



TOURISM INDUSTRY  
ASSOCIATION OF CANADA

ASSOCIATION DE L'INDUSTRIE  
TOURISTIQUE DU CANADA

## REQUEST FOR PROPOSAL Develop a Three-Year Strategic Plan

### CLOSING DATE AND TIME

August 16th, 2024 at 5:00 pm Eastern Time

### CONTACT

Jennifer Taylor, VP, Business Development & Member Services  
jtaylor@tiac-aitc.ca

*Bidders are advised to read and respond appropriately to all sections of the Request for Proposal. Bidders unable to provide all services described herein need not bid. All costs incurred in the preparation of a response to this RFP are the responsibility of the bidder and will not be reimbursed by TIAC. The Tourism Industry Association of Canada cannot accept proposals from bidders with a real or perceived conflict of interest.*

### ABOUT TOURISM INDUSTRY ASSOCIATION OF CANADA

Founded in 1930, TIAC is a national industry association serving a \$113 billion sector. Based in Ottawa, TIAC works on behalf of Canadian tourism businesses to develop tourism and promote positive measures that help the industry prosper.

TIAC represents interests at the national level, and its advocacy work involves promoting and supporting policies, programs and activities that will benefit the sector's growth and development.

TIAC's membership reflects partnerships among all sectors of the industry, and provincial, territorial and regional tourism associations, enabling the association to address the full range of issues facing Canadian tourism.

(More information on TIAC can be obtained online at: [www.tiac-aitc.ca](http://www.tiac-aitc.ca))

### PURPOSE OF THIS REQUEST FOR PROPOSAL

The Tourism Industry Association of Canada (TIAC) will embark on a strategic planning process to begin in the summer of 2024 and be completed by June 2025.

TIAC is seeking a consultant with expertise to facilitate the development of a three-year strategic plan consistent with the terms described in this Request for Proposal.

## **STATEMENT OF WORK**

TIAC envisions that the scope of work will be completed in three stages. Work completed in each of the stages will be summarized in a report prepared by the consultant to the Board of Directors.

### Stage 1: Foundational Research

The consultant will conduct research to prepare for the strategic planning session. Items to be considered:

- a. Review of organization's history, current state in terms of programs and funding, organizational structure, and core documents.
- b. Benchmark TIAC with other tourism and trade associations, organizations/entities with similar missions and priorities.
- c. Conduct interviews, surveys & focus group polling to receive stakeholder, partner and community input.
- d. Develop a SWOT analysis of the organization to evaluate opportunities, gaps and/or concerns.

### Stage 2: Strategic Planning Creation

The consultant works with TIAC to identify strategic goals and to develop a comprehensive three-year strategic plan for the period of 2026– 2029. Minimally, the detailed plan must include:

- a. An Executive Summary
- b. Mission and vision statement
- c. Guiding principles and values
- d. Strategic goals
- e. Articulated strategies and to achieve the goals
- f. Defined outcomes with specific metrics to measure performance or success
- g. Recommendations on current financial, technological, and human resources practices to improve organizational excellence
- h. A budget and financial plan that represents resource allocations needed to achieve identified goals.

### Stage 3 – Implementation & Evaluation Follow-up

The consultant assists TIAC by providing oversight of the implementation and evaluation process. This process should include:

- a. Develop a monitoring and evaluation plan for implementation of the strategic plan
- b. Conduct follow-up session(s) with TIAC leadership to gauge the progress of implementation, e.g. three months following the delivery of the strategic plan
- c. Identification of key projects and programs to continue or to be developed
- d. Support the gathering of any measures that would give indication of successful implementation

## **KEY DELIVERABLES**

As part of the contractual agreement, the successful proponent will deliver:

1. A foundational research report
2. A three-year strategic plan
3. A monitoring and evaluation plan for the implementation of the new strategy
4. A report on follow-up recommended actions post implementation of the plan

## **MINIMUM REQUIREMENTS OF A BIDDER**

The bidder must demonstrate:

- A good understanding of organizational development approaches for Diversity, Equity and Inclusion
- Budget planning experience
- Knowledge of other nonprofits in the tourism industry

## **PROPOSAL SUBMISSION GUIDELINES**

### **FORMAT AND CONTENTS OF THE PROPOSAL**

The proposal must also include the following:

1. Contact Information:
  - Name, title, address, phone number, email address, and website.
  - Name and email address for any team members assisting in the project.
2. Educational Qualifications:
  - The educational qualifications (degree(s) and/or certificate(s)) of principal staff working on the project
3. Relevant Experience in the following areas:
  - Overview of consultant's non-profit work experience
  - Conducting research, e.g. gathering input from diverse stakeholders (board members, staff, partners, other key stakeholder); gathering and utilizing data
  - Developing strategic plans
  - Facilitation skills
  - Review and redesign of organizational structures
  - The consultant shall also
4. Proposed Work Plan

A detailed description of the activities outlining the specific activities to be conducted at each stage. Minimally, the work plan must include:

- stakeholder engagement strategies
- proposed timeline for the activity

- identified milestones and deliverables
- detailed budget and proposed payment schedule

## 5. References from Past Clients

Contact information of two past clients where similar scope of work was achieved. For each reference include:

- the individual's name, address, phone number and email address
- name of the project and a few sentences to describe the work

## 6. Sample of Work

The proposal must include at least one sample of a previously completed strategic plan. Portions may be redacted to protect the private information as needed.

Other than the Sample of Work, the proposal must not exceed 12 pages. If the bidder deems any material submitted to be proprietary or confidential, the bidder must indicate this in the relevant sections of the response.

## SUBMITTING THE PROPOSAL

- All proposals must be submitted electronically, sent to: [rfp@tiac-aitc.ca](mailto:rfp@tiac-aitc.ca) by August 16, 2024 at 5:00 pm Eastern Time
- Multiple emails per RFP submission will be accepted
- It is recommended that proposals be submitted in PDF format
- An email acknowledgement of each submission received will be sent to the bidder
- Submissions will NOT be returned
- Late or incomplete proposals will not be accepted
- TIAC is not responsible for bids that fail to receive due to technical issues
- Any proposal may be disqualified if it deviates from the submission instructions in the RFP

## RESERVATION OF RIGHTS

- TIAC reserves the right to modify the conditions of the RFP, at any time up to the closing draft and time.
- TIAC reserves the right to request or negotiate changes in a proposal, to accept all or part of a proposal, or to reject any or all proposals.
- TIAC may, at its sole and absolute discretion, select no provider for these services if, in its determination, no applicant is sufficiently responsive to the need.
- TIAC reserve the right to withdraw this Request for Proposal (RFP) and/or any item within the RFP at any time without notice.
- TIAC reserves the right to disqualify any proposal which does not adhere to the RFP guidelines.
- This RFP is being offered at the discretion of TIAC. It does not commit TIAC to award any grant.

## **PROJECT COSTING**

The consultant is to supply a complete quote for the work to be performed. Anticipated disbursements including travel costs, courier costs, and other costs that are incidental to the consultant's time and expertise on the project should be included in the quote.

The anticipated professional fees for the project are not expected to exceed \$80,000.

## **RFP INQUIRIES**

Inquiries are welcomed until July 31, 2024 at 4:00 pm Eastern Time and should be made via email only to Jennifer Taylor at [jtaylor@tiac-aitc.ca](mailto:jtaylor@tiac-aitc.ca). Please include 'RFP Inquiry' in the title of the email message. Responses will be shared with all RFP recipients.

Sorry, we are unable to respond to inquiries made in any format other than email as a complete communications record must be kept demonstrating fair and transparent practice.

## **PROPOSAL SCORING**

Proposals will be evaluated by a selection committee. A contractor will be chosen based on a bidder's response to the terms described in this RFP and evaluated according to the criteria listed below.

Virtual interviews may be scheduled with bidders, particularly if two or more proposals are closely rated and/or more information is needed. The final recommendation of the RFP Selection Committee will be submitted for approval by the TIAC President & Chief Executive Officer. All applicants will receive written notification of TIAC's decision regarding their proposal. Decisions are not subject to an appeal. The selection process is expected to be completed by September 6, 2024.

## **EVALUATION CRITERIA**

1. Consultant's Qualifications (65%)
  - Educational qualifications
  - Relevant experience
  - Capacity to work both in English and French, preferable
  - Feedback from supplied references
  - Work sample(s)
2. Proposed Work Plan (25%)
  - Overall strategy / presentation of proposed solution
  - Clarity and relevance of proposal
  - Ability to meet timelines
  - Unique value-added opportunities
3. Project Costs (15%)

## **KEY TERMS OF ENGAGEMENT**

*Although not exhaustive, this list of key terms of engagement will become an integral part of the Agreement between the Tourism Industry Association of Canada (TIAC) and the successful bidder.*

### Acceptance of the Proposal

TIAC reserves the right not to accept any proposal. The RFP should not be construed as a contract to purchase services. TIAC shall not be obligated in any manner until a written agreement relating to an approved proposal has been duly executed.

### Proposal Revisions

Proposal revisions must be received prior to the RFP submission/closing date and time.

### Financing of Proposals

The cost associated with preparing and submitting proposals will not be paid by TIAC.

### Acceptance of RFP Conditions

Receipt of proposal offer will be considered acceptance of the RFP terms and conditions by the bidder.

### Subcontracting

Subcontracting is allowed as a condition of the anticipated contract for service. When allowed, proposed subcontractors must be listed. Joint proposal submissions must indicate which bidder has overall responsibility for project management.

### Project Contact

TIAC will assign a project contact at the time the contemplated contract is awarded. The successful bidder will also assign a project contact at that time.

### Negotiation Delay

If a written contract cannot be concluded within fifteen days of notification to the designated bidder, TIAC may, in its sole discretion, terminate negotiations with that bidder and either negotiate a contract with another bidder of its choice or choose to terminate the RFP process and not enter into a contract with any of the bidders.

### Proposals as Part of Contract

Proposals may be negotiated with bidders and, if accepted, will form part of any contract awarded.

### Disclaimers/Limitations of Liability

Neither acceptance of a proposal nor execution of an agreement shall constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law. It is the responsibility of the contractor to obtain such prior to commencement of the services under the proposed contract.

### Intellectual Property

The copyrights, trade-marks and any other intangible or tangible rights relating to the Underlying Works belongs to TIAC, and shall be delivered forthwith to TIAC upon completion of the particular project, or as otherwise requested by TIAC.

### Security and Privacy of Information

The successful bidder must agree to maintain security standards consistent with security policies of the Government of Canada. The successful bidder must also agree to comply with TIAC's Privacy Policy regarding information received from participants involved in the consultation activities. These include strict control of access to data and maintaining confidentiality of information gained while carrying out their duties under the terms of any contract.

### Disclosure

All documents submitted by bidders shall become the property of TIAC, and as such will be subject to the disclosure provisions of the *Freedom of Information and Protection of Privacy Act*. Information pertaining to TIAC obtained by the bidder because of participation in this project is confidential and must not be disclosed. Samples of work provided as part of submission requirements remain property of the bidder.

*TOURISM INDUSTRY ASSOCIATION OF CANADA, ITS EMPLOYEES, AGENTS AND CONSULTANTS EXPRESSLY DISCLAIM ANY AND ALL LIABILITY FOR REPRESENTATIONS, WARRANTIES EXPRESSED OR IMPLIED OR CONTAINED IN, OR FOR OMISSIONS FROM THIS RFP PACKAGE OR ANY WRITTEN OR ORAL INFORMATION TRANSMITTED OR MADE AVAILABLE IN AT ANY TIME TO A BIDDER BY OR ON BEHALF OF TOURISM HR CANADA. NOTHING IN THIS RFP IS INTENDED TO RELIEVE BIDDERS FROM FORMING THEIR OWN OPINIONS AND CONCLUSIONS IN RESPECT TO THIS RFP.*