



DRUMHELLER
DINOSAUR CAPITAL OF THE WORLD



REQUEST FOR PROPOSAL

PROVISION OF A TOWN APP

SUBMIT SEALED PROPOSAL IN A CLEARLY MARKED ENVELOPE TO:

TOWN OF DRUMHELLER
224 Centre Street
Drumheller, Alberta, T0J 0Y4

Attention: Darryl Drohomerski
Chief Administration Officer
“Request for Proposals: Town Branding”

Closing Date: Thursday October 31st, 2019 at 2:00 pm Local Time

YOUR FIRM IS INVITED TO SUBMIT A PROPOSAL, PURSUANT TO THE GENERAL CONDITIONS FOR THE SCOPE OF WORK AS DESCRIBED THE PROPOSAL MUST INCLUDE LABOUR, MATERIALS, EQUIPMENT AND OVERHEAD. THIS REQUEST SHALL NOT BE CONSIDERED AUTHORIZATION TO PROCEED WITH THE WORK HEREIN DESCRIBED.

About the Town of Drumheller

The Town of Drumheller is a rural municipality of 8,000 people and is known as the Dinosaur Capital of the World. Our current logo was created in 2008.

We are the home of the Royal Tyrrell Museum of Palaeontology, the world renowned museum which hosts high levels of scientific research.

We have over 500,000 visitors a year from all over the world. The visitors are looking to enjoy our dinosaur culture, the amazing landscape, experiences like canoeing down the Red Deer River, checking out the unique Hoo Doos and visiting attractions such as the Badlands Amp and Atlas Coal Mine.

As the biggest urban centre between Calgary and Saskatchewan we are a vital service hub for 40,000 plus Albertans. Other industries include oil and gas and agricultural servicing. Our high speed fibre optic internet offers visitors and residents great internet service.

Project Overview

Rebranding for the Town of Drumheller

The current logo for the town of Drumheller is outdated, generic, and not reflective of the community today. It is old, the colour scheme doesn't make sense, and doesn't provide the feeling our residents have for our community. We currently do not have a brand or visual identity guide to support staff in logo use, colour schemes or font.

Town Council has given direction to introduce a new brand and logo that promotes the exciting changes and possibilities for our future. This project is being managed by a task force of members of the community and staff of the Town of Drumheller.

Its objective is to review and revitalize the Drumheller brand story to reflect our community today and our vision for the future.

We want to pursue the brand of **Drumheller Valley**. Our valley is 30 km long and is the largest town (by area) in Alberta. We do not want to lose the dinosaur theme however we do want to have a more modern look and feel.

We are looking for the services of a logo and brand design development individual or firm to create a vibrant modern and versatile logo, brand and visual identity for our Municipality.

Please consult the attached brand report created by the project group (which includes the draft brand story) for details of our messaging including the transition from the Town of Drumheller to the Drumheller Valley. The group is now looking to

implement that brand story through a logo re-design and creation of a Visual Identity Guide.

The aim is to launch the brand in January 2020.

This RFP involves the creation of:

1. A Visual Identity Guidelines document

This contract will involve the creation of a Visual Identity Guide. It will provide specific guidelines and standards for the implementation of the Drumheller Valley visual identity and graphic standards system in all forms of communication. There is no consistency on any of our collateral which will need to change. This will be a vital document in the implementation of the brand story.

2. New logo

The logo will bring the brand story to life. It must be able to be miniaturized and be adaptable for multiple uses.

Uses include (but are not limited to)

Vehicles – cars to large trucks and heavy equipment

Street and building signage

Letterhead

Website

Social Media

Uniforms

Business cards

Flags

Street banners

3. Completion of Brand story

The attached draft brand report includes a draft brand story which needs to be completed and ready for use by the organization.

Project Timeline

Activity	Date
RFP Issued	October 21 2019
Close of Questions Deadline	October 29 2019
RFP Closing Date	October 31 2019
Selection of final shortlist	November 6 2019
Notification of Results to shortlisted candidates	November 8 2019
Presentation by shortlisted candidates to Branding Group	November 18 2019
Selection	November 18 2019
Notification of Results	November 21 2019

The two top scoring companies/individuals will present their proposal to the branding group at noon on November 18.

Qualifications

Drumheller is looking to work with a firm or individual that has extensive brand, logo development and visual identity creation experience, preferably in the development of modern municipal brand design.

Knowledge of the Drumheller area is a definite asset.

Request for Proposals

Interested individuals or firms are invited to forward a proposal no later than Thursday October 31st 2019 at 2pm.

The Proposal should contain:

- Outline of experience in brand and logo design
- **Three** design concepts using the attached brand document
- Examples of previous work of both logos and visual identity guides
- Estimation of costs for the two elements including breakdown of billing rates
- Company background
- Implementation timeline
- Client references
- Key consultants assigned to the project
- Draft timeline and project plan
- Knowledge of Drumheller

Reporting

The Town of Drumheller's Communication Officer will be the lead contact and will work directly with the Contractor's Project Manager to oversee the delivery of all aspects of this project. The Communication Officer will lead the branding group for the Town of Drumheller to deliver the project. There will be an initial project development meeting with the chosen company, and this will determine items such as timelines, roles and responsibilities and information required.

It is expected that the Contractor's Project Manager will connect regularly with the Communication Officer to ensure timelines are being met for this project.

Final Selection

Final selection will be based on determining which proposals will best meet the needs of the Town of Drumheller as described in this RFP. Here is a table

informing proponents on how the proposals received will be evaluated.

Item	Weighting
Experience in logo design and creation of visual identity	20%
Price	20%
Design concepts	30%
Previous work	10%
Timeline and work plan	15 %
Knowledge of Drumheller	5%

Freedom of Information and Protection of Privacy Act (FOIPP)

The Consultant will enter into an agreement regarding the access to Town of Drumheller records compliance with FOIPP if required.

Schedule and Resources

The Consultant shall complete all work under this request for proposal by or before December 31st 2019.

The Consultant will list in their proposal all the resources necessary, at their cost, to complete the project by the date(s) specified. This listing will include the names and credentials of all personnel.

Award of Contract

The Town of Drumheller may require the potential Consultant(s) selected to participate in negotiations, and to submit price, technical, or other revisions of their proposal as may result from negotiations. It is the Town of Drumheller's sole discretion to extend an agreement with the Consultant to include additional services or to ascertain additional services through a separate RFP.

Other Information

Acceptance or Rejection of Proposals. This RFP does not commit the Town of Drumheller to award a contract. Town of Drumheller reserves the right, in its sole discretion, to accept or reject any proposals; to waive minor informalities of proposals; or to cancel, revise or extend solicitation. Proposals shall remain open valid and subject to acceptance anytime within thirty (30) days after the proposal opening and up to the end of the agreement period. The Town of Drumheller realizes that conditions other than a price are important and will award contract(s) based on the proposal that best meets the needs of Town of Drumheller.

Modifications to the RFP

Town of Drumheller reserves the right to issue addenda or amendments, or change the timelines to this RFP. Deadline for questions will be October 29 2019 at 2pm addenda and responses will be posted on the town's website. The RFP closes at 2pm on Thursday October 31st.

Incurred Costs

This RFP does not commit the Town to any costs incurred in the preparation of a proposal in response to this request and Consultant(s) agree that all costs incurred in developing their proposals are the Consultant's responsibility.

Final Authority

The final authority to award a contract rests solely with the Town of Drumheller's representative.

Disputes Relating to Proposal Process and Award

In the event a dispute arises concerning the proposal process prior to the award of the contract, the party wishing resolution of the disputes shall request in writing to the Chief Administrative Officer for Town of Drumheller, within ten (10) days of notification of non-selection. Grounds for an appeal are that Town of Drumheller failed to follow the selection procedures and adhere to requirements specified in the RFP or any addenda or amendments; there has been a violation of Provincial or Federal Law. Appeals will not be accepted on any other grounds. Town of Drumheller will consider only those specific issues addressed in the written appeal. The Chief Administrative Officer for Town of Drumheller or designee shall consider the request and respond in writing within ten (10) days of receipt. The decision of the Chief Administrative Officer for Town of Drumheller shall be final with respect to matter of fact. All disputes must be submitted to:

Chief Administrative Officer Darryl Drohomerski
Town of Drumheller 224 Centre Street, Drumheller. T0J 0Y4

It's not about Drumheller – Think “Drumheller Valley”
Final Report – Sept 2019
Prepared by Ryan Semchuk & Julia Fielding

Acknowledgments / Team:

The 2019 Brand Re-positioning project for the Town of Drumheller was community led by our volunteer brand committee. This leadership team was made up of hand selected members that work and represent different stakeholders and industries around the Drumheller valley. The data sets from both residents and the community have provided instrumental quantitative and qualitative insights that helped inform and confirm/authenticate our direction and recommendations.

Thank you to Town Council, Branding Committee, Travel Drumheller and Economic Development for their support.

Thank you to all of our survey respondents, focus group participants, community leaders and volunteers who helped and participated in this exercise.

Brand Project Summary:

The Drumheller Valley is a TRULY Amazing place to visit, work and live in.

The Town of Drumheller may not be a large booming metropolis but it sure has a LOT to offer. The community has its own unique history of evolution from dinosaurs, agriculture, coal mines, oil & gas and now tourism which shows how resilient this one of a kind destination truly is.

The Drumheller Valley has an ambitious and youth led vision for the future. We aim to ensure youth/young families flourish, seniors thrive, cultural growth is encouraged, environmentally conscious living is promoted, and we elevate our strong sense of community.

The Drumheller Valley is resilient, but that doesn't mean change is easy and we want our community to continue to grow and transform in new ways. Existing perceptions and the existing NIMB (Not In My Backyard) or CAVE (Citizens Against Virtually Everything) type people can lag behind reality and can be very difficult to change. Many people continue to believe that we are not and will not be a tourism destination. It's not true and this report will allow full validation of the positive mindset that the majority of our community believes in.

The community needs to refresh its brand story so that we can share it with local, national and international audiences to answer the question of WHY the Drumheller Valley is a TRULY AMAZING place to visit, work and live in!

Why Now?

Drumheller has evolved in many different directions since our incorporation as a village on May 15, 1913, and officially as a town on April 3, 1916. Over a 15-year period, Drumheller's population increased 857% from 312 in 1916 to 2,987 in 1931 shortly after becoming a city.

This era included the discovery of dinosaur fossils and the start of palaeontology in the region,

agriculture growth and of course the massive coal boom.

The City of Drumheller amalgamated with the Municipal District (MD) of Badlands No. 7 on January 1, 1998 to form the current Town of Drumheller. Some of the reasons the two municipalities amalgamated were the MD of Badlands No. 7 had more in common with Drumheller than other surrounding rural municipalities and both were experiencing similar planning and development issues due to their locations within the Red Deer River valley.

The amalgamated municipality opted for town status rather than city status so highways within would remain the responsibility of the Province of Alberta. As a result of the amalgamation, Drumheller became **Alberta's largest town** in terms of land area at 107.93 square kilometres (41.67 sq mi).

The 1998 amalgamation resulted in Drumheller absorbing six hamlets that were previously under the jurisdiction of the MD of Badlands No. 7 which included Cambria, East Coulee, Lehigh, Nacmine, Rosedale and Wayne. Drumheller also previously absorbed the hamlets of Bankview, Midlandvale (Midland), Newcastle and North Drumheller during annexations while under city status. Bankview and Midland were annexed in 1964 and 1972 respectively, while Newcastle and North Drumheller were both annexed in 1967.

Other localities within Drumheller, either absorbed through past annexations or its eventual amalgamation with the MD of Badlands No. 7, include **Aerial, Eladesor, Kneehill, Rosedale Station, Western Monarch (Atlas) and Willow Creek.**

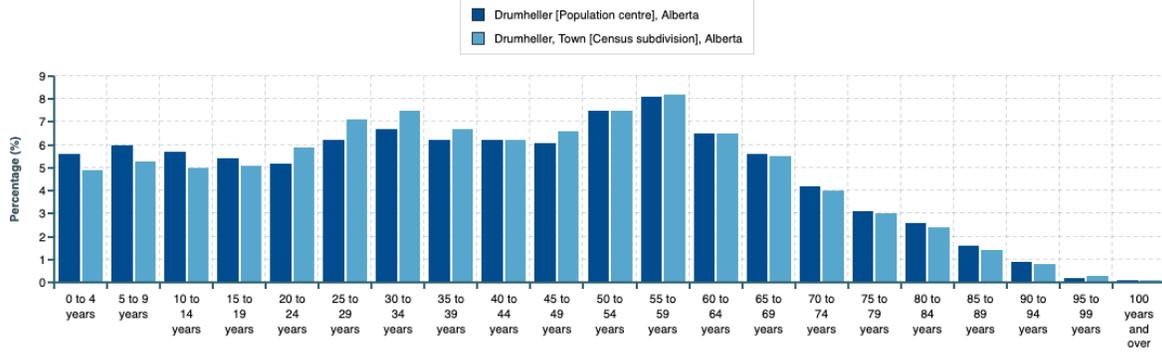
In total, Drumheller has absorbed at least 13 other communities in its history, some of which are now recognized as neighbourhoods or districts within the town.

The uniqueness of this scenario really shows some of the underlying history on why Drumheller hasn't had a true sense of community pride. We know it exists as we have seen amazing things happen when our community is in danger (flood, fires, families in need) and when our community puts on world class events (July 1st, Spring Fest, WayneStock), but it doesn't seem to exist across the full extent of the valley every day.

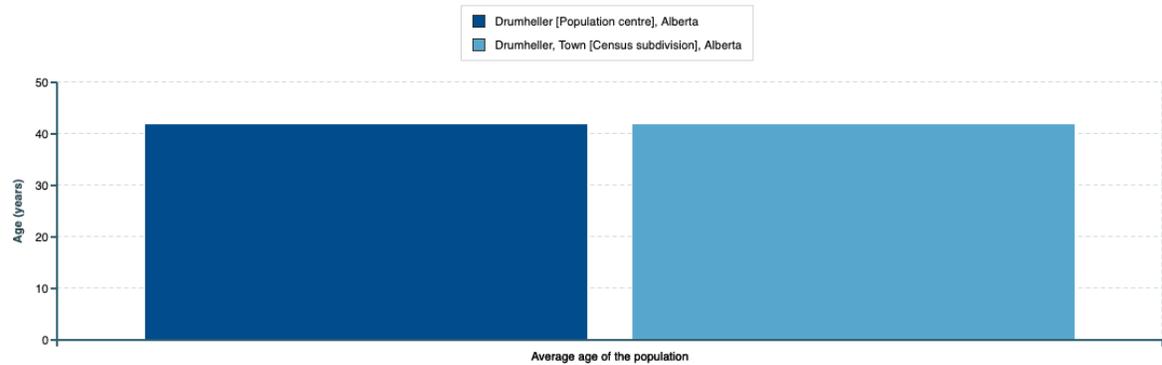
Now more than ever we need an all-inclusive story that the Drumheller Valley can be proud to share regardless of where you live or what your cultural background is!

Population and dwellings	
Population, 2016 ¹	7,982
Population, 2011 ¹	8,029
Population percentage change, 2011 to 2016	-0.6
Total private dwellings ²	3,471
Private dwellings occupied by usual residents ³	3,164
Population density per square kilometre	73.9
Land area in square kilometres	108.03

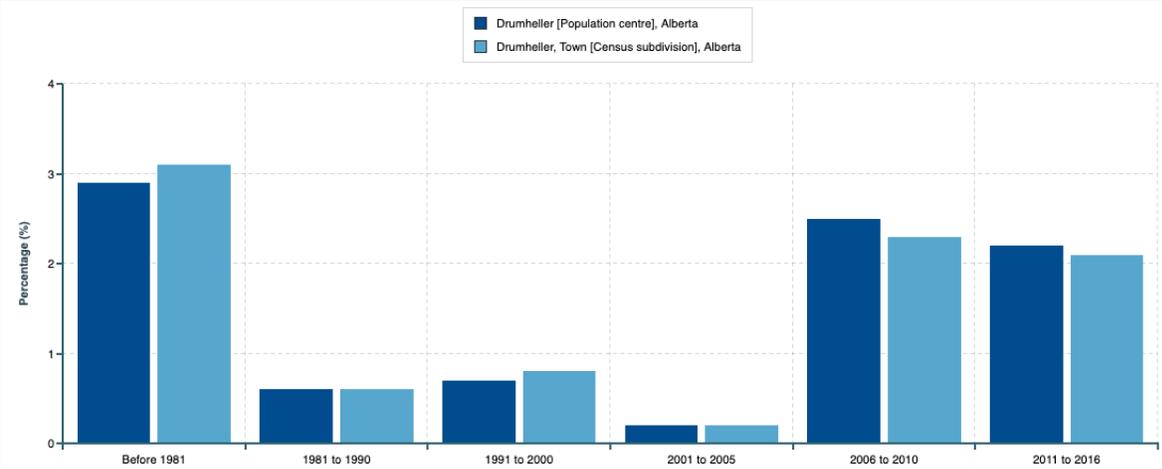
Age groups - 100% data, both sexes



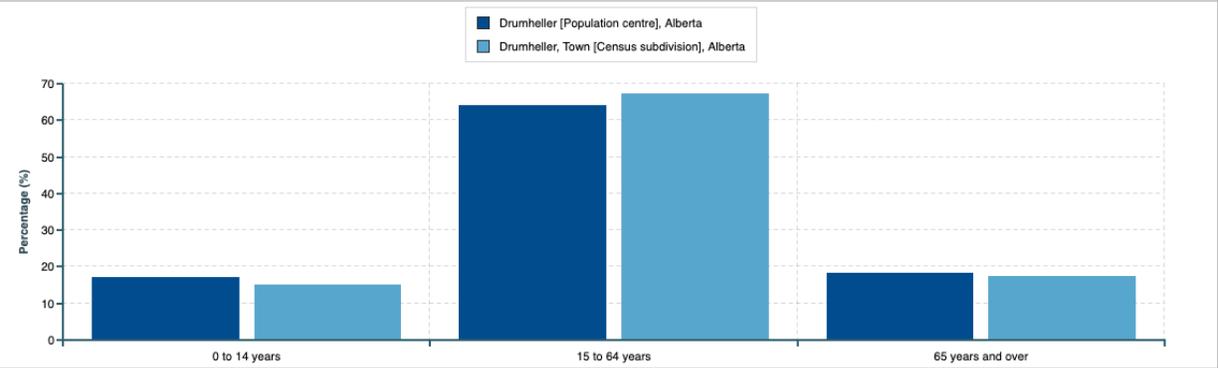
Average age of the population - 100% data, both sexes



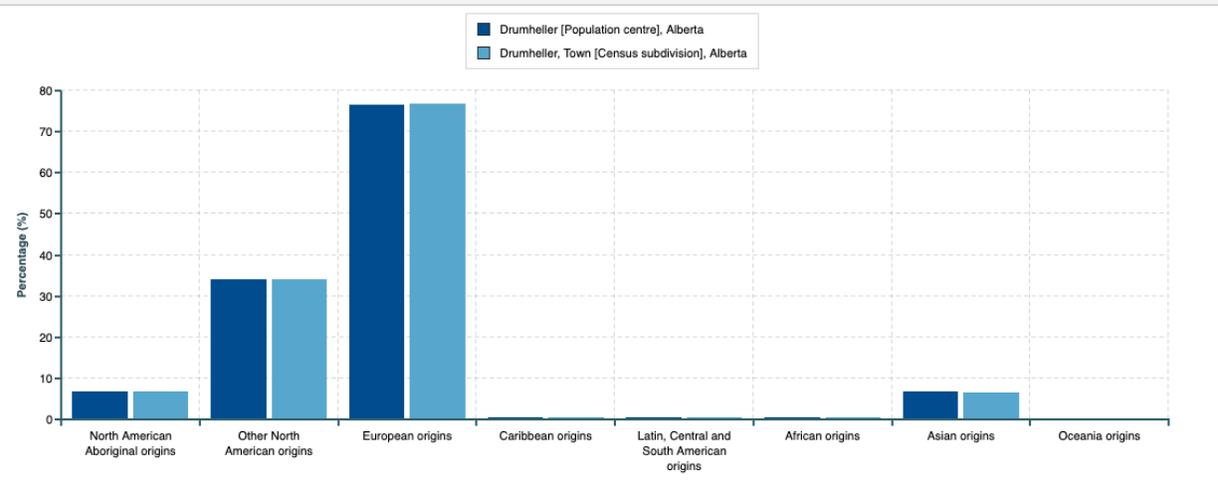
Period of immigration for the population in private households - 25% sample data, both sexes



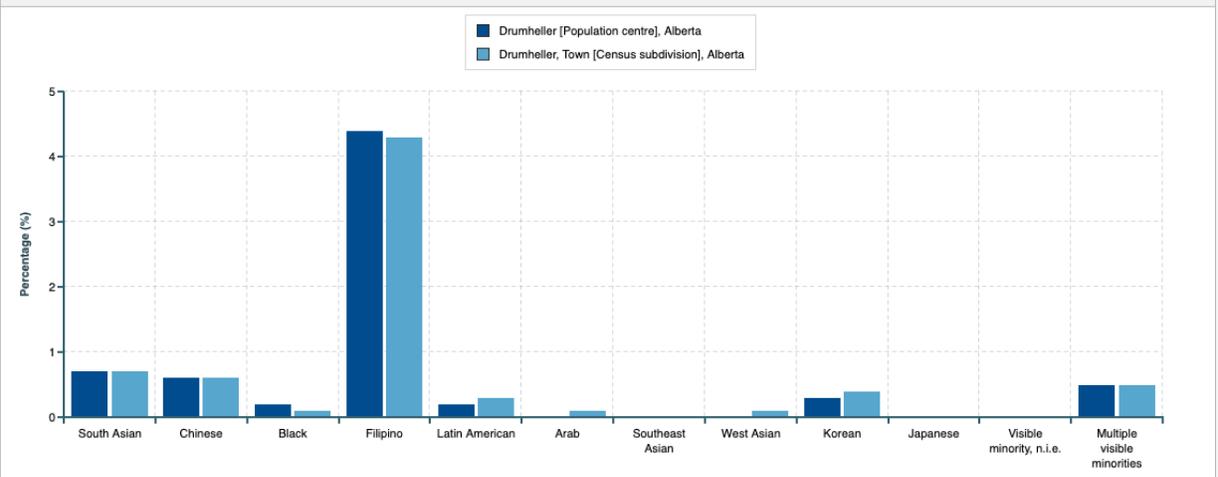
Distribution (%) of the population by broad age groups - 100% data, both sexes

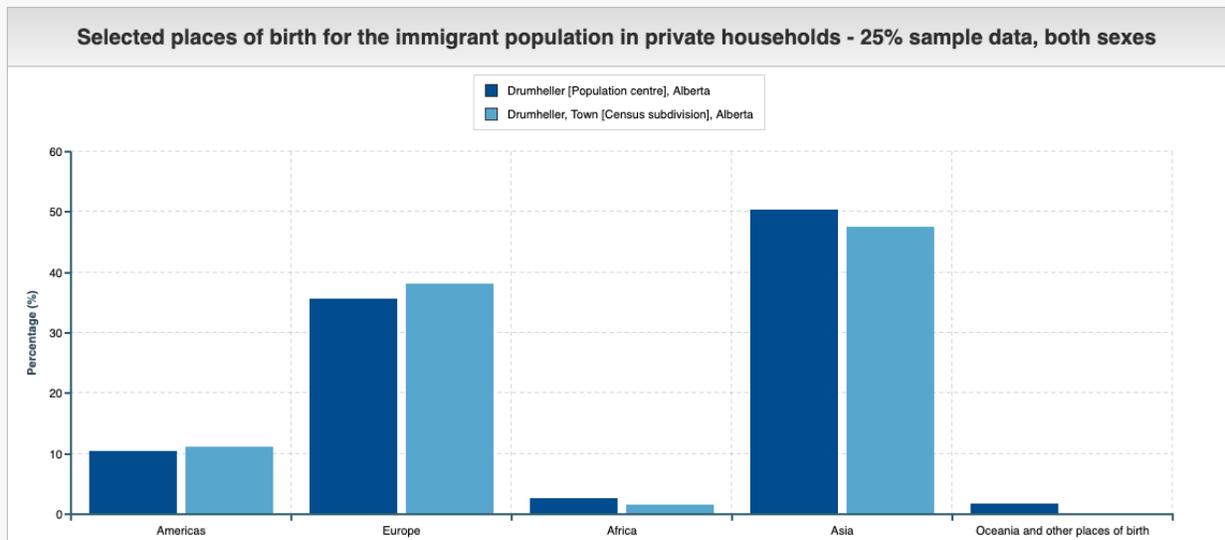


Ethnic origin for the population in private households - 25% sample data, both sexes



Visible minority for the population in private households - 25% sample data, both sexes





What will this project achieve?

The objective of this project was to review and revitalize the Drumheller Valley brand story to ensure it reflects our community today and our vision for the future. The second was to re-design the current Town of Drumheller logo so that it aligns with our brand story.

Travel Drumheller (Destination Marketing Organization) and Drumheller Advantage Economic Development (Business Attraction) are complementary brands that are necessary ingredients in the 3 pillars that will align with the overall brand story as a community.

Downtown Drumheller will also be another key piece to consider once the final assessment and revitalization plan is finally approved and executed.

This is the first time that Drumheller valley has completed a full review of our brand and reputation in over 20 years and will be the first time the whole community has a visual identity program and guide in place to access and use freely.

How other cities tell their story.

The branding team conducted community led analysis and research, reviewed multiple municipal case studies, and reviewed industry best practises and cult brand standards.

What are the CULT brand standards?

1. Remarkability – Cult Brands deliver extraordinary products and services
2. Higher Purpose – Cult Brands are driven by a powerful ethos
3. Inspirational – Cult Brands are built from the inside out
4. Relatability – Cult brands personify human attributes
5. Involvement – Cult brands co create with customers
6. Pervasiveness – Cult brands envelop consumers lives

Through this exercise it was clear that the most successful cities:

1. Start with a clear and compelling story/idea
2. Only focus on key factors that differentiate them from others

3. Highlight key sales hooks
4. Target key audiences and stay authentic
5. Encourage ALL residents to be proud and share their brand story
6. Keep it simple
7. Ensure a proper rollout and communication plan

Ask the Experts.

This project was community led and community fed, roots up. Residents were also engaged to ensure the story would be authentic and meaningful and were instrumental in providing some of the key insights and affirmation that this project needed.

- 497 Digital Survey Responses
- 5 Focus Groups

It's about time.

There was a general consensus that the current brand, logo and visual identity for the Drumheller Valley is outdated, generic, and not reflective of the community today. The current logo is old, the color scheme doesn't make sense, and doesn't provide the feeling our residents have for our community. The direction from town council was to introduce a new brand and logo that helps promote all the exciting changes and possibilities for our future.

What People Think of Drumheller.

The overall perceptions of the Drumheller valley were positive from both residents and visitors.

1. The people are amazing here – open, welcoming, and full of unique stories
2. Surrounded by amazing scenery and natural beauty
3. Great place to raise a family (healthcare, education, recreation & family programs)
4. Drumheller is the heart of the Canadian Badlands
5. Affordable place to live and raise family
6. Dinosaur Capital of the World

There were also areas mentioned that the community could focus and try to improve on in the future. These included the revitalization of dead downtown, more diverse housing options (seniors and young families), updating our hiking and walking trails, and improving nightlife and cultural experiences in the community.

The Drumheller Valley Brand Story Ingredients:

1. Dinosaurs
2. Natural Beauty
3. Endless Opportunity

These are the 3 core elements that when brought together allow us to create a compelling and concise story that truly represents the complete Drumheller Valley!

Drumheller's Brand Attributes and Assets:

During the brand discovery we explored and heard about the many advantages and defining attributes that make up our community.

1. Alberta's Largest Town (Sq Meters)
2. Dinosaur Capital of the World & The Royal Tyrell Museum of Palaeontology
3. Is the heart of the Canadian Badlands
4. Badlands Amp + Passion Play
5. Coal Mining History + Atlas Coal Mine National Historic Site
6. Amount of available Riverfront/Riverbanks + Natural Beauty of the River Valley
7. Great community facilities (Pool, BCF, Skate Park, Arena)

Remember that Drumheller is made up of about 16 mini communities that all have their own history, stories and perceptions.

Best Practise Insights.

After reviewing multiple best practise factors from other municipal branding exercises, top world brand case studies, and cult marketing scorecards. This is what they all have in common.

1. A clear and compelling idea

All successful brand strategies are driven by a compelling and clear idea. These simple and singular ideas help re-enforce the community identity and reputation while still differentiating them from other areas.

2. Focus on the facts.

The community brand requires us to start with the known facts and then focusing on a number of secondary assets and attributes that in combination help truly differentiate it from any other location. Choosing too many is a common pitfall, easy to do but always results in a complicated, cloudy brand that is not easily communicated.

3. Highlight our Sales Hook!

In some locations this is waterfront, some locations it's a unique landmark, or maybe a specific culture. Choose your top "sales hook" and ensure it isn't something that's easily replicated by another community. It's doesn't mean it's the only thing you have, but it's what's going to sell your community.

4. Target your message – Be Authentic

Ensure that when you're telling your brand story, you always keep in mind who the target audience is going to be. Authentic messages will be easily communicated and can be adapted to ensure they are relevant and provide value to the end user. It allows for multiple versions to be shared depending on the type of person we are trying to communicate to.

5. Community Pride and Buy in.

You have to include the community and ensure they participate in the rollout and brand infection that is required to move your message in a positive way. We've included them in our research, and we want to ensure they feel the same pride we all believe in. Roots up.

6. Keep It Simple.

Ownership is key and you want to ensure that the community, the destination marketing organization, chamber of commerce and economic development are all providing the same message and ownership of the brand and story. This does not mean they all need to adapt and change their own branding; it means they need to share the same story and message as the

rest of the community when promoting or talking about the Drumheller Valley.

7. Ensure a roll out.

This is a big deal, so don't just swap out some logos and colors and call it done. Ensure a proper full implementation & communication plan. This doesn't happen overnight. Expect this to take 12-24 months (min) to complete and have it fully embedded in all facets of the community. This is a roots up approach and we need to recognize that you will need to spend some money, resources, and time doing it correctly.

Drumheller's Brand Story:

As mentioned earlier the brand story is made up three foundational ingredients that will allow us to create a compelling message to communicate to the audience.

The Drumheller Valley Brand Ingredients:

1. Dinosaurs.

This was one fact that came up locally, regionally and is also the international perception that our community has – Drumheller is the Dinosaur capital of the world. It's also home to the World's Largest Dinosaur and the World Class Royal Tyrell Museum. We can't deny that dinosaurs are in our DNA and we would be foolish not to continue to embrace this ingredient into our brand. We need to capitalize on the opportunity and fact of massive international investment in youth education and paleontology. Hollywood movie studios are releasing new productions every few years and continue to fuel the buzz around dinosaurs. This does not mean that our other amazing attractions and pillars within our community aren't important, but this is the one thing that no one else has and can't be easily replicated. The other secondary attributes and attractions allow us to keep people here longer.

2. Natural Beauty/Badlands Adventure

Another fact is the amazing natural wonder that can be discovered along the 107 square kilometers that make up the Drumheller Valley. It's the river valley, the hoodoos, hiking, biking, kayaking, fishing and the sensation you get while exploring the Canadian Badlands. There is no better feeling than that tingling spine and euphoria you get when you first enter and drive down into the Drumheller Valley, it's the closest thing to magic around here. Every step can take you back 100 to 100 million years as you discover more and more wonder.

3. Endless Opportunity.

Our last fact is that the Drumheller Valley is truly full of endless opportunity. This valley has at least 500,000 visitors each year that are looking for new experiences and the community is just scraping the surface on monetizing these visits. It doesn't matter if you're looking to start a family here, trying to open a business, or simply just looking for a great destination to get away and relax – this community is full of amazing resources, people and community services. We want to connect, support and market new ideas in the community.

Drumheller is also perfectly setup to allow our pre-existing and underlying brands to exist and help tailor the message to specific audiences.

1. The Town of Drumheller (Dinosaurs)
2. Travel Drumheller (Natural Beauty/Badlands Adventure)

3. Economic Development (Endless Opportunity)

Drumheller Valley Manifesto

The purpose of a Common Narrative is to present a unified image at home and abroad.

The Drumheller Valley is TRULY the Heart of the Canadian Badlands. It is a grateful heart that longs for an abundant future. The Drumheller valley is a community of confident skills and varied interests. It is a safe place for its citizens. It offers quality services found in urban settings but is rural in its embrace. It is enterprising and resilient. It is committed to be a welcoming home for all residents and visitors alike.

Drumheller is a valley full of stories and longings: stories taking us back hundreds of millions of years, stories of nomadic people living here since the last Great Ice Age, stories of men who changed the course of human history, stories of an expanding universe, stories of vast migrations luring miners to their fortunes and their deaths, stories of settlers who came to start new lives, stories of ever eroding hills and adaptive flora and fauna, stories of overcoming the bad in the Badlands.

The Drumheller valley is not just a home but a sought-after destination. The community has attracted scientists and artists, families and lone travellers. In winter it waits with snow covered slopes and canyon walls shrouded in shadows for the summer's blaze of glory and shimmering mirages.

Today the Drumheller valley's heart is citizens who tell these stories, who travel the globe researching evidences of the stories told in this Valley, or who stay at home to enjoy the friendship of neighbours, and to welcome you. Come celebrate with us in festivals and country living. The Drumheller valley invites the world to hear its stories, see its beauty and share in its community values. It invites you to be a citizen for a day, or even a lifetime.

Come away for a little while from the stress of urban pressures, or the sadness of faltering communities. Let us become part of your story, and you part of ours. Bring your children, who with wide-eyed wonder will travel to times only imagined. Spend hours floating down our lazy river or exploring the historic walls of the valley. Enter into the travails of coal miners or visit our sacred places rich with stories and fossils.

Why visit any other place when we long to have you here?

Why live anywhere else when we have premier services to enrich your family?

Why establish your business anywhere else when we are connected to the rest of the world?

The Drumheller valley is a quaint and distant place, but we are a global centre attracting talent and visitors from around the world.