

**Request for Proposals**

**Sustainable Business Plan Development**

**Requested by:**

**New World Theatre Project Inc (Perchance Theatre at Cupids)**

**Issued: Tuesday, August 8, 2017**

**Deadline: Monday, August 28, 2017**

## 1. INTRODUCTION AND BACKGROUND

New World Theatre Project Inc. invites proposals from qualified consultants for the provision of a comprehensive sustainable business plan for New World Theatre Project Inc. The Organization intends to complete work in three major operational and program and activity areas, staggered over eleven months, integrated in a sustainable business plan which will guide the future of the New World Theatre Project in the Legendary Coast. **The Principal Consultant's work is to develop a sustainable business plan which integrates the marketing plan of Target Marketing and facility management plan of the engineering consultants.**

## 2. DEFINITIONS

**Agreement:** The contract resulting from this RFP process.

**Principal Consultant:** The successful Proponent with whom the New World Theatre Project Inc. may sign a contract.

**Project:** The creation of a Sustainable Business Plan for the New World Theatre Project Inc.

**Proponent:** Each company receiving this Request for Proposal.

**RFP or Request for Proposal:** This Request for Proposal including all attached and referenced documents and subsequent addenda.

**Service:** The provision of a Sustainable Business Plan, as described herein.

### **3. SCHEDULE**

The following represents a preliminary schedule, subject to change:

**Issuance of Request For Proposal: August 8, 2017**

**Return Receipt Confirmation by: August 28, 2017**

**Written Inquiries up to: August 21, 2017**

**Response to inquiries, notification of errors or omissions: August 14, 2017**

**Proposals due: August 28, 2017**

**Evaluation and clarification of Proposals; Proponents shortlisted:**

**Presentations by shortlisted Proponents, if required: September 1, 2017**

**Acceptance of successful Proposal (if any): September 1, 2017**

**Commencement date of Agreement: September 5, 2017**

**Anticipated project start date: September 5, 2017**

**Anticipated project end date March 5, 2018**

The New World Theatre Project Inc. will entertain discussions on changes to this schedule as part of this proposal process.

### **4. PROJECT DESCRIPTION**

The original New World Theatre Project (Perchance Theatre at Cupids) was built as a portable structure with limited life. This comprehensive sustainable plan will consider options for a permanent, more functional and accessible theatre facility. The project will also consider locations for optimal regional growth, and include a marketing plan (Target Marketing) and engineering analysis. The study draws on growing interest in both the New

World Theatre and its location in the historical and captivating Legendary Coasts.

This plan will clearly define sustainability options for the New World Theatre Project for proceeding with theatre development including recommendations for a permanent facility in a permanent location; advanced marketing needs analysis as well as a strategic long term options for financial sustainability as well as effective collaborations and partnerships with organizations, institutions and businesses locally, provincially, nationally and internationally to strengthen regional tourism.

The total budget for this study (not including the marketing or engineering plan) shall not exceed \$50 000.00.

To achieve this goal we have divided the research into three components: sustainability options, marketing plan (Target Marketing) and engineering analysis. All three components will be integrated into the sustainability plan by the principal consultant. To achieve this goal we have outlined the following research methodology, deliverables and timeline.

## **5. RESEARCH METHODOLOGY**

The research model employed by the principal consultant in this project is guided by community based participatory research processes to assist organizations, communities and institutions in evaluating and building frameworks as conceptual structures that they can use in economic planning and development. As such, it follows a malleable methodology which emerges from the participants, sensitive to local ways of knowing and respectful of local cultures. It does not impose approaches but listens to the data as it emerges and follows research methods

and tools developed with local participants while balancing ethical research practices. Methods may include listening circles, small group format, interviews with key informants identified by local people and community consultations with key organizations such as community and regional governments and institutions.

This project will create a Business Plan for the New World Theatre Project Inc. to clearly define the business operations for proceeding with sustainable programs and facilities on the Legendary Coasts. To achieve this goal, we seek a researcher specializing in the development of theatre production as an international tourism attraction, drawing on local cultural institutions and associated products and experiences.

Once awarded, the successful proponent would lead the New World Theatre Project Inc. through the following stages, in approximate order:

1. Initial collaborative planning to identify communities included in the study with New World Theatre Project Inc. board and Advisory Committee members;
2. Consultation sessions with community stakeholders and current and future programming and tourism partners;
3. Preparation of the sustainable business plan, including but not limited to:
  - A. New World Theatre Project Inc. as Regional Tourism Anchor Attraction in the context of Legendary Coast Tourism (Culture, History, Nature) Plan
    - a. Product and Experience Offerings in region

- b. Optimal location (community and site) of New World Theatre Project to best meet Visitor Objectives in region
  - c. Optimal location for the Economic Development of New World Theatre Project Inc. and for the strengthening of tourism for Legendary coast tourist development.
- B. Development of Five Year Business Plan (objectives, financials, timing, resources, delivery)
- a. Revenue and Fund Development Plans
    - i. Online Plan (Social media integration)
      - 1. Operational online System
      - 2. Sales and Marketing online
    - ii. Facility and Services Management Plan
      - 1. Facility Design and Accessibility
      - 2. Ancillary Services
      - 3. Operational Systems
        - a. Booking and box office
        - b. Food & Beverage access
        - c. Catering for actors and staff
        - d. Technical (i.e. sound and lighting)
      - 4. Sales and Marketing
    - iii. Fund Development & Charitable Donations Plan
      - 1. Corporate Sponsorships

2. Grants
3. Subsidies
4. New sources

b. Operational Plans

i. Human Resources Plan

1. Artists and production staff
2. Contractors/ Specialists

ii. Maintenance and Upkeep Plan of Physical Infrastructure

iii. Capital Improvements Plan

iv. Operational Systems Plan

1. Energy Efficiency
2. Accessibility
3. Accounting
4. Information Technology

## **7. SUBMISSION REQUIREMENTS**

### **7.1 Cover Letter**

A covering letter, dated and signed by an official authorized to negotiate and make commitments and provide any clarifications with respect to the proposal on behalf of the supplier. Please provide an indication of any deviations or exceptions to the terms and conditions outlined in this RFP document.

## **7.2 Company Profile**

A brief company profile indicating time in business, size of company, number of employees, and location of office(s). Short-listed proponents will be required to provide, upon request, three references, including contact name, email, web page, and telephone number.

## **7.3 Project Plan**

A proposed plan that clearly describes the methodology, schedule, and approach that will be used to meet the objectives outlined in the Scope of Work. Clearly indicate all steps to be taken from start of contract to completion of this project.

## **7.4 Proposed Personnel**

Indicate the number of resources and how they will be allocated. For each proposed resource, provide the following information:

- Name, location and role of firm and its resources.
- Indication of the knowledge, education, qualifications and/or skill sets the firm possesses to deliver the required services.
- Experience developing sustainable business plans, specifically for tourism attractions and non-profit institutions.

## **7.5 Portfolio**

Submit a portfolio of previous work including similar plans for tourism, non-profit institutions, museums or similar facilities, preferably including plans that have been implemented to create sustainable operating facilities.

Please also provide an example of a project that had significant difficulties and how they were resolved.

What work have you done that you are most proud of and why?

## **7.6 Further Required Information**

Include responses to the following questions:

- How do you provide flexibility for future programming in your planning process?
- What is your process for board and community engagement? What are some key questions you use during board and community engagement? What is your facilitation training and experience, including work with diverse cultural and special interest groups?
- What experience do you have in theatre, cultural, tourism anchor attractions, and performance spaces?
- What experience do you have in theatre planning and development, fund development, revenue development, and theatre operation?
- What are your expectations of the New World Theatre Project Inc. volunteers and staff?

## **7.7 Sub-contracting**

If a sub-contractor is proposed for any portion of this project, please provide a supplier profile for each sub-contractor, outlining the nature of their proposed involvement and the nature of your relationship with them.

To validate the experience of the sub-contractor, short-listed suppliers will be required to provide, upon request, three references including contact name and telephone number.

## **7.8 Fees, Costs and Charges**

Please provide a quote for the full scope of the Service including all fees, costs, expenses, travel, out of pocket project costs and taxes. Please also provide hourly rates for all proposed personnel

## **8. INQUIRIES**

All questions regarding this project should be directed to:  
[info@perchancetheatre.com](mailto:info@perchancetheatre.com) attn: Michelle O'Connell as per the schedule for submissions.

## **8. SITE VISIT**

Proponents who wish to view the existing facility may do so by contacting [info@perchancetheatre.com](mailto:info@perchancetheatre.com) attn: Michelle O'Connell.

## **9. SUBMISSION PROCEDURES**

Please acknowledge receipt of this RFP by e-mailing [info@perchancetheatre.com](mailto:info@perchancetheatre.com) attn: Michelle O'Connell.

The Proposal, signed and dated by the Proponent's authorized representative, must be received by the New World Theatre Project Inc. in a PDF or printed version in a sealed package not later than 4:00 p.m. Newfoundland time on **August 28, 2017** clearly marked: **"Sustainable Business Plan Proposal"**

**Mailing address: P.O. Box 1781, Station C  
St. John's, NL  
A1C 5P9**

All proposals and the information therein will become the property of the New World Theatre Project Inc. and will be maintained as confidential.

EMAIL OPTION: The proponent may choose instead to only submit one electronic copy in PDF format via email to [info@perchancetheatre.com](mailto:info@perchancetheatre.com) attn: Michelle O'Connell.

It is the proponent's responsibility to ensure that this is received and acknowledged before the deadline; failures or errors of electronic transmission are not valid justification for a late or incomplete submission.

Proponent's costs to develop the proposal, the costs for investigative work performed prior to the execution of any contract, and costs for any presentations, are entirely the obligation of the proponent and shall not be charged in any part to the New World Theatre Project Inc.

If the proposal is a joint proposal by more than one proponent, the proposal must be submitted as a coordinated package with a primary proponent identified.

## **10. PROPOSAL EVALUATION AND SELECTION**

The New World Theatre Project Inc. reserves the right to reject any or all proposals submitted. The lowest cost proposal will not necessarily be selected. Should no Proposal satisfactory to the New World Theatre Project Inc. be received, the New World Theatre Project Inc. reserves the right to negotiate a contract for all or part of the Service with any one (1) or more of the Proponents without becoming obligated to offer to negotiate with all Proponents.

Proposals will be reviewed by the New World Theatre Project Inc. Board of Directors, according to the evaluation criteria outlined herein. All bidders will be notified by electronic mail as to their status regarding the short list. Based on this initial review a short list of potential firms will be provided to the New World Theatre Project Inc. the Board of Directors, along with recommendations for final selection. The New World Theatre Project Inc. may choose to direct that the references of any or all short listed candidates be contacted prior to award.

In submitting a proposal, the supplier agrees that the decision of the evaluation team will be final. Suppliers acknowledge and understand that the project team is not obligated to seek clarifications concerning proposals. Decisions to request clarification or to conduct interviews/presentations are at the sole discretion of the evaluation team.

Proposals will be evaluated based on the following criteria:

## Criteria Percentage Weighting

### a) Qualifications, Experience, Technical and Management

#### Ability 35%

- Previous experience with business planning for theatre projects.
- Proposed *Project* leader and planning team's qualifications and experience with communities located in the Legendary Coasts.
- Location of the members of the management team.
- Evidence of innovative business planning excellence.
- Ability to provide quality service.
- References.
- Other factors the New World Theatre Project Inc. may consider appropriate to its evaluation.

### b) Methodology and Work Plan

**35%**

- Understanding of the scope of Project and Service.
- Identified Project risks and potential solutions.
- Proposed community based methodology for provision of the Service.
- Ability to meet Project timelines.
- Other management plan factors the New World Theatre Project Inc. may consider appropriate to its evaluation.

### d) Cost and Value

**15%**

- Proposal fee structure.
- Reimbursable expenses.
- Consistency of cost to technical and management plans.
- Other cost factors the New World Theatre Project Inc. may consider appropriate to its evaluation.

**e) Proposal**

**10%**

Contractual terms proposed by the *Proponent*.

- Format that is clear and comprehensive.
- Other relevant factors the New World Theatre Project Inc. may consider appropriate to its evaluation.

**f) Other Criteria**

**5%**

**Any other criteria the New World Theatre Project Inc. may consider appropriate to its evaluation.**

At the New World Theatre Project Inc.'s sole discretion, short-listed proponents may be asked to participate in an interview or make a presentation to the evaluation team. The interview/ presentation should be given by the people who will be directly involved in the performance of the required Services.

Statements made by the supplier during the interview/ presentation will become part of the supplier's proposal and may be included in any contract negotiations.

**11. CONTRACT NEGOTIATIONS**

The New World Theatre Project Inc. will negotiate a contractual agreement with the preferred proponent. If unable to negotiate an acceptable contractual agreement with the preferred proponent, the second preferred proponent may be selected and a formal written contractual agreement will be developed. In any case, New World Theatre Project Inc., at any time and without liability, may withdraw from negotiations with any potential proponent.