

Negotiated Request for Proposal
for
Website User Experience/ User Interface Review, Consultation, and Governance
Strategy

Request for Proposals No.: **2025_006**

Issued: **October 7, 2025**

Submission Deadline: **November 4, 2025, 2:00pm local time**

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

1.1.1 Invitation

This Negotiated Request for Proposals (the “RFP”) is an invitation by the College of New Caledonia (“CNC”) to prospective proponents to submit proposals for Website User Experience Review, Consultation, and Governance Strategy, as further described in Section A of the RFP Particulars (Appendix B) (the “Deliverables”).

We are seeking a consultant to assist CNC to define the role of the external-facing website within CNC’s digital landscape, and to create a service ecosystem around the website that supports user experience, ongoing improvement, and integrates the needs of many groups across the College via a comprehensive consultation process.

The College of New Caledonia Prince George campus is honoured to exist on the traditional territory of the Lheidli T’enneh First Nation and to work in conjunction with the First Peoples in this region which includes [22 First Nations, the Métis Nation of BC, Tribal Councils and Aboriginal organizations](#). CNC has campuses located in Prince George (Main Campus) with regional campuses located in Quesnel, Mackenzie, Vanderhoof, Fort St James and Burns Lake.

CNC’s mission is to Provide access to lifelong learning and to facilitate the achievement of educational and personal goals. We are responsive to the diverse needs of our students, our employees, and the communities in our region. In a dynamic, consultative environment, we deliver quality programs and promote the success of every student.

The post-secondary enrolment landscape is more complex than ever, with more choices for students, evolving student expectations in a digital world, international uncertainty, and a quickly changing job market. CNC plays an imperative role in providing access to learning for students and supporting the workforce across our region. CNC’s current [Strategic Plan, Ihulh whuts’odutel’eh | Learning Together](#) focuses on enhancing the student experience through the following objectives:

1.2 Reimagine the Student Experience

1.3 Develop a Strategic Enrolment Management (SEM) Culture

2.1 Empower a Vibrant Learning Community

3.1 Improve Focus, Coordination, and Accountability

3.5 Rejuvenate College Infrastructure

4.3 Respond to Community Needs

As CNC’s most used marketing and recruitment tool, with 4 million unique visitors annually, the website is the first touch point in the student experience to support the Strategic Plan Vision:

Learning together, changing lives, creating futures. Ihulh whuts'odutel'eh (we will learn together), lhk'enazdulkat (we change ourselves), nus 'uztelelh (we will create the future).

The website is a key impression on prospective students and supports activities across the student life cycle from application to enrolment, communication, online learning platforms, student services, to graduation and continuous learning.

This discovery and analysis will evaluate the current CNC website to provide a future state for the website structure and functionality, integration and role of the myCNC Student Info Hub, as well as the governance and processes to accomplish the next steps in the immediate and long-term future to ensure sustainability of the website to reach the institutional strategic and enrolment goals for the next 3-5 years.

There will also be intentional connection between website analytics and performance indicators to larger institutional goals, so the website becomes a strategic tool in developing data for institutional decision-making models that support student enrolment planning, department development and, above all, student success for the people in the region CNC serves.

To achieve these goals, CNC seeks the services of a website professional or professionals serving large complex organizations with a wide range of key audiences, to conduct consultation and provide recommendations for next step for a best-in class website focused primarily on the student experience, aligned with CNC's strategic enrolment management (SEM) work, and sustained through an effective governance framework and resourcing structure. Activities would focus on the external facing cnc.bc.ca website but be closely aligned with separate technology projects.

1.1.2 Proponent Must Be Single Entity

The proponent must be a single legal entity that, if selected, intends to negotiate and enter into the contract with CNC. If the proposal is being submitted jointly by two (2) or more separate entities, the proposal must identify only one (1) of those entities as the "proponent". The proponent will be responsible for the performance of the Deliverables.

1.1.3 Bidding System Registration

All proponents must have a vendor account with CNC's Bonfire electronic bidding system at: www.cnc.bonfirehub.ca. This will enable the proponent to download the solicitation document, to ask questions, to receive addenda email notifications, download addenda, and submit their proposal electronically through the bidding system.

1.2 RFP Contact

To contact CNC in relation to this RFP, proponents must initiate the communication electronically through the bidding system. CNC will not accept any proponent's communications by any other means, except as specifically stated in this RFP.

For the purposes of this procurement process, the "RFP Contact" will be:

Lloyd Pendleton
Procurement Analyst
College of New Caledonia
Procurement Services
<https://cnc.bonfirehub.ca/opportunities>

Proponents should only contact the RFP Contact where specifically instructed to in this RFP. All other communication in relation to this RFP, up to and including the submission of the proposal, must be through Bonfire, as described above.

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of CNC, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

1.3 Contract for Deliverables

1.3.1 Type of Contract

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with CNC for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between CNC and the selected proponent.

1.3.2 Term of Contract

The term of the agreement will be in effect until the completion of the Deliverables. It is expected that this contract will require a period of approximately four (4) months with a maximum term of five (5) months to be completed.]

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	October 7, 2025
Deadline for Questions	October 16, 2025 16:00 local time
Deadline for Issuing Addenda	October 22, 2025 16:00 local time
Submission Deadline	November 4, 2025 14:00 local time
Rectification Period	3 business days
Anticipated Initial Ranking of Proponents	November 21, 2025
Presentations by shortlisted Proponents	December 1 - 4, 2025 Times TBD
Anticipated Final Ranking of Proponents	December 8, 2025
Contract Negotiation Period	2 - 3 calendar days
Anticipated Execution of Agreement	December 11, 2025 or sooner

The RFP timetable is tentative only and may be changed by CNC at any time. For greater clarity, business days means all days that CNC is open for business.

1.4.2 Site Visit / Pre-Bid Meeting

N/A

1.5 Submission Instructions

1.5.1 Submission of Proposals

Proposals must be submitted at:

<https://cnc.bonfirehub.ca/opportunities>

Note that a Bonfire account is required. Visit the link above for more details and to register as a vendor. Proponents should contact Bonfire at support@GoBonfire.com for technical questions related to submissions.

The proposals must be received electronically through the above-noted Bonfire Portal Link by the Submission Deadline outlined in the schedule above (section 1.4). Late submissions will not be considered. Hardcopy submissions will not be evaluated.

Submissions by other methods will not be accepted.

In the event of any technical issues, proponents should contact the bidding system's technical support.

1.5.2 Proposals to Be Submitted on Time

Proposals must be finalized and fully uploaded in the Bonfire on or before the Submission Deadline. The time of receipt of proposals shall be determined by Bonfire's web clock. Late submissions will not be accepted by the bidding system and will be disqualified as late.

Proponents are cautioned that the timing of submission is based on when the proposal is received by Bonfire, not when a proposal is submitted by a proponent. As transmission can be delayed due to file transfer size, transmission speed, or other technical factors, proponents should plan to submit proposals well in advance of the Submission Deadline to avoid submitting late due to technical issues. Proponents submitting near the Submission Deadline do so at their own risk.

Bonfire will send a confirmation email to the proponent advising when the proposal was submitted successfully. If you do not receive a confirmation email, contact Bonfire's technical support immediately.

1.5.3 Proposals to Be Submitted in Prescribed Format

Proposal materials should be prepared and submitted in accordance with the instructions in Bonfire, including any maximum upload file size.

Documents should not be embedded within uploaded files, as the embedded files may not be accessible or evaluated. The entire content of the proponent's proposal should be submitted in

a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline. However, the proponent is solely responsible for ensuring that the amended proposal is received in Bonfire by the Submission Deadline.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for provision of the Deliverables, a proponent may withdraw a submitted proposal. Prior to the Submission Deadline, proponents may withdraw a submitted proposal through Bonfire. To withdraw a proposal after the Submission Deadline, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent.

[End of Part 1]

PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

CNC will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, CNC will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that CNC issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix B).

2.3 Stage II – Evaluation

Stage II will consist of the following two (2) sub-stages:

2.3.1 Mandatory Technical Requirements

CNC will review the proposals to determine whether the mandatory technical requirements as set out in Section D of the RFP Particulars (Appendix B) have been met. If a proposal fails to satisfy all of the mandatory technical requirements, CNC will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. The rectification process for these requirements may occur after any rectification process for mandatory submission requirements. Proposals that do not satisfy the mandatory technical requirements within the Rectification Period will be rejected.

2.3.2 Non-Price Rated Criteria

CNC will evaluate each qualified proposal on the basis of the non-price rated criteria as set out under Evaluation Criteria in Section F of the RFP Particulars (Appendix B). Up to three (3) of the top scoring proponents will be selected, based upon combined scores in Appendix B Section F, i – ii to provide a follow up presentation.

2.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Section G of the RFP Particulars (Appendix B). The evaluation of price will be undertaken after the evaluation of mandatory requirements and rated criteria has been completed.

In the event that a proponent's pricing appears to be abnormally low in relation to the Deliverables, CNC may require the proponent to provide a detailed explanation of the pricing information to account for the low level of price and confirm that all requirements in respect of the Deliverables have been taken into account. If the proponent is unable to satisfactorily account for the

abnormally low pricing, CNC may reject the proposal. CNC may also reject any proposal that contains unbalanced pricing. Pricing may be considered unbalanced where nominal or significantly understated prices are proposed for some elements of the Deliverables and inflated prices are proposed for other elements of the Deliverables. Unbalanced pricing includes, but is not limited to, “front-loaded” pricing which contains inflated pricing for Deliverables to be provided or completed at the beginning of the contract, offset by understated pricing for Deliverables to be provided or completed later in the contract.

2.5 Stage IV – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with CNC. In the event of a tie, the selected proponent will be the proponent with the highest score on the non-price rated criteria

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of CNC or the proponent, and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between CNC and the selected proponent. Negotiations may include requests by CNC for supplementary information from the proponent to verify, clarify, or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by CNC for improved pricing or performance terms from the proponent.

2.5.3 Time Period for Negotiations

CNC intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date CNC invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B), provide requested information in a timely fashion, and conduct its negotiations expeditiously.

2.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix B) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, CNC may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations, or until CNC elects to cancel the RFP process.

2.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

A proponent who submits conditions, options, variations, or contingent statements, either as part of its proposal or after receiving notice of selection, may be disqualified.

3.1.2 Proposals in English

All proposals are to be in English only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed format, and the content of websites or other external documents referred to in the proponent's proposal, but not attached, will not be considered to form part of its proposal.

3.1.4 Past Performance

In the evaluation process, CNC may consider the proponent's past performance or conduct on previous contracts with CNC or other institutions.

3.1.5 Information in RFP Only an Estimate

CNC and its advisers make no representation, warranty, or guarantee as to the accuracy of the information contained in this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews or demonstrations.

3.1.7 Proposal to be Retained by CNC

CNC will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

CNC makes no guarantee of the value or volume of work to be assigned to the selected proponent. The agreement to be negotiated with the selected proponent will not be an exclusive

contract for the provision of the described Deliverables. CNC may contract with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP and may direct questions or seek additional information in writing through Bonfire on or before the Deadline for Questions. No such communications are to be sent or initiated through any other means. CNC is under no obligation to provide additional information, and CNC is not responsible for any information provided by or obtained from any source other than the RFP Contact or Bonfire. It is the responsibility of the proponent to seek clarification on any matter it considers to be unclear. CNC is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If CNC, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum posted in Bonfire. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by CNC.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If CNC determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, CNC may extend the Submission Deadline for a reasonable period of time.

3.2.4 Verify, Clarify, and Supplement

When evaluating proposals, CNC may request further information from the proponent or third parties in order to verify, clarify, or supplement the information provided in the proponent's proposal. CNC may revisit, re-evaluate, and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once an agreement is executed by CNC and a proponent, the other proponents may be notified directly in writing and will be notified by public posting of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification. The RFP Contact will contact the proponent's representative

to schedule the debriefing. Debriefings may occur in person at CNC's location or by way of conference call or other remote meeting format as prescribed by CNC.

3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with CNC's procurement protest procedures and any applicable trade agreement or other applicable bid protest procedures. The notice must provide a detailed explanation of the proponent's concerns with the procurement process or its outcome.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

- (a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
 - (i) having or having access to confidential information of CNC in the preparation of its proposal that is not available to other proponents;
 - (ii) having been involved in the development of the RFP, including having provided advice or assistance in the development of the RFP;
 - (iii) receiving advice or assistance in the preparation of its response from any individual or entity that was involved in the development of the RFP;
 - (iv) communicating with any person with a view to influencing preferred treatment in the RFP process (including, but not limited to, the lobbying of decision-makers involved in the RFP process); or
 - (v) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or
- (b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships, or financial interests:
 - (i) could, or could be seen to, exercise an improper influence over the objective, unbiased, and impartial exercise of its independent judgement; or
 - (ii) could, or could be seen to, compromise, impair, or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

CNC may disqualify a proponent for any conduct, situation, or circumstances, determined by CNC, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

An existing supplier of CNC may be precluded from participating in the RFP process in instances where CNC has determined that the supplier has a competitive advantage that cannot be adequately addressed to mitigate against unfair advantage. This may include, without limitation, situations in which an existing supplier is in a position to create unnecessary barriers to competition through the manner in which it performs its existing contracts, or situations where the incumbent fails to provide the information within its control or otherwise engages in conduct obstructive to a fair competitive process.

3.4.3 Disqualification for Prohibited Conduct

CNC may disqualify a proponent, rescind an invitation to negotiate, or terminate a contract subsequently entered into if CNC determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix C).

3.4.5 Proponent Not to Communicate with Media

Proponents must not, at any time directly or indirectly, communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents must not, in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political or other lobbying whatsoever to influence the selection of the selected proponent(s).

3.4.7 Illegal or Unethical Conduct

Proponents must not engage in any illegal business practices, including activities such as bid-rigging, price-fixing, bribery, fraud, coercion, or collusion. Proponents must not engage in any unethical conduct, including lobbying, as described above, or other inappropriate communications; offering gifts to any employees, officers, agents, elected or appointed officials, or other representatives of CNC; deceitfulness; submitting proposals containing misrepresentations or other misleading or inaccurate information; or any other conduct that compromises or may be seen to compromise the competitive process provided for in this RFP.

3.4.8 Supplier Suspension

CNC may suspend a supplier from participating in its procurement processes for prescribed time periods based on past performance or based on inappropriate conduct, including, but not limited to, the following:

- (a) illegal or unethical conduct as described above;

- (b) the refusal of the supplier to honour its submitted pricing or other commitments;
- (c) engaging in litigious conduct, bringing frivolous or vexatious claims in connection with CNC's procurement processes or contracts, or engaging in conduct obstructive to a fair competitive process; or
- (d) any conduct, situation, or circumstance determined by CNC, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

In advance of a decision to suspend a supplier, CNC will notify the supplier of the grounds for the suspension and the supplier will have an opportunity to respond within a timeframe stated in the notice. Any response received from the supplier within that timeframe will be considered by CNC in making its final decision.

3.5 Confidential Information

3.5.1 Confidential Information of CNC

All information provided by or obtained from CNC in any form in connection with this RFP either before or after the issuance of this RFP:

- (a) is the sole property of CNC and must be treated as confidential;
- (b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;
- (c) must not be disclosed without prior written authorization from CNC; and
- (d) must be returned by the proponent to CNC immediately upon the request of CNC.

3.5.2 Confidential Information of Proponent

A proponent should identify any information in its proposal or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by CNC. The confidentiality of such information will be maintained by CNC, except as otherwise required by law or by order of a court or tribunal. CNC is subject to the *Freedom of Information and Protection of Privacy Act*. Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by CNC to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

3.6 Procurement Process Non-Binding

3.6.1 No Contract A and No Claims

This procurement process is not intended to create and will not create a formal, legally binding bidding process and will instead be governed by the law applicable to direct commercial negotiations. For greater certainty, and without limitation:

- (a) this RFP will not give rise to any Contract-A-based tendering law duties or any other legal obligations arising out of any process contract or collateral contract; and
- (b) neither the proponent nor CNC will have the right to make any claims (in contract, tort, or otherwise) against the other with respect to the award of a contract, failure to award a contract, or failure to honour a proposal submitted in response to this RFP.

For greater clarity, this does not remove the procedural or substantive duties of fairness that apply to this process under administrative law.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and CNC by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading, or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of CNC to enter into an agreement for the Deliverables.

3.6.4 Cancellation

CNC may cancel or amend the RFP process without liability at any time.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

- (a) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
- (b) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
- (c) are to be governed by and construed in accordance with the laws of the province of British Columbia and the federal laws of Canada applicable therein.

[End of Part 3]

APPENDIX A – FORM OF AGREEMENT

By submitting a proposal, the proponent agrees that should their proposal be successful, the proponent will enter into a contract with CNC on substantially the same terms and conditions noted in the attached draft agreement, and such other terms and conditions to be finalized to the satisfaction of CNC.

The Form of Agreement:

PF05 GSA CNC 4 Part Contract-template.pdf is available in the project files on Bonfire at:

<https://cnc.bonfirehub.ca/opportunities>

Alternatively, a proponent may submit their own form of agreement for review and consideration by CNC or provide a **redlined** version with proposed changes to the Standard agreement above.

APPENDIX B – RFP PARTICULARS

A. THE DELIVERABLES

- 1) A comprehensive discovery and analysis
- 2) A future state report with a roadmap to a refreshed website
- 3) A recommended governance structure
- 4) Two (2) or more recommended resource models to sustain content and infrastructure

Current State

In 2024, CNC launched a [Strategic Enrolment Management \(SEM\) plan](#), providing a forward-looking enrolment framework for the College. The directional goals outlined in the SEM plan exemplify CNC's intention to achieve and sustain well-balanced enrolment, deliver exceptional student service, adopt planful approaches, and foster a culture of continuous improvement within a learning organization. These systemic and comprehensive goals are designed to be achieved over the long term. A critical component of this vision is the development of an effective website strategy to support and enable these goals.

CNC's website, along with the recently launched myCNC Student Info Hub, requires a thorough assessment to ensure they align with the institution's enrolment priorities and broader strategic objectives. While incremental updates and tactical improvements have been made, both platforms now need to be part of a cohesive and strategic web strategy to address current challenges and opportunities.

Together, the website and myCNC Student Info Hub (including mobile app) must optimize functionality to enhance student engagement and experience, effectively supporting CNC's enrolment vision. Internal and external pressures, such as enrolment declines, financial constraints, and increased competition, further highlight the importance of these platforms in attracting and engaging both domestic and international students. By aligning with CNC's enrolment priorities, they can offer a seamless user experience that supports recruitment, promotes program relevance, and mitigates institutional risks related to student recruitment and retention.

Considerations

Implementation of recommendations is out of scope.

CNC's internal facing, employee website needs to be considered in recommendations for the external facing content but is out of scope of consultation.

Technology landscape: Currently, CNC is undergoing major technical remediation which will need to be taken in account during analysis and consultation. More detail on recommended activities can be found in PF02 CNC Website Pre-Discovery Final Report v01-1.pdf

MyCNC Student Info Hub (Ellucian Experience) was implemented for students in 2024. Currently, simultaneous work for a CRM implementation of Ellucian CRM Recruit is underway.

Interest holder Consultation: CNC's website has a vast array of interest holders both internal and external to the College. This work will require interest holder engagement including a comprehensive consultation outlined in PF03 Consultation Groups.pdf. The proponent may also recommend additional consultation audiences in their work plan. To optimize project outcomes, we expect that our primary interest holders in this change effort shall be thoroughly consulted to understand their needs and preferences: the students, prospective students and their community supporters (family, school counselors, and community leaders), employees, and employee users. Consultation will need to meet BC public sector private sector standards.

Audit/Assessment: The assessment shall include an audit of existing practice that will consist of a thorough and rigorous process of inquiry through current state business process mapping. Opportunities to achieve a future state shall be recommended based on audit findings.

Post Secondary Strategy: The successful proponent will bring strong expertise in post-secondary communications and web strategy and implementation to guide this project.

Technological Tools: CNC utilizes the Microsoft institutional tool kit, including Teams.

Equity, Diversity, Inclusion, and Belonging: The website and consultation must reflect CNC's commitment to equity, diversity, inclusion, and belonging, including accessible language, inclusive imagery, and representation of diverse communities.

Indigenous Engagement: The project must incorporate Indigenous engagement principles, including consultation with Indigenous interest holders.

Accessibility Legislation: The website must meet or exceed requirements under the Accessible British Columbia Act, including WCAG 2.1 AA compliance and usability testing with assistive technologies.

Project Oversight

The project will be sponsored by the Director of Marketing and Events, with bi-weekly oversight by the project working committee consisting of front-line and leadership employees from marketing, admissions, future student services, institutional research, and information technology. Project management may require weekly meetings at certain times.

The project will require monthly status report meetings with the Enrolment Management Technology Steering Committee, consisting of the College Vice President of Student Affairs, Chief Information Officer, Registrar, Director of Marketing and Events, among other key leadership.

Expected Workflow or Statement of Work (SOW)

It is expected that the final work plan developed will be very similar to and is to include the details outlined below.

a. 1. Consultation, Discovery, and Analysis Planning

- 1) Develop a detailed project outline and work plan, to be approved by CNC before commencing work, to include:
 - a) methodology, timelines, report schedule, and resourcing from proponent and CNC to meet each deliverable outlined. Each section should include preliminary findings report upon completion to provide project status updates, in addition to the final findings after consultation and discovery.
 - b) identified project lead and meeting chair for bi-weekly and monthly meetings.
 - c) draft templates for bi-weekly status report and standing draft agendas.
 - d) scheduled bi-weekly progress reports to CNC, including status updates, risks, and mitigation strategies.
 - e) scheduled bi-weekly and monthly progress meetings in consultation with the College.

a. 2. Discovery and Analysis

Upon approved, successful completion of the Discovery and Analysis project outline and work plan, the proponent will successfully complete the discovery and analysis, as per the approved plan, to meet the following deliverables:

- 1) Consultation Plan: Provide a detailed Consultation Plan to include the following for each consultation activity for review and approval, ensuring multiple methods from each audience identified in PF03 Consultation Groups.pdf:
 - a) Objective, scope, and purpose
 - b) Methodology (minimum to include the following)
 - Group discovery/discussion sessions with interest holders and subject matter experts
 - Interviews - Interest holder interviews from PF03 Consultation Groups.pdf across departments, student groups, and leadership
 - Focus groups - at minimum 5 focus groups of 8-12 participants per audience with each user group to validate user needs
 - Surveys - mixed-method formats for each audience (minimum 300 responses)
 - c) Questions, scripts, and session agendas
 - d) Schedule
 - e) Resources required from CNC
 - f) Confidentiality and ethics
 - g) Example of expected deliverables final report from another project or template
 - h) Corresponding communications plan
- 2) Conduct a comprehensive consultation as outlined in the consultation plan to assess the current state of the website, its audiences, and its governance and to build the future state

as outlined in the deliverables. Provide an initial report and summary of consultation findings upon completion.

- 3) Provide a comprehensive Discovery Plan, for review and approval, to include a comprehensive review of CNC's current state, to compare to best in class standards to build the future state:
 - a) User experience
 - Development of user experience personas
 - User experience journey map for each user group
 - Best in class analysis, minimum five institutions (to be established in consultation with CNC)
 - Competitor analysis, minimum five institutions (to be established in consultation with CNC)
 - Content audit (no less than 50 pages to include pages as provided by CNC)
 - Technical assessment of available features
 - Evaluation of third-party tools and services that integrate with the website
 - Review work to date on the website
 - SEO keyword analysis
 - KPIs, review of metrics/analytics use
 - b) Structure, staffing, and resourcing
 - In addition to our audiences, the user experience of departments who are represented on the website and personnel who update the website should be included to assess:
 - (a) Process mapping
 - (b) Resourcing
 - (c) Content creation, auditing, and approvals
 - (d) Guidelines, frameworks, and standards
 - (e) Training
 - c) Governance Model
 - Conduct a web governance and publishing process retrospective – include content contributors, website administrators, and representation from departments represented on the website
 - Review possible governance models (minimum three)
 - Review roles and responsibilities (RACI or DICE) for content lifecycle and other website governance tasks

Considerations: Post-secondary institutions in rural, mid-markets, accessibility, multilingual support, mobile responsiveness, SEO strategy for domestic and international market.

- 4) Conduct a comprehensive discovery, as outlined in the discovery plan, to assess the current state of the website, its audiences, and its governance and to build the future state as outlined in the deliverables. Provide an initial report and summary of consultation findings upon completion.

a. 3. Final Findings and Recommendations

- 1) Provide a comprehensive Current State Analysis and Retrospective based on the consultations and discovery, including findings/summaries from each activity and workshop, and recommendations/insights, as well as finalized supporting documents including user experience maps, process maps, organizational structures, and gap analysis with benchmarks.
- 2) Provide a complete Future State Report & Road Map based on recommendations, findings, and analysis to include:
 - (a) Future State and Vision
 - (i) Create a documented future state vision
 - (ii) Define the website's role within the greater service ecosystem of the College
 - (iii) Identify the website's value proposition and possibilities
 - (iv) Align the College on outcomes, problems, and priorities
 - (v) Identify issues, pain points, gaps, and opportunities for the website
 - (vi) Prioritize problems/opportunities to be addressed
 - (vii) Create a service blueprint(s) for the website
 - (viii) Provide a recommended resourcing plan – including roles/skillsets, responsibilities, documentation and processes needed to support the future state student-first web experience to help CNC meet its strategic objectives.
 - (ix) Include service improvement and KPIs, best practices, workflows, roles, staffing, and alignment with other digital assets including the myCNC Student Info Hub and CRM.
 - (b) User Experience
 - (i) Provide a consolidated set of website user archetypes to be used by all teams across CNC to be based on, at minimum, CNC personas as well as additional user types identified in consultation, and employee user roles.
 - (ii) Create future state user experience journey maps.
 - (c) Governance
 - (i) Provide a Governance Framework that can be applied across external and student-facing web properties, including related portals and student communication/recruitment technologies. This includes mechanisms for
 - a. making high level strategic decisions
 - b. prioritizing projects and improvements
 - c. continuous consultation with relevant interest holders
 - (ii) Identify all roles and capabilities needed to support the desired future state. Recommend a governance model and identify all steps,

resources, and documentation required to facilitate a successful transition.

- (iii) Review roles and responsibilities (RACI or DICE) for content lifecycle and other website governance tasks.
- (iv) Include a framework for training and granting access to any distributed users across the College.

(d) Web Strategy

- (i) Create a Web Strategy Documentation, including mechanisms for high level strategic decisions, prioritization of projects/improvements, maintenance schedule, and continuous consultation with relevant interest holders.
- (ii) Provide Key Performance Indicators to measure and track the website's quality and performance, and guidelines for making routine improvements based on analytics data in alignment with College goals and priorities.

(e) Content

- (i) Provide a co-created content auditing and improvement process with CNC personnel. This process should include:
 - a. Mechanism and schedule for audits of overall information architecture and individual pages
 - b. Content standards and guidelines
 - c. Process for creation and approval of new content
- (ii) Provide interest holder Mapping: Use RACI matrix to identify and categorize interest holders by influence and interest. Ensure representation from students, faculty, administration, and IT. Audit to include content value, usability, accessibility, benchmarking and gap analysis
- (iii) Create a documented content process framework
- (iv) Provide a plan and considerations for content migration planning

(f) Road Map

- (i) Create a website infrastructure roadmap that aligns with all previous work and the manufacturer's roadmaps of all involved/recommended technologies (such as CMS, CRM, CDP/DXP, etc.)
- (ii) A roadmap/timeline for next steps, features/improvements, including associated budget estimates. This should include a plan for executing highest priority next steps for the website, including resourcing for next steps, assessment for implementation, risk assessment, and co-creation model.

B. MATERIAL DISCLOSURES

PF01 CNC Profile 1.pdf

PF02 CNC Website Pre-Discovery Final Report v01-1.pdf

PF03 Consultation Groups.pdf

PF04 2023 09 07 TEMPLATE PIA.pdf

PF05 GSA CNC 4 Part Contract-template.pdf

PF06 Pricing Form.xlsx

CNC is anticipating an overall cost of between \$80,000 to \$120,000 for the identified deliverables in this RFP. CNC may choose to consider responses outside of this range but is not obligated to consider anything outside of that range.

C. MANDATORY SUBMISSION REQUIREMENTS

1. Each proposal must include a Submission Form (Appendix C) completed and signed by an authorized representative of the proponent.
2. A single .pdf file answering the Initial Screening questions per Section F. It is expected this document should be a maximum of 4 pages in total.
3. A completed proposal for evaluation.
4. A completed Pricing form PF06 Pricing.xlsx that complies with Section G below

D. MANDATORY TECHNICAL REQUIREMENTS

N/A

E. PRE-CONDITIONS OF AWARD

- Completion of CNC Privacy Impact Assessment. See file PF04 2023 09 07 TEMPLATE PIA.pdf on Bonfire as an example
- Acceptable Professional Liability insurance

F. EVALUATION CRITERIA

All proposals will undergo an initial screening to determine compliance with the mandatory requirements listed below.

1. **Experience:**
 - a. Has your firm completed at least three (3) UX/UI consultation projects for websites of similar size, complexity, and industry?
 - b. Is at least one (1) with a Post Secondary Institution who practices Strategic Enrolment Management?
2. **Portfolio:** Can your firm provide at least three (3) portfolio examples of UX/UI consultation projects completed, including a brief description of the project's goals, process, and outcomes?
3. **Project Plan:** Does your firm have a structured project management process in place (e.g., Agile, Scrum, or other) with a dedicated project manager, and is that structure conducive to this project?
4. **Methodology:** Does your firm use a documented UX/UI methodology or framework (e.g., Design Thinking, Human-Centered Design, Double Diamond, etc.) to guide its consultation process?
5. **Timeline:** Can your firm begin work in January and meet the deliverables and provide the consultation to the required depth (as outlined in file PF03 Consultation Groups.pdf) in the required timeline within the disclosed budget?

This assessment is conducted on a **Pass/Fail** basis. Proponents must meet **all** criteria to proceed to the detailed evaluation phase. Proposals that fail to meet any of the mandatory requirements will be disqualified from further consideration.

Following the Pass/Fail assessment, up to **ten (10) qualified proponents** will be shortlisted for further evaluation based on the scoring criteria outlined below.

The following sets out the categories, weightings, and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Non-Price Rated Criteria Category	Weighting (Points)	Minimum Threshold
i. Experience, Qualifications, Quality of Portfolio pieces	20	14
ii. Project Plan and Timeline	25	17
iii. Methodology	20	14
iv. Follow up Presentation	15	N/A
Pricing (see Section G below)	20	N/A
Total Points	100	N/A

Suggested Proposal Content for Non-Price Criteria

Each proponent should provide the following in its proposal:

i. Experience, Qualifications, Portfolio pieces

- (a) A brief description of the proponent,
- (b) a description of its knowledge, skills, and experience relevant to the Deliverables in a Strategic Enrolment Management institution,
- (c) the roles and responsibilities of the proponent and any of its agents, employees, and sub-contractors who will be involved in providing the Deliverables, together with the identity of those who will be performing those roles and
- (d) their relevant respective expertise,
- (e) experience delivering similar project services and up to 3 references with permission to contact them, and
- (f) specific experience with post-secondary institutions who practice Strategic Enrolment Management.

ii. Project Plan

- (a) Draft workplan including the following for each activity,
 - a. Objective, scope, and purpose
 - b. Schedule and resources required (from proponent and from CNC)
 - c. Estimated total hours of proponent's resources

- d. Confidentiality and ethics considerations where relevant
- e. Examples or templates of resulting reports where relevant
- f. Examples or templates of consultation questions

iii. Methodology

(b) Methodology

- a. Project Management Methodology
 - i. Rationale for the Methodology chosen and explanation of how this works best in CNC's environment.
- b. Discussion/Consultation process methodology
 - i. Provide rationale for Methodology chosen to best accomplish Deliverables in CNC's digital landscape & service ecosystem.

iv. Follow up Presentation

- (a) CNC may elect to invite up to three proponents to a follow up virtual presentation Between December 1 and 4, 2025. The proponent will have an opportunity to clarify their submission and answer questions specific to the proponent's original submission that CNC will provide via email.
- (b) Proponent Team members should be present at this virtual presentation to demonstrate their understanding of the project needs and collaborative philosophy in their project methodology and processes.
- (c) 60 minutes have been allocated for this follow up presentation: 45 minutes to clarify and address questions with an additional 15 minutes available for discussion on any items arising from the initial 45 minutes if necessary.

G. PRICE EVALUATION METHOD

Pricing is worth 20 points of the total score

Pricing will be scored based on a relative pricing formula using the rates set out in the pricing form. Each proponent will receive a percentage of the total possible points allocated to price, which will be calculated in accordance with the following formula:

$$\text{lowest price} \div \text{proponent's price} \times \text{weighting} = \text{proponent's pricing points}$$

Instructions on How to Provide Pricing

- (a) Proponents must submit their pricing information electronically within Bonfire by completing PF06 Pricing Form-DRAFT.xlsx.

- (b) Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for GST and PST, which should be itemized separately.
- (c) Unless otherwise indicated in the requested pricing information, rates quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

APPENDIX C – SUBMISSION FORM

The mandatory Submission Form must be included in uploaded documents. It is available in the project files on Bonfire at:

<https://cnc.bonfirehub.ca/opportunities>

1. Proponent Information

Please fill out the following form, naming one (1) person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Postal Code:	
Phone Number:	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Email:	

2. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Contract A bidding process contract), and that no legal relationship or obligation regarding the procurement of any good or service will be created between CNC and the proponent unless and until CNC and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading, or incomplete information, including withdrawn or

altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The proponent is deemed to have read and taken into account all addenda issued by CNC prior to the Deadline for Issuing Addenda.

6. Communication with Competitors

For the purposes of this RFP, the word "competitor" includes any individual or organization, other than the proponent, whether or not related to or affiliated with the proponent, who could potentially submit a response to this RFP.

Unless specifically disclosed below under Disclosure of Communications with Competitors, the proponent declares that:

- (a) it has prepared its proposal independently from, and without consultation, communication, agreement, or arrangement with any competitor, including, but not limited to, consultation, communication, agreement, or arrangement regarding:
 - (i) prices;
 - (ii) methods, factors, or formulas used to calculate prices;
 - (iii) the quality, quantity, specifications, or delivery particulars of the Deliverables;
 - (iv) the intention or decision to submit, or not to submit, a proposal; or
 - (v) the submission of a proposal which does not meet the mandatory technical requirements or specifications of the RFP; and
- (b) it has not disclosed details of its proposal to any competitor and it will not disclose details of its proposal to any competitor prior to the notification of the outcome of the procurement process.

Disclosure of Communications with Competitors

If the proponent has communicated or intends to communicate with one (1) or more competitors about this RFP or its proposal, the proponent discloses below the names of those competitors and the nature of, and reasons for, such communications:

7. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

8. Conflict of Interest

The proponent must declare all potential Conflicts of Interest, as defined in Section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of CNC within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

9. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by CNC to the advisers retained by CNC to advise or assist with the RFP process, including with respect to the evaluation of this proposal.

Signature of Proponent Representative

Name of Proponent Representative

Title of Proponent Representative

Date

I have the authority to bind the proponent.