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National Contracting Services
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REQUEST FOR A SUPPLY ARRANGEMENT

DEMANDE POUR UN ARRANGEMENT EN MATIÈRE D'APPROVISIONNEMENT

Canada, as represented by the Minister of the Environment for the purposes of the Parks Canada Agency hereby requests a Supply Arrangement on behalf of the identified users herein.

Le Canada, représenté par le ministre de l'Environnement aux fins de l'Agence Parcs Canada, autorise par la présente, une arrangement en matière d'approvisionnement au nom des utilisateurs identifiés énumérés ci-après.

Issuing Office - Bureau de distribution :
Parks Canada
National Contracting Services
30 Victoria Street
Gatineau, QC J8X 0B3

Title - Sujet : Parks Canada Visitor Experience Strategy – Request for Supply Arrangement	
Solicitation No. - N° de l'invitation : 5P047-19-0044/B	Date : 2020-05-19
Client Reference No. - N° de référence du client : n/a	
GETS Reference No. N° de reference de SEAG : PW-20-00914646	
Solicitation Closes - L'invitation prend fin : At - à : 2 :00 pm On - le : January 1, 2100	Time Zone - Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. : Plant - Usine : <input type="checkbox"/> Destination : <input checked="" type="checkbox"/> Other - Autre : <input type="checkbox"/>	
Address Enquiries to - Adresser toutes demande de renseignements à : Patrick Alguire	
Telephone No. - N° de telephone : (873) 355-2516	Email Address – Couriel : pat.alguire@canada.ca
Destination of Goods, Services, and Construction - Destination des biens, services, et construction : Canada	
TO BE COMPLETED BY THE BIDDER - À REMPLIR PAR LE SOUMISSIONNAIRE	
Vendor/ Firm Name - Nom du fournisseur/ de l'entrepreneur :	
Address - Adresse :	
Telephone No. - N° de telephone :	Fax No. - N° de télécopieur :
Name of person authorized to sign on behalf of the Vendor/ Firm (type or print) - Nom 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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**Supply Arrangement Authority - Responsable
de l'arrangement en matière
d'approvisionnement :**
Patrick Alguire

Client Ref. No. - N° de réf. du client :
n/a

Title – Titre :
Parks Canada Visitor Experience Strategy – Request For Supply Arrangement

IMPORTANT NOTICE TO BIDDERS

Direct Deposit

The Government of Canada has replaced cheques with direct deposit payment(s), an electronic transfer of funds deposited directly into a bank account. New vendors who are awarded a contract will be required to complete a Direct Deposit enrolment form in order to register their direct deposit information with Parks Canada to receive payment.

Additional information on this Government of Canada initiative is available at:

<http://www.directdeposit.gc.ca>

Re-issuance of RFSA Solicitation

This solicitation is a re-issuance for the refresh of the Request for Supply Arrangement 5P047-19-0044/A. Existing qualified Suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

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PART 1 – GENERAL INFORMATION

1.1 Introduction

The Request for Supply Arrangements (RFSA) is divided into six parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Supplier Instructions: provides the instructions applicable to the clauses and conditions of the RFSA;
- Part 3 Arrangement Preparation Instructions: provides Suppliers with instructions on how to prepare the arrangement to address the evaluation criteria specified;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria which must be addressed in the arrangement and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information to be provided; and
- Part 6 6A, Supply Arrangement, 6B, Bid Solicitation, and 6C, Resulting Contract Clauses:
- 6A, includes the Supply Arrangement (SA) with the applicable clauses and conditions;
 - 6B, includes the instructions for the bid solicitation process within the scope of the SA;
 - 6C, includes general information for the conditions which will apply to any contract entered into pursuant to the SA.

The Annexes include the Statement of Work, the Federal Contractors Program for Employment Equity - Certification and any other annexes.

1.2 Summary

1.2.1 Provide planning, facilitation, and writing services for site-specific Visitor Experience Strategies (VES) at National Parks, National Historic Sites, National Marine Conservation Areas or National Urban Parks either in part or in full. The VES planning, facilitation, and writing service will:

- Help the client create a compelling visitor experience offer for its target markets.
- Enable the client to meet revenue targets, attendance targets, and measurable performance outcomes.
- Be based on Parks Canada's established VES methodology.

Contracts resulting from the SA will typically range anywhere between \$1,000.00 up to a maximum of \$500,000.00 (HST included).

1.2.2 The requirement is subject to the provisions of the Canadian Free Trade Agreement (CFTA).

1.2.3 The Request for Supply Arrangements (RFSA) is to establish supply arrangements for the delivery of the requirement detailed in the RFSA to the Identified Users across Canada, excluding

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locations within Yukon, Northwest Territories, Nunavut, Quebec, and Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirement for deliveries to locations within CLCAs areas within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador will have to be treated as a separate procurement, outside of the resulting supply arrangements.

1.3 Security Requirements

There is no security requirement applicable to the Supply Arrangement.

1.4 Debriefings

Suppliers may request a debriefing on the results of the request for supply arrangements process. Suppliers should make the request to the Supply Arrangement Authority within 15 working days of receipt of the results of the request for supply arrangements process. The debriefing may be in writing, by telephone or in person.

PART 2 – SUPPLIER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the Request for Supply Arrangements (RFSA) 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>) issued by Public Works and Government Services Canada.

Suppliers who submit an arrangement agree to be bound by the instructions, clauses and conditions of the RFSA and accept the clauses and conditions of the Supply Arrangement and resulting contract(s).

The [2008](#) (2019-03-04), Standard Instructions - Request for Supply Arrangements - Goods or Services, are incorporated by reference into and form part of the RFSA.

2.2 Submission of Arrangements

Arrangements must be submitted only to Parks Canada Agency Bid Receiving Unit by the date, time and place indicated on page 1 of the RFSA.

The only acceptable email address for responses to the RFSA is pc.receptiondessoumissions@pc.gc.ca or pc.receptiondessoumissions@pc.gc.ca. Arrangements submitted by email directly to the Supply Arrangement Authority or to any email address other than pc.receptiondessoumissions@pc.gc.ca will not be accepted.

The maximum email file size that Parks Canada is capable of receiving is 6 megabytes. The Supplier is responsible for any failure attributable to the transmission or receipt of the emailed bid due to file size.

2.3 Former Public Servant – Notification

Service contracts awarded to former public servants in receipt of a pension or a lump sum payment must bear the closest public scrutiny and reflect fairness in the spending of public funds. Therefore, the bid solicitation will require that you provide information that, were you to be the successful bidder, your status with respect to being a former public servant in receipt of a pension or a lump sum payment, will be required to report this information on the departmental websites as part of the published proactive

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disclosure reports generated in accordance with Treasury Board policies and directives on contracts with former public servants, [Contracting Policy Notice 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

2.4 Federal Contractors Program for Employment Equity - Notification

The Federal Contractors Program (FCP) for employment equity requires that some contractors make a formal commitment to Employment and Social Development Canada (ESDC) - Labour to implement employment equity. In the event that this Supply Arrangement would lead to a contract subject to the Federal Contractors Program (FCP) for employment equity, the bid solicitation and resulting contract templates would include such specific requirements. Further information on the Federal Contractors Program (FCP) for employment equity can be found on [Employment and Social Development Canada \(ESDC\) - Labour's](#) website.

2.5 Enquiries – Request for Supply Arrangements

All enquiries must be submitted in writing to the Supply Arrangement Authority no later than seven (7) calendar days before the Request for Supply Arrangements closing date. Enquiries received after that time may not be answered.

Suppliers should reference as accurately as possible the numbered item of the RFSA to which the enquiry relates. Care should be taken by Suppliers 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 Suppliers do so, so that the proprietary nature of the question(s) is eliminated, and the enquiry can be answered to all Suppliers. Enquiries not submitted in a form that can be distributed to all Suppliers may not be answered by Canada.

2.6 Applicable Laws

The Supply Arrangement (SA) and any contract awarded under the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Quebec.

Suppliers may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of the arrangement, 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 Suppliers.

PART 3 – BID PREPARATION INSTRUCTIONS

3.1 Arrangement Preparation Instructions

Canada requests that the Supplier submit its arrangement in separately bound sections as follows:

Section I: Technical Arrangement

Section II: Certifications

If there is a discrepancy between the wording of the soft copy on electronic media and the hard copy, the wording of the hard copy will have priority over the wording of the soft copy.

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Canada requests that suppliers follow the format instructions described below in the preparation of hard copy of their arrangement.

Canada requests that suppliers follow the format instructions described below in the preparation of their arrangement:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (b) use a numbering system that corresponds to the RFSA.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process [Policy on Green Procurement](https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573) (<https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573>). To assist Canada in reaching its objectives, supplier should:

- 1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Arrangement

In the technical arrangement, Suppliers should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

Section II: Certifications

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

PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

- (a) Arrangements will be assessed in accordance with the entire requirement of the Request for Supply Arrangements including the technical evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the arrangements.

4.1.1 Technical Evaluation

The technical proposal should address clearly and in sufficient depth the items that are subject to the evaluation criteria. Simply repeating the statement contained in the 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

Technical arrangements will be evaluated against the technical evaluation criteria at ATTACHMENT 1 - Technical Criteria.

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4.1.1.2 Point Rated Technical Criteria

Technical arrangements will be evaluated against the technical evaluation criteria at ATTACHMENT 1 - Technical Criteria.

4.2 Basis of Selection

4.2.1 Basis of Selection - Minimum Point Rating

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 70 points overall for the technical evaluation criteria which are subject to point rating.
The rating is performed on a scale of 100 points.
2. Bids not meeting (a) or (b) or (c) will be declared non-responsive.

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Suppliers must provide the required certifications and additional information to be awarded a Supply Arrangement (SA).

The certifications provided by Suppliers to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare an arrangement non-responsive, or will declare a contractor in default if any certification made by the Supplier is found to be untrue whether made knowingly or unknowingly during the arrangement evaluation period, or during the period of any supply arrangement arising from this RFSA and any resulting contracts.

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

5.1 Certifications Required with the Arrangement

Suppliers must submit the following duly completed certifications as part of their arrangement.

5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all suppliers must provide with their arrangement, if applicable, the 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 Issuance of a Supply Arrangement and Additional Information

The certifications and additional information listed below should be submitted with the arrangement, but may be submitted afterwards. If any of these required certifications or additional information is not

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completed and submitted as requested, the Supply Arrangement Authority will inform the Supplier 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 provided will render the arrangement non-responsive.

5.2.1 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, suppliers must provide the information required at Annex B to Part 5 of the Request for Supply Arrangements before issuance of a supply arrangement.

5.2.2 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement 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 Supplier must provide the required documentation, as applicable, to be given further consideration in the procurement process.

The Supplier, regardless of their status under the [Ineligibility and Suspension Policy](#), must submit a list of names prior to issuance of a supply arrangement. Suppliers must provide the information requested at Annex C to Part 5 of the Request for Supply Arrangement.

5.2.3 Additional Certifications Precedent to Issuance of a Supply Arrangement

5.2.3.1 Status and Availability of Resources

SACC Manual clause [S3005T](#) (2008-12-12), Status and Availability of Resources

5.2.3.2 Education and Experience

SACC Manual clause [S1010T](#) (2008-12-12), Education and Experience

PART 6 – SUPPLY ARRANGEMENT AND RESULTING CONTRACT CLAUSES

A. SUPPLY ARRANGEMENT

6.1 Arrangement

The Supply Arrangement covers the Work described in the Statement of Work at Annex A.

6.2 Security Requirements

There is no security requirement applicable to the Supply Arrangement.

6.3 Standard Clauses and Conditions

All clauses and conditions identified in the Supply Arrangement and resulting contract(s) 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.

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6.3.1 General Conditions

2020 (2017-09-21), General Conditions – Supply Arrangement - Goods or Services, apply to and form part of the Supply Arrangement.

6.4 Term of Supply Arrangement

6.4.1 Period of the Supply Arrangement

The Supply Arrangement has no defined end-date and will remain valid until such time as Canada no longer considers it to be advantageous to use it.

6.5 Authorities

6.5.1 Supply Arrangement Authority

The Supply Arrangement Authority is:

Patrick Alguire
Contracting Advisor
Parks Canada Agency
30 Victoria Street, Gatineau, QC J8X 0B3

Telephone: (873) 355-2516
E-mail address: pat.alguire@canada.ca

The Supply Arrangement Authority is responsible for the issuance of the Supply Arrangement, its administration and its revision, if applicable.

6.5.2 Supplier's Representative

The Supplier's Representative for the Supply Arrangement is:

Representative's Name:		
Title:		
Vendor/ Firm Name:		
Address:		
City:	Province / Territory:	Postal Code / ZIP Code:
Telephone:	Facsimile:	
Email Address:		
Procurement Business Number (PBN) or Goods and Services Tax (GST) Number:		

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6.6 Identified Users

The Identified User is any representative of the Parks Canada Agency with the financial authority to enter into a contract.

6.7 On-going Opportunity for Qualification

A Notice will be posted for the duration of the arrangement on the Government Electronic Tendering Service (GETS) to allow new Suppliers to become qualified. Existing qualified Suppliers, who have been issued a supply arrangement, will not be required to submit a new arrangement.

Arrangements may be submitted at any time, however, due to the resources required to evaluate the arrangements, Canada has reserved the right to conduct the evaluation of arrangements in cycles, no less than quarterly. The schedule below outlines the closing dates for each quarterly evaluation.

Quarterly Refresh Periods:

- March 30 at 02:00 pm Eastern Time
- June 30 at 02:00 pm Eastern Time
- September 30 at 02:00 pm Eastern Time
- December 30 at 02:00 pm Eastern Time

Bids must be submitted on or before the quarterly refresh dates.

6.8 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 the Supply Arrangement;
- (b) the general conditions [2020](#) (2017-09-21), General Conditions - Supply Arrangement - Goods or Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) the Supplier's arrangement dated ***** to be inserted at issuance of a supply arrangement *****.

6.9 Certifications and Additional Information

6.9.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Supplier in its arrangement or precedent to issuance of the Supply Arrangement (SA), and the ongoing cooperation in providing additional information are conditions of issuance of the SA and failure to comply will constitute the Supplier in default. Certifications are subject to verification by Canada during the entire period of the SA and of any resulting contract that would continue beyond the period of the SA.

6.10 Applicable Laws

The Supply Arrangement (SA) and any contract resulting from the SA must be interpreted and governed, and the relations between the parties determined, by the laws in force in Quebec.

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B. BID SOLICITATION

6.1 Bid Solicitation Documents

Canada will use the following bid solicitation templates based on the estimated dollar value and complexity of the requirement:

- Simple, for low dollar value requirements;
- Medium Complexity (MC) for medium complexity requirements;
- High Complexity (HC) for more complex requirements.

A copy of the standard procurement template(s) can be requested by suppliers from the Supply Arrangement Authority or the Contracting Authority, as applicable.

Note: References to the HC, MC and Simple templates in PCA Requests for Supply Arrangements are provided as examples only. The latest versions of the template and terms and conditions will be used at time of bid solicitation.

The bid solicitation will contain as a minimum the following:

- (a) a complete description of the Work to be performed;
- (b) [2003](#), Standard Instructions - Goods or Services - Competitive Requirements; **OR** [2004](#), Standard Instructions - Goods or Services - Non-competitive Requirements;

Subsection 3.a) of Section 01, Integrity Provisions - Bid of the Standard Instructions (*insert, as applicable: [2003](#) or [2004](#)*) incorporated by reference above is deleted in its entirety and replaced with the following:

- a. at the time of submitting an arrangement under the Request for Supply Arrangements (RFSA), the Bidder has already provided a list of names, as requested under the *[Ineligibility and Suspension Policy](#)*. During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of directors.
- (c) bid preparation instructions
- (d) instructions for the submission of bids (address for submission of bids, bid closing date and time);
- (e) evaluation procedures and basis of selection;
- (f) certifications;
 - **Federal Contractors Program (FCP) for Employment Equity – Notification**
 - SACC Manual [A3005T](#), [A3010T](#) for service requirements when specific individuals will be proposed for the work;
 - **Integrity Provisions – Declaration of Convicted Offences;**
- (g) conditions of the resulting contract.

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6.2 Bid Solicitation Process

6.2.1 Bids will be solicited for specific requirements within the scope of the Supply Arrangement (SA) from Suppliers who have been issued a SA.

6.2.2 The bid solicitation will be sent directly to Suppliers.

Solicitation Procedure Matrix

The length of the solicitation period, the minimum number of suppliers that must receive a bid solicitation, and the notification obligations are determined by the value of each specific requirement.

The following matrix outlines the responsibilities of the Identified User when conducting the bid solicitation process.

	Requirement Value Threshold	Solicitation Period	Minimum Number of Suppliers Solicited
Tier 1	Up to and including \$40,000	No minimum	1
Tier 2	Between \$40,001 and \$100,000	10 calendar days	All Suppliers
Tier 3	Over \$100,000	15 calendar days	All Suppliers

C. RESULTING CONTRACT CLAUSES

6.1 General

The conditions of any contract awarded under the Supply Arrangement will be in accordance with the resulting contract clauses of the template used for the bid solicitation.

For any contract to be awarded using the template:

- (a) **Simple** (for low dollar value requirements), general conditions [2029](#) will apply to the resulting contract;
- (b) **MC** (for medium complexity requirements), general conditions [2010B](#) will apply to the resulting contract;
- (c) **HC** (for high complexity requirements), general conditions [2035](#) will apply to the resulting contract.

Note: References to the HC, MC and Simple templates in PCA Requests for Supply Arrangements are provided as examples only. The latest versions of the template and terms and conditions will be used at time of bid solicitation.

ANNEX A STATEMENT OF WORK

GENERIC STATEMENT OF WORK

1.0 Background

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 Parks 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 Parks Canada site over a period of 3 to 5 years. It can be applied and adapted to any National Park (NP), National Historic Site (NHS), National Marine Conservation Area (NMCA) or National Urban Park (NUP), regardless of size or complexity. It uses a market-based approach that considers each stage of the visitor experience cycle.

The 9 steps process overview:

1.1 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.

1.2 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 such as Management Plans or Community Plans. These goals are what this strategy is trying to achieve.

1.3 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 other Parks Canada sites or similar non-Parks Canada sites and industry trends may also be taken into consideration.

1.4 **Step 4: Identification of Target Markets**

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

1.5 **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 specialise the offer of each zone for a subset of the target markets. 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 markets, and optionally for specific zones (areas). Additionally, the VEA may identify offers that are no longer relevant to any of the target markets in the context of the Essence of Place. The gaps identified can then be expressed as objectives.

1.6 **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.

1.7 **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.

1.8 **Step 8: Promotions**

This step proposes promotional actions that are required for the target markets 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.

1.9 **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

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the measures in this strategic approach are presented in a way that prioritizes implementation and defines responsibilities.

2.0 Terminology

In this Statement of Work, the following words and expressions have the following meanings:

Client: Parks Canada Agency (PCA) and/or PCA places or their designated representative;

Contractor: the proponent entering into an agreement with PCA to undertake the work as described herein;

Facilitation: the facilitator is responsible for leading a meeting. Its purpose is to ensure that the meeting runs smoothly and ensure that all the goals of the meeting are met;

Meeting: the meeting, consultation, interview, roundtable, workshop, session, Town Hall or other event, whether internal or external, requiring the services of a Facilitator;

Meeting Support Materials: materials which will be used and presented at the Meeting to supplement discussion points. Meeting Support Materials must be designed to best frame topics for discussion and may be in the form of PowerPoint slide decks, handouts, posters or other formats;

Offer: All goods, services, products, activities, etc. offered by tourism organisation.

PCA: Parks Canada Agency

PCA places: All kinds of Parks Canada places including National Historic Sites (NHS), National Parks (NP), National Marine Conservation Areas (NMCA), and National Urban Park (NUP)

PCA Representative: the person designated by PCA as the overall lead to manage this work arrangement on behalf of PCA.

3.0 Objective

Provide planning, facilitation, and writing services for site-specific VES's at PCA places either in part or in full.

3.1 The VES planning, facilitation, and writing service will:

- A. Help the PCA places create compelling visitor experience offers for their target market.
- B. Enable the PCA places to meet revenue targets, attendance targets, and measurable performance outcomes.
- C. Work with people from the site to develop a menu of visitor experience options.
- D. Define what characterizes and makes the site and its key sectors, products and services unique (the spirit and essence of the site).

E. Improve the site's tourism offer (products, services) over a period of 3 to 5 years, to allow the site to increase traffic and revenues.

3.2 Scope of Work

This Statement of Work is for providing planning, facilitation, and writing services for Steps 1 through 9 of the VES for PCA places. 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 supply arrangement.

Regardless of the size of the contract, whether it be for a VES in its entirety (Steps 1 through 9) or in part (e.g.: Steps 2 and 4 only), the contractor can expect to provide services in a) planning and preparation, b) workshop facilitation, and c) writing and reporting.

More specifically, the contractor will be asked to do the following 3 tasks for all or selected steps:

A. Planning and preparation

- Conduct a start-up meeting with the site team, in person or via teleconference.
- Become familiar with all materials provided by Parks Canada for the preparation of workshops and activities.
- Prepare to facilitate the workshop(s) using the material and process provided by the PCA places.

B. Workshop(s) facilitation

- Travel to the PCA places to prepare and facilitate the workshop(s)
- Facilitate the workshop(s)
- Record all outputs of each section of the workshop(s).

C. Writing and reporting

- Draft and submit the first version of a report presenting the results of each completed step (50%).
- Prepare a second draft after corrections have been made (75%).
- Prepare a final version after corrections have been made (100%).

3.3 Detailed Scope of Work

3.3.1 Step 1: Preparation

Tasks

Planning and preparation

Preparation:

- Attend an initial meeting (in person or via teleconference)
- Read the Parks Canada background material provided by the PCA places to acquire basic knowledge of the Agency.
- Read the place-specific material provided by the PCA places to acquire basic knowledge of the place.
- Read the VES-specific material provided by the PCA places to acquire basic knowledge of the planning methodology as it pertains to the Visitor Experience and the site.
- Read the material provided by the PCA places to acquire the tourism industry context.
- Prepare to facilitate the workshop(s) using the material and process provided by the PCA places.

Deliverable:

Project methodology and timeline

3.3.2 Step 2: Goals and Scope

Tasks

Planning and preparation

Workshop facilitation

Writing and reporting

- Facilitate a SWOT analysis to assess the site's current position and capacity to fulfil the Parks Canada vision. This involves facilitating a small team 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 the site to define measures and initiatives by working collaboratively to establish and position general goals, objectives and indicators that will allow the site to take advantage of strengths, minimize weaknesses, seize opportunities and counter threats.
- Define the approach, vision and objectives.
- Review and analyze regulatory requirements.

Deliverable:

Prepare a first draft of the results from Step 2 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.3 Step 3:

A. Essence of Place

Tasks

Planning and preparation
Workshop facilitation
Writing and reporting

Facilitate a workshop with a diverse group of Parks Canada staff, stakeholders and partners to define the essence of the site from a tourism perspective, and develop an Essence of Place statement. 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 workshop and follow-up work. During the workshop, participants will be asked a series of questions and address a series of challenges that will help them to define the statement.
- Identify the site's identity and that of its sectors as well as the reasons why people should visit.
- In a brief text, encapsulate the qualities that make the Parks Canada site unique and describe the recreational, aesthetic, educational and experiential qualities of the place.

Deliverable:

Prepare a first draft of the results from Step 3 A (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

B. Thematic Framework

This optional step is related to previous and subsequent stages. It expands and elaborates the Essence of Place statement to support interpretation and interpretation product development for key audiences.

Tasks

Planning and preparation
Workshop facilitation
Writing and reporting

Organize a workshop to determine the thematic framework to be used for interpretation at the site. A key theme must be developed, 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 site.

- Examples of other Parks Canada sites, similar non-Parks Canada sites and industry trends may be considered.
- Evaluate themes while taking 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 and are not redundant;
 - How the themes can be interpreted and how they will be persuasive to visitors.

Deliverable:

Prepare a first draft of the results from Step 3 B (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.4 Step 4 : Identification of Target Markets

Tasks

Planning and preparation

Workshop facilitation

Writing and reporting

Use target market data and internal reports, market penetration tools and a range of worksheets and activities from the VES planning process to facilitate understanding of current visitors, a review of tourism offerings and promotional efforts in the region, the selection of target markets and the definition of target markets.

- Examine tourism offerings and promotional efforts in the region.
- Pay special attention to Parks Canada target markets.
- Analyse relevant information provided by Parks Canada (Prizm, Explorer Quotient, On Target, etc.)
- Identify and characterize current and potential markets (including niche markets).
- Identify and select target markets.
- Identify the needs and expectations of the target markets by looking at current trends in tourism.

Deliverable:

Prepare a first draft of the results from Step 4 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.5 Step 5: Visitor Experience Assessments (VEA)

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 VE products and services offered at the site and/or an evaluation of the site as a whole and the relationship of these products and services with target markets.

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 customer needs.
- If completing a site-wide assessment, facilitate a walkthrough of the site with a small team to assess the visitor experience offer from the perspective of all of the identified target markets.
- Identify how they relate to the market needs and wants, what is working well, and where improvements can be made for each step of the VE cycle.

Deliverable:

Prepare a first draft of the results from Step 5 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.6 Step 6: Visitor Experience Vision

Tasks

Planning and preparation
Workshop facilitation
Writing and reporting

Prepare and facilitate a VE vision workshop 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 the site.

Deliverable:

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%).

3.3.7 Step 7: Visitor Experience Opportunities

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 site
- Sets it apart
- Allows target audiences to be reached
- Corresponds to current trends
- Competition
- Attraction potential

Deliverable:

Prepare a first draft of the results from Step 7 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.8 Step 8: Promotions

Tasks

Planning and preparation
Workshop facilitation
Writing and reporting

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

- Assist in positioning the site with the target audiences selected, in accordance with Parks Canada's guiding principles.
- Propose a set of strategies based on the knowledge and characteristics of the target audiences selected.
- Propose a regional outreach strategy.

Deliverable:

Prepare a first draft of the results from Step 8 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

3.3.9 Step 9: Visitor Experience Strategy Action Plan

Tasks

Planning and preparation
Workshop facilitation
Writing and reporting

Facilitate the development of an action plan that includes strategies for pursuing the potential offers selected in the previous steps. All of the measures in this strategic approach are presented in a way that prioritizes implementation and defines responsibilities.

Identify the strategies to implement by presenting the objectives they meet:

- The means to achieve them
- The target audiences
- The schedule and deadlines
- The key issues (location, sustainability, 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

Deliverable:

Prepare a first draft of the results from Step 9 (50%). Prepare a second draft after corrections have been made (75%). Prepare a final version after corrections have been made (100%).

4.0 Constraints

- 4.1. Contractors will use the established VES planning process. With the approval of the PCA Representative and the Manager VE Planning and Product Development for the Visitor Experience Branch, contractors 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 prior to its use.
- 4.2. Availability of staff for workshops and group exercises is influenced by visitation patterns (e.g.: peak season).
- 4.3. Some visitor data and market segmentation data provided by Parks Canada is subject to a licence agreement. Contractors cannot distribute this information and must destroy any copies upon completion.
- 4.4. While the PCA places will request the work to be completed in one official language, some discussions may occur in the other official language.

5.0 Resources

For the completion of this work, the PCA places will provide the contractor with:

- A. Documentation specific to Parks Canada such as the Corporate Plan, the VE Cycle, etc.
- B. Documentation specific to the place such as the Ecological Integrity statement, the Commemorative Integrity statement, the Management Plan, the Community Plan, the Visitor Guide, the Interpretation Program, etc.
- C. Documentation specific to the VES process and examples of outputs from other locations (if available).
- D. Documentation specific to the tourism industry in the area.

6.0 Deliverables

The contractor will deliver on the three main tasks for each step identified in a particular requirement (Steps 1 through 9, or particular steps) and will provide feedback on the VES planning process in the form of a short 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
- B. Workshop facilitation
 - Travel to the PCA places to prepare for the workshop(s)
 - Facilitate the workshop(s)
 - Record all outputs of each section of the workshop(s).
- C. Writing and reporting
 - Prepare and submit a first draft of a report(s) based on the outputs of each section of the workshop(s).
 - Prepare and submit a second draft of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the first draft.
 - Prepare and submit the final version of a report(s) based on the outputs of each section of the workshop(s) and on the feedback provided on the second draft.

At the conclusion of the workshop(s) and submission of the report(s) to the PCA Representative, the contractor will provide a short (maximum 2 pages) report providing feedback on the VES planning process to the PCA Representative and to the Manager VE Planning and Product Development in the VE Branch at Parks Canada (pc.experiencedesvisiteurs-visitorexperience.pc@canada.ca).

7.0 Responsibilities

7.1 The contractor will be responsible for the following:

- A. Attend the initial meeting(s) (teleconference and/or in person).
- B. Participate in meetings, phone calls, video-conferences, and site visits as required and indicated in a project schedule (to be agreed upon with the PCA Representative).
- C. Read the documentation provided by Parks Canada.
- D. Prepare for the workshop(s).
- E. Travel to the place for the workshop(s).
- F. Facilitate the workshop(s).
- G. Capture and record (electronically) the outputs of each section of the workshop(s).
- H. Provide Parks Canada with the recorded outputs for all sections of the workshop(s).
- I. 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 version after corrections have been made, including the activities and workshops associated with the order as well as feedback.
- J. Write a small report (maximum 2 pages) providing feedback on the VES planning process and submit it electronically to the PCA Representative and to the Manager VE Planning and Product Development in the VE Branch at Parks Canada.

7.2 Parks Canada is responsible for the following:

- A. Arrange an initial meeting (teleconference or in person) with the contractor to provide the material and to answer any questions.
- B. Provide the contractor with the documentation specific to Parks Canada.
- C. Provide the contractor with the documentation specific to the PCA places.
- D. Provide the contractor with the documentation specific to the VES process, and more specifically to any steps associated with a particular requirement.
- E. Organize the logistical aspects of all workshops and activities, which includes inviting the participants, securing a venue and providing the material.
- F. Participate in the workshop.
- G. Provide feedback on the first draft results and/or statement for all steps (1 through 9) and associated workshops and activities for the particular requirement.
- H. Provide feedback on the second draft results and/or statement for all steps (1 through 9) and associated workshops and activities for the particular requirement.
- I. Coordinate all communications between the contractor and the PCA places.

8.0 Travel

When travel is necessary, contractors will be required to include the travel costs as part of their proposal, quoted at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, private vehicle and incidental expenses according to the Treasury Board Travel Directive. All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit. The Treasury Board Travel Directive can be viewed on the Treasury Board Website at <http://tbs-sct.gc.ca>.

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9.0 Bilingual Capacity

Firms are to identify in their proposals if they possess the expertise and can provide services in both official languages. Although firms will not be rated on their bilingual capacity, it may be a mandatory requirement of resulting request for proposals for specific work in National Capital Region and the Province of Quebec.

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ANNEX B to PART 5 OF THE REQUEST FOR SUPPLY ARRANGEMENTS

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.
-

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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: 2012-2](#) 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.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

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ANNEX C to PART 5 OF THE REQUEST FOR SUPPLY ARRANGEMENTS

LIST OF NAMES FOR INTEGRITY VERIFICATION FORM

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 when participating in a procurement process. 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: () Corporate Entity () Privately Owned Corporation () Sole Proprietor () Partnership		
Supplier's Legal Address:		
City:	Province / Territory:	Postal Code / ZIP Code:
Supplier's Procurement Business Number (optional):		

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Supply Arrangement Authority - Responsable
de l'arrangement en matière
d'approvisionnement :
Patrick Alguire

Client Ref. No. - N° de réf. du client :
n/a

Title – Titre :
Parks Canada Visitor Experience Strategy – Request For Supply Arrangement

ATTACHMENT 1 TECHNICAL EVALUATION

MANDATORY TECHNICAL EVALUATION

DEFINITIONS

For the purposes of this Statement of Work and Evaluation Criteria, **Natural and/or Cultural Heritage Tourism** includes: 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.

	Met/Not Met
M.1 EXPERIENCE OF BIDDER Submit a curriculum vitae for all team members to address the following requirements. A single individual can occupy multiple roles if they meet the requirements of experience for each function. Max 8 pages to describe the total experience of the team or individual. Cumulative total of all CVs cannot exceed 8 pages.	
M.1.1 PROJECT LEADERSHIP 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 preferably, but are not limited to: project management; participatory planning processes; tourism assessment, development and management; tourism destination strategies; action plan development and implementation.	
M.1.2 VISITOR EXPERIENCE EXPERTISE 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.	
M.1.3 GROUP FACILITATION Minimum 10 workshops within the last 4 years facilitating participatory workshops and collaborative planning processes.	
M.1.4 WRITING & REPORT PREPARATION 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.	
	Met/Not Met
M.2 BIDDER'S PORTFOLIO Submit a portfolio of work that contains two (2) projects within the last eight (8) years that reflects the following requirements and their relevance to the breadth of requirements described in M1 and the Term of References herein. For clarity, the projects must be completed prior to the closing date of this RFP. The experience described must be the experience of the Resources included in M1 (which includes the experience of any companies that formed the Bidder by way of a merger or joint venture but does not include any experience acquired through a purchase of assets or an assignment of contract). The experience of the Bidder's affiliates (i.e. parent, subsidiary or sister corporations), subcontractors, or suppliers will not be considered. Each project is limited to 3 pages each, for a total of up to 6 pages.	
M.2.1 Provide a description of the project including the solicitor, project title, place, year, timeline, budget, project goals, scope, planning methodology and delivery strategy.	
M.2.2 Describe bidder's role(s) in the project, its process, the project outputs and outcomes, and how the bidder's work supported the client in achieving the project goals.	

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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.	
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.	
M.2.5 Describe and explain how the project objectives are 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.	
	Met/Not Met
M.3 UNDERSTANDING OF THE SUPPLY ARRANGEMENT The Bidder must demonstrate an understanding of the project requirements. Limited to a total of 4 pages.	
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;	
M.3.2 Description of the consultant's planned methodology to meet the intent of the Visitor Experience Strategy supply arrangement and Parks Canada expectations;	
M.3.3 Demonstration of adherence to Parks Canada's project intent for Visitor Experience Planning: <ul style="list-style-type: none">• Understanding of visitor experience planning;• Understanding of Parks Canada's context and mandate;• Understanding of the key elements of visitor experience planning, including:<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	

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POINT RATED EVALUATION CRITERIA

R.1 EXPERIENCE OF BIDDER																	
R.1.1 PROJECT LEADERSHIP 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 preferably, but are not limited to: project management; participatory planning processes; tourism assessment, development and management; tourism destination strategies; action plan development and implementation.	LEADERSHIP <table border="1"> <thead> <tr> <th># of years</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>0</td> </tr> <tr> <td>5</td> <td>2</td> </tr> <tr> <td>6</td> <td>4</td> </tr> <tr> <td>7</td> <td>6</td> </tr> <tr> <td>8+</td> <td>8</td> </tr> </tbody> </table> Min = 0 Max = 8	# of years	Points	4	0	5	2	6	4	7	6	8+	8				
# of years	Points																
4	0																
5	2																
6	4																
7	6																
8+	8																
R.1.2 VISITOR EXPERIENCE EXPERTISE (max 2 pages) 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.	VISITOR EXP <table border="1"> <thead> <tr> <th># of years</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>0</td> </tr> <tr> <td>5</td> <td>2</td> </tr> <tr> <td>6</td> <td>4</td> </tr> <tr> <td>7</td> <td>6</td> </tr> <tr> <td>8+</td> <td>8</td> </tr> </tbody> </table> Min = 0 Max = 8	# of years	Points	4	0	5	2	6	4	7	6	8+	8				
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R.1.3 GROUP FACILITATION (max 2 pages) 10 workshops experience within the last 4 years facilitating participatory workshops and collaborative planning processes. Additional points will be awarded for: <ul style="list-style-type: none"> Formal training in facilitation Experience facilitating groups with Indigenous partners 	FACILITATION <table border="1"> <thead> <tr> <th># of workshops</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>10</td> <td>0</td> </tr> <tr> <td>11-15</td> <td>1</td> </tr> <tr> <td>15-19</td> <td>2</td> </tr> <tr> <td>20+</td> <td>3</td> </tr> </tbody> </table> ADDITIONAL POINTS <table border="1"> <thead> <tr> <th>Additional points</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>1 additional</td> <td>2</td> </tr> <tr> <td>2 additional</td> <td>4</td> </tr> </tbody> </table> Min = 0 Max = 7	# of workshops	Points	10	0	11-15	1	15-19	2	20+	3	Additional points	Points	1 additional	2	2 additional	4
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R.1.4 WRITING & REPORT PREPARATION (Max 2 pages) Minimum 3 years' experience within the last 5 years 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). Additional points will be awarded for: <ul style="list-style-type: none"> knowledge of the Adobe Creative Suite (Illustrator, Photoshop, InDesign, and Acrobat). 	WRITING <table border="1"> <thead> <tr> <th># of years</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>4 to 7</td> <td>1</td> </tr> <tr> <td>8+</td> <td>2</td> </tr> </tbody> </table> ADDITIONAL POINTS <table border="1"> <thead> <tr> <th>Additional points</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>Adobe Creative Suite</td> <td>1</td> </tr> </tbody> </table> Min = 0 Max = 3	# of years	Points	4 to 7	1	8+	2	Additional points	Points	Adobe Creative Suite	1						
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8+	2																
Additional points	Points																
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<p>R.2 BIDDER'S PORTFOLIO</p> <p>R.2.1 Evaluation of M.2 In reference to the two detailed project reports provided in M.2 <i>If more than two projects are provided only the first 2 will be evaluated.</i></p> <p>Each project will be assessed on the following</p> <ol style="list-style-type: none"> i. Project was related to identifying appropriate products, services and amenities for target markets to achieve visitor experience goals. ii. The project included identification of specific goals and/or outcomes iii. The project included market assessment and identification of target markets iv. The project included identification of the essence of destination/ place v. The project included articulation of interpretive themes vi. The project included visitor experience and/or product assessment/ evaluation vii. The project included new product/experience identification viii. The project included reference to suggested promotions actions and considerations ix. The project included the development of an action plan to achieve the goals x. The project included the development of a final report. <p>Must achieve a minimum of 14 points for each project.</p> <p>Additional Factors: Additional points will be awarded for the following:</p> <ol style="list-style-type: none"> i. The project included working with Indigenous partners ii. The project included working with third parties such as commercial operators, regional tourism partners, local stakeholders. 	<p>PROJECT 1</p> <table border="1"> <thead> <tr> <th># of Elements</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>Less than 7</td> <td>0</td> </tr> <tr> <td>7 of 10</td> <td>14</td> </tr> <tr> <td>8 of 10</td> <td>16</td> </tr> <tr> <td>9 of 10</td> <td>18</td> </tr> <tr> <td>10 of 10</td> <td>20</td> </tr> <tr> <td colspan="2">1 point for each of the two additional factors</td> </tr> </tbody> </table> <p>PROJECT 2</p> <table border="1"> <thead> <tr> <th># of Elements</th> <th>Points</th> </tr> </thead> <tbody> <tr> <td>Less than 7</td> <td>0</td> </tr> <tr> <td>7 of 10</td> <td>14</td> </tr> <tr> <td>8 of 10</td> <td>16</td> </tr> <tr> <td>9 of 10</td> <td>18</td> </tr> <tr> <td>10 of 10</td> <td>20</td> </tr> <tr> <td colspan="2">1 point for each additional factors</td> </tr> </tbody> </table> <p>Minimum Points per Project= 14 Maximum Points per Project= 22</p>	# of Elements	Points	Less than 7	0	7 of 10	14	8 of 10	16	9 of 10	18	10 of 10	20	1 point for each of the two additional factors		# of Elements	Points	Less than 7	0	7 of 10	14	8 of 10	16	9 of 10	18	10 of 10	20	1 point for each additional factors	
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<p>R.3 UNDERSTANDING OF THE SUPPLY ARRANGEMENT</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>Min = 6 Max = 10</p>																												
<p>b) Quality of the bidder's proposed methodology to meet the intent of the project and Parks Canada's expectations.</p>	<p>Min = 6 Max = 10</p>																												

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<p>c) Level of adherence to Parks Canada project intent for Visitor Experience Planning:</p> <ul style="list-style-type: none"> • Understanding of Parks Canada’s context and mandate; • Understanding of the key elements of visitor experience planning, including: <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. 	<p>Min = 6 Max = 10</p>
<p>TOTAL</p> <p>Total possible score = 100</p> <p>Minimum Overall Passing Score = 70</p>	

Points Scoring for R.3

Points	
0	Unsatisfactory, no details provided.
2	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.
4	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.
6	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.
8	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.
10	Well-detailed, in-depth and specific explanation of the 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.