



LABRADOR NORTH CHAMBER OF COMMERCE

Explore the Opportunity

Request for Proposals

Project Title: Organizational Growth Strategy

Issue Date: September 16, 2022

Deadline: January 11, 2022

SUMMARY OF KEY INFORMATION

RFP Reference	RFP No. 2023-OGS
Overview of Opportunity	The LNCC requests Proposals from experienced qualified firms to provide an Organizational Growth Strategy
Closing Date and Time	4:00pm AST Wednesday, January 11, 2023
Instructions for Proposal Submissions	Proposals are to be consolidated into one PDF file and emailed to ceo@chamberlabrador.com . Phone (709) 896-8787 should assistance be required. No proposal shall be accepted after deadline.
Instructions to Proponents	The guidelines for participation that will apply to this RFP are posted on the LNCC's website: LNCC News
Questions	Questions are to be submitted in writing quoting the RFP number by December 23, 2022.
Addenda	Proponents are required to check the LNCC website for any updated information and addenda issued, before the Closing Date and Time, at the following website: LNCC News
Withdrawal of Submission	Proposals may be withdrawn by written notice only, made by an authorized representative of the Proponent sent to email ceo@chamberlabrador.com prior to the Closing Date and Time.

1.0 LABRADOR NORTH CHAMBER OF COMMERCE

1.1 HISTORY AND BACKGROUND

The Labrador North Chamber of Commerce (LNCC) is a not-for-profit membership-based organization made up of businesses, professionals, relevant government organizations and community groups. The Chamber acts as a unified voice for business, enabling its membership to accomplish collectively what one person cannot do easily. The LNCC partners with community stakeholders in determining strategic development opportunities and action plans that aid in diversifying the local economy.

The LNCC has been a strong community force in Labrador for many years. First incorporated in 1986, but functioning since 1962, the LNCC now has nearly 200 members and is governed by an eight-member volunteer Board of Directors. The LNCC strives to support its members and business community across Labrador and abroad with relevant, timely and innovative strategies and activities. Our Chamber is extremely active, with activities including monthly meetings and information sessions, trade shows and conferences, research studies, economic development initiatives, tourism activities, public relations and marketing on behalf of the region and province. Please visit www.chamberlabrador.com for more information.

The LNCC has also been active in promoting and supporting business and trade development within Labrador, Northern Canada, and abroad. The Chamber has long been involved in showcasing Labrador's many strengths through promotion, lobbying, and participation in trade shows and international conferences.

Since 2019, the LNCC has transformed its mission to significantly strengthen business development supports and advocacy efforts for its members. This was made evident by the launch of a new website in November 2020 and the leadership role is assumed during COVID-19. Identifying this shift to ensure our mandate was matching outreach activities, the LNCC increased its membership by 40% in two years.

The LNCC operates its own building with various tenants and boardroom rental space available including a beautiful backyard. It also operates the regional Visitor Information Centre (VIC), one of the only VICs in Labrador which is open year-round.

It is critical the LNCC continues to consult with members and regional stakeholders to ensure activities are specific to its mandate, but also relevant and supportive to its members to grow the regional economy.

2.0 LNCC GROWTH STRATEGY

2.1 PROJECT OVERVIEW + PURPOSE

With the shift in priorities and focus for the LNCC, the organization is now in need of a targeted Growth Strategy to overcome current challenges and realize its goals for expansion. The LNCC is seeking to diversify its services to its members and the business community while remaining relevant and supportive of business development.

The Growth Strategy will include stakeholder engagement from residents, members, the business community, and partners throughout Labrador including representatives from the North Coast, Labrador West, the Straits, as well as the South Coast. Pan-Labrador partnerships have been invaluable to the LNCC, and we look forward to building on the strength of those relationships to ensure our Strategy effectively represents interests of those in the region.

2.2 CONTEXT

The LNCC is seeking proposals for a qualified firm to develop a comprehensive three-year Business Growth Strategy. The Growth Strategy should include a thorough review and analysis of current LNCC activities including, but not limited to, membership fees and benefits, Visitor Information Centre & Craft Shop, the *Venture North* events management brand, and building operations (spaces, tenants). The proponent will identify efficiencies within these activities and provide recommendations for growing the LNCC's membership base and new revenue-generating activities. A detailed workplan including tasks and timelines should also be included.

3.0 REQUIREMENTS

3.1 GENERAL REQUIREMENTS

All Proposals shall be prepared by and submitted at the expense of the proponent. Except as expressly and specifically permitted in this RFP, no proponent shall have any claim for any compensation of any kind relating to this RFP. No contractual or other legal obligations are created or imposed on the Labrador North Chamber of Commerce or any other individual, officer or employee of the Chamber by the RFP documentation or by submission or consideration of any proposal by the Chamber.

3.2 CONTACT

The sole point of contact for the purposes of this RFP is:

Julianne Griffin, CEO
(709) 896-8787 ext. 208
ceo@chamberlabrador.com

3.3 DEADLINE

Proponents shall review the RFP documents and shall promptly report and request clarification for any discrepancy, deficiency, ambiguity, error, inconsistency, or omission contained therein. Any such request must be submitted in writing, electronically or otherwise, no later than 4:00 p.m. AST, January 11, 2023.

4.0 SCOPE OF SERVICES

The successful Proponent will develop a three-year Organizational Growth Strategy. The services shall include, but will not be limited to:

- i. Community and stakeholder engagement;
- ii. Environmental scan;
- iii. Data collection and research;
- iv. Review of relevant historic studies and reports;
- v. Employment land and economy review;
- vi. Situational analysis;
- vii. Market analysis and trends;
- viii. SWOT analysis;
- ix. Strategic considerations and rationale review;
- x. Risk assessment;

- xi. Financial and cost benefit analysis;
- xii. Identification of the approach and strategic framework, and directions required to address the economic challenges and opportunities;
- xiii. Implementation planning;
- xiv. Design, data visualization, and information packaging (if relevant)

5.0 DELIVERABLES

In considering the information provided in this Request for Proposal and Scope of Services listed above, respondents shall complete the tasks and provide deliverables relating to identifying efficiencies and new revenue-generating activities as follows:

- i. Create a SWOT analysis including opportunities and challenges based on the environment that currently exists within Labrador and beyond. This is expected to include discussions with the Board of Directors, staff, member businesses and partners.
- ii. Review and analyze existing demographic and socio-economic data, labour force characteristics and other key economic data.
- iii. Preparation of market study of the Chamber's target sectors, as well as a regional profile.
- iv. Identify the region's assets and competitive advantages, with proposed activities and programs, to incorporate these into the overall Strategy.
- v. Review and analyze current membership fees, benefits, and offer opportunities to grow the LNCC's membership base.
- vi. Review of Visitor Information Centre activities including its craft shop and provide recommendations for growth surrounding tourism activities and the space itself.
- vii. Recommendations to grow the *Venture North* events management brand.
- viii. Review and analyze current building operations including current tenant space and identify opportunities for growth and/or expansion.
- ix. The Growth Strategy is to contain an action plan to implement objectives and goals set forth in the Strategy as well as performance measures with timelines to evaluate whether, and to what extent, plan goals and objectives have been or are being met.
- x. The Growth Strategy is to include strong community and stakeholder engagement.
- xi. The Proponent will submit an electronic PDF version of the proposal on or before 4:00pm AST on January 11, 2023.
- xii. The Proponent is required to present the overall strategy to the Board of Directors and staff, once the Strategy is in the final draft stage.

5.1 COMMUNITY + STAKEHOLDER ENGAGEMENT

The LNCC Growth Strategy will be largely guided by community values and stakeholder input. As such, the development of the Strategy will include a broad range of community-wide engagement facilitated by the Proponent, such as public open houses/ information sessions, surveys, online and traditional media outreach, workshops, focus groups, pop-up events, and engagement with Indigenous communities, as well as presentations to the LNCC Board of Directors, as well as business associations and community groups, if relevant. The LNCC is seeking a Proponent who can deliver innovative techniques and approaches in line with business standards and best practices that successfully achieve effective, respectful and inclusive engagement.

It is encouraged for the successful Proponent to attend the LNCC's upcoming [Northern Lights Business & Cultural Showcase](#) taking place from February 7-11, 2023 in Ottawa, ON. This expansion of stakeholder engagement will ensure this activity is better understood, would allow opportunity for examination, as well as larger engagement with a broader northern Canadian and international stakeholder group.

The Proponent is expected to provide details on their methodology and strategies to ensure successful engagement and input with the following:

- a) LNC Board of Directors
- b) LNCC Staff
- c) Stakeholder Interviews
- d) Member and Interviews
- e) Sector-Based Focus Group Discussions
- f) Regional Interviews (e.g. North coast, Central, Labrador West, South Coast, Straits)
- g) Youth Engagement

6.0 PROJECT SCHEDULE + TIMELINE

6.1 WORKPLAN

ACTIVITIES	TIMELINE
Request for Proposal (RFP) Published	September 15, 2022
Deadline for Questions from Vendors	December 23, 2022
Deadline for Proposal Submissions	August 26, 2022
Proposal Review	January 11, 2023
Tentative Date for Awarding Contract	January 16, 2023
Project Start Date	February 15, 2022
Progress Update I	March 1, 2023
Progress Update II	March 24, 2023
Presentation of Draft Strategy	April 28, 2023
Project Completion Date	May 5, 2023

6.2 DOCUMENTS

The Proponent will provide original documents and transfer final digital files to the LNCC. The format of the digital files will be compatible with Microsoft Word and Adobe.

7.0 SUBMISSION

All proponents are required to provide the following information (in order) with their submissions:

1. Cover Letter – signed by an officer of the company authorized to execute a contract with the LNCC
2. Qualifications – description of areas of expertise of current staff, indication of key personnel for the Strategy, and the scope of services that can be provided by the company
3. Subcontractors – identify any portion of this scope of work that will be subcontracted including qualifications and key personnel and contact information for all subcontractors
4. Work Plan – description of project understanding, detailed work approach and methodology
5. Project Schedule – proposed timeline for completion for the strategy including start date, milestones and target date of completion
6. Budget – provide a detailed fee proposal for the services identified in the deliverables of this proposal and professional fee schedule for the consultant or any subcontractors if applicable.
7. References – list of projects completed by the proposer under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects

undertaken within the last five (5) years and location of these projects. Include a brief description of services, dates the services were provided, and contact of references familiar with services provided.

Electronic proposals shall be submitted to the point of contact listed above, no later than 4:00pm AST on Wednesday, January 11, 2022. Submissions received after this time will be returned to the sender.

The LNCC receives the right to cancel this RFP for any reason without any liability to any proponent or to waive irregularities at their own discretion. Proposals must be withdrawn by written notice only provided such notice is received at the LNCC prior to the date/time set as the closing time for receiving proposals. All proposals will remain confidential.

8.0 PROJECT BUDGET

The project budget is \$25,000 (including HST). This budget must include all project expenses including any travel and all subcontracting fees (if applicable). The proponent's budget must include any payment installments if applicable including total fees due (including HST).

The price total will form the budget for the full scope of services, including all details and deliverables specified in this RFP. The price total includes business administration services, disbursements, costs, charges, expenses of any sort including HST for the Proponent to complete the Project to the LNCC's standards in accordance with the work schedule provided in this RFP.

9.0 REFERENCE MATERIALS

Proponents should identify any relevant documents or data that would contribute to achieving the objectives. If such data requires any original research, the Proponent should identify any costs as a separate item for consideration by the LNCC.

Information that will be made available to the Consultant includes, but is not limited to:

- Year-in-Review Reports
- Various Member/ Business Survey Data
- Visitor Information Centre Annual Statistics
- Strategic Priorities Report
- Tourism Strategy
- Overview of Current Projects

10.0 EVALUATION

10.1 EVALUATION CRITERIA

Proposals will be evaluated to determine the Proposal that is most advantageous to the LNCC, using the following criteria. This list is not intended to be exhaustive and is not ranked in order of preference or priority. Evaluation criteria of each Proposal will be determined in accordance with the following:

Proposal demonstrates a thorough understanding of the project and demonstrates knowledge and experience respecting rural economic development and organizational growth; quality of proposal (format, adherence to bid format requirements); reference follow-up	30 points
Project methodology, planning principles, approach, level of interaction, work plan, outcomes and vision	30 points

Adherence to total project price including proponent's pricing scheme (fee matrix, value-added benefits to LNCC)	40 points
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All proposals received by the deadline will be reviewed during the Proposal Review period by a Review Committee consisting of LNCC staff and members of the Board.