



REQUEST FOR EXPRESSION OF INTEREST

RFI#: 2019-105

Cruise Related Operations Ogden Point

Issued: April 15, 2019

RFI Closing Date: Thursday, June 13, 2019

3:00 pm Pacific Daylight Time

GREATER VICTORIA HARBOUR AUTHORITY
100 – 1019 Wharf Street Victoria, BC V8W 2Y9
Phone: 250.383.8300 | Fax: 250.383.8322
www.gvha.ca



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1.0 SUMMARY OF BASIC INFORMATION

Item	Date or Description
Issue Date	April 15, 2019
Request for Proposals	Cruise Related Operations Ogden Point
Deadline to submit questions	Thursday, May 23, 2019, 2:00 pm Pacific Daylight Time (PDT)
GVHA Contact:	Lindsay Gaunt Director, Cruise Development
Expression of Interest inquiries contact Information	Email: lgaunt@gvha.ca
Closing Date and Time to submit RFI is ("Closing")	Thursday, June 13, 2019 3:00 pm PDT
Number of Submissions:	<ul style="list-style-type: none"> • One (1) Original • Email: PDF Copy max 10 MB.
RFI Delivery Location	100 – 1019 Wharf Street Victoria, BC V8W 2Y9 Via email: pdf to lgaunt@gvha.ca

2.0 INVITATION

Greater Victoria Harbour Authority (“GVHA”) operates Canada’s busiest cruise ship port-of-call, projected to welcome more than 260 ship calls, 700,000 passengers, and 300,000 crew in the 2019 season, with continued growth expected for the future. The majority of cruise ship calls in Victoria are at the end of an Alaskan cruise prior to the end of the voyage in Seattle, and thus the growth of the cruise services is closely aligned with regional growth.

GVHA and Western Stevedoring (WS), who operates the Ogden Point cruise terminal on behalf of GVHA, are seeking to obtain Expressions of Interest to operate a variety of services to cruise ship passengers and crew at the Ogden Point Facility. Proposals should prioritize the primary function of the terminal as the gateway to the Greater Victoria region, with a focus on operational efficiency, safety, environmental sustainability and exception service. Current operators are encouraged to participate. All proposals must be self-sufficient requiring zero to minimal utility support. GVHA would like the potential proponent to describe how their proposed business will contribute to the welcoming experience for cruise ship passengers while maximizing operational efficiency and business performance for the cruise ship terminal.

This RFI document describes the information and qualification sought by the GVHA, and sets out the GVHA’s RFI process, evaluation, selection process, and submission requirements.

Note: This is an invitation for expression of interest and not a tender call. On the basis of the expressions of interest received, the GVHA may select one or more proposals and enter into negotiations with those proponents or may also choose not to proceed with any proponent. Negotiations with one or more proponents may or may not result in the parties agreeing to and entering into a mutually agreeable lease and/or other contractual arrangements. As one of the GVHA’s Guiding Principles, we are committed to working in partnership with the Esquimalt Nation and the Songhees Nation as they pursue their cultural and economic aspirations in the Harbour and as such encourage interested parties to include how they could incorporate working with Esquimalt Nation and Songhees Nation within their submission. The GVHA reserves the right not to select any of the proponents who respond to this RFI and the GVHA reserves the right to negotiate or accept future proposals with any party or a proposal under this RFI.

GREATER VICTORIA HARBOUR AUTHORITY

GVHA was incorporated as a not-for-profit corporation in February 2002 under the BC Society Act. GVHA’s Board is comprised of Directors representing its member agencies and organizations (Esquimalt Nation, Songhees Nation, Provincial Capital Commission, City of Victoria, Township of Esquimalt, the Victoria/Esquimalt Harbour Society, Tourism Victoria, the Greater Victoria Chamber of Commerce, and the Capital Regional District). It also comprises four independent Directors.

GVHA is responsible for the operation, maintenance and development of waterfront lands and facilities located on Victoria’s Inner and Outer harbour, including Ogden Point, Fisherman’s Wharf, the Steamship Terminal, the Lower Causeway, Ship Point and Wharf Street, as well as the Hyack Air Terminal (See Figure 1). GVHA receives no government grants or subsidies by taxpayers for its operations. GVHA must pay property taxes and operate its facilities as a self-sustaining business.

Figure 1- GVHA Property Areas



1. Ogden Point Deep Water Terminal – Nearly 36 hectares of land and seabed, including four berths, breakwater, warehouse, staging area, helicopter terminal, and other commercial buildings.
2. Fisherman’s Wharf – Four and a half hectares of land and seabed, providing moorage for general moorage vessels including commercial fishing vessels, fish off-loading facilities, fuel dock, float home community, and other commercial and tourist recreational activities.
3. Raymur Point – a pocket marina leased from Transport Canada east of Fisherman’s Wharf housing the new customs dock owned by GVHA.
4. Steamship Terminal – The Steamship Terminal Building and Water Lot Area is leased from the Province of BC.
5. Ship Point and Lower Causeway – Tourist recreational area and guest moorage facilities, public pathway around the Harbour, host to various Victoria marine and community events, eco-tourism activities, and other commercial activities.
6. Wharf Street and Johnson Street Marinas – Commercial, annual and guest moorage for vessels, commercial vessels, tourist recreational areas and float plane moorage at the Hyack Terminal.

Acting as an advocate for the harbour, GVHA is working to improve its function as a working harbour and a marine transportation centre with a strong focus on tourism.

2.1.1 Vision

We envision:

- a harbour where people live, learn, work, and play; a spectacular gateway into Victoria's past and into its future, monumental in look and feel, linking communities and all people together.
- A GVHA organization that is recognized by the community as an effective marine asset manager, and as a trusted advocate and partnership, working for the common good of the harbour and the Region.

2.1.2 Mission

In fulfilling our Constitution, we perform three distinct yet complementary roles:

- Owners and managers of the properties entrusted to us through divestiture or under lease;
- Advocates for best water and marine-related use and development of the whole harbour and its assets, regardless of ownership, in accordance with our guiding principles; and
- Partners or collaborators with others in implementing harbour initiatives that drive economic, social and environmental benefits for the Region.

2.1.3 Guiding Principles

GVHA's actions and decisions will be guided by the following principles:

- **First Nations Relationship** - We commit to working in partnership with the Esquimalt Nation and the Songhees Nation as they pursue their cultural and economic aspirations in the Harbour.
- **Financial Self-Sustainability** – We commit to structuring and managing GVHA in a financially prudent manner, and to ensuring the long-term sustainability of the organization and its assets without recourse to local subsidies.
- **Working Harbour** - We commit to promoting the Harbour as a working harbour seeking out opportunities to help advance industrial, commercial and tourism related enterprises – “where commerce requiring the connection between the land and water takes place”.
- **Triple Bottom Line** - We commit to generating broad economic and social benefit from the use of our properties, while continuously mitigating adverse social and environmental impacts in local neighbourhoods and to our land, air and water.
- **Accountability** - We commit to act in the public interest of the harbour on behalf of GVHA's Member Agencies, their stakeholders and the people of the region, and to be held publicly accountable for our activities and results.



3.0 BACKGROUND

3.1 HISTORY OF CRUISE AT OGDEN POINT

Cruise has been operating in Victoria since the 1970s however the industry has seen significant growth in the last 20 years. Spiked growth occurred in the early 2000s resulting in a variety of operators offering services at Ogden Point to cruise passengers and cruise lines.

Victoria Passenger Arrivals		
Year	Passengers	% Increase
2000	54000	
2005	260000	381%
2010	442000	70%
2015	531000	20%
2019	700000	34%

* Estimate

3.2 SERVICES TO CRUISE SHIP PASSENGERS AND CREW

Through the implementation of more effective terminal rules and regulations, the guest experience upon arrival to Victoria via Ogden Point has seen continuous improvement. The most effective operators have understood the importance of operational efficiency, safety, close collaboration with the Terminal Operator and other services on the terminal by delivering an excellent visitor experience.

Services to cruise ship passengers and crew include and are not limited to ground transportation, tour products, transportation rentals, food and beverage offerings, retail offerings and animation of the terminal.

3.3 SERVICES

Proposals should describe how the Proponent will provide services that enhance and diversify the arrival experience for cruise ship passengers as of the 2020 cruise season.

4.0 INSTRUCTIONS TO PROPONENTS

4.1 DEFINITIONS

In this RFI the following definitions shall apply:

“Closing Time” means the closing date and time, as set out on the title page of this RFI;

“GVHA” means the Greater Victoria Harbour Authority;

“GVHA’s Designated Representatives” means GVHA employees or representatives who are authorized in writing to deal with a Proponent on behalf of GVHA in connection with this RFI;

“Proponent” means an individual or a company that submits, or intends to submit, a Proposal;

“Request for Expression of Interest” or **“RFI”** means this document and related process;

“Requirements” means all specifications, requirements and services set out in the RFI that describes the general requirements that the goods, materials, equipment and services must meet, and the selected Proponent must provide;

“Response” or **“Submission”** or **“Proposal”** means an Expression of Interest submitted in response to this RFI; and

“Selected Proponents” or **“Successful Proponents”** are the Proponents selected by the GVHA.

4.2 EXAMINATION OF RFI

- a) Proponents will be deemed to have carefully examined the RFI, including all Attachments, prior to preparing and submitting a Proposal with respect to any and all facts that may influence a Proposal.
- b) All questions related to this RFI must be directed in writing to the GVHA Contact named above in the Summary of Basic Information before the Final Date for Questions set out. Only bona fide prospective Proponents may ask questions. Information obtained from any person or source other than the GVHA Contact should not be relied on.
- c) Proponents shall carefully examine the RFI documents and shall fully inform themselves as to the intent, existing conditions and limitations which may affect their submission. No consideration will be given after submission of a Proposal to any claim that there was any misunderstanding with respect to the conditions imposed.
- d) Proponents finding discrepancies or omissions in the RFI or having any doubts as to the meaning or intent of any provision should immediately notify the GVHA Contact.
- e) Any changes relating to this RFI will be provided to Proponents by means of written addenda, which will be published on GVHA’s website: www.gvha.ca, as well as through any other means by which this RFI was issued (if any).
- f) The Proponent shall be deemed to have acknowledged such addenda by submitting a Proposal and each Proponent shall be deemed to have agreed with this process related to addenda.
- g) Verbal discussion with the GVHA Contact, Management or staff, shall not become part of the RFI or modify the RFI unless confirmed by written Addendum.



4.3 CLOSING DATE AND TIME

To participate a Proponent must deliver its Proposal to the GVHA, in accordance with the instructions set forth in this RFI before the Closing Date and Time.

4.4 RFI SUBMITTAL INSTRUCTIONS AND CONTACT INFORMATION

- a) Proposals must be submitted with one original and one PDF Copy via email to the attention of:

Lindsay Gaunt
Director, Cruise Development
Greater Victoria Harbour Authority
lgaunt@gvha.ca

- b) Clearly indicate on submission Package (email subject line and paper copies):

RFI 2019 -109: Cruise Related Operations,

- c) Questions on this RFI should be directed to Lindsay Gaunt at lgaunt@gvha.ca

- d) Proposals will not be opened and read in public.

Proposals that do not adhere to these requirements may not be accepted.

4.5 AMENDMENTS TO PROPOSALS

Proposals may be revised by amendment, submitted by email to the Delivery Location set out in the Summary of Basic Information, at any time before the Closing Date and Time, but not after. An authorized signatory of the Proponent must sign an amendment in the same manner as the original. Fax or written hand delivered amendments are not permitted.

5.0 GENERAL TERMS OF RFI PROCESS`

5.1 RFI PREPARATION COSTS

All expenses incurred by the Proponent in preparation and submission of Proposals are to be borne by the Proponent, with the express understanding that no claims for reimbursements against GVHA will be accepted. All costs related to the preparation and submission of a Proposal and any meetings, discussion, or negotiation following submission are the sole responsibility of the Proponent.

5.2 RFI REQUIREMENTS AND EVALUATION

Proposals will be evaluated based on how they demonstrate that they meet the criteria and requirements set out in this RFI, specifically Appendix A.2. These criteria and requirements are not weighted and are all evaluated equally on a comprehensive basis.

The criteria and requirements in this document are not intended to be comprehensive. Proponents should use their own judgement in determining what information to provide to demonstrate that the Proponent can meet or exceed the requirements and how their Proposal is the best fit for the GVHA.

Proposals will be evaluated by a selection committee made up of both internal GVHA staff and external experts retained by the GVHA in its discretion.

GVHA, at its sole discretion, reserves the right to:

- reject any or all RFIs whether complete or not;
- reject any RFI it considers not to be in its best interests;
- waive any minor irregularity or insufficiency in the RFI submitted;
- issue Addenda to the RFI;
- contact references provided by the Proponents;
- retain independent persons or contractors for assistance in evaluating RFIs;
- request points of clarification to assist GVHA in evaluating RFIs;
- negotiate changes with the successful Proponent;
- award separate contracts for separate components; and
- withdraw the RFI at any time.

5.3 LEGAL ENTITIES

The GVHA reserves the right in its sole discretion to:

- a) disqualify a proposal if the GVHA is not satisfied that the Proponent is clearly identified;
- b) request that a Proponent provide confirmation of the Proponent's legal status (or in the case of a sole proprietorship, the Proponent's legal name and identification) and certification in a form satisfactory to the GVHA that a Proponent has the power and capacity to enter into legal agreements with the GVHA;
- c) not to enter into further negotiations with a selected Proponent if the Proponent cannot satisfy the GVHA that it is the same legal entity that submitted the Proponent's proposal; and
- d) require security, background and criminal screenings for a Proponent to the satisfaction of the GVHA who a natural person is, or in the case of corporation, the key personnel of the corporation (including without limitation, management, directors and shareholders) before entering into further consideration of a Proposal.

5.4 RFI PRESENTATION

GVHA reserves the right to request one or more of the Proponents whose submissions are of interest to the GVHA, to make an oral presentation to the GVHA.

5.5 RFI CONFIDENTIALITY

All submissions become the property of GVHA and will not be returned to the Proponent. GVHA will consider all submissions as confidential, unless otherwise required by law, but reserves the right to make copies of all submissions received for its internal review and for review by its financial, accounting, legal, and technical teams.

5.6 CONFLICT OF INTEREST

Each Proponent shall disclose in its submissions any conflicts of interest and existing business relationships it may have with GVHA, its directors, or employees. GVHA may rely on such disclosure.

5.7 SOLICITATION OF GVHA STAFF

Proponents and their agents are cautioned that solicitations of employees, contractors or directors of GVHA, or any appointed committee or commission, during the RFI seeking period, through evaluation, may be cause for rejection of a submissions as this will be viewed as that of one Proponent seeking an unfair advantage over another.

5.8 NO CONTRACT

This RFI is not a tender and does not commit GVHA in any way to select a preferred Proponent. By submitting an RFI and participating in the process as outlined in this RFI, Proponents expressly agree that no contractual or any other legal or equitable obligation of any kind is formed under or imposed on GVHA by this RFI.

5.9 RESERVATION OF RIGHTS

GVHA reserves the right to accept the Proposal that it deems most advantageous, and the right to reject any or all Proposals for any reason, in each case without giving notice or reasons. GVHA reserves the right to negotiate with any Proponent as it sees fit, or with another Proponent or Proponents concurrently. GVHA reserves the right not to accept any Proposal submitted and may seek additional or further Proposals from any other party or parties.

GVHA shall not incur liability to any Proponent because of such negotiations or modifications.

5.10 LAW

This RFI, all submissions and the related process shall be governed by and construed in accordance with the laws of the Province of British Columbia.

6.0 FORMAT OF PROPONENTS RFI RESPONSE

6.1 REQUEST FOR PROPOSAL FORMAT

- a) To receive full consideration during evaluation, RFI's should follow the structure as outlined below:
 - Submissions should be no more than a maximum of 5 pages.
 - Paper Copy: Pages are double -sided, pages are to be 8½" x 11".
 - Paper Copy: All pages are securely bound.
 - Digital and Paper Submission RFI Format:
 - Cover Letter -cover letter signed by a Principal or Chief Executive Officer of the business entity.
 - Completed Proponent Business Plan Template
 - Completed Proposal Template
- b) All pages should be consecutively numbered.
- c) RFI's must address the content requirements outlined herein, must be well ordered, detailed, and comprehensive. Clarity of language, adherence to suggested structuring, and adequate, accessible documentation is essential to the GVHA's ability to conduct a thorough evaluation.
- d) Additional Marketing and promotional material of the Proponent should only be provided as an appendix to their main submission.

7.0 APPENDICES

A.1 CRITERIA AND REQUIREMENTS

1. Capabilities and Business Plan

To address the content of this RFI, proponents are required to submit a business plan based on the criteria and requirements listed in this RFI. The business plan will be reviewed and scored based on the quality of the content of the business plan, the suitability of the proponent to deliver on the scope of business and the suitability of the individuals or companies responding to the RFI.

Proponents should demonstrate in their business plan how they are capable of delivering the services described in this RFI by providing details on the following:

a) The Opportunity

The Proposal should describe in detail how the Proponent intends to provide the services described in this RFI and how the Proponent will deliver those services, including timelines, schedules and deliverables.

b) The Market and Competition

The Proposal should contain a review of the market for the services described in this RFI in the Victoria and surrounding area, including existing and potential competition to the proposed business.

c) Experience

A detailed description of the Proponents experience in delivering the services described in its Proposal.

d) Key Personnel

The Proponent should list and describe its key team member's qualifications, skills and experience, and how they will make this opportunity a success, this section must include all key team members of the Proponent, including without limitation all officers, directors and managers of the Proponent.

e) Financial

The Proponent must provide evidence of its ability to finance and undertake the monetary commitments required to successfully deliver on the services contemplated in this opportunity.

f) References

Proponents may provide references (i.e. names and contact information) of individuals who can verify the quality of work provided specific to the relevant experience of the Proponent. References from the Proponent's own organization or from named subcontractors are not acceptable.

The GVHA may in its sole discretion, but is under no obligation to, check Proponent references without first notifying the Proponent. The GVHA reserves the right to seek additional references independent of those supplied by the Proponent, including internal references in relation to the Proponent's and any subcontractor's performance under any past or current contracts with the GVHA or other verifications as are deemed necessary by it to verify the information contained in the Proposal and to confirm the suitability of the Proponent.



g) Key Criteria to be included in All Submissions

The following list is of key performance areas must be included in all submissions and will assist the GVHA in evaluating proposals.

Performance Areas	Details to include in submission
Operations	<ul style="list-style-type: none"> - Safety plan and adherence to Terminal Rules & Regulations - Volume of passengers that can be accommodated - Service time per passenger - Space requirement for operations - Impact to other operations on the terminal
Business Performance & Customer Focus	<ul style="list-style-type: none"> - Proven business metrics - Variety of service that complements other terminal operations - Level of guest experience and service - Innovation in equipment, operations and guest experience (What makes your business unique) - Financial Return to GVHA (amount proponent will return back to GVHA per passenger) - References

Performance Areas	- Details to consider in submission
Triple Bottom Line	<ul style="list-style-type: none"> - Economic, social and environmental sustainability of the service
Sustainability	<ul style="list-style-type: none"> - Commitment to environmental sustainability clearly outlined - Commitment to long-term sustainability of cruise tourism in the region
First Nations	<ul style="list-style-type: none"> - First Nations proponents are requested to identify their submissions in the key personnel section of their proposal.