

RESOLUTION NO.
August 20, 2019

**A RESOLUTION AUTHORIZING THE MAYOR TO EXECUTE
A CONTRACT WITH CHANDLERTHINKS**

WHEREAS, the Tourism Board has discussed utilizing a portion of the funds derived from the City of Hudson's Lodging Tax to develop a strategic plan based on input from the community to promote the tourism and economic development in the City of Hudson; and

WHEREAS, the Tourism Board recommends that the City of Hudson retain Chandlerthinks, a consulting firm with experience in the research, public work sessions, and other work necessary to develop a strategic plan;

NOW, THEREFORE, BE IT RESOLVED, that the Mayor of the City of Hudson is hereby authorized to contract with Chandlerthinks in the amount of \$75,500.00 for the development of a strategic plan for the City of Hudson, and;

BE IT FURTHER RESOLVED, that the Treasurer is authorized to release \$75,500 from A.0000.0818 - Reserve for Tourism Board to General Fund Balance, and modify the 2019 Budget as follows:

Increase Expenditure:	75,500.00	A.6410.0410	Tourism Board Study
Increase Revenue:	75,500.00	A.0000.1001.0200	Use of Fund Balance

Approved by the Board of Estimate and Apportionment:



Mayor



Common Council President



City Treasurer

Introduced: _____

Seconded: _____

Approved: _____
Rick Rector, Mayor

City of Hudson Tourism Board RFP: Branding and Marketing Strategy

I. Introduction

The City of Hudson, New York and its Tourism Board (“the Board”) is seeking a qualified professional consultant (“Consultant”) to submit a written proposal to assist the Board in developing a tourism branding and marketing strategy that encompasses strategic research and analysis, development of a competitive identity, brand strategy and marketing strategy.

II. Background

A. A Regional Treasure

Hudson NY is located in the bucolic Hudson River Valley on the eastern shore of the river for which it is named. Hudson is strategically located. It is an easy two hour trip by car or train from New York City, 2½ hours from Boston, and 45 minutes from the Albany International Airport. It is home to the third busiest Amtrak station in the State of New York, attesting to its draw for visitors and second home owners. It has convenient access to both the New York State Thruway and the Taconic State Parkway.

While Hudson’s population of approximately 6,400 is equivalent to many small towns, Hudson is - and behaves much more like - a city, with a historical richness and contemporary vibrancy far bigger than its size would suggest.

Hudson welcomes visitors throughout the year from every corner of the globe. Its compact urban core makes it an eminently walkable city. The fact that it is situated at the heart of an agricultural district makes it a recognized leader in the farm-to-table movement. The region is also the birthplace of the Hudson River School, the first truly American art movement. Contemporary artist Kiki Smith said that the “Hudson/Catskill neighborhood was like ‘Soho’ in the 70s’...With galleries, production studios, and performance venues part of every community’s landscape, art is alive and well - and increasingly visible.”

Within the city, there are architectural examples from nearly every major American period, from 18th-Century Nantucket townhouses, to solid Federal-style buildings, to rambling Victorians and early 20th Century Arts and Crafts structures. Housed inside many of these architectural treasures are over 200 locally-owned shops, eating and drinking establishments, cultural venues and quaint B&B’s to contemporary inns and hotels. Hudson is also home to FASNY, the largest firefighting museum in the world.

This mix—history, farming, art, culture—makes Hudson an extraordinary city to visit, offering magnificent scenic views and historic sites with stories to tell and great food, shopping and entertainment throughout the city.

B. The Tourism Economy

Columbia County, of which Hudson is the county seat, is experiencing dramatic growth in its tourism industry, largely fueled by Hudson’s popularity as a tourist destination. According to a 2016 New

York State survey of the economic impact of tourism, visitors spent over \$140 million in Columbia County that year, and tax revenues generated by tourists grew by 8.2 percent.

Columbia County saw a 7.7 percent increase in **traveler spending**, the largest increase of any of the six counties in the Hudson Valley Region. By comparison, New York as a whole saw 2.7 percent growth in traveler spending.

Of the six counties in Hudson Valley Region, Columbia County's employment is the most dependent upon tourism. In 2017, 8.5% of all labor income was generated by visitors.

C. Hudson's Lodging Tax

On June 1, 2017, Hudson enacted a 4% Lodging Tax. The tax is intended to create a new revenue stream for the city that has been traditionally dependent on property owners and their tenants. The new tax provides additional funds for services and programs that benefit all residents and takes advantage of the importance of tourism to the city's economy and culture. A portion of the 4% tax will launch the Board's tourism and marketing initiative.

III. Project Overview

The Board's mission is to "establish the City of Hudson as a preferred destination in the Hudson Valley, while embracing smart growth and enhancing the economy and the quality of life for all Hudson residents." The Board is interested in creating a tourism branding and marketing strategy establishing a clear identity that resonates in the community as a pleasant place to live, work and play. The resulting brand messaging should have particular emphasis on the following:

- o Attract, retain and grow a diverse, stable economic base that supports the city's revenues, goods and services;
- o Make Hudson a preferred destination point for residents, businesses and visitors.

The tourism brand and marketing strategy must communicate the city's identity in a clear and effective message used with residents, businesses, and visitors. Additionally, it should identify short term and long term strategies to effectively deliver the message.

The Board will make available relevant planning studies, a compendium of Hudson's existing businesses, a SWOT analysis recently undertaken by the Board and any other reports or studies that will aid in the completion and implementation of the tourism branding and marketing strategy.

IV. Scope of Services

A. Strategic Research and Analysis

The Consultant will perform research and identify the perception of Hudson from a resident, business and visitor standpoint. Focus groups, interviews, surveys and other research methodologies should be used as appropriate. Data should be collected from residents, businesses, visitors, stakeholders, members of the Board, potential regional partners and any other identified key groups to ensure the success of all tasks. At the end of the research and analysis, the Consultant should identify Hudson's key distinctive competencies and clearly communicate the city's value proposition.

The following questions should be answered:

1. What does Hudson want to be known for?
2. What thoughts and feelings does the city want to evoke when people are exposed to its name?
3. How can Hudson stand out from the crowd and become more competitive in the regional tourism market?

Deliverables:

- Research Summary and
- Brand Positioning Statement

B. Development of a Competitive Identity

Compile findings and develop a succinct message that highlights Hudson's distinctive competencies and communicates the city's desired identity. The message should communicate the city's vision and identity in a believable, relevant and simple format for the target audience. The message should be capable of being used across a variety of city departments, programs, and services. The Consultant will develop promotional materials that aid in communicating the city's competitive identity. The Consultant should develop an advertising strategy that leverages the city's identity in multiple mediums including print, outdoor, internet and direct mail.

Deliverables:

- Create a believable, relevant and simple message that communicates Hudson's identity;
- Conduct market research to help enhance and professionalize promotional materials and identify markets; and
- Develop a marketing and PR strategy that leverages Hudson's identity in multiple mediums including print, outdoor, internet and direct mail.

C. Brand Strategy

Identify the long term strategy the Board should adopt to ensure the city's new brand identity is sustainable in attracting visitors, and is effective for retaining and expanding businesses throughout the city. The Consultant should outline guidelines for the Board to ensure Hudson's promise to residents, businesses and visitors is consistently delivered.

Deliverables:

- Identify the three to five year brand strategy; and
- Outline long term recommendations with corresponding timeline to implement a sustainable brand identity. Identify how it will aid in attracting, retaining and expanding tourism.

D. Marketing Strategy

Identify the short term strategy the Board should adopt to communicate and deliver the value proposition for its residents, businesses and visitors. It should identify the set of marketing tactics and tools to shift the perception of residents, businesses and visitors to reflect the adopted brand identity. The marketing tools should create a positive image that will reside in the target audience's mind.

The following questions should be answered:

- a. How will we communicate and deliver the newly adopted identity?
- b. How will we measure the effectiveness of the communication and delivery (including print, digital, social, et. al.)?
- c. How will the marketing tactics and tools aide in attracting, retaining and expanding tourism?

Deliverables:

- Develop an integrated strategic marketing plan designed to increase awareness of city programs, activities, events, and amenities;
- Develop sample marketing tools including brochures, visitor guides, and any other informational literature to support city programs, activities, events and amenities; and
- Obtain price estimate to print marketing tools as requested by the Board.

V. Final Report and Presentation

The Consultant will deliver one (1) printed unbound copy, one (1) printed bound copy and one (1) electronic copy of their final report to the Board. All marketing materials shall be in an electronic form commonly used by most computer software (PDF preferred). In addition, the Consultant will be required to make a final formal presentation to the Board.

VI. Consultant's Responsibilities

At the start of the project, the Consultant will meet with the Board and selected individuals to discuss the approach and expectations.

The Consultant will be in contact with a designated member of the Board on a regular basis to review the progress of the work and to discuss any changes in direction or needed details.

VII. Submittal Content

The following minimum information should be provided in each proposal and will be utilized in evaluating each proposal submitted. To expedite the evaluation of proposals, submittals should be no more than thirty (30) pages in length.

1. Cover Letter

The cover letter should indicate the full name and address of the consulting firm that will perform the services described in the RFP. The Consultant should include the name and contact

information for the individual who will serve as project manager as well as the firm's qualifications.

2. Consultant's Prior Experience and Qualifications

Provide examples of the last three (3) completed projects demonstrating the Consultant's current branding and marketing experience preferably working with municipalities or other public agencies similar in size, scope and purpose.

3. References

Provide three (3) client references applicable to the scope of services. Include contact names, telephone numbers and e-mail addresses.

4. Organizational Chart

Identify all team members and their titles and responsibilities for the project.

5. Team Member Resumes

Provide resumes for all team members.

6. Management Overview and Approach

Explain the proposed methodology that will be used and clearly demonstrate understanding of the objectives the project is intended to complete. The Consultant should provide a work plan and timeline indicating how each task under the Scope of Services will be accomplished.

7. Fee Proposal

As part of the cost and price proposal, the Consultant(s) shall submit proposed pricing to provide the services for each work task proposed in response to the Scope of Services.

8. Exceptions/Deviations

State any exceptions to or deviations from the requirements of this RFP, segregating "technical" exceptions from "contractual" exceptions. Where Consultant(s) wishes to propose alternative approaches to meeting the technical or contractual requirements outlined in this RFP, these should be thoroughly explained. If no contractual exceptions are noted, Consultant(s) will be deemed to have accepted the contract requirements as set forth.

VIII. Evaluation and Selection Process

All proposals submitted will be reviewed and evaluated on the basis of the following criteria:

- Consultant's qualifications and experience;
- Consultant's knowledge of best practices in branding and marketing municipalities;
- Consultant's experience in completing projects similar in size, scope and purpose;

- Consultant's understanding of the Scope of Services;
- Consultant's work plan to complete services;
- Qualifications and experience of team members;
- Overall quality of response to the RFP; and
- Consultant's fee proposal.

During the evaluation period, the Board may interview some or all of the proposing firms. The Board will establish a specific date to conduct interviews, and all prospective Consultant(s) will be asked to keep this date available. No other interview dates will be provided, therefore, if a Consultant(s) is unable to attend the interview on this date, its proposal may be eliminated from further discussion. The interview will likely consist of a short presentation by the Consultant(s) after which the Board will ask questions related to the firm's proposal and qualifications.

VIII. Professional Services Agreement

The selected consultant will be required to enter into a Professional Services Agreement with the City of Hudson which includes the city's standard Terms and Conditions including insurance requirements.

IX. Submission of Proposals

One (1) bound printed copy, one (1) unbound printed copy and one (1) electronic copy of all proposals must be received by January 15, 2019 at 4:30 p.m. It is the responsibility of the Consultant to see that any proposal sent through mail, or any other delivery method, should have sufficient time to be received by the proposal due date and time. Late proposals will not be accepted. Proposals should be clearly marked and submitted to:

Rich Volo, 4th Ward Alderman and Tourism Board Chairman
520 Warren Street
Hudson, NY 12534

All inquiries to this proposal should be submitted via mail or e-mail to:

Rich Volo, 4th Ward Alderman and Tourism Board Chairman
520 Warren Street
Hudson, NY 12534
917.470.0495
rich.volo@cityofhudson.org

Only questions that have been resolved in writing will be binding. Oral and other interpretations or clarifications will be without legal or contractual effect.

X. Award of Contract

The City of Hudson will receive competitive proposals from agencies having specific experience and qualifications in the areas identified in this solicitation. Under competitive negotiation procedures, the terms of the service contract, the price of the service, the method of service

delivery, and the conditions of performance are all negotiable. A negotiated contract will be awarded to the firm that best meets the proposed needs at a reasonable price, not necessarily at the lowest price.

XI. Conflict of Interest

Consultant(s) must disclose to the Hudson Tourism Board the existence of any conflicts of interests, whether existing or potential. If none exist, state so. Proposals shall disclose:

1. Any material financial relationships that the Proposer or any employee of the Consultant has that may create a conflict of interest in acting as a contractor to the Hudson Tourism Board.
2. Any family relationship that the or any employee of the Proposer has with any the Hudson Tourism Board members that may create a conflict of interest or the appearance of a conflict of interest acting as a contractor to the Hudson Tourism Board .
3. Any other matter that the Proposer believes may create a conflict of interest or the appearance of a conflict of interest acting as a contractor to the Hudson Tourism Board .

XII. New York State Freedom of Information Law (FOIL)

All submissions for consideration to the Hudson Tourism Board will be held in confidence pending final execution of the contract(s). However, fully executed contracts may be subject to federal Freedom of Information Law (FOIL). Therefore, if a Consultant believes that any information in its submission constitutes a trade secret or is otherwise information which, if disclosed would cause substantial injury to the competitive position of the Consultant's enterprise, and the Consultant wishes such information to be withheld if requested pursuant to FOIL, the Consultant shall submit with their proposal a separate letter addressed to the primary contact referenced in this RFP, specifically identifying the page number(s), line(s) or other appropriate designation(s) of the proposal containing such information, explaining in detail why such information is a trade secret or is other information which if disclosed would cause substantial injury to the competitive position of the Consultant's enterprise, and formally requesting that such information be kept confidential. Failure by a Consultant to submit such a letter with its submission will constitute a waiver by the Consultant of any interest in seeking exemption of this information relating to protection of trade secrets. The proprietary nature of the information designated confidential by the Consultant may be subject to disclosure if it is requested and the Hudson Tourism Board deems it subject to disclosure or if ordered by the United States Department of Homeland Security (US DHS). A request that an entire proposal be kept confidential may not be considered reasonable since a submission cannot reasonably consist of all data exempt from FOIL.



**PROJECT AGREEMENT
BETWEEN
CITY OF HUDSON TOURISM BOARD, NEW YORK
AND
CHANDLERTHINKS, LLC**

1. This Agreement sets out the terms and conditions whereby Chandlerthinks, LLC (hereinafter referred to as the Agency) is to perform the professional services set out herein under the general direction of and for the benefit of City of Hudson Tourism Board, New York (hereinafter referred to as the Client).
2. The Agency will develop and present to Client the Destination Branding as outlined in the Scope of Work which is attached as Exhibit I, for the Client's review and approval. The Agency will be compensated for this Scope of Work by a base fee of \$67,000. This base fee does not include travel expenses. All travel related costs (airfare, rental car, gas, lodging, food) will be billed at net cost; but, in any event will not exceed \$6,000 without Client's prior written approval. Any additional work requested by the Client from the Agency outside of the Scope of Work outlined in Exhibit I herein, will be estimated in advance and subject to Client's prior approval.
3. The fee related to the Scope of Work (as outlined in Exhibit I attached) will be billed in seven (7) invoices as follows:
 - a. The first invoice, in the amount of \$16,750 (25% of project price) will be billed upon execution of the project agreement. This represents the work to be performed in Phase I (research) of the outlined scope of work (proposal). We anticipate this phase of the work to begin in September 2019 with our "Getting Started Call" that will be scheduled.
 - b. The second invoice, in the amount of \$8,375.00 will be billed on October 1, 2019.
 - c. The third invoice, in the amount of \$8,375.00 will be billed on November 1, 2019.
 - d. The fourth invoice, in the amount of \$8,375.00 will be billed on December 1, 2019.
 - e. The fifth invoice, in the amount of \$8,375.00 will be billed on January 1, 2019.
 - f. The sixth invoice, in the amount of \$8,375.00 will be billed on February 1, 2019.
 - g. The seventh and final invoice, in the amount of \$8,375.00 will be billed on March 1, 2019 or when the final project presentation is made to your committee.

The Agency will submit separate invoices to the Client for all authorized travel costs as travel occurs. All invoices are due upon receipt, and will not be considered late until the 30th day after invoicing. A service charge of 1-1/2% (18% per annum) will be charged on all sums paid after 30-days. The Client agrees to pay all costs of collection and a reasonable attorney's fee incurred in the collection of past due accounts.

4. Upon completion of this project underlying this Agreement, the Agency shall transfer, assign and make available to the Client, or its representatives, all property and materials in its possession or control paid for by the Client and relevant to the project. In the event that material, which is the subject of this Agreement in copyrightable subject matter, Agency and Client agree that for the purposes of this order the material shall be a work made for hire and shall be considered owned by Client upon delivery. Agency thereby transfers any and all copyrights and related intellectual property rights to the Client.

Please note that all creative that will be developed uses stock imagery to relay the conceptual ideas. Should Client decide to use this imagery in their advertising needs after the project has been completed, the Client will need to negotiate the usage rights of that imagery. The applicable usage fees have not been included, nor are a part of in this project fee.

5. No modifications of this Agreement shall be valid unless such modifications are in writing and signed by both Client and Agency.

City of Hudson, New York

Chandlerthinks, LLC
Steve Chandler, Owner

By:

Date: _____

Date: _____

EXHIBIT 1 > The RFP response that was delivered in January 2019.

.pdf Attached.

REVISED Destination Identity Assessment Proposal
for:

Hudson, NY

Project Plan and Timeline



The Process for Creating a Destination of Distinction for the City of Hudson

Congratulations! City of Hudson is on its way to creating a destination of distinction. The fact that you have assembled a group of leadership from your community to consider a branding process indicates there's a collective and collaborative desire for City of Hudson to stand out.

Our branding process submitted in this proposal recently received the Power of Research Award by the Southeast Travel and Tourism Research Association (SETTRA). A distinction of excellence in using research for improving a destination.

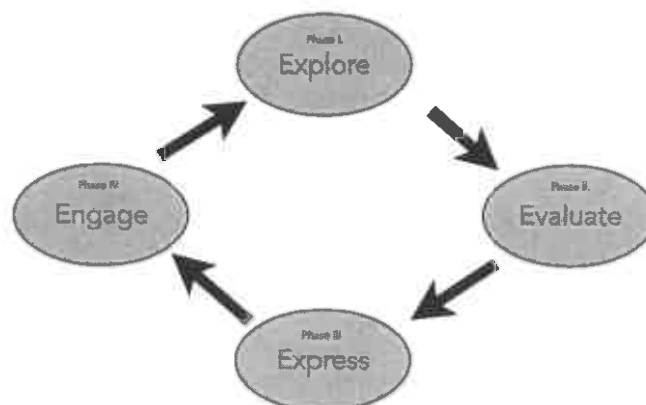
Project Statement

We have a branding process called **Brand Explorer**. It was created to help small- to mid-sized communities navigate through the delicate process of discovering, exploring and promoting their strongest brand position. The Brand Explorer was developed from a track record of working with more than 30 communities in more than 15 U.S. states — all with the same common desire to create a destination of distinction. And one more thing; the Brand Explorer program is designed to not just identify your strongest brand, but to also *show you how to create traction within the community so it works harder and smarter for you.*

The stages of the Brand Explorer program are:

- **Phase I > Explore** — Before we can tell your story, we must first learn it. We evaluate a destination based on three perspectives of information: 1) What do you say?; 2) What do you deliver?; and 3) What do others say? This research is a building block from which brand truths emerge — the foundation for building a competitive identity.
- **Phase II > Evaluate** — What does all the research say and how does it reveal your sense of place? This phase is crucial as we begin to build the architecture for your brand platform and identity moving forward.
- **Phase III > Express** — It is all about telling your story. In this phase, the brand materializes creatively and develops into the expressions that will get attention from others. Our focus is crafting the destination story so it can be told to others AND so others can be your storytellers as well.
- **Phase IV > Engage** — This covers how to integrate the elements of your destination brand into the fabric of the community so it creates traction and is delivered by everyone at the various customer touch points. We call this the **Brand Experience Delivery Plan** because it gives you the navigational tools you need to deliver your story not only in your own marketing efforts, but also to engage others in doing the same within their operations. During this phase, we also propose to incorporate public relations to further engage your community and the media.

Brand Explorer Program



Phase I. Explore

Learning the City of Hudson Story



Getting started on the project.

We'll put you to work a little and ask that you provide us with some basic background information, such as: history, community events, attractions, selling points for the area, organizational structures and of course, your recent marketing messages. But we make it easy. A 30-minute phone call with your project point person will begin the project work. We will then provide a proposed project schedule, itinerary and check-list of items needed to begin.

Community Perceptions — What does your own community say about City of Hudson?

Tourism and Economic Development Farm Tour

This is the time for you to show off your community and make a first impression. Why not? It is exactly how guests first encounter your community. We will have you give our team (and publicity professional) the tour from both a tourism and economic development perspective. We will ask you to coordinate the schedule on the assumption that we are about to write a big national story on what we see and hear.

Community Self Perception Study

This is a quantitative online survey for the community to have a role in this process. The survey consists of approximately 20 questions each aimed at uncovering a perspective on how the community sees itself. Our goal is to complete a minimum of 300 surveys. We make it available by working with the community partners (Chamber, City, Downtown groups) and posting the survey link on their websites or through member emails. We can even distribute the survey through Facebook. Our goal is to engage and listen to the community.

Specifically, the survey measures:

- Recommendation of City of Hudson as a place to visit, do business and live
- Adjectives that best describe City of Hudson
- Greatest assets of City of Hudson
- Rankings and ratings of how well City of Hudson delivers a great quality of life
- And much more

Stakeholder Interviews and Focus Groups

These are meetings with your main stakeholders. This allows the project to have input from virtually any influential leader whose buy-in and endorsement will be important for moving your branding initiatives forward.

We will conduct a minimum of 15, and up to 30 interviews that should include influencers that represent:

- Hotel/Lodging
- Attractions
- Local gov't
- Local business (big and small)
- Economic development
- Heritage
- Arts and culture
- And others that matter (you know who they are)

Focus groups will engage input from a broader collection of stakeholders. We suggest three groups consisting of 8-12 people. Possible groups to assemble could include: 1) brand steering members or the immediate champions of this project; 2) culture-attraction leaders; 3) business leaders and cultural groups; 4) economic development leaders; 5) healthcare and education.

Here, we will learn perspectives on the following:

- City of Hudson's greatest weaknesses/strengths
- Typical City of Hudson customer groups and why they do business in the area (or visiting the area)
- City of Hudson's most well-known and strongest assets
- City of Hudson's history and its vision for the future
- City of Hudson's attributes and personality traits

Explore — (continued)



Tourism Board Competitive Identity Workshop

It's important to educate those closest to this process. We conduct a community branding 101 for your steering members. This includes insights into the experience we've learned about why community branding works, but also the pitfalls that can cause it to stumble. This is helpful as we proceed with the branding process, but also so your team is prepared to implement it and get others accepting and engaged to help make it successful.

Outsider Perceptions — What do others say about your community?

Attitude Awareness and Perception Study

This is a quantitative research method. But it is targeted to hear the truth about who you are from "your visitors and potential visitors." We use this research to hear the opinions on what outsiders are saying about City of Hudson, so we can compare to how you see it. We will target a completed answer quantity that gains a 95% confidence level +/- 7% margin of error. We start with existing opt-in email lists (people that have already stated they do not mind receiving research emails) and expand to phones if additional quantities are needed. Specifically, the survey measures:

- Overall top-of-mind perceptions of City of Hudson
- Consumer visitation frequency
- Rating of assets in City of Hudson
- Distinguishable characteristics ratings
- Reputation of City of Hudson to outsiders

Community Marketing - Digital Audit - Identity Assessment

What do the current community websites and search engine rankings say about City of Hudson? How is it impacted by social media outlets such as Instagram, Twitter and Facebook? People are already talking about City of Hudson. Do you know what they are saying?

Digital Audit deliverables:

1. **Community promoters** (County/Chamber/Econ/Tourism/Downtown/City). How does what you say, post and show tell others who you are and what they can expect?
 - a. website voice: content, colors, photos
 - b. social media voice: content, graphics, photos
2. **Community participation.** Does the community (residents and local businesses) talk about itself? Do visitors? This is evaluated by watching the place name on social media through search and hashtags. What are people often saying? What images do they share? How does this compare with other communities?
3. **Reviews.** What are people saying about your community in the areas of cultural attractions and dining. Are there things to do? Does it make a memorable impression (good or bad)? What assets stand out? We mostly look at reviews and ratings from Google, TripAdvisor and Yelp.
4. **Search.** What do people find when they search your community name? What websites grab their attention? What do search images say about who you are? How does your community and its assets search results compare versus other communities? Are people looking for you? And if so, what do they find?

Phase I. Explore: Summary of Deliverables

- The deliverable for Phase I will be the delivery of a bound master research report with an executive summary of all findings.
- A brand steering committee research presentation.



Phase II. Evaluate

What is the most compelling City of Hudson story?

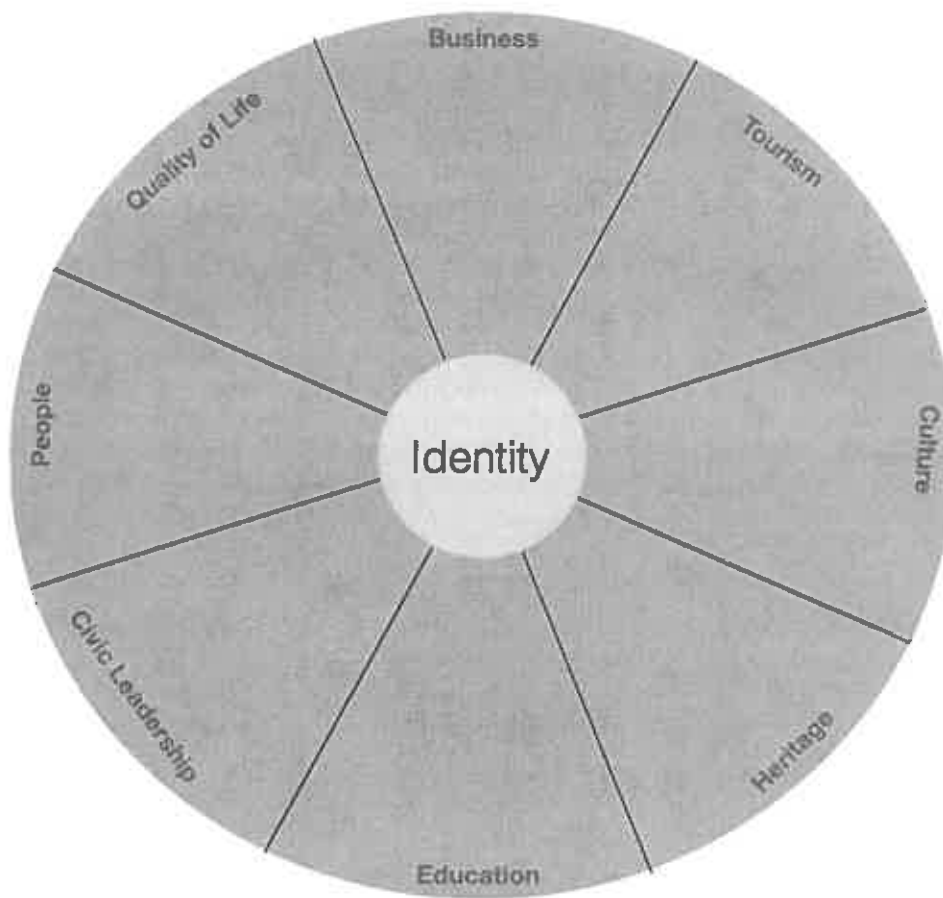
At this point we've reviewed a lot of research about City of Hudson. Much of it came from inside the community and some from the outsider's perspective. So what does it all mean? Our process does not look at any one research question, rather it looks for the common themes that arise from all of it. We will more than likely find out that your community is many things, but some common truths will reveal your strongest and most distinct identity.

The strategic direction in Phase II helps create the brand story and identity that will soon follow.

Hudson Place Profile Wheel

Your branding profile wheel is an exercise we use to reveal how all of your community's assets work together to make City of Hudson a great destination. It also shows how everything connects to a common branding "core identity." The more everyone works together, the stronger destination brand you will have. This can also reveal where further work and development need emphasis. We will fill in the wheel with real experiences in your community. It includes your architecture > your name; marketing; community personality; notable businesses, education systems, partnerships, attraction themes, historical story, downtown energy, art culture, and the strength of your public and private leadership.

As you can see, it all matters. This exercise will reveal exactly what members of the community should be involved in the branding process ahead.



Evaluate — (continued)



Hudson Experience Sensory Assessment

If we want to create a strong sense of place, we need to learn to engage the senses. All great destinations do this. The senses that are most engaging in City of Hudson will tell us where we deliver a memorable experience.



Place Identity Truths

These are the 3-4 (sometimes 5) undeniable things learned from all of the research that must be considered when developing a brand direction for City of Hudson. They speak truths and cannot be ignored. It's a simple step for making sense out of all we have learned.

Platform Development

As simple as it may appear, your brand promise is the single most strategic statement that proclaims City of Hudson's brand and how it can deliver a promise better than anyone else. After all, isn't that the idea? This brand promise should be the measurement for all branding efforts — logos, taglines, advertising, development, events ... you get the picture. But it should also be the platform that all future branding efforts are built on. We will identify your brand promise so this platform is firmly established for what will follow.

Strategy for building a destination with a competitive identity

A strategy is a scheme to overcome a challenge. Some say the essence of strategy is sacrifice. We will show you how to make a bold statement versus trying to say all things to all people. We will develop the City of Hudson brand strategy in a way that simply and succinctly says how to apply your brand in everything you do.

Phase II. Evaluate: Summary of Deliverables

- Live presentation of recommended branding direction for the Community of City of Hudson. This presentation will also include a summary of the research findings from Phase I.

Phase III. Express

Telling the City of Hudson Story



The deliverables for teaching you how to tell the Community of City of Hudson story are:

- **Craft the Hudson Destination Story** — We start the brand creative process by developing your story. We use written narrative and “accepts” to help bring out the big idea that your community delivers best, as described in the brand strategy. There are a number of ways you will want to talk about City of Hudson depending on the audience. We’ll apply the results of your new brand strategy and positioning to show how to ‘talk the talk’ in your refined brand voice so City of Hudson understands how to communicate effectively and in brand, to the various audiences within the community.
- **Creative “accepts” and a central idea to drive creative messaging for City of Hudson** — Once the story is identified, we show how to apply messaging into areas of your community such as an ad for economic development or tourism or simply, lifestyle. It may be a marketing program aimed at building downtown shopping or wayfinding that introduces your community. We will give you at least three conceptual ideas for a campaign that builds off of the brand story created for City of Hudson.

It's real.

Seguin has some dirt under its fingernails as well as a patina on top of it. It's hardworking and ruggedly beautiful. It's not afraid to be what it is. This is what sets it apart from its neighbors. Work hard, celebrate big. When Seguin does something, it's done right and it's remembered. Which is why, more than anything else, in Seguin, “It's real.”



Express — (continued)



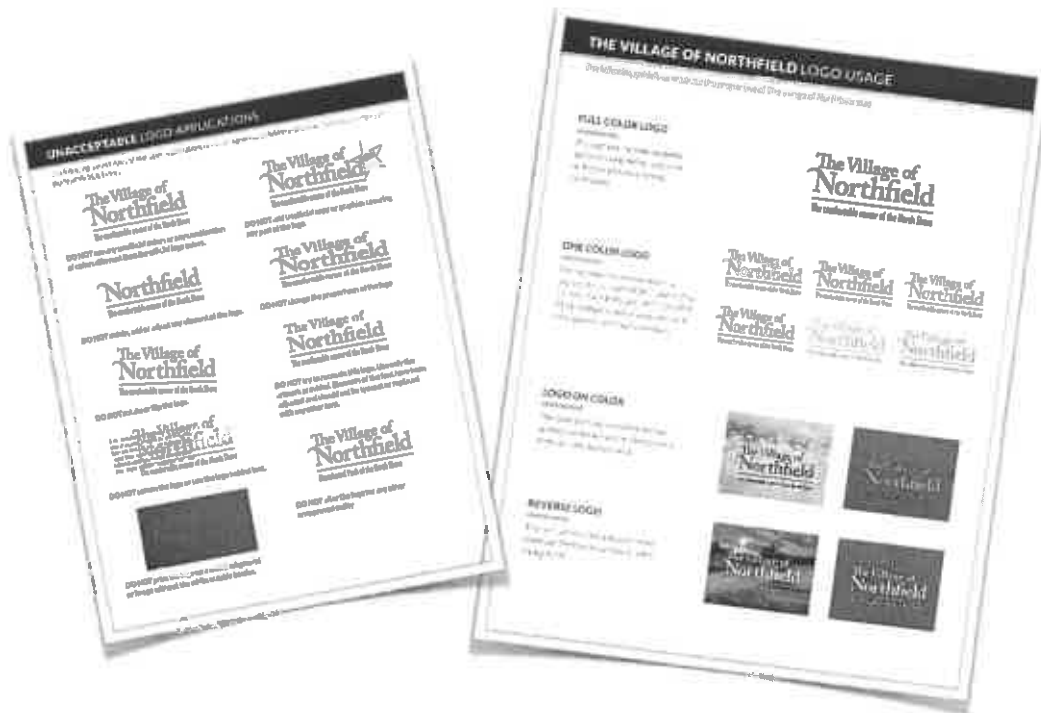
Logo Development and Tagline — Nothing has derailed community branding efforts more than the misunderstandings of a logo and tagline. We've been through the process before and can help create a strong identity that reflects your branding strategy — an image that tells a story without saying a word.

We start with logo concepts for your review and input on strategy, direction, and tone. We will show more than one or two. You'll see several ideas all reflecting the brand direction from Phase II. Once a logo concept is chosen, we will finish it out with color and details to completion

The tagline, most often is created out of the previous brand story development. A good tagline is the beginning of a much bigger story, but strong enough to provide a single thought that should make people want to know more. Isn't that the idea? We will develop several lines in the process, but we will force you to pick just one. That's the hard part.



Logo Guidelines and Standards — This simple, but effective, style guide will show how to use your new logo and how to protect it. The style guide will be provided in Word format for client markup and include, but not be limited to: Permissible uses of logo and variations, size, spacing, color and typography; examples of incorrect usage; and trademark registration. The final guide will be provided to you in PDF and Word format. This will also include the overall color palette and type face for the branding direction.



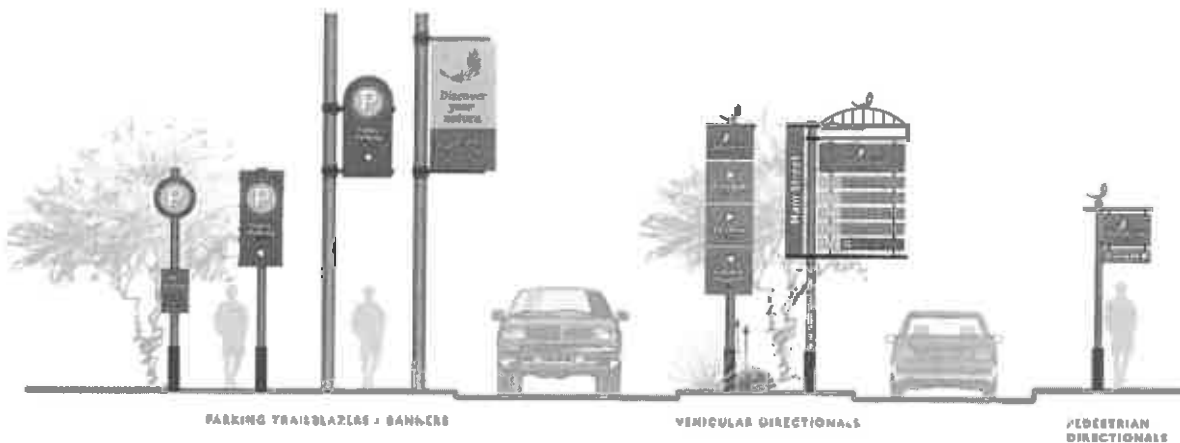
Express — (continued)



Expression application

Community place marketing involves more than pretty ads and logos. Now that we've developed a destination story, we show how the story is applied to various marketing messages. We will do this for up to six applications. Often these are items such as: wayfinding, dining programs, points of interest signs or downtown pole banners. Maybe it's a program for unifying merchants or restaurants? Perhaps it's a social media idea that engages Millennials? Or perhaps it's a community art program engaging local school children?

Some examples of these types of expressions developed during recent community branding projects are below.



Phase III. Express: Summary of Deliverables

- Positioning copy and community brand story
- Creative "adcepts" and a central idea to drive branding for City of Hudson
- Application of the creative direction to up to 6 various marketing messages
- Logo development for City of Hudson
- Tagline development
- Logo guidelines and standards
- Brand guide

Phase IV. Engage

Navigator Action Plan



The best creative concepts do nothing if there's not a plan to get them off the ground and a process for putting the destination direction into action.

Navigator Action Plan

Creating a competitive identity for a destination only works if there is a plan of action to create traction. The Navigator Action Plan is where the rubber meets the road. It powers City of Hudson tourism's platform to reinforce an authentic identity and build a reputation from the ground up and from the inside out. It provides you with the tools for building and executing both an internal and external brand marketing program.

The tourism action plan will be created for City of Hudson to begin implementing its own marketing efforts, but also to create traction among stakeholders, community leadership and target markets. This is not a bowl of lofty ideas. This is a real plan that provides prioritized strategic recommendations on where you need to begin in order to implement the identified brand platform.

This plan will address:

- Priorities, timelines and accountability for measuring the progress of the branding process.
- The immediate organization that should be assembled so your stakeholders remain engaged and involved in implementation.
- A proposed integrated, multi-channel brand communications plan including a combination of affordable and resourceful communication strategies. This could include: Paid and non-paid media/ advertising, traditional media, social media, public relations, and short-term strategies and tactics for creating some quick "wins" that help build community and target market support. The plan will also provide short-term and long-term action items that will build and support momentum, with approximate budget ranges. An example of such an integrated plan follows.

We will present the Brand Explorer program and Navigator Action Plan key elements to City of Hudson's Tourism Board and key stakeholders. This will include presentations and visuals to facilitate large and small groups, and will allow people to see and feel the destination competitive identity into words and actions.

Brand Level/Initiative/Strategy/Recommendation	Budget Range	1-3 mos.	4-6 mos.	6-12 mos.	12-24 mos.
Section I - Build Your Destination Branding Base					
I.1. Develop a Marketing Action Plan Brand Architecture	\$10,000 - \$100,000 annual salary		X		X
I.1.1. Clarify a Community Based Brand	\$0 - \$5,000		X		
I.1.2. Create a Purpose, Vision and Understanding	\$100-5000		X		
I.1.3. Create the Brand	\$300-5000		X		
I.1.4. Identify Partners and Sponsors	\$0		X		
Section Total	\$40,000 - \$45,000 annual salary				
Section II - Launch the Brand - Prepare to Tell the Hudson County Story					
II.1. Develop a Hudson County Brand Storytelling Package	\$200-37,000			X	
II.2. Develop a Visual ID	\$1,000 - \$5,000			X	
II.3. Create a Digital Presence				X	
1. Social Websites	\$50,000 - \$15,000			X	
2. Create a Website	\$0			X	
3. Develop Brand Website LITE	\$0			X	
4. Analyze Responsibility for Managing Internet Sites	\$0			X	
5. Integrate Social Media and Existing Websites	\$0			X	
6. Audit the Structure of Existing Social Media	\$0			X	
7. Create a Community Based Video	\$0 - \$10,000			X	X
8. Social Media	\$1,000 - \$5,000 monthly			X	
9. Develop Website or Online Application	\$0			X	
10. Audit and Optimize Your Content	\$0			X	
11. Create a Hospitality Lake Ambassador Program	\$0			X	
Section Total	\$50,000 - \$70,000				
Section III - Share and Engage with Others - Tell the Hudson County Story for Communities					
III.1. Build relationships - Identify your stakeholders	\$0			X	
III.2. Stakeholder presentation	\$500 per presentation			X	
III.3. Stakeholder community rally	\$500 per event rally			X	
III.4. Local media publicity in planning the Hudson County Story	\$1,000 - \$5,000			X	
III.5. Create brand assets for merchandise needs	\$0			X	X
III.6. Sell and use 2nd opportunity	\$0			X	
III.7. Provide 2nd and 3rd chance to community	\$0			X	
III.8. Create merchandise	\$0			X	
III.9. Social media success	\$0			X	
III.10. Integrate through social	\$0			X	
III.11. Create a community celebration	\$0 - \$5,000			X	
Section Total	\$5,000 - \$10,000				
Section IV - Start Creating a Sense of Place					
IV.1. Brand your location				X	
IV.1.1. Signage and outdoor signage programs	\$10,000 - \$200,000			X	
IV.1.2. Create a Tourism Guide	\$50			X	
IV.1.3. Create up Signage throughout the County	\$50			X	X
IV.1.4. Signage	\$50			X	X
IV.1.5. Community Clean-Up	\$50			X	
IV.1.6. Incentive Programs	\$50			X	
IV.1.7. Business Visitation	\$50			X	
IV.1.8. Social Media	\$50			X	
IV.1.9. Logo placement	\$50			X	
IV.1.10. Branding County and Communities	\$50			X	
IV.1.11. PR/TV	\$50			X	
IV.1.12. Local Restaurants	\$50			X	
IV.1.13. Events, Markets and Sales Prom.	\$50			X	
IV.1.14. Encourage Photo Locations	\$50			X	
Section Total	\$10,000 - \$200,000				

Notes: X = one or more of the next steps that are priority for each organization project.

An example of the Navigator Action Plan Roadmap listing actions, priorities, timing and approximate budget ranges.

Summary of Project Deliverables



Phase I. Explore (RESEARCH): Summary of Deliverables

- Delivery of a bound master research report with an executive summary of all findings.
- One-on-one stakeholder interviews
- Stakeholder and community focus groups
- Community self perception study
- Tourism Board competitive identity workshop
- Attitude, awareness and perception study (from people-visitors outside of Hudson)
- Community marketing and Digital Audit of Hudson competitive identity
- A brand steering committee research presentation.

Phase II. Evaluate (STRATEGY): Summary of Deliverables

- Construction of the Hudson Place Profile Wheel
- Hudson Experience Sensory Assessment
- Place Identity Truths
- Platform Development
- Strategy for building a destination with a competitive identity
- Live presentation of recommended branding direction for destination of Hudson. This presentation will also include a summary of the research findings from Phase I.

Phase III. Express (CREATIVE): Summary of Deliverables

- Craft the Hudson Destination Story
- Creative "adcepts" and a central idea to drive creative messaging for City of Hudson
- Application of the creative direction to up to 6 various marketing messages
- Logo development for City of Hudson
- Tagline development
- Logo guidelines and standards
- Identity standards guide
- Electronic files of all creative work mentioned above.

Phase IV. ENGAGE (ACTION PLAN): Summary of Deliverables

- A printed and bound Hudson Destination Identity Action Plan
- Recommendations for creating a strong Hudson tourism environment for visitors and marketing direction.
- Recommended priorities, responsibilities and expected budget ranges needed to move ahead.
- Electronic files of all research, reports and final action plan.
- Live presentation of recommended action plan and entire body of project work for destination of Hudson.



Timeline

Phases I-IV

- Phase I**
 - Familiarization Tour
 - Stakeholder Interviews
 - Focus Groups
 - Brand Steering Committee Workshop
 - Community Study
 - Digital Audit
 - AAP Study
 - RESEARCH PRESENTATION AND BOUND REPORT
- Phase II**
 - Branding Profile Wheel
 - Brand Assessment
 - Brand Truths
 - Brand Platform Development
 - Brand Strategy
- Phase III**
 - Creative Platform Development
 - Brand Story
 - Brand Logo Development/Tagline
 - Brand Applications/Guidelines
 - Brand Expression Application
- Phase IV**
 - BRAND NAVIGATOR ACTION PLAN
 - FINAL PRESENTATION

8-10 weeks

4 weeks

6-8 weeks

4-6 weeks



Pricing



The project price for this proposal is **\$75,000**. This includes expected travel costs.

The costs breakouts for the phased work are as follows:

Phase I > Explore: Research	\$24,375
Phase II > Evaluate: Strategy and destination identity platform	\$ 8,875
Phase III > Express: Creative development and brand storytelling	\$22,375
Phase IV > Engage: Destination Experience Delivery Plan	\$13,375

Travel costs have been included into the above pricing. The Chandlerthinks team anticipates at least three trips to the City of Hudson during the course of the proposed project timeline. Expected costs would include hotel accommodations, car rental, gas and meals during our visits. The associated costs for requested shipping, postage and materials would also be in addition to this estimate. We will bill travel expenses at actual costs with a maximum cap of \$6,000 with actual expenses detail included with each travel billing.

Thank You!

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