



*Terms of Reference*

**Request for Proposals**

**Marketing Plan & Implementation  
Strategy for Windsor & Hantsport  
Regional Business Park**

## PURPOSE:

The overall objective of this Marketing Strategy initiative is to identify and establish a comprehensive marketing plan, supported by quantitative and qualitative information critical to future business development opportunities through the establishment of a shared business park in Windsor/Hantsport region.

### 1.0 Background

Incorporated in 1997, the Hants RDA is one of 13 Regional Development Authorities in Nova Scotia. Our key task is to develop and implement a regional economic development strategy to support and advance community economic development in Hants County. The current strategy focuses on “making the connections that help Hants County achieve sustainable prosperity”.

From its offices in Windsor and Elmsdale, the Hants RDA works with businesses, community groups, and all three levels of government to champion the interests of Hants County locally, regionally and internationally.

Hants RDA funding is provided through all three levels of government, Atlantic Canada Opportunities Agency (ACOA), Nova Scotia Economic and Rural Development & Tourism (NSERDT) and the municipalities of East Hants, Windsor and Hantsport.

### 2.0 Project Description:

In 2009/10 Atlantic Canada Opportunities Agency (ACOA), Nova Scotia Economic & Rural Development & Tourism (NSERDT) & the communities within the Hants West region funded a feasibility study around the establishment of a Hants West Business Park. The study identified the viability of such a project depends on a cooperative approach among the regional municipalities. This conclusion lead to several recommendations for the next steps forward including; **“the development of a formal marketing and selling function to take advantage of the vacuum of marketing and selling function for a business park in this region”.**

The towns of Hantsport and Windsor recognize the current residential/commercial tax blend is unsustainable; therefore have shared objectives of reducing the residential tax burden through investment diversification. Clearly these communities have a mutual sense of direction, relevance, and achievement, and wish to promote a positive image to potential clients, investors, and other stakeholders while ensuring any strategic partnership remains compatible with their established values, resources, and distinctive competencies.

The proposed Windsor and Hantsport Business Park (WHBP) will strive to be one of the most eco-efficient, environmentally friendly business parks in Canada. To achieve this goal our communities will develop partnerships and take advantage of our assets such as;

- Energy provided from Minas Basin Pulp and Power’s own Tidal and Wind Generation stations
- Vision of finding businesses that can create symbiotic relationships thus reducing the need to ship waste product

- Close to Acadia University's KC Irving Environmental Research Centre and Dalhousie University's Eco-Efficiency Centre, together they can help put together the vision for a truly "Green" park
- Access to the Valley Community Fibre Network (VCFN). Designed to meet the needs of business, institution, and university-based users in the Valley Region, the Valley Community Fibre Network (VCFN) provides its diverse customer base with unparalleled security, reliability, and bandwidth capacity
- Comprehensive video monitoring that can be accessed from anywhere in the world by researcher partners
- Based on the InnovaCorp model - businesses in stage two of development that need space, but not full blown commercial space could take part in our unique business incubation project including shared services, shared administration, shared telecommunications makes this an economical solution for all fledgling businesses
- Separate research and development location that could possibly be looking at power, tide, and/or recycling
- Potential private partnerships with the innovative companies such as Minas Basin Pulp and Power

### **3.0 BUDGET:**

Each respondent is responsible for any and all costs and expenses incurred in the performance of the project. The level of effort for this initiative is not to exceed \$21,000, including HST.

### **4.0 Process**

The goal of this marketing strategy is to specify

- *What* (the development of a formal marketing and selling function to take advantage of the vacuum of marketing and selling function for a business park in this region")
- *Where* (on which industries and product-markets to focus), and
- *How* (which resources and activities to allocate to each product-market to meet environmental opportunities and overcome identified threats to gain a competitive advantage).

The analysis necessary to provide the foundation for this strategic marketing plan will focus on four elements of the overall environment that may influence this strategy's appropriateness and ultimate success:

- Community internal resources, capabilities, and strategies;
- Environmental context – such as broad social, economic, and technology trends – in which the business park will compete, including a PEST & SWOT analysis
- The needs, wants, and characteristics of current and potential clients; and
- Relative strengths and weaknesses of competitors and trends in the competitive environment.

The following table lists the core objectives of the project, and highlights the key methods and sources for each objective.

Objective	Method
Integrating marketing plans with community's internal resources, capabilities and strategies as well determining the positive and negative discussions around such a business park.	Through review of current documents Through focus group questions Through individual interviews Through surveys and research
Market opportunity analysis Identifying macro environmental trends that will provide regional government with a set of tools to be better able to develop marketing strategies.	Environmental analysis inclusive of demographic and issues analysis related to community and economic development Industry analysis Measuring market opportunities through forecasting and market research Consultation with stakeholders Team consultations
Identify key business trends, topics and issues related to this region to support current or new business development	Through stakeholder interviews Using social media Through best practice review Document review
Determine current market trends and regional competitive advantage	Summarize relevant background information on the market, competition and the macro environment, and trends therein, including size and growth rates for the overall market and key segments Industry analysis and competitive advantage Measuring market opportunities: forecasting and market research market segmentation and target marketing positioning
Developing and implementing a marketing action plan	The target market to be pursued. What specific actions are to be taken. Who is responsible for each action. When the action will be engaged in. How much will be budgeted for each action

**Project Steps:**

1. Meet with municipal partners to identify policies and set a clear Mission Statement
2. Establish strategies and their marketing implications through a risk analysis
3. Conduct an opportunity analysis including an environmental analysis
4. Determine potential market attractiveness
5. Conduct industry/business park analysis and determine competitive advantage
6. Measure market opportunities, via forecasting and market research
7. Determine market position including segmentation or niche market opportunities
8. Identify marketing strategy for identified target markets

9. Construct a marketing action plan
10. Moving into next phase - Implement action plan (not included in this initiative)

## **5.0 Project Deliverables**

The project deliverables are the minimum requirements for the execution of the project. Should the proponent feel that it is desirable to produce additional deliverables then these should be described explicitly in the proposal. The following are considered the minimum deliverables:

- Work Plan
- Progress Reports
- Publication Report

### ***5.1 WORK PLAN***

Before commencing the project, the proponent shall prepare a work plan, which shall take the form of a detailed description of the steps to be followed in the data collection process. This plan will indicate the sequencing and staging of tasks and the expected completion date for primary and secondary research as well as steps required to obtain any proprietary data that the proponent deems essential / valuable to the project. The work plan shall be delivered to the Hants RDA and a meeting scheduled for review and approval of the work plan prior to commencing work.

### ***5.2 PROGRESS REPORTS***

Written progress reports, highlighting activities undertaken, results achieved and outlining any unexpected delays, problems or difficulty which arise as the project progresses shall be submitted on a schedule as agreed by the proponent and the Hants RDA.

### ***5.3 DRAFT REPORT***

A draft report shall be prepared for review by the Hants RDA. After review by the Hants RDA of the draft report, the proponent will prepare a final report.

### ***5.4 FINAL REPORT***

The final report shall be prepared for acceptance by the Hants RDA following a thorough review of the draft report and satisfactory resolution of all issues raised during the review period.

### ***5.5. MEETINGS***

The following are mandatory meetings to be attended by the successful proponent:

- Presentation of the work plan to the Hants RDA;
- Presentation of the draft report to the Hants RDA;
- Presentation of the final report to the Hants RDA

All meetings will be held at the Hants RDA office located at 80 Water Street, Windsor, Nova Scotia

## **6.0 REQUEST FOR PROPOSAL TIMELINES**

The anticipated timetable for the project is as follows:

Call for proposals issued:	January 16, 2012
Proposals received:	January 30, 2012
Award of contract:	February 3, 2012
Project Start Date:	February 6, 2012
Project End date:	March 31, 2012

## **7.0 ADMINISTRATIVE REQUIREMENTS**

The following terms will apply

### ***7.1 Right to Amend***

Hants RDA reserves the right to amend or supplement the RFP.

### ***7.2 Proponent Incurred Costs***

All costs incurred, in any way whatsoever, in the preparation of the RFP shall be absorbed by the proponents of proposals.

### ***7.3 Evaluation of Proposals***

All acceptable proposals will be evaluated by Hants RDA and the right is reserved to make an award based directly on the proposals submitted or to negotiate further with one or more proponents. Upon acceptance, prices will be firm for the entire contract period unless otherwise specified.

### ***7.4 Disclaimer***

Hants RDA reserves the right to reject any and all quotations, for any reason. In addition, Hants RDA may cancel this RFP, reject all the quotations, and seek to do the Project through a new RFP or other means.

*\*\*When quoted offer is within 10% and quality and reliability are comparable, we reserve the right to give preference to suppliers of goods and services located within the Hants County region.\*\**

## **8.0 PROPOSAL REQUIREMENTS**

This section defines the proposal requirements that are to be met by all proponents. The proposal **must** be signed by the person(s) authorized to sign on behalf of the proponent and to bind the proponent to statements made in response to this Request for Proposals.

### ***8.1 Proposal Format***

The overall structure provided below should be used by the proponent to ensure uniformity of responses. Proponents are encouraged to append or attach any additional information that they feel is applicable to their approach and their proposals.

### ***8.2 Executive Summary***

An executive summary should provide an outline of the contents of the quotation, including a statement of price, timeframe and deliverables.

### ***8.3 Quotation Content***

This section constitutes the heart of the proponent's response. The proponent should respond to each of the sections requesting information. It is requested that these sections be responded to in the format and order in which they appear.

1. Statement of Scope & Objectives
2. Project Team including experience and qualifications
3. Methodology
4. Budget
5. Deliverables

### ***8.4 Appendices***

This section should contain any additional information pertinent to the proponent's response such as examples of relevant previous assignments.

## **9.0 CONSULTANT QUALIFICATIONS**

Without prejudice to the other qualifications, which may contribute to the realization of this evaluation, the consultant must be able to demonstrate:

- Three relevant references that may be referred to as part of the selection process; and,
- A list of at least three (3) projects of a similar nature completed by the specific team members over the past five year period.

## **10.0 SUBMISSION OF PROPOSALS**

### ***10.1 Electronic Copies***

Proposals to be provided in an electronic version via email in pdf. Material, data and information accessed or provided by Hants RDA and used in the preparation of the quotations is confidential and the property of Hants RDA.

All proposals **must** be received no later than **January 30, 2012 at 4:00 pm.**

Hand deliveries can be made between 9:00 am and 5:00 pm, Monday to Friday to: Hants Regional Development Authority, Enterprise Centre of Hants County, 80 Water Street, Windsor, NS B0N 2T0. Attention: Chantelle Marshall. Telephone: 1-877-284-2687.

Email: [cmarshall@hantscounty.com](mailto:cmarshall@hantscounty.com)

### ***10.2 Cost***

The total fixed price for carrying out the work must be indicated by the consultant in the quote. This is to include the cost of all work and travel expenses excluding HST and/or any other related project expenses the proponent may incur.

### ***10.3 Method of Payment***

Hants RDA will execute a contract in Canadian dollars with the successful candidate for the work to be performed.

### ***10.4 Proposal Evaluation Criteria***

Proposals received will be evaluated using the information set out in this RFP.

### ***10.5 Questions and Inquiries***

All inquiries related to this RFP are to be directed, in writing, to Hants Regional Development Authority, at the following address:

Enterprise Centre of Hants County  
80 Water Street  
P.O. Box 2313  
Windsor, Nova Scotia  
B0N 2T0

E-Mail: [cmarshall@hantscounty.com](mailto:cmarshall@hantscounty.com) Att: Chantelle Marshall, Operations Manager