



**Qalipu**  
FIRST NATION

Request for Proposals  
Provincial Indigenous Tourism Strategy Development

**Deadline for Submission:**

**March 7<sup>th</sup>, 2019 4:00 pm**

## **Section 1: Terms and Conditions**

### **1.1 Issuing Department or Division**

Department of Community Development

### **1.2 Synopsis or Service Requirement**

Through this Request for Proposals, The Qalipu First Nation (QFN) invites interested and qualified consultants to submit a proposal for the development of a Indigenous Tourism strategy for the province of Newfoundland and Labrador

### **1.3 Terms of Submission**

1.3.1 A copy of this RFP may be obtained by emailing the following person:

Tara Saunders  
tsaunders@qalipu.ca

1.3.2 In this document

(a) bidder and consultant are used interchangeably. Both, however, refer to a person who has or intends to submit a proposal in response to this RFP.

(b) *advertisement period* refers to the period this RFP is publicly advertised on Qalipu.ca and proposals are solicited from consultants.

(c) *successful consultant* refers to the consultant who has been selected by the Band and to complete the project.

(d) *contracted consultant* refers to the consultant who has entered into a contract with the Band to complete the project and becomes the prime consultant.

1.3.3 Bidders, at their own expense, must provide one (1) bound copy and one (1) unbound copy of their proposals by mail, personal delivery or by courier to CONTACT before the end of the advertisement period.

CONTACT: Tara Saunders  
3 Church St.  
Corner Brook, NL  
A2H 2Z4

1.3.4 Consultant proposals must be structured in the same manner as this RFP. For greater certainty, the consultant is required to use the same headings, subheadings, and numbering system as presented in this RFP. Where a term or condition does not require the consultant to provide a response or document, the consultant may leave the heading/subheading from the proposal.

1.3.5 In addition to the requirements under s. 1.3.4, proposals must include the following:

(a) A cover letter briefly summarizing the qualifications of the project manager, team members, sub-contractors, statement of work, methodology, and total fees (inclusive of all costs and taxes). The cover letter will be used to provide a preliminary evaluation of proposals when there is a large response.

(b) Identification of project manager and team members along with a description of their respective roles and qualifications. The consultant must assure the Band that the project manager identified in the proposal will remain on the project until completion. In cases where the project manager changes due to circumstances beyond the contracted consultant's control, the contracted consultant must advise the Band immediately and enter into discussions with the Band to replace the project manager with someone of similar qualifications and qualities.

(c) Description of the project organization and management system in addition to company profiles of the primary consultant and sub-contractors.

(d) Methodology.

(e) A minimum of three reference letters from any applicable projects involving similar scope and scale.

(f) Time and task allocation of team members.

(g) A schedule of project activities in chronological order that shows each activity and its duration.

(h) Itemized project costs including fee structure, staff cost, overhead and other related expenses, including HST, as well as a suggested/preferred payment schedule. The proposal must include a statement signed by the most senior consultant with signing authority or, in the case of a firm/company/corporation, the president/CEO verifying that the consultant is capable of completing the work outlined in the consultant's proposal for the price/fees quoted. The statement must be located in the proposal immediately following the cover page.

1.3.6 Late, incomplete or partial proposals or submissions, including those sent by fax or e-mail, will not be accepted under any circumstances. The Band will ensure that all proposals or submissions submitted before the deadline will remain sealed until the evaluation process begins.

1.3.7 The deadline for questions relating to the RFP is four (4) business days before the close of the advertisement period. Questions received after that deadline will not be considered. Where a question seeks to clarify a point in the RFP, the Band will distribute its response, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. In cases where a response to a consultant's question would provide the consultant with an unfair advantage, in the Band's judgment, the Band will provide the consultant with the opportunity to withdraw the comment. If the consultant decides to pursue the question further, the response provided by the Band will be

distributed, via email, to all consultants who expressed an interest in the project at the point and time the response is generated. Questions regarding this RFP must be directed, by email, to the following person:

Tara Saunders  
tsaunders@qalipu.ca

## **Section 2: Terms and Conditions**

2.1 The Band requires knowing the identity of all the sub-contractors, their experience, personnel and knowledge levels, and their relationship and experience with the primary bidder. This information must be explicitly stated in the proposal submitted by the primary bidder. Sub-contractors will be evaluated as part of the selection process and the Band must approve any changes in sub-contractors other than those specified in the submission.

2.2 The consultant is required to submit three reference letters from persons that received similar services from the consultant within the past five (5) years.

2.3 The contracted consultant is required to provide the CONTACT, with biweekly email updates regarding the project's progress.

CONTACT: Tara Saunders

## **Section 3: Terms and Conditions**

3.1 The Band is not bound to accept the lowest priced bid and may exercise the right not to select any of the proposals submitted under the RFP.

3.2 Preference will be given first to businesses fully or majority owned by Indigenous peoples.

3.3 The consultant submitting a proposal under this RFP is considered to be responsible, on behalf of it and all its sub-contractors, for all undertakings and deliverables related to the provision of services as specified in this RFP to the Band.

3.4 This RFP is the primary document and should a dispute arise between the RFP and the bidder's proposal then the RFP will supersede the bidder's proposal in any legal dispute.

3.5 The Band will be responsible to administer this RFP, award the contract to the successful bidder, and for the general supervision of the project's implementation.

3.6 Proposals submitted through this RFP must be valid for 90 calendar days after the advertisement period.

3.7 Consultants should strive to provide clear responses to issues and questions raised in the RFP in a language that is clear and not subject to differing interpretations.

3.8 The contract executed by the Band and the successful consultant to complete this project will be governed by the laws of Newfoundland and Labrador.

3.9 All data, specifications, concept plans, designs, rationales, presentation materials, economic and technical reports and related information produced by the consultants during this project shall be the property of the Band.

3.10 All potential bidders who have requested or are known to have obtained copies of this RFP will be notified of any changes, via email, should they occur after its publication.

3.11 The contract for this project, where awarded, will be granted by the Band based upon the results of the evaluation of submitted proposals. The Band will notify the successful consultant in writing. Those who are not successful will receive written notification within approximately ten (10) business days following the execution of the contract with the successful bidder.

3.12 The contract with the successful consultant will commence immediately upon the execution of the contract by the Band and the successful consultant. Ten (10) business days will be provided after the successful bidder has been notified to conclude final negotiations and execute the contract. Where a contract is not executed before the expiration of the aforementioned ten (10) business days, the Band reserves the right to commence negotiations and enter into a contract with another consultant.

3.13 Bidders may raise issues with this project and RFP that have been overlooked by the Band but are nonetheless crucial to the successful completion of the project. In such cases, the bidder may tender a recommended change to the CONTACT by email. The Band shall take the recommendation under advisement and issue, if deemed necessary, an amendment to this RFP. This RFP may be amended up to three (3) business days before the conclusion of the advertisement period.

3.14 The Band may, at its discretion, determine if a bidders' conference is necessary. A bidders' conference must take place at least 10 days before the closing of the RFP.

3.15 Before a contract is awarded, the Band will negotiate the final details of a contract to be signed by the Band and the successful consultant. The Band will enter into a contract with the successful consultant only. There will be no contracts entered into between the Band and any sub-contractors.

3.16 The contracted consultant shall designate a senior project manager who shall receive all communications from the Band on behalf of the contracted consultant. The contracted consultant shall also furnish the address, telephone and fax numbers and email address for the senior project manager.

3.17 All communications from the contracted consultant to the Band should be directed to the following person:

Tara Saunders  
[tsaunders@qalipu.ca](mailto:tsaunders@qalipu.ca)  
709.634.5972

## Section 4: Statement of Work

### 4.1 Background

The Indigenous Tourism Association of Canada (ITAC) focuses on creating partnerships between associations, organizations, government departments and industry leaders from across Canada to support the growth of Indigenous tourism in Canada and address the demand for development and marketing of authentic Indigenous experiences. ITAC works to improve the socio-economic condition of Indigenous people through many forms of support such as marketing, capacity development training and workshops, an annual Indigenous tourism conference, industry research and information for Indigenous tourism operators and communities within all 10 provinces and three territories of Canada. The ITAC Board is made up of Indigenous tourism industry representatives from each of the provinces and territories.

ITAC will increase revenues, grow jobs and expand the number of successful Indigenous tourism businesses in Canada through its strategic five-year plan.

For more information, visit: [www.indigenoustourism.ca/corporate](http://www.indigenoustourism.ca/corporate)

In partnership with Qalipu First Nation, Nunatsiavut Government, Miawpukek First Nation, Nunatukavut and the Newfoundland and Labrador Innu Nations, ITAC wishes to support and strengthen the development and growth of the Indigenous tourism industry in Newfoundland and Labrador through strategic planning and development of an industry-led, not-for-profit Indigenous tourism association.

ITAC has contributed funds to this initiative that will be used to research and develop a provincial Indigenous tourism strategy that aligns with the Newfoundland and Labrador Destination Development Plans, ITAC's 5-year strategy and the Pan-Atlantic Indigenous tourism strategic plan.

This project will be overseen and managed by a steering committee that is comprised by representatives from all the before mentioned partners. These representatives were identified within the establishment of a Provincial working group that collaborated in 2018 to organize an Indigenous Tourism Forum in Goose Bay. All project approvals and decisions will be made by the steering committee.

### 4.2 Mandatory Requirements

All project deliverables must be completed by **June 30th, 2019**.

### 4.3 Scope of Work

The successful consultant will be responsible for developing a strategy that;

- Summarizes relevant research and environmental scan;
- lists strategic priorities and demonstrate their alignment with
  - a. NL Destination Development Plans
  - b. ITAC's five-year strategy; including economic impact goals and strategic pillars
  - c. Pan-Atlantic Indigenous tourism strategic plan
- outlines key focus areas and projects/activities;
- lays the foundation to further develop and market Indigenous tourism within Newfoundland and Labrador;
- outlines the leadership and management efforts needed to ensure that the action items and projects within the strategy are acted upon;
- outlines the structure and annual budget needed to move forward with a provincial Indigenous tourism organization, and;
- includes measurable outcomes which align with ITAC's strategic measurable goals.

Research included within the plan must document;

- A baseline inventory of Indigenous tourism businesses within NL and;
- The level of tourism-business-readiness based on ITAC's readiness standards

The successful consultant must meet with the project steering committee at a minimum of three times

- At project commencement
- To present a draft of the strategic plan and base-line research document
- To present a final report at the end of the project

## **Section 5: Consultant Qualifications**

The consultant must also demonstrate that it has the following attributes:

- Experience in developing tourism strategies, preferably with a destination marketing organization
- Understanding of destination development and marketing of tourism experiences
- Knowledge of Indigenous communities, businesses and similar organizations in Alberta
- Knowledge of Newfoundland and Labrador tourism plans, non-Indigenous destinations and tourism partners
- Experience in working with newly formed/non-profit organizations
- Excellent written and verbal communications including corporate writing
- Solid organizational skills including attention to detail and multitasking skills
- Experience in facilitation – skills in communication, listening, problem solving, planning and organization
- Post-secondary education in related field an asset or equivalent experience in strategy development preferred

- Sufficient resources to complete all tasks prior to **June 30th, 2019**

## **Section 6: Consultant Methodology**

### **6.2 General Statements**

The project must be completed prior to **June 30th, 2019**

## **Section 7: Budget**

The maximum budget for this project is \$50,000

## **Section 8: Evaluation and Selection Framework**

8.1 The grading of the proposals is an integral part of the RFP process. The Band has decided to describe the selection criteria so that all bidders/consultants can evaluate their chances of success, within reason, given the current competitive market conditions in the industry.

8.2 Figure 1 attached forms the basis of what the evaluation sheet will look like, subject to possible changes. There are nine attributes that will be judged and graded. Each attribute was weighed in terms of its importance to the objectives of the RFP.

8.3 All proposals will be evaluated using specific criteria, attributes and characteristics that have been generated by the Band. Criteria are based upon the detailed specifications of the scope of work, work schedules, technical specifications, quality standards, consultant qualifications and other desirable features and benefits contained in this RFP.



# FIGURE 1

## EVALUTATION SHEET

Primary Consultant:

Cost of Bid:

Rating of the Proposal: For each of the components, please provide rating 1-10 where 10 represents the best.

Component	Rate X (1-10)	Weight	Total	Comments regarding strengths and weaknesses of this component, rationale for the score and general notes
Experience of Consultant Team: key personnel, experience, references, qualifications, commitment to assignment		1.5		
Experience of Project Manager; experience, position in the firm, qualifications, commitment to assignment		1.0		
Management of sub-contractors and their commitment to assignment		0.5		
Experience as a team		0.5		
Proven competence in similar work		1		
Sufficient Human Resources		.5		
Clarity of tasks and responsibilities		1		
Proposed liaison with client		1		
Proof that the specifics of the RFP are understood and addressed including the proposed methodology, approach, receivables, schedule		2.5		
Indigenous Knowledge – Experience working with Indigenous groups.		1.5		
Cost		1		
Total Score:				

