



**ROOSEVELT CAMPOBELLO INTERNATIONAL PARK  
REQUEST FOR PROPOSAL 2019-001  
VISITOR CENTRE REDEVELOPMENT PLAN**

The Roosevelt Campobello International Park invites respondents to submit a Request for Proposal for the redevelopment of the Edmund S. Muskie Visitor Information Center located on Campobello Island.

Request for Proposal packages may be picked up at the Park Office, 459 Route 774, Welshpool, Campobello, N.B., Canada, E5E 1A4 and can be viewed online at the New Brunswick Opportunity Network or the Roosevelt Campobello International Park Websites, <https://nbon-rpanb.gnb.ca/welcome?language=En> or <http://www.fdr.net/>

The Roosevelt Campobello International Park does not, by virtue of this Request for Proposal, commit to making an award or commit to undertaking this work, but reserves the right to reject all submissions not deemed to be in the Park's best interest and investigate other means of achieving the work.

Sealed submissions shall be endorsed:

**ROOSEVELT CAMPOBELLO INTERNATIONAL PARK  
REQUEST FOR PROPOSAL 2019-001  
VISITOR CENTRE REDEVELOPMENT PLAN**

and shall be addressed to:

**ROOSEVELT CAMPOBELLO INTERNATIONAL PARK  
459 ROUTE 774  
WELSHPOOL, CAMPOBELLO, NB. E5E 1A4**

**ATTENTION: WILL KERNOHAN  
Manager Interpretation, Education, Programming & Exhibits**

Submissions must be delivered to this address by **2:00 PM, local time on 7th, June, 2019.**

## **BACKGROUND**

Roosevelt Campobello International Park (RCIP) is jointly administered, staffed, and funded by both Canada and the United States. RCIP is administered by a commission created under an international treaty, and is the only Park in the world owned by the people of two countries and administered by a joint commission in their name. RCIP is located on Campobello Island in New Brunswick, Canada, just across the United States border from Lubec on the easternmost tip of Maine. The Park preserves the magnificent summer cottage of Franklin and Eleanor Roosevelt and their family and its surrounding landscape.

The Park consists of 2,800 acres (1133 hectares,  $11 \text{ km}^2/4.25 \text{ mi}^2$ ) of land located on the southernmost tip of Campobello Island - an island located where the Passamaquoddy and Cobscook Bays empty into the Bay of Fundy. The entire island has an area of  $39.6 \text{ km}^2$  ( $15.3 \text{ mi}^2$ ), with a permanent population of 872 as of 2016.

Visitors to the Park can arrive from Maine via the Franklin D. Roosevelt Memorial Bridge at Lubec. Arriving from mainland Canada by car is possible during the summer season and requires two ferry trips – the first from L’Etete, New Brunswick to Deer Island, then from Deer Island to Campobello, New Brunswick.

Roosevelt Campobello International Park is a world-class destination, consisting of spectacular coastal scenery, beautiful gardens, picnic areas and five historic cottages - one of which was owned and visited frequently by Franklin Delano Roosevelt and his family. Since its inception in 1964, the Park has attracted visitors from all over the US and Canada who were familiar with President Roosevelt and keen to learn more about his personal life on his beloved island. As a result, Roosevelt Cottage, the gardens and historic neighbouring cottages have been the most frequently visited areas of the Park; however, the Natural Area, comprising hiking trails and coastal scenery, is the fastest growing area of Park attendance.

The current Visitor Centre is outdated and geared to an older demographic. There exists a need to attract the younger demographic that is visiting the Natural Area to the Park’s Visitor Centre. Modernization of the Visitor Centre is required to adequately serve our changing visitor demographics.

## **GOALS AND OBJECTIVES**

The Roosevelt Campobello International Park (RCIP) invites respondents to express interest into research, identify options, and provide recommendations in the form of a Visitor Centre redevelopment plan for Roosevelt Campobello International Park. The resulting recommendations will strive to offer a balanced strategy to maximize visitation and return on investment and enhance the visitor experience through improvements to interpretation, education, and exhibition while respecting and showcasing the natural and cultural heritage values of the site.

**TITLE: ROOSEVELT CAMPOBELLO INTERNATIONAL PARK  
REQUEST FOR PROPOSAL 2019-001  
VISITOR CENTRE REDEVELOPMENT PLAN**

Request for Proposals will be received at the Park Office, 459 Route 774, Welshpool, Campobello, N.B., Canada, E5E 1A4 until **2:00 P.M.** Atlantic Standard Time (AST) time on **7th, June, 2019**. Proposals will be binding for 90 days unless otherwise specified. All proposals submitted shall be irrevocable for 90 calendar days following the opening date unless the respondent(s), upon request of the Manager of Interpretation, Education, Programming & Exhibits, agrees to an extension.

**GENERAL INSTRUCTIONS**

**DEFINITIONS**

The terms Request for Proposal will be referred to as RFP, the “Respondent” means those who respond to this RFP, “Preferred Respondent” means the respondent who has been recommended to enter into an agreement to develop the Plan and “Company” is the selected respondent after it has signed the agreement.

The agreement referred to in this RFP is the Contract between the two parties.

**1. INSTRUCTION AND FORMS**

The Request for Proposal document must be obtained in person or by courier from the Park Office, 459 Route 774, Welshpool, Campobello, N.B., Canada, E5E 1A4. Additional copies may be viewed online on the New Brunswick Opportunity Network or the Park Websites.

- a. All proposals are to be submitted in accordance with this Request for Proposal document.
- b. All proposals are to be submitted in a sealed, plainly marked envelope.
- c. The company profile/financial fee portion of the proposal is to be submitted in a separate sealed, plainly marked envelope indicating “Financial Proposal”.
- d. Additional information or clarification of any of the instructions or information contained herein may be obtained from the Manager of Interpretation, Education, Programming & Exhibits or his designated representative.
- e. Any respondent finding any discrepancy in or omission from the proposal, in doubt as to their meaning, or feeling that the proposal is discriminatory, shall immediately notify the Roosevelt Campobello International Park in writing 5 days prior of the scheduled proposal closing date. The RCIP will then notify all respondents in writing, by addendum duly issued, of any interpretations made of the proposal instructions.
- f. The Roosevelt Campobello International Park or its designated representative will assume no responsibility for oral instructions or suggestions.

**2. ELIGIBILITY**

Respondents are not eligible to submit a proposal if in the opinion of the Roosevelt Campobello International Park, it gives rise to conflict of interest in connection with this project. Respondents are to submit with their proposal information, documents that may constitute a conflict of interest violation for review by the RCIP. The RCIP decision on this matter will be final.

**3. RESERVATION**

- a. The RCIP reserves the right to reject or accept any or all proposals or parts of proposals, when in their reasoned judgment the parks interest is better served.
- b. The RCIP may waive formalities or technicalities in the proposals as the RCIP may require.
- c. The RCIP may waive minor differences in the proposal provided these differences do not violate the proposal intent.

**4. DISPUTES**

In cases of a dispute as to whether or not an item or service quoted or delivered meets the proposal requirements, the decision of the RCIP, or its designated representative, shall be final and binding on all parties.

**5. RESPONDENTS EXPENSES**

Respondents are solely responsible for any and all expenses incurred in preparing, delivering, or presenting the proposal or subsequent negotiations with the RCIP.

**6. EXCEPTIONS**

The submission of a proposal shall be considered an agreement to all the terms and conditions provided herein and in the various proposal documents, unless specifically noted otherwise in the proposal.

**7. CURRENCY AND TAXES**

Any prices are to be quoted in Canadian dollars, inclusive of duty, where applicable and exclusive of HST.

**8. COMPLIANCE WITH LAWS**

The respondent and or its sub consultants will adhere to all the Federal (Canadian), Provincial (New Brunswick) and Municipal (Campobello) codes when designing or recommending work in the Plan. The same will comply with all the laws and by-laws applicable to the work or performance of the contract.

**9. INDEMNITY**

If the contract is awarded, the successful respondent will be required to indemnify and hold the Roosevelt Campobello International Park harmless from and against all liability and expenses, including solicitor's fees, howsoever arising or incurred, alleging damage to property or injury to, or death of, any persons arising out of or attributing to the Company's performance of the awarded contract.

Any property or work to be provided by the Company under this contract will remain at the Company's risk until written acceptance by the RCIP; and the Company will replace, at the Company's expense, all property or work damaged or destroyed by any cause whatsoever.

#### 10. RESPONDENTS QUALIFICATIONS

Respondents must be primarily engaged in providing the services as outlined in this RFP.

Respondents must be well informed and have a comprehensive understanding of the requirements listed in this RFP. Understanding and previous experience in all aspects of this project and implementation is essential criteria in the evaluation process.

#### 11. EVALUATION & RECOMMENDATION

All accepted proposals will be evaluated by a review committee using the Evaluation Criteria scoring as contained in the RFP. The respondents with the highest scoring proposal, and which best meets the criteria, will be recommended for an invitation to enter into an Agreement.

Proposals will be evaluated on their technical and financial merit. For the purpose of evaluating proposals, the Evaluation Criteria will be given the following relative weights. (Please see Section 21 A & B for a more comprehensive breakdown).

- **Technical Merit**                      **75 points (total)**
  - Site Design    20 points
  - Visitor Flow and Way Finding                      10 points
  - Interpretation Products                              10 Points
  - Physical Plant    10 Points
  - Aesthetics    10 Points
  - Envir. Footprint/LEED Certification              5 Points
  - Other Recommendations                              10 Points
  
- **Financial Merit**                      **25 points (total)**
  - Project Team    15 points
  - Financial Fee    10 Points

The RCIP is not bound by the review committee's recommendation and has final authority in determining to award.

**12. AWARD**

The RCIP reserves the right to modify the terms of the Request for Proposal at any time at its sole discretion.

This Request for Proposal should not be construed as a contract between the RCIP and the respondent. The RCIP is not bound to accept the lowest or any proposal of those submitted.

The RCIP will not be obligated in any manner to any respondent whatsoever until a written contract has been duly executed relating to an approved proposal.

Neither acceptance of a proposal nor execution of a contract will constitute approval of any activity contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or by-law.

**13. CONTRACT AGREEMENT**

The Preferred Respondent will be required to enter into an Agreement with the RCIP to develop the Plan.

**14. DISCLAIMER**

The RCIP reserves the right to reject any and all proposals, for any reason. In addition, the RCIP may cancel this RFP, reject all the proposals, and seek to do the Plan through a new Request for Proposal or other means.

All submissions become the property of the RCIP. The RCIP will not be liable for any costs incurred by a respondent in responding to this RFP, regardless of whether the Park awards the Contract through this process, decides to not go forward with the project, cancels this RFP for any reasons, or contracts the project through some other process or by issuing another RFP.

**15. FORMALITY CLAUSE**

In order for the RCIP to consider any proposal submission as a legally binding offer, the respondent is to communicate this formality to the Park in the form of an offer, prefaced by a cover letter that contains the original signature of the individual or representative of the firm who is authorized to act on behalf of the company.

The covering letter must be on official company letterhead, dated and be addressed to the attention of the Park Manager of Interpretation, Education, Programming & Exhibits representative specified in the request for proposal document. The letter must also state that the enclosed documents constitute a formal proposal offer. A signed and corporate sealed covering letter is to be submitted for both the technical and financial portions of this proposal.

By submitting a response, the respondent represents that it is a legal entity, duly authorized to negotiate and to bind itself and/or its constituent partners or members, contractually to perform the proposed work. Any Joint Venture respondent shall:

- Form and sign their proposal as a distinct legal entity, and
- Ensure that each member of the Joint Venture has read, understood, accepted and agreed to be bound by the terms of the proposal.

#### 16. COLLECTION AND USE OF PERSONAL INFORMATION

Respondents are solely responsible for familiarizing themselves, and ensuring that they comply, with the laws applicable to the collection and dissemination of information, including resumes and other personal information concerning employees and employees of the Joint Venture.

This RFP requires the respondent to provide the RCIP with personal information of the employees who have been included as resources in this response to the RFP. Respondents are to obtain written consent from each employee before forwarding the personal information in this proposal.

#### 17. INQUIRIES

For information, please contact Mr. Will Kernohan, Roosevelt Campobello International Park, 459 Route 774, Welshpool, Campobello, N.B., Canada, E5E 1A4, (506) 752-2922, [will.kernohan@fdr.net](mailto:will.kernohan@fdr.net)

#### 18. VISITOR CENTER EXPERIENCE BACKGROUND INFORMATION

##### I. CURRENT SITUATION

- a) Roosevelt Campobello International Park is one of the most visited historic sites in Atlantic Canada. The site welcomes on average 160,000 visitors per year. Visitation to the site has been trending up over the last 8 years, reaching its highest ever attendance this past year; with over 180,000 visitors enjoying the Park. The Visitor Centre is open seasonally; May 26 – October 13, Daily 10 am – 6 pm. The Natural Area is open dawn to dusk, year-round.

The current Visitor Experience Offer at the Visitor Centre includes:

- “Beloved Island”, a 15-minute introductory film portrait of the island and its impact on Franklin Roosevelt. The film is shown in a 45-seat theatre.
- Two self-guided museum style exhibits:
  - “The Roosevelts on Campobello”  
Historic photographs, artifacts, and audio presentations interpret the Roosevelt story from the time FDR and his parents first visited Campobello through his battle with polio, his presidency, and the establishment of the Park.

- “A Legacy of Friendship”  
This exhibit highlights the remarkable closeness and cooperation that exist between Canada and the United States. It focuses on our shared heritage, the unique spirit of cooperation between both countries, and the strong relationship between President Roosevelt and Prime Minister Mackenzie King.
- A visitor reception area staffed by two Guides that provide orientation to the Park.
- A limited gift shop staffed by one Guide, selling tickets to the Tea with Eleanor program, F.U.N. Tour bookings, Roosevelt-related books and souvenirs.
- A small staff room/kitchenette/staff washroom used by security guards.
- Outdoor vending machine refreshment service and restroom facilities.

A typical visit to the Park starts at the Edmund S. Muskie Visitor Centre. Park staff are there to welcome visitors, provide orientation and help visitors who wish to view the 15-minute site orientation film and partake of guided tours. Visitors exit the building from the theatre onto the site and proceed to explore the Historic Core of the Park and environs, including, Roosevelt Cottage, Hubbard Cottage, Prince Cottage, Wells-Shober Cottage and gardens.

Staff are located at strategic points throughout the site to answer questions and provide interpretive programming. Interpretive programs at the site are included with admission and presented on a daily schedule during the season. These include daily guided tours of the site (F.U.N. tour) and Roosevelt Cottage. A Tea with Eleanor program, guided trail walks, and family programs.

A redevelopment project completed in 2004 expanded the Visitor Centre, retail gift shop, interpretive exhibits and washroom facilities. These facilities are still in use and require updating and maintenance. Many changes since 2004, including visitor dynamics, a refreshed focus on interpretation, the updated strategic and natural area plans and industry competition have also helped to identify the need to re-evaluate the current visitor experience offered on site at the Visitor Centre.

All aspects of the site are closely interrelated and impact each other: visitor experience offered, theatre, exhibits, gift shop, food and refreshment service, site orientation, staffing, visitor expectations, and operational cost.



## II. Visitor Statistics

### Past Attendance

Annual attendance to the Park has grown since collection of statistics began in 1981 and is strongly influenced by American travel trends. Annual attendance fluctuated between 100,000 and 150,000 in the period from 1981 to 2009, with a dip in 2002, caused by a combination of external factors such as 9/11 and the SARS epidemic. After 2003, attendance declined every year until 2009, due to poor economic conditions in the United States and a strong Canadian dollar.

After 2009, however, annual attendance increased as a weakening Canadian dollar coincided with a recovering American economy and an increased focus on marketing, especially to US markets. Last year, the Park saw its highest ever attendance as it welcomed almost 180,000 visitors.

### Tourism Demand

Looking forward, tourism demand is expected to increase driven by a baby boomer cohort that has entered retirement and has increased its travel. Based on several studies, travelling boomers will result in growth in the high-end market and in adventure and ecotourism products. Boomers will also drive an increase in active tourism activities (such as golfing, walking, cycling, bird-watching) and cultural attractions. They will prefer safe and nearby destinations. As millennials come of age, and their disposable income increases, they will be engaging in adventure tourism, self-guided hikes, kayaking, and cutting-edge technological exhibits.

These indicators point to a high likelihood of continued growth in annual attendance at Roosevelt Campobello International Park, particularly if more products and experiences are offered that are in line with emerging trends.

### Visitor Experience

Ratings of Roosevelt Campobello International Park on Trip Advisor are overwhelmingly positive and boast a 5.0-star rating with 736 reviews. Reviews are also very positive on Google, featuring a 4.8-star rating based on 100 reviews.

## 19. KNOWN ISSUES

The Park has identified the following issues with the current Visitor Centre:

- The Visitor Centre was built in the early 1960s and as a result does not currently meet building code standards. Additionally, many of the technologies are outdated and are difficult to maintain on a daily operational basis.
- An extensive analysis of the Visitor Centre's physical plant encompassing but not limited to: heating/cooling systems, fire

suppression systems, insulation, roofing, access to basement space and electrical systems is required.

- An analysis of health and safety concerns for visitors and staff, related to the Visitor Centre and washroom facilities is required.
- A strategic analysis of Visitor Centre aesthetics encompassing the overall look of the Visitor Centre building as it relates to the historic cottages, environmental footprint, Park greening initiatives, parking and landscaping.
- There are visitor traffic flow issues due to current visitation demands. The Visitor Centre's theatre and exhibits are dated and in need of weekly maintenance just to maintain daily operation due to numerous technical issues.
- The gift shop is not in a high traffic flow area and is often overlooked by visitors. It is too small and there is very little storage available for the operation.
- Repeat visitation is low. There is little incentive to revisit the site. To implement interpretive programs to entice repeat visitation for a modern audience, modernization of the technologies and visitor experience offerings is required.
- A better connection between Natural Area visitor opportunities and the Visitor Centre is required.

## **20. DESIGN CRITERIA/SCOPE OF WORK**

The Park is looking for a consultant to provide professional services to research, identify options and provide recommendations by developing a Visitor Centre Redevelopment Plan for the Park. A balanced approach is required to manage the visitor experience and the conservation of the cultural and natural assets.

The redevelopment of the Visitor Centre is an important capital project of the Park's overall Asset Management Plan. The Visitor Centre has been prioritized in relation to other Park priorities and capital improvements.

The consultant will provide strategic analysis of existing operations and facilities, and make recommendations for improvements, as appropriate, to address issues that have been identified by the Park and those that are identified by the consultant through the scope of this work. The resulting recommendations will strive to maximize visitation and return on investment and enhance the visitor experience while respecting and showcasing the natural and cultural heritage values of the site. The consultant will analyze the current visitor experience offered and facilities and identify future potential for the operation of the Visitor Centre, spot emerging visitor experience opportunities, identify risks and contingencies. The consultant will also define an implementation strategy and indicative costing estimates for the proposed plan. The Park recognizes that the existing offer and Visitor Centre layout may need to be completely redefined to more effectively reach target market and meet/exceed visitor expectations. The

consultant will offer strategies that utilize the existing Park infrastructure, with a focus on renovating and improving the Visitor Centre.

## **21. CONTENT OF PROPOSAL SUBMISSION DOCUMENTS**

In responding to this RFP, each respondent must complete and submit all the following required information for both sections of this proposal. The respondent is to present a clear understanding of the requirements of this proposal. The submission must also demonstrate that the company and its team have recent and significant experience with this type of undertaking. When noting examples of previous projects, the proposal must also indicate which team member worked on what project and their respective roles. The company may not substitute the project team member noted in the proposal without permission of the Park.

The submission of a proposal will be considered as an acknowledgement that the respondent has carefully reviewed and is familiar with the desired outcomes of the Plan as outlined in the RFP and that the respondent is fully informed regarding the operations of the Park and any other requirements of this RFP. In addition, the respondent must be familiar with all Federal and Provincial laws, and all codes and ordinances of the Roosevelt Campobello International Park, which in any way affects the development of the Plan.

### **A. TECHNICAL PROPOSAL: (75 Total Points)**

The technical merit evaluation will be based on the Park's relative ranking of the quality of the submission with particular attention given to the following areas. The list below is not exhaustive but is to be used as a minimum guideline in the scoring and "Determination of Understanding" concerning the Plan. It will also guide the review committee in their scoring.

The Visitor Centre Redevelopment Plan will include, but is not limited to:

- Executive Summary;
- Report on observations and research;
- Report on consultations and feedback from stakeholders;
- Recommendations related to the visitor experience offered;
- Improvements to Visitor Centre design, visitor flow, and wayfinding including recommendations for optimizing site layout and use of space;
- Recommendations for the creation of new exhibits and interpretive products;
- Opportunities for maximizing visitation including recommendations that will best meet the needs of target markets;
- Implementation strategy, and indicative costing estimates for the proposed developments;
- As well as other relevant recommendations.

Specifically, Roosevelt Campobello International Park is seeking analysis and recommendations in the following areas:

✓ **Site Design: (20 points)**

The consultant is expected to analyze and provide strategic recommendations on improvements to the Visitor Centre design and layout as part of this project. Conceptual and architectural drawings for new layout, including a renovated Visitor Centre building, gift shop, reception area, classroom/multipurpose room, theatre, washrooms and exhibits are within the scope of this project.

✓ **Visitor Flow and Way Finding: (10 Points)**

The site was designed for visitation patterns that were observed in 1966-2004 and may not be optimal for present day realities. Recommendations on visitor flow issues are required including: optimizing site layout and use of space, how to connect the Visitor Centre to a growing emphasis on the Park's natural area, parking lot traffic flow and way finding. Visitor Centre traffic flow patterns and signage including appropriate bilingual and disability standards.

✓ **Interpretation Products: (10 Points)**

Interpretive panels, exhibits, and video presentations are dated. The consultant will offer recommendations for improvements in relation to connecting with current and trending visitor markets. The consultant will offer recommendations for the expansion and use of a multipurpose room and theatre to host community cultural events and Park interpretive programming.

✓ **Physical Plant: (10 Points)**

The consultant will offer an extensive analysis of the Visitor Centre's physical plant with resulting recommendations, encompassing but not limited to: heating/cooling systems, fire suppression systems, insulation, roofing, electrical systems and potential access to basement space.

✓ **Aesthetics: (10 Points)**

The consultant will provide a strategic analysis and resulting recommendations for improvement of Visitor Centre aesthetics encompassing overall look of the Visitor Centre building as it relates to the historic cottages and surrounding landscapes.

✓ **Environmental Footprint/LEED Certification: (5 Points)**

The consultant will provide recommendations for the improvement of the Visitor Centre's environmental footprint, encompassing possible LEED certification for any construction and redevelopment of the Visitor Centre. The consultant will offer strategic recommendations

on improvements to the Visitor Centre that will allow the facility to be more environmentally efficient, for example the implementations and additions to the Visitor Centre of solar power, Geo Exchange Heating (Thermal), recycled water recovery, wind power generation, green roofing, etc.

✓ **Other recommendations: (10 Points)**

Through this work, the consultant may identify other issues and make recommendations as appropriate.

**B. FINANCIAL PROPOSAL: (25 Total Points) (separate sealed envelope)**

The financial merit evaluation will be based on the Park's relative ranking of the quality of the submission with particular attention given to the following areas. The list below is to be used as a minimum guideline in the presentation of the project team and its experience and resources but is not exhaustive. It will also guide the review committee in their scoring.

✓ **Project Team: (15 points)**

- A statement of the respondent's understanding of the project's objectives;
- A description of the respondent's Project Team, Joint Partners and stakeholders with each person's involvement including experience, qualifications working on similar projects, contact information such as title, address, telephone, fax and email, for all future communications between the respondent and the RCIP;
- Related client references of similar projects including location, contact information, value and also photographs of the completed project;

✓ **Financial Fee: (10 points)**

- A financial plan indicating the Maximum or Upset Fee to perform the above outlined work. All costs are to be sub-totaled with the 15% HST component identified separately and then added together to arrive at a total cost.

All sub-consultants shall have their fees identified separately but included in the Total amount.

The points awarded for the Technical Merit will be added to the points awarded for the Financial Merit, to arrive at the respondent's total score. The respondent with the highest number of total overall points will be the Park's preferred choice.

### APPENDIX A

Additional drawings available upon request.



