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**PROFESSIONAL SERVICES CONTRACT**

This CONTRACT made and entered into this 27<sup>th</sup> day of November, 2019 by and between the **City of Grand Junction, Colorado**, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Destination Think! of Austin, Texas** hereinafter in the Contract Documents referred to as the "Contractor."

The Contractor shall perform the work set forth and described by the Solicitation Documents and known as **Brand Positioning RFP-4697-19-SH** to facilitate the creation of a destination brand positioning, platform and creative rollout for Grand Junction. Together the Contractor's services are referred to as "Work" or "the Work."

The total amount of the Contract to be paid by the Owner shall not exceed \$82,635.00; the exact compensation shall be determined as provided herein below.

The Contractor shall be paid in accordance with the schedule set forth in the Solicitation Documents, which are incorporated by this reference as if fully set forth.

To receive payment, Contractor must submit invoices to Kim Machado (kimm@gjcity.org) at Visit Grand Junction for Work completed.

Fee Schedule:

Kick-off and discovery research	\$6,870
Resident survey	\$4,070
Stakeholder interviews	\$5,170
Place DNA™ workshops	\$13,670 - \$17, 310 estimated – costs vary based on number of community engagement sessions, which the Owner and Contractor will determine by separate mutual agreement but will not exceed 13 sessions
Observational research	\$5,460
Place DNA™ report	\$11,080
Brand strategy development	\$11,260
Brand creative development	\$21,415
<b>TOTAL CONTRACT</b>	<b>\$78,995 - \$82,635</b>

Plus, travel costs in support of the Work in a total amount not to exceed \$10,000.

Contract Administrator for the Owner is Elizabeth Fogarty.

Contract Administrator for the Contractor is Adam Nagy.

Market data acquired through the branding partnership will be shared with Owner by the close of the branding project. Data may be shared in any format.

## **COMPETITION & CONFIDENTIAL INFORMATION**

Contractor recognizes that due to the nature of its engagement hereunder, and the relationship of Contractor to Owner, Contractor will have access to and will acquire, and may assist in developing, confidential and proprietary information relating to the business and operations of Owner, including without limitation, information with respect to Owner's present and prospective products, customers, agents, processes, and sales and marketing methods. Contractor acknowledges that such information has been and will continue to be of central importance to the business of Owner and that disclosure of it to or its use by others could cause substantial loss to Owner. Contractor accordingly agrees as follows:

### **Non-Competition**

During the Service Period and Renewal Service Period(s) and for a period of two (2) years thereafter:

Contractor will not enter into Co-branding partnerships and agreements with destinations in Colorado (not including Colorado Tourism Office) without prior written notice from the Owner.

Contractor will not enter into a branding partnership contract in Colorado (excludes current partnership with Colorado Tourism Office) without prior written notice from the Owner.

### **Confidential Information**

Contractor will keep confidential any trade secrets, confidential and proprietary information of Owner and its affiliates which may become known to Contractor as a result of its association with Owner and shall not at any time disclose any such information to any person, firm or corporation, or use the same in any way other than in connection with the business of Owner.

## **INTELLECTUAL PROPERTY**

Notwithstanding any provision to the contrary, all information, ideas, software, inventions, modifications, improvements or other materials developed by Contractor and its subcontractors for the Owner, and any information that arises out of or under this agreement that relate to the methodologies and materials used, owned or developed by Owner and its subcontractors that is shared with the Contractor, shall remain the sole property of Owner. Owner shall have sole ownership of those materials and business processes specifically created for Owner by Contractor.

The Contractor shall indemnify, defend and hold harmless the Owner from and against any and all claims, costs, charges, losses and expenses Owner incurs and/or that are payable to third parties to the extent that the Contractor infringes, uses or is credibly claimed to have used or infringed on the information, ideas, software, inventions or property (intellectual property) whether patented, trademarked or copyrighted of any other third party person or entity.

## **REMEDIES FOR BREACH**

It is recognized that damages in the event of breach by Contractor or Owner would be difficult, if not impossible, to ascertain and it is, therefore, agreed that the non-breaching party, in addition to and without limiting other remedies, including any direct

and/or indirect damages that may be proven, shall have the right to an injunction or other equitable relief in any court of competent jurisdiction, enjoining any breach.

The term of this Contract shall be from date of contract signing to completion of the Work. The parties expect the Work to be completed by April 30, 2020, however, no specific date(s) has(have) been established.

**Contract Documents:** It is agreed by the parties hereto that the following list of instruments, drawings, and documents which are attached hereto, bound herewith, or incorporated by reference constitute and shall be referred to either as the "Contract Documents" or "the Contract," and all of said instruments, drawings, and documents together as a whole constitute the Contract between the parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein:

The order of Contract Document governance shall be as follows:

- a. The body of this Contract
- b. Solicitation Documents for the Project, **RFP-4697-19-SH Brand Positioning and Contractor Response to the Solicitation**
- c. Addendum to the Solicitation

#### **VENUE, GOVERNING LAW AND DISPUTE RESOLUTION**

The validity and performance of this agreement is governed by the laws of the Colorado without reference to choice of law principles. Venue for any action arising out of or under this agreement shall be in state court in Mesa County, Colorado; however, nothing in this agreement prevents either party from seeking equitable, injunctive or declaratory relief to enforce any of its intellectual property rights in any court of competent jurisdiction and wherever located.

In the event of a dispute about the understandings and general agreements established by this agreement that cannot be resolved by the parties, the parties agree that they shall proceed, in good faith, to mediation. The parties will jointly appoint an acceptable mediator and will share equally in the cost of mediation. The obligation to mediate is a precondition to the filing of a litigation.


IN WITNESS WHEREOF, City of Grand Junction, Mesa County, Colorado, has caused this Contract to be subscribed in its behalf; and the Contractor has signed this Contract the day and the year first mentioned herein.

#### **CITY OF GRAND JUNCTION, COLORADO**

By:   
\_\_\_\_\_  
Greg Caton, City Manager

12/3/2019  
\_\_\_\_\_  
Date

#### **DESTINATION THINK!**

By:   
\_\_\_\_\_  
Rodney Payne, CEO

December 2, 2019  
\_\_\_\_\_  
Date



**Request for Proposal  
RFP-4697-19-SH**

**BRAND POSITIONING**

**RESPONSES DUE:**

October 2, 2019 prior to 2:30 P.M. Local

**Accepting Electronic Responses Only**

**Responses Only Submitted Through the Rocky Mountain E-Purchasing  
System (RMEPS)**

**[www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado)**

(Purchasing Representative does not have access or control of the vendor side of RMEPS.  
If website or other problems arise during response submission, vendor **MUST** contact  
RMEPS to resolve issue prior to the response deadline. 800-835-4603)

**PURCHASING REPRESENTATIVE:**

Susan Hyatt

susanh@gjcity.org

970-244-1513

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

# **REQUEST FOR PROPOSAL**

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### **Section**

- 1.0 Administrative Information and Conditions for Submittal**
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## REQUEST FOR PROPOSAL

### SECTION 1.0: ADMINISTRATIVE INFORMATION & CONDITIONS FOR SUBMITTAL

- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction on behalf of Visit Grand Junction (Visit GJ). All contact regarding this RFP shall be directed to:
- RFP Questions:**  
Susan Hyatt  
[susanh@gjcity.org](mailto:susanh@gjcity.org)
- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional firms to facilitate the creation of a destination brand positioning, platform and creative rollout for Grand Junction and its neighboring communities as described in Section 3.
- 1.3 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the City omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.4 Submission:** Please refer to section 4.0 for what is to be included. Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website, [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). The uploaded response shall be a single PDF document with all required information included. This site offers both “free” and “paying” registration options that allow for full access of the City’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 4.0 “Preparation and Submittal of Proposals.” Submittals received that fail to follow this format may be ruled non-responsive. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**)
- 1.5 Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.
- 1.6 Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.
- 1.7 Addenda:** All Questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the City. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-

Purchasing website at [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). Offerors shall acknowledge receipt of all addenda in their proposal. Addenda and solicitations are posted on the City's website, [www.gjcity.org/business-and-economic-development/bids](http://www.gjcity.org/business-and-economic-development/bids), for informational purposes.

- 1.8 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. **“Proprietary or Confidential Information”** is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words **“Confidential Disclosure”** and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the City. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary
- 1.9 Response Material Ownership:** All proposals become the property of the City upon receipt and shall only be returned to the proposer at the City's option. Selection or rejection of the proposal shall not affect this right. The City shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations outlined in the section titled “Confidential Material”. Disqualification of a proposal does not eliminate this right.
- 1.10 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements:
- Have adequate financial resources, or the ability to obtain such resources as required.
  - Be able to comply with the required or proposed completion schedule.
  - Have a satisfactory record of performance.
  - Have a satisfactory record of integrity and ethics.
  - Be otherwise qualified and eligible to receive an award and enter into a contract with the City.
- 1.11 Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The City reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the City of non-responsiveness based on the submission of nonconforming terms and conditions
- 1.12 Open Records:** All proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the City to the extent allowable in the Open Records Act.
- 1.13 Sales Tax:** City of Grand Junction is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.

- 1.14 Public Opening:** Proposals shall be opened in the City Hall Auditorium, 250 North 5<sup>th</sup> Street, Grand Junction, CO 81501, immediately following the proposal deadline. Offerors, their representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

## SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

- 2.1. Acceptance of RFP Terms:** A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Cover Letter by the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the City's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.
- 2.2. Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be signed by the City and Contractor. By executing the contract, the Contractor represents that they have familiarized themselves with the local conditions under which the Work is to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of work as defined in the technical specifications and drawings contained herein. All drawings, specifications and copies furnished by the City are, and shall remain, City property. They are not to be used on any other project.
- 2.3. Acceptance Not Waiver:** The City's acceptance or approval of any work furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his work. The City's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.4. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the City.
- 2.5. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Contractor hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- 2.6. Debarment/Suspension:** The Contractor hereby certifies that the Contractor is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.7. Confidentiality:** All information disclosed by the City to the Contractor for the purpose of the work to be done or information that comes to the attention of the Contractor during the course of performing such work is to be kept strictly confidential.



- 2.8. Conflict of Interest:** No public official and/or City employee shall have interest in any contract resulting from this RFP.
- 2.9. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the City, shall constitute a contract equally binding between the City and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.10. Cancellation of Solicitation:** Any solicitation may be canceled by the City or any solicitation response by a vendor may be rejected in whole or in part when it is in the best interest of the City.
- 2.11. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) acceptance of services or, (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.12. Employment Discrimination:** During the performance of any services per agreement with the City, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.12.1.** The Offeror shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - 2.12.2.** The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
  - 2.12.3.** Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
- 2.13. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien workers or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et seq.* (House Bill 06-1343).
- 2.14. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the City.
- 2.15. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the City, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in

additional purchase and administrative services. This remedy shall be in addition to any other remedies that the City may have.

- 2.16. Indemnification:** Offeror shall defend, indemnify and save harmless the City and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Offeror, or of any Offeror's agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the City growing out of such injury or damages.
- 2.17. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the City.
- 2.18. Remedies:** The Offeror and City agree that both parties have all rights, duties, and remedies available as stated in the Uniform Commercial Code.
- 2.19. Venue:** Any agreement as a result of this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.20. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and can not be charged to the City.
- 2.21. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the City's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated City's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.
- 2.22. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The City may or may not, at the discretion of the City Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.23. Gratuities:** The Contractor certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this contract. If the Contractor breaches or violates this warranty, the City may, at their discretion, terminate this contract without liability to the City.
- 2.24. Performance of the Contract:** The City reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the City in the event of breach or default of resulting contract award.

- 2.25. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the City. Other governmental entities may be extended the opportunity to utilize the resultant contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the City. It does not include quantities for any other jurisdiction. The City will be responsible only for the award for our jurisdiction. Other participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The City accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.
- 2.26. Public Disclosure Record:** If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with an City employee or elected official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the City.

## SECTION 3.0: SPECIFICATIONS/SCOPE OF SERVICES

**3.1 Objective:** The City of Grand Junction, Colorado (City) is seeking proposals from qualified firms with the experience, resources and expertise to facilitate the creation of a destination brand positioning, platform and creative rollout for Grand Junction and its neighboring communities. The heart of this project is to define the true brand essence of Grand Junction area. The project will answer these branding questions:

- What should we be known for?
- How can we stand out from other destinations and be more competitive?
- What thoughts and feelings do we want to come to mind when people are exposed to our name?
- How do we establish the brand and gain improved results from our resources?

Visit Grand Junction hopes to create a brand the community can rally around and serve as a launchpad for individual marketing efforts of partner organizations to create a cohesive, consistent message and voice from the area. Included in this effort will be creating a vision statement for the City of Grand Junction to ensure clear connection with the brand.

This process should be strategic, research-driven, and reflect the values and vision of residents in order to reveal the true brand and ensure their buy-in and representation. A committee of community stakeholders will be formed to assist in the agency selection and brand development process.

**3.2 Overview:** Visit Grand Junction is a department of the City of Grand Junction and is dedicated to marketing the Grand Junction area to attract year-round tourism, thereby providing for a sustainable and consistent economy and enhanced quality of life for residents.

Grand Junction is a vibrant community on the Western Slope of Colorado, teeming with natural beauty, outdoor recreation, unique Western culture, arts, and a laid-back lifestyle.

**3.3 Background:** Currently, Visit Grand Junction (Visit GJ) has a strong niche-driven creative campaign and data platform that is successfully driving visitation to the area. However, the Grand Junction area lacks a strong brand that unifies the entire area, which should include nearby communities, Palisade and Fruita.

Grand Junction Economic Partnership (GJEP) went through a branding process several years ago. While the research was well-received, the timing of the brand and lack of community involvement caused the process to be unsuccessful. GJEP is choosing not to rebrand at this time, but is looking to partner with Visit Grand Junction to support the community brand process. Ultimately, they are currently looking to develop creative assets based on the destination brand, understanding they need a separate identity, yet complimentary to the overall brand that Visit GJ establishes through this branding process.

The City of Grand Junction is in need of a new Vision Statement that will guide the City into the future as they prepare a new two-year strategic plan.

Over the last year, Visit Grand Junction has been establishing a relationship with nearby communities, Palisade and Fruita, in hopes of entering into a formal partnership for place branding and an ongoing destination marketing strategy that will represent the Grand Junction area as a whole. This relationship has not existed in the 28 years that Visit Grand Junction, Visit Palisade and Visit Fruita have been in existence.

***\*Please note: as of this RFP date, formal partnerships have NOT been established with Palisade and Fruita, which may affect the overall desired scope of this project. Further details are included in section 4: Format and Proposal Instructions.***

All of these elements combined call for a thorough, community-focused **place branding exercise** to truly define the Grand Junction area along with Palisade and Fruita areas but only if formal partnerships are established. It is our intent to create a foundation and align these efforts (City, Visit GJ, GJEP, Visit Fruita and Visit Palisade) for complementary and cohesive messaging while also differentiating from one other.

- 3.4 Statement of Work/Deliverables:** The following outlines a phased approach to this project and expected outcomes. Visit GJ is open to other approaches as proposed by the selected agency's philosophies.

**Phase I: Research and Information Collection**

1. Review research and data currently available
  - a. City of Grand Junction 2-year Strategic Plan

<https://www.gjcity.org/contentassets/c940581f044c4246955ca223b6abca3e/grand-junction-strategic-plan-2017-final.pdf>

*Note: The City of Grand Junction is currently working on an updated version of this plan*

<https://www.gjcity.org/city-government/city-manager/>

*City of Grand Junction is currently in development, with extensive community involvement, of a new Comprehensive Plan*

<https://www.gjcity.org/city-government/public-communications/GJ2020CompPlan/>

- b. Visit Grand Junction 2016 visitor profile, brand, and economic impact reports:  
<https://www.visitgrandjunction.com/research>

Visit Grand Junction is currently implementing an in-house data platform, named Turismo, to support a data-driven destination marketing strategy. Visit GJ utilizes social listening, real-time consumer surveys, and location intelligence – funneled into Tableau to provide the department actionable insights for strategic direction.

Robust Visit Grand Junction visitor data will also be available to the selected agency.

The selected agency will also have access to an automated panel survey platform for customer/visitor feedback data collection.

c. [Grand Junction Economic Partnership](#) Research

GJEP Regional Market Overview

[https://www.gjep.org/wp-content/uploads/2019/02/GRAND-VALLEY-CO-MARKET-OVERVIEW\\_FINAL\\_WEB.pdf](https://www.gjep.org/wp-content/uploads/2019/02/GRAND-VALLEY-CO-MARKET-OVERVIEW_FINAL_WEB.pdf)

Grand Junction and Mesa County BrandPrint (via North Star)

<https://www.gjep.org/wp-content/uploads/2018/01/North-Star-Report.pdf>

d. Downtown Grand Junction (DDA) is finishing final stages of their year-long Plan of Development for Downtown Grand Junction, establishing a vision for Downtown.

<https://downtowngj.org/dda/>

e. Colorado Tourism Office Regional Branding Platform

<https://industry.colorado.com/regional-branding>

2. Hold informational interviews and feedback sessions with appropriate boards and staff at Visit Grand Junction, GJEP, Downtown Development Authority (DDA), and the City of Grand Junction and meet with community stakeholders in Grand Junction, Palisade and Fruita.

3. Develop and deploy a community engagement online survey to collect community knowledge and input, and garner community buy-in. Visit GJ will use Qualtrics for this survey.

4. Hold a minimum of 15 in-person community engagement meetings to collect community knowledge and input, and garner community buy-in.

5. Design a print advertisement for local newspapers and digital/social advertisement targeted locally to invite community members to attend scheduled community engagement meetings.

6. Create a short video that can be shared with the community explaining what a destination brand is, what the benefits are, and why the community should be involved.

7. Conduct one Facebook live event, allowing community to post questions or comments for on-demand conversation, explaining what a destination brand is, what the benefits are, and why the community should be involved.

8. Additional Deliverables:

a. A comprehensive written report detailing the findings of the research and information gathering phase

b. An in-person report presented to the Visit Grand Junction staff and committee

## Phase II: Brand Development

9. Collaborate with the staff and subcommittee to work with key findings to develop the brand platform based on the agency's proposed approach.

Deliverables:

a. Written brand document for stakeholders, agency partners, and community members that should include the following (*Visit Grand Junction understands that agencies have their own process and nomenclatures - this is only an example of the output expected*):

- i. Brand platform
- ii. Positioning
- iii. Brandscape / manifesto
- iv. Brand strategy
- v. Creative rollout recommendation to include:
  1. Video
  2. Digital
  3. Print
- vi. Recommendation for City of Grand Junction Vision Statement related to the above

b. Oral presentation of final recommendation to staff and committee

Two rounds of staff review and revision shall be built into the timeline and budget.

There will also be the *option* to continue the relationship with the winning vendor to carry on as the creative agency for VGJ if the work is satisfactory. This would be a new contract with the vendor and will be discussed once the branding process is complete.

**3.5 Process Timeline:** The proposal process will consist of two phases, written proposal evaluations and oral presentations/interviews to take place in Grand Junction (video conferencing will be considered). The schedule below outlines tentative deadlines for each of these phases.

### Phase I: Distribution of proposals, submissions and the evaluation process:

- Request for Proposal available on or about September 16, 2019
- Inquiry deadline at noon, no questions after this date September 23, 2019
- Addendum issued, if needed September 25, 2019
- Submittal deadline for proposals prior to 2:30 PM October 2, 2019
- City evaluation of proposals October 2-9, 2019

**Phase II: Invitation to participate in interviews and final agency selection will be based on the number of short listed firms and the schedule of the evaluation committee. The process could take up to 2 to 3 weeks.**

- Invitation to Interview Round week of October 10, 2019
- Interviews Expected October 14 – 25, 2019
- Selection of Agency/Contract Execution by November 1, 2019

**3.6 Questions Regarding Scope of Services:**

Susan Hyatt

[susanh@gjcity.org](mailto:susanh@gjcity.org)

**3.7 Contract:** The initial contract period shall be for a period of time sufficient to execute the awarded contract as mutually agreed by the City and the Consultant. It is unlikely contract extensions will be necessary.



## SECTION 4.0: PREPARATION AND SUBMITTAL OF PROPOSALS

**Submission:** Each proposal shall be submitted in electronic format only, and only through the BidNet website, [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado). This site offers both “free” and “paying” registration options that allow for full access of the City’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.) (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline; **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed. The uploaded response to this RFP shall be a single PDF document with all required information included. Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the City requires that proposals be formatted 1 to 7.

**\*As noted in the background section, formal partnerships have NOT been established with the communities of Palisade and Fruita. Due to the current political environment, we are requesting two versions of the proposal that incorporate the elements listed below; 1) a Place Branding exercise to define the Grand Junction area only, and 2) a Place Branding exercise to define the Grand Junction, Palisade, and Fruita areas.**

Responses to this RFP should include the following elements, numbered and provided in this order:

1. Introduction
2. Background and Experience overview, including:
  - a. Tourism experience
  - b. Brand development experience
  - c. Disclose any clients within Colorado, Utah, Wyoming, and Arizona currently and within the last 3 years
3. Personnel/Professional Qualifications
  - a. Overview of the team and staff working directly on this project
4. Detailed Plan of Approach
5. Proposed Timeline of Process
6. Proposed Compensation Structure, including:
  - a. Budget breakout
  - b. Associated fees
  - c. Travel and out-of-pocket expenses
7. Client References and Contact Information (minimum of three)

Proposals should be a maximum of 20 pages for the formal response; an appendix can be added for additional work examples.

Only electronic responses will be accepted through the Rocky Mountain E-Purchasing System at [www.bidnetdirect.com/colorado](http://www.bidnetdirect.com/colorado).

All proposals should be submitted no later than **the time and date specified on the front of this solicitation document**. Please include the signed Solicitation Response Form, Section 6.

## SECTION 5.0: EVALUATION CRITERIA AND FACTORS

**5.1 Evaluation:** An evaluation team has been formed to review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.

**5.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein.

Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The City reserves the right to reject any and all portions of proposals and take into consideration past performance, if available. The following parameters will be used to evaluate the submittals.

- Strength of Strategy and Approach 50 pts
- Qualifications and Team 20 pts
- Quality of Proposal 10 pts
- Cost reasonableness 10 pts
- References from other Clients 10 pts

**5.3 Award:** Firms shall be ranked or disqualified based on the criteria listed in Section 5.2. The City reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the Firm.

**SECTION 6.0: SOLICITATION RESPONSE FORM**  
**RFP-4697-19-SH**

*Offeror must submit entire Form completed, dated and signed.*

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*The City reserves the right to accept any portion of the work to be performed at its discretion*  
-----

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the City.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of \_\_\_\_\_ percent of the net dollar will be offered to the City if the invoice is paid within \_\_\_\_\_ days after the receipt of the invoice.

**RECEIPT OF ADDENDA:** the undersigned Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received: \_\_\_\_\_.

**It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.**

\_\_\_\_\_  
Company Name – (Typed or Printed)

\_\_\_\_\_  
Authorized Agent – (Typed or Printed)

\_\_\_\_\_  
Authorized Agent Signature

\_\_\_\_\_  
Phone Number

\_\_\_\_\_  
Address of Offeror

\_\_\_\_\_  
E-mail Address of Agent

\_\_\_\_\_  
City, State, and Zip Code

\_\_\_\_\_  
Date



**Purchasing Division**

**ADDENDUM NO. 1**

**DATE:** September 25, 2019  
**FROM:** City of Grand Junction Purchasing Division  
**TO:** All Interested Parties  
**RE:** Brand Positioning RFP-4697-19-SH

Offerors responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following:

1. **Question:** Regarding Section 3.4.1, could you please clarify if you are suggesting proposers are only to review past research versus conduct new research?  
**Answer:** Visit Grand Junction expects the minimum of analyzing the current research data and the local and visitor data collection process outlined in the RFP but is not limited to only these elements. VGJ is hopeful that respondents will provide their unique methodology to this assignment, including additional research they choose to share for the submission and also what they recommend for the future to provide a genuine brand platform recommendation.
2. **Question:** Regarding confidentiality: Can we request certain portions of our RFP be kept confidential? Such as our approach, work samples, etc.?  
**Answer:** Yes, some of your information can be kept confidential. Please see Section 1.8 in the original RFP document. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary.
3. **Question:** What is an example of a confidentiality request that would be denied? What is the justification of a confidentiality request that would be approved?  
**Answer:** Please see Section 1.8 in the original RFP document. This section defines Proprietary and Confidential as "any information that is generally not known to competitors and which provides a competitive advantage". You must also include a justification for your request. You will need to determine for yourself what is the justification.
4. **Question:** How long is the contract expected to be for, or to be completed by?  
**Answer:** Please see Section 3.7 in the original RFP document.
5. **Question:** How many people are expected at each of the community meetings? Is 15 a recommended number or mandatory?

**Answer:** 15 refers to the number of meetings to be held; there is no maximum or minimum for number of attendees.

**6. Question:** Will preference be given to bidders who are local to the GJ area?

**Answer:** The City of Grand Junction does not have a local preference. However, you will be expected to abide by the terms of the RFP; specifically Sections 2.2 and 3.4.5.

**7. Question:** How many work examples would you expect to see?

**Answer:** Please attach examples that your firm believes will be beneficial in the decision making process, there is no minimum or maximum number.

**8. Question:** How do you define “place branding”? How does it differ from “destination branding” or “destination marketing”?

**Answer:** Feel free to define them as your agency interprets them.

**9. Question:** When is the updated version of the 2-year Strategic Plan expected to be completed?

**Answer:** It could possibly be complete in a month, depending on the City Council’s schedule.

**10. Question:** Will the project move forward even if a partnership cannot be established with the neighboring communities of Palisade and Fruita? My assumption is yes, but it will be focused specifically on Grand Junction only.

**Answer:** Yes, the project will move forward regardless, but the expectation is that a formal agreement would include targeted stakeholder engagement and specific branding exercises in these partner communities. No formal agreement would not exclude the areas’ experiences to be in the branding effort, there would just not be formal inclusion in the process.

**11. Question:** What is the budget?

**Answer:** VGJ’s budget will not be shared at this time. VGJ would like agencies to outline their costs required to fulfill the assignment.

**12. Question:** Is there an incumbent agency you are already working with on the other marketing efforts that will be part of this review?

**Answer:** No.

**13. Question:** In the past, Grand Junction was branded as Colorado’s Wind Country. Was there research completed that led you to move away from the point of differentiation?

**Answer:** Yes.

**14. Question:** The instructions say to upload the responses as a single PDF file, but we need to submit two proposals (one for GJ, Fruita & Palisade then one for GJ only) Should they be two separate 20-page PDF files or do both proposals and all information need to be completed within the 20 page limit?

**Answer:** Please submit two unique files into the system. Version one to include the assumption of a formal partnership with Palisade and Fruita as the full formal proposal (limit is 20 pages). A second file should be submitted that specifically outlines the changes and adjustments the agency would recommend based on no formal partnership between the regional cities. The second file does not need to be a full proposal, but an outline of specified

changes or adjustments from the first version – please do not duplicate information (limit is 20 pages). See question 22 for more detail.

**15. Question:** Can more information be provided on who makes up the evaluation team?

**Answer:** No – this information will not be shared.

**16. Question:** Is there an incumbent agency? Are they participating in the RFP?

**Answer:** Please see Question 12.

**17. Question:** In Section 3.4, you mention plan to include the community in the branding discussion. Is that a requirement, legislative or otherwise?

**Answer:** It is not a requirement legislatively, but an expectation from VGJ.

**18. Question:** Do you have an approved budget for the project?

**Answer:** Yes. Please see Question 11.

**19. Question:** How was the funding secured?

**Answer:** The funding has been budgeted.

**20. Question:** Are you open to Front Range agencies? Do you prefer an agency from the Western Slope?

**Answer:** Please see Question 6.

**21. Question:** How will you measure the success of this project?

**Answer:** Feel free to define this how your agency would recommend.

**22. Question:** In Section 4.1, you reference “the current political environment” – can you provide more detail? Are Palisade and Fruita resistant to a partnership/congruent branding campaign?

**Answer:** This means that a formal partnership has not been formed at this time. The expectation is that a formal agreement would include targeted stakeholder engagement and specific branding exercises in these partner communities. No formal agreement would not exclude the areas’ *experiences* to be in the branding effort, there would just not be formal inclusion in the process.

**23. Question:** What are the key industries/employers in Grand Junction?

**Answer:** The key industries/employers are:

Health and wellness

Food and agriculture

Government

Tourism

Financial Services

Advanced manufacturing

**24. Question:** In Section 4.1, you ask that agencies disclose clients in Colorado, Utah, Wyoming and Arizona. Is this specific to tourism or all clients headquartered in those states?

**Answer:** VGJ is requesting disclosure of any and all clients as stated.

**25. Question:** Can you give background as to why the GJEP branding project a few years back wasn't successful and why you feel now is a better time to undergo this project?

**Answer:** Section 3.3 provides an explanation. Timing, lack of community involvement and process played into the prior outcome. Eighteen months ago, Visit Grand Junction initiated a new strategy along with a full reorganization of the department, which has resulted in renewed interest and support from the community.

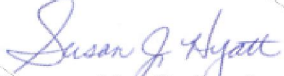
**26. Question:** How highly do you value community buy-in and do you see a direct path to approval with so many decision makers involved?

**Answer:** Community buy-in is highly valued, and yes, VGJ sees a direct path to approval.

The original solicitation for the project referenced above is amended as noted.

All other conditions of subject remain the same.

Respectfully,



Susan Hyatt, Senior Buyer  
City of Grand Junction, Colorado



DESTINATION

**Think!**

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**City of Grand Junction  
Request for Proposal  
RFP-4697-19-SH  
Brand Positioning**



## To the team at the City of Grand Junction,

Our first-hand experience throughout Colorado shows us that Grand Junction has an incredible opportunity. Your new brand will need to set your place apart from competitors, while looking for opportunities to align with the recent regional branding initiative. We draw on our proven methods, incorporating deep community engagement, to identify the distinct competitive advantages that derive your destination's identity and its unique place in the world.

Successful destination brands are built upon quality experiences and the stories that people tell about these experiences. Through years of destination branding, we have found that these three elements are key to a successful destination brand strategy:

- Support from residents.
- Alignment with industry.
- Impact on travelers.

Your recognition of the need to gain community support for your brand strategy is highly encouraging.

Our team brings a global perspective with decades of destination marketing experience to your doorstep. Our method is designed to gain support from residents and alignment with industry to create a brand that travelers will love.

We are excited by the opportunity to work alongside your team to define a brand position that will benefit residents and visitors alike.

Yours sincerely,



**Rodney Payne**  
Chief Executive Officer,  
and the Destination Think! team

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# 1. Introduction

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## About Us

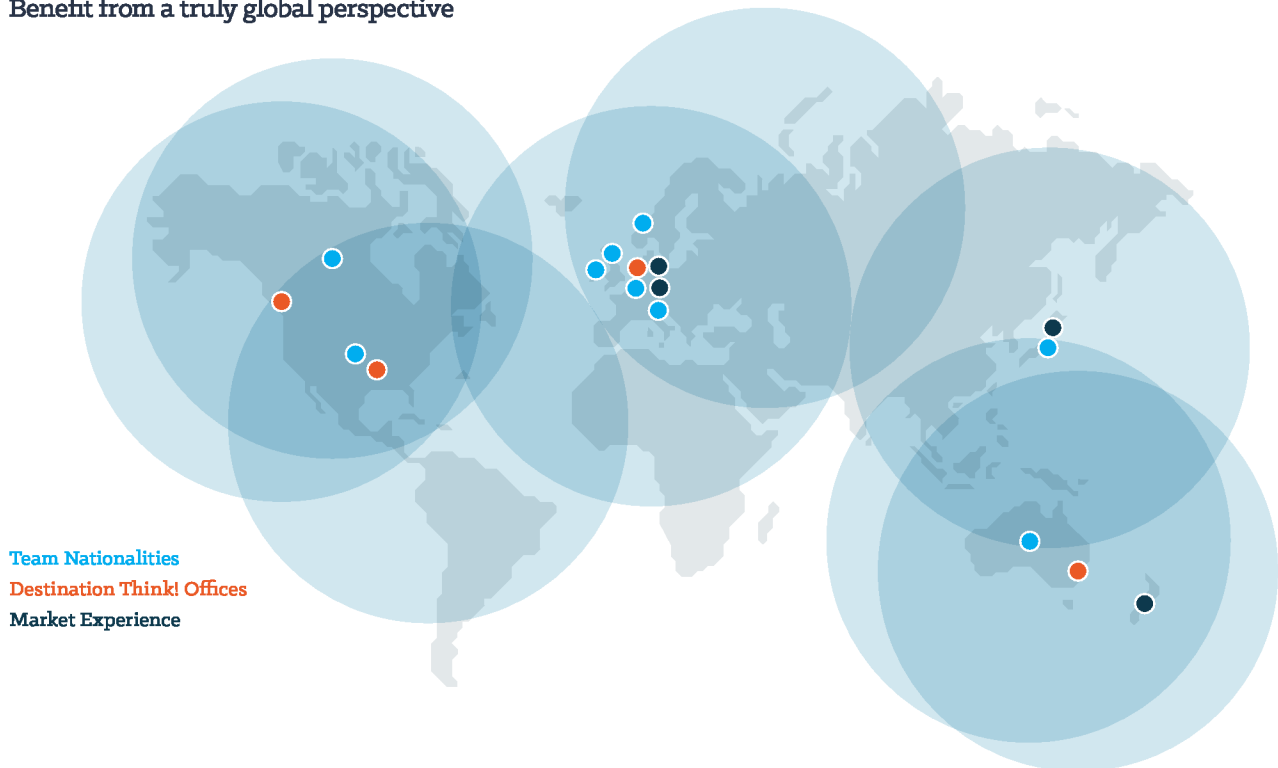
Destination Think! is a unique style of agency that works exclusively with places. Our mantra is “to make the world better, one place at a time”. We are the globally recognized leader, transforming some of the world’s most admired place brands with ideas that are innovative, useful, simple and engaging. In a rapidly evolving, mercurial marketplace, we rise above the fray and deliver results by focusing on what we do best. No other firm has our depth or breadth of experience in executing outstanding destination marketing campaigns, combined with a global perspective.

We work with well-known place brands such as California, Colorado, Cleveland, Bermuda, Ottawa, Copenhagen and Auckland, but also with lesser known places such as Dublin, (Ohio), Elkhart, (Indiana) and Aiken, (South Carolina). Our passion is to work with clients that strive to make their communities better places to live, work, study and visit, by bringing a global perspective to the local level.

The nature of our company is to collaborate with our clients over an extended period of time – we don’t believe in parachuting in, executing a branding project, then moving on to the next. We become partners with our clients and share the responsibility to bring long-term success to the places they represent. Making places successful is why our business exists.

In order to achieve this, we have assembled a comprehensive team, all with individual qualities but bound by a shared purpose. Our people are located across the globe, bringing fresh knowledge, innovation and ideas together to achieve our mission. Combining the right strategic consultancy and creative marketing services is how we’ve been leading the destination marketing industry since 2009.

## Benefit from a truly global perspective



A place brand is not a tangible product like a new soft drink, where a market niche can be defined and an identity can be built to appeal to this niche. Every city has its own unique identity, something it can own. It's a reflection of its citizens, shaped by its people, history, culture, natural environment, infrastructure, climate and more.

We bring a unique process to build the right brand strategy and creative expression of your destination. We have developed a unique methodology that allows us to uncover a place's authentic identity, determine the distinct, differentiating characteristics and build an appealing brand based on those findings.

The success of any place brand project is rooted in our Place DNA™ research, a key component of this proposal. This methodology has been applied throughout Colorado, as part of the Colorado Tourism Office Regional Branding Platform project that we lead. The opportunity through this project enables us to deliver a result that both differentiates Grand Junction, but also aligns with the regional brand.

Through ten years of experience with destination marketing, we have come to believe that a destination's brand belongs first to its residents. Our European city brand and place brand expert Frank Cuypers says it best: "There can be no city branding without citizens and no destination branding without residents." At Destination Think!, we live and breathe this motto.

As such, we believe our values align perfectly with your philosophy because of your expressed desire to involve the community. In your RFP, you wrote, "Visit Grand Junction hopes to create a brand the community can rally around and serve as a launchpad for individual marketing efforts of partner organizations to create a cohesive, consistent message and voice from the area".

We could not agree more.

In many of our place branding projects we have the opportunity to align related brands. There is an exciting opportunity to promote Grand Junction by incorporating the surrounding area where many of the attractions and sights can be found, including Palisade and Fruita. Our branding project with Victoria, British Columbia included neighboring communities as part of the process and final outputs. Similarly with Whitsunday Region in Australia, the brand was tailored for each unique place within the destination. Currently, Grand Junction, Palisade and Fruita each have very different tourism brands. A partnership can strengthen the overall value proposition to visitors.

We understand that because a place's identity is shared with the public, destination marketers like you operate in a highly scrutinized environment. This is especially true when it comes to place branding. That is why our highly collaborative approach to branding starts and ends with the community, working from the inside out.

By securing the support of your residents, you can create local brand advocates, provide memorable experiences for visitors, and increase prosperity in the tourism industry. The result is an improvement in the quality of life for everyone connected to Grand Junction. By aiming to increase the net benefit for the community, places like yours can effectively market niche opportunities, save money and prepare themselves for growth.

**READ MORE ABOUT OUR APPROACH  
TO COMMUNITY-BASED BRANDING:**

**Why place branding needs to  
be built from the inside**

---

*Through ten years of experience  
with destination marketing, we have  
come to believe that a destination's  
brand belongs first to its residents.*

---

## 2. Background and Experience Overview

### a. Tourism experience

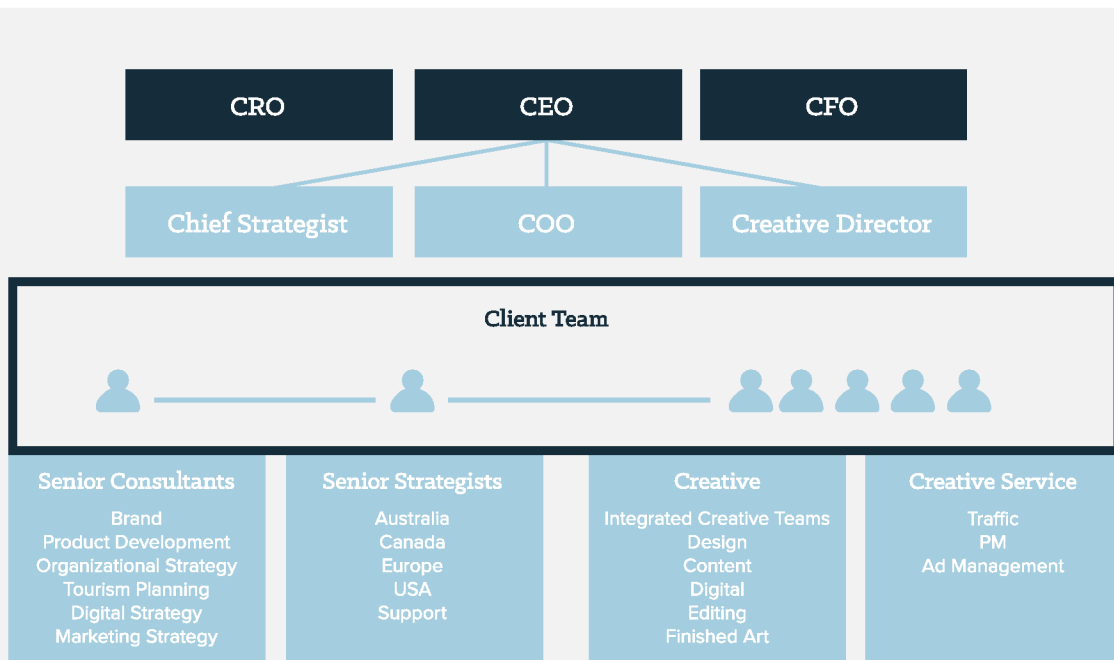
Destination Think! has been in business since 2009. To ensure an unrivalled global perspective, our team is comprised of twenty-five full-time staff members strategically placed around the world. Our expertise is travel and our passion is to help places succeed in developing robust and sustainable visitor economies that bring value to local communities without compromising quality of life.

Think! has offices in Austin (USA), Vancouver (Canada), Amsterdam (Europe) and Sydney (Australia). We are structured to provide the broad experience and capacity of an international firm while working across an agile and tightly knit team that truly knows each client.

### A decade of traveling at the speed of culture

We opened our doors knowing one fact will always reign true, the only way to keep up with the rapid changes in both communications and culture is to travel well ahead of it. So that is exactly what we did. Over the past decade, we have developed, tested and refined a methodology and our capabilities to provide our clients with the tourism success they aspire to.

Today, we are a globally recognized leader in destination marketing, having transformed some of the world's most admired destination brands and little-known cities and towns with ideas that are innovative, useful, simple and engaging solutions. In a rapidly evolving landscape, we are a partner that rises above the fray and delivers results by focusing on what we do best. No other firm has our depth of experience in executing outstanding destination solutions, combined with a global perspective.



*Destination Think! is organized according to the services we provide and the client teams that we build to oversee our accounts.*



Our key offering combines strategic consultancy and creative agency services; focused only on destination marketing. We intimately understand effective strategic planning, offering a range of innovative versions of tried and tested processes. All of our strategic consultants have held senior management positions within destination marketing organizations (DMOs).

Our team has worked with destinations in the United States, Canada, Australia and Europe including European Travel Commission, Colorado Tourism Office, Destination British Columbia, Tourism Bay of Plenty, Ottawa Tourism, Elkhart County CVB, Bermuda Tourism Authority and Visit California.

#### *b. Brand development experience*

Place branding is fundamentally unique, because a place brand is not tangible and is owned by residents. Every city has its own unique identity, something it can own. A powerful place brand is a reflection of its citizens, shaped by its people, history, culture, natural environment, infrastructure, climate and more.

Our experience has culminated in a unique process that enables us to build the perfect brand strategy and creative expression of Grand Junction. Over many years, we have developed a unique methodology that allows us to uncover a city's authentic identity, determine the distinct, differentiating characteristics and build an appealing brand based on those findings.

Our experience has been repeatedly proven with world-class destinations around the world. Here's a sample of some of our more recent brand projects:

- Colorado, regional brand strategy
- Ottawa, Ontario, brand strategy
- Calgary, Alberta, brand strategy
- Victoria, British Columbia, brand strategy and creative
- Abbotsford, British Columbia, brand strategy and creative
- Auckland, New Zealand, brand strategy
- Whitsundays, Queensland, brand strategy and creative
- Elkhart County, Indiana, brand strategy excluding creative

The deep individual experience of the team members that have been assigned to your project has been listed in section 3. Personnel/Professional Qualifications (below).

Please see [appendix 2](#) for details on some additional work examples showing recent similar projects:

- Tourism Whitsundays
- Destination Campbell River
- Ottawa Tourism
- Colorado Tourism Office

#### *c. Disclose any clients within Colorado, Utah, Wyoming, and Arizona currently and within the last 3 years*

Colorado Tourism Office

## 3. Personnel/Professional Qualifications

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### *a. Overview of the team and staff working directly on this project*

#### **Steve Hanzic**

#### **Creative Director**

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#### **Area of responsibility:**

Ensures the utmost creative integrity across all outputs of our work at Destination Think!.

#### **Experience:**

Steve has just notched up his 20th year in the creative industry, and he's still loving it. He specializes in creating robust brand ecosystems that feel personal. Over the years, he's been fortunate enough to have done this for some of the world's most recognized brands such as Amazon, AirBNB, Spotify, Google, Expedia, Intrepid, eBay, Lexus and Tourism New Zealand.

Developing brands that stand the test of time is one Steve's greatest passions. He believes that what you see is just a fraction of a successful brand – it's thorough planning, cultural relevance and an idea powerful enough to resonate through every touchpoint that makes brand something people will love for years.

Steve has led teams of all shapes and sizes to create effective solutions in pretty much every sector. It offers him a rare perspective on an ever-changing world which he now focuses purely on the destination marketing industry.

He comes highly awarded in creative, design, innovation and most importantly effectiveness – some of his projects have managed to win all four categories. To name a few, his work has been recognized at the D&AD awards, The Effies, One Show, Clio and received a coveted Titanium at Cannes.



#### **Relevant projects:**

Steve has worked on numerous destination brands and campaigns for Tourism New Zealand, Destination British Columbia, Tourism and Events Queensland, Destination New South Wales, Tourism Whitsundays and Destination Campbell River.



**William Bakker**  
Chief Strategist

---

**Area of responsibility:**

Oversight of all deliverables for integrity and quality.

**Experience:**

William has been a key member of the global tourism field for twenty years and is considered an innovator in the world of destination marketing. He has an enormous depth of experience in leading his team to deliver world-class destination marketing strategies. William has eleven years client-side experience at Destination British Columbia, where he was formerly the Director of e-Marketing. He has experience with a wide range of international destination brands, including Destination British Columbia, Innovation Norway, Visit England, Tourisme Montréal, Tourism and Events Queensland, Destination New South Wales, Palau Visitors Authority and Visit Flanders, to name a few.

**Relevant projects:**

In his role, William has worked on numerous projects related to marketing strategy, brand strategy and creative concept development for through the line campaigns implemented at the European Travel Commission, Destination British Columbia, Colorado Tourism Office, Tourism and Events Queensland, Destination Greater Victoria, Visit Flanders, Tourisme Montréal, Innovation Norway, Visit England and many more.



**Sarah Prud'homme**  
Senior Strategic Consultant

---

**Area of responsibility:**

Place DNA™ and brand strategy.

**Experience:**

Sarah, formerly the Marketing Director of Tourism Calgary, brings to the team her first-hand DMO experience and ten years working in marketing with a focus on digital. She has a track record of finding smart digital solutions to complex problems and exceeding the goals set in her projects. She's managed major website projects, e-commerce platforms, and international integrated digital campaigns. Sarah understands the responsibility of managing a multimillion-dollar budget to deliver results that tourism stakeholders understand and value.

**Relevant projects:**

Sarah has worked with over twenty destinations on numerous projects related to marketing strategy, Place DNA™, brand strategy and creative concept development. Recent clients include Visit California, Bermuda Tourism Authority, Tourism Whitsundays, Destination Greater Victoria, Ottawa Tourism and Colorado Tourism Office.



**Mitch Morgan**  
Art & Design Director

---

**Area of responsibility:**

Mitch will be responsible for creative and art direction.

**Experience:**

Mitch is an award-winning designer with extensive experience collaborating with some of the world's largest (and smallest) brands including; Google, Amway, Lend Lease, The Smith Family, Good Design Australia and the University of New South Wales. During his time with Destination Think!, Mitch has worked with leading tourism brands including; Destination British Columbia, Banff Lake Louise Tourism, Tourism Calgary, Destination Greater Victoria and many more. Mitch has over three years of experience as Creative Director at Tonic Connective and six years as Creative Director at Australian International Design Awards. He has six years experience working with Destination Think!.

**Relevant projects:**

Mitch has been involved in the design development for several projects that relate to creative concept development for campaigns and programs including Destination British Columbia, Tourism and Events Queensland, Destination Greater Victoria, Destination Campbell River, Tourism Tropical North Queensland, Tourism Vernon, Banff Lake Louise Tourism, Tourism Calgary, Toerisme Gelderland and Visit Southern Norway.



**Adam Nagy**  
Client Strategist

---

**Area of responsibility:**

Adam will be your Client Strategist (account manager) and primary contact at Destination Think!.

**Experience:**

Adam has more than ten years of experience in digital marketing and communications with a focus in the hotel and real estate industry. He combines many years of managing different teams internally and externally with a passion for strategic marketing. Adam has contributed to an extensive list of successful marketing campaigns for companies including Shangri-La Hotels, Sotheby's International Realty Canada, Hyatt Hotel Group and Kiwi Collection.

**Relevant projects:**

Since joining Destination Think!, Adam has managed destination marketing campaigns for the City of Aiken Parks, Recreation and Tourism Department, Tourism Vernon and Destination Greater Victoria.





**Lindsay Payne**  
Project Manager Team Lead

---

**Area of responsibility:**

Ensures the smooth delivery of all Destination Think! productions.

**Experience:**

Lindsay finds the critical path to success in any project that comes her way. She guides the processes and planning that allow Destination Think! to operate at its peak potential for each of its clients. Her work ensures that our client teams maintain successful collaboration, high productivity and top-calibre work, all while maintaining an infectiously positive attitude. She is also the liaison for our roster of contracted specialists that extend Destination Think!'s in-house production capacity.

**Relevant projects:**

Lindsay has international experience across a wide variety of projects. She has produced world-class destination marketing events from Southern Australia to Northern Finland, Amsterdam and New York City. She has also led seamless projects for Destination Think! in Australia, Europe and North America, for clients including Tourism and Events Queensland, Banff Lake Louise Tourism and Caribbean Coalition for Tourism.



**Sara Raymond**  
Marketing Manager

---

**Area of responsibility:**

Desktop research and analysis.

**Experience:**

Sara joined our agency after working at Tourism Australia, based in the organization's Los Angeles office. Her work at Tourism Australia gave her client-side experience with media, digital marketing and working with multiple states and operators in both the Australian and U.S. markets. At Destination Think!, Sara manages digital and social media content for large DMOs across North America, Europe and the South Pacific. Sara attended Boston University where she earned a bachelor's degree in broadcast journalism, graduating summa cum laude. She recently earned her GSTC Certificate in Sustainable Tourism.

**Relevant projects:**

Sara has worked with over thirty destinations in her time at Destination Think! leading market research, desktop research for Place DNA™ and strategic planning for marketing and content development and for Visit Flanders, Visit Victoria (Australia), Bermuda Tourism Authority, Destination Greater Victoria, Tourism and Events Queensland, Caribbean Tourism Organization and Visit California.

## 4. Detailed Plan of Approach

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Our plan of approach directly follows the steps outlined in the RFP document. Destination Think! has a tried and tested methodology that can uncover a place's true identity to help develop creative and brand strategy. With a few small variances, we strongly support your approach due to the alignment with our own process. Where we propose an alternative, we have indicated what is different and the rationale. In our pricing section, we have budgeted for your recommended approach and presented alternatives for discussion.

### Kick-off

We will hold a kick-off session to allow our teams to get to know each other and to set a clear course for the weeks to follow. We will conduct this session over the phone. During this conversation, we will review your objectives, the scope and process of our response to those objectives, and walk through the project plan. This is the time to discuss any clarifications, validate adjustments and assess risks.

### Discovery (research and information collection)

Our team will start by reviewing all relevant background documentation to fully understand your destination including documents and materials related to the existing brand, strategies and plans. This review will include the documents listed in this RFP:

- City of Grand Junction 2-year Strategic Plan
- Visit Grand Junction 2016 visitor profile, brand, and economic impact reports
- Grand Junction Economic Partnership Research
- Plan of Development for Downtown Grand Junction (when completed)
- Colorado Tourism Office Regional Branding Platform

We will supplement this with our own additional desktop research to dive deeper into your history, culture, geography, economy and other attributes related to your Place DNA™. Then we will take a deep dive into your place to help us put the rest of our research and phases into context.

As part of our discovery we will analyze visitor data and surveys available through the Turismo platform.

### Place DNA™ process

We have developed a proprietary process - Place DNA™ - to comprehensively uncover the unique identity of a place. The process is designed to account for the incredible power of community engagement, that is inherent in place branding. Place DNA™ forms the foundation of our brand development process.

Place DNA™ is the identity of a place. It may include strong assets and things that could use improvement. It's important to understand the complete picture. By grounding a brand in Place DNA™, we avoid misrepresentation and miscommunication. A genuine representation of a place attracts the right citizens, visitors, students and businesses. Staying your true authentic self will lead to the right alignment between potential visitor, investor or new resident.

### **For more information, see our essential reading list on Place DNA™.**

The steps for this component of the project are as follows:

#### Informal interviews

Interviews will be conducted with up to ten people (thirty minutes each), selected from among staff and board member of Visit Grand Junction, GJEP, Downtown Development Authority (DDA), and the City of Grand Junction and meet with community stakeholders in Grand Junction, Palisade and Fruita. We will conduct these interviews in-person or by phone, depending on the available time and schedules.

#### Resident survey

As part of our Place DNA™ process we conduct a specific survey that we have developed and refined over many projects. This survey includes both qualitative and quantitative questions. We assume that Qualtrics will send the survey to a representative sample of your residents and have excluded this from the budget. Should you also want to use Qualtrics' survey software, we will provide them with our questions.

### Place DNA™ workshops and community engagement sessions

Two of our team members (including one of our strategists) will visit Grand Junction to conduct Place DNA™ workshops and town hall sessions. You specify the need for fifteen community meetings. In our experience, this amount of meetings may be higher than necessary and we'd like to discuss the need for this large number as it may present cost-savings for you. We have included two options that we can discuss:

1. We have included a budget based on two Place DNA™ workshops and thirteen "community engagement sessions" (see below) spread over one week. These workshops will include attendees representing Palisade and Fruita. Our recommendation is to mix participants from all communities. We will hold a number of community engagement sessions in Palisade and Fruita, and will discuss the number of workshops to be held in each location during the kick-off meeting.
2. Alternatively, we have included a budget based on two Place DNA™ workshops and five community engagement sessions. We think this number may be the right approach for the project, but can determine this collaboratively.

**Place DNA™ workshops:** We have designed the project to include two Place DNA™ workshops (three - four hours in duration). For these two workshops, attendees are on an *invite-only basis*. Typically, we invite between twenty to thirty people. Ensuring the right mix of attendees is essential, including:

- Tourism industry leaders, including a balanced mix of representatives from hotels, attractions, restaurants.
- Past politicians, historians, teachers, and others who are knowledgeable on the history and development of the city.
- Members of the community sectors, such as the arts, academia, sport.
- Key persons outside of the tourism industry who are influential in the community, and may be a champion to the process/brand.

**Community engagement sessions:** For broader community engagement, we offer community engagement sessions. These sessions are compressed versions of Place DNA™ workshops, designed to get the information we need, and also offer people the opportunity to express their perspectives they want to share. Community engagement sessions run for approximately one hour and are open to the public.

In order to help the community understand the project and importance we will:

- Create a video explaining what a destination brand is, what the benefits are, and why the community should be involved.
- Design a print advertisement for local newspapers and digital/social advertisement targeted locally to invite community members to attend scheduled community engagement meetings.
- Conduct one Facebook live event, allowing community to post questions or comments for on-demand conversation, explaining what a destination brand is, what the benefits are, and why the community should be involved.

### Grand Junction observational research

Our team will spend time in the city and neighboring area and communities including Palisade and Fruita to assess and observe, first-hand. We find that some of the greatest insights often come from public art, historical buildings, the design of public spaces, and the interior design of hotels and restaurants. Interviewing people in coffee shops, parks and busses puts the survey into context and allows for better workshop facilitation.

### Deliverable

The final deliverable for our Place DNA™ process is a Place DNA™ report. We will present this report during a conference call with the project team and again, while attending for our brand creative workshop to Visit Grand Junction staff and committee.

### Brand strategy development

A brand is more than a logo, tagline and other creative elements. Brand creative without a brand strategy is “lipstick on a pig”. A true brand is built through all interactions and touchpoints with a place and the communication about a place.

The brand should become embedded in the fabric of the city and guide the actions and communication of many. Nothing should come as a surprise or departure because it’s rooted in reality, based on local resident engagement. The brand strategy provides the required focus for destination development and promotion.

We will leverage the outcomes from our Place DNA™ process to develop the brand framework, which includes the following elements:

- Essence
- Promise
- Story
- DNA (Attributes/Personality)

We will identify the key attributes with your team through an online collaboration session, then develop the framework, together.

### Deliverable

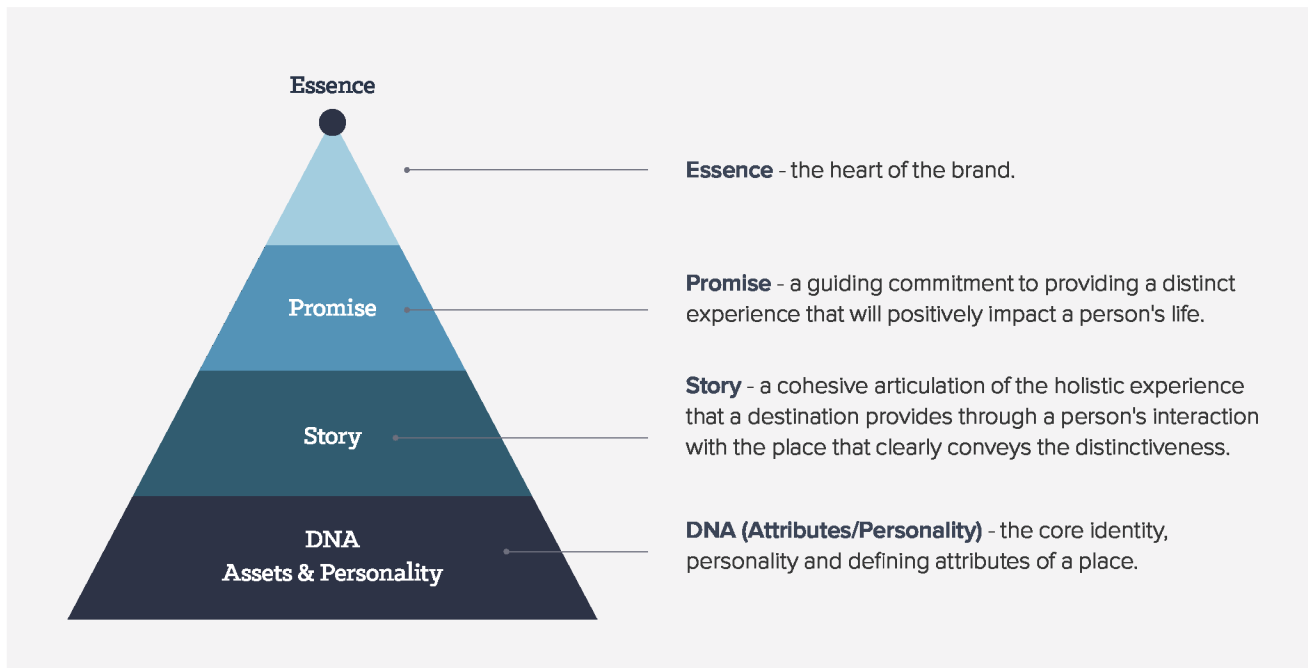
We will provide a ‘brand strategy document’ based on our proven DMO brand framework (explained immediately above). This document will satisfy the requirements outlined in your response:

- i. Brand platform
- ii. Positioning
- iii. Brandscape / manifesto
- iv. Brand strategy

During the project kick-off call, we can clarify any definitions to ensure that your requirements marry to our framework.

### Brand creative expression

Creative expression is the most visible manifestation of the brand and our creative director will help bring that brand to life. This creative articulation could result in a tagline or inspirational platform, your brand identity which includes your logo, tone of voice, typography, color palette, photography and videography style. We will include examples and guidelines. And more importantly, we will show you how to bring it all together.



Destination Think! brand framework (reference to chart above)

The brand creative expression is designed to inspire and motivate. It should communicate the brand essence with confidence. When your residents adopt it, and people outside the county believe it, that's when we know we've succeeded.

Our process involves a brand creative workshop with your team. If desired, we can include key stakeholders in this process (we've included members from the creative community in the past with great success). Our team will guide you through several exercises to collaboratively determine how your brand will be expressed through words, colors, typography, logo and images.

The brand creative expression will be documented, providing a set of specific brand elements and guidelines to implement going forward. The document will include a summary of Place DNA™, brand strategy and creative examples. We have included two rounds of feedback in this process.

A successful partnership between Grand Junction, Palisade and Fruita will enable us to create a common creative expression in a "family brand" architecture, with one creative approach that can be used for all three communities with slight modifications. Apple approaches its branding in this way.

### **Brand implementation and management**

Our focus is to work with clients on a long-term basis, where we can share responsibility for long term success. After developing your brand together, it is a logical next step for us to support your team in the rollout of the brand strategy and then partner in making the ongoing brand management and development a success for your entire industry.

### **Deliverables**

- Creative expression, including; logo, font and tagline.
- A document outlining our creative rollout recommendation, including: 1. Video, 2. Digital, 3. Print
- Recommendation for City of Grand Junction Vision Statement related to the above.

### **Debrief**

Following the conclusion of the project, we will facilitate a debrief to discuss what worked, and capture any learning for our teams. This step is an essential conclusion, in order to ensure our next project together accelerates our shared success.



🍏 iPhone

🍏 WATCH

🍏 MacBook Pro

# Changes and adjustments based on no formal partnership between Grand Junction, Palisade and Fruita

## Changes to the process

Below we have outlined the considerations in the event that there is not a formal partnership between Grand Junction, Palisade and Fruita.

### **Stakeholder interviews**

We will work with the project team to decide the extent to which we need to interview stakeholders from Palisade and Fruita or divert focus to interview other stakeholders. We will still conduct ten interviews, but the composition may change to upweight attendees that represent other aspects of the destination.

### **Place DNA™ workshops and community engagement sessions**

We will discuss adjustments to the attendee composition of the Place DNA™ sessions and the locations of the community engagement sessions. Whether Palisade and Fruita are formally part of this project or not, it will still be important to have them represented to some extent.

Without a formal agreement, it could eliminate the need for fifteen community engagement sessions. We have provided the savings associated with reducing to five community engagement workshops in option 2 of the budget in our proposal.

## Changes to deliverables

There will not be any significant scope changes to the project deliverables depended on a partnership with Palisade and Fruita, based on our partnership branding approach. We believe that neighboring communities should be represented in the brand regardless of a formal partnership or not.

DESTINATION



## 5. Proposed Timeline of Process

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20
Kick-off	●																			
Discovery research		●	●																	
Resident survey				●	●	●														
Stakeholder interviews					●	●	●													
Place DNA™ workshops							●													
Community engagement communications							●													
Observational research							●													
Analysis								●	●	●	●									
Place DNA™ report delivery (conference call)											●									
Brand strategy development												●	●							
Brand creative workshop & delivery of brand strategy (in-person)													●							
Brand creative development													●	●	●	●	●	●	●	
Creative reviews (2)																	●	●	●	
Brand strategy and creative delivery (oral presentation)																				●
Project completion																				●

## 6. Proposed Compensation Structure

### a. Budget breakout

#### Option 1:

Based on two Place DNA™ workshops and 13 community engagement sessions.

Kick-off and discovery research	6,870
Resident survey	4,070
Stakeholder interviews	5,170
Place DNA™ workshops	17,310
Observational research	5,460
Place DNA™ report	11,080
Brand strategy development	11,260
Brand creative development	21,415
<b>Total</b>	<b>82,635 USD</b>

*Plus applicable travel costs (accommodation, airfare and transport.)*

#### Option 2:

Based on two Place DNA™ workshops and five community engagement sessions.

Kick-off and discovery research	6,870
Resident survey	4,070
Stakeholder interviews	5,170
Place DNA™ workshops	13,670
Observational research	5,460
Place DNA™ report	11,080
Brand strategy development	11,260
Brand creative development	21,415
<b>Total</b>	<b>78,995 USD</b>

*Plus applicable travel costs (accommodation, airfare and transport.)*

### b. Associated fees

There are no associated fees, beyond the budget breakdown in the above.

### c. Travel and out-of-pocket expenses

We will invoice travel expenses based on actual costs incurred but have accounted for two in-person visits with two Think! team members traveling from Vancouver, British Columbia.

The first visit will be for the Place DNA™ workshops and community engagement sessions and is anticipated to be a duration of five days.

The second visit will be an in-person delivery of the brand strategy and collaboration session / workshop with your team to discuss the creative expression and brand platform. This visit will be a half-day session with your team.

Our estimated travel costs including airfare, hotels, meals and transport is 10,000 USD.



## 7. Client References and Contact Information



<b>Name of client</b>	Colorado Tourism Office
<b>Primary contact</b>	Cathy Ritter
<b>Title or position</b>	Director
<b>Telephone number</b>	Main Tel: 303.892.3840
<b>Email</b>	<a href="mailto:cathy.ritter@state.co.us">cathy.ritter@state.co.us</a>



<b>Name of client</b>	City of Campbell River (Canada)
<b>Primary contact</b>	Rose Klukas
<b>Title or position</b>	Economic Development Officer
<b>Telephone number</b>	Main Tel: 250.286.5738 Cell: 250.895.0667
<b>Email</b>	<a href="mailto:rose.klukas@campbellriver.ca">rose.klukas@campbellriver.ca</a>



<b>Name of client</b>	Tourism Whitsundays (Australia)
<b>Primary contact</b>	Natassia Wheeler
<b>Title or position</b>	Chief Executive Officer
<b>Telephone number</b>	Main Tel: +61 7 4948 5904
<b>Email</b>	<a href="mailto:Natassia.Wheeler@tourismwhitsundays.com.au">Natassia.Wheeler@tourismwhitsundays.com.au</a>

# Thank you!

On behalf of the team at Destination Think!, I would like to thank you for your time considering our response to your brand positioning RFP.

Please do not hesitate to contact us with further questions.

Regards,

A handwritten signature in white ink, appearing to read 'R. Payne', is centered on the page.

**Rodney Payne**  
**Chief Executive Officer**  
**Destination Think!**



**SECTION 6.0: SOLICITATION RESPONSE FORM**  
**RFP-4697-19-SH**

*Offeror must submit entire Form completed, dated and signed.*

-----  
*The City reserves the right to accept any portion of the work to be performed at its discretion*  
 -----

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the City.


Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of     0     percent of the net dollar will be offered to the City if the invoice is paid within     30     days after the receipt of the invoice.

**RECEIPT OF ADDENDA:** the undersigned Contractor acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents.

State number of Addenda received:     1    .

**It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.**

Destination Think!  
 Company Name – (Typed or Printed)  
 \_\_\_\_\_  
  
 Authorized Agent Signature  
 \_\_\_\_\_  
 2028 E Ben White Blvd Ste 240-2014  
 Address of Offeror  
 \_\_\_\_\_  
 Austin TX 78741  
 City, State, and Zip Code

Rodney Payne  
 Authorized Agent – (Typed or Printed)  
 \_\_\_\_\_  
 1-(778)-834-6999  
 Phone Number  
 \_\_\_\_\_  
 rodney@destinatonthink.com  
 E-mail Address of Agent  
 \_\_\_\_\_  
 September 26, 2019  
 Date



# The Whitsundays

QUEENSLAND

## Tourism Whitsundays Region Brand Strategy and Creative

The Whitsundays are a region in Queensland, Australia. It is arguably one of the most spectacular places on the planet, famous for the Great Barrier Reef, Whitehaven beach and its world-class sailing through 74 islands. The whole region consists of beaches, agriculture and mining communities further inland.



**BOWEN**  
*The Whitsundays*



**THE  
HEART  
OF  
THE GREAT  
BARRIER  
REEF**

**AIRLIE BEACH**  
*The Whitsundays*





Queensland’s “74 Island Wonders” brand was established over a decade ago without much consultation and didn’t reflect the true identity of the region as a whole – the creative felt touristy and dated.

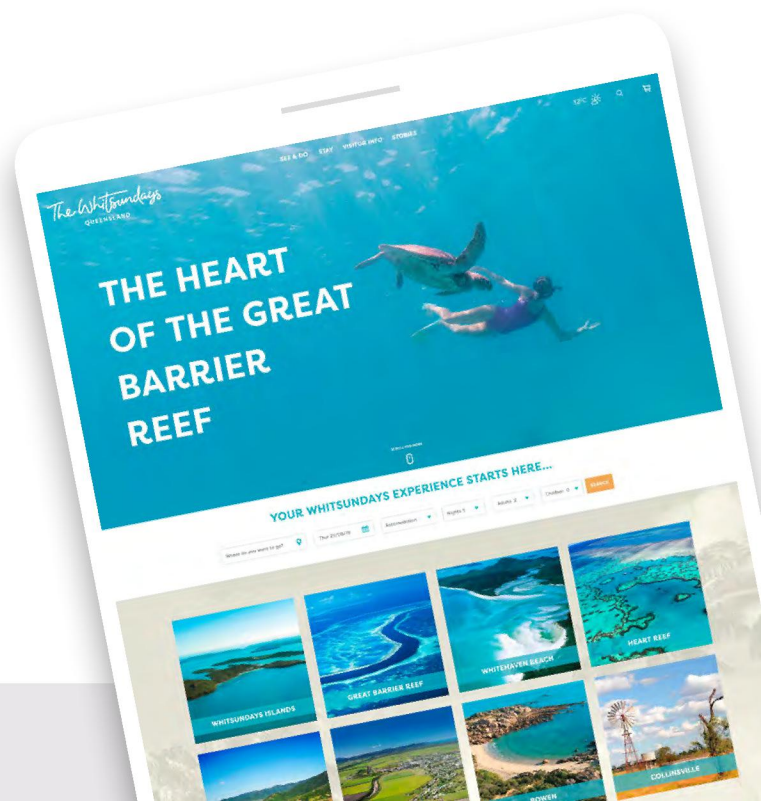
Destination Think! was contracted to develop a new brand strategy and creative expression to capture this awesome, iconic traveling experience while connecting with lesser known areas of the region.

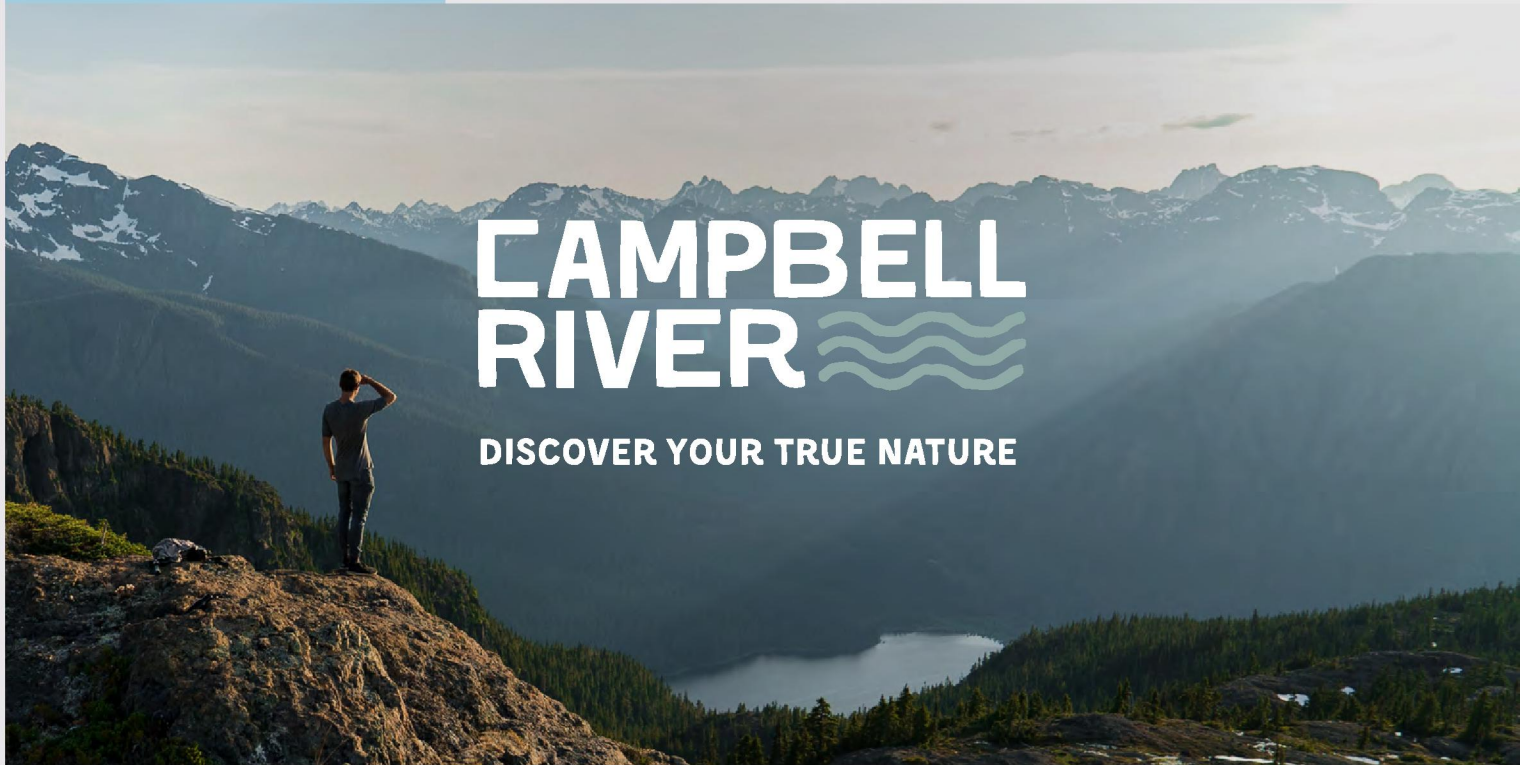
We started by uncovering the Whitsundays Place DNA™. Through our standard process we found that the Whitsundays identity is defined by its natural wonders, small towns, laid-back lifestyle and land and ocean-based economy. People in the Whitsundays live a slow paced, sun-kissed life.

Our brand expression gave all of the Whitsundays one unified beat that embraces the sum of all its parts. The Whitsundays is not just a location or a wonder to be admired, it’s the heart that makes everyone feel welcome.

It’s the pulse that flows through the entire region, an embodiment of sailing, fishing and rural towns. It’s in their generosity, their character and their compassion that extends far beyond people and inspires the Whitsundays to nurture and protect the environment they love and to treat every visitor the same. It’s a warmth that’s not just in their climate, it’s in their very nature.

**Note the new Whitsundays brand strategy and creative is not live yet and will launch in Fall 2019.**





# CAMPBELL RIVER

DISCOVER YOUR TRUE NATURE

## Destination Campbell River Brand Strategy and Creative

Destination Think! runs the Destination Campbell River DMO. After uncovering Campbell River's Place DNA™, we developed a brand strategy and creative expression.





Campbell River is a city of about 35,000, located on Vancouver Island, at the West Coast of Canada. Dropped in the middle of Canada's wild nature, it's perfectly positioned to develop a tourism economy. Since access to West Coast nature is something virtually every community focuses on in this part of the world, Campbell River needed to hone in on something that would differentiate itself from other cities with a similar natural environment.

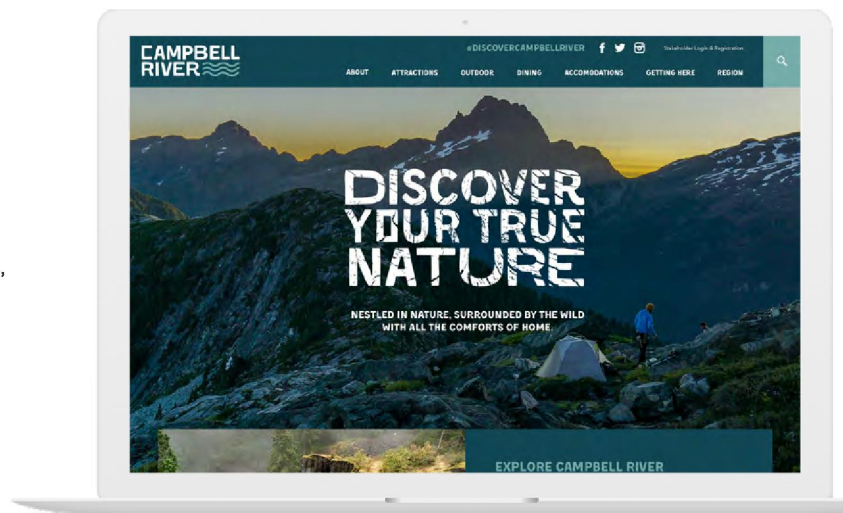
The Place DNA™ process concluded that four elements differentiate Campbell River from nearby communities. Onto itself, each element might not be unique, but the combination is.

1. Campbell River is a city on the edge of wild nature
2. Campbell River is a city with city amenities
3. Campbell River has a living indigenous culture
4. Campbell River has blue color roots and its residents are friendly but frank

The resulting brand strategy and creative reflects this positioning and bring out what Campbell River is all about. The logo and color palette depicts the rawness of the surrounding wild nature with a hint of city sophistication. Brand icons are inspired by West Coast indigenous culture, while the tone of voice emulates the way people talk.

We deliberately chose not to create a tagline for Campbell River. We let the city name speak for itself, giving it the confidence to stand out from other surrounding tourism powerhouses such as Vancouver, Victoria and Tofino.

Over the past three years, the brand has been adopted by the people and integrated into the fabric of the city. The brand has passed the "t-shirt test", an informal measure we created for ourselves. We know we have succeeded when residents wear t-shirts with the city logo on it.



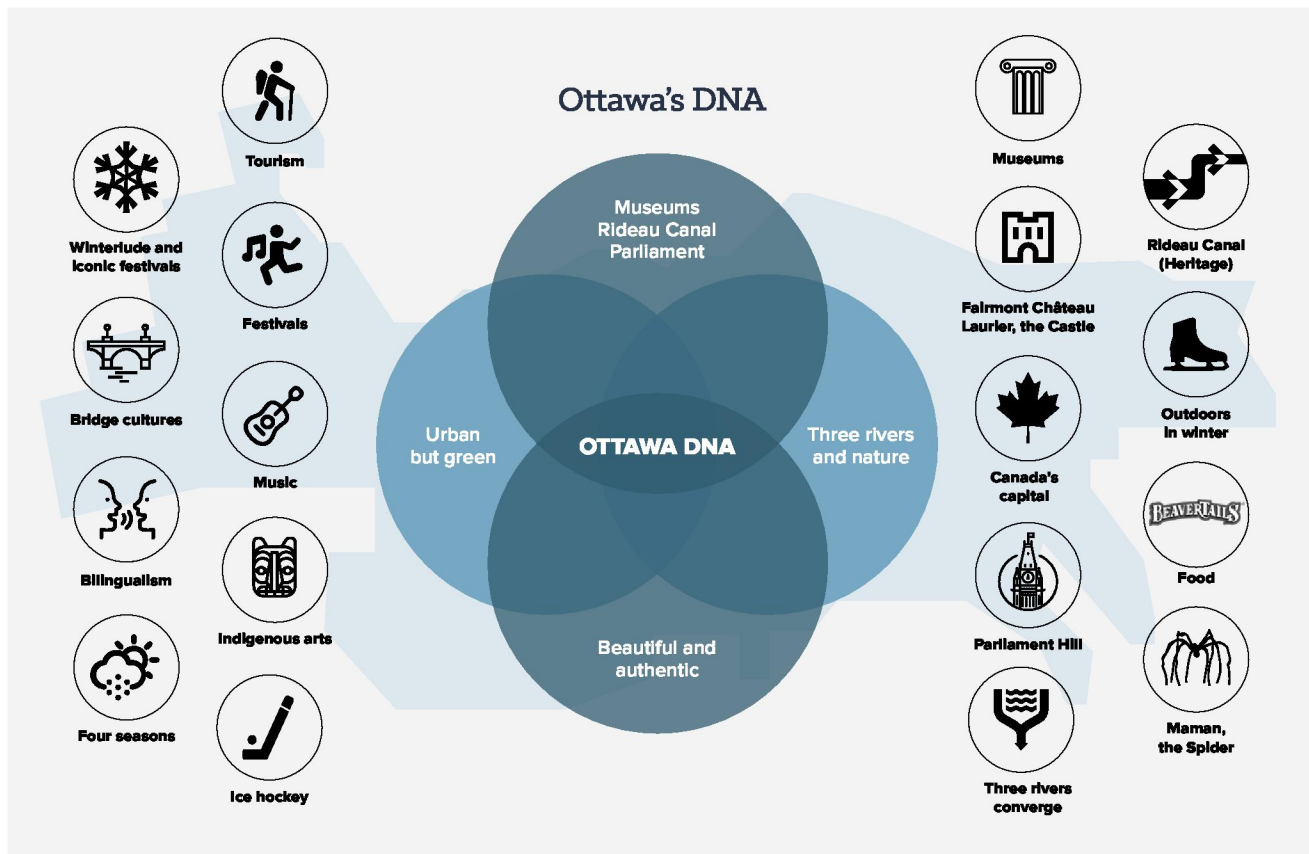
# Ottawa Tourism Brand Strategy and Creative



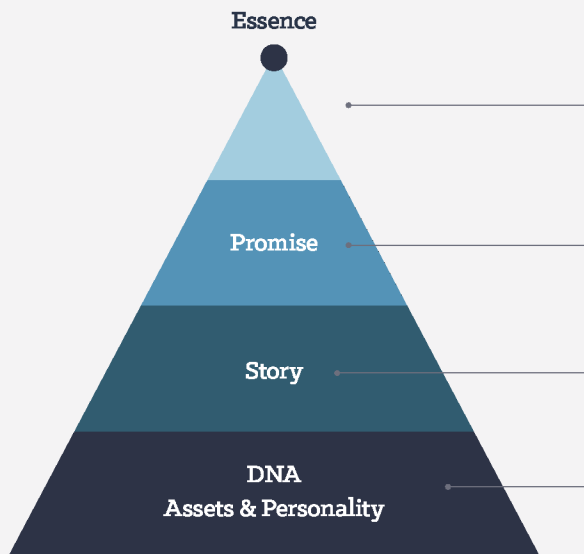
For over three years, we have collaborated with the City of Ottawa through multiple engagements, including a brand strategy project. This project *did not include* the development of logos and taglines but this project is pivotal because it emphasizes the importance of brand strategy.

Ottawa is consistently ranked as one of the top-quality places to live, but it is also ranked with a very low reputation. Since perceptions don't match the city's true excellence as a place to live, work, play, invest, study and visit, Ottawa couldn't reach its full potential. To become a high performing city with a strong national and global reputation, Ottawa needed a strong city brand.

Ottawa Tourism and the City of Ottawa engaged Destination Think! to work together to articulate the city's true identity. Our ultimate goal was to increase Ottawa's brand reputation through stories and experiences, because a stronger brand reputation means a better platform to attract businesses, students, visitors and new citizens.







**Essence** - the heart of the brand.

**Promise** - a guiding commitment to providing a distinct experience that will positively impact a person's life.

**Story** - a cohesive articulation of the holistic experience that a destination provides through a person's interaction with the place that clearly conveys the distinctiveness.

**DNA (Attributes/Personality)** - the core identity, personality and defining attributes of a place.

Destination Think! started with Ottawa's Place DNA™ through a process that engaged over 1,000 of Ottawa's citizens. After collecting quantitative and qualitative analysis, we discovered that Ottawa is a place of connection – not only through the legislature that motivates representatives from all over Canada to come together, but also through the museums that symbolize our country. It's also a meeting place for businesses. Even the natural environment mirrors different parts of the country in many ways. It's a place that represents the quintessential Canadian, where people are friendly, relaxed and laid back.

Our Place DNA™ process was the foundation for the development of the brand strategy. Place DNA™ is not a choice. It's the identity of a place, it's authentic self. It may include strong assets and things that could use improvement. It's important to understand the complete picture.

Developing a brand strategy helps shape and communicate a city's true image. By grounding a brand in Place DNA™, we avoid misrepresentation and miscommunication. A genuine representation of a place attracts the right citizens, visitors, students and businesses. Staying your true authentic self will lead to the right alignment between potential visitor, investor or new resident.

Our process starts by identifying the key DNA attributes to build the brand on. For Ottawa, that involves, heritage, events, riverland, quintessential Canada, proud, beautiful, intimate and lively/vibrant. We then define what each of these attributes mean for Ottawa.

For example, beautiful in Ottawa means:

*Ottawa's elegant appearance marks the balance between city and nature. Our city lies at the edge of nature. The natural landscape is one of vibrant green riverlands and forest. The city's landscape is stately, charming and comfortable. Together, they combine to create a beautiful place that is intimate and inviting.*

The brand story articulates the holistic experience a destination offers, clearly communicating its distinctiveness. For Ottawa, the brand story is:

*The moment you arrive in Ottawa, you will feel connected to Canada. In a place that unites the past and the present, this historic city calls on you to uncover the richness and complexity of a unique nation.*

*Tap into the spirit of Canada by learning the story of its origins and future. As a city, Ottawa connects three rivers and its sister city Gatineau. As a capital, Ottawa unites the country of Canada. Engage with the diverse cultures and peoples of Ottawa, who are unified by their pride for their beautiful city with an intimate vibe.*



Mayor Jim Watson stands beside a highway sign adorned with Ottawa's new slogan.

The brand promise is the city's commitment that expresses how it affects a person's life in a positive way. For Ottawa, this is:

*Ottawa is where you can connect with Canada's soul.*

Ultimately, the brand hierarchy is concluded with the brand essence, the heart and soul of a brand. For Ottawa, the brand essence is:

*Canada in one city.*

Although we never intended to use the brand essence as a new slogan, it was quickly embraced by the local community and adopted by the city. It now serves as the de-facto new city slogan.

We continue to work with the City of Ottawa to help them incorporate the new brand directly into the city, through a communication strategy. A city brand is not just articulated by government and the destination tourism organization (DMO), it's reflective of everyone's narrative.

The City of Ottawa runs workshops and coaching sessions to help all stakeholders incorporate the brand in all communications, and has created a website that offers more information. <http://canadainonecity.ca>

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***Developing a brand strategy helps shape and communicate a city's true image. By grounding a brand in Place DNA™, we avoid misrepresentation and miscommunication.***

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## Colorado Tourism Office Brand Strategy



State-wide collaboration across Colorado leads to eight new regional tourism brands supported by locals.

Our team at Destination Think! led collaboration with the Colorado Tourism Office (CTO) and its various stakeholders to develop, validate and reveal a statewide rebrand spanning eight distinct regions using our branding process.

### Background

Colorado is a diverse state, made up of unique regions with distinct populations and tourism offerings. The previous geographically defined regions (Southeast or Northwest, for example), that were created in the 1990s, did little to provide travelers with insight or tourism partners with effective marketing opportunities.

### Challenge

In order to refresh the existing brands, the Colorado Tourism Office and its Regional Branding Task Force would need to rally the state's residents and tourism stakeholders around a new, more authentic regional structure that was also positioned to encourage visitation.

Initially, the Colorado Tourism Office set out goals for the project that included:

- Defining new tourism regions that would allow Colorado to better promote distinct travel experiences across the state;
- Providing the local tourism industry with new insights and tools to stimulate marketing partnerships and collaborations;
- And repositioning Colorado's regions so that they would be both more useful to the travel industry and more desirable for travelers.

This map shows Colorado's new tourism regions, which were formally adopted in September 2018.



**Solution**

Our strategists led Destination Think!'s highly collaborative Place DNA™ and destination branding processes to identify differentiating factors for each of the eight regions throughout Colorado. We led twenty in-person workshops across the state, where local tourism stakeholders provided insight into the opportunities that were present in each area. This input helped ensure that Colorado's people had a say in the representation of their regions and that the results were a genuine reflection of each region's character.

Additional research during this process included:

- a survey of 1,240 residents;
- an online survey of 291 tourism industry members;
- interviews with more than 20 statewide tourism stakeholders; and
- an analysis of 18,786,541 online conversations using sentiment analysis.

Together, Destination Think! and Colorado Tourism Office developed new regional brand identities built specifically upon Colorado's local travel patterns, geography, topography, tourism groupings and the seasonality of each region's offerings. We also provided a state-level Place DNA™ analysis of Colorado to ensure that the regions align with the state's overall identity.

**Results**

Following a comprehensive report on our findings, we proposed eight new regional brands covering every part of Colorado. Once the new regions were developed, we created brand identities for each region. At each turn, we asked Colorado's stakeholders and residents to validate the new identities within the regions as well as in the market. This focus on community involvement ensured that local residents and stakeholders felt tied to the success of the new brands.

This initiative led to the adoption of a new regional map and the identities they represent. In September 2018, all brands were presented and revealed to the public with stakeholder support already in place. Each region in Colorado is now positioned to amplify its distinct tourism assets and attributes through a brand made of experiences and stories that resonate with visitors and locals alike.

**View the full 2018 Regional Branding Initiative report:**

[https://industry.colorado.com/sites/default/files/Colorado\\_Identity\\_MainReport\\_v12.pdf](https://industry.colorado.com/sites/default/files/Colorado_Identity_MainReport_v12.pdf)

*This short video provides a summary of the project and its results.*

