



Qalipu
FIRST NATION

Request for Proposals
Experience Qalipu Strategy Development

Deadline for Submission:
Friday, May 21st, 2021 4:00pm

Section 1: Terms and Conditions

1.1 Issuing Department or Division

Department of Culture Tourism and 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 5-year strategy for Indigenous tourism, arts and craft development.

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 may submit a proposal via mail or email to the following contact:

CONTACT: Tara Saunders
3 Church St.
Corner Brook, NL
A2H 2Z4
tsaunders@qalipu.ca

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
709.634.5972

Section 4: Statement of Work

4.1 Background

The Qalipu First Nation (“QFN”) was officially formed September 22nd, 2011 through an agreement between the Government of Canada and the Federation of Newfoundland Indians. This agreement officially recognizes QFN as a band under the Indian Act. Currently, QFN has more than 23,000 members.

Since its creation, the leadership of QFN has focused its efforts on establishing a strong foundation upon which to build a prosperous and progressive Band. The band aims to be a sustainable community that shares and celebrates its heritage, holding the overall health and education of its members as its highest priority, while facing the future with confidence.

Within the Band’s Economic Development Strategy, Tourism has been identified as one of the sectors that offered the most promise and opportunity for The Band and its members. In 2014 Qalipu commissioned a study entitled “Experience Qalipu – Tourism Strategy and Five-Year Plan for the Qalipu First Nation,” which has been accepted by The Band. Implementation of this strategy began in 2016 with the hiring of a Tourism Development Officer within QFN’s Community Development Department. Since that time, Experience Qalipu has been established as a brand for marketing member owned tourism businesses as well as artists and craft producers and The Department, now known as The Department of Culture, Tourism and Community Development, has worked on many initiatives to help build Indigenous tourism within our communities including experience development training programs, the development of Indigenous spaces, industry partnership development, creating an online presence, providing one-on-one business support, guiding market readiness and helping to preserve and promote our culture.

Within the last 5 years, the Indigenous Tourism industry has seen tremendous growth across the nation, and in Newfoundland and Labrador. We have also seen increased support from the Indigenous Tourism Association of Canada and the creation of the Newfoundland and Labrador Indigenous Association. We have also seen significant impacts to the industry from the COVID-19 pandemic. We recognize that, considering this ever-changing landscape, it is essential for us to develop a new strategy in tourism and craft development that helps us to strategically support our members through new and changing risks and opportunities.

4.2 Mandatory Requirements

4.3 Scope of Work

The successful consultant will be responsible for developing a 5-year 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. QFN's strategic plan and previous work in tourism and craft development
- Outlines key focus areas and projects/activities for tourism, art and craft development, and capacity building
- Provides a framework for the marketing of Indigenous tourism and craft for Qalipu First Nation member businesses
- Provides a short- and long-term implementation plan for the execution of strategy recommendations
- Includes measurable outcomes and key performance indicators

Research included within the plan must document:

- A baseline inventory of Indigenous tourism businesses, artists, and craft producers within Qalipu First Nation and
- The level of tourism-business-readiness based on ITAC's and NL's readiness standards

The successful candidate must facilitate community engagement with the following groups to help inform strategy development:

- QFN tourism operators
- QFN artists and craft producers
- QFN staff and council
- QFN general membership

The successful consultant must meet with the internal project 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
- Knowledge of Newfoundland and Labrador tourism plans, non-Indigenous destinations and tourism partners

- Experience in working with First Nation communities

Section 6: Consultant Methodology

6.2 General Statements

Section 7: Budget

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		1.5		
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		1		
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:				

