direct Deposit (Domestic and International);

ANNEX "E"

LIST OF NAMES FOR INTEGRITY VERIFICATION

Requirements

Section 17 of the *Ineligibility and Suspension Policy* (the Policy) requires suppliers, regardless of their status under the Policy, to submit a list of names with their bid or offer. The required list differs depending on the bidder or offeror's organizational structure:

- Suppliers including those bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all current directors.
- Privately owned corporations must provide a list of the owners' names.
- Suppliers bidding as sole proprietors, including sole proprietors bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all owners.
- Suppliers that are a partnership do not need to provide a list of names.

Suppliers may use this form to provide the required list of names with their bid or offer submission. Failure to submit this information with a bid or offer, where required, will render a bid or offer non-responsive, or the supplier otherwise disqualified for award of a contract or real property agreement. Please refer to [Information Bulletin: Required information to submit a bid or offer for additional details](#).

Supplier information

Supplier's Legal Name:
Organizational Structure: <input type="checkbox"/> Corporate entity <input type="checkbox"/> Privately owned corporation <input type="checkbox"/> Sole proprietor
Supplier's Address:
Supplier's Procurement Business Number (optional):
Solicitation or Transaction Number:
Date of Bid, or closing date of Solicitation:

List of names

Name	Title

Declaration

I, (name) _____, (position) _____, of (supplier's name) _____ declare that the information provided in this Form is, to the best of my knowledge and belief, true, accurate and complete. I am aware that failing to provide the list of names will render a bid or offer non-responsive, or I will be otherwise disqualified for award of a contract or real property agreement. I am aware that during the bid or offer evaluation stage, I must, within 10 working days, inform the contracting authority in writing of any changes affecting the list of names submitted. I am also aware that after contract award I must inform the Registrar of Ineligibility and Suspension within 10 working days of any changes to the list of names submitted.

Signature: _____

Please include with your bid or offer.