

Request for Proposal

Gros Morne Tourism: Regional Implementation Project

Gros Morne Region includes the Gros Morne National Park and seven enclave communities: Rocky Harbour, Norris Point, St. Pauls, Cow Head, Trout River, Woody Point, Glenburnie-Birchy Head-Shoal Brook.

Proposals are invited to implement a project known as: **Gros Morne Tourism: Regional Implementation Project (GMTRIP)**. This project grew out of the Gros Morne Strategic Tourism Plan¹ and is overseen by the Strategic Tourism for Areas & Regions (STAR) Gros Morne, via the STAR Gros Morne Management Committee². STAR is supported by the Gros Morne Cooperating Association (GMCA)³ the proponent organization for STAR and the Gros Morne Regional Tourism Plan.

Deadline for Proposal Submission:
August 31, 2019

RFP Milestones

Milestone	Date
RFP Release	August 10, 2020
Deadline for questions	August 14, 2020
RFP Closing date	August 31, 2020
Award of contract	September 25, 2020

Project Completion Date: September 30, 2022

Project Overview

Goals

The project funds will be used to hire a consulting team with the requisite skills to work with each community to identify barriers to and opportunities for the growth of tourism, to devise specific strategies to overcome barriers and to develop concrete proposals to act on tourism opportunities.

The project action will include:

- working with municipal leaders within communities to create improvements to municipal infrastructure that enhance and support tourism,
- coaching municipal staff and councils in implementing solutions and
- writing proposals for funding of new initiatives.

¹ <http://grosbornecoop.com/wordpress/wp-content/uploads/FINAL-GM-STAR-Plan-Nov-23-2016.pdf>

² STAR Management Committee includes mayors from 7 enclave communities, Parks Canada, Tourism industry and Heritage representatives and the GMCA .

³ <https://grosbornecoop.com/>

At the conclusion of this two-year project, each community will have new policies, procedures, and by-laws in place within their governance structure to support tourism and will have identified and initiated at least one tangible tourism project for their community. Initiation will include concept design and funding proposal.

Impacts

In defining project impacts, we identify what will be positively changed because of this project. The impact statements set the stage for evaluation of GMTRIP’s success.

- A. *Increased “community capacity” as evidenced by and Gros Morne National Park and the 7 enclave communities that:*
 - a. Embrace tourism as a key economic driver
 - b. Made the necessary changes to support tourism as a key economic driver, including revising municipal planning documents
 - c. Developed a plan to sustain their changes
 - d. Informed, consulted with, and are assured of the “buy-in” of their residents
 - e. Value and commit to working with Gros Morne National Park and fellow enclave communities towards realizing the *Gros Morne Regional Tourism Plan*

- B. *Initiation of 10 – 15 tangible tourism projects spread across the 7 enclave communities: Initiation including,*
 - a. Design
 - b. Costing and sustainability plan
 - c. Funding proposal

- C. *Evaluated and documented a new model for community capacity development in regions populated by small communities in economic transition*

Definition of Critical Terms

Ensuring a common understanding of terminology is critical to any project’s conception, implementation, and evaluation. There are two terms used in GMTRIP which need explicit definition, so all understand the terms consistently. The terms are: “community capacity building” and “tangible tourism projects”.

1. **Community Capacity Building:**

- **What is meant by community capacity?**
 - This is the community’s ability to create (and maintain) an environment where tourism can flourish and is evidenced by the understanding, intent, and action of municipal governments to support tourism

➤ **Why is it important?**

- The STAR process has identified limited community capacity at the municipal level as the most significant challenge to the growth of the tourism industry (in Gros Morne), i.e. while municipal governments demonstrate an interest and participate in the broader tourism development approach, often their commitment is not reflected in planning and decision-making at the community level. This contradiction is symptomatic of the limited community capacity of the enclave communities of Gros Morne National Park and area.
- Efforts to create a “tourism atmosphere” in a town can be thwarted by a lack of recognition of the damage that may result from conflicting interests or activities, e.g. land-use policies, uses of civic land, community planning to support tourism development, and more broadly, the need for and approaches to land use planning and priority setting necessary to build strong *community capacity for tourism*

➤ **How will GMTRIP improve community capacity?**

- *Community Capacity* for tourism means creating strong municipal regulation and enforcement, coupled with pro-active efforts to secure buy-in from the whole community; building *community capacity* will be accomplished through training municipal representatives and staff in the areas of project development and management, tourism, and priority-setting on land use
- When tangible projects are planned, the experts will help towns to understand where their underlying town governance structure may need to be improved/updated to support the tourism development; For example, experiential trails and walkways may need underlying land use or zoning changes

2. Tangible Tourism Projects

➤ **What is meant by tangible tourism projects?**

- These are the actual tourism assets that will be initiated, i.e. designed, costed and funding proposal completed, across the 7 enclave communities
- It is estimated that there will be 10 – 15 projects across the 7 communities over the 2-year duration of GMTRIP; there will be at least one tangible tourism project in each of the seven towns
- Enclave communities of Gros Morne will be provided with professional expertise to identify and develop specific tangible projects, for example:
 - creating a visitor welcoming space within the town where visitors can access all the information needed to plan their stay,
 - community beautification,
 - experiential trails and walkways.
- It bears repeating that some projects will need to have community capacity issues addressed first to enable and ensure success

- **Who will decide which projects will be implemented?**
 - Town councils will have a key role in these decisions, guided and advised by consultants, however, the selection of the projects which will advance to the next stage (i.e. funding and implementation) will be a responsibility of the STAR Management Committee.
 - Tangible tourism projects will need to meet **specific criteria**, including:
 - enhance tourism development
 - are appropriate for community-based implementation
 - are consistent with priorities of funding programs
 - provide tangible economic development benefits
 - are cost-effective, and
 - have reasonable cost/benefit outcomes
 - It is expected that several (4-5) potential projects will be identified in each of the seven communities. The Consultant will research and develop these, including an evaluation of each against the established criteria for presentation and consideration by STAR; The STAR Management Committee will decide which will advance to actual implementation

GMTRIP Players

The GMTRIP working group reports to the **STAR** Management Committee and will liaise with the consulting team and be responsible for the day-to-day efforts of GMTRIP. STAR was formed using the planning methodology and tourism development approach created by ACOA and piloted in Gros Morne (2012). The STAR Management Committee are the project lead and responsible decision body for GMTRIP. The Gros Morne Cooperating Association support and “house” STAR within their family of tourism initiatives and entities. The GMCA will support and coordinate GMTRIP with financial, administrative and project management. Members of the GMTRIP working group include:

1. One representative from each of the 7 communities.
2. Representative from Parks Canada
3. Government advisors from ACOA and TCII
4. GMCA executive director and Working Group Coordinator

RFP Submission Requirements

Please organize your proposal applying the following guidelines:

1. RFP length will not exceed 20 pages with minimum 11-point font. In addition to these pages, you may include appendices with you team bios, examples of work you have completed which demonstrate your capability to complete this project and letters of reference.
2. Description of your team’s capabilities to complete all requirements of the project, i.e. identification of barriers to community capacity; working with communities to improve community capacity; identification of potential tangible tourism assets; development of funding

proposals to act on tourism opportunities. Your team should include someone who is a fully certified member with a provincial planning institute (MCIP; LPP; RPP).

3. Identification of team member roles and who will serve as project manager.
4. Proposed project schedule and workplan.
5. Detailed fee/expense schedule.
6. Name and contact information for three (3) references which would support your application.
7. One digital copy of the proposal submitted in PDF format.

Instructions for submission

Proposals must be submitted by midnight August 31, 2020.

Email your submission to Gros Morne Cooperating Association: kim@creativegrosmorne.com

- Selection will be based on the evaluation criteria as stated below and the STAR Management Committee reserves the right to make the final selection
- STAR Management Committee is not bound to accept the lowest priced bid and may exercise the right not to select any of the bids submitted under the RFP
- Successful applicant will be notified no later than September 28, 2020; 4:00 pm ADT
- Questions on submission guidelines should be directed to kim@creativegrosmorne.com
- Questions will be received, via email, until August 14, 2020; 4:00 pm ADT. Bidders may request via email a record of all questions and answers kim@creativegrosmorne.com

Proposal Evaluation Process and Criteria

Proposals will be reviewed by GMTRIP working group who report to the STAR Management Committee.

The criteria to be used in selecting the winning application include:

- (30) Relevant knowledge/expertise and qualifications of the team members
- (25) Proposed methodology and work plan
- (20) Understanding of the project and overall completeness of the submission
- (15) Proposed project costs and fee schedule
- (10) References

RFP Invitation Process

Availability of the RFP was advertised in St. John's Globe and Mail. In addition, the RFP was posted on the Atlantic Planners Institute site. Specific firms (below) were notified of the RFP and invited to respond. The list was identified through the awareness of members of STAR Management Committee, Gros Morne Cooperating Association and federal/provincial advisors.

Invited Bidders List:

1. Airo Landscapes
2. Brain Trust Tourism Consulting
3. Broad Reach Strategies Ltd
4. Conach Consulting
5. Don Enright Consulting
6. D.W. Knight Associates
7. Mills & Wright Landscape Architecture
8. Tourism Synergy
9. TRACT Consulting
10. Uplands Urban Planning & Design
11. Vibe Creative Group