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# REQUEST FOR PROPOSALS

## Project Coordinator & Strategy Writer

### Seasons of Opportunity:

Planning a Four-Season Visitor Economy in Prince Edward County

Location: Remote and PEC Chamber Office

Consultations: Online and In-Person

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Issued by:

**Prince Edward County Chamber of Commerce**

206 Main Street W., Suite 2B, Picton, ON K0K 2T0

Issued: April 20, 2026

Submission Deadline: May 4, 2026 11:59 PM ET



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## **PART 1 — INVITATION AND SUBMISSION INSTRUCTIONS**

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### **1.1 Invitation to Proponents**

#### **1.1.1 Invitation**

This Request for Proposals (the "RFP") is an invitation by the Prince Edward County Chamber of Commerce (the "Chamber") to prospective proponents to submit proposals for a contracted Project Coordinator and Strategy Writer to lead the overall Seasons of Opportunity: Planning a Four-Season Visitor Economy in Prince Edward County project and produce its final strategy document, as further described in Section A of the RFP Particulars (Appendix B) (the "Deliverables").

The Chamber is a not-for-profit membership organization representing businesses and economic development interests across Prince Edward County. The Chamber serves as the chair of the Four-Season Visitor Economy Partnership, a collaboration formed in 2025 among key community and economic development organizations to increase off-season vibrancy and build long-term economic resilience in the County.

The Partnership includes the County of Prince Edward, County Arts, Visit The County, and Picton BIA. Together, these organizations are working collaboratively under a shared vision: a Prince Edward County that thrives year-round, where businesses, residents, artists, and tourism operators all benefit from a diversified, resilient visitor economy.

For additional information about the Chamber, please visit [www.pecchamber.com](http://www.pecchamber.com).

#### **1.1.2 Project Background**

In 2025, the Four-Season Visitor Economy Partnership initiated the Seasons of Opportunity project. This project seeks to develop a comprehensive four-season visitor economy strategy for Prince Edward County, including a detailed needs assessment and practical tactics for implementation focused on business development for local operators.

The initiative directly responds to persistent vulnerabilities identified in the [Prince Edward County Economic Development Action Plan \(2025–2030\)](#) and the [Economic Snapshot \(2019–2024\)](#), which together confirm the County's fragile reliance on seasonal tourism. Average annual incomes in the hospitality sector remain at approximately \$23,000, and only 37% of businesses surveyed in the 2022 Business Retention and Expansion survey indicated plans to expand, with seasonality, lack of affordable housing, and limited public transit cited as key barriers.

A four-season visitor strategy would help stabilize employment, reduce income unpredictability, attract and retain youth, and support local businesses to operate year-round—while aligning



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with the County's broader vision of community wealth through diversification, sustainability, and inclusive growth.

### **1.1.3 Term of Contract**

The term of the agreement is for a period beginning on or around April 1, 2026, through to October 31, 2026. The term will be in effect until the completion of all Deliverables.

## **1.2 Contact Information**

All inquiries regarding this RFP must be directed in writing to:

### **Duarte Da Silva**

Chief Executive Officer

Prince Edward County Chamber of Commerce

206 Main Street W., Suite 2B, Picton, ON K0K 2T0

duarte@pecchamber.com | (647) 407-9466

Only written questions will be accepted. Verbal inquiries will not be addressed.

## **1.3 RFP Timetable**

### **1.3.1 Key Dates**

The following dates are provided for planning purposes. The RFP timetable is tentative and may be amended at any time. Business days refers to days on which the Chamber is open for business.

<b>Milestone</b>	<b>Date/Details</b>
<b>Issue Date of RFP</b>	March 16, 2026
<b>Deadline for Questions</b>	April 27, 2026 – 11:59 PM local time
<b>Submission Deadline</b>	May 4, 2026 11:59 PM local time
<b>Anticipated Ranking of Proponents</b>	May 7, 2026 11:59 PM local time
<b>Anticipated Execution of Agreement</b>	May 12, 2026 11:59 PM local time



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## APPENDIX B — RFP PARTICULARS

### A. THE DELIVERABLES

#### 1. Introduction

The Prince Edward County Chamber of Commerce, on behalf of the Four-Season Visitor Economy Partnership, is seeking proposals from qualified individuals or consulting firms to provide temporary project coordination and strategy development for the Seasons of Opportunity initiative.

**The successful proponent will lead the project end-to-end — conducting all consultations, research, analysis, and stakeholder engagement, and preparing all recommendations and written deliverables — culminating in a complete, polished final strategy document developed in close collaboration with the Partnership organizations.**

#### 2. Scope of Work

The successful proponent will be responsible for the following:

##### 2.1 Project Management and Coordination

- Serve as the day-to-day project lead for the Seasons of Opportunity initiative, reporting to the CEO of the PEC Chamber of Commerce.
- Develop and maintain a detailed project work plan, budget tracker, and reporting schedule aligned with the project timeline which coincides with funding timelines.
- Coordinate work across Partnership organizations (County of Prince Edward, County Arts, Visit The County, Picton BIA) and manage relationships with sub-contractors and facilitators.
- Organize and facilitate monthly 4SVEP meetings and provide written meeting summaries, project status and updates and completed deliverables.
- The PEC Chamber will provide and manage procurement of any additional project inputs (data, venues, materials) within the approved budget as required.
- Prepare all required progress and final reports to the ROD Program funder (Ontario Ministry of Rural Affairs) and ensure compliance with contribution agreement obligations.

##### 2.2 Stakeholder Consultation Coordination

- Conduct stakeholder mapping to identify relevant tourism operators, hospitality businesses, artists, cultural organizations, workforce stakeholders, and community groups, in cooperation with the 4SVEP
- Design and lead consultations across key sectors (tourism, arts and culture, hospitality, agriculture, transportation, accommodation).



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- Develop consultation materials including facilitation guides, surveys, and summary reports.
- Ensure meaningful engagement with a broad cross-section of the local business community, including small and micro-operators, seasonal businesses, and year-round operators.
- Facilitate stakeholder validation sessions for the draft strategy and incorporate feedback into the final document.
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### **2.3 Data Collection and Analysis**

- Oversee the collection and synthesis of data related to visitation trends, workforce patterns, transportation, accommodation, and infrastructure capacity.
- Coordinate the purchase and integration of relevant third-party data sets (e.g., STR data, economic modeling) within the approved budget.
- Map existing tourism infrastructure and identify gaps relevant to four-season viability.
- Synthesize findings into clear analytical summaries that inform strategy recommendations.

### **2.4 Strategy Writing**

- Develop actionable recommendations across key focus areas, including off-season product development (wellness, culinary, arts, nature-based experiences), business training and development, infrastructure investment priorities, and marketing and events, etc.
- Prepare a workforce development component identifying training needs and opportunities to support year-round employment.
- Draft a comprehensive Four-Season Visitor Economy Strategy for Prince Edward County, incorporating all consultation and research findings.
- Develop a monitoring and evaluation framework including performance indicators.
- Produce and identify priority pilot programs for implementation.
- Produce the finalized strategy document in a professional, print-ready format suitable for public release.

### **2.5 Final Deliverable**

- A comprehensive, publicly releasable Four-Season Visitor Economy Strategy for Prince Edward County.
- A monitoring and evaluation framework with performance indicators.
- A and identification of 2–3 priority pilot programs.
- All progress and final reports required under the ROD Program contribution agreement.



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- Final project financial summary and reconciliation.

### 3. Project Timeline

The project must be completed within the following activity schedule:

Project Activity	Start Date	End Date
Identify and contract consultants / facilitators	2026/01/15	2026/03/02
Conduct stakeholder mapping	2026/01/15	2026/03/02
Organize consultations (tourism, arts, culture, etc.)	2026/03/09	2026/06/30
Collect data (visitation, workforce, transportation, accommodations)	2026/04/01	2026/07/31
Map existing infrastructure and identify gaps	2026/03/09	2026/08/31
Draft strategy	2026/08/31	2026/09/30
Validate strategy with stakeholders	2026/10/01	2026/10/15
Establish monitoring and evaluation framework	2026/08/31	2026/10/15
Finalize strategy document, events calendar, and pilot programs	TBD	TBD



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#### **4. Budget**

The total budget available for this engagement is \$85,000 (inclusive of HST), covering the full scope described above over the project term. Proponents should submit a detailed fee proposal that includes their daily or hourly rate, the estimated allocation of time across each scope element, and any anticipated disbursements.

#### **5. Proponent Requirements**

Proposals should demonstrate:

- Demonstrated experience in project management for community economic development, tourism, or rural development initiatives.
- Proven capacity to write clear, compelling, and actionable strategy documents for public or not-for-profit organizations.
- Experience facilitating multi-stakeholder consultation processes.
- Understanding of Ontario's tourism economy and/or rural economic development landscape.
- Familiarity with the Prince Edward County business environment is considered an asset.
- A proposed work plan, methodology, and timeline.
- A detailed budget with fees, disbursements, and any optional services.
- Qualifications of all key personnel assigned to the engagement.

## **B. MATERIAL DISCLOSURES**

The following documents provide the key policy and research context for this engagement. Proponents are strongly encouraged to review these materials prior to submitting a proposal, as familiarity with this evidence base will be evaluated as part of Section F.

### **[Economic Development Action Plan \(2025–2030\)](#)**

Available at: <https://www.thecounty.ca> – the foundational strategic plan identifying the County's economic vulnerabilities and six priority pillars, including four-season economy development.

### **[Economic Snapshot of Prince Edward County \(2020–2024\)](#)**

Provides detailed labour market, income, and sector data confirming the seasonal and precarious nature of employment in the County's hospitality and tourism sector.



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### **[Business Retention and Expansion Survey \(2023\)](#)**

Survey findings indicating that only 37% of County businesses plan to expand, with seasonality, affordable housing, and transit cited as primary barriers.

### **[Hill Strategies Report on County Artists \(2024\)](#)**

Findings indicating a median personal income of \$33,200 for County artists from all sources, underscoring the low-wage and precarious nature of creative sector employment.

Proponents are also encouraged to consult the ROD Program Guidelines – Community Development to understand the funder's program outcomes and evaluation framework that will govern reporting requirements under this project.



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## **C. MANDATORY SUBMISSION REQUIREMENTS**

### **1. Submission Form**

Proposals must include all required contact information and organizational details as requested in section G.

### **2. Pricing**

Each proposal must include pricing information that complies with the instructions set out in Section G of this Appendix B.

### **3. Proposal**

Proponents shall include the following in their proposal, which will be evaluated in accordance with the Evaluation Criteria in Section E:

1. A detailed description of the proponent's understanding of the project and its context.
2. The proposed approach and methodology for delivering the full scope of work.
3. Three (3) examples of similar projects undertaken within the past five (5) years, with a client reference for each who can speak to the proponent's performance.
4. An organization chart identifying all staff and sub-contractors assigned to this project and their intended roles.
5. Curriculum vitae (maximum 2 pages per person) for each staff member assigned to the project.
6. A Project Schedule identifying key milestone dates and confirmation that the proponent can meet the October 31, 2026, completion date.
7. A detailed work plan showing the allocation of hours estimated for all consultant staff and sub-consultants across each segment of the engagement.

### **4. Financial Detailed Work Plan**

A separate document providing the consultant's hourly or daily rates and the allocation of hours across all scope elements and personnel. This document will be cross-referenced to the pricing submitted in the schedule of prices.



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## E. PRE-CONDITIONS OF AWARD

The selected proponent must satisfy the following conditions and provide documentation within 10 business days of notice of selection:

8. WSIB clearance certificate (or equivalent confirmation of exemption for sole proprietors and incorporated consultants with no employees).
9. Certificate of insurance confirming general liability coverage of no less than \$2,000,000 per occurrence.

## F. EVALUATION CRITERIA

The following sets out the categories, weightings, and descriptions of the rated criteria. Proponents who do not achieve a minimum overall score of 60 out of 100 will not be considered for award.

Non-Price Rated Criteria Category	Weighting (Points)	Minimum Threshold
i. Experience and Qualifications	25	N/A
ii. Methodology and Work Plan	25	N/A
iii. Understanding of Four-Season Tourism Economics	15	N/A
iv. Understanding of Prince Edward County Context	15	N/A
Pricing (see Section G)	20	N/A
<b>Total Points</b>	<b>100</b>	—

### Suggested Proposal Content for Non-Price Criteria

#### i. Experience and Qualifications (25 points)

Each proponent should provide the following:

- A brief description of the proponent, including the firm or individual's primary areas of expertise and relevant professional history.
- Prior experience managing community economic development, tourism strategy, or rural development projects of comparable scope.
- Demonstrated experience writing strategy documents, plans, or reports for public or not-for-profit organizations, with examples that illustrate clarity, quality, and actionability.
- Experience facilitating multi-stakeholder consultation processes involving diverse community groups, small businesses, and sector organizations.



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- Evidence of successful completion of previous engagements, including outcomes achieved and client satisfaction.
  - Identification of the Project Lead and all key personnel, including their roles, credentials, and relevant experience.
  - CVs demonstrating expertise in one or more of the following: rural economic development, community tourism planning, stakeholder engagement, economic analysis, and strategy writing.

Experience and Qualifications will be scored based on:

- Relevance of past experience to the scope and context of this engagement.
- Demonstrated success with comparable projects in rural, small-town, or tourism-dependent communities.
- Qualifications, depth, and relevance of the assigned project team.
- Quality of references and evidence of past performance.

## **ii. Methodology and Work Plan (25 points)**

Proponents must outline their proposed approach to managing the project and delivering the four-season strategy. Proposals should include:

- A clear description of the proposed project management methodology and how the proponent will coordinate across multiple Partnership organizations.
- A proposed approach to designing and delivering the stakeholder consultation program, including methods (e.g., interviews, workshops, surveys, focus groups), sectors to be engaged, and approach to ensuring broad and representative participation.
- An approach to synthesizing consultation findings, market data, and research into clear, evidence-based strategy recommendations.
- A proposed approach to strategy writing, including structure, validation process, and how the proponent will incorporate stakeholder and partner feedback.
- A detailed work plan including key tasks, milestones, internal review points, and engagement touchpoints.
- A Gantt-style timeline showing the sequence and duration of all key activities.
- Hours allocated to each scope element across all assigned personnel.
- Identification of any resource or input requirements expected from the Chamber or Partnership organizations.

Methodology and Work Plan will be evaluated based on:

- Clarity, feasibility, and rigour of the proposed methodology.
- Quality and comprehensiveness of the work plan and timeline.
- Strength of the stakeholder engagement strategy, including creativity and adaptability of proposed methods.



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- Proponent's demonstrated ability to manage complex, multi-stakeholder projects on time and within budget.

### **iii. Understanding of Four-Season Tourism Economics (15 points)**

Proponents should demonstrate a nuanced understanding of the economic dynamics of seasonal tourism communities, including:

- Awareness of the structural challenges facing businesses and workers in highly seasonal visitor economies, including income insecurity, workforce retention, and off-season business viability.
- Familiarity with off-season product and experience development opportunities, such as wellness, culinary tourism, arts and culture programming, and nature-based experiences.
- Understanding of how tourism infrastructure investment, marketing, and workforce development can together support year-round economic activity.
- Experience working with small, seasonal, and micro businesses in tourism-dependent communities.
- Awareness of the interplay between visitor economy development, affordable housing, transit, and workforce availability in rural communities.

This section will be evaluated based on:

- Ability to articulate the economic challenges and opportunities specific to seasonal rural tourism economies.
- Depth of understanding of product diversification, business development, and destination management strategies for off-season growth.
- Sensitivity to the constraints and capacity limitations of small rural operators.

### **iv. Understanding of Prince Edward County Context (15 points)**

Proponents must clearly demonstrate they understand what makes Prince Edward County distinct as a place and as an economy, including:

- Awareness of key local industries: agriculture and value-added food, tourism and hospitality, arts and culture and the creative economy, viticulture and culinary experiences, small business and Main Street entrepreneurship.
- Understanding of the County's economic development priorities and challenges as articulated in the Economic Development Action Plan (2025–2030) and supported by the 2019–2024 Economic Snapshot.
- Familiarity with the seasonal nature of the County's visitor economy and the specific vulnerabilities it creates for businesses, workers, and the broader community.



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- Understanding of the roles and mandates of the Four-Season Visitor Economy Partnership organizations (Chamber, County, County Arts, Visit The County, Picton BIA) and how they collectively support economic development.
- Awareness of broader challenges including workforce housing, transit gaps, and the balance between economic growth and rural character preservation.

This section will be evaluated based on:

- Familiarity with PEC's unique economic mix and the dynamics of its visitor economy.
- Understanding of the specific barriers and opportunities facing local operators in extending their operating season.
- Ability to situate the four-season strategy within the County's broader economic and policy environment.
- Evidence that the proponent has invested meaningful time in understanding the local context prior to submission.

#### **G. PRICE EVALUATION METHOD**

Pricing is worth 20 points of the total score.

Pricing will be scored based on a relative pricing formula. Each proponent will receive a percentage of the total possible points allocated to price, calculated as follows:

$$\text{Lowest Price} \div \text{Proponent's Price} \times 20 = \text{Proponent's Pricing Points}$$

#### **Instructions on How to Provide Pricing**

10. Proponents must submit a detailed fee proposal in Canadian funds, exclusive of HST, which should be itemized separately.
11. Rates quoted must be all-inclusive and cover all labour costs, project management overhead, travel and disbursements within Prince Edward County, and any other costs required to fulfill the full scope of work.
12. The financial work plan (see Section C.4) must provide a breakdown of hours allocated per scope element and per team member, cross-referenced to the total fee.
13. The total budget available for this engagement is **\$85,000 inclusive of HST**. Proposals exceeding this amount will not be considered.



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## **STEP 4 — SUBMISSION AND CERTIFICATION**

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### **4.1 How to Submit**

Proposals must be submitted by email to:

**duarte@pecchamber.com**

Subject line: "RFP Submission – Project Coordinator & Strategy Writer – Seasons of Opportunity"

The submission deadline is **[\*\*Insert date and time\*\*]**. Late submissions will not be accepted. The Chamber is not responsible for technical issues preventing timely submission.

### **4.2 Submission Checklist**

Only complete submissions will be evaluated. Please ensure the following are included:

- Proposal (understanding, methodology, work plan, past projects, team, CVs, schedule)
- Financial Detailed Work Plan (hours by scope element and team member)
- Pricing Schedule
- Three (3) client references with contact information

### **4.3 Consent and Certification**

By submitting a proposal, the proponent confirms, acknowledges, accepts, and agrees that:

14. The proponent has read and understands the full RFP and is aware of all requirements and conditions.
15. All information provided in the proposal is true, complete, and accurate to the best of the proponent's knowledge. Any misrepresentation may result in disqualification.
16. The proponent authorizes the Prince Edward County Chamber of Commerce to contact any references provided and to verify information submitted.
17. This is a competitive process and submission of a proposal does not guarantee award of a contract.
18. The Chamber reserves the right to cancel this RFP, reject any or all proposals, accept a proposal other than the lowest-priced, or negotiate with more than one proponent at any time.



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Signed and submitted on behalf of:

**Prince Edward County Chamber of Commerce**

Duarte Da Silva

Chief Executive Officer

[duarte@pecchamber.com](mailto:duarte@pecchamber.com)

(647) 407-9466

March 16, 2026