



# Request for Proposals

A Strategy for Tourism Development and Delivery on PEI

August 22<sup>nd</sup>, 2023

Issued by:

Tourism Industry Association of Prince Edward Island

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# 1. Introduction

This Request for Proposals (the “RFP”) is an invitation by the Tourism Industry Association of Prince Edward Island (“TIAPEI”) to submit proposals for the provision of professional services as further described in Section 4.2 Scope of Work and Deliverables.

TIAPEI is a not-for-profit organization that was established in 1980 to be the voice of all Prince Edward Island (“PEI”) tourism operators. TIAPEI works to promote and advance the tourism industry on PEI through industry advocacy, training and education programs, and industry communications and engagement. The Tourism Industry Association of PEI (TIAPEI) and Tourism PEI, in collaboration with its federal partners, will contract with a qualified and experienced consultant with demonstrated expertise in strategic planning and a strong understanding of tourism to lead in the development of the next evolution of PEI’s integrated tourism strategy.

## 1.1 RFP Contact

For this procurement process, the RFP Contact shall be:

Corryn Clemence, Chief Executive Officer  
Tourism Industry Association of PEI  
cclemence@tiapei.pe.ca | (902) 566-5008

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials, or other representatives of TIAPEI, 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 TIAPEI for the provision of the professional services outlined in 4.2. The initial term of the agreement will be for approximately ten (16) weeks. TIAPEI reserves the right to extend the agreement for an additional four (4) weeks beyond the initial term, for an overall potential maximum of eighteen (20) weeks in total.

## 1.3 RFP Timetable

Issue Date of RFP	August 22 <sup>nd</sup> , 2023
Deadline for Questions	August 29 <sup>th</sup> , 2023
Deadline for Issuing Addenda	August 30 <sup>th</sup> , 2023
<b>Submission Deadline</b>	<b>September 5<sup>th</sup>, 2023 @ 4:00 p.m. (ADT)</b>
Anticipated Execution of Agreement	September 8 <sup>th</sup> , 2023
Anticipated Project Completion Date	December 30 <sup>th</sup> , 2023

# 2. Submission of Proposals

## 2.1 Proposals to be Submitted at the Prescribed Location

Proposals must be submitted at:

Tourism Industry Association of Prince Edward Island  
[cclemence@tiapei.pe.ca](mailto:cclemence@tiapei.pe.ca)  
Attn: Ms. Corryn Clemence, CEO

## 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. TIAPEI 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. TIAPEI's time clock will be deemed to be correct.

## 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 [cclemence@tiapei.pe.ca](mailto:cclemence@tiapei.pe.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.

**TIAPEI 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. TIAPEI is under no obligation to return withdrawn proposals.

## 2.5 Proposals Irrevocable after Submission Deadline

Proposals shall be irrevocable for a period of **ninety (90) days** from the Submission Deadline.

# 3. Evaluation of Proposals

TIAPEI will evaluate the proposals in two stages based on the Proponents responsiveness to weighted criteria outlined below and pricing. TIAPEI 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 during Stage I of 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 will not proceed to Stage II – evaluation of price.

<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>	<b>Minimum Threshold</b>
<b>Work</b>		
Understanding of the Project Scope and Peripheral Problems	15 points	9 points
Proposed Approach and Methodology	15 points	9 points
Proposed Schedule	10 points	6 points
<b>Work Total</b>	<b>40 points</b>	<b>24 points</b>
<b>Staff</b>		
Proposed Project Manager	15 points	9 points
Proposed Personnel	15 points	9 points
<b>Staff Total</b>	<b>30 points</b>	<b>18 points</b>
<b>Company</b>		
Corporate Capacity	10 points	6 points
Corporate Experience	10 points	6 points
General Format and Appearance	10 points	6 points
<b>Company Total</b>	<b>30 points</b>	<b>18 points</b>
<b>Total Points</b>	<b>100 points</b>	<b>60 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 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

Stage II of 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 \$85,000, inclusive of applicable taxes.**

## 4. RFP Particulars

### 4.1 Project Background

The Tourism Industry Association of PEI (TIAPEI) and Tourism PEI, in collaboration with its federal partners, will contract with a qualified and experienced consultant with demonstrated expertise in strategic planning and a strong understanding of tourism to lead in the development of the next evolution of PEI's integrated tourism strategy.

In March 2022, PEI adopted a two-year all-of-industry tourism strategy – Charting the Course of Tourism in PEI. The strategy has two overarching priorities – (1) to position and develop PEI into a premier four-season tourism destination, and (2) to prioritize the generation of tourism spending through high-yield visitation over the continued growth of the number of actual visitors that visit PEI. The strategy also lays the foundation to define priorities or initiatives that lead to a fundamental shift in how tourism is developed and delivered on PEI beyond its two-year period.

While the implementation of this strategy is ongoing, TIAPEI and Tourism PEI wish to initiate the process for the development of the next evolution of PEI's all-of-industry tourism strategy. This work must start immediately upon the award of the contract, build on past successes, and create a shared vision to guide all of PEI's tourism sector stakeholders.

The strategy must be evidence-based and provide strategic options using a consultative framework.

The strategy must identify actual and perceptual barriers facing PEI's tourism sector and recommend innovative strategies and actions that will focus stakeholders' attention on the key issues and opportunities that will facilitate the growth and prosperity of the sector.

### 4.2 Scope of Work and Deliverables

#### **Initial Meeting**

Immediately upon award of the contract, the consultant(s) will meet with the Steering Committee to further discuss the assignment, review the consultant's proposal, and work plan, and discuss the expected outcomes

of the assignment. During this meeting, the consultant may request copies of or access to any materials at the Steering Committee's disposal that may aid in the development of the tourism strategy. At this time, a schedule for regular progress reports and project updates will be discussed and confirmed by the consultant to ensure the timely development and delivery of the strategy.

### **Secondary Research and Materials Review**

Following the initial meeting, the consultant(s) will conduct comprehensive research and a materials review to inform the process of developing the next evolution of PEI's tourism strategy. This will include, but will not be limited to, conducting a jurisdictional scan and best practices research, as well as strategies, plans and research prepared by Tourism PEI.

### **Review of Current Strategy and Its Implementation**

The consultant(s) will review PEI's current strategy and implementation progress. The consultant(s) will engage with the strategy's Implementation Committee and lead a session to identify what within the strategy and its implementation has gone well, what kind of challenges were encountered, and review initiatives that should be carried forward and/or re-defined within the new strategic plan. Lessons learned will be captured, summarized, and provided to the Steering Committee.

### **Stakeholder Consultation**

The consultant(s) will develop and follow an engagement plan that will directly engage the Steering Committee in all aspects of the assignment. This engagement plan will also identify key decisions, reports, updates, authorities, and approvals required from the Steering Committee to successfully conclude the assignment.

The consultation process shall include a tiered approach with in-depth individual consultations (interviews), group discussions, and open/general online forums and/or surveys. The scope of the consultation process will be determined in conjunction with the Steering Committee and is expected to include sufficient and ample opportunity for sector engagement. It is expected that not less than three (3) open forums held across the province to inform and engage stakeholders, along with 20 individual consultations/interviews, and up to four group interviews/focus group sessions (e.g., Tourism PEI Board of Directors, TIAPEI Board of Directors, etc.). The engagement process will seek to include broader industry stakeholders as well as non-traditional organizations.

Key takeaways and results from the stakeholder consultation process will be summarized and presented to the Steering Committee.

### **Strategy Development and Presentations**

The consultant(s) will develop and present a draft strategic plan to the Steering Committee. This session will be used to gather feedback to feed into the development of a final Strategic Plan. It is anticipated that the consultant(s) will be required to present the strategic plan, in either draft or final form a minimum of four times (e.g., Steering Committee, Tourism PEI Board of Directors, TIAPEI Board of Directors, industry-facing presentation).

### **Implementation Tracker**

The consultant(s) will develop and provide an implementation tracker tool (e.g., scorecard) to be used to support the capturing and reporting of implementation progress.



It is expected that the final strategic plan and implementation tracker tool will be delivered no later than December 31, 2023.