

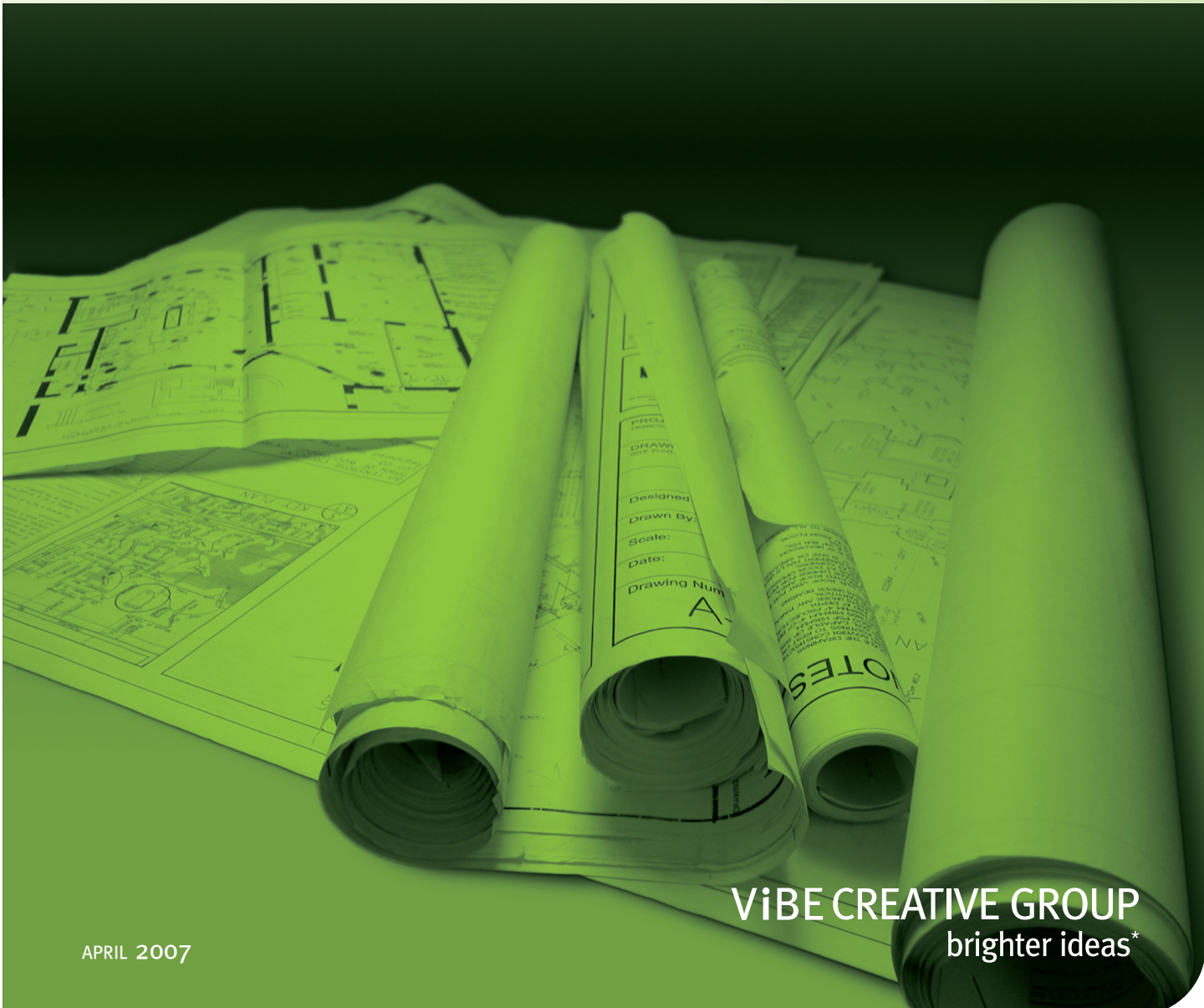


REQUEST FOR PROPOSAL

# Development Plan & Structural Assessment

SUBMITTED TO:  
Johnstown Community  
Development Co-operative

SUBMITTED BY:  
Vibe Creative Group



APRIL 2007

**VIBE CREATIVE GROUP**  
brighter ideas\*

## Introduction

Vibe Marketing and Communications is pleased to present a proposal to assist in the positioning and planning for future operations of the Johnstown Community Development Cooperative (JCDC), a not-for-profit organization. The project involves the completion of a development plan and structural assessment.

## Project Background

Located on Route 4 in Johnstown, Cape Breton Island, the JCDC has been in operation in the community of Johnstown for over 17 years and provides a nucleus for activities in the community. The Centre has been utilized by commercial tourism operators (Supernatural Sailing Tours) and has operated a Credit Union and a C@P site in the past.

Over the past number of years, organizations and individuals have been discussing ideas relating to the future of the Centre. In order to be sustainable, the Centre must reposition and develop a new activity base. The community believes strongly that the redevelopment of the Centre has the potential to be value-add to community.

## Objectives and Scope of the Project

The required development plan and structural assessment will help guide the Johnstown Community Development Co-operative members in future planning and development initiatives and will identify the role of the supporting organizations in future activities in the related sectors.

The consultant's report will be comprised of the following elements:

- Identification, through a needs analysis (in collaboration with the community sessions and client research) the requirements for the product – the future development of the site;
- Structural assessment of the building that addresses issues as identified by the consultant;
- Identification of potential capital funding requirements; and
- Recommendations for future development along with next steps.

The Vibe team will help to define the existing and possible future roles of the site through community and stakeholder consultation, existing research review and information provided through the structural assessment. In short, the plan we propose will take the project to the next phase of development.

## **Methodology and Approach**

Based on the request from the client and our knowledge of the existing building, we propose an approach based on the varied and specific skills that the team brings to this assignment.

### **Consultation**

We will begin with a meeting of the team and the JCDC representatives in order to review the critical path, timelines, etc. This session will also involve exploring the background of the project and steps taken to date.

Secondly, our team would also facilitate a community and stakeholder session to reach consensus on the direction of the proposed development. This step is critical to the process and will alleviate fundamental differences in approach further down the road.

### **Structural Assessment**

The next step is to complete an assessment of the building:

- A review and condition assessment of the building structure and its existing facilities;
- From the review and condition assessment develop conclusions and recommendations on the viability in part of whole of the structure versus the option of the demolition;
- Feasibility of retaining the existing structure and to what use on could propose versus the option of demolition and the associated value of salvage if applicable;
- For the application of demolition of the structure, the approach for disposal;
- Consideration of a new water supply to service a revamped existing building or for a new proposed building for the site; and
- An overview of the process in selecting the existing site for a new building and the pros and cons in connection with such an undertaking.

## The Development Plan

The final report will provide:

- A summary of operations as they exist and recommendations for future operations;
- Recommendations for partnerships;
- Development options for short term/long term; and
- Critical path for next steps and implementation.

## Project Schedule and Budget

Vibe Marketing and Communications will complete the work on or before May 31, 2007 assuming a start date of April 30, 2007. The following is a proposed time schedule for both reporting and submission.

Description	Timeline	Responsibility	Cost
Client Consultation	Week 1	Maureen Carroll Grant McCharles	N/C
Project Management	Week 1-4	Maureen Carroll 1.5 days @ \$600.	\$ 900.00
Meeting Preparation	Week 2	Maureen Carroll Darlene Sponagle 1 day @ \$600.	N/C
Meeting Facilitation	Week 3	Maureen Carroll Darlene Sponagle	\$ 1,200.00
Structural Assessment	Week 2	Grant McCharles	\$ 1,500.00
Final Report	Week 4	Maureen Carroll 1 days @ \$600.	\$ 600.00
Total Fees			\$ 4,200.00
Disbursements		Travel, materials	\$ 500.00
<b>Sub-Total</b>			<b>\$ 4,700.00</b>
HST			\$ 658.00
<b>TOTAL</b>			<b>\$ 5,358.00</b>



## PAYMENT TERMS & CONDITIONS

- 25% upon project execution
- 50% upon delivery of draft report
- 25% upon delivery of final report

### Payments can be made to:

#### **Vibe Marketing & Communications**

P.O. Box 338, 181 Charlotte Street

Sydney, Nova Scotia B1P 6H2

Tel: 902.539.3870

eMail: [info@vibecreativegroup.com](mailto:info@vibecreativegroup.com)

web: [www.vibecreativegroup.com](http://www.vibecreativegroup.com)

### Company Information

Vibe Creative Group is a full-service marketing agency registered as a limited partnership under the Laws of the Province of Nova Scotia. The partners Maureen Carroll and Tracey Boutilier manage the operations and currently have a staff complement of nine including a Creative Director, market researcher, graphic designers and web developer.



## **APPENDIX**

- **Team Profiles**
- **Project Work History**
- **Client References**

## Project Team – Member Profiles

### **Maureen Carroll**

#### **Project Management**

Growing the economy through product development and marketing has formed the base of Maureen's career in Cape Breton. Her interest in economic development thrived with her work in tourism as Senior Development Officer for major infrastructure projects such as Louisbourg 1995 on behalf of the Federal Government. As Director of Marketing for Cape Breton Island, Maureen developed and implemented the annual \$1.2 million dollar Masterpiece Campaign.

Maureen has a flair for creating product and market development strategies and guiding them through to the implementation phase. Her track record for successful project outcomes is unrivalled in the marketplace...her in-depth knowledge of Cape Breton has been a tremendous benefit to her clients. Her ability to work with large groups in helping to map their next steps is one of Maureen's greatest strengths and working with museums and interpretive centres has been a central focus over the past ten years.

Recently, Maureen has provided tourism planning facilitation to the South West Regional Development Authority, Destination Richmond Tourism Cooperative and Destination Cape Breton Association. She is currently interior design project manager and strategic counsel for two major multimillion commercial developments within Membertou First Nation; Membertou Heritage Park and Membertou Entertainment Centre. She acted as project manager and marketing strategist for large tourism developments including Cape Breton Miners' Museum and Membertou Trade & Convention Centre. Her ability to work with large groups in helping to map their next steps is one of Maureen's greatest strengths.

Maureen is well involved in the community. She currently sits on the Board of Directors for the Cape Breton Regional Police Commission and is past Treasurer of the Cape Breton County Economic Development Authority and past Chair of the Cape Breton Centre for Craft and Design. She is a member of the Tourism Industry Association of Nova Scotia (TIANS) and the Sydney and Area Chamber of Commerce (SACC) and has participated on several committees for the Province of Nova Scotia.

**Darlene Sponagle**  
**Senior Tourism Consultant**

Darlene is a graduate of Cape Breton University with a Bachelor of Business Administration (Tourism Marketing and Management Concentration) along with other formal training in Community Development, Hospitality Administration, Business Technology and Computer Applications. She has also completed French language immersion from Université Sainte-Anne and Université du Québec à Trois-Rivières. Over the years, she applied her formal education to a variety of positions in the federal government including Enterprise Cape Breton Corporation, Canadian Heritage/Parks Canada and the Fortress of Louisbourg.

Darlene brings a myriad of marketing and event planning skills and experience that will be a strong asset to the Vibe Project Team. Her ideas and strategic methods will play an important role in leading the development of the overall project plan. Darlene's focus during her tenure at Enterprise Cape Breton Corporation was on tourism and marketing and so she has gained valuable experience in this particular sector.

Darlene's expertise in a business setting includes direct involvement in program creation and measurement, marketing, project management, budget forecasting/management, customer service and inventory management. She has assisted in the development and implementation of project guidelines and evaluations for various programs within the areas of Tourism, Marketing, Community Economic Development, Information Technology and Entrepreneurship.

She is highly regarded for her proactive attitude and ability to think laterally, providing ideas and solutions. Darlene's creative approach to problem solving through use of excellent analytical skills serves as a great strength to her project team. She is detail-orientated and resourceful in completion of projects with the ability to multitask effectively and to work in a fast-paced environment, meeting strict deadlines.

Darlene is very active in community development. She sits on the Board of Directors for the Fortress of Louisbourg Volunteer Association and Cape Breton University Alumni Association. She also chairs the Main-a-Dieu Memorial Fishing Boat Races, an annual event that instills pride of place and involves fundraising and event planning throughout the year.



## Project Work History

Our clients are the reason we love marketing and communications. We are proud of the work we have accomplished for them and their success is our success. Take a look at some of the companies we have served...

**Destination Richmond Tourism Cooperative** – Business plan for the development of a new Visitor Information Centre/Interpretive Museum in Richmond County. Project included extensive stakeholder consultation, operational and capital budgets, operational planning, land assessment and funding recommendations.

**Chestico Museum and Historical Society** – Feasibility Study for the relocation of this historical centre in Inverness County. Project included community consultation, complete needs assessment, operational and capital budgets, land assessment and funding recommendations.

**Cape Breton Miners' Museum** – Business plan for redevelopment. Design, production and implementation of complete new exhibit hall. Strategic planning and marketing and communications activities including new branding materials, the development of promotional materials, advertising and project management services for technical equipment installations.

**Membertou Trade and Convention Centre** – Developed three-year feasibility and business plan, including operations, for this 47,000 square foot dedicated convention centre. Currently working with General Contractor in the construction phase and project managing all interior design and installations. This includes retail gift shop space, full-service restaurant, meeting and convention services and museum area.

**Port Hawkesbury Civic Centre** – Developed business and operations plan for this new 97,000 square foot complex scheduled for completion in fall, 2004. Worked with Building Committee and Municipal Council to determine spacial requirements, interior layout considerations, gallery and cultural components, human resource management/governance and financial projections.

**Cape Breton Fossil Centre** – Provided strategic marketing counsel for this new museum in Sydney Mines. Developed promotional materials including branding, signage and new collateral materials. Worked with museum curators across Atlantic Canada to source display cabinetry for the exhibit area at no cost to the Centre.

**Wagmatcook Culture and Heritage Centre** – Worked with the Wagmatcook Band Chief and Council and Board of Directors to plan for the development of this Aboriginal tourism product. Subsequently, implemented the business plan and worked directly with General Contractor in the design and construction of this 28,000 square foot interpretive centre. In addition, developed and implemented operational plan and marketing strategy.

**North Highlands Community Museum** – Preparation of business and marketing plan for the expansion and redevelopment of this historic museum and village in Cape North.

**Chapel Island First Nation** – Developed a Tourism Policy and a Tourism Development Plan for Chapel Island. Presented and approved by Chief and Council and the community Elders.

**South West Shore Development Authority** – Developed short-term strategic plan for tourism operators in the Yarmouth area.

**Cape Breton Centre for Craft and Design** – Developed a five-year action plan with specific terms for implementation.

**Cape Breton County Economic Development Authority** – Authored the 2006 – 2016 strategic plan for Cape Breton County, in cooperation with CBCEDA and Island stakeholders.



## Client References

**Dan Christmas**, Senior Advisor  
Membertou First Nation  
902-564-6466

**Tom Miller**, General Manager  
Cape Breton Miners' Museum  
902-849-4522

**Paul Collins**, Curator Museum Assistance  
Nova Scotia Museums  
902-424-6466

**Eileen Lannon Oldford**, CEO  
Cape Breton County Economic Development Authority  
Sydney NS  
902-562-2201