



REQUEST FOR PROPOSALS

“New Tourism Vision Creation”

Invitation Hospitality Newfoundland and Labrador is seeking proposals from qualified consultants with demonstrated strategic planning experience to facilitate the development of a renewed Tourism Plan Beyond 2020.

The Client Hospitality Newfoundland and Labrador, the Tourism Industry Association in Newfoundland and Labrador, represents tourism and hospitality operators in all sectors of the industry throughout the province. Formed in 1983, Hospitality NL is dedicated to the development and promotion of the tourism industry in all regions of Newfoundland and Labrador.

Established in 2009, the Newfoundland and Labrador Tourism Board (NLTB) is a private public partnership comprised of members from Hospitality NL, five DMO's Destination Marketing/Management Organizations (DMO's) (Destination St. John's, Legendary Coasts of Eastern Newfoundland, Adventure Central Newfoundland, Go Western Newfoundland and Destination Labrador), the Department of Tourism, Culture, Industry and Innovation (TCII), and the Atlantic Canada Opportunities Agency (ACOA).

Background The NLTB's role is to advise on the strategic implementation of *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (Vision 2020). Specifically, it oversees the industry's collective and determined commitment to the seven strategic directions identified in Vision 2020. The NLTB has discussed plans for post Vision 2020 opportunities.

To this end, the NLTB has identified a requirement for a consultant to undertake a process to move forward with planning and prioritization. Hospitality NL is facilitating the new tourism plan process. The task is set against the backdrop of the work already undertaken by NLTB partners over the past nine years to meet the goals and activities of Vision 2020.

Additional information on the organization can be found at <https://hnl.ca/>.

Assignment The purpose of this work is to develop a renewed strategy that will leverage the potential of tourism in Newfoundland and Labrador.

The strategy will identify vision, broad goals, strategic directions, and actions, and a mechanism for implementation over the next ten years.

Goal The goal is to create the optimal tourism strategy for Newfoundland and Labrador over the next ten years that ensures:

- 1) Newfoundland and Labrador stands out in a national context as leaders in tourism planning and development, capitalizing on activities successfully undertaken to achieve the goals and deliverables of the “New Vision”;
- 2) Increased and responsible visitation growth, sensitive to cultural, environmental and seasonal expansion and compression;
- 3) Alignment with the “Federal Tourism Strategy”, global marketplace considerations and other pertinent best practices and strategies;
- 4) Accountability for NLTB partners against implementation and outcomes.

Project Scope and Deliverables

Renewed Vision Planning Process:

Over the past year, the current NLTB has begun a process of discussions and facilitated sessions to identify shared values and goals for a new vision and public/private partnership. The successful consultant, utilizing the findings of the past year, must develop and coordinate a plan to develop a “New Vision” for beyond 2020. The NLTB requires professional consulting services to facilitate the development of a renewed Tourism Strategy for Newfoundland and Labrador which will be a working management document for government and its partners. Working with the NLTB, the anticipated process will require the consultant(s) to:

Deliverables:

- Work in collaboration with the proponent and Steering Committee to:
 - facilitate the “New Vision” creation;
 - develop “New Vision” planning process;
 - coordinate NLTB partner resources to contribute to the “New Vision” planning process;
 - develop and deliver sessions with NLTB Board of Directors and support staff.

- Identify competitive factors and challenges relating to tourism for Newfoundland and Labrador
- Review of key documents relating to tourism in the province and elsewhere;
- Provision of expert advice to assist in the examining of key issues and identifying and developing strategies and actions;
- Review the current partnership between the public and private sectors
- Researching comparable tourism, models and best practices at the provincial and national level;
- Formulating a provincial strategy, action plan.

Research & Analysis

Vision 2020 has been successfully executed for the last 10 years, as a public/private partnership, to change organizational structures, develop initiatives, and implement plans to address the seven strategic directions. The successful consultant must lead a process to gather insights into the effectiveness of the activities throughout the last 10 years and provide analysis on the outcomes of those activities, with a plan to further improve outcomes for the “New Vision”.

Deliverables:

- Create a process to gain insights and statistics for the “New Vision” research on Newfoundland and Labrador’s visitor economy to frame a support, evidence-based approach to strategy creation for the “New Vision”.
- Guide and co-ordinate internal resources to NLTB in evaluation processes.
- Evaluate the current partnership approach of the NLTB, the Tourism Industry Association and the DMO’s and provide a recommendation on the most efficient and effective delivery model(s) for the future.
- Develop an interview guide in consultation with The Steering Committee, to explore the following with funding partners/stakeholders:
 - Overall satisfaction with the initiative (what is working well and what could be adjusted);
 - NLTB structure (structure and mandate in relation to government and industry priorities);
 - Governance and the delivery model;
 - Satisfaction with outcomes achieved to date;
 - Areas of provincial and regional priority;
 - Anticipated future investments to ensure alignment;
 - Other topics to be determined.
- Administer interviews with key tourism stakeholders.

Communications

The progress of the creation of a “New Vision” must be communicated to industry stakeholders and key strategic partners to ensure adequate knowledge sharing is achieved both from the sector to NLTB and from NLTB to the industry. Providing a clear, thorough, inclusive communications plan and the associated communications tools are essential for the tourism industry to understand and participate in the creation of the “New Vision” and be active contributors to its implementation and delivery.

- Develop and deliver consultation sessions on the “New Vision” development process.
- Develop a communications plan for NLTB around the “New Vision”.
- Provide project updates to Hospitality NL and Steering Committee on progress of the project, feedback gathered from partners and stakeholders and provide suggestions on next steps.
- Write and present the final “New Vision” document.

Qualifications and Experience

The consultant should have relevant, demonstrable expertise in developing sustainable tourism development plans and/or strategies, via extensive consultation with public and private sectors.

The minimum required qualifications and experience of the consulting firm are:

General Experience:

At least ten (10) years’ experience in strategic planning relevant to the tourism sector and the development of tourism plans.

Specific Experience:

At least two (2) successfully completed contracts during the past ten (10) years which entailed the preparation of a tourism strategy, plan and/or policy.

Understanding of Requirements:

Provide a 1-2-page summary of an understanding of the requirements defined in this RFP. This content should be expressed in your own words and communicate your understanding of the services required.

Proposed Approach and Methodology:

Describe the approach and/or process proposed to address the RFP requirements. Include any notable methodologies, tools and techniques, and their respective suitability to this project.

Proposal Submission Guidelines

The proponent is expected to demonstrate the following in its submission:

- A detailed understanding of the RFP requirements;
- In-depth knowledge and understanding of community, provincial and national trends in tourism and winter tourism;
- Extensive experience with the tourism industry at the provincial level;
- Experience in policy research, policy and plan development and implementation and monitoring;
- Experience in leading strategic planning processes and consultation sessions;
- Appropriate related professional project work;
- Appropriate project work plan and approach;
- Experience in facilitating focus groups and consultations;
- Experience in developing written reports and conducting visual and verbal presentations and briefings.

Personnel:

The company shall identify the management staff and project personnel, including third parties (sub-contractors) that will be responsible for implementation of the anticipated contract.

Components of the proposal:

All submissions must be marked with the contractor's name. Submissions must not exceed fifteen (15) pages and must include, but not limited to the following:

a. Corporate Profile:

An overview of the company's services and relevant experience;

b. Information:

Including current resumes on the level and experience of personnel to be utilized on the project and their relationship to the consulting company;

c. Work Plan and Critical Path:

Full details scope of work including general approach or development strategy, activity plans with time frames and explanations of how RFP requirements will be achieved; include a schedule of meetings with the Steering Committee;

d. Project Costing:

A comprehensive breakdown on the costs associated with the development and delivery work of the project, for example: labour, materials/supplies, subcontracts, travel, taxes, incidentals;

e. Special Considerations:

Please identify any unique challenge(s) that you perceive in executing the project, and how you might approach the challenge(s). **An in-depth, current knowledge of the province, the tourism industry and stakeholders are a definite asset.**

An electronic .pdf copy of the proposal with all submissions must be received no later than the specified date and time. Proposals must be clearly marked with the words "Vision Facilitation" in the subject line. Potential contractors MAY be requested to provide a presentation.

Proposals sent by fax will not be accepted. Any questions on this RFP must be made submitted by email.

Proposals must be received no later than 4:30pm Newfoundland Standard Time on Monday, February 17th, 2020 to the following email address:

cfoley@hnl.ca
Craig Foley
CEO, Hospitality NL

Proposal Evaluation

Proposals will be evaluated by the Steering Committee. A contractor will be chosen on a proponent's response to the enclosed project requirements and evaluated to the criteria listed below.

Proposed Work Plan (50%)

- Understanding of project
- Creative and innovative approach of project
- Methodology
- Strategy for development and delivery
- Clarity and relevance of proposal

Contractor Evaluation (40%)

- Qualifications as outlined in company requirements
- Experience in strategic planning and tourism development
- Experience working with industry/government groups
- Samples of work, references

Project Costs (10%)

- Costs realistic for work plan
- Cost related to professional and creative product
- "Fairness" of price related to market value

Timing

The consultant must be prepared to begin work of the project immediately upon award of contract on or about March 1st, 2020.

I. ACCEPTANCE OF PROPOSALS

Hospitality Newfoundland and Labrador reserves the right to reject any and all proposals for any reason or to accept any proposal in whole or in part on the basis of the proposals received which Hospitality Newfoundland and Labrador in its' sole unrestricted discretion, deems to be the best value for the organization. The proposal offering the lowest bid may not necessarily be accepted.

Proposals will be assessed considering the evaluation criteria and Hospitality Newfoundland and Labrador is under no obligation to accept further information, whether written or oral, from any proponent.

Hospitality Newfoundland and Labrador reserves the right to enter negotiations with one or more proponents concerning the terms and conditions of the services to be provided, and expressly reserves the right through such negotiations to request changes, alterations, additions or deletions from the terms of any proposals received.

Proponents acknowledge Hospitality Newfoundland and Labrador's rights under this clause and absolutely waive any right of action against Hospitality Newfoundland and Labrador the organization's failure to accept their proposals whether such right of action arises in contract, negligence, bad faith or any other cause of action.

II. PROPONENTS' EXPENSES

Proponents are solely responsible for their own expenses in preparing their proposals. If Hospitality Newfoundland and Labrador elects to reject all proposals, the organization will not be liable to any proponent for any claims for costs or damages incurred by the proponent in preparing the proposal, loss of anticipated profit in connection with a final engagement, costs for returning unopened proposals, or any matter whatsoever.

III. OWNERSHIP OF PROPOSALS

All documents, including proposals, submitted to Hospitality Newfoundland and Labrador become the property of the organization. Each proposal should clearly identify any information that is confidential or proprietary information. Hospitality Newfoundland and Labrador reserves the right to make extra copies for utilization during the evaluation process only.

IV. CONFIDENTIALITY OF INFORMATION

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals. Information pertaining to Hospitality Newfoundland and Labrador obtained by the proponent as a result of participation in this process

is confidential and must not be disclosed without written authorization from the organization.