



REQUEST FOR PROPOSALS

Wiikwemkoong Waterfront Development Feasibility and Economic Impact Study

By: Wikwemikong Development Commission

Date Issued: August 17th, 2021

Proposal Deadline: September 3rd, 4:00 PM

Enaadmaagehjik Wikwemikong Development Commission
2102 Wikwemikong Way
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1.0 Request for Proposals

The purpose of this Request for Proposals is to engage a consultant with the skills and expertise necessary to conduct waterfront development feasibility and economic impact study.

As part of a five-year tourism strategy, one of the pillars identified has been waterfront development.

2.0 Rationale

Since 2014, Wikwemikong Tourism has seen an increase in Tour Sales in both Free Independent Travelers, Motor Coach/Group Tours and Cruise tourism. The need to develop our waterfront will complement our group and FIT itineraries by having available infrastructure to enhance our existing product offerings and increase direct visitor spending.

Pre-Covid Wikwemikong Tourism was hosting over 20 Cruise Ships from the Port of Little Current via interactive programming in neighboring communities. One hundred percent of the Cruise Itineraries did not visit Wiikwemkoong due to the lack of infrastructure and assets that if available, could host the passenger loads. Moving forward this study will help guide Wiikwemkoong in pursuing future development to host Cruise Tourism, transient marina and campground /RV services while mitigating community safety and accessibility concerns.

3.0 Background

In 1991, Wikwemikong commissioned its first waterfront development study. The study developed a robust policy framework, looking at general tourism trends, review of key market segments relating to boating and marina users, while establishing an actionable development and implementation plan. It also formed the basis for the creation of Wiikwemkoong's first community Tourism Strategy.

The Waterfront Development Strategy recognized that all elements of the plan were interrelated; that markets needed to be induced rather than ready-made, and that care needed to be taken to ensure that managerial and labor skills were adequate and prepared.

As part of the study, the community Tourism Strategy highlighted key elements Wiikwemikoong offered including:

- a) The scenic and natural environment, unpolluted and unspoiled;
- b) Vast and diverse flora and fauna in its natural setting that could be photographed, fished, hunted, hiked and enjoyed, and that
- c) Wiikwemkoong possessed a cultural and historical background that was alive with traditional arts, crafts, and skills that were related to Manitoulin Island and its natural environment.

In 2014, Wikwemikong Tourism, a department of Wikwemikong Development Commission developed a five-year Tourism Strategy that outlined key pillars for development.

Due in large part to the Wikwemikong Development Commission otherwise operating as Enaadmaagehjick and its strong Tourism Strategy, Wiikwemkoong has grown to become a leader in Indigenous Tourism, receiving provincial and national accolades.

Tourism Infrastructure including waterfront development is a key pillar identified in the 2014 Tourism Strategy. This growth has required that a large portion of our community infrastructure be allocated to local businesses and office space, with many businesses being in operation for 5+ years. Further, Wikwemikong Tourism has been increasing recreational fishing opportunities for locals and tourists through premier events such as the Manitoulin Ice Showdown. They have also been actively marketing the sportfishing opportunities since 2012 via nationally televised programs such as Canadian Sportfishing and Bob Izumi's Real Fishing Show thus increasing overnight visitation to local accommodations and increased spending. As a result of the marketing and increased visitation to the community a need for enhanced boating access and shoreline recreational fishing infrastructure is necessary.

Wiikwemkoong is now at the point where a new waterfront development study is needed so that the community can continue to grow. Where previously, Wiikwemkoong had to induce markets into the area, we are now at a point where infrastructure and space are needed to maintain and grow our markets. In addition to providing our community the opportunity to create a culturally significant waterfront development for the area we also must look to capitalize on emerging markets such as Cruise Tourism. The community would benefit from the development of a small-scale marina and Campground/RV Park to address the need for services for small vessels and to fill the gap in accommodations.

The proposed project is being supported in-kind by key community stakeholders. Stakeholders include the Wiikwemkoong Department of Lands and Resources, community fishing and boating groups, local employers, and community members. At some point in time, we will also include our industry partners, including the Indigenous Tourism Association of Canada, Indigenous Tourism Ontario, Destination Northern Ontario, Destination Manitoulin Island, Destination Ontario, Tourism Industry Association of Ontario, and Northeastern Ontario Tourism.

To ensure there is no overlap with existing projects, we will be reaching out to local communities notifying them of the study, in addition to our industry partners. The results and recommendations will be used in policymaking, land use planning, and for any/all capital improvements and development. The updated study will allow us to plan for, maintain, and enhance our tourism products that are offered to local,

regional, provincial, and international markets, in addition to increasing the opportunity for private sector funding within our territory.

Quick facts:

- The Tourism industry in Canada is the 5th fastest growing industry, with one billion international travelers, \$1.53 trillion in global revenues, and 5% growth globally per year (Canada and the Global Tourism Marketplace, 2019).
- Anglers contribute 2.2 billion annually to Ontario Economy. (Northern Ontario Product Development Strategy-DNO)
- Manitoulin Salmon Classic and Manitoulin Ice Showdown contribute \$714,045 annually in visitor spending. (Tourism Regional Impact Model)
- In Ontario, more than 144 million people visit every year contributing \$5 billion annually in tax revenue (Tourism Day at Queen's Park 2018, 2018).
- In Northeastern Ontario, tourism accounts for thousands of jobs annually, with 40% of the total labor force in tourism-related occupations (Tourism Labour Market Initiative - Northeastern Ontario, 2015).
- Within the tourism sector, Indigenous Tourism is a growing economy. The Indigenous Tourism sector in Ontario has a direct economic impact on Ontario's GDP of \$622.1 million (ITO Looks to Support Canada's Largest Indigenous Tourism Sector, 2019)
- The natural resources found in and around Lake Huron provide the regional economy with billions of dollars through recreational and commercial fishing, shipping, agriculture, aquaculture/fish manufacturing, forest resources, and drinking water to millions of Canadians (Lake Huron - Georgian Bay Watershed, 2019).

4.0 Wikwemikong Unceded Indian Reserve

Wikwemikong Unceded Indian Reserve is undergoing a name change to what is linguistically more familiar as Wiikwemkoong and or Wiikwemkoong Unceded Territory and may be also be referenced as Wiikwemkoong Indian Reserve The name change comes as Wiikwemikoong redefines our history and position under Gchi Naaknigewin (our Constitution).

Wikwemikong Unceded Indian Reserve (WUIR) (Figure 1) is one of 133 First Nation communities within the province of Ontario. Wikwemikong is home to a membership of approximately 8,200 with about 45% resident in the community.



Figure 1: Location of Wikwemikong Unceded Indian Reserve

Located on the eastern peninsula of Manitoulin Island, Wikwemikong spans over 42,000 hectares with 220 kilometers of prime Georgian Bay shoreline. Our large land base is ideal for potential commercial, industrial, agricultural, aquaculture, renewable energy and tourism development.

Wikwemikong is surrounded by Lake Huron, the Georgian Coast, and the North Channel. Lake Huron is central to all the great lakes and has been historically a place of settlement and trade. In the 1800's the Jesuits recorded the people of Wikwemikong trading over 500,000 pounds of maple sugar to visiting schooners and steam ships as far away as Cleveland, Ohio.

In addition to our primary location on Manitoulin Island, Wikwemikong's land base extends at 14,000 hectares of scenic undeveloped land at Point Grondine, an area nestled between the Killarney and French River Provincial Parks. Within Point Grondine, the Wikwemikong Development Commission's tourism department has been investing and building out the Point Grondine Eco Adventure Park.

5.0 SCOPE OF WORK

The scope of the work will undertake a detailed assessment of key nodes of development and evaluate prospective waterfront development locations, markets, financial analysis, and forecast. The results of the study will determine the size of the market, level of demand, economic viability, design parameters, capital costs,

and financial implications of operating a seasonal transient marina and campground. The intended use for the waterfront development would be to pursue economic opportunities through both commercial and recreational marine services and attractions. There are four development nodes that ought to be considered for the study: Wikwemikong harbor front, Prairie Point, Buzwah Park and South Bay. All four sites identified for the study will address accessibility on waterways surrounding the peninsula of Wikwemikong.

An area to be excluded is the Wilderness Area, an area set aside for eagle habitat and protection, noted below in Figure 2.



Figure 2: Wikwemikong Wilderness Area

6.0 Wikwemikong Development Commission

Enaadmaagehjik (Wiikwemikong Development Commission) is a non-profit corporation, which is incorporated without share capital. It operates as the Economic Development branch of the Wiikwemkoong Unceded Territory (WUT). Our mandate is to develop the natural and human resources for WUT, thereby enhancing the socio-economic conditions and quality of life for the Wiikwemikoong membership.

As part of the Strategic and Business Plan, Enaadmaagehjik is to identify economic opportunities for the community and members. Within the strategic plan, tourism is a one of four priority areas of focus for the community.

7.0 Use of Waterfront Development and Economic Development Study

The Waterfront Development and Economic Development Study will be used as part of the economic development study to leverage financial investment, planning and capacity development to align to investment and implementation.

8.0 Objectives and Principles

The objectives of this study include but are not limited to:

- a) Developing a comprehensive long-term strategy for waterfront development;
- b) Evaluation of opportunities to promote economic development, tourism and job creation;
- c) Consideration of any/all cultural and environmental impacts/actions;
- d) Inclusive of any/all overreaching cultural and environmental issues that might affect management, growth, and development, and
- e) Attraction of investment by establishing lasting community partnerships.

The principles of the report would align to

- ❖ Community Priorities (i.e.: employment creation, revenue generation, protection of the environment, identification of resources for economic opportunities)
- ❖ Community Values (i.e.: protection of the resources, air, water, land, fish habitat)
- ❖ Stewardship values to the land

9.0 Project Deliverables

The project deliverables will include a report outlining the following:

- ❖ Waterfront planning and development: including new projects that advance the study objectives through the detailed planning and design of community infrastructure (# of projects in the planning phase over a 5 and a 10-year period; # of projects moved forward into

development over a 5 and a 10-year period), develop key waterfront nodes including new and used buildings/infrastructure (value of development; types of development);

- ❖ Infrastructure development: build and maintain infrastructure providing open spaces that take into account cultural and environmental considerations, thereby enhancing community/tourism experience (# of cultural and environmental programs/workshops/initiatives; # of open spaces accessible to community members and visitors; # of community members and tourists accessing spaces/nodes);
- ❖ Business development: create business operations that are self-sufficient such as Marina and Campground/RV Park (revenue generated), and provide business opportunities for community members (total revenue from local businesses);
- ❖ Economic development: enhance economic activity for Wiikwemkoong (value of economic activity for the community – yearly, including 5- and 10-year trends) and increase accessibility.

All information gathered during the course of the project and the resulting reports and presentations become the property of WDC.

10.0 Proposal Requirements

The applicant will address, in sequence, the following mandatory items in their proposal:

- Background information on your company. The profile should include the company's legal name and indicate the principal business and corporate directorships of the members. The profile should also include a statement of the management, ownership, and history of the company.
- Provide resume(s) of the individual service providers and staff leads for the project.
- Provide at least three references from appropriate clientele for projects conducted of similar size and scope. For each reference, provide the contact name, phone number, e-mail address, description of project, project timeframe, approximate budget and results achieved.
- Portfolios of similar work.
- Include a detailed work plan and time frame that identifies the proposed methods to be used in addressing the objectives and deliverables of the project. It should include the type of survey/assessment tool and/or number of stakeholder consultations to be utilized, a description of the scope and content to be included in the Final Report, and milestones for key deliverables.
- Provide a detailed budget with estimated days, cost per day, payment terms, and all anticipated expenses.

- Complete and attach a Non-Disclosure Agreement (to be provided to the successful proponent).

11.0 Evaluation of Proposals

All proposals will be evaluated upon the following criteria. All criteria to be rated are to be considered mandatory for the proposal to be considered compliant.

Weight Factors	
25%	Qualifications of Project Team and Experience with respect to conducting business opportunities studies <ul style="list-style-type: none"> • Demonstrates understanding of the project requirements and objectives • The applicant's relevant reputation, experience and qualifications • Company Profile: reference to projects of a similar nature undertaken within the past three years: whether the applicant is a single person enterprise, partnership or corporation • Provide coordinates of references from three clients for whom the applicant has provided similar services to within the past three years. Reference will be checked for short listed applicants only. • Identify who will do the work, their relevant experience, qualifications and competencies.
25%	Approach & Methodology <ul style="list-style-type: none"> • Suitability of approach and methodology to meet project objectives and deliverables.
20%	Project Work Plan <ul style="list-style-type: none"> • Proposed realistic timeframes, allocation of personnel to tasks and effort
15%	Financial Proposal <ul style="list-style-type: none"> • Provide a clearly delineated project budget for all proposed activities, including travel, number of meetings required and meeting costs associated with the waterfront development study.
10%	Written Proposal <ul style="list-style-type: none"> • All project requirements addressed • Overall completeness and clarity of proposal
5%	Identification of challenges and mitigation strategy

All decisions on the degree to which a proposal meets the requirements of this RFP are the sole judgment of the working group assigned to review the submissions.

12.0 Timeline

Activity	Scheduled Date
Request for Proposals Issued	August 17, 2021
Proposal Submission Deadline	September 3rd, 2021 4:00 PM
Successful Applicant Selection and Notification	September 10th, 4:00 PM
Contract Signing	September 17, 2021
Interim Report Submitted	December 17, 2021
Final Draft Report Submitted	February 18, 2022

13.0 Privacy and Confidentiality Agreement

All proposals and supporting material will be used solely for the purpose of evaluating the proposal for selection and may be disclosed by the WDC to third party references, partners, funders or advisors as part of the approval and due diligence process.

All proposals and supporting materials shall become the property of the WDC and the WDC shall not be required to return the proposal or any supporting material.

A Non-Disclosure Agreement will be signed and submitted prior to contracting for services.

14.0 General

No payment will be made to applicants for work related to and material supplied in the preparation and presentation of the proposal submitted in response to this RFP.

WDC Reserves the Right to:

- Waive or modify minor irregularities in proposals received after prior notification to the applicant.
- Adjust or correct cost or cost figures with the concurrence of the applicant if errors exist and can be documented to the satisfaction of the WDC.
- Request clarification or further information or both, from one or more applicants after closing without becoming obligated to off the same opportunity to all applicants
- Enter into negotiations with one or more applicants without being obligated to negotiate with, or offer the same to all applicants.

Applicants are advised however to submit a complete offer as their bid. Any waiver, clarification or negotiation will not be considered as an opportunity for applicants to correct errors in their bids.

15.0 Contract

Upon selecting the successful proposal, WDC expects to sign a contract with the applicant that establishes terms, including, but not limited to project scope; schedule of activities and methodology; content of the final report; milestone and reporting dates; budget; and payment schedule. All reports, draft and final, become the property of the WDC. The successful applicant must agree to the terms and conditions set out by the WDC.

16. Contacts

All inquiries and questions concerning this Request for Proposals should be directed in writing to:

Luke Wassegijig
Tourism Manager
2102 Wikwemikong Way
Wikwemikong, ON P0P 2J0
Tel: 705 859- 3477
Fax: 705 859 2000
Email: lwassegijig@wikydevcom.ca

17.0 Proposal Submission

One (1) signed original could be delivered in a sealed package no later than 4:00 p.m. on September 3rd, 2021. Alternately, electronic copy in PDF format should also be forwarded to lwassegijig@wikydevcom.ca and mlodjig@wikydevcom.ca.

Any proposal that is received by the WDC after the closing date and time will be rejected and returned unopened. It is the applicant's responsibility to ensure delivery of proposal by the stated date. No exceptions will be made.