



REQUEST FOR PROPOSALS
CITY OF DUNKIRK
SMART GROWTH MARKETING
AND BRANDING STRATEGY

November 20, 2017

SUBMIT TO:

Rebecca Yanus, Director of Planning and Development
City of Dunkirk Planning & Development Department
342 Central Ave.
Dunkirk, New York 14048

RFP SCHEDULE:

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| Dates of Publication | November 20, 2017 |
| RFP Submission Deadline | December 11, 2017 |
| Final Selection | December 15, 2017 |



REQUEST FOR PROPOSALS
FOR THE PREPARATION OF THE
CITY OF DUNKIRK

Smart Growth Marketing and Branding Strategy

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I. COMMUNITY PROFILE

The City of Dunkirk, incorporated in 1880, is located on Lake Erie in Chautauqua County, New York. Dunkirk is located approximately 45 miles southwest of Buffalo, New York and roughly 50 miles northeast of Erie, Pennsylvania. Dunkirk is the westernmost city in the state of New York. The City's prime location on Lake Erie makes it an attracting summer destination. In addition, this central location allows residents to be able to access a variety of different cities with ease. It currently occupies 4.6 square miles of land and, based on the 2010 U.S. Census Bureau estimate, serves a population of 12,563. Uniquely, the City has a large Hispanic population. According to 2011-2015 ACS 5 year estimates, 26.6% of the city is of Hispanic or Latino origin.

The median household income in the City of Dunkirk is \$38,937 with 25% of the population falling below the poverty level (2015 US Census, ACS 5 year estimates). The employment base is approximately 27.8% Educational services, health care, and social assistance, 23.4% Manufacturing, 11.7% Retail Trade, and 8.8% Arts, Entertainment and Food Services. The unemployment rate is 6.5%.

The City of Dunkirk has significant community development needs. Approximately 57.5% of the total housing stock is over 78 years old (2015 US Census, ACS 5 year estimate), and many houses are in need of rehabilitation. Roughly 35.6% of all homes in the City are multi-family units. The City is focused on housing rehabilitation opportunities as well as blight reduction.

The City of Dunkirk recently received \$2.5 million dollars in Smart Growth funding through Empire State Development's Downtown Revitalization Initiative. The \$2.5 million will be used for two public improvement projects known as Dunkirk's Pier Improvements Project and the Central Connections Project. The Pier Improvements Project will include upgrades to Dunkirk's Pier which is located within Dunkirk's Inner Harbor on the shores of Lake Erie. At this time the Pier is highly utilized as a concert venue in summer and attracts thousands of people to the Pier to watch one of the best sunsets on Lake Erie. At this time the Pier is not pedestrian friendly and allows for vehicular traffic to park on the entire length. Dunkirk's waterfront has lacked an identity and there is a need to create a sense of place through a new brand and marketing campaign.

In addition, the Central Connections projects is a complete streets project that will focus on the connection between the Village of Fredonia, SUNY Fredonia, and the City along Central Avenue. Bike lanes, wayfinding signage, and a marketing campaign are the key aspects included in the project. The City's downtown Central Business District (CBD) is located along this corridor and is unfortunately made up of a large number of vacant storefronts. There is a large need for a branding and marketing strategy for Dunkirk's downtown and waterfront.

II. PURPOSE

The City of Dunkirk (“City”) is requesting proposals from qualified consultants with expertise in municipal marketing and branding to create a City wide logo/brand development with an emphasis on Dunkirk’s waterfront and CBD and assist with developing a signage system related to the City’s Central Connections project. Those applying should take into account the following market targets:

- Regional Tourists
- Resident Consumers
- Non-resident Consumers
- Young Professionals and College Students (SUNY Fredonia)
- Existing Dunkirk businesses (retention and expansion), and
- New Businesses (recruitment)

The City is now seeking a marketing consultant to begin efforts immediately to create a Dunkirk brand and launch an identity and brand awareness campaign. The marketing consultant must have experience with developing a public sector brand and community marketing campaign. In order to gain insights from Dunkirk residents regarding Dunkirk’s identity, the marketing consultant must also be experienced with community outreach in order to assess current attitudes and perceptions.

III. OBJECTIVES

The City of Dunkirk’s waterfront and downtown have been neglected for many years, yet these areas are beginning to make a comeback. The waterfront is drawing in more people each year and developers are finally considering these areas for redevelopment. Even though there is a new resurgence in the community, the City still lacks that sense of place when marketing its waterfront and CBD. With the backing from the Governor, public improvement projects are a step in the right direction yet, a branding and marketing plan need to be included to create a greater change in Dunkirk’s perception. Objectives for this project include:

- Creating a new identity for Dunkirk’s waterfront.
- Creating a sense of pride in Dunkirk’s residents for Dunkirk as a whole.
- Marketing Dunkirk’s assets to its neighboring communities (SUNY Fredonia and Village of Fredonia), as well as on a regional level.
- Providing visual materials to be used as marketing materials and wayfinding and signage systems.
- Create an approach that guides people to Central Connections and utilizes this corridor.

The City of Dunkirk aims to develop a marketing/branding strategy that will provide the mentioned benefits above.

IV. SCOPE OF WORK

Completion of the branding and marketing project will involve the tasks below. The *products* identified under each task are the deliverables expected; please take note of these products.

- **Create a Marketing Strategy**

The marketing consultant shall determine/recommend a strategy regarding the most effective implementation tactics and tools. Specific focus should include:

 - The waterfront and CBD target areas,
 - The marketing tactics and implementation tools,
 - The marketing priorities,
 - Prioritizing the tools and tactics to most effectively implement a Strategy that fits Dunkirk,
 - Other marketing and branding strategies the City should consider,
 - Preparing cost estimates, budgets and realistic timeframes for each task, and
 - Identifying the best practices for marketing and branding.

- **Propose a Budget**

The marketing consultant shall develop a budget for the marketing program that outlines implementation actions and their associated cost. The City anticipates the commencement of the community branding effort, strategy, and completion of any other key early stage marketing initiatives between January 2018 to May 2018. Other implementation efforts, including the launch of the brand campaign, would commence by the end of spring 2018.

- **Monitoring System**

The marketing consultant shall develop a monitoring system and performance measures to assess the effectiveness of the various marketing methods.

- **Evaluate City's Image and Brand**

The marketing consultant shall evaluate the City's image and brand, conduct an assessment of community attitudes and perceptions, and provide recommendations regarding what new or updated image and brand is needed for the City's marketing initiatives. To the extent needed, the marketing consultant will craft a new brand and themes for City consideration.

- **Develop an Identity/Branding Awareness Program**

The marketing consultant shall propose a well-defined identity/branding awareness program to persuade resident and non-resident consumers to patronize Dunkirk's businesses and visit Dunkirk's waterfront. The branding programs must also be applicable

for business retention and recruitment strategies.

V. SUBMISSION OF PROPOSAL

Interested respondents must submit four (4) full copies of their proposal and one digital copy no later than 4:30 pm on **December 11, 2017**. Hard copies must be mailed to:

Rebecca Yanus, Director of Planning and Development
City of Dunkirk Planning and Development
RE: Marketing and Branding
342 Central Ave.
Dunkirk, NY 14048

VI. PROPOSAL CONTENT AND CONDITIONS

Each proposer must submit a complete proposal which addresses each component of the RFP. Please note the described scope of work is the minimum scope that is acceptable. Proposers are encouraged to be creative and propose additional work that the proposer feels is beneficial, necessary, or improves the outcome of this marketing/branding effort.

- Cover letter with name, address, phone number, and e-mail address of the contact person; identify the capacity the person has to manage and execute a marketing and branding campaign of this size.
- A full description of how the Scope of Work will be completed along with a schedule detailing when milestones will be reached and when the project will be completed.
- A summary of any suggested approaches the City should consider for this effort
- A narrative that presents the services a firm would provide detailing the approach, methodology, deliverables, and client meetings.
- A description of the firm and each staff member or sub-consultant who will be involved with this project and a description of their role in the project.
- A client list for similar projects in the last five years, including contact name and phone number, and a brief description of projects.
- Budget and expense information which details all costs including:
 - Personnel expenses which state the name and title of each individual assigned to the project, their hourly rate and the number of estimated hours the individual will be working on the project. The same information should be submitted in detail for subcontractors.
 - Administrative costs for travel, postage, photocopying, telephone, printing and other related expenses must be detailed.
 - Estimates of expense for each of the tasks with assumptions.
- A timeline for the preparation and implementation the tasks/activities being proposed per Scope of Services.

VII. INQUIRES

All inquires regarding the RFP should be made in writing and must cite the RFP section in question. Answers to substantive questions will be provided to all inquirers. Inquirers should be directed to:

Rebecca Yanus, Director of Planning and Development
Phone: (716) 366-9879
Email: ryanus@cityofdunkirk.com

VIII. LIABILITY

The Steering Committee is not liable for any costs incurred by any individual or firm for work performed to prepare its proposal or for any travel and or other expenses incurred in the preparation and/or submission of its proposal. Further, the Steering Committee is not liable for any costs incurred prior to approval of the contract.

IX. SELECTION CRITERIA

A Steering Committee will review submitted proposals with reference to the qualifications and criteria as detailed in the Request for Proposals. The intent is to select the consultant having the technical capability and necessary experience to perform the services as outlined in this RFP within the time frame required.

The selection of a consultant for this effort will be based on the following criteria:

- Quality and completeness of the response.
- Understanding of the proposed scope of work.
- Applicability of proposed alternative of enhancements to information requested.
- Cost-effectiveness of the proposal.
- Qualifications and relevant experience with respect to the tasks to be performed.
- Reputation among previous clients.
- Ability to complete all project tasks within the allotted time and budget.

X. NOTIFICATION OF AWARDS

The Planning and development department will notify the successful bidder by phone, followed by a written confirmation. Each bidder whose proposal is not accepted will be notified in writing.

The City of Dunkirk will authorize the award of a contract to the successful proposer based upon the evaluation and recommendations of the Steering Committee. In the event that a contract cannot be finalized within thirty (30) days of the award, the Steering Committee reserves the right to enter negotiations with the consultant which received the second highest evaluation.