



## Request for Proposals

— For —

## Research and Business Opportunity Study

### Phase 1

#### **Release Date**

August 31, 2023

#### **Submission Deadline**

September 22, 2023, 4:00 pm YST

# INTRODUCTION

**Project:** Research and Business Opportunities for the Tourism Association Partnership (TAP) a Not-For-Profit Group of Tourism Associations

## 1. Purpose:

The purpose of this project is to gain insights and recommendations for the sustainable growth of our member associations and address the challenges related to staff accommodation for Yukon's tourism industry.

The TAP is seeking a qualified and experienced consultant to conduct research, analyze case studies, identify business opportunities in the tourism and not for profit sector and study the staff accommodation shortage within the industry. The consultant will also develop strategies for a comprehensive business plan.

The study should review the current conditions for commercially viable mixed-use space in Whitehorse, Yukon, facilitate discussions among the Tourism Association Partnership, stakeholders, and the developer community, and deliver a plan with options that will result in the desired vision and goals outlined above.

The assets to be considered in this study could include market-rate housing, experiential learning space, office, retail, entertainment, staff accommodations and any combination there of. WTAY will also look to the consultant to provide expert advice about other uses that may be significant opportunities for revenue generation or achievement of strategic objectives.

It is important to focus on creating revenues that create strong not for profits that deliver relevant, valuable programming and contributions to our members and larger community.

## 2. Background:

The Tourism Association Partners (TAP) have a desire to be self-sustaining. This desire led to a broad project vision for the TAP network – to explore a viable business model that may allow the TAP to develop, design and construct a fully functional Tourism House. The idea is that Tourism House would be built using an aggregate approach – with one urgent priority being to provide staff housing for Yukon's tourism industry businesses.

Eventually, Tourism House could also become home to Yukon's TAP with aggregate business ideas including, but not limited to providing an incubator space with a tourism industry focus, offering an information, and booking service for tourism businesses and rental units for retail, food, and cultural outlets. The desire is that Tourism House would ultimately be owned and operated by Yukon's TAP – **increasing the industry's resiliency and decreasing reliance on public funding for operational expenses.**

The broad project includes a practical housing study being managed and executed by WTAY and an initial Phase 1 of research, opportunity identification and business plans. A second phase is expected to be released in spring of 2024 and would include comprehensive and detailed design and investment option development based on Phase 1 outcomes.

WTAY has been chosen as the project lead on behalf of the TAP.

## About TAP

The Tourism Association Partnership (TAP) is made up of seven organizations with a focus and engagement in the tourism sector in the Yukon. They include the Wilderness Tourism Association of Yukon (WTAY), Tourism Industry Association of Yukon (TIAY), Yukon First Nations Culture and Tourism Association (YFNCTA), Yukon Convention Bureau (YCB), Yukon Outfitters Association (YOA), Yukon Historical & Museums Association (YHMA) and Klondike Visitors association (KVA).

### **About WTAY**

The Wilderness Tourism Association of the Yukon is a not-for-profit, member-based association of over 65 companies that provide wilderness tourism services in the Yukon. It is operated by a volunteer Board of Directors and a paid Executive Director. Staffing levels fluctuate based on programming and funding. WTAY represents the general interests of the wilderness tourism industry in the Yukon and provides its members with information, industry news, and training, while representing its constituents on such subjects as environmental issues, funding, and government initiatives that could affect the industry.

### **3. About this RFP**

This request for proposal consists of the following sections:

1. Terms and Conditions
2. Scope of Work
3. Submission Requirements
4. Evaluation Methodology

Please read this document in its entirety and respond to all requirements.

### **Intention to Submit Proposal**

To ensure you are apprised of any supplementary information that may be provided, including responses to questions about this RFP, please confirm your intention to submit a proposal no later than Sept 8, 2023, via email to:

Dee Enright  
Project Manager- Tourism House  
The Wilderness Tourism Association of the Yukon  
pm@wtay.com

### **Questions About This RFP**

To preserve the integrity of the procurement process, no telephone inquiries, verbal questions, or meetings will be entertained.

Written questions may be submitted via email only by the specified deadline for submission of questions (see **Timeline**, below).

Answers to questions received by the stated deadline will be published (without attribution) in a consolidated response that will be made available to all proponents.

**Timeline:**

The table below illustrates the critical path and key dates for the project.

**Note: the deadline for proposal submission is: 4:00 pm Yukon Time, Friday, September 22, 2023**

<b>Milestones and Dates (* = not later than target date)</b>	
RFP released	August 31, 2023
Deadline for submission of questions and inform intent to participate	September 8, 2023
Responses to questions published by WTAY	September 14, 2023
<b>Proposal submission deadline *</b>	<b>September 22, 2023</b>
Consultant Selection and Notification	October 4, 2023
Project Kick off Meeting (week of) *	October 16, 2023
Research and Analysis Phase	October 23, to December 8, 2023
Research Report and Opportunity and Ideas Summary Submission *	December 15, 2023,
Business Plan Development Phase	January 15 to March 1, 2024
Final Business Plan Submission *	March 11, 2024

Please note that the timeline is subject to adjustment based on the consultant's availability and project requirements.

**4. Terms and Conditions**

**4.1 General Terms and Conditions**

WTAY reserves the right, at its sole option, and for its convenience, to accept and/or reject any proposal, in whole or in part, for any or no reason. By making this request for proposals (RFP) WTAY does not imply or give any assurance whatsoever that any proposal will be accepted. No contractual or other legal obligations arise on the part of WTAY to any proponent of this RFP until a final, written agreement, if any, is subsequently entered with a proponent.

WTAY may or may not award the business that is the subject of this RFP to any proponent or proponents at WTAY's sole discretion. WTAY reserves the right to negotiate with proponents, seek clarification from proponents regarding their proposal responses and invite modifications to the proposal responses submitted.

WTAY retains the right to withdraw or modify this RFP at any time without notice and without obligation to proponents. WTAY may waive compliance with the requirements of this RFP and consider a proposal response that does not meet all the requirements of this RFP.

Your proposal is submitted at your own risk. If, prior to the deadline for submission of proposals you fail to notify WTAY of an error and your proposal is selected, you shall not be entitled to any compensation or time due to the error or its later correction.

No part of this RFP will become part of any final agreement between WTAY and the successful proponent unless specifically incorporated into a final, written agreement. Any or all contents of your proposal may become part of the final agreement.

Your proposal shall constitute a binding offer capable of acceptance in whole or in part by WTAY, and if selected will remain valid until a final agreement is negotiated and executed.

WTAY shall not be in any way responsible for or liable for any costs associated with your proposal and you shall not make a claim to WTAY for any such cost or expenses. By submitting a proposal response, you agree to waive any right to claim damages against WTAY for any reason, cause, or thing arising out of the RFP process.

If you are selected you may be required to provide satisfactory proof of maintenance of relevant insurance coverage (including commercial, professional, general liability and automobile insurance).

#### **4.2 Potential for Conflicts of Interest**

WTAY reserves the right to disqualify from further consideration proposals that in WTAY's opinion demonstrate a conflict of interest.

A conflict of interest includes any circumstances where any person or personnel involved in your proposal who has the capacity to influence WTAY's decisions, has commitments, relationships or financial interests that could, or could be seen to, interfere with WTAY's objective, unbiased and impartial judgment relating to the evaluation of this RFP.

You must declare all conflicts of interest or any situation that may be reasonably perceived as a conflict of interest that exists now or may exist in the future. Failure to comply with this requirement will render your proposal non-compliant and will cause the proposal to be rejected.

Any contract awarded as a result of this RFP will be non-exclusive. WTAY may, at its sole discretion, purchase the same or similar services from other sources during the term of the contract.

#### **4.3 Termination**

In the event that the successful proponent, in the opinion of WTAY, fails to satisfactorily perform the services in accordance with the terms and conditions of the contract including the instructions to proponents, terms of reference and any other documented terms and conditions, WTAY reserves the right to terminate services without showing cause upon giving at least 10 days written notice.

#### **4.4 Terms of Payment**

Payment will be made in response to invoices in accordance with the final executed contract, provided the invoices are based on work/deliverables described in the scope of the project and are consistent with the timetable of each negotiated deliverable, are completed to WTAY's satisfaction, and provided there exists no defaults of obligations.

#### **4.5 Subcontracting and Assignments**

It is understood and agreed that the successful proponent will be an independent contractor. Any proposed subcontracting agreements must be approved by WTAY and will not release you from any obligation with respect to the performance of your obligations.

#### **4.6 Errors and omissions**

WTAY, its employees, Directors and Officers, agents, and consultants shall not be held liable for any errors or omissions in any part of this RFP. While considerable effort has been made to ensure an accurate representation in this RFP, the information contained in the RFP is supplied solely as a guideline for proponents. The information is not guaranteed or warranted to be accurate, nor is it necessarily comprehensive or exhaustive. Nothing in the RFP is intended to relieve proponents from forming their own opinions and conclusions with respect to the matters addressed in the RFP.

#### **4.7 Indemnification**

The successful proponent shall indemnify and hold harmless WTAY, its employees, Directors, and Officers, agents, and consultants from and against all actions, claims, demands, losses, costs, damages, suits, or proceedings whatsoever which may be brought against or made against all losses, liabilities, judgments, claims, suits, demands, or expenses which may sustain, suffer or be put to resulting from or arising, out of the successful proponent's failure to exercise reasonable care, skill, or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the successful proponent, its agents, officials and employees.

#### **4.8 Confidentiality**

The successful proponent shall not at any time before, during or after completion of any contract entered with WTAY, divulge any confidential information communicated to, acquired by you, or disclosed by WTAY.

#### **4.9 Acceptance of terms**

By submitting a proposal, you represent you have read, completely understand, and accept all terms and conditions of the RFP in full.

### **5. Scope of Work**

The primary **objectives** of this project are as follows:

#### **a. Research and Analysis:**

- Conduct in-depth research on tourism and related industry associations, including current trends, challenges, and opportunities.
- Analyze case studies of successful tourism associations and similar organizations to the TAP to identify best practices and innovative approaches.
- Evaluate the existing staff accommodation shortage within the TAP sectors, understanding its impact on employee recruitment and retention.

#### **b. Identify Business Opportunities:**

- Identify potential business opportunities for the TAP, considering emerging trends, market demands, and untapped niches.
- Assess the feasibility and potential risks of the identified opportunities.
- Provide recommendations on business diversification, partnerships, and collaborations to enhance revenue generation and sustainability.

c. Develop Business Plan Strategies:

- Based on the research and identified opportunities, develop strategies and action plans for a comprehensive business plan.
- Outline implementation steps, including timelines, resource requirements, and key performance indicators (KPIs).
- Suggest marketing and promotional strategies to enhance brand visibility and attract stakeholders.

The selected consultant will be responsible for the following **tasks**:

a. Research and Analysis:

- Conduct interviews with representatives from each TAP, review relevant industry reports, publications, and data sources to gain a comprehensive understanding of the tourism industry and its challenges.
- Analyze case studies of successful tourism associations, not-for-profit organizations, and similar industries.
- Evaluate the current staff accommodation shortage within the tourism industry, considering geographical locations, market segments, and workforce dynamics.

b. Business Opportunity Identification:

- Conduct market research and identify potential business opportunities for the TAP.
- Assess the market potential, financial viability, and sustainability of each identified opportunity.
- Present the findings and recommendations to the TAP, including a detailed summary of opportunities and ideas.

c. Business Plan Development:

- Based on the research and identified opportunities, develop a comprehensive business plan for the not-for-profit group.
- Outline strategies, implementation steps, and timelines for each opportunity.  
Provide recommendations on resource allocation, marketing, and stakeholder engagement.

The consultant is expected to **deliver** the following:

a. Research Report:

- A detailed research report summarizing the findings from the industry analysis, case studies, and staff accommodation shortage evaluation.
- Analysis of potential business opportunities for the not-for-profit group of tourism associations.

b. Opportunities and Ideas Summary:

- A comprehensive summary of identified business opportunities, including descriptions, market potential, and feasibility assessments.
- Recommendations on diversification, partnerships, and collaborations.

c. Business Plan Strategies:

- A detailed business plan outlining strategy, action plans, timelines, and resource requirements.
- Recommendations on marketing and promotional strategies to enhance brand visibility and stakeholder engagement.

## **6. Submission Requirements:**

### **6.1 Proposal guidelines**

Your proposal must:

1. Be received by the specified submission deadline.
2. Be submitted electronically via e-mail (only) as a PDF file (including any attachments).
3. Not exceed 25 pages in length, excluding work samples.
4. Be accompanied by a cover letter certifying the accuracy of all information contained in your submission and acknowledging your offer of services according to: The **Terms and Conditions** set out in Section 1.
5. Include responses to all questions in Section 3.4.

### **6.2 Submission**

It is your responsibility to seek clarification of any matter that you consider unclear before submitting your proposal by the deadline specified herein for submission of written questions. WTAY is not responsible for any misunderstanding or misinterpretation of this RFP document or requirements.

**Proposals must be submitted via e-mail only to:**

Dee Enright  
Project Manager  
Wilderness Tourism Association of the Yukon  
dee@wtay.com

### **6.3 Proposal Submission Deadline**

The deadline for proposal submission is: **4:00 pm Yukon Time, Friday, Sept 22, 2023.**

### **6.4 Proposal Outline**

The Proposal should include the following:

- a. Consultant Profile:
  - Company/Consultant background and experience in conducting similar research projects.
  - Description of the consultant's expertise in the tourism industry, not for profit and association sector and staff accommodation analysis.
- b. Methodology:
  - Proposed approach and methodology for conducting the research and analysis.
  - Outline of how the consultant plans to identify business opportunities and develop the business plan.
- c. Timeline and Budget:
  - Proposed timeline, including key milestones and deliverable submission dates.
  - Detailed budget breakdown, including all costs associated with the project.
- d. References:
  - Contact details of at least three references for similar projects conducted by the consultant.

### **6.5 Evaluation Criteria:**

The proposals will be evaluated based on the following criteria:

- a) Consultant's experience and expertise in conducting research and analysis in the tourism industry and not for profit and association sector.



- b) Methodology and approach proposed for identifying business opportunities and developing the business plan.
- c) Proposed timeline and budget.
- d) Demonstrated understanding of the staff accommodation shortage and its relevance to the project.
- e) Previous client references and feedback.

**6.6 Price**

Please propose your total fees for each of the following deliverables listed as well as any other costs or charges (e.g., Travel, printing, admin). Only those listed in this proposal will be considered throughout the contract.

For Hourly Rates please provide rate, and estimated time for the task, for fixed rate costs please provide estimated costs and any mark-up or admin fees.

<b>Service</b>	<b>Rate/hr.</b>	<b>Total Cost</b>
A. Research Report		
B. Opportunities and Ideas Summary		
C. Final Business Plan		
Other:		
Total Project Cost plus GST		

**Total \$ \_\_\_\_\_ your price bid plus GST**