



**HOSPITALITY**  
NEWFOUNDLAND & LABRADOR

**Request for Proposals**  
**Tourism Workforce Action Plan**

August 9, 2022

Issued by:

Hospitality Newfoundland and Labrador

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## 1. Introduction

This Request for Proposals (the “RFP”) is an invitation by Hospitality Newfoundland and Labrador (“Hospitality NL”) to submit proposals for the provision of professional services as further described in Section 4.2 Scope of Work and Deliverables.

Hospitality NL is the Tourism Industry Association of Newfoundland and Labrador, representing tourism/hospitality operators throughout the province in all sectors and regions. The mandate of Hospitality NL includes the responsibility to support the development of a professional workforce and improve the competitiveness, quality, and market readiness of the tourism industry.

Hospitality NL is seeking proposals from qualified and experienced suppliers to develop a tourism workforce action plan.

### 1.1 RFP Contact

For this procurement process, the RFP Contact shall be:

**Juanita Ford, Chief Operating Officer**  
**Hospitality NL**  
**[jford@hnl.ca](mailto:jford@hnl.ca) | 709-722-2000**

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of Hospitality NL, other than the RFP contact or their designate, concerning this RFP. Failure to adhere to this rule may result in the disqualification of the Proponent and the rejection of the Proponent’s proposal.

### 1.2 Type of Contract for Deliverables

The selected proponent will be required to enter into an agreement with Hospitality NL for the provision of the professional services outlined in 4.2.

RFP Timetable

Issue Date of RFP	August 8, 2022
Submission Deadline	September 2, 2022 @ 4:00 p.m. (NDT)
Anticipated Execution of Agreement	September 16, 2022
Anticipated Project Completion Date	December 16, 2022

## 2. Submission of Proposals

### 2.1 Proposals to be Submitted at the Prescribed Location

Proposals must be submitted at:

**Hospitality NL**  
**[jford@hnl.ca](mailto:jford@hnl.ca)**  
**Attn: Juanita Ford, COO**

## **2.2 Proposals to be Submitted on Time**

Proposals must be submitted to the email set out above on or before the Submission Deadline as indicated in Section 1.3. The Proponent is solely responsible for the submission of its proposal to the exact email location indicated in this RFP on or before the Submission Deadline. Hospitality NL does not accept any responsibility for proposals emailed or delivered to any other location other than those prescribed in Section 2.3 Proposals submitted after the Submission Deadline will be rejected. Hospitality NL's time clock will be deemed to be correct. The award of contract will be made by the Hospitality NL, based upon the evaluation of proposals. Hospitality NL will notify the successful agency in writing. Those that are not successful will receive written notification as soon as possible once the award of contract has been accepted. Hospitality NL reserves the right not to explain in detail why unsuccessful agencies were not selected.

## **2.3 Proposals to be Submitted in Prescribed Format**

Proponents should submit their proposal containing one (1) electronic copy saved as a Portable Document Format (PDF) to [jford@hnl.ca](mailto:jford@hnl.ca). The file name on the electronic copy should include an abbreviated form of the Proponent's name. Unless specifically requested in this solicitation document, Proponents should not submit product catalogues or other marketing materials with their bid.

**Hospitality NL will not accept proposals submitted by facsimile or hard copies.**

## **2.4 Withdrawal of Proposals**

Proponents may withdraw their proposals before the Submission Deadline. To withdraw a proposal, a notice of withdrawal must be received by the RFP Contact by email before the Submission Deadline and must be signed by an authorized representative of the Proponent. Hospitality NL is under no obligation to return withdrawn proposals.

## **2.5 Acceptance of Proposals**

Hospitality NL 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 NL 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 NL is under no obligation to accept further information, whether written or oral, from any proponent.

Hospitality NL 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 NL rights under this clause and absolutely waive any right of action against Hospitality NL 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.

## **2.6 Proponents' Expenses**

Proponents are solely responsible for their own expenses in preparing their proposals. If Hospitality NL 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.

## **2.7 Ownership of Proposals**

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

## **2.8 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 NL 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.

## **3. Evaluation of Proposals**

Hospitality NL will evaluate the proposals based on the Proponents responsiveness to weighted criteria outlined below and pricing. Hospitality NL reserves the right to:

- Reject any or all offers and discontinue this RFP process without obligation or liability to any Proponent.
- Accept a proposal other than the lowest priced proposal; and
- Award a contract based on initial offers received, without discussion or request for best and final offers.

### **3.1 Rated Criteria**

The following is an overview of the rated criteria used for submission evaluations. Proponents who do not meet a minimum threshold score for a category will not proceed further in the evaluation of rated criteria and pricing.

<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>	<b>Minimum Threshold</b>
Work		
Understanding of the Project Scope and Peripheral Problems	15 points	<b>9 points</b>
Proposed Approach and Methodology	15 points	<b>9 points</b>
Proposed Schedule	10 points	<b>6 points</b>
<b>Work Total</b>	<b>40 points</b>	<b>24 points</b>
Staff		
Proposed Project Manager	10 points	<b>6 points</b>
Proposed Personnel	10 points	<b>6 points</b>
<b>Staff Total</b>	<b>20 points</b>	<b>12 points</b>
Company		
Corporate Capacity	10 points	<b>6 points</b>
Corporate Experience	10 points	<b>6 points</b>
General Format and Appearance	5 points	<b>2 points</b>
<b>Company Total</b>	<b>25 points</b>	<b>15 points</b>
<b>Total Points</b>	<b>85 points</b>	<b>51 points</b>

### 3.1.1 UNDERSTANDING OF THE PROJECT SCOPE AND PERIPHERAL PROBLEMS

Provide a one to two-page summary of your understanding of the requirements defined in this RFP. Identify any potential challenges you foresee in delivering the scope of work. This content should be expressed in your own words and communicate your understanding of the services required.

### 3.1.2 PROPOSED APPROACH AND METHODOLOGY

Describe the approach and/or process you propose to address the RFP requirements. Include any notable methodologies, tools and techniques, and their respective suitability to this project. Briefly describe how the engagement proceeds from beginning to end.

### 3.1.3 PROPOSED SCHEDULE

Provide a project schedule that reflects your proposed approach/process and demonstrates your ability to meet the milestones within the project timeline. Itemize project milestones, deliverables, and engagement points throughout the project schedule.

### 3.1.4 PROPOSED PROJECT MANAGER

The successful Proponent will provide all the necessary project management needed to complete the services proposed in response to this RFP. Identify the Project Manager proposed for this project and describe their experience.

Include the Project Manager's resume. This should be structured to emphasize their relevant qualifications and experience successfully managing projects of similar size and scope to that required by this RFP. The resume should include at least two project references, including:

- Name of organization;
- Name, title, telephone number, and email of the contact for the organization; and
- A brief description of the scope, complexity, dates, and duration of the project.

### 3.1.5 PROPOSED PERSONNEL

The Proponent should be able to demonstrate that its proposed team as a whole meets or exceeds the RFP requirements. Provide individual resumes for each proposed resource. The resumes should be structured to emphasize their relevant qualifications and experience in completing projects of similar size and scope to that required by this RFP. Each resume should include at least two project references where the proposed individual served in a similar role, including:

- Name of organization;
- Name, title, telephone number, and email of contact for the organization;
- Brief description of the scope, complexity, dates, and duration of the project; and
- The role the proposed individual played in the referenced project.

### 3.1.6 CORPORATE CAPACITY

The Proponent should provide corporate information to demonstrate the company has sufficient human resources and facilities to complete the assessment on time and budget. The proponent should also provide corporate experience.

### 3.1.7 GENERAL FORMAT AND APPEARANCE OF THE PROPOSAL

Proponent responses to this RFP should reflect the professional nature of the services required and should effectively communicate how the consultant(s) will deliver on the requirements of this RFP as concisely as possible.

## 3.2 Pricing

Proposal evaluations will consist of scoring the submitted pricing of compliant proposals. Pricing is worth 15 points of the total score. Each Proponent will receive a percentage of the total possible points allocated to price for their proposal, which will be calculated by dividing that Proponent's price into the lowest bid price submitted.

For example, if a Proponent bids \$120.00 for the project and that is the lowest bid price, that Proponent receives 100% of the possible points for that category ( $120/120 = 100\%$ ). A Proponent who bids \$150.00 receives 80% of the possible points for that category ( $120/150 = 80\%$ ), and a Proponent who bids \$240.00 receives 50% of the possible points for that category ( $120/240 = 50\%$ ).

Lowest rate

----- x Total available points = Score for second-lowest rate  
Second-lowest rate

Lowest rate

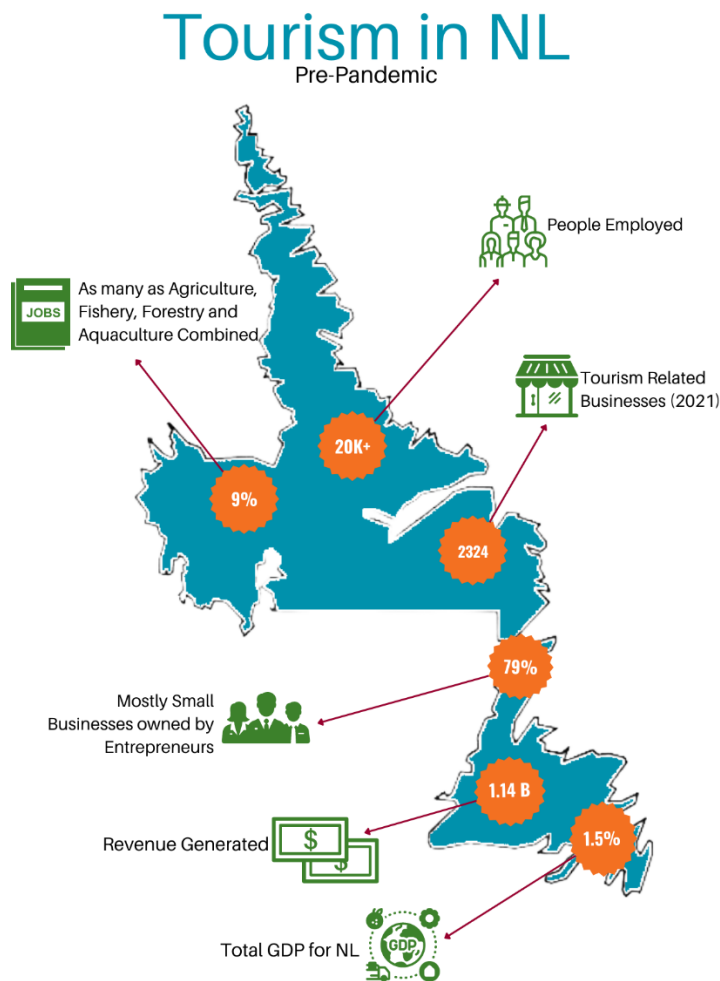
----- x Total available points = Score for third-lowest rate  
Third-lowest rate

And so on, for each proposal.

Bidders should propose a financial model that clearly defines how they propose to be compensated for all the required services. **The maximum level of effort associated with this project is \$60,000, excluding applicable taxes. Cost for anticipated travel for the consultant related to this project will be covers separately based on actual expenses.**

#### 4. RFP Particulars

##### 4.1 Project Background



Infographic provided by Hospitality Newfoundland and Labrador. [www.hnl.ca](http://www.hnl.ca)  
Data from the Department of Tourism, Culture, Arts, and Recreation 2019

In Newfoundland & Labrador, tourism is vital to the economic health of the province, contributing 1.5 % of provincial gross domestic product (“GDP”) and supporting over 20,000 full-time equivalent jobs. There are over 2300 tourism businesses which 79% are small to medium size businesses.

Things are different. The new reality of tourism in the aftermath of COVID-19 will be hard to predict, but we can anticipate different travel patterns, revised growth scenarios, new products and services for new markets, increased use of technology, added regulations or protocols, increased public-private partnerships, and more.

Tourism will be very different. Businesses will need to rapidly adapt their business practices to survive, and this means they need to build capacity and prioritize investments towards building a skilled, flexible, and resilient workforce.



The recovery and future growth of tourism in Newfoundland & Labrador largely hinges on addressing the significant labour shortages that now exist in the industry.

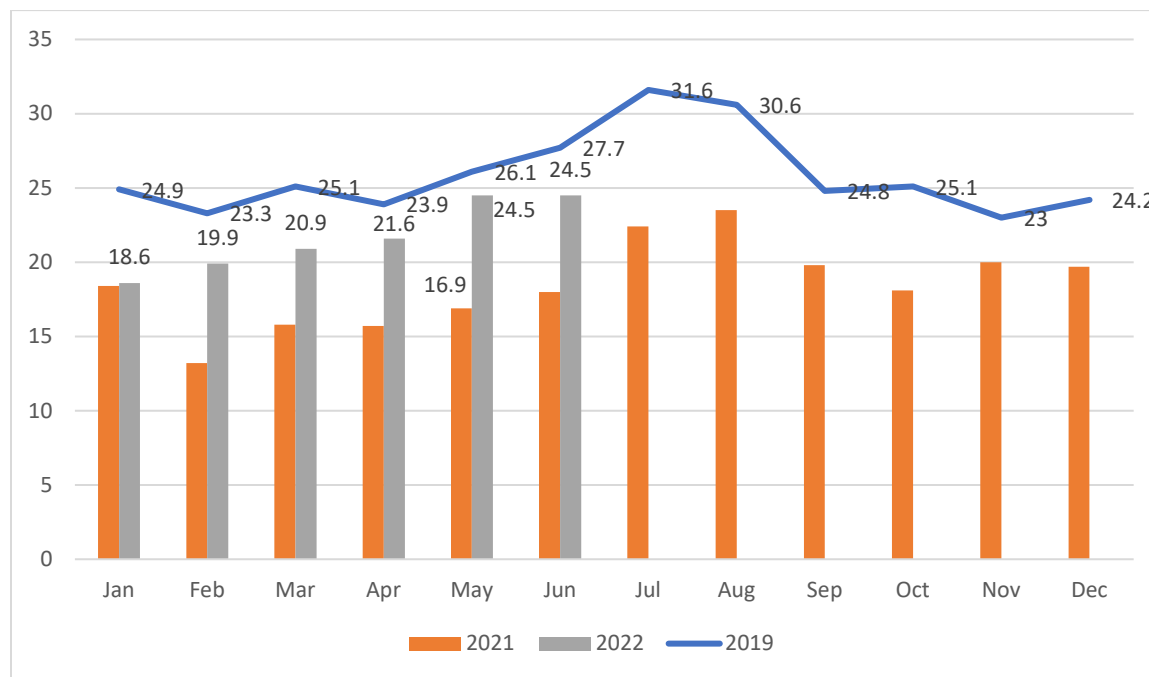
### Current Tourism Employment Information

The pandemic amplified some workforce issues the industry was already facing. Increasingly, and more acutely in the past several years, the industry was grappling with a shortage of workers. The nature of work had undergone a massive transformation brought on by a demographic shift (e.g. an aging population), increased automation, and ever fiercer global competition for workers.

Labour Force Survey data released for June 2022 reveals that, at 2,002,600 participants, Canada’s overall tourism labour force saw negative growth (a decline of 7,400 workers or 0.4%). after posting gains throughout the spring months. Total tourism employment in Canada declined slightly to 1,928,100—representing a loss of 3,100 workers or a decline of 0.2% when compared to last month.

Overall, NL’s tourism employment in 2022 is higher than in 2021 but is lower than in 2019. In June 2022, tourism employment in NL was 24,500 – 36.1% more than one year prior (see Figure 1). However, compared to June 2019, tourism employment had fallen 11.6%, with a loss of 3,200 workers.

**Figure 1: Tourism Employment in Newfoundland 2019, 2021, and 2022 (seasonally unadjusted x1000)**



When entering the summer season, the number of people employed in the NL tourism sector typically goes up. Although tourism employment increased by 13.4% from April to May in 2022, growth was stagnant (at 0%) from May to June (see Figure 2). It is worth noting that in 2019 and 2021, tourism employment in NL increased by 6.1% and 6.5% respectively from May to June. From this perspective, tourism employment in NL was not as high as anticipated this June.

(SOURCE: Statistics Canada Labour Force Survey, customized tabulations. Based on seasonally unadjusted data collected for the period of June 12 to 18, 2022. Unless otherwise noted, these tables are the source for tourism employment data in this report. <sup>1</sup>The Labour Force comprises the total of number of individuals who reported being employed and unemployed (but actively looking for work) in the tourism industries.)

Generally, there are more jobs available, and jobseekers have greater choices. Some are seeking better-paid or more stable employment, others need increased flexibility to accommodate different lifestyle requirements (e.g. childcare, elder care, education). In aging populations like in Newfoundland and Labrador, many decide not to re-enter the workforce and instead retire. Because the tourism industry is expected to recover at a slower rate than other sectors, many of its workers will have found employment elsewhere.

### **Tourism Workforce Action Plan**

Hospitality NL has long advocated for the need to develop a comprehensive pan-provincial tourism labour workforce action plan. Perhaps more than ever, this is needed in a post-COVID environment. The collapse of the tourism industry, especially in rural communities, has had a profound impact on the economic and social wellbeing of those communities. Tourism has played a key role in regional development and helped transform communities affected by declining industries. In Indigenous communities, tourism is helping restore and showcase historical and cultural heritage. Investment in labour market strategies is essential to tourism's ability to recover and be a key economic engine and future job creator for the Newfoundland and Labrador's economy. A targeted Tourism Workforce Action Plan is crucial. Businesses, organizations, governments, and the education sector need improved workforce planning strategies, along with the resources, appropriate support mechanisms, and capacity to implement them.

COVID-19 has decimated the tourism workforce. Tourism's ability to rebound, grow, and compete is dependent on its ability to attract and retain qualified workers. Promoting and enabling careers and entrepreneurial pursuits in tourism, in collaboration with tourism stakeholders, will help increase the visibility of job opportunities and promote safe and healthy work environments. Marketing tourism as a destination for employment will require an all-of sector approach and leverage existing programs and services. The action plan must engage industry associations, destination marketing organizations, the education and training sector, governments, community services (e.g. career development services, settlement agencies, economic development offices).

Collectively, common messages must reinforce the value proposition, such as: tourism is transformative and changes lives; workers gain a lifetime of skills; there are well-paid, stable jobs that fit different lifestyles. Industry and policymakers are acutely aware of the need to reduce the further loss of qualified and productive employees. With a massive change in the economy, jobs are changing rapidly, and employers and jobseekers will need to gain new skills to remain employable.

In the short term, the general aim of the action plan would be to restore the workforce. Beyond the immediate future, the overall aim should be to develop a diversified action plan, one that will increase the participation of under-represented groups, improve multiple career and employee pathways, and improve on the image of tourism jobs and careers. Attracting, building, and sustaining a future tourism workforce is fundamental to driving profits and the growth of the Newfoundland and Labrador economy.

## 4.2 Scope of Work and Deliverables

Hospitality NL is seeking the services of a qualified consultant to establish an in-depth understanding of the current Newfoundland and Labrador's Tourism labour challenges and to develop a Newfoundland and Labrador Tourism Workforce Action Plan. Specifically, the successful proponent will:

### Administration

- Ensure appropriate and timely communication with the Steering Committee and Hospitality NL's Project Lead throughout the project.
- Establish and report on an approved work plan and budget.

### Research

- Research can be done through interviews, literature reviews, focus groups etc.
- Review COVID-19's impact on tourism in Canada and in Newfoundland and Labrador.
- Conduct a literature review of available materials pertaining to Canada's tourism labour demand and supply and analyze Newfoundland and Labrador's comparative situation.
- Review the provinces and national current tourism labour force statistics, research, programs, and strategies. Hospitality NL, Government of NL, and Tourism HR Canada, and other Federal government partners will help identify these materials where possible.
- Current education and training providers.
- Identify any gaps in data and research.
- Identify recruitment and retention best practices with a tourism workforce lens.
- Conduct interviews with Key Informants and Steering Committee members to identify current attitudes, needs, concerns.
- Research innovative solutions or best practices to address workforce challenges in other provinces, regions, and countries.
- Facilitate regional in person workforce roundtables to obtain stakeholder feedback on draft action plan. (Cost of these sessions will be covered by Hospitality NL.)

### Identification

- Identify the scope and scale of workforce challenges and gaps experienced by NL's tourism operators from 2019-2022.
- Identify and outline anticipated labour supply needs for next five years.
  - underlying factors leading to the issue.
- Identify challenges such as programs which disincentivize work, and the National Occupation Classification Codes (NOC) specific to the Newfoundland and Labrador Tourism industry.
- Clearly identify the requirements and preferences of the different immigration pathways when considering working in the tourism industry in NL, considering but not limited to housing, transportation, terms of work and location.
- Identify opportunities for input into new provincial program development and tourism issues as well as what challenges these new programs are being designed to overcome.
- Identify challenges and opportunities for tourism businesses looking to access support from provincial and federal government programs

- Identify employer best practices/strategies such as total compensation packages, human resources, and automation opportunities for efficiencies.
- Available housing and other infrastructure needs

### **Action Plan Development**

- Develop a five-year tourism workforce action plan applicable to all of the provinces tourism stakeholders that outlines possible actions and solutions to address the gaps and challenges identified in providing an enhanced tourism workforce.
- Action plan should identify strategies for skills development, recruitment & retention, immigration, diversity & inclusion.
- Identify economic, social, educational and employment strategic goals.
- Outline the types of activities and investment needed to address infrastructure deficiencies, for example education and housing options.
- Develop an implementation scorecard that assigns timelines, responsibility and reporting metrics applicable to the tourism workforce action plan.
- Action plan should identify actions that are classified by the employer, the community, the region, the province.
- Action plan should be guided by the principles of diversity, equity, and inclusion.