



# Request for Proposal (RFP)

## MARKETING CONSULTING SERVICES

Issued by: The Corporation of the Town of Deep River Ontario

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**Deadline for Submission: June 24, 2020 - 16:00 EST**

# 1 Introduction

The Town of Deep River (referred to as the *Town* hereafter) is seeking proposals for the development of a marketing strategy and supporting creative materials, including branding development specifically aimed at attracting new residents and driving population growth.

The purpose of this Request for Proposal (RFP) is to solicit proposals from the consulting firms who pre-qualified via our Request for Expression of Interest process.

The deadline for submitting a proposal is 16h00 EST on June 24, 2020. Proposals received after this date and time will not be considered. Proposals must be in accordance with the requirements stated in this RFP.

All proposals shall be directed to the Contact Person for this RFP:

|                      |                        |
|----------------------|------------------------|
| <b>CONTACT:</b>      | Jessy Pace             |
| <b>ADDRESSED TO:</b> | jpace@deedriver.ca     |
| <b>SUBJECT:</b>      | RFP Marketing Services |

Questions pertaining to this Request for Proposal (RFP) must be communicated via email to the Contact Person listed above by June 3, 2020.

All questions received and the Town's responses will be emailed to all firms who pre-qualified to submit a proposal in response to this RFP.

**COVID-19 Statement:** The health and safety of our residents, employees, visitors and service providers is our highest priority. By responding to this RFP, Respondents undertake to follow the provincial and/or municipal requirements (including physical distancing, use of personal protective equipment, etc.) that may prevail during the project.

## 2 Project Description

The Town of Deep River is seeking the development of a targeted marketing strategy designed to position the municipality as a desired place to live in order to attract new residents.

Deep River possesses many positive qualities that are desirable as a place to live for individuals and families across the full demographic range. The Town offers a lifestyle with access to a beautiful natural setting that includes sandy beaches and numerous recreational trails and facilities that support a wide variety of outdoor and indoor activities, together with a vibrant arts and culture scene. Affordable housing, a reputation as a safe community, great schools, and an award-winning hospital are other attributes offered by the Town. A culturally diverse population is also a very important contributing factor to the Town's quality of life.

At the same time, we know that many of these attributes are found in other small communities and are featured in their marketing efforts. We are looking for a product that will separate us from the myriad of other small towns trying to attract residents and draw people away from the urban centres. We are looking for a creative way to discover, show, and tell our unique story. We know that means acknowledging our warts and being prepared to see the town through a different lens. As a town built on a history of innovation and creativity, we believe we are up to the challenge. We have many quirky, funny, heartwarming, intriguing, vivid, surprising, eccentric, even downright strange tidbits we can share about life in Deep River. We want you to help us craft the message and invite people to experience what we offer.

### *2.1 Goals and Objectives*

#### **Strategic Goal:**

- To increase the Town's residential population across all demographic groups.

#### **Marketing Strategy Objectives**

- To develop and project a positive brand image of the Town as a desirable community to live in, visit or to establish a business.
- To increase awareness of the Town's diversity, amenities and attributes as a desirable community to live in for the target groups.
- To inspire and develop community pride and sense of identity among residents around the Town's brand.

### *2.2 Marketing Strategy Target Groups*

The proposed target groups for this initial campaign include:

- New employees hired by Canadian Nuclear Laboratories;
- Military personnel stationed to Garrison Petawawa;
- Gig-economy and remote workers, and self-employed entrepreneurs; and,
- Active retirees.

The demographic target would be across the full age and demographic range and household composition. Other considerations include:

- The focus of the marketing strategy is not intended to meet a specific local labour demand.
- Potential sub-target groups are former Deep Riverites looking to come “home” and CNL co-op and summer students who are already familiar with the Town.

### *2.3 Budget*

The Town has a benchmark budget for this project that is appropriate for a small town of 4100 people.

### *2.4 Project Responsibilities and Reporting Relationships*

The Service Provider will work along-side and report to a Marketing Task Force (MTF) established by the Deep River Town Council (referred to as *Town Council* hereafter). The MTF comprises representatives from the Town Council and the community at large.

#### *2.4.1 Role of Consulting Firm*

- Develop and execute a project work plan to achieve the project deliverables, including timelines, schedules, and support requirements.
- Identify the research and data needs for the project and work collaboratively with the MTF to gather this information.
- Report regularly to the MTF on the status of development and execution of project deliverables as per the approved work plan and contract agreement.

#### *2.4.2 Role of Marketing Task Force*

- Evaluate the RFP submissions and recommend a preferred service provider to the Deep River Council.
- Monitor the project performance (e.g. progress to plan and budget) to ensure the project delivers value to the Town; provide regular reports to Council on project progress.
- Actively support the research, collection of data, and the analytics needed for the project, including the conduct of consultations where appropriate.
- Provide project guidance, strategic input, and feedback to the service provider to support the development of the branding and marketing strategies.
- Review the deliverables, including marketing strategy, creative assets and implementation recommendations, and make recommendations for approval by the Town Council.

#### *2.4.3 Role of the Town / Town Council*

- Approve the final selection of the service provider for this project.
- Approve all budget allocations and payments.
- Approve the marketing strategy, implementation plan, and creative materials.
- Retain ownership of all materials produced during this project (including strategies, plans, and all creative assets)

## 2.5 Scope of Work

The Service Provider will be responsible for the development of a brand and related creative materials, and a marketing strategy and implementation plan aimed at attracting new residents to the Town.

The branding development and messaging must be authentic, resonate with the target audience, residents and municipality, have a timeless quality, and promote what makes the Town distinct and appealing. It must be flexible to meet the needs of all the Town's municipal departments as well as a variety of municipal and community functions. Ideally, it will be transferable to potential subsequent marketing initiatives around tourism, economic development and business attraction and retention.

### 2.5.1 Project Deliverables

The primary deliverables of this project are:

- A brand identity for the Town, including brand image and key messaging.
- All brand creative materials and elements (e.g. logo, taglines, visual materials, etc.).\*
- A marketing strategy (including an approach (positioning, campaigns, content, etc.) and methods (channel, promotional tactics, etc.)) that will achieve the project's objectives.
- A detailed plan for implementing the marketing strategy that:
  - is scalable to allow for phased implementation;
  - includes proposed timelines and costs for the development of any additional creative elements required for specific campaigns;
  - identifies recommended media placement and costs; and,
  - defines metrics and measures to track key initiatives and measure effectiveness of key strategic activities.

*\* We understand that the number and type of supporting creative elements will depend on both the brand identity and marketing strategy. Please include a list of the typical creative materials that would be generated as part of this project, in your proposal. Please also identify your typical fees for any optional or additional creative materials that may be requested or recommended in addition to the project submission.*

Additional deliverables which support the above may include (but are not limited to):

- Market analysis and research, including the collection of any required information and data; and,
- Brand use guidelines, where appropriate, to ensure brand consistency across the Town's media platforms and promotional channels.

### 2.5.2 Other requirements / Project Management

To effectively manage the progress of this project, the Town expects the selected Service Provider to attend formal meetings at the end of each project phase, and for the delivery of major deliverables. In addition, formal project feedback (e.g. progress against timelines and budget, risks and issues) should be given regularly.

All meetings can be attended via video-conference, and do not require in-person attendance.

## 3 Proposal Instructions

### 3.1 Content and Format

Respondents are responsible for reading this RFP in its entirety. Failure to follow any of the instructions may result in a submission being disqualified. Proposals shall be submitted via email by 16h00 on the submission date. Proposals received after that date and time will not be considered further.

The proposal must include the following information.

#### 3.1.1 Cover Letter

All proposals must include a cover letter on the company's letterhead containing

- the signature and title of a person authorized to commit the firm to a potential contract with the Town;
- the name of the primary contact(s) for this proposal; and
- express the company's interest and include a brief executive summary of the proposal.

#### 3.1.2 Project Team

Introduce us to your proposed project team. For each member of the project team you plan to use, including sub-contractors / consultants, provide:

- a summary of their professional qualifications;
- assigned responsibilities and role for the project;
- summary of experience on similar projects including samples of creative work where possible; and,
- the expected commitment percentage to this project.

#### 3.1.3 Project Methodology and Experience

- Approach and methodology  
Describe in detail the approach and processes you use, including any community consultation and engagement steps when working with clients on brand development and how this links to the development of a marketing strategy. Include a description of the typical challenges that arise working with clients on brand development and marketing strategies and your approach to addressing these challenges with the client. (Length – max three pages).
- Samples of similar projects:  
Tell us about projects (maximum of three) you have worked on in the last five years that are similar in size and representative of the scope of work proposed for this project. We are not specifically looking for examples related to municipalities but rather a range of examples that best demonstrate your work. For each project include:
  - a description of the project goals/ objectives;
  - samples of work and creative materials produced; and
  - description of project outcomes.

**Note:** You may submit the same project examples you included in the RFEI submission that meet these criteria of similar size/scope of work.

### 3.1.4 Work Plan and Project Schedule

Provide a proposed detailed work plan and schedule for the project that includes:

- a description of key project activities, proposed methodology, and proposed deliverables, and;
- a timeline for each stage of the project and critical milestones and meetings with the client.

### 3.1.5 Cost

Include a detailed cost breakdown for each stage of the project outlined in the proposed work plan and schedule that includes consulting fees, materials, project management fees and expenses/disbursements.

### 3.1.6 References

Provide at least three (3) client references (names, titles, contact phone number/email) that have used your professional services for a project of similar size and scope.

## 3.2 RFP Timelines

|  |                          |
|--|--------------------------|
| Release of Request for Proposal  | May 27, 2020             |
| Deadline for submission of questions via email                         | June 3, 2020             |
| Responses to questions submitted provided to all respondents via email | June 12, 2020            |
| Deadline for submissions   | 16h00 EST, June 24, 2020 |

## 4 Evaluation Process and Criteria

Proposals received by the required date and time will be evaluated by the Marketing Task Force using the criteria outlined below.

| Evaluation Criteria   | Weighting  |
|---|------------|
| <p>1. <b>Approach, methodology and demonstrated experience</b> and expertise with projects of similar size/scope (approach + samples provided of previous work).</p> <ul style="list-style-type: none"> <li>• Examples demonstrate a proven approach and methodology to use for this type of project.</li> <li>• Experience with projects of similar scope and size.</li> <li>• Alignment of past work with the Town’s vision and needs.</li> <li>• Experience with the public sector.</li> </ul>   | 20         |
| <p>2. <b>Overall quality, creativity and impact of the submission</b> and any submitted sample material including demonstrated ability to communicate in a variety of media</p>   | 15         |
| <p>3. <b>Cost effectiveness</b> and value for money.</p> <ul style="list-style-type: none"> <li>• Cost breakdown for various phases and deliverables.</li> <li>• Total overall cost.</li> </ul>   | 25         |
| <p>4. <b>Qualification and experience of personnel</b> assigned to project including experience with similar projects.</p> <ul style="list-style-type: none"> <li>• Proven and demonstrated skills and experience of proposed team members in this area of work, including projects of similar size/scope.</li> <li>• The make-up of the proposed team meets project requirements</li> <li>• Demonstrated capacity and committed time of the proposed project team to this project.</li> <li>• Defined roles and responsibilities for the proposed project team.</li> </ul> | 10         |
| <p>5. <b>Reference</b> feedback.</p> <ul style="list-style-type: none"> <li>• Demonstrate reliability, responsiveness to client needs; ability to identify and address challenges; flexibility; dependability; commitment and ability to meet deadlines.</li> </ul>   | 10         |
| <p>6. <b>Understanding and responsiveness</b> to work scope and program needs</p> <ul style="list-style-type: none"> <li>• Proposed work plan details /schedule, and how it meets the Town’s objectives and needs.</li> <li>• Proposed performance metrics identified and linked to project objectives</li> </ul>   | 10         |
| <p>7. <b>Thoroughness of submitted proposal</b>, including all requirements</p>   | 10         |
| <b>Total:</b>   | <b>100</b> |



Selected respondents may be requested to attend a virtual meeting with the Marketing Task Force to answer questions about their proposal and/or make a presentation. The Town will schedule the time and location for any presentations. Costs and equipment required are the responsibility of the Respondent.

The Marketing Task Force shall thoroughly evaluate the proposals and will make a recommendation on the preferred submission to the Town Council. The Town Council shall be the sole, final judge of the proposals and will select the proposal that best meets the project objectives and which provides the best overall value to the Town.

## 5 Terms and Conditions

### 5.1.1 Submission

This Request for Proposal is not intended to limit service providers' proposals, but rather to provide a framework for the Town to evaluate each Proposal and determine which submission most clearly addresses the Town's needs.

Respondents are responsible for reading this document in its entirety. Failure to follow any of these instructions may result in a Respondent's submission being disqualified.

Proposals and supporting materials will not be returned to service providers, nor will the Town consider any expenses that the service providers may incur in preparing these proposals.

No Submission may be altered or withdrawn after the stated closing time. A Submission that is in the possession of the Contact Person may be altered or withdrawn by the Respondent in person, by letter, by email or by facsimile, provided the alteration request is received before the date and time of the closing. The Contact Person will verify any such request by phone to the company making the request.

The Town is not obliged to seek clarification of any aspect of a Proposal. However, the Town may contact any one or more Respondents to request clarification or further information without any obligation to contact other Respondents. The Town may, but is not obligated to, amend or revise the proposal based on the clarification or further information. Requests for information shall not be construed as acceptance of a proposal

The Town may, in its sole discretion, choose to meet with some or all the Respondents to discuss aspects of their Proposal. Respondents may be required to submit supplementary documentation clarifying any matters contained in their Proposal. The supplementary documentation accepted by the Town shall be considered to form part of the Proposals of those Respondents. After submission of a Proposal, only the supplementary documentation specifically requested by the Town shall be considered as additions to a Proposal.

### 5.1.2 Evaluation

The Marketing Task Force reserves the right to enter into further discussions to obtain information that will allow the MTF to reach a decision with a Respondent, and to waive irregularities and omissions if, in doing so, the best interest of the Town will be served.

By responding to this request for proposal, Respondents agree that the decision of the Town is final and binding and will not be subject to review.

### 5.1.3 Award and acceptance

The Town reserves the right to

- accept or reject any or all submissions received;
- waive any irregularity, technicality, informality or discrepancy in a proposal;
- not accept the lowest cost proposal;
- cancel the project in its entirety or portions thereof; and,

- issue a new Request for Proposal related to this project;

The Town reserves the right to enter into negotiations with the Respondent which submitted the proposal which, in the Town's sole discretion, provides the best value to the Town based on the criteria listed in Section 4, above, and the following:

- Information provided in the proposal itself;
- Information provided in response to enquiries of credit and industry references;
- Information received in response to enquiries made by the Town concerning the reputation, reliability, experience and capabilities of the Respondent;
- How the Respondent provides Services to others or has previously provided Services to the Town;
- The experience and qualifications of the Respondent's senior management and Project management;
- The compliance of the Respondent with the Town's requirements and specifications; and,
- Innovative approaches proposed by the Respondent in the proposal.

If the Town receives no compliant proposals, or if all received proposals are over the benchmark budget for this project, the Town may, in its sole discretion:

- enter into negotiations with any one or more of the Respondents (including those who submitted non-compliant proposals); or,
- reject all proposals.

The Town may accept or reject any regular, irregular, unbalanced, informal or noncompliant proposals at its unencumbered discretion. Incomplete, conditional or qualified proposals may be declared non-compliant.

The Town may disqualify a Respondent who submits a proposal containing misrepresentations or any other inaccurate or misleading information.

#### *5.1.4 Contract and Agreement*

Despite any term or condition to the contrary in this Request for Proposal, the Town reserves the right to require a successful candidate to enter into a written agreement in a form satisfactory to the Town containing all Town requirements concerning the provision of the Goods or Services.

The Town reserves the right to award the contract on a split-order basis, lump sum or individual item basis or such combination as shall best serve the interest of the Town in the opinion of the purchasing agent and the applicable department.

Any Contract Award (in whole or part) shall be made on a non-exclusive basis and the Town shall be entitled to contract for identical or similar Goods or Services from any other source at any time during the term of any Contract awarded.

#### *5.1.5 Confidentiality of Submissions*

All submissions shall remain confidential during the procurement process until a recommendation is made to the Town Council, and an award of a contract is made.

Service providers may identify any materials they wish to remain confidential in the submission and under which exemption the material would be compliant with Section 239 of the Municipal Act. Service providers must cite the specific subsection of Section 239 as the basis for preventing the material from being released to the public. The Town retains sole discretion as to any materials that may or may not remain confidential. It is further understood that the Ontario Information and Privacy Commissioner retains the final determination as to any materials that may be released to the public.

# APPENDIX

## 1 Background

### *1.1 Town of Deep River Strategic Initiatives*

Deep River, ON, is a rural town located approximately 200km northwest of Ottawa along the Trans-Canada Highway 17. It is known internationally as the research home of Atomic Energy of Canada Ltd, and Canadian Nuclear Laboratories, Inc. There are also several other high technology businesses in the area, and it is a neighbouring community to Canadian Forces Base Petawawa. It has a beautiful waterfront setting on the Ottawa River, with a wide variety of amenities and recreational facilities, featuring an affordable cost of living.

However, over the last 25 years, Deep River has struggled to attract new residents and retain existing ones. Over this period, its population has decreased by 10%, and the median age has increased from 39.9 to 47.6 years old.

At the start of its term in 2019, the Town Council developed a Strategic Plan identifying six Desired Outcomes, associated Strategic Focus Areas, and action plans to achieve these ([Link to Strategic Plan](#))

#### **Strategic Plan Desired Outcomes**

- Increased Population
- Engaged population enjoying diverse recreational and cultural opportunities
- Quality, reliable and sustainable infrastructure
- Vibrant and increased business and commercial sector
- Strong collaboration with community, businesses, and neighbours
- Transparent, fair and effective governance

***An increased population*** is a key driver of many of the other outcomes. The development and implementation of a targeted marketing strategy is a critical activity in this theme.

### *1.2 Summary of Town past marketing initiatives*

Historically Deep River did not have to market for residents as the Town was seen as a company town and many staff hired by AECL usually moved to Deep River. This changed over the last few decades and in many ways, the Town has struggled to adjust to that reality.

The focus on marketing initiatives over the last 10-15 years has been on economic development and efforts to attract new businesses. There has also been some tourism marketing, but this has tended to be done more at the Renfrew County level.

As a result, there exists various bits and pieces of marketing materials (brochures, videos, etc.). In some cases, these were prepared by the municipality; in other cases, they are the result of independent

initiatives by community organizations. There has been no comprehensive marketing campaign in recent history, and the Town has never gone through a branding development exercise and has a “crest” design as a logo that has been in use for ..... well, it seems like forever.

The municipality has a website that council has identified as a priority for updating; and uses a municipal Facebook page for posting notification of recreation events and news, employment opportunities and news items such as road closures, etc.