

Leduc-Nisku Economic Development Association**Request for Proposals****Regional Tourism Destination Management Plan
Strategy****RFPDMP 09-18**

Contact:

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Late proposals will not be accepted.

All proposals to be sent electronically to:

Leduc-Nisku Economic Development Association

Attn: Sandra McIntosh

Community & Business Program Lead

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Purpose:

The Leduc-Nisku Economic Development Association is seeking a person or firm to prepare a comprehensive strategy to leverage and support tourism activity in the Leduc Region as an economic cluster. The strategy will address the needs for a consolidated and collaborative approach to tourism in the Leduc region between government and business, analyze and guide ways to leverage existing tourism assets more effectively, engage tourism operators in activities that will grow their business, and promote tourism opportunities to visitors of the region.

The deliverable will need to be highly collaborative, actionable and have a strong implementation strategy.

Procurement Timetable:

| Timeline | |
|---|-----------------------|
| Issue RFP | September 11, 2018 |
| Due Date for questions regarding RFP | September 17, 2018 |
| Responses to written questions provided | September 19, 2018 |
| RFP Closes | October 1, 2018 |
| Short list announcement | October 5, 2018 |
| Interviews with short list | October 10 - 12, 2018 |
| Announcement of final selection | October 12, 2018 |
| Contract Begins | October 15, 2018 |
| Project Completion | April 30, 2019 |

Project Definition

The Leduc-Nisku Economic Development Association is seeking to create a destination management plan for the Leduc Region, which includes the City of Leduc, Leduc County, Towns of Beaumont, Calmar, and Thorsby, and the Village of Warburg.

The destination management plan will include key project deliverables including:

- A 3-year implementation strategy to support the development of the regional tourism industry through the contemporary lens of coordinated destination management planning.
- A clear picture of what will be required to support economic development of the regional tourism industry products including:
 - Attractions, activities, and experiences;
 - Festivals and events;
 - Accommodation;
 - Access and infrastructure;
 - Visitor amenities and services; and
 - Key tourism resources and features.
- Existing tourism operators in the Leduc-Nisku Region will obtain a comprehensive understanding of the current mix of tourism offerings in the region, identify potential opportunities, and obtain access to a network of government and businesses to engage in cluster development for the tourism sector.
- That will enable us to make informed decisions to develop tourism activities that are appropriate to the region. Through this plan we hope to identify new and innovative ways to achieve our tourism goals, develop experiences and market the region

Project Background

Tourism can play an important role in the economic and social well-being of a community. The more visitor friendly a community is, the more likely it is to create opportunities for visitors to do more, stay longer and visit again. As competition increases for visitors, each community needs to identify, enhance and develop characteristics that create positive visitor impressions and memorable experiences. Developing a Destination Management Plan is essential.

The Leduc Region includes all of Leduc County; which ranges from the edge of Lake Wabamun and Highway 20 (west boundary) to just past Highway 21 by Ministik Lake (east boundary) bordering (to the north) the City of Edmonton and the North Saskatchewan River and reaching to the northern shores of Pigeon Lake (south boundary) and six growing and active municipalities, including the City of Leduc, the Town of Beaumont, the Town of Calmar, the Town of Thorsby, and the Village of Warburg in the South sector of the County on Highway 39.

In addition to these communities, the region contains Northern Alberta's premier international airport the Edmonton International Airport (EIA) – one of the fastest growing cargo airports in Canada, the new Premium Outlet Collection Outlet Mall, and the Nisku and Leduc Industrial Parks which covers over 10,000 acres of developed and developable land. The region employees over 30,000 people and has a population of over 70,000. The County covers 2608 square kilometers.

A tourism economic impact study was undertaken in 2016 with the support of Alberta Culture and Tourism to understand the economic impact of tourism in the Leduc region. The study showed tourism expenditures in the Leduc Region at \$31M in 2011 and are expected to grow to \$70M by 2020. The study also showed that through sports tourism, the City of Leduc generated \$81.M in economic impact; this was only a fraction of the impact it could have through a leveraged regional approach.

The study confirmed that the Leduc Region does not have a regional tourism approach, like that which it has for economic development. Additionally, the region is not promoted through Edmonton Tourism.

The study identified some key opportunities where the region, municipalities, and industry could work together increase the impact of tourism on our regional economy.

- 1) The development of a regional destination management plan.
- 2) Develop a regional tourism website or portal to provide to all regional tourism initiatives and partners. The portal would include a listing of regional tourism assets and operators, provide event listings, maps and much more. It would also include an active SEO and marketing campaign.
- 3) Development of a regional marketing strategy.

The development of regional tourism website and marketing plan will enable the Leduc region to reach a greater market focused on visitors to the Leduc region through EIA, Sports Tourism, and other tourism properties so that they can extend their visit to other areas and properties throughout the region. It will be the central point for visitors to find out what there is to do in the region.

The marketing plan will target the following catchment area (approximate population 4.7M)

- Northern Alberta (Red Deer North)
- North and Central British Columbia
- North and Central Saskatchewan
- Manitoba

- Yukon and Northwest Territories

All visitors to sports tourism destinations in the City of Leduc (projected to be 38,000 over 99 days of events in 2018).

A total pooled effort of industry, municipal and event partners will lead to a greater and more focused approach, providing enhanced opportunities to capture potential visitors to the region.

Additional highlights from the 2016 report include:

- Tourism expenditures in 2011 neared \$31 million and expected to reach \$70 million by 2020;
- The GDP impacts in 2011 in the region were \$30 million, in 2014 they were \$58.4 million and is expected to rise to \$62.7 million by 2020;
- The total regional employment impacts were 367 FTEs in 2011, 725 FTEs in 2014 and could generate 627 FTEs in 2020;
- Total taxes collected by local governments on the local impacts were \$1.7 million in 2011, \$3.6 million in 2014, and could exceed \$3.6 million in 2020;
- The region's tourism activities are 'siloed' leading to a fragmented tourism sector that has limited engagement and direction and lacks a collective voice.

Building off the Phase 1 Tourism Economic Impact Study, the Leduc region wants to leverage the existing assets to create a destination management plan to further drive support, growth and collaboration on tourism within the region. Phase 2 is the development of a Destination Management Plan, driven by supporting tourism operators, growing tourism expenditures, and creating collaboration within the region between tourism businesses and governments. Details of the goals and outcomes of Phase 2: Destination Management Plan are discussed below.

Project Goals:

- Provide the tourism cluster and tourism operators in the region the same supports as other regional business sectors
- Find ways to leverage and grow the economic impact of the tourism industry through a consolidated and collaborative approach building off the 2016 Economic Impact Assessment Report found in Appendix A
- To incorporate an approach that addresses the Region as a regional tourism destination.
- To develop a final report that compiles all information and work gathered from the Project.

Outcomes:

- Increase the regional economic impact of tourism by 15% by 2020.
- Create support for existing and new tourism initiatives that will attract visitors to the region.

- Development of a regional tourism alliance with a coordinated staffing approach for long-term implementation of the destination marketing plan.

Project Deliverables:

- A 3-year implementation strategy to support the development of the regional tourism industry through the contemporary lens of coordinate destination management planning. This should also include funding strategies for a consolidated, regional approach to tourism in the Leduc region.
- A clear picture of what will be required to support economic development of the regional tourism industry products including:
 - Attractions, activities and experiences
 - Festival and events
 - Accommodation
 - Access and infrastructure
 - Visitor amenities and services
 - Key tourism resources and features
- A practical assessment of the Region as a regional tourism destination that present gaps, opportunities and practical actions for collaboration amongst the Municipalities that will lead to tangible improvements in the visitor friendliness of the Region.
- A comprehensive plan to provide existing tourism operators in the region an understanding of the current mix of tourism offerings, potential opportunities, and access to a network of government and businesses to engage in cluster development.
- A well written, professional final report approved by the Project steering committee and presented to each Council of the Municipalities.

Vendor Experience, Knowledge and Skills:

The Association is interested in contractors with the following experience, knowledge and skills:

- Community development and /or planning
- Tourism product development and /or planning
- Economic Impact Studies
- Knowledge of tourism in Alberta, including rural tourism

It is expected that experience, knowledge and skills can be demonstrated with past projects similar to the nature and scope of this Project (e.g. minimum of three projects within the last five years).

Scope of Work:

The contractor will perform the following services and tasks:

3 Year Implementation Strategy

Prepare a 3-year implementation strategy, complete with a funding strategy to support the development of the regional tourism body through the contemporary lens of coordinated destination management planning. The plan should also address gaps in support, and a system to provide supports to existing and new tourism operators in the region.

Other key information outputs to be included in the plan will be:

- Destination development cycle for the destination and sub-regions within the destination;
- Organizations involved in the delivery, management, and marketing of tourism in the destination and sub-regions;
- Current tourism plans or plans impacting tourism in the destination and sub-regions within the destination;
- Current tourism brands, positioning statements, and regional themes;
- Current tourism marketing, promotion, and visitor information services;
- Secondary assets and experiences that extend stays in the destination;
- Transportation access to and within the destination including road, air, rail transportation
- Infrastructure and highway signage including access to mobile broadband;
- Tourism hospitality workforce needs;
- Current visitation and visitor expectations, trends and characteristics;
- Current visitor spending;
- Current priority markets including Explorer Quotient, demographics and geographies;
- Primary and secondary markets for the destination and within the sub-regions;
- Tourism communication channels
- Opportunities and gaps in regional tourism products

Tourism Strategy Recommendations

Utilizing all components, the consultant will provide strategic recommendations for the region and for each community on how to catalyze tourism investment in the region as an economic driver.

Adjustments will be incorporated to the general framework /process /tools to meet the Project objectives, final project deliverables, and tasks identified in the Scope of Work.

The submission should outline how the contractor will approach the following processes and tasks. Contractors proposing alternatives to the following key tasks should clearly substantiate the merit of each alternative. Proposed alternatives should meet the fundamental intent of the Project objectives, final project deliverables, and scope of work.

Steering Committee Meetings. Undertake the assessment and work with the steering committee. A minimum of two in-person meetings with the steering committee in the Region should be held. The steering committee’s purpose is to provide support and guidance to the contractor and the Project and, as needed, will involve other key stakeholders in the review of draft materials to obtain additional input into the Project.

Focus Groups and Interviews: The recommendations should be developed from a series of information and data gathering exercises including interviews and focus groups with regional tourism operators such as hotels, restaurants, independent operators, retailers, industry associations, downtown business associations, chambers of commerce and others to understand the challenges and needs of the industry that will support of the development of a tourism industry in the region.

Final Report. A draft final report will be written that compiles information from the Project. The contractor will determine with the steering committee how information should be organized so it meets the needs of the Region. The final report should include, but not be limited to the following: executive summary, introduction, purpose of engagement, project objectives, assessment /methodology, situational and market analysis, community /regional assessment findings, action plans, conclusion and appendices (e.g. photographs, detailed assessments, etc.).

Project Timelines:

| | |
|---------------------|-------------------------------------|
| September 11, 2018 | RFP Released |
| October 1, 2018 | RFP Closes |
| October 5, 2018 | Short List Candidates Announced |
| October 10-12, 2018 | Consultant Interviews |
| October 15, 2018 | Project Awarded & Project Begins |
| December 1, 2018 | Interim Consultants Report Provided |
| February 22, 2019 | Draft Final Consultants Report Due |
| March 4-8. 2019 | Presentations to Steering Committee |
| March 18. 2019 | Final Consultants Report Due |
| March 25 - 29, 2019 | Presentations to Municipal Councils |
| March 30, 2019 | Project Closes |
| April 30, 2019 | End of the TGIF Term of Agreements |

Project Budget:

The submission's total fixed price must not exceed \$75,000 (Canadian). The submitted price must be inclusive of all applicable taxes and expenses.

Required Content for Proposal:

Questions must be submitted in writing to smcintosh@leducniskueda.com by 4:00 PM, September 17, 2018. All questions will be amalgamated and a response to all questions will be issued by the Leduc-Nisku EDA to all submitters by 4:00 PM, September 19, 2018.

Phone calls will not be accepted prior to this, however following the posting of the question responses discussion and follow-up via phone conversation may take place.

Each proposal must comply with the following criteria. Proposal not meeting all criteria will be considered non-responsive and will be eliminated from the selection.

Section One: Proposal Requirements

1. Format and Page Length Limitations
 - a. The response to this RFP must be organized in accordance with the core criteria listed in this section. The response must not exceed 10 pages, including the coversheet, fee schedule and pricing information (resumes are excluded). Proposal should be two-sided 8.5 x 11 pages with minimum 11-point font size.
2. Date of Proposal Submissions
 - a. The response to this RFP must be received to the individual and email address identified on the cover page no later than 4:00 pm MST, October 1, 2018.
3. Original Signature
 - a. The RFP must be signed by an authorized representative of the proposer.
4. Cover Sheet
 - a. The proposal must include a cover sheet with the following information:
 - b. Proposers Name
 - c. Address
 - d. Telephone Number
 - e. Name and phone number of contact person
 - f. Email address

5. Corporate Background
 - a. Brief corporate background, overview of three projects, preferably of a similar nature, undertaken within the last five years, year(s) conducted, role in each project and if subcontracting resources were used;
6. Resources
 - a. identify the resources (people) on the project team, their roles and responsibilities, and their demonstrated experience, qualifications and skills relevant to their roles and responsibilities within this Project;
7. An indication why the contractor considers itself, its submission and its resources to be the “right” ones, what key strengths it will bring to the project, and the ability to deliver a quality product;
8. References for the projects identified in point 2 above. Include references for at least two projects undertaken by any consortium members not involved in the contractor references;

Section Two: Project Methodology

1. The proposed approach /methodology, reflecting an understanding of the Project objectives, scope, requirements and deliverables, including how a regional perspective can be efficiently and effectively incorporated;
2. The proposed communication strategy with the Association, the project team and key stakeholders.
3. Detailed work back schedule within the specified start and end dates, including major tasks, resource allocations (people), meetings, milestones, status reports and deliverables;
4. An accurate, thorough proposed budget, with a breakdown of budget per task, resource(s) assigned to each task with the hourly rate of each resource and expenses;
5. Outline of the proposed payment schedule;
6. Strategies that will be applied to manage performance, quality assurance and timelines during the project;
7. Any assumptions as to the scope or nature of the work, which has been made in completing the submission, or any other significant factors upon which changes in resource effort may result;
8. An identification of risks applicable to the Project, and proposed strategies to mitigate such

risks;

9. What is seen as the critical success factors for the Project; and

10. A description of any 'value added' benefits that would be brought to the Project.

Evaluation:

Section One: Proposal Requirements

| Requirements | Description | Total Points Possible |
|------------------------------------|--|-----------------------|
| Format and Page Length Limitations | The response to this RFP must be organized in accordance with the core criteria listed in this section. The response must not exceed 10 pages, including the coversheet, fee schedule and pricing information (resumes are excluded). Proposal should be two-sided 8.5 x 11 pages with minimum 11-point font size. | 5 |
| Date of Proposal Submissions | The response to this RFP must be received to the individual and email address identified on the cover page no later than 4:00 pm MST, September 17, 2018. | 5 |
| Original Signature | The RFP must be signed by an authorized representative of the proposer. | 5 |
| Cover Sheet | The proposal must include a cover sheet with the following information: Proposers Legal Name Address Telephone Number Name and phone number of contact person Email address | 5 |
| Corporate Background | Brief corporate background, overview of three projects, preferably of a similar nature, undertaken within the last five years, year(s) conducted, role in each project and if subcontracting resources were used. | 5 |
| Resources | Identify the resources (people) on the project team, their roles and responsibilities, and their demonstrated experience, qualifications and skills relevant to their roles and responsibilities within this Project. | 5 |
| Fit | An indication why the contractor considers itself, its submission and its resources to be the "right" ones, what key strengths it will bring to the project, and the ability to deliver a quality product. | 5 |
| References | References for the projects identified in point 2 above. Include references for at least two projects undertaken by any consortium members not involved in the contractor references. | 5 |

| | | |
|--------------|--|----|
| Total Points | | 40 |
|--------------|--|----|

Section Two: Project Methodology

| Requirements | Description | Total Points Possible |
|--------------------------|--|-----------------------|
| Methodology | The proposed approach /methodology, reflecting an understanding of the Project objectives, scope, requirements and deliverables, including how a regional perspective can be efficiently and effectively incorporated. | 20 |
| Communication | The proposed communication strategy with the Association, the project team and key stakeholders. | 10 |
| Schedule | Detailed work back schedule within the specified start and end dates, including major tasks, resource allocations (people), meetings, milestones, status reports and deliverables. | 5 |
| Budget | An accurate, thorough proposed budget, with a breakdown of budget per task, resource(s) assigned to each task with the hourly rate of each resource and expenses. | 5 |
| Payment | Outline of the proposed payment schedule. | 5 |
| Project Management | Strategies that will be applied to manage performance, quality assurance and timelines during the project. | 10 |
| Assumptions | Any assumptions as to the scope or nature of the work, which has been made in completing the submission, or any other significant factors upon which changes in resource effort may result. | 5 |
| Risk | An identification of risks applicable to the Project, and proposed strategies to mitigate such risks. | 5 |
| Critical Success Factors | Critical success factors for the project. | 5 |
| Value-added | A description of any 'value added' benefits that would be brought to the Project. | 5 |
| Total Points | | 75 |

Total Possible Points: 115

IMPORTANT ADDITIONAL INFORMATION:

The project must be completed by March 30, 2019 as it will inform the 2019 - 2020 Leduc-Nisku Economic Development Association business plan and 2019 - 2020 budget. The maximum budget for the contract is \$75,000 and is supported by a grant from Alberta Culture and Tourism (AC&T).

OMISSIONS AND DISCREPANCIES

Should the Proponents be in doubt as to the meaning or interpretation of anything in the Proposal Documents, find any discrepancies or omissions for the Proposal Documents; the Proponent should immediately contact the Issuing Officer in writing.

The Proponent shall be solely responsible for any errors, omissions, discrepancies or misunderstandings resulting from the Proponent's failure to examine thoroughly the Proposal Documents and from the Proponent's failure to enquire further with the Leduc-Nisku Economic Development Association.

The Proponent shall not claim any time after the submission of a Proposal or, the subsequent execution of a contract, that there was any misunderstanding with respect to anything contained in the Proposal Documents.

INTERPRETATION

No oral interpretation of any the Proposal Documents by anyone, whether or not employed by the Leduc-Nisku Economic Development Association, shall be effective to alter or modify any of the provisions in the Proposal Documents.

Every request for interpretation of the meaning of the requirements of the Proposal Documents shall be made in writing to the Issuing Office.

NO ASSIGNMENT OR SUBCONTRACTING

The RFP or any subsequent contract which may be entered into between the Leduc-Nisku Economic Development Association and a Proponent may not be assigned or sub-contracted in whole or in part by the Proponent without the prior written permission of the Leduc-Nisku Economic Development Association.

Leduc-Nisku Economic Development Association reserves the right to accept or reject any and all proposals, and to waive irregularities and informalities at its discretion. The Leduc-Nisku Economic Development Association reserves the right to accept a proposal other than the lowest proposal without stating reasons. By submitting its proposal, the Bidder waives any right to contest, in any proceedings or action, the right of the Leduc-Nisku Economic Development Association to accept or reject any proposal without stating reasons. By submitting its proposal, the Bidder waives any right to contest, in any proceedings or action, the right of the Leduc-Nisku Economic Development Association to accept or reject any proposal in its sole and unfettered discretion.

Supporting Documents

Appendix 1 – Phase 1 – Regional Tourism Economic Impact Final Report:

<https://docs.zoho.com/file/9pm9j2f85f12af9b6424bad9bb62e402d9b2f>

Appendix 2 – Phase 1 – Regional Tourism Asset Inventory List:

<https://www.leduregion.com/wp-content/uploads/2018/09/Tourism-Asset-Inventory.xlsx>