



**Request for Quotes:**

## **Tourism Destination Management Plan**

**Issued: October 25, 2022**

**Submission Deadline: November 14, 2022 at 10:00 a.m.**

Town of Sylvan Lake

5012 48 Avenue

Sylvan Lake, AB T4S 1G6

## Request for Quotes

The Town of Sylvan Lake (the “Town”) is seeking quotes for a Destination Management Plan.

Quotes are to be submitted by:

- Get tender packages, including specifications, and submit your RFQ exclusively at the Town’s procurement website: <https://sylvanlake.bidsandtenders.ca>
- Faxed, e-mailed, or hard copy submissions are not accepted

Until:

**November 14, 2022 at 10:00 a.m.**

(Submission deadline)

For questions or clarification please contact:

Natasha Bhola  
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Town of Sylvan Lake  
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## 1. Project Overview

### a. About the Destination Management Plan (DMP) project:

The Town of Sylvan Lake is seeking a consultant firm(s) to deliver a Destination Management Plan for Sylvan Lake, Alberta to guide long term strategic planning and investment in tourism over the next 10-year period.

A Destination Management Plan takes into account the needs of all stakeholders and the resources needed in planning for how the destination will be managed.

The Destination Management Plan will be fulsome and highly comprehensive and analyze existing assets, opportunity, and strategize for tourism growth and growth management.

The Destination Management Plan will be designed to achieve sustainable, community-beneficial tourism. It will follow a community-led and public-private-commercial partnership (PPCP) model towards inclusive community development. These are core tenets to the strategic development of the DMP.

### b. About Sylvan Lake:

Sylvan Lake is a Central Alberta community of 16,000 people with an influx of 750,000 visitors annually at nearly 50 times the size of the residential population. Sylvan Lake has the potential to sit among the province's top destinations.

Sylvan Lake's unique sense of place is its "lake town vibe." This is made up of a combination of small town charm, casual ease, inviting friendliness, simple socializing, plenty of recreation opportunities, and a sense of ongoing excitement.

Sylvan Lake diversifies Alberta's provincial tourism offering beyond the prairies and mountains and extends the provincial experience to include "lake towns." It is a major attractor of tourism to the region, acting as a magnet for tourism and creating overflow benefit for the region.

Sylvan Lake is one of Alberta's best lakes for the quality, size, temperature, and health of the natural environment. The town is the only urban commercial development along the shores of the lake which is critical for generating economic value from tourism.

Sylvan Lake's ability to align with and benefit provincial and federal tourism strategies is key to its continued ability to grow and find support as a destination and is a critical consideration for the DMP.

## 2. Proponent Qualifications

### a. Experience:

- i. The ideal proponent will be a firm(s) that have economic development and tourism experience and are adept at understanding the broad benefits that can be achieved in a community through investing in tourism.
- ii. Additional experience in culture, community development, business planning, ecology, urban planning, and engineering, are relevant to this project
- iii. Due to the comprehensive nature of the project and compressed timeline, it is recommended that proponents seek out other consultancy firms to work with as partners on the project and submit a single quote for the partnership.

### b. Services:

The consultant firm(s) is asked to provide the following minimum level of services in the delivery of the Destination Management Plan:

- i. Comprehensive research and public engagement (micro-environmental)
- ii. Market research and opportunity analysis (macro-environmental)
- iii. Fairly analyze large amounts of data from multiple stakeholders and sources
- iv. Make recommendations in alignment with a development framework
- v. Put forth spatial planning and urban design guidelines for physical spaces where needed
- vi. Excellent document design including visual elements (such as models, infographics, charts, etc.) to increase accessibility of the information
- vii. Develop a strong vision for growth with numerical economic impact projections
- viii. Practical resource and investment planning in achieving the long term vision
- ix. Draw connections between tangible and intangible community benefits from tourism growth
- x. Make strategic recommendations and deliver a practical, phased action plan
- xi. Deliver high quality project work on time and on budget
- xii. Make a presentation of the final DMP to Town Council with a PowerPoint
- xiii. The selected firm will deliver a first draft of the Destination Management Plan by March 31, 2023 at the latest. This date is firm and non-negotiable as a requirement of project funding.

### 3. Project Deliverables

The DMP will be created to include the following components at a minimum:

**a. Introduction:**

- i. What is a Destination Management Plan?
- ii. Why invest in Tourism?
  1. The importance of the visitor economy and its wider linkages
  2. Benefits of tourism to the community
  3. Uniqueness of tourism as compared to other economic sectors
- iii. Core tenets of the Destination Management Plan's development

**b. Vision for tourism growth in Sylvan Lake:**

- i. An overview of Provincial and Federal tourism goals and vision for the next ten years and how Sylvan Lake fits within that
- ii. On the basis of research, public engagement, macro/micro economic analysis and provincial and federal tourism priorities, use storytelling to set forth a compelling, united, vision for ten-year tourism growth in Sylvan Lake to guide overarching development
  1. The vision for growth should remain consistent with setting Sylvan Lake apart from other destinations
  2. The vision for growth should reflect critical alignment with provincial and federal tourism priorities
- iii. Identify Sylvan Lake's tourism development pillars/mission, goals for growth, and tourism targets, and the expected impacts of implementing DMP initiatives

**c. Research and public engagement:**

- i. Research will focus on a gap analysis towards achieving the ten year vision for tourism in Sylvan Lake and identify the needs of all stakeholders in designing the Destination Management Plan
- ii. The DMP will be informed by tourism literature, best practices and development frameworks
- iii. The DMP will be developed through a fulsome analysis of all stakeholder interests including residents, industry, visitors, the Town of Sylvan Lake, regional, provincial, and federal stakeholders
- iv. Pursue public engagement towards a community-led model of tourism development

**d. Tourism market analysis:**

- i. An analysis of current visitor markets and visitor feedback to determine gaps in the visitor experience and areas for improvement
- ii. Analyze existing and potential ideal target markets to grow and diversify Sylvan Lake's tourism market (by geography, by interests, etc.)
- iii. Use research and engagement to assess high-value, high-growth, and developing markets for Sylvan Lake to target in future (geographically, or by interests, etc.)

- e. Community impact and integration:**
- i. Make recommendations for a public-private-community partnership model
  - ii. Make recommendations for a model of community-led tourism development
  - iii. Find opportunities to integrate tourism across the community to maximize tangible and intangible benefits of tourism on community social and cultural development
  - iv. Include an analysis of promoting visitor inclusivity within the destination in alignment with Government of Canada priorities
- f. Organizational capacity planning:**
- i. Outline a structure plan for organizational needs to handle expected tourism growth
  - ii. Identify connections, partnerships, and other resources that are required to fulfill DMP recommendations and how tourism functional areas will interact with those resources
  - iii. Plan for funding and revenue opportunities towards a sustainable revenue model for tourism
  - iv. Identify the benefits this structure will bring to the municipality, the destination, and industry
- g. Expansion and diversification opportunities:**
- i. Strategize towards driving an increase in visitor spending and overnight tourism
  - ii. Identify new high-value tourism opportunities that align with Sylvan Lake's unique assets and sense of place to expand the existing offering and drive tourism growth
  - iii. In alignment with Government of Canada priorities, analyze the opportunity for Indigenous tourism, cultural/heritage tourism, winter/shoulder season tourism, sports tourism, and others. Seek out and analyze other high-value opportunities for tourism diversification that align with the destination's unique assets and sense of place
- h. Tourism product development plan**
- i. Audit existing tourism product development strategies including the events and festivals strategy for effectiveness and sustainability
  - ii. Identify gaps and opportunities in Sylvan Lake's current product offering that would increase the quality of the visitor experience and enhance destination attractiveness
  - iii. Provide strategic direction for development of tourism product, infrastructure, policies, etc. that would support product development growth
  - iv. Develop a program for supporting capacity building within the industry to assist and incentivize private operators in developing new tourism products and experiences.
  - v. For identified expansion and diversification opportunities, put forth a plan for their growth including development, supports, and investment attraction etc.

- i. Destination development and placemaking:**
- i. Physical planning throughout the destination including amenities and services, infrastructure, wayfinding, public art, destination animation and programming, planning major tourism routes, signage, facilities, and facilitation of visitors throughout the community, and creating atmosphere and social public spaces
  - ii. Articulate Sylvan Lake's unique sense of place through destination development and placemaking recommendations
  - iii. Make planning recommendations for tourism-centric areas that considers the kind of visitors that Sylvan Lake wants to attract
  - iv. Consider visitors' physical behavior and multi-stakeholder needs of shared use public resources in destination development recommendations
- j. Downtown revitalization:**
- i. Plan for the revitalization of tourism as a core consideration for the Downtown focusing on intuitive design, public engagement, incentive programs and capacity building, etc. to improve area attractiveness and create a consistent experience to the downtown. Make recommendations towards infrastructure and amenities needs to achieve this year-round
  - ii. Strategize towards the year-round sustainability of businesses in the area
  - iii. Include a plan for sustainable investment attraction to prevent downtown vacancies
  - iv. Focus on connecting the downtown with drawing tourism from the nearby beach area and attracting customers into downtown businesses and generating business
- k. Tourism industry:**
- i. Determine the role that industry plays in creating a strong, thriving tourism sector as a critical stakeholder
  - ii. Identify gaps in industry development and industry needs to strengthen the destination and visitor experience
  - iii. Plan for strategies to fill gaps as needed which may include capacity building, incentive programs, investment attraction, animation strategies, etc.
  - iv. Determine the role of the municipality in working to empower industry and plan for fulfilling industry needs
- l. Visitor management, impacts, and experience quality:**
- i. Plan for the physical management of visitor volume and behavioural impacts
  - ii. Strategize to limit, prevent, and enforce the negative impacts including hedonistic behavior, congestion, environmental pollution and damage, etc.
  - iii. Analyze capacity for major tourism areas and routes and other infrastructure needs to ensure a high-quality visitor experience year round.
  - iv. Assess environmental thresholds and indicators of high volume use and strategize towards environmental protection and preservation as the lake as a critical draw for tourism to the area



**m. Marketing strategy:**

- i. Recommend a strategy for achieving an efficient, cross-industry, cross-channel sales funnel that focuses on driving the economic impact of tourism
- ii. Analyze marketing growth trends and resource needs
- iii. Recommend brand building strategies for Visit Sylvan Lake to connect and influence visitor purchasing decisions
- iv. Identify the significance of Visit Sylvan Lake for the municipality, for the community, and for industry
- v. Create marketing tactics for the next phase of Visit Sylvan Lake's marketing plans

**n. Metrics and reporting:**

- i. Determine a practical, regular schedule and process for tourism impact assessment, visitor metrics, feedback/market research, and environmental impacts to be collected
- ii. Identify the benefits and needs for collecting these statistics

**o. Economic impact projections:**

- i. Create economic impact projections for tourism growth over a ten-year period
- ii. Create economic impact projections as a result of implementing the recommendations of the DMP
- iii. Create revenue projections for the municipality as a result of tourism
- iv. Quantify other tangible/intangible impacts of tourism as necessary

**p. Destination readiness assessment:**

- i. Identify what the destination needs to be ready for higher-value tourism markets at the national and international level.
- ii. Identify a destination readiness assessment framework to be used in future

**q. Phased action plan:**

- i. Create a phased action plan for attaining DMP recommendations and tactics that includes minimum criteria indicators of decision making
- ii. Determine critical/key features to achieve the ten year vision
- iii. Allocate resources and investment in achieving the DMP goals.



#### 4. Related Background Documents

The following documents may be relevant to submission of quote or completion of the project:

- a. Regional, Provincial, Federal, and Other Sources:
  - i. [Government of Canada New Federal Tourism Growth Strategy](#)
  - ii. [Travel Alberta 2022-2025 Business Plan](#)
  - iii. [UNWTO AIUIa Framework for Inclusive Community Development through Tourism](#)
  - iv. [2019 - 2024 Indigenous Tourism Alberta Strategy](#)
  - v. [2015 Central Alberta Destination Management Plan](#)
  - vi. [2018 Central Alberta Tourism Alliance Accommodation Study](#)
  - vii. [2021 Sylvan Lake Intermunicipal Development Plan](#)
- b. Town of Sylvan Lake tourism strategic documents:
  - i. [Visit Sylvan Lake Brand Book](#)
  - ii. [2018 Tourism Marketing Strategy](#)
  - iii. [2014 Economic Impact Assessment of Sylvan Lake Tourism](#)
  - iv. [2019 Tourism Sector Profile](#)
  - v. [2016 Visitor Friendliness Assessment and Action Plan](#)
  - vi. [2022 Tourism Destination Positioning Strategy](#)
  - vii. [2018 Tourism Festival and Event Strategy](#)
  - viii. [Cultural Master Plan \(2017\)](#)
- c. Town of Sylvan Lake economic development strategic documents:
  - i. [2020 Business Satisfaction Report](#)
  - ii. [Retail Gap Analysis Phase 1](#)
  - iii. [Retail Gap Analysis Phase 2](#)
  - iv. [2016 Retail Investment Booklet](#)
  - v. [2022 10-Year Capital Plan](#)
- d. Town of Sylvan Lake planning and development strategic documents:
  - i. [2014 50 Street Urban Design Guidelines](#)
  - ii. [2018/2019 Waterfront Redevelopment Strategy](#)
  - iii. [Lakefront Usage Strategy](#)
  - iv. [Sustainable Waterfront Area Redevelopment Plan](#)
  - v. [Land Use Bylaw](#)
  - vi. [Natural Areas Management Plan](#)
- e. Town of Sylvan Lake parks and environmental strategic documents:
  - i. Parks and Open Spaces Master Plan (2010) – currently under redevelopment
  - ii. [Natural Areas Management Plan](#)
  - iii. [2019 Pogadl Park Outline Plan](#)
  - iv. [Sylvan Lake Cumulative Effects Management Plan – Phase 1](#)
  - v. [Sylvan Lake Cumulative Effects Management Plan – Phase 2](#)

- f. Town of Sylvan Lake community development strategic documents:
  - i. [Community Social Master Plan](#)
  - ii. [2022 Community Profile](#)
- g. Town of Sylvan Lake engineering studies, plans, and guidelines:
  - i. [2018 Development Process and Design Guidelines](#)
  - ii. [2019 Stormwater Master Plan](#)
  - iii. [2020 Wastewater Master Plan and Inflow and Infiltration Study](#)
  - iv. [2020 Water Master Plan](#)
  - v. [2022 Transportation Master Plan](#)
  - vi. [2022 Memorial Trail Functional Planning Study](#)

## 5. Proposal Contents

The submitted information should include at a minimum:

- a. A description of the qualifications and experience of the proposed project team.
- b. Highlight previous work in producing economic modeling and statistics that can be similarly applied to this project
- c. Demonstrate an ability to look at all facets of the macroenvironmental picture. Present a clear methodology for holistic and comprehensive analysis of the destination and the linkages of tourism
- d. Highlight any relevant similar project work and clients
- e. Be clear in identifying the research and engagement process and methodology which should include at a minimum, a literature review, industry best practice review, review of provincial and federal tourism strategic goals, review of Town of Sylvan Lake strategic plans in relevant areas, input from cross-department Town of Sylvan Lake staff, an in-person visit to Sylvan Lake, feedback collection from residents, visitors, and industry.
- f. Identity your team's approach to tourism and this project
- g. Present a tentative timeline for the project work. Due to funding requirements, a first draft of the DMP would be required by March 31, 2023.

## 6. Pricing and Specifications

- a. This project is contingent upon receiving Federal funding and expected to be confirmed in December of 2022.
- b. Scope or scale of the project may be adapted if partial funding is received.
- c. Pricing must remain firm for 90 days following the submission deadline. Price will be a significant factor in determining the selected quote.
- d. Due to the comprehensive nature of the project and compressed timeline, it is recommended that proponents seek out other consultancy firms to work with as partners on the project and submit a single quote for the partnership.

## 7. Questions

For clarification and questions, please contact:

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**PREVIEW**

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