

REQUEST FOR PROPOSALS

Gem City Market Startup Marketing Strategy and Implementation



GEM CITY MARKET COOPERATIVE

Future Site: 300 Salem Avenue Dayton, OH 45402

Mailing Address: 33 W 1st St Ste 100 Dayton, OH 45402

POINT OF CONTACT: RACHEL DOMINGUEZ-BENNER

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ABRIDGED TIMELINE:

Request for Proposal:	March 6th, 2019
Submit questions by:	Mar 18th
GCM Responds to questions by:	Mar 25th
Proposals Submitted by:	Apr 4th, 4pm

Gem City Market reserves the right to discard any and all proposals and may rebid these requirements if we are not satisfied with any or all of them.

1. Summary and background

The Gem City Market will be a vibrant, community-centered urban-scale grocery store located at 300-400 Salem Avenue in Dayton, Ohio. The store will feature affordable, quality kitchen staples, including well-stocked fresh produce and meat departments, and specialty products that make the store a unique draw. Well-trained and friendly employee-owners will ensure exceptional service, and integrated community space will offer healthy food and nutrition classes and programming accessible to all.

The Gem City Market (GCM) is seeking a partnership with a creative agency (The Agency) to develop, guide and implement a marketing strategy and plan, for the Cooperative, including the period from start of construction through full store operation.

Mission Statement

Our mission is to serve, engage, and empower our neighborhoods by providing affordable, high-quality food in a clean and welcoming environment that is worker and community owned.

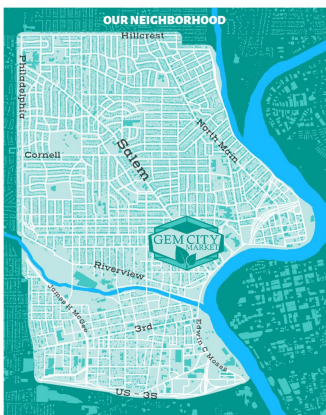
Organizational Structure

Gem City Market is a multi-stakeholder cooperative with over 2,000 community-owners. Community-owner shares cost a one-time payment of \$100 for a lifetime membership (payment plans, and a \$10 low-income option are both available). When GCM hires employees, each will have the opportunity to become an employee-owner. The community- and employee- owners have the right and responsibility to elect members to the Board of Directors. The Board oversees the general manager, and board members serve on committees. Committees are dedicated to certain focal aspects of the business.

The original steering committee for the market was formed after community members came together to discuss the 2015 Montgomery County Opportunity Maps and agreed on food access as the most important initiative to investigate. The cooperative was incorporated, and a non-profit incubator (Co-op Dayton) was formed to offer technical assistance to the new Gem City Market cooperative.

The Gem City Market capital campaign has raised close to \$3M in philanthropic equity toward the new construction project, and we hope to break ground early summer 2019.

Geographic Trade Area



The Gem City Market geographic trade area borders are as follows:

North Border: Hillcrest Avenue

East Border: The Great Miami River

South Border: US-35

West Border: Philadelphia Drive

A current goal is to increase our neighborhood ownership--community-owners living in our geographic trade area--by 1,000 community-owners before opening.

Key Partnerships

In addition to providing access to fresh food, GCM will be a hub for a series of comprehensive, integrated, and culturally appropriate activities and programs designed to equip, empower, and support community residents to make good choices in food purchases; to educate consumers about healthy eating; and to provide links to health care, social services, and other community resources. GCM will do so via strong and committed partners, including:

- Five Rivers Health Centers (FQHC)- placement of a nurse practitioner and dietitian in an on-site clinic to serve patients and help ensure promotion of health and wellness.
- CareSource Life Services - workforce development and recruitment focusing on support of low-income employees facing barriers to employment success.
- The University of Dayton's Hanley Sustainability Institute and Dietetics Department, and the Department of Public health at Ohio State University - participatory action research and evaluation of GCM's impact.
- Premier Health Partners – healthy food labeling and merchandising
- Kettering Health Network – providing a teaching kitchen on-site at the Market for partners to provide workshops and classes, including SNAP-Ed.
- Dayton Children's Hospital – partnering to provide appropriate nutrition and health information for children and families.
- The West Dayton Food Access Collective Action Project (including Homefull, Miami Valley Organizing Collaborative, Mount Zion Church, the Wesley Center, the Dakota Center and Edgemont Solar Gardens): fresh produce locally grown in west Dayton via Homefull's urban farm and other urban gardens, aggregated by Homefull and sold at the Market to highlight locally grown produce.

2. Project Goals and Scope of Service

The agency will work with the GCM Board, the general manager, our Marketing and Outreach committees to deliver the GCM message, including the principles of worker and community ownership and promote our model for including affordability, quality of product, cleanliness and inclusion. GCM is building more than a grocery store, with a teaching kitchen, clinic, community room, and healthy-kids corner; GCM is building a third-space for our neighbors (Up to 22,000 living in trade area) to visit, and also share ownership.

Before the store opens we are working to expand our membership by an additional 1,000 community-owners from our specific trade area. We also know from the national cooperative market landscape that the transitional period from organizing into retail operations is critical and requires a specialized set of skills to be present within The Agency; including an awareness of the cooperative business model, and a knowledge of grocery retailing and industry trends, in particular in terms of serving urban and low to moderate income areas.

Areas of Experience to discuss in proposal:

- Demonstrate understanding of grocery industry, startup retail grocery, cooperative business model, GCM trade area and competitive landscape.
- Branding and marketing strategy, product or business launch, and community input processes.

Scope of Work:

In addition to branding, strategy development and selection of appropriate marketing channels, the selected agency will be required to have skills and knowledge for the following:

- Update/Redesign (with community involvement) of logo and branding identity. Ideally complementary with decisions already in implementation by website, interior design and architecture teams.
- Develop and present comprehensive marketing strategy for critical transition from construction to retail operations.
- Develop Branding Guide, including full suite of branding elements and collateral necessary, for successful transition from organizing to retail operations. Additional graphic design and content creation as requested.
- Develop Marketing Implementation Guide with user roles defined and responsibilities considered for: Board Members, General Manager, Employees, Marketing Committee, Community-Owners, Outreach Committee, Membership Committee, and Co-op Dayton.
- Oversee implementation of Gem City Market Startup Marketing Strategy
- Assist and guide General Manager, Outreach and Membership Committees in collecting, sorting, and analyzing pertinent consumer needs through focus groups, surveys, and other innovative tactics.
- Develop outreach venues to support Marketing Committee in creating systems for soliciting, editing, and publishing user generated content for GCM website, blog, newsletter, community meetings, community events, and social channels.

3. Anticipated Selection Schedule

Release of RFP:	March 6th, 2019
Agency questions will be collected until:	Mar 18th
Responses will be distributed to all participating Agencies by:	Mar 25th
Agency Proposals and quote to be Submitted by:	Apr 4th, 4pm
GCM Notifies top two agencies:	April 11th
Top two agencies present to board:	Week of <i>April 15th</i>

4. Elements of Proposal

All agencies must submit, at a minimum:

- Title Page : 1-paragraph overview of The Agency's mission, culture and process; Agency Address or primary operating geography; Name, email, and phone number of contact person; Title of project.
- Qualifications : Please describe the Agency's experience related to grocery, startup retail, community and employee owned businesses. Include bios of key team members who will work on the project and their roles, including individual and team strengths and distinguishing skills or capabilities as they may relate to Gem City Market. Please describe one major marketing challenge you see facing Gem City Market.
- "Best marketing Practices" towards how do we ensure we reach the largest target audience with our most important marketing messages. What do you believe our most important focus and message should be?
- Description and timeline of The Agency's recommended solution(s) as relates to Section 2 (Project Goals and Scope of Services)
- Five example projects of most relevant recent work that reflects products / services you will provide to GCM.
- Detailed quote for deliverables and services listed in Section 2 (Project Goals and Scope of Services). Detailed line item description, plan and quote for all services to be provided by the agency. If you are quoting on a Fixed fee basis, include any exclusions and if the quote is on a T&M basis, provide hourly rates and an estimate of hours per line item as well as an estimate for any materials required.

Please follow the directions of the RFP exactly as presented. It is the responsibility of each agency to provide all requested information in the exact order in which it is presented. GCM reserves the right to discard any and all proposals and may rebid these requirements if we are not satisfied with any or all of them.

5. Point of Contact

We are hopeful that we can build a long term relationship with the selected Agency but ask that all participants understand performance, on this initial engagement, will be one measure for any longer term relationship.

Rachel Dominguez-Benner | Americorps VISTA, Co-op Dayton | rachel.db@coopdayton.org | (937) 716 - 1717
Jule Rastikis | Board Member, Gem City Market