

**Kids Cancer Care Foundation of Alberta**  
***CONFIDENTIAL Request for Proposal***

**Marketing Consultant**  
**Camp Kindle Social Enterprise Expansion**

**Project Description**

We are seeking a marketing consultant to develop a comprehensive marketing plan for Camp Kindle.

**Services Required**

The consultant selected for this project will develop a comprehensive marketing plan, implementation timeline and provide temporary mentorship for KCC staff.

The incumbent will work with Kids Cancer Care staff and consider their ideas and lessons learned from other cancer camp facilities. The consultant will provide regular updates to Kids Cancer Care. We anticipate a planning process that will include a positioning exercise and direction and that will provide the board and staff with an in-depth look at potential target markets, specific messaging and an implementation plan. The incumbent will provide a final report that will be used by the board and staff to roll out the marketing plan.

**Timing**

Proposals are due December 16, 2011 with an aim to have plan completed by May 1, 2012.

**Background**

2011 is the 21<sup>st</sup> year of Kids Cancer Care providing camp experiences to Alberta children affected by childhood cancer and Kids Cancer Care is a well-established organization with a strong history of fundraising to support our programs.

Since purchasing Camp Kindle in 2009, the focus has been on ensuring camp is running smoothly and making it suitable for the needs of our core user group – kids with cancer. Now the focus has shifted to how we can develop the camp to be more sustainable through social enterprise.

We have used Camp Kindle extensively for our core programs and have been successful in renting to some of the previous owners clients as well as a few new groups. In 2010, rental income reached 49% of estimated capacity. Our goal is to incrementally increase the rental revenue to 85% capacity over the next three years.

Owning our own camp is a significant milestone for our organization that has opened up numerous opportunities. However, it has also brought significant challenges. Ownership is an important responsibility and we are at a point right now where we are without the internal expertise or capacity

to develop a comprehensive marketing plan to effectively promote Camp Kindle as a social enterprise and expand the revenue model.

### **Social Enterprise Vision**

Recognizing there is a shortage of camp spaces in Alberta, we want to maximize the usage of Camp Kindle and provide recreation opportunities to other non-profit groups while running a successful and sustainable camp.

Kids Cancer Care is uniquely positioned to take on this role in the community due to the skill and education of staff, and distinct facilities such as the music hall that serves a niche market. This makes Camp Kindle an attractive facility for numerous user groups looking for creative space and programming options, which would include corporate team building, event rental space and educational programming.

### **Marketing Plan**

Moving from a camp user to camp owner was a strategic decision of KCC to allow for more autonomy in programming and service delivery, plus add a rental income revenue stream. The role of the marketing consultant will be to develop a comprehensive marketing plan.

Proposed activities for the plan should span three to five years.

### **Project Objectives**

1. To capitalize on revenue potential of Camp Kindle.
2. Increased awareness of Camp Kindle and Kids Cancer Care.
3. Identification of new user groups/markets.
4. Development of specific messaging and communication tools for identified target markets.
5. Provide temporary mentorship to Kids Cancer Care staff on implementing the plan.

### **Critical deliverables**

The marketing plan should strategically identify potential markets and plan initiatives designed to increase rental revenue. Deliverables include:

- Identification of new target markets;
- Development of target market specific strategies and messaging;
- Competition identification;
- SWOT and PEST analysis;
- Implementation strategy;
- Temporary mentorship of new staff position responsible for carrying out the plan;
- Prepare and submit summary report to Kids Cancer Care.

### **Suggested phases of work:**

- Review client materials;
- Establish and confirm project priorities;
- Research and interviews;
- Plan development;
- Implementation strategy;

- Temporary mentorship of new staff position responsible for carrying out the plan;
- Prepare and submit a detailed report to Kids Cancer Care.

### **Funding**

We have identified a total project cost of \$30,000 - \$40,000 including fees and all project disbursements.

### **Evaluation Methodology and Process**

Submitted proposals will be evaluated on the following criteria:

- |   |     |
|---|-----|
| 1. Creativity                                   | 10% |
| 2. Collaborative process                        | 10% |
| 3. Comprehensiveness of the research component  | 10% |
| 4. Understanding of client's objectives         | 10% |
| 5. Proposed budget                              | 10% |
| 6. Timeline to complete the project (schedule)  | 10% |
| 7. Ability to communicate effectively           | 10% |
| 8. Related previous experience                  | 10% |
| 9. Quality of the RFP submission and interviews | 10% |
| 10. References                                  | 10% |

### **Evaluation Process**

- |   |                               |
|---|-------------------------------|
| • RFP call                                | November 14, 2011             |
| • Deadline for submissions                | December 16, 2011             |
| • Confirmation of short list              | January 6, 2012               |
| • Interviews for committee (3)            | week of January 11 - 15, 2012 |
| • Decision made to choose consultant      | January 20, 2012              |
| • Project start date                      | February 1, 2012              |
| • Deadline for submission of final report | May 1, 2012                   |

### **Evaluating team**

Evaluations will be done by a committee assigned to this project. The committee is made up of three KCC staff members and one board member.

### **Kids Cancer Care Foundation - Mission**

The Kids Cancer Care Foundation of Alberta is a charitable organization passionately dedicated to helping young people and families survive and thrive in body, mind and spirit. Our efforts are dedicated to: camp & community programs, hospital programs, childhood cancer research and scholarships for cancer survivors.

### **Proposal Submission Timeline & Information**

- The purpose of this request is to obtain information from interested firms or individuals capable of conducting this project.
- All proposals must be received by 4:00 pm on December 16, 2011
- Proposals must be delivered to the attention of:

Christine McIver, CEO  
Kids Cancer Care Foundation of Alberta  
609 – 14<sup>th</sup> Street NW, Suite 302  
Calgary, AB T2N 2A1

Contact information: Phone 403 216 9210  
E-mail: [mciver@kidscancercare.ab.ca](mailto:mciver@kidscancercare.ab.ca)

- Upon review of the proposals the Foundation will select the firm or individual that best suits the requirements of Foundation.
- A decision will be made no later than January 20, 2012.
- The plan should be completed by May 1, 2012.
- Board presentation: tbc

**Proposals must include, but need not be limited to the following:**

- A detailed project plan including suggested methodology and schedule, a profile of the firm or individual including background,
- A budget including fees for services, anticipated expenses and proposed payment schedule.

**Submission Requirements**

- Please submit SIX COPIES of a proposal with a maximum length of ten single-sided pages, in addition to the general firm profile.
- Profile of the firm and the key professionals who will be involved in the project, including professional designation(s)
- Sample projects, other relevant experience and references
- Explanation of work to be performed, your approach and the methodology you would employ
- Project Schedule with timeline (based on key dates provided)
- List of related consultants and their qualifications that you wish to involve, if applicable
- Compensation or fee structure including anticipated expenses and proposed payment schedule.

**Contact for further information**

Christine McIver, CEO  
Kids Cancer Care Foundation of Alberta  
609 – 14<sup>th</sup> Street NW, Suite 302  
Calgary, AB T2N 2A1

Contact information: Phone 403 216 9210  
E-mail: [mciver@kidscancercare.ab.ca](mailto:mciver@kidscancercare.ab.ca)

Please note: questions from consultants are welcome up to 48 hours before the RFP deadline.