

CULTURAL TOURISM WORKING GROUP (CTWG)

TOWN OF LUNENBURG

Wednesday, June 19, 2024 at 6 p.m.

Council Chamber, 120 Townsend St.



Notice: Cultural Tourism Working Group meetings are held in person at Town Hall. Members of the public can attend meetings in person or participate in this meeting through the Zoom livestream. To livestream this meeting starting at 6 pm, use this Zoom link:

<https://us06web.zoom.us/j/84582010644>

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

This meeting takes place in the traditional and ancestral territory of the Mi'kmaq people. We are all Treaty people.

3. APPROVAL OF AGENDA

3.1 July 24, 2024 Agenda

Recommendation: That the Working Group approve the agenda for the July 24, 2024 meeting as presented.

4. NEW BUSINESS

4.1 Introductory Roundtable of Working Group Members

4.2 Review Working Group Terms of Reference

4.3 Presentation: Step Program and Sustainable Cultural Tourism Plan – ACOA

4.5 Appointment Chair And Vice-Chair

Recommendation: That the Working Group appoint _____ as the group's chair and _____ as the group's vice chair per the Working Group's Terms of Reference.

4.6 Sustainable Cultural Tourism Plan and Cultural Tourism Economic Impact Study Request For Proposal Update

5. AGENDA ITEMS FOR NEXT MEETING

5.1 Review and Discussion on the Cultural Tourism Plan and Cultural Tourism Economic Impact Study RFPs

6. NEXT MEETING

Tentatively scheduled for Thursday, August 1, 2024

7. ADJOURNMENT

**Subject: REQUESTS FOR PROPOSALS
TOL2024013 (SUSTAINABLE CULTURAL TOURISM PLAN AND
TOL2024014 (CULTURAL TOURISM ECONOMIC IMPACT STUDY)**



From: Marc Kiely, Interim Director – Community Development

Date: July 18, 2024

Recommendations

This is an information memo. No decision is being sought.

Background

The Town issued Requests for Proposals (RFP) for a sustainable cultural tourism plan (Attachment A) and cultural tourism economic impact study (Attachment B) on April 4th, 2024, with a closing date of April 26th, 2024. Nine submissions were received for the Sustainable Cultural Tourism Plan, while the Cultural Tourism Economic Impact Study request resulted in 13 submissions. Five submissions were made for both RFPs. The deadline to award these contracts is August 24, 2024.

Staff have reviewed the submissions using the grading rubrics available in Attachments C and D. Staff will seek a recommendation to Council from the Working Group on who should be the successful proponents at the next meeting, tentatively scheduled for August 1, 2024.

Discussion

On March 22, 2024, the Atlantic Canada Opportunities Agency (ACOA) announced \$137,000 in funding for the Town of Lunenburg. This funding enables Lunenburg to collaborate with a facilitator and community stakeholders through ACOA's Strategic Tourism Expansion Program (STEP) to develop a sustainable tourism plan. On April 9, 2024, Council allocated \$50,000 towards a Cultural Tourism Economic Impact Study. Through collaboration with ACOA and community stakeholders, the goal is to enhance Lunenburg's tourism offerings, extend the tourism season, and promote sustainable economic growth.

The proposed Cultural Tourism Economic Impact Study will analyze how tourism impacts employment, wages, visitor numbers, spending, housing, municipal tax revenue, and GDP in Lunenburg. The Sustainable Cultural Tourism Plan will outline strategies to enhance year-round, experiential, and inclusive tourism in a socially and environmentally sustainable manner over three to five years. Both projects will encompass historic sites, museums, events, and the Town's broader tourism economy, including accommodations, camping, restaurants, and marine activities such as shipbuilding, fishing, and recreational boating. Proposal deliverables will include comprehensive resource mapping, economic research,

experiential tourism development, marketing recommendations, community engagement, and capacity-building workshops.

Attachments

Attachment A – TOL2024013 SUSTAINABLE CULTURAL TOURISM PLAN

Attachment B - TOL2024014 (CULTURAL TOURISM ECONOMIC IMPACT STUDY)

Attachment C – GRADING RUBRIC: SUSTAINABLE CULTURAL TOURISM PLAN

Attachment D – GRADING RUBRIC: CULTURAL TOURISM ECONOMIC IMPACT STUDY



**TOWN OF LUNENBURG
RFP #TOL2024013**

**REQUEST FOR PROPOSALS
Sustainable Cultural Tourism Plan**

Proposals will be received no later than:
2:00 p.m. LOCAL TIME
Friday April 26th, 2024

Addressed to:
Cali Beck, BBA, PCP, PSPP
Procurement Officer
Town of Lunenburg
119 Cumberland Street
PO Box 129
Lunenburg, NS B0J 2C0

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1.0 GENERAL TERMS AND CONDITIONS

Section 1 of this proposal document sets out a summary of requirements and outlines the general terms and conditions. The Town of Lunenburg shall be referred to as the "Town" throughout this document.

1.1 Purpose

The purpose of this RFP is to commission a comprehensive Sustainable Cultural Tourism Plan for Lunenburg. The plan will assist policymakers in making informed decisions that integrate economic, social, and environmental considerations, supporting sustainable and inclusive economic development in Lunenburg. Additionally, the plan will provide valuable insights for government, businesses, and the creative/cultural sector to inform priorities and collaboration and leverage investment and funding opportunities. The successful proponent will create a plan that will guide cultural tourism development and aid in its early implementation, ensuring a strategic approach to fostering cultural tourism in Lunenburg.

Old Town Lunenburg, a designated World Heritage Site, embraces a comprehensive understanding of culture, encompassing both tangible and intangible heritage. Its designation acknowledges its historical significance, architectural integrity, and cultural heritage, emphasizing its role as a vibrant testament to the maritime legacy of Nova Scotia and Canada. The Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan for Lunenburg must encompass historic sites, events, and the town's tourism economy, including accommodations, restaurants, and marine activities such as shipbuilding, the fishery, and recreational boating. The study should evaluate various sectors, including events, tours, retail, hospitality, accommodations, and historic sites and museums.

1.2 Proposal Submissions

Any change notices, appendices and addenda issued for this RFP shall be considered part of this proposal document. The proposal is to be submitted, clearly marked with **"Sustainable Cultural Tourism Plan"** and proposal document number **TOL2024013**, to Cali Beck, Procurement Officer by email exclusively to purchasing@townoflunenburg.ca before the Closing Time on the closing date. Proponents must submit one (1) PDF copy via email. Erasure, overwriting or strikeouts must be initialled by the person signing on behalf of the Proponent. Proposals will not be accepted after Closing Time. The Town shall have the right in its absolute and unfettered discretion to determine whether a proposal has been received prior to the Closing Time. Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. All proposals shall become the property of the Town of Lunenburg. It is the responsibility of each proponent to submit all required documents as outlined in this RFP. Failure to quote on all options set out may disqualify your proposal.

1.3 Irrevocable Offer

The proponent hereby acknowledges that offers contained within your response to this RFP shall remain open for acceptance by the Town of Lunenburg for a period of not less than 120 days from the Closing Time specified in Section 1.6. Proponents may not make modifications to their Proposals after the Closing Time.

1.4 Proposal Costs

The proponent shall be solely and fully responsible for all costs associated with the development, preparation, transmittal, submission of proposal, and any work performed before official appointment by the Town of Lunenburg.

1.5 Municipal Contact for RFP

The proponent shall be responsible for clarifying any points in question with the Town of Lunenburg before submitting the proposal. The deadline for all inquiries is April 22nd, 2024, at 4:30pm. Inquiries regarding the specifications of the RFP and the RFP process should be directed to:

Name: Cali Beck
Title: Procurement Officer
Email Address: purchasing@townoflunenburg.ca

If a proponent discovers any inconsistency, discrepancy, ambiguity, error, or omission in this RFP, they must notify the Town of Lunenburg immediately in writing.

Any revision to this Request for Proposal will be issued as an addendum to all known potential Proponents.

Please check the Town website townoflunenburg.ca/purchasing.html to determine if any addendums have been issued prior to the submission deadline.

1.6 Opening

Proposals will only be received by:

Name: Cali Beck
Title: Procurement Officer
Email Address: purchasing@townoflunenburg.ca

One (1) PDF copy of your proposal must be received by email or prior to **2:00 p.m.** local time, **Friday April 26th, 2024**. Proposals will be signed by an official authorized to bind the document. Proponents will provide the name(s), title(s), address, and telephone

number of the individual(s) to be contacted during the evaluation process. Proposals received later than the specified Closing Time may be returned unopened to the Proponent.

There will not be a public opening for this RFP. As this is a proposal document for which several criteria will be evaluated, the names of the proponents who have submitted a proposal will be identified after the opening, upon request.

1.7 Selection Process

Selection – Subject to Section 1.9 of this RFP, the Town will not necessarily accept the lowest priced or any proposal. Any implication that the lowest priced or any proposal will be accepted is hereby expressly negated. The successful proponent(s) will be selected based on evaluation criteria developed by the Town, which in its sole discretion, will determine the manner in which each response to this RFP meets the evaluation criteria. The proposal may be awarded to one proponent or more as the Town sees fit.

Evaluation Criteria – Subject to Section 1.9 of this RFP, each response to this RFP will be evaluated by the Town to determine the degree to which it responds to the requirements as set out herein. Because this is an RFP, other factors besides price will be considered when evaluating submissions.

Please indicate any requirements not met in your proposal with a brief description and reasons therefor.

The Town will read, review, and evaluate each proposal. The below evaluation criteria table should be used as a reference only. The Town may in its sole and absolute discretion use or alter the below criteria or use some other evaluation criteria entirely.

Evaluation Criteria	Percentage
Expertise – Knowledge and experience of the proposed project team.	15%
Experience – Experience undertaking similar projects in other municipalities	15%
Innovation – Evidence of the team's ability to propose creative and effective solutions that have been implemented and shown positive results	15%
Community Engagement – Knowledge and experience in public engagement, including working with multi-disciplinary teams	15%
Comprehensive Methodology – The strength of the proposed methodology, including data collection, analysis, and public engagement processes.	10%
Value for Money	20%
Project Timeline	10%
TOTAL	100%

Shortlisted candidates may be interviewed.

1.8 Modification and Withdrawal of Proposals

Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. Proponents may not make modifications to their proposals after this. Proponents will not have the right to change the conditions, terms, or prices of the proposal once the proposal has been submitted in writing to the Town. All proposals shall become the Town's property. It is the responsibility of each proponent to submit all required documents as outlined in this RFP.

1.9 Acceptance and/or Rejection of Proposals and Reservation of Rights

The Town is not obligated to award a contract and reserves the right to terminate this RFP at any time for any reason and to withdraw from discussions with all or any of the proponents who have responded. The receipt and opening of a proposal do not constitute acceptance of any proposal.

The Town reserves the right to reject all proposals and not necessarily accept the lowest-priced proposal. The Town may accept any proposal that may be considered in the best interests of the Town in its sole and absolute discretion. The Town also reserves the right in its sole and absolute discretion to waive any formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.

The Town reserves the right to negotiate, after the RFP Closing Time, with any Proponent to finalize service arrangements in the Town's best interests.

The Town shall not be bound by trade or custom in dealing with and/or evaluating the responses to the RFP. The Town reserves the right to interpret any and all aspects of this RFP as may be most favorable to the Town.

Proponents will be deemed to have familiarized themselves with existing conditions and any other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation.

Proponents waive any claim against the Town for compensation of any kind whatsoever as a result of its participation in or providing a response to this RFP process, including without limitation any claim for costs of proposal preparation or participation in negotiations, or for loss of anticipated profits, whether based in contract including fundamental breach, tort, equity, breach of any duty, including, but not limited to breach of the duty of fairness, breach of any obligation not to accept non-compliant proposals or any other cause of action whatsoever.

In submitting a proposal, the proponent has accepted the reservation of rights as set out herein and agrees to be bound by same.

1.10 Governing Law and Jurisdiction

Any contract resulting from this RFP shall be governed by and interpreted in accordance with the laws of the Province of Nova Scotia. Any disputes shall be determined in the courts of Nova Scotia.

1.11 Proposal Form

The attached Proposal Form (3.0) must be completed and submitted with all proposals for consideration. Failure to complete and submit the proposal form could lead to the rejection of the proposal.

1.12 Freedom of Information and Protection of Privacy Act

The Town of Lunenburg is subject to the Municipal Government Act provisions relating to the freedom of information and protection of privacy provisions Freedom of Information and Protection of Privacy Act (FOIPOP) and associated Provincial legislation. Any proposal submitted to the Town may be required to be disclosed publicly if any request is to be made under FOIPOP. All proposals received in response to this RFP will be considered public.

1.13 Insurance Requirements

The successful proponent shall at its own expense obtain and maintain until the completion of the contract and provide the Town with a Certificate of Insurance providing proof of:

- a) Professional Liability insurance covering the work and services described in this Agreement for an amount not less than \$2.0 Million per occurrence;
- b) Comprehensive General Liability insurance for an amount not less than \$2.0 Million per occurrence;
- c) Automobile Liability insurance for an amount not less than \$2.0 Million covering all vehicles used in any manner in connection with the performance of the work described in this RFP.

1.14 Conflict of Interest

The proponent warrants that no conflict of interest exists with any Town staff, Council or Committee member regarding their RFP submission or with the Town's evaluation process. Should a conflict of interest exist or arise, the Town at its sole discretion may disqualify the proposal submission and/or contract as applicable.

1.15 Nova Scotia Worker's Compensation

The successful proponent must be registered and remain in good standing with NS WCB throughout the term of a contract issued pursuant to this RFP.

1.16 Human Rights Act

The successful proponent shall ensure full observance of the NS Human Rights Act in all dealings related to this project.

1.17 Ownership of Data and Information

All data, other information and all resulting reports and materials prepared by the successful Proponent shall be the exclusive property of the Town who reserves ownership rights to all ideas, plans, concepts, etc.

2.0 SPECIFICATIONS AND REQUIREMENTS

2.1 Background and Overview

The Town of Lunenburg is soliciting proposals for the development of a comprehensive Sustainable Cultural Tourism Plan as part of Tourism Atlantic's (ACOA) Strategic Tourism Expansion Program (STEP). This initiative, embedded within the STEP framework, aims to empower Atlantic Canadian communities to envision long-term tourism development strategies. With over twenty communities already benefiting from STEP, the program emphasizes sustainable, experiential tourism aligned with community input. For Lunenburg, this project offers an opportunity to foster a sustainable tourism destination, promoting resilience, health, and prosperity for the wider community. The successful proponent will work closely with the consultant conducting a Cultural Tourism Economic Impact Study for the Town (see RFP TOL2024014). Team submissions are encouraged.

2.2 Scope of Work

The Town of Lunenburg seeks a certified STEP consultant to facilitate the development of a community-led Sustainable Cultural Tourism Plan. The consultant will collaborate with the Town, its STEP Committee, and the successful proponent under RFP TOL2024014 to integrate community feedback and insights into the plan, guiding tourism development over the next three to five years. The plan must include achievable recommendations for building sustainable tourism which are reflective of the community's stated goals. The successful proponent will work closely with the consultant conducting a Cultural Tourism Economic Impact Study for the Town (see RFP TOL2024014). Team proposals are encouraged.

The successful proponent under RFP TOL2024013 will work with the Town to complete the following key deliverables:

1. Research: Stay apprised of the resource mapping and economic research undertaken by the successful proponent under RFP TOL2024014.
2. Collaborative Vision Development: Establish and nurture a community network comprising leaders, entrepreneurs, and stakeholders actively involved in plan development and execution. Facilitate sessions to uncover the community's vision for cultural tourism development, integrating input from stakeholders and identifying collective strengths and assets. The consultant will ensure thorough community engagement in the STEP process and the development of an actionable Sustainable Cultural Tourism Plan reflective of the community's vision and goals.
3. Strategic Direction: Provide leadership in developing achievable recommendations aligned with community goals, ensuring the plan reflects the ambitions of the community. Analyze global, national, provincial, and regional tourism trends and recommend strategies for resilience in response to fluctuations.
4. Experiential Tourism Development: Identify, enable, and facilitate the development of experiential tourism offerings tailored to Lunenburg's unique cultural landscape.
5. Capacity Building: The STEP facilitator will provide the leadership, guidance and direction required to ensure that the community meets the intended outcomes – including a strong understanding of:
 - A replicable economic impact methodology.
 - The collective strengths and assets of the town, and the role it can play in furthering the vision for cultural tourism development as articulated by community stakeholders.
 - The processes and abilities required to develop and implement an integrated and actionable Sustainable Cultural Tourism Plan, which captures the ambitions of the community.
 - The importance of developing and establishing a community network comprised of community leaders, entrepreneurs and other stakeholders who are actively engaged in the development and execution of a Sustainable Cultural Tourism Plan.
 - How changing tourism trends (global, national, provincial and regional) affect the tourism industry and approaches for resiliency as these fluctuate.
 - The skills and expertise required to identify, enable, and facilitate the development of experiential tourism.

This work will culminate in the development, delivery, and presentation of an achievable Sustainable Cultural Tourism Plan.

2.3 Proposal Deliverables

The proposal shall include the following:

1. Cover Letter: A signed cover letter by a company officer authorized to execute a contract with the Town.
2. Project Work Plan: Detailed description including a statement of understanding, research, analysis, work approach, and methodology for the Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan. This should encompass specific tasks, options, or alternatives, presented with a Gantt chart outlining key tasks, milestones, meetings, presentations, sequence, duration of each task, and personnel assigned with anticipated hours devoted. The Work Plan must clearly indicate all meetings, their type (i.e., in-person versus virtual) and duration. It is expected that the final plan will be completed no later than 9-12 months of the commencement date and follow-up will take place at 3-, 6- and 12-months post-plan completion.
3. Demonstrable Experience: Certified STEP Consultants must demonstrate:
 - Understanding of the STEP Program goals, objectives, and proposed approach to work with the Town of Lunenburg, the STEP Committee, and wider community.
 - Understanding of the Lunenburg community's tourism economic landscape, assets, challenges, and opportunities.
 - Experience in working with volunteer boards of directors, community groups, and committees.
 - Leadership and motivational skills, along with experience in leading multidisciplinary teams and facilitating diverse stakeholders.
 - Experience working with municipalities on similar projects.
 - Specialization in cultural tourism and/or experience in historic communities an asset.
4. Case Studies and References: Provide a list of relevant projects completed, sample documents, and contact information for three references (names, positions, telephone numbers, and email addresses) who can attest to the quality of similar work performed.
5. Key Contacts and Personnel: Identification of key contacts for the project, along with all personnel and subcontractors assigned. Include descriptions of relevant qualifications and experience.
6. Resource Support and Additional Information: Identification of any Town staff or other resource support required, as well as additional information the Proponent will seek to complete the RFP components.
7. Proposed Budget: Presentation of proposed budget and breakdown of costs and expenses related to the project. This should include a charge-out rate list for all Proponent staff and relevant subcontractors, along with their assigned tasks and hours as per the project work plan. The budget must specifically outline in two separate sections:

- Costs and expenses specific to professional time and supplies required for all components of the STEP Program.
- Costs specific to travel and related expenses, including estimates for air or ground travel, accommodations, meals, and miscellaneous travel expenses. Estimates for air travel should be based on current economy class fares, while mileage and meals must not exceed current Government of Canada allowances and per diems.

2.4 Project Deliverables

The successful proponent shall be responsible for the following project deliverables:

1. Project Kick-Off Meetings:

- Consultation with ACOA and Town staff to review the STEP approach and program nuances.
- In-person meeting with the Town of Lunenburg and the STEP Committee to finalize objectives, scope, timelines, and milestones.

2. Development of Detailed Work Plan:

- The STEP facilitator will develop a detailed work plan that satisfies the requirements of the STEP model. Facilitators are encouraged to be flexible to community needs and opportunities as they arise, however, the process will follow the general format of STEP
 - STEP 1 – Introduction (Month 1-2)
 - STEP 2 – Setting the Stage (Month 3)
 - STEP 3 – Destination Planning (Month 4-5)
 - STEP 4 – Draft Sustainable Cultural Tourism Plan and Introduction to Capacity Building Sessions (Months 6-7)
 - STEP 5 – Sustainable Cultural Tourism Plan Presentation and Capacity Building Session (Months 8-9)
 - STEP 6 – Final Sustainable Tourism Plan Presentation and Capacity Building Session (Month 10-12)
 - STEP 7 – Follow-up and Mentoring (Months 13-24 with established check points at months 3, 6 and 12)

3. Community Engagement, Network Establishment and Capacity Building:

- Establishment of a community network comprising leaders, entrepreneurs, and stakeholders actively involved in plan development.
- Ensuring community engagement throughout the process to reflect community goals.
- Either through capacity building sessions or resource identification and coordination the facilitator will support operators in the region with tactics to meet emerging trends reflective of local assets and community opportunities.

4. Collaborative Vision Development:

- Facilitation of sessions to establish the community's vision for cultural tourism, integrating stakeholder input and identifying collective strengths and assets.

5. Strategic Direction:

- Leadership in developing achievable recommendations aligned with community goals.
- Analysis of global, national, provincial, and regional tourism trends, proposing strategies for resilience.

6. Experiential Tourism Development:

- Identification and facilitation of experiential tourism offerings tailored to Lunenburg's cultural landscape.
- Specific and tangible recommendations and insights into emerging consumer expectations.

7. Final Sustainable Cultural Tourism Plan:

- Cultural Tourism Plan document analysing tourism trends, proposing strategies for resilience and outlining achievable recommendations aligned with community goals.
- Submission of a final report meeting ACOA's standards in Microsoft Word format, with all reports and supporting documentation.
- Presentation of completed Sustainable Cultural Tourism Plan to Town Council.
- The successful proponent will be responsible for providing all necessary materials including drafts and other materials for review.

8. Ongoing Training, Mentoring, and Support:

- Provide ongoing training, mentoring, and support to key stakeholders, community leaders, and entrepreneurs involved in the implementation of the Sustainable Cultural Tourism Plan.
- Offer guidance and assistance as needed to ensure the successful execution of the plan's strategies and initiatives.
- Facilitate capacity-building sessions to empower local stakeholders with the skills and knowledge necessary to sustain and enhance the cultural tourism initiatives beyond the project timeline.
- Offer mentorship opportunities to encourage continued learning and growth within the community, fostering long-term sustainability and resilience in cultural tourism development.

3.0 PROPOSAL FORM

NAME OF PROPONENT: _____

Do not include HST in the Amount of Proposal. All of the below pricing is to be in Canadian Dollars.

Amount of Proposal..... \$ _____
HST..... \$ _____
Total..... \$ _____

Please attach the following additional information:

- Start and end time required to complete the work.
- Proof of current WCB coverage.
- Certificate of Insurance for \$2.0 million General Commercial Liability Insurance.

Mailing Address _____

Phone Number _____

Email Address _____

Signature _____

Print Name & Title _____

Date _____

Witness _____

Date _____

Details of Proposal – please attach your submission details as required in this RFP.



**TOWN OF LUNENBURG
RFP #TOL2024014**

**REQUEST FOR PROPOSALS
Cultural Tourism Economic Impact Study**

Proposals will be received no later than:
2:00 p.m. LOCAL TIME
Friday April 26th, 2024

Addressed to:
Cali Beck, BBA, PCP, PSPP
Procurement Officer
Town of Lunenburg
119 Cumberland Street
PO Box 129
Lunenburg, NS B0J 2C0

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1.0 GENERAL TERMS AND CONDITIONS

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1.1 Purpose

The purpose of this RFP is to commission a Cultural Tourism Economic Impact Study. The study will assist policymakers in making informed decisions that integrate economic, social, and environmental considerations, supporting sustainable and inclusive economic development in Lunenburg. Additionally, the study will provide valuable insights for government, businesses, and the creative/cultural sector to inform priorities and collaboration and leverage investment and funding opportunities. The successful proponent will create a replicable study that will inform cultural tourism development, ensuring a strategic approach to fostering cultural tourism in Lunenburg.

Old Town Lunenburg, a World Heritage Site, embraces a comprehensive understanding of culture, encompassing tangible and intangible heritage. Its designation acknowledges its historical significance, architectural integrity, and cultural heritage, emphasizing its role as a vibrant testament to the maritime legacy of Nova Scotia and Canada. The Cultural Tourism Economic Impact Study must encompass historic sites, events, and the town's tourism economy, including accommodations, restaurants, and marine activities such as shipbuilding, fishery, and recreational boating. The study should evaluate various sectors, including events, tours, retail, hospitality, accommodations, and historic sites and museums.

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Evaluation Criteria	Percentage
Expertise – Knowledge, experience and technical competence of the proposed project team, including economic and statistical analysis	15%
Experience - whether the team has undertaken similar projects in other municipalities	15%
Collaboration – Knowledge and experience working in multidisciplinary teams	15%
Comprehensive Methodology – The strength of the proposed methodology, including data collection, analysis, and public engagement processes.	15%
Value for Money	20%
Project Timeline	20%
TOTAL	100%

Shortlisted candidates may be interviewed.

1.8 Modification and Withdrawal of Proposals

Proposal prices must remain open and available for acceptance by the Town for 120 days after the Closing Time. Proponents may not make modifications to their proposals after this. Proponents will not have the right to change the conditions, terms, or prices of the proposal once the proposal has been submitted in writing to the Town. All proposals shall become the Town's property. It is the responsibility of each proponent to submit all required documents as outlined in this RFP.

1.9 Acceptance and/or Rejection of Proposals and Reservation of Rights

The Town is not obligated to award a contract and reserves the right to terminate this RFP at any time for any reason and to withdraw from discussions with all or any of the proponents who have responded. The receipt and opening of a proposal do not constitute acceptance of any proposal.

The Town reserves the right to reject all proposals and not necessarily accept the lowest-priced proposal. The Town may accept any proposal that may be considered in the best interests of the Town in its sole and absolute discretion. The Town also reserves the right in its sole and absolute discretion to waive any formality, informality, or technicality in any proposal. This includes the right to accept a proposal that is not strictly compliant with the instructions in the RFP document.

The Town reserves the right to negotiate, after the RFP Closing Time, with any Proponent to finalize service arrangements in the Town's best interests.

The Town shall not be bound by trade or custom in dealing with and/or evaluating the responses to the RFP. The Town reserves the right to interpret any and all aspects of this RFP as may be most favorable to the Town.

Proponents will be deemed to have familiarized themselves with existing conditions and any other conditions which may affect performance of the contract. No plea of ignorance of such conditions as a result of failure to make all necessary examinations will be accepted as a basis for any claims for extra compensation.

Proponents waive any claim against the Town for compensation of any kind whatsoever as a result of its participation in or providing a response to this RFP process, including without limitation any claim for costs of proposal preparation or participation in negotiations, or for loss of anticipated profits, whether based in contract including fundamental breach, tort, equity, breach of any duty, including, but not limited to breach of the duty of fairness, breach of any obligation not to accept non-compliant proposals or any other cause of action whatsoever.

In submitting a proposal, the proponent has accepted the reservation of rights as set out herein and agrees to be bound by same.

1.10 Governing Law and Jurisdiction

Any contract resulting from this RFP shall be governed by and interpreted in accordance with the laws of the Province of Nova Scotia. Any disputes shall be determined in the courts of Nova Scotia.

1.11 Proposal Form

The attached Proposal Form (3.0) must be completed and submitted with all proposals for consideration. Failure to complete and submit the proposal form could lead to the rejection of the proposal.

1.12 Freedom of Information and Protection of Privacy Act

The Town of Lunenburg is subject to the Municipal Government Act provisions relating to the freedom of information and protection of privacy provisions Freedom of Information and Protection of Privacy Act (FOIPOP) and associated Provincial legislation. Any proposal submitted to the Town may be required to be disclosed publicly if any request is to be made under FOIPOP. All proposals received in response to this RFP will be considered public.

1.13 Insurance Requirements

The successful proponent shall at its own expense obtain and maintain until the completion of the contract and provide the Town with a Certificate of Insurance providing proof of:

- a) Professional Liability insurance covering the work and services described in this Agreement for an amount not less than \$2.0 Million per occurrence;
- b) Comprehensive General Liability insurance for an amount not less than \$2.0 Million per occurrence;
- c) Automobile Liability insurance for an amount not less than \$2.0 Million covering all vehicles used in any manner in connection with the performance of the work described in this RFP.

1.14 Conflict of Interest

The proponent warrants that no conflict of interest exists with any Town staff, Council or Committee member regarding their RFP submission or with the Town's evaluation process. Should a conflict of interest exist or arise, the Town at its sole discretion may disqualify the proposal submission and/or contract as applicable.

1.15 Nova Scotia Worker's Compensation

The successful proponent must be registered and remain in good standing with NS WCB throughout the term of a contract issued pursuant to this RFP.

1.16 Human Rights Act

The successful proponent shall ensure full observance of the NS Human Rights Act in all dealings related to this project.

1.17 Ownership of Data and Information

All data, other information and all resulting reports and materials prepared by the successful Proponent shall be the exclusive property of the Town who reserves ownership rights to all ideas, plans, concepts, etc.

2.0 SPECIFICATIONS AND REQUIREMENTS

2.1 Background and Overview

The Town of Lunenburg is soliciting proposals for a Cultural Tourism Economic Impact Study. This initiative aims to envision long-term tourism development strategies with community input. For Lunenburg, this project offers an opportunity to foster a sustainable tourism destination, promoting resilience, health, and prosperity for the wider community. The necessity for an economic impact study to evaluate Lunenburg's cultural sector and associated businesses' economic contributions to Lunenburg, as identified by community groups, underscores this project. The successful proponent will work closely with the consultant conducting a Sustainable Cultural Tourism Plan for the Town (see RFP TOL2024013). Team proposals are encouraged.

2.2 Scope of Work

The Town of Lunenburg seeks a consultant to undertake a Cultural Tourism Economic Impact Study. The consultant will collaborate with the Town and community and the successful proponent under RFP TOL2024013 as directed:

1. **Comprehensive Resource Mapping:** Collect, record, inventory and synthesize information describing Lunenburg's cultural and tourism resources, networks, links, and patterns of usage. This should capture the current state of the sector and be contextualized within post-COVID recovery. Create a methodology that is clear, reproducible, and actionable at the local level to facilitate ongoing monitoring.

2. **Economic Research:** Econometric analysis to quantify the economic and social benefits and risks of cultural tourism. The study should assess sectors such as events, tours (including bus tours and cruise ships), retail, hospitality, accommodations (including hotels, motels, short term rentals and camping), and historic sites and museums, measured by indicators including employment (jobs and FTEs), wages, visitation numbers, dollars spent, housing, municipal tax revenue and GDP. This should capture the current state of the sector and be contextualized within post-COVID recovery. Create a methodology that is clear, reproducible, and actionable at the local level to facilitate ongoing monitoring.
3. **Capacity Building:** provide the leadership, guidance and direction required to ensure that the community meets the intended outcomes – including a strong understanding of:
 - A replicable economic impact methodology.
 - The collective strengths and assets of the town.

This work will culminate in the development, delivery, and presentation of a Cultural Tourism Economic Impact Study.

2.3 Proposal Deliverables

The proposal shall include the following:

1. **Cover Letter:** A signed cover letter by a company officer authorized to execute a contract with the Town.
2. **Project Work Plan:** Detailed description including a statement of understanding, research, analysis, work approach, and methodology for the Cultural Tourism Economic Impact Study. This should encompass specific tasks, options, or alternatives, presented with a Gantt chart outlining key tasks, milestones, meetings, presentations, sequence, duration of each task, and personnel assigned with anticipated hours devoted. The Work Plan must clearly indicate all meetings, their type (i.e., in-person versus virtual) and duration. It is expected that the final study will be completed no later than 9-12 months of the commencement date.
3. **Demonstrable Experience:**
 - Econometric expertise.
 - Leadership and motivational skills, along with experience in leading multidisciplinary teams and facilitating diverse stakeholders.
 - Experience working with municipalities on similar projects.
 - Specialization in cultural tourism and/or experience in historic communities an asset.

4. Case Studies and References: Provide a list of relevant projects completed, sample documents, and contact information for three references (names, positions, telephone numbers, and email addresses) who can attest to the quality of similar work performed.

5. Key Contacts and Personnel: Identification of key contacts for the project, along with all personnel and subcontractors assigned. Include descriptions of relevant qualifications and experience.

6. Resource Support and Additional Information: Identification of any Town staff or other resource support required, as well as additional information the Proponent will seek to complete the RFP components.

7. Proposed Budget: Presentation of proposed budget and breakdown of costs and expenses related to the project. This should include a charge-out rate list for all Proponent staff and relevant subcontractors, along with their assigned tasks and hours as per the project work plan. The budget must specifically outline in two separate sections:

- Costs and expenses specific to professional time and supplies required for all components of the project.
- Costs specific to travel and related expenses, including estimates for air or ground travel, accommodations, meals, and miscellaneous travel expenses. Estimates for air travel should be based on current economy class fares, while mileage and meals must not exceed current Government of Canada allowances and per diems.

2.4 Project Deliverables

The successful proponent shall be responsible for the following project deliverables:

1. Project Kick-Off Meetings:

- Consultation with Town staff and community invitees to review the project and its synergies with other Town and community initiatives.
- In-person meeting with the Town of Lunenburg and community invitees to finalize objectives, scope, timelines, and milestones.

2. Development of Detailed Work Plan:

- Revision and submission of a final workplan based on Town and community invitee feedback.

3. Resource Mapping

- Comprehensive listing and synthesis of Lunenburg's cultural and tourism resources, networks, and patterns of usage, presented with a clear and actionable methodology for future research.

4. Economic Research:

- Econometric analysis quantifying economic, social, and environmental benefits of cultural tourism.

REQUEST FOR PROPOSALS
Cultural Tourism Economic Impact Study

- Assessment of sectors like events, tours, retail, hospitality, accommodations, museums, etc., measuring indicators such as employment, wages, visitation numbers, dollars spent, GDP, housing and municipal tax revenues.

5. Final Cultural Tourism Economic Impact Study:

- Cultural Tourism Economic Impact Study document comprehensively examining economic, social, and environmental benefits, including tables of contents, executive summary, and appendices.
- Submission of a final report meeting the Town's standards in Microsoft Word format, with all reports and supporting documents.
- Presentation of completed Cultural Tourism Economic Impact Study to Town Council.
- The successful proponent will be responsible for providing all necessary materials including drafts and other materials for review.

3.0 PROPOSAL FORM

NAME OF PROPONENT: _____

Do not include HST in the Amount of Proposal. All of the below pricing is to be in Canadian Dollars.

Amount of Proposal..... \$ _____

HST..... \$ _____

Total..... \$ _____

Please attach the following additional information:

- Start and end time required to complete the work.
- Proof of current WCB coverage.
- Certificate of Insurance for \$2.0 million General Commercial Liability Insurance.

Mailing Address _____

Phone Number _____

Email Address _____

Signature _____

Print Name & Title _____

Date _____

Witness _____

Date _____

Details of Proposal – please attach your submission details as required in this RFP.

Grading Rubric: Cultural Tourism Economic Impact Study

Expertise - Knowledge of Economic and Statistical Analysis

15 points - Team demonstrates extensive knowledge and experience in economic and statistical analysis, with all key members having relevant qualifications and a strong portfolio of similar projects.

10 points - Team has good knowledge, with most members having relevant qualifications and experience

5 points - Team shows adequate knowledge and some experience in cultural tourism projects.

0 points - Team lacks significant experience or qualifications relevant to the project.

Experience - whether the team has undertaken similar project in other municipalities

7.5 points - Proof of extensive, successful experience working with municipalities on similar project

6 points - Proof of experience working with municipalities

4.5 points - Proof of adequate experience working with municipalities or similar entities

3 points - Proof of some experience working with municipalities or similar entities

1.5 points - Little experience working with municipalities or similar entities

0 points - No experience with municipalities or similar entity

Experience - whether the team has undertaken similar project in other municipalities

7.5 points - Proposal shows deep knowledge of or experience working in Lunenburg, including its depth and complexity

6 points - Proposal shows deep knowledge of or experience working in Lunenburg or similar contexts perhaps missing some of its nuances or complexity

4.5 points - Proposal shows sufficient knowledge of or experience working in Lunenburg or similar contexts

3 points - Proposal shows some knowledge of or experience working in Lunenburg or similar contexts

1.5 points - Proposal shows little knowledge of Lunenburg and no experience working in Lunenburg or similar contexts

0 points - Proposal shows no knowledge of or experience working in the Lunenburg context or similar contexts

Collaboration: Knowledge and experience working in multidisciplinary teams.

15 points - Extensive experience in collaborating with multidisciplinary teams and diverse stakeholders

10 points - Good experience working in multidisciplinary teams with positive outcomes.

5 points - Adequate experience but with limited scope

0 points - Little or no experience in multidisciplinary collaboration

Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes

5 points - Proposal shows deep knowledge of the project at hand, including its depth and complexity.

4 points - Proposal shows deep knowledge of the project, perhaps missing some of its nuances or complexity

3 points - Proposal shows sufficient knowledge of the project

2 points - Proposal shows some knowledge of the project

1 point - Proposal shows little knowledge of the project

0 points - No project understanding.

Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes

5 points - Clearly explains and properly employs recognized methodology. Methodology is well aligned with work plan.

4 points - Clearly explains and properly employs methodology. Methodology could be better integrated with the work plan.

3 points - Methodology Included. Explanation or application may be inexact.

2 points - Methodology Included with little to no explanation or proof of application.

1 point - Suggests or alludes to methodology but it is not clearly stated or explained.

0 points - No methodology evident.

Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes

5 points - Plan provides precise, detailed descriptions of the project goal, scope, deliverables, and milestones

4 points - Plan provides descriptions of the project goal, scope, deliverables, and milestones

3 points - Plan lists most of the project goal, scope, deliverables, milestones, and risks.

2 points - Plan lists some of the project goal, scope, deliverables, and milestones, and risks.

1 point - General statement that lacks sufficient detail to assure mutual understanding of project direction.

0 points - No work plan or schedule

10. Please comment on the applicant's outstanding strengths or weaknesses. This will help when it comes time to interview applicants and write Council memos. Multi Line Text.

Grading Rubric: Sustainable Cultural Tourism Plan

Expertise - Knowledge of Sustainable Cultural Tourism

15 points - Team demonstrates extensive knowledge and experience in cultural tourism and sustainable Development, with all key members having relevant qualifications and a strong portfolio of similar projects.

10 points - Team has good knowledge, with most members having relevant qualifications and experience

5 points - Team shows adequate knowledge and some experience in cultural tourism projects.

0 points - Team lacks significant experience or qualifications relevant to the project.

Experience - whether the team has undertaken similar project in other municipalities

7.5 points - Proof of extensive, successful experience working with municipalities on similar projects

6 points - Proof of experience working with municipalities

4.5 points - Proof of adequate experience working with municipalities or similar entities

3 points - Proof of some experience working with municipalities or similar entities

1.5 points - Little experience working with municipalities or similar entities

0 points - No experience with municipalities or similar entity

Experience - whether the team has undertaken similar project in other municipalities

7.5 points - Proposal shows deep knowledge of or experience working in Lunenburg, including its depth and complexity

6 points - Proposal shows deep knowledge of or experience working in Lunenburg or similar contexts perhaps missing some of its nuances or complexity

4.5 points - Proposal shows sufficient knowledge of or experience working in Lunenburg or similar contexts

3 points - Proposal shows some knowledge of or experience working in Lunenburg or similar contexts

1.5 points - Proposal shows little knowledge of Lunenburg and no experience working in Lunenburg or similar contexts

0 points - Proposal shows no knowledge of or experience working in the Lunenburg context or similar contexts

Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes

5 points - Proposal shows deep knowledge of the project at hand, including its depth and complexity.

4 points - Proposal shows deep knowledge of the project, perhaps missing some of its nuances or complexity

3 points - Proposal shows sufficient knowledge of the project

2 points - Proposal shows some knowledge of the project

1 point - Proposal shows little knowledge of the project

0 points - No project understanding.

Comprehensive Methodology - The strength of the proposed methodology including data collection, analysis and processes

5 points - Plan provides precise, detailed descriptions of the project goal, scope, deliverables, and milestones

4 points - Plan provides descriptions of the project goal, scope, deliverables, and milestones

3 points - Plan lists most of the project goal, scope, deliverables, milestones, and risks.

2 points - Plan lists some of the project goal, scope, deliverables, and milestones, and risks.

1 point - General statement that lacks sufficient detail to assure mutual understanding of project direction.

0 points - No work plan or schedule

Innovation

15 points - Radical innovation, indicating creativity and originality. Addresses a major problem/makes major contribution.

12 points - Innovation, indicating creativity. Reasonable contribution/addresses a problem

9 points - Some creativity. Contribution/addresses a problem with some impact

6 points - Minor creativity. Addresses trivial problem or partially addresses more substantive problem

3 points - Low creativity or impact. Barely addresses identified problem

0 points - No creativity. Does not demonstratively solve a problem

Public Consultation

15 points - Project team has strong Public Engagement experience and all relevant qualifications. Employment and project experience is very detailed. Team is outstanding in their field.

10 points - Project team has some Public Engagement experience and relevant qualifications or training. Employment and project experience is lacking.

5 points - Project team has little Public Engagement experience or training with little employment or project experience.

0 points - Project team has no Public Engagement experience or training.

10. Please comment on the applicant's outstanding strengths or weaknesses. This will help when it comes time to interview applicants and write Council memos.

Subject: Terms of Reference – Cultural Tourism Working Group

From: Marc Kiely, Interim Director – Community Development

Date: July 18, 2024



Recommendations

This is an information memo. No decision is being sought.

Background

Council voted to develop Terms of Reference for a Cultural Tourism Working Group on April 9, 2024. Terms of Reference were written following the [STEP: Strategic Tourism Expansion Program Manual](#)'s advice on forming STEP Working Committees. They were approved by Council on June 11, 2024.

The Terms of Reference outline the structure, mandate, and operational procedures of the group. This group is tasked with completing the Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan.

Discussion

The Working Group's mandate is to develop Lunenburg as a sustainable tourism destination, promoting resilience, health, and prosperity for the community.

The Working Group currently consists of two representatives from the public or non-profit cultural sector; one representative from the private tourism sector; two members of the Lunenburg Board of Trade; two representatives from maritime heritage and waterfront industries; and two Town of Lunenburg residents.

The group will be supported by non-voting ex-officio members, including the town-hired consultants. The Town's Director of Community Development is the Working Group's staff lead and point person. Councillors will be appointed at a future Council meeting.

The group will aim for consensus in decision-making. If consensus cannot be reached, a vote will be taken, and motions will pass with over 50% of voting members in favor. An Executive Committee, consisting of a Chair and Vice-Chair should be appointed in the first meeting. This Committee will work closely with the Director of Community Development and consultants in between meetings.

Attachments

Attachment A – Cultural Tourism Working Group – Terms of Reference

Cultural Tourism Working Group

TERMS OF REFERENCE

Approved on June 11, 2024



1. Group Name

The name of the group will be the Cultural Tourism Working Group.

2. Authority

Established by the Town of Lunenburg, the Cultural Tourism Working Group will report to the Town of Lunenburg's Municipal Council.

3. Definitions

- *Cultural Resources*: physical and non-physical cultural elements, such as historical landmarks, traditional crafts, live performances, local cuisine, festivals, and events.
- *Cultural Tourism*: a form of travel driven by the desire to explore, understand, and engage with a destination's cultural heritage.
- *Culture*: a community's spiritual, material, and intellectual characteristics. Culture includes art and literature, everyday living habits, ways of interacting, values, traditions, and beliefs. Culture includes physical items such as artefacts, art, sites, and products and intangible expressions like performance, folklore, music, and events.
- *Sustainability*: the responsible management of resources, including cultural resources, to meet current needs while ensuring that future generations can meet their needs. Sustainability involves balancing economic growth, environmental protection, and social well-being.

4. Background

Council voted to develop Terms of Reference for a Cultural Tourism Working Group on April 9, 2024. This group is tasked with completing the Cultural Tourism Economic Impact Study and Sustainable Cultural Tourism Plan as part of the Strategic Tourism Expansion Program. The initiative recognizes three fundamental components of sustainability: the economic dimensions of tourism, encompassing revenues, yield, and profits; the imperative to preserve our cultural and natural heritage, which directly impacts our livelihoods; and the necessity for community leadership, input, and support. Old Town Lunenburg, recognized as a World Heritage Site, embodies a holistic appreciation of culture, encompassing both tangible and intangible heritage. Its designation underscores its historical significance, architectural integrity, and cultural legacy, serving as a vibrant testament to Nova Scotia and Canada's maritime heritage.

5. Mandate

The Cultural Tourism Working Group is mandated to enable, facilitate and develop Lunenburg as a sustainable tourism destination by exploring, recommending, and undertaking actions promoting resilience, health, and prosperity for the broader community.

6. Working Group Objectives

- **Economic Metrics and Fiscal Goals:** Recommend economic metrics and fiscal goals for Lunenburg's cultural tourism sector.
- **Achievable Cross-Sectoral Plan:** Develop, evaluate and promote a three to five-year actionable plan for sustainable cultural tourism in Lunenburg reflective of community goals.
- **Governance Model:** Recommend a governance model for local and regional tourism development and indicate the Working Group's role over time.
- **Experiential Tourism Products:** Identify, enable, facilitate and develop experiential tourism products tailored to Lunenburg's cultural landscape that support long-term sustainability per the Sustainable Cultural Tourism Plan.
- **Digital Marketing Enhancement:** Recommend enhancements for digital and online marketing to promote sustainable cultural tourism per the Sustainable Cultural Tourism Plan.
- **Community Engagement:** Establish a public consultation and community communications approach to uncover the community's vision for sustainable cultural tourism development.
- **Capacity Building Sessions:** Identify and secure necessary Capacity Building Sessions to support sustainable cultural tourism initiatives recommended under the Sustainable Cultural Tourism Plan.
- **Informed Decision Making:** Assist policymakers in integrating economic, social, and environmental considerations for sustainable and inclusive cultural tourism in Lunenburg.
- **Investment and Funding:** Provide recommendations on leveraging investment and funding opportunities to support cultural tourism projects that contribute to long-term sustainability and achieve the goals and actions recommended in the Sustainable Cultural Tourism Plan to protect and promote sound investment in Lunenburg's tourism sector.

- Tourism Trend Analysis: Analyze global, national, provincial, and regional tourism trends to propose strategies for resilience in cultural tourism.
- Consumer Expectations: Provide specific insights into emerging consumer expectations related to cultural tourism experiences.
- Tourism Asset Inventory: Conduct a Tourism Asset Inventory to identify and document cultural resources in Lunenburg.

7. Working Group Composition

The Cultural Tourism Working Group shall be comprised of:

- 2 Representatives from Lunenburg's Public or Non-Profit Culture Sector
 - 2 Representatives from Lunenburg's Private or For-Profit Tourism Sector
 - 2 Members of the Lunenburg Board of Trade
 - 2 Representatives of Lunenburg's Maritime Heritage and/or Waterfront Industries
 - 2 Town of Lunenburg residents
 - 2 Councillors
- Working Group members serve at the pleasure of the Town of Lunenburg's Municipal Council.
 - The Town's Chief Administrative Officer or their delegate will serve as a non-voting ex-officio member.
 - Town-hired consultants or their delegates will serve as non-voting ex-officio members.
 - The desired composition of the working group should include members with senior leadership experience in areas of cultural tourism.
 - Members do not need to be residents of the Town of Lunenburg to serve on the Committee but should have demonstrable ties to Lunenburg, such as operating a business registered to a Town of Lunenburg address or represent a non-profit or public cultural tourism group registered to a Town of Lunenburg address.
 - The working group will be no larger than 12 members, excluding ex-officio members.
 - The working group may occasionally invite individuals or groups to present. Individuals who are not members of the working group may, with permission of the working group, attend for the purpose of providing information or submitting feedback. These individuals will be allowed to speak on a matter if permission from the Chair has been granted but will not be involved in any decision-making.

8. Executive Committee

At their first meeting, the Working Committee will appoint a Chair and Vice-Chair, who, along with the Town's Chief Administrative Officer or their delegate, will form an Executive Committee.

9. Term of Office

This is an ad hoc working group. Once the work is completed, the term of office expires. The term of the work is anticipated to be completed by the summer of 2026.

10. Meetings

- Every attempt will be made to schedule meetings at least 7 days in advance.
- Meetings shall be as required.
- Meetings will be held in person, with virtual participation available if needed.
- If a member plans to attend virtually, they must notify the Chair and the Chief Administrative Officer or their delegate 24 hours in advance to allow for necessary technical setup.

A meeting can be cancelled by the Chair if:

- Many people, especially key decision-makers, are unavailable for the meeting.
- Bad weather or other unforeseen circumstances.

11. Meeting Administration

Meetings will be open to the public and advertised on the Town's website but will not be livestreamed or video-recorded.

Agendas and minutes will be available for public review.

As a Working Group, no public input sections will be included in the agenda.

12. Setting Meeting Agendas

Each meeting agenda will include a standing item called "Agenda Items for Next Meeting," allowing committee members to discuss and propose topics for the next meeting.

In between meetings, the Executive Committee may request and add agenda items for inclusion in an upcoming meeting agenda.

Draft agendas will then be prepared by Staff and shared with the Chair for review. The Chair will provide feedback or approve the draft within 48 hours. The draft agenda will be considered approved if no response is received within this timeframe.

Agenda items may be added at the start of a meeting, provided the working group consents to the additional items.

13. Attendance at Meetings

If the working group members are unable to attend, they must notify the Chair and the Chief Administrative Officer or their delegate.

A member of the working group who, without leave from the Chair, is absent from three consecutive regular meetings of the working group may be requested by the working group to vacate their position.

14. Quorum

A quorum shall be 50 percent of voting members plus one.

15. Role of Working Group Chair

Once appointed by the working group, the Chair will be expected to:

- Ensure that the work of the Cultural Tourism Working Group is in keeping with the mandate as outlined in the Terms of Reference;
- Chair Cultural Tourism Working Group meetings;
- Set the agenda for Cultural Tourism Working Group meetings;
- Assign and delegate work to Cultural Tourism Working Group members;
- Ensure that all members at meetings have an opportunity to participate in discussions; and
- Respect and support working group actions once the Cultural Tourism Working Group has made a decision.

16. Role of Working Group Vice-Chair

The Vice-Chair will be expected to fulfill any and all Chair roles should the Chair be unable to do so. The Vice-Chair may delegate any of their roles to the Vice-Chair by notifying all Cultural Working Group members.

17. Role of the Executive Committee

The Executive Committee will meet as needed to ensure continuity and momentum towards the Cultural Tourism Working Group's mandate and objectives as outlined in the Terms of Reference. These meetings will be an opportunity for Town Staff and the Executive Committee to discuss and disseminate information sharing with the wider Working Group and prepare meeting agendas.

Town-hired consultants can join Executive Committee meetings if invited by the Executive Committee.

The Executive Committee cannot make decisions apart from setting Working Group meeting dates and draft agendas. All decisions must be made by the Working Group as a whole.

18. Role of Working Group Members

Once appointed, Cultural Tourism Working Group members will be expected to:

- Regularly attend meetings;
- Regularly attend working group events, such as public consultations;
- Stay informed about working group matters, be prepared for all meetings and review minutes, agenda and supporting materials;
- Actively participate in a respectful and engaged manner;
- Be committed to the work and mandate of the Cultural Tourism Working Group;
- Volunteer for and willingly accept assignments and complete them thoroughly and on time; and
- Respect and support Cultural Tourism Working Group actions through a unified voice, once the Cultural Tourism Working Group has made any decisions.

19. Role of Town Staff

- Be open to frequent and honest communication with the Working Committee, establishing a mutually trusting working relationship;
- Provide professional expertise and capacity-building resources;
- Report findings and recommendations to the Town of Lunenburg's Municipal Council and the community at large;
- Prepare agendas for Chair consideration;
- Keep minutes for Committee approval;

20. Role of Consultants

- Be open to frequent and honest communication with the Working Committee, establishing a mutually trusting working relationship;
- Provide professional expertise and capacity-building resources;
- Pen the Cultural Tourism Economic Impact Study;
- Pen the Sustainable Cultural Tourism Plan;
- Guide the Cultural Tourism Working Group through the STEP program; and
- Any other services contracted by the Town of Lunenburg.

21. Decision Making

The members of the Cultural Tourism Working Group shall make every effort to come to consensus during the decision-making process. The working group will use consensus decision-making to facilitate better decisions through:

- including the input of all members;
- including and respecting all parties, and generating as much agreement as possible;
- setting the stage for greater cooperation in implementing the resulting decisions; and
- promoting an atmosphere that fosters group cohesion and interpersonal connection.

When the working group members cannot reach an agreement, the Cultural Tourism Working Group may have a motion put forth which requires a vote to be taken. Motions pass when over 50 percent of voting members at a meeting vote in favour of a motion.

22. Other Meeting Procedures

Any meeting procedure not outlined in this Terms of Reference will follow the Town of Lunenburg's established policies governing Council and Committee meetings and procedures.

23. Pecuniary Interest

Members must promptly disclose any direct pecuniary interest in a matter under consideration by the Committee. This disclosure must occur as soon as possible at the commencement of the meeting where the matter is discussed.

If a member has any pecuniary interest, direct or indirect, they must recuse themselves from the discussion and decision-making process for that particular matter. They must also avoid attempting to influence any recommendation on the matter, both during and outside the meeting.

Every disclosure of interest and its general nature must be recorded in the minutes of the meeting.

24. Amendments

The Cultural Tourism Working Group Terms of Reference may be amended by Council.