

Item # 9

**City of Carson City  
Agenda Report**

**Date Submitted:** June 12, 2007

**Agenda Date Requested:** June 21, 2007

**Time Requested:** 10 minutes

**To:** Redevelopment Authority

**From:** Joe McCarthy, Office of Business Development

**Subject Title:** Discussion and action to have the Redevelopment Authority agree to match up to 50 percent of the cost of a proposed \$65,000 contract now being considered by the Carson City Convention and Visitors' Bureau to engage the professional services of Roger Brooks, a principal of Destination Development, Inc, to develop a Carson City branding, development & marketing action plan.

**Staff Summary:** Roger Brooks and his company Destination Development, Inc. will provide the Carson City Convention and Visitors' Bureau an action plan that lead to the development of a unique brand that will help to attract new industry, additional tourists, new private investment and a revitalization of Carson City's downtown.

**Type of Action Requested:** (check one)  
 Resolution                       Ordinance  
 Formal Action/Motion                       Other (Specify)

**Does This Action Require a Business Impact Statement:**  Yes  No

**Recommended Board Action:** I move to have the Redevelopment Authority agree to match up to 50 percent of the cost of a proposed \$65,000 contract now being considered by the Carson City Convention and Visitors' Bureau to engage the professional services of Roger Brooks, a principal of Destination Development, Inc. to develop a Carson City branding, development & marketing action plan.

**Explanation for Recommended Board Action:** The Redevelopment Authority has long realized that its Downtown redevelopment district is an opportunity for additional revitalization efforts and a catalyst for private investment. Mr. Brooks will help Carson City create a specific, identifiable brand that will allow local businesses to more effectively market both our community's varied strengths and economic potential. A diversified central business district will lead to better job opportunities and long term fiscal stability.

**Applicable Statue, Code, Policy, Rule or Regulation:** NRS 279

**Fiscal Impact:** No greater than \$32,500 of budgeted redevelopment professional service funds

**Explanation of Impact:** n/a

**Funding Source:** Redevelopment Authority operating budget

Alternatives: Not approved

Supporting Material: The Destination Development, Inc. proposal

Prepared By: Joe McCarthy, Economic Development & Redevelopment Manager

Reviewed By: [Signature] Date: 6-12-07  
(Department Head)  
[Signature] Date: 6-13-07  
(City Manager)  
[Signature] Date: 6-12-07  
(District Attorney)  
[Signature] Date: 6/12/07  
(Finance Director)

**Board Action Taken:**

Motion: \_\_\_\_\_ 1) \_\_\_\_\_ Aye/Nay  
2) \_\_\_\_\_ \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(Vote Recorded By)

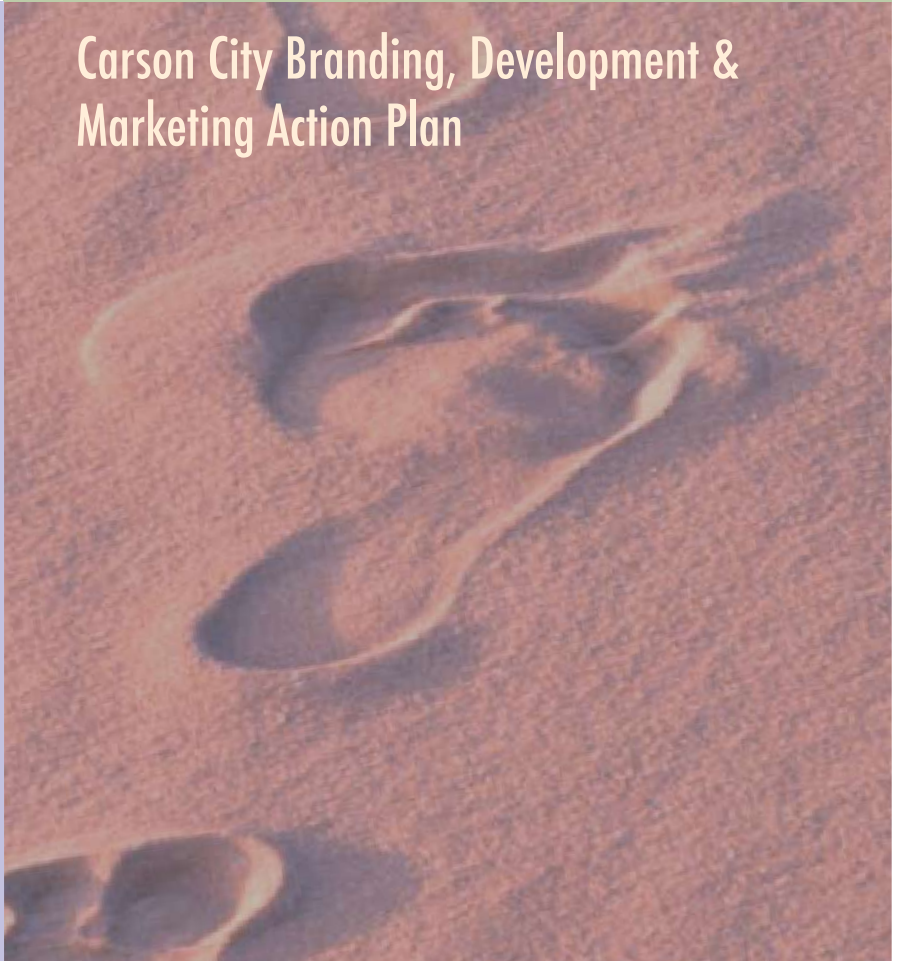


Destination  
Development, Inc.

June, 2007

Proposal

Carson City Branding, Development &  
Marketing Action Plan



# Contents

Introduction & qualifications .....	2
Services menu .....	3
Carson City Branding, Development & Marketing Action Plan proposal .....	4
Project examples .....	11
The 25 Immutable Rules of Successful Tourism .....	23
Recent Clients .....	24
Resumes of individuals:	
Roger A. Brooks .....	26
John Kelsh .....	27
Lanie McMullin .....	28
Robert Scott .....	29
Todd Mayfield .....	30
Jane Brooks .....	31
Rebecca Durkin .....	31
Lisa Newland .....	31
Contact information .....	32



## Introduction & Qualifications

For nearly 25 years, the award-winning Destination Development team has been doing just that — developing outstanding destinations. Working with communities throughout North America, Destination Development assists each in achieving greater economic growth and prosperity.

From the creation of strategic tourism and downtown re-development action plans, branding and marketing programs, the creation of award-winning marketing and sales materials, to planning services for cultural arts and event centers, sports facilities, amphitheaters, tourist attractions, visitor amenities, historic preservation, heritage interpretation, and revitalized downtowns, Destination Development, Inc. has become the leading tourism development consulting firm in the North America.

Destination Development also produces decorative and historic wayfinding and signage programs that reinforce the brand, as well as feasibility studies and market assessments. Guiding the branding/theme development process for communities, attractions and destination resorts is one of DDI's most requested programs.

The team offers tourism and branding workshops, training and education programs, as well as keynote addresses. Roger Brooks, the company's CEO, is one of the most sought after and highest-rated speakers at tourism and brand development conferences around the world.

The Destination Development team has assisted more than 300 communities throughout North America and abroad, as well as dozens of states, provinces, tribes, counties, and regions with their tourism efforts. The company has also recruited nearly \$3 billion in private investment to communities and resort areas throughout North America.

Hand picked from around the country, the DDI team includes some of the most creative minds in the business — minds that know how people move, and know what moves people. And perhaps best of all, the team specializes in getting communities excited about the possibilities.

The following page includes a list of some of the most popular tourism services offered by the Destination Development team.



## Introduction & Qualifications (continued)

### Services Menu:

- Community Branding, Development & Marketing Action Plans
- Branding assessments and program development
- Strategic planning: downtown revitalization, tourism, economic development
- Tourism/community assessment programs
  - Marketing effectiveness assessments
  - Product development, community infrastructure assessments
  - Branding assessments
- Speaking engagements: workshops, conference breakout sessions, keynote addresses
- Heritage tourism and education; interpretive programs
- Market assessments
- Feasibility analysis, assessments & studies
- Facilities planning and operational reviews
- Project recruitment services (business attraction programs)
- Gateway, wayfinding & signage plans: environmental graphics
- Facilities programming and feasibility analysis, business plans (performing arts, museums, environmental learning centers, convention/conference centers, special event centers, etc.)
- Theme and event development
- Downtown revitalization assistance
- Graphic design services: Website development, identities (logos), activities guides, sales/marketing materials, trade show booth development
- Press kit and public relations program & collateral materials development
- Creation of photo/video marketing libraries
- Attractions and event plaza site planning and development



## **Carson City Branding, Development & Marketing Action Plan**

Thank you for the opportunity to provide a Proposal to develop a Community Branding, Development and Marketing Plan for Carson City. More than ever before, communities must operate more like businesses, competing with thousands of other communities for tax base, the goal of local economic development efforts. In order to attract new industries, private investment, tourism, and the revitalization of downtowns, cities need a business plan that includes roles for implementation not only by the city itself, but also by local business organizations (chambers of commerce, economic development agencies, downtown and Main Street associations), destination marketing organizations (CVBs, hotels and attractions), local auxiliaries (Kiwanis, Rotary, Eagles, Elks, etc.), and by local businesses.

To compete, cities must act like businesses:

1. They must have a strong brand. What they are known for, or hope to be known for. Sometimes the branding effort requires repositioning a community so it can effectively attract private investment, new jobs, and tourism spending.
2. The product must be in place or developed that will reinforce the brand so that the city "owns" its position, as does Napa Valley in the wine industry. Product includes both privately developed projects as well as public investment.
3. With any branding and development effort, the plan must include marketing: how to tell the world who you are, what sets you apart from everyone else, and the opportunities in the community for jobs and investment.

This "business plan" is an Action Plan, not a Strategic Plan: Strategic plans provide broad strategies, goals and objectives. These are included in the first few pages of an Action Plan, and developed into specifics, providing a "to do list" of specific recommendations to be implemented by the city, the business community and supporting organizations.

While the Branding, Development & Marketing Action Plan may be produced by one organization, it's a plan that is given to the business community for implementation, with the city's full support and assistance. The most well-branded and successful communities in the U.S. are those where private industry took the lead with support of local government agencies:

- Napa Valley - More than 200 wineries (all of them private)
- Anaheim - Disneyland, Universal Studios, Knott's Berry Farm, etc.
- Branson, MO - 49 theaters, all of them privately developed
- Carmel, CA - 125 galleries and a thriving retail trade
- Orlando - Disneyworld and more than 100 other attractions
- Ashland, OR - Oregon Shakespeare Festival (7 theaters). The festival runs 9 months a year
- Leavenworth, WA - 2.5 million visitors annually to this Bavarian themed town
- Hershey, PA - Chocolate. Need we say more.

The Branding, Development & Marketing Action Plan will determine who you are or what you want to be known for (your brand), what needs to be built or expanded to sustain, reinforce and grow the brand, and finally, how to tell the world in a phased approach, since a brand must be earned over time.



## **Carson City Branding, Development & Marketing Action Plan**

Destination Development plans cut to the chase, are easy to read, and easy to implement without the necessity of additional studies and research. Recommendations are individually numbered and include:

- A description of the recommendations
- Who would be charged with implementation (it takes a village to obtain success)
- Approximate cost
- Where the funding would come from
- Timelime for implementation, including phases
- The rationale for making the recommendation

The plan includes product development initiatives that may extend into the future 20 years for large capital projects (if required), a detailed three to five-year marketing plan with detailed budgets, creation of an implementation team (organizational recommendations defining the roles of local organizations), measurables, and timelines.

### **PROPOSED SCOPE OF WORK**

The Branding, Development and Marketing Action Plan will include the following elements:

#### **Phase I. COMMUNITY BRANDING/PRODUCT DEVELOPMENT**

DDI previously produced a community assessment for Carson City. The assessment is a look at the community – where you are today. In producing the Community Branding, Development and Marketing Plan, DDI will utilize the information and research obtained from the previously produced assessment, as well as the additional tasks outlined below. This phase includes a community outreach effort – where you want to go.

##### **Task 1. Stakeholder Interviews & Outreach**

This part of the process will include interviews with key leaders (planning, economic development, city management, elected officials) and stakeholders (local lodging establishments, retailers, attractions, and organizations such as the Chamber of Commerce, downtown or Main Street organizations, property owners, etc.) to determine priorities, community visions, opportunities, funding issues, marketing, signage, development, zoning and land use issues, etc. The CVB will provide DDI with a list of recommended interviewees with contact information for each. DDI will interview up to 20 stakeholders identified by the CVB.

In addition, DDI will solicit public and organizational input regarding branding direction for downtown and the community in general. Both DDI and the CVB would be conduits for receiving public input. DDI will compile all comments, suggestions, and input and will summarize the input in the Action Plan.

The Stakeholder Interviews and Outreach will provide direction, community focus, and community vision.

##### **Task 2. Research Review**

DDI will review existing plans already created for the community, such as strategic plans, comprehensive plans, revitalization and Main Street programs, transportation planning, economic





## **Carson City Branding, Development & Marketing Action Plan**

development plans, business community efforts, marketing, etc. Besides providing background into the community and its stated goals, the research review helps avoid duplication of efforts and enables DDI to develop a plan that dovetails with the community's existing efforts.

During this task, the CVB will provide a list of attractions and diversionary activities available in Carson City and the surrounding area (generally within a 25 mile radius of downtown) and basic information on each: seasonality, public or private owned/managed, marketing materials, website addresses.

### Task 3. Market Analysis

DDI will review the state's tourism marketing efforts, regional marketing efforts, tourism trends nationally and in the region, emerging opportunities, traffic and growth patterns regionally, partnership opportunities, neighboring community branding concepts and efforts, and will perform a competitive analysis, and identify primary and secondary markets. This effort will come from DDI resources as well as those already obtained and used by the CVB.

Tasks 1, 2, and 3 will allow DDI to hear from the community and local stakeholders, will address plans and programs already being implemented, and will identify the markets for increased tourism and economic development activities.

### Task 4. Brand Identification.

DDI will compile the information and findings from the marketing and on-site assessments, the previously conducted branding workshop, review of previous studies, research, interviews and input from the stakeholders, and DDI's own experience and expertise to determine the primary "lure" for Carson City and will develop a recommendation and rationale for the community "brand," and for the downtown "brand," including conceptual identities and slogans.

DDI will perform a feasibility test for each concept provided by the community (public, stakeholders, business community), because brands should be built on feasibility, not on sentiment. The feasibility test answers the following 12 questions:

- Is this something that builds on a foundation already in Carson City?
- Is this something the community can buy into over time? Note: you ask the community for input, but the decision is made based on the outcome of the feasibility test. The community does not make the final decision, but it's important that it is a brand the community can, over time, buy into.
- Will it extend the visitor season(s) in Carson City?
- Will or can the private sector invest in it?
- Does it have legs: Can it start with a niche, and develop "brand extensions" over time?
- How much will it cost to implement and when will the community see a return on its investment (both public and private investment)?
- Is it something the primary and secondary markets do not have, or cannot do, closer to home? (A brand sets you apart from everyone else)
- Is it experiential? Successful brands must be activity-driven – not just things to look at.
- Will it encourage repeat visits?
- How wide an audience will it attract?
- If it were in a community 100 miles away, would you go there for it?
- Are there locals who will champion the brand?



## **Carson City Branding, Development & Marketing Action Plan**

- Can the brand be made obvious and pervasive throughout the community?

### Task 5. Brand Presentation

At the end of this branding process, DDI will present the brand direction to stakeholder groups and the steering committee, along with graphic element concepts. Graphic elements will include identity concepts, wayfinding signage and pole banner concepts. Marketing tag lines, and key marketing messages will also be researched and presented.

### **Phase II. PRODUCT DEVELOPMENT**

After the brand has been identified, the next step is to develop product development initiatives that will reinforce and grow the brand. This may include recommendations for creation of additional facilities, further development of visitor experiences, public/private partnerships, and other issues tied to brand development. Brands are built on product, not marketing.

DDI will develop the Product Development Plan to address:

- Public and private facilities that can be refurbished, redeveloped, and/or new facilities to reinforce and grow the brand.
- Identification of private investment opportunities.
- Working with downtown organizations in identifying districts and business mix in each.
- Business mix downtown, including creation of districts and naming.
- Infrastructure needs.
- Program phasing.
- Approximate costs, funding sources, incentives for private investment.
- Roles and projects for local organizations.

NOTE: The Action Plan will include recommendations for numerous organizations in the community. Brand development is a "team sport" and requires more than just the contracting agency (CVB) in order to develop a successful brand.

### **Phase III. MARKETING ACTION PLAN**

Once the brand, and sub-brands, have been identified and product development initiatives created, the marketing plan will be developed. This will provide the CVB and local stakeholder organizations the tools to get the word out about who you are, where you are, why you're worth a special trip or an extended stay, and why you're the place to invest.

The Marketing Action Plan will include three to five-year budgets and recommendations that will address the following:

- Tag lines and key marketing messages
- Graphic concepts: Identities for local organizations, downtown, the community, conceptual pole banners, wayfinding signage.
- Style guide to address identity usage
- Advertising elements to be used in marketing efforts.
- Internet/website recommendations.
- Public relations initiatives.
- Partnership recommendations with businesses, neighboring communities and regional efforts,



## Carson City Branding, Development & Marketing Action Plan

attractions, downtowns, etc.

- Recommendations regarding the look, feel, size, scope, public/private partnerships, sponsorships, theme, distribution, titles, etc.
- Billboards and/or outdoor advertising (if appropriate).
- Recommendations for advertising: outdoor, print, broadcast, direct mail, on-line, database marketing.
- Internet marketing recommendations (a step further): website initiatives including keywords, branding focus, links, domain name recommendations, partnerships, e-marketing, downloads, etc.

### Phase IV. DRAFT PLAN

The recommendations are developed based on the above findings, interaction with stakeholders and the community, research, and brand direction. For every recommendation made in the plan, DDI will include:

- Approximate implementation costs
- Step-by-step instructions
- Possible funding sources
- Who would be charged with implementation
- When implementation should take place
- Rationale for making the recommendation

The plan will include budgets for product development initiatives, and general budget guidelines for the marketing strategy. It will also include "next steps," timelines, measurables, project "to do" lists, and resources for implementation.

Deliverables will include:

- Introduction and Scope of Work
- Executive Summary
- Situation Analysis
  - SWOT analysis (Strengths, Weaknesses, Opportunities & Threats)
- Brand Development
  - Branding defined
  - Identity design (logo), slogans, and key phrases
  - Brand recommendations
  - Implementation organization defined
  - Timelines
  - Approximate cost
  - Possible funding sources
  - Rationale for each recommendation
  - Organizational roles defined
  - Brand Development Committee – brand champions defined
- Product Development
- Project recommendations
  - Public sector projects
  - Private sector projects



## Carson City Branding, Development & Marketing Action Plan

- Downtown (public and private) recommendations
- Partnering organizations and roles defined
- Timelines, approximate costs, funding sources, incentives (private investment)
- Possible state agency assistance
  
- Marketing
  - Brand-building defined
- Marketing recommendations
  - Print materials, advertising (print, broadcast, outdoor)
  - Internet initiatives (by organization)
  - Brand development materials
  - Events
- Marketing partnerships
- Organizational recommendations, timelines
- Detailed three year marketing plan including budgets
- Public outreach plan
- Public relations plan
  
- Organizational
  - Recommendations by organization (roles defined)
  - Budgets by organization, possible funding sources, timelines
  - Implementation timelines by organization
  
- Supporting Documentation
- Projects by funding sources
- Review of past and current studies and plans
- Public comment and interview summaries
- Brand feasibility analysis
  
- Measurables
- Follow-up and measurables defined
- Updates to the plan
- Public education

The Draft Plan will be presented to the CVB and local stakeholder organizations, and six copies of the Draft Plan will be provided to the CVB for review, comments, edits, and feedback. Two CDs will also be provided with identities and graphic elements in various formats: EPS, JPEG, TIF and others as necessary. The CVB shall have ownership rights to graphics and materials created by DDI for the CVB as part of this Scope of Work, with the exception of proprietary or previously copyrighted material. Graphics will be provided in editable formats.

### Phase V. FINAL PLAN

After the CVB provides comments and edits regarding the initial draft plan, DDI will finalize the Action Plan, and six copies of the final plan will be sent to the CVB along with the plan in PDF format on CD ROM, so that additional copies of the plan will be able to be made locally by the CVB if desired.



## Carson City Branding, Development & Marketing Action Plan

### COST:

Cost for developing the Community Branding, Development and Marketing Action Plan for the Carson City CVB: \$65,000.00. This is a not-to-exceed amount and includes all travel, development costs, and other related costs.

### THE PROJECT MANAGER

Roger Brooks will be the lead manager of this project, and will be the key contact for all elements of the program. Additional DDI staff will work on the project under Roger Brooks' direction as required.

### TIMELINE

Work shall begin at a mutually agreed upon time after execution of a contract, and proceed according to a mutually agreed upon schedule of work.

### A LASTING RELATIONSHIP

Once the plan has been delivered and presented, our work with the community does not stop. We keep in touch with our clients long after the plan has been presented. We offer ongoing suggestions, ideas, and want to hear from the community as implementation takes place.

This is done at no extra charge, and allows us to see what works, what doesn't and to offer ongoing support as the effort moves forward. We get far more satisfaction out of seeing things happen than from writing the plan.

You'll find the DDI team easy to work with, enthusiastic, and eager to go the extra mile. The principals are the ones who will be doing the lion's share of the work. We are experts at getting community buy-in, finding funding solutions, and creating award-winning branding programs that rejuvenate and revitalize communities and tourism programs.

We look forward to working with the Carson City CVB in helping achieve greater economic success in terms of downtown, economic development, and tourism.



## Project Examples

### **Huntsville, Texas** **Tourism Development, Branding & Marketing Plan**



Huntsville, Texas, located 70 miles north of Houston, is best known as a “prison town” because of the number of prisons in the area, and the fact that Huntsville is where death-row inmates are executed. While these events make Huntsville newsworthy, it makes it difficult for the city to break out of that mold. The Huntsville Tourism Development Plan concentrates on branding the community as “The Home of Sam Houston,” one of the more recognized American heroes, who lived and raised his family in Huntsville. The community is home to Sam Houston State University, the Sam Houston Memorial Museum, and a 67 foot tall statue of Sam Houston (the brand icon), including a visitor’s center, placed along Interstate-45. The tallest of an American hero in the world, it can be seen from six miles away and is one of the most photographed icons in Texas.

### **Round Rock, Texas** **Tourism Development, Branding & Marketing Plan**

Round Rock, Texas is located next to Austin, and is best known as the world headquarters for Dell Computer. This fast-growing community of 80,000 increased its hotel rooms from 400 to nearly 2,000 in just five years. The Tourism Development & Marketing Plan included the creation of a Convention & Visitors Bureau, defined roles for other local organizations, ten year budgets for both project development projects and marketing. The city’s marketing and product development efforts revolve around the new brand as “The Sports Capital of Texas,” using the slogan “Game On.” The branding effort was created around the city’s 450 acre sports complex, a new 10,000-seat baseball stadium (Dell Diamond), which is home to the AAA club Round Rock Express. Included will be a new Special Events Center, water park, and a number of other capital projects in the works.



### **City of Fallbrook, California** **Tourism Development, Branding & Marketing Plan**

Located in beautiful northern San Diego County, California, Fallbrook (population 45,000) is developing a branding effort around the future as an arts-education community. The Plan includes the development of artisan loft apartments and working space (The Foundry at Fallbrook), a major gallery hotel for downtown Fallbrook (the lobby and first floor would be an impressive art gallery), a number of downtown revitalization initiatives, and a major re-branding and re-positioning effort, including the creation of the Fallbrook Marketing Association, and the development of all new marketing materials, website, etc.



## Project examples

### Olympia, Washington Logomarks & Signage

For the Olympia/Thurston County, Washington area, the DDI team developed three identities and a wayfinding concept for the primary communities that make up this county of 215,000 residents. The idea was to create continuity between the three communities, which are seen as a single destination, each one playing up the brand - what they are known for. Olympia is Washington State's capital city, while Lacey is becoming a popular sports destination, and Tumwater is known for its water and salmon spawning areas.



Tumwater Falls is the site of the former Olympia Brewing Company, and it's famous slogan "It's the water."

The brand identities needed to be simple, easy to see on signage, and yet have characteristics that tie the three communities together in a unified marketing effort.

## Project examples

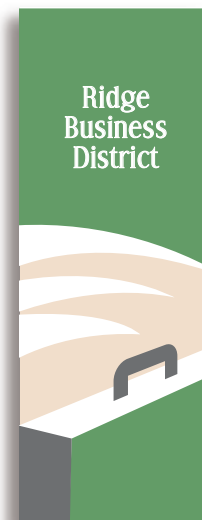
### Snoqualmie, Washington Logomark & Signage

Snoqualmie is a fast-growing suburb of Seattle situated at one of Puget Sound's most popular attractions, Snoqualmie Falls. Although the community is one of the Northwest's fastest growing small cities, the community is working to retain its country charm. The city is home to new upscale urban retail development, an expansive business park, and an historic downtown that is making major strides in its revitalization efforts.

Destination Development was retained to create an Economic Development Action Plan



that includes business recruitment, downtown revitalization, branding, and marketing. As part of the plan, the DDI team created a new brand identity, wayfinding template, naming of various districts in the community, and the design of pole banners to identify each. Blending this mix is a challenge for any community, and so the visual icons and graphics needed to be modern, upscale, yet retain some of the country atmosphere of Snoqualmie.





## Project examples

### Lincoln, Kentucky Logomark & Signage

London, Kentucky, located along I-75 in eastern Kentucky south of Lexington, is working to develop a major tourist attraction, the Kentucky Heritage Park. The town is steeped in Civil War history, was the founding place of Kentucky Fried Chicken's original store, and is home to much of the famed Kentucky Bluegrass music. The Heritage Park will honor the Native American people of the area, will provide a unique perspective on the Civil War, and will feature a replica of Big Ben, the famed clock in London, England, the city's namesake community.

The Destination Development team was retained to develop the conceptual plan for the park, along with initial identity concepts to support the branding and development effort. The "theme" would extend into downtown London, where retail signage will also reflect the overall brand.



## Project examples

### Ottawa, Illinois Logomark & Signage

Ottawa, Illinois is located approximately an hour and a half southwest of Chicago and is the hub for Starved Rock State Park, one of the most popular and scenic parks in the state. Ottawa is best known as the location where future president Abraham Lincoln held one of his most memorable debates that laid the foundation for his presidency.

Downtown Ottawa has been undergoing a major transformation that includes the creation and implementation of a wayfinding system that will reinforce the historic ambience of the community. Destination Development, after performing an assessment for the community, followed up by designing a wayfinding template so the city could begin the first phases of the signage system.



## Project examples

### Moses Lake, Washington Logomark & Signage

Located in the Eastern Washington desert along the shores of Moses Lake, the city has retained the Destination Development team to create a Community Branding, Development & Marketing Action Plan. The plan includes a brand for the overall community, and a brand and assistance for its downtown, which is undergoing the first phase of a major redevelopment effort. The plan includes a complete "Brand Package" that will contain gateway signage, a wayfinding system, brand identity, slogans and key marketing messages, marketing material templates, retail signage standards, theme and facade improvement recommendations for downtown, pole banners, monument signs, and a host of other elements that will reinforce the branding effort.



## Project examples

### Enumclaw, Washington Logomark & Signage

Known as a gateway to Mt. Rainier National Park, the beautiful town of Enumclaw retained Destination Development to create a Tourism Branding, Development & Marketing Action Plan. This bedroom-community is home to the King County Fairgrounds, which has been heavily subsidized and all but mothballed except for a few annual events. Our recommendations include developing an equestrian theme, including taking ownership of the fairgrounds and developing the Northwest Equestrian Park & Expo Center, tapping into the area's rich equestrian heritage and ambiance. While these logos, banners, and signage designs are initial concepts, it's important that the brand be well reflected throughout the community.



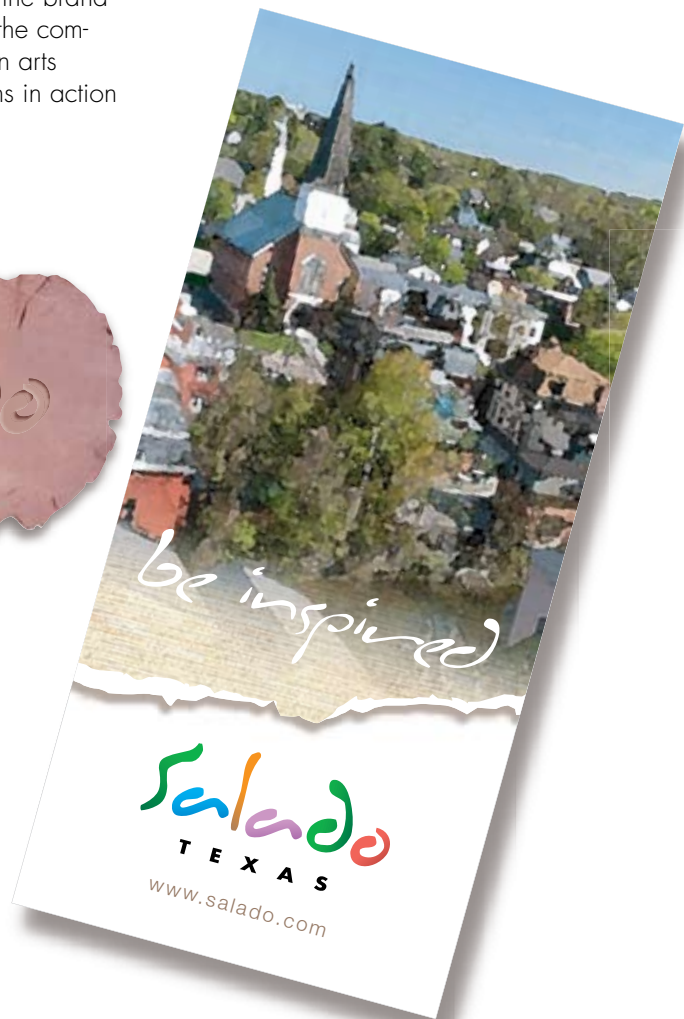
## Project examples

### Salado, Texas Logomark, Signage & Brochure

Known for its artisans, Salado is working to develop its tourism industry, looking for ways to differentiate itself from the many other rural communities in this area of central Texas.

Destination Development was retained to do an assessment of the community and to assist in developing a brand and initial concepts.

The effort included developing an identity that would say "art" without using the actual word. In these concept identities, the brand was captured, and when tested, the community was easily thought of as an arts community with a focus on artisans in action - foundries, galleries, and studios.



## Project Examples

### Ocean Shores, Washington

#### Repositioning program, business attraction, marketing plan implementation

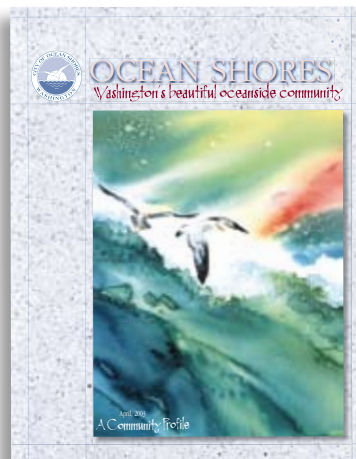
Located on Washington's Pacific coast, Ocean Shores (population 3,400) is a two and a half hour drive from the greater metropolitan Seattle area. Over a four-year period, the Destination Development team (then Chandler, Brooks & Associates) facilitated a number of major brand repositioning, business recruitment, and marketing initiatives:

- Created, managed and implemented a \$300,000 annual co-operative marketing program, doubling the tax supported portion of the program.
- Created new logo/identity, marketing materials, photo library, website, press kit, graphic design standards, and community profile for economic development efforts.
- Recruited \$180 million in new private investment projects to Ocean Shores including the \$15 million Shilo Inn Beachfront Convention Resort; \$4 million Lighthouse Suites Inn; \$4 million Mariner Village, a timeshare property; \$3 million Holiday Inn Express Ocean Shores; two other new hotel properties; 40,000 square feet of new retail space; the \$56 million Quinault Beach Resort & Casino; a first-run, four-screen movie theater; six new restaurants, etc.

*The results of the effort have been remarkable:*

- Of the 277 cities in Washington, Ocean Shores ranks 11th in terms of lodging revenues (up from 22nd) at \$15 million annually.
- Retail sales and services in Ocean Shores topped \$90 million annually during the marketing effort, increasing by \$20 million in just two years. The city has the highest per-capita spending of any city in Washington.
- The four-year recruitment effort doubled the tax base in the city, and it saw more new projects during the period than the previous 25 years - combined.
- The community shifted its market as a low-income destination to a conference resort destination, tripling its per-visitor spending.
- One of the most visited cities in the Northwest, Ocean Shores hosts an average 3.2 million visitors annually.

*Destination Development has been creating the annually updated Community Profile (shown below) for 13 years running.*



## Project Examples

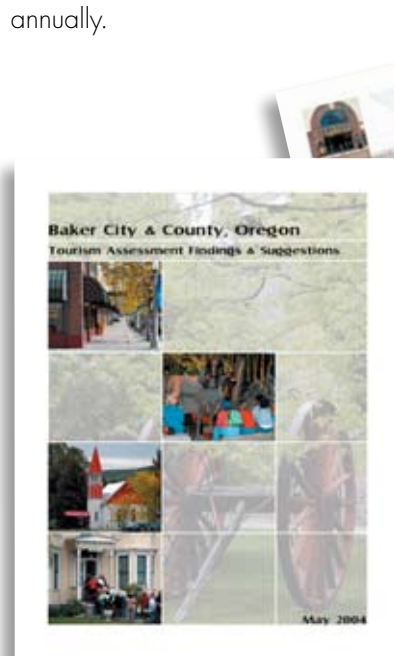
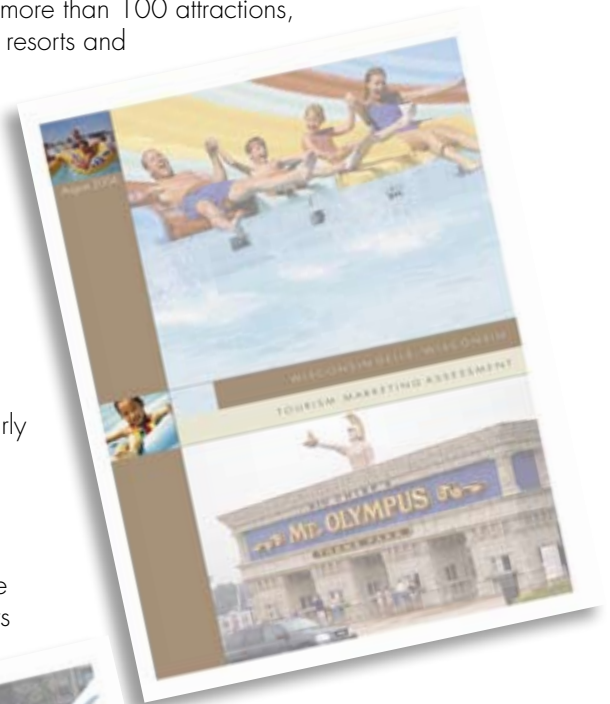
### **Wisconsin Dells, Wisconsin Marketing Effectiveness & Community Tourism Assessment**

Located in the heart of Wisconsin, this community of 6,500 is known as the “Disneyland of the Midwest” because of its 18 water parks, more than 100 attractions, roller coasters, and a plethora of family-oriented resorts and entertainment options.

Destination Development performed an assessment of the marketing effort and the community in terms of branding, signage, wayfinding, gateways, overall appeal, critical mass, customer service, ease of getting around, visitor amenities, etc. For every challenge or shortcoming, DDI provided the community with suggestions that could address each issue.

Over the years the DDI team has performed nearly 400 assessments in more than 30 states and provinces. The low-cost, high-impact assessment process has been DDI’s most popular program.

Wisconsin Dells is the “Waterpark Capital of the Midwest” and hosts more than five million visitors annually.



## Project Examples

### **Oak Harbor, Washington Tourism Development, Branding & Marketing Plan**

Oak Harbor, located on beautiful Whidbey Island approximately 40 miles northwest of Seattle, has been struggling for years with its downtown revitalization, economic development, branding and tourism programs. Study after study had been produced with little success.



The Destination Development team was retained to create a step-by-step action plan, detailing specific projects, and addressing costs and funding solutions for each. The project included product development initiatives designed to revitalize the downtown by creating a destination retail center around a nautical theme. Also included were wayfinding and signage, brand identity, new names/identities for districts and attractions, and the creation of new marketing materials. The project also included the important, but frequently challenging assignment of getting various organizations and entities on the same page to create a unified brand development and marketing effort for both tourism and non-tourism economic development efforts.





## Project Examples

### Battle Creek, Michigan - Brand Identity System Tourism Branding, Development & Marketing Plan

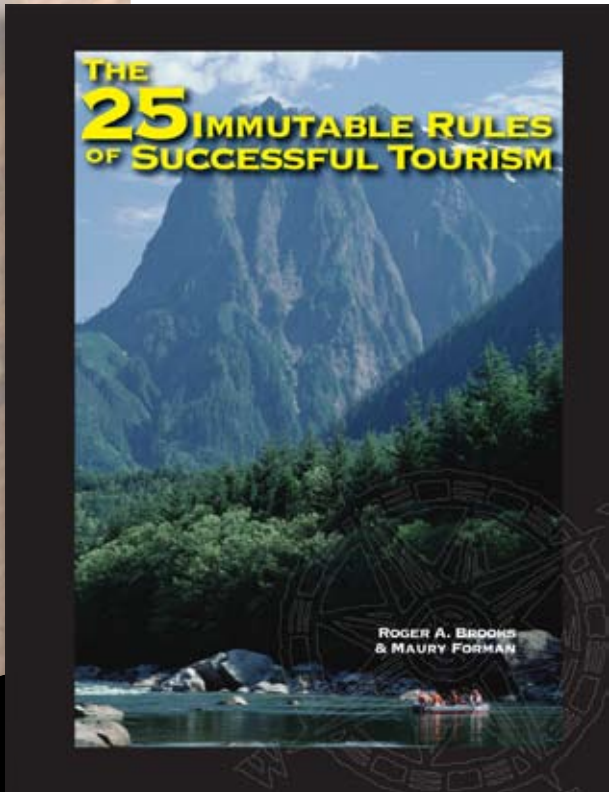
Battle Creek, Michigan is well known as the world headquarters for the Kellogg Company. To capitalize off the health and wellness efforts of Kellogg, the branding effort is to earn the title of "Competitive Sports Capital of the Midwest." The brand identity (top left icon) showcases Battle Creek as a place to play, to compete - a place for winners. In fact, everyone who competes in Battle Creek is a winner. The initial campaign will begin with a niche market - competitive biking. The city is beginning the efforts of creating a sports village downtown, which will be named Celebration Square. Pole banners, finials, and a wayfinding system have also been designed for the effort.



Logo gear also plays a big role in developing a brand. For Battle Creek, gear will include hats, shirts, shoes, sunglasses, etc. The Convention & Visitors Bureau is changing its focus to a sports marketing bureau, while the city and other organizations begin the product development projects slated to build the brand.



# The Book



The title says it all. This beautiful 55 page color book tells what communities need to do in order to have a successful tourism program. From "Success Begins With a Good Architect" to "Parking is Not Just For Lovers" to "Sell the Rapids, Not the River," this book is a must for anyone in the tourism industry. The senior economist of the prestigious Conference Board in New York recently called this book one of the best that he has seen on the subject.



**EXAMPLE:** The town of Moses Lake, Washington found a handy location (set off Interstate 90, and installed this "Information Station." The closeup (above) shows how they identified "must see" attractions including photos and lesser information. They are also identified on the map.

Ashland, Oregon knows the importance of providing visitor information. They not only have the 24 hour "directory" (lower right), but they also have a couple of stand-alone kiosks (lower left) which are staffed by volunteers. When the windows close for the evening, information is available in brochure holders (inside circle) so visitors can take information with them.



Written by Roger Brooks and Dr. Maury Forman.  
Published fall, 2003



## Recent Clients

The following is a list of clients we've recently assisted. We keep in touch and assist our clients long after the creation of the planning documents.

Partial list of clients:

- Huntsville/Walker County CVB, Texas
- Washington State Tourism
- City of Blaine, Washington
- San Diego County, California
- Borrego Springs, California
- Yosemite/Sierra Visitors Bureau, CA
- Lake Conroe Area CVB, Texas
- Beaumont, Texas CVB
- City of Addison, Texas
- Fox Cities CVB, Wisconsin
- Wisconsin Dells CVB, Wisconsin
- Nevada Commission on Tourism
- Washington Dept. of Trade & Economic Dev.
- Dawson Creek Chamber, B.C.
- City of Ocean Shores, Washington
- Lake Padre at Corpus Christi, Texas
- City of Kingman, Arizona
- Lake County, California
- Mt. Shasta, California
- City of Long Beach, Washington
- Grays Harbor Tourism, Washington
- St. John's Village, Florida
- Aroostook County Partnership, Maine
- City of Round Rock, Texas
- Pioneer Valley Planning Commission, MA
- Quinault Beach Resort, Washington
- London/Laurel County Tourism Commission, KY
- Baker City/County, Oregon
- Sunriver Resort, Oregon
- Copper Mountain Resort, Colorado
- Port of Grays Harbor, Washington
- Olympia/Thurston County VCB, WA
- City of Gig Harbor, Washington
- Yellowstone/Teton Territory, Idaho
- Teton Valley Chamber of Commerce, Idaho
- City of Kemmerer, Wyoming
- Big Sky, Montana
- City of Oak Harbor, Washington
- City of Enumclaw, Washington
- Klickitat County, Washington
- Whistler Resort, British Columbia
- Utah State Trust Lands, State of Utah
- Young Living Heritage Park, Utah
- Fallon, Nevada CVB
- Environmental Protection Agency (Super Fund)
- Libby/Lincoln County, Montana
- Lewiston, Idaho (port, city, chamber)
- Clarkston, Washington (port, city, chamber)
- Okanogan County, Washington
- Texas Travel Industry Association, Austin
- Harbour Town, Hilton Head Island, S.C.
- Hawthorne/Mineral County, Nevada
- Fallbrook, California
- Adventure Resorts, Salt Lake City, Utah
- City of Ellensburg, Washington
- Intercity Transit, Olympia, Washington
- Texas Municipal League
- Washington Association of Cities
- Alabama Bureau of Tourism & Travel
- Visit Florida
- Division of Tourism Development, State of Idaho
- New Mexico Dept. of Tourism
- Montana Promotion Division, Dept. Commerce
- Wisconsin Dept. of Tourism
- Windjammer Resort, Ocean Shores, Washington
- Pacific Inns, LLC, Portland, Oregon
- Best Western International, Phoenix, Arizona
- Siskiyou County, California



## Recent Clients (continued)

- Economic Development for Central Oregon
- Pioneer Territory, Nevada
- Port of Tillamook Bay, Oregon
- Arizona Planning Association
- Comox Valley Economic Development, B.C.
- Elko, Nevada CVB
- Clear Creek Learning Center, Carson City, NV
- Winnemucca, Nevada, CVB
- Communities of Kellogg & Wallace, Idaho
- Quinault Indian Nation, Taholah, WA
- California Economic Development (CALED)
- City of Seattle, Washington
- City of St. Maries, Idaho
- Micronesian Cultural Center, Guam
- The Spa Resort, Georgeopolis, Crete ..
- City of Lynnwood, Washington
- Snohomish County, Washington
- University of California, Chico
- Jacob's Ladder Scenic Byway, Massachusetts
- Resort Condominiums International



## Roger A. Brooks



A founding member of the award-winning Destination Development team, Roger has worked in the tourism and resort development industry for 25 years, becoming one of the most recognized experts in the industry.

Author of the book "The 25 Immutable Rules of Successful Tourism," Roger's dynamic approach and tell-it-like-it-is style have earned him the nickname "the Dr. Phil of Tourism." One of the world's most popular public speakers on the subject of tourism, consumer trends, branding, and marketing, Roger has developed a series of highly entertaining and educational workshops and

keynote addresses.

Having assisted nearly 400 communities throughout North America and abroad, Roger's knowledge of the industry includes hundreds of case histories and interesting stories full of how-they-did-it examples, many of which are showcased, using photos and video clips, in his workshops and keynote addresses.

Well known for his step-by-step instructions in helping communities make something happen, Roger has assisted major destination resorts and communities throughout the U.S. and Canada in developing themes, creating branding and repositioning programs, and building tourism development plans, and he has recruited more than \$2.8 billion in new tourism development projects to communities and resort projects.

Roger's wealth of experience includes assisting at the ground floor level of resort development including Whistler Resort, British Columbia; Harbour Town, Hilton Head Island, S.C.; Sunriver Resort, in central Oregon; Copper Mountain Resort, Colorado, and others. Roger is internationally recognized for his ability to get communities excited, energizing them to success.

Roger's commitment to his clients doesn't end with the final presentation; he is motivated by the desire to see them succeed, and enjoys following up with them long afterwards to answer any questions or offer additional assistance.

### **Key areas of expertise:**

Product development, programming, branding, marketing, advertising, and public relations.



## John Kelsh



John Kelsh has provided tourism consulting to public organizations and private businesses for over 25 years. Policy planning, project feasibility, marketing and research design are among his areas of expertise.

John's career in the visitor industry began with a 10-month sojourn around the world at the age of 21 followed by a Bachelors of Science degree in Transportation, Travel & Tourism. John was the first student intern with the United States Travel Service at the Department of Commerce in Washington, D.C.

John received a Master's in Business Administration at the University of Hawaii and was appointed by Hawaii's Governor to manage the State's first comprehensive statewide tourism development plan. During this period John also wrote Hawaii's hotel overbooking law, and managed a marketing contract with the trade organization - the Hawaii Visitor's Bureau.

John then entered the advertising business, managing tourism marketing accounts for Fiji, Maui, Samoa, Alaska and Continental Airlines (Pacific). During this period, Alaska pioneered the now-ubiquitous destination reader reply card for vacation planners, and became the first destination to run a national :30 TV Spot - on Super Bowl Sunday.

John was consultant to the Alaska Visitor Association for 14 years, and worked with over 25 small communities through the State. He is the author of the Destination: Alaska Strategic Plan, and designed much of the current Alaska research.

His public clients include the Anchorage Economic Development Commission, Australian Tourist Commission, City of Bellingham, WA, City of Coos Bay, OR, City of Ninilchik, AK, City Whittier, AK, Jefferson County, WA, Yamhill County, OR, Fiji Tourism Bureau, Government of Indonesia, Government of Taiwan, Hawaii Visitors Bureau, Hong Kong Hotel Association, Maui Convention & Visitors Bureau, People's Republic of China, Province of Newfoundland & Labrador, State of Alaska, State of Hawaii, State of North Dakota, Tourism British Columbia, and the Western Samoa Tourist Bureau.

John's private sector clients include Alaska Airlines, Alaska Native Heritage Center, California Automobile Association, Continental Airlines, Cook Inlet Region Corporation, CruiseWest, Inc., Eddie Bauer, Holland America, Inc., Lake Las Vegas Resort, Princess Cruises, Royal Caribbean International and United Airlines.

John has been a speaker on tourism marketing in Asia, U.S. and the Pacific Basin, and taught at the School of Travel Industry Management – University of Hawaii.

### **Key areas of expertise:**

Policy planning, feasibility studies, tourism research, marketing, advertising, and organizational development



## Lanie McMullin



Lanie McMullin has worked in the non-profit arts world as both an artist and administrator for nearly 25 years. Most recently, Lanie has been working with the City of Everett, Washington on numerous economic development projects such as the new \$70 million Special Events Center, and as the city's film liaison. She was also Executive Director of the Everett Performing Arts Center, charged with the responsibility of creating an operational model which increases activity while decreasing subsidy.

Previously, under her six year directorship, the Auburn (Washington) Performing Arts Center more than doubled its booking hours, quadrupled revenues, and became a visible and respected regional arts center. In addition, Lanie has overseen the construction and management of a second smaller venue from the design phase through the raising of the first curtain. She has been called on as a consultant by municipalities, school districts, and non-profit organizations throughout the U.S. to develop and assess theater business plans and marketing strategies.

Lanie has been appointed to two terms on the King County Arts Commission (Seattle area) and has served those six years as Chair of the Hotel/Motel Cultural Facilities Program. As chair of this committee, she has designed guidelines, developed funding policies, steered long-range facility planning documents, and been intimately involved with the capital endeavors of virtually every non-profit art organization in King County.

Lanie also served as Chair of the King County Arts Commission for two years and was appointed by then King County Executive Gary Locke (now Washington's Governor) to the first Kingdome Financial Task Force to determine feasible strategies to fund over seventy million dollars of emergency maintenance.

Lanie is an extremely popular public speaker and advocate of the value of art in society.

### **Key areas of expertise:**

Feasibility, programming, design, organizational, and finance of public facilities, with a strong emphasis on the arts.

## Robert G. Scott



Bob Scott has a diverse background in Landscape Architecture, Urban Planning, and Design. Robert joined Destination Development, Inc. to head up and manage destination resort planning and product development projects.

Over the past 30 years Bob has had extensive experience working with land development companies including such notable firms as The Rouse Company, Columbia, Maryland; Zion Securities Corporation, Salt Lake City, Utah; and Destination Development Company, Guam, Micronesia. While working with these various development firms he gained a love for tourism and attractions development.

A creative genius, Bob can take the most nondescript facilities and land and turn them into world-class attractions and amenities, dramatically increasing tourism spending and creating a strong brand for the community or region. He has designed amphitheaters, major event plazas, trail systems, interpretive and heritage parks, architectural themes for downtown revitalization efforts, sporting facilities, water and amusement parks, wildlife viewing towers and interpretive centers, etc.

Bob understands transportation issues, gateways, how to move people, and what it takes to move them - emotionally; creating lasting links between visitor and community. Few planning professionals know the tourism industry as well as Bob does, creating outstanding destinations that bolster economic development efforts for years to come.





## Todd Mayfield



Todd Mayfield has diverse and accomplished experience in the visual communications industry. He specializes in brand identity, print collateral, signage, web design, illustration and display advertising.

Prior to opening his own studio in Georgia where he supplied creative support for advertising and branding agencies and design firms, Todd was the Design Director for the Douglas Group in Washington DC where he was involved with graphic design, environmental graphics and interpretive displays for museums and exhibits.

He provided print graphics, In-store promotions and architectural signage for Ambrosi Associates in Chicago for three years prior to moving to Washington DC.

In Hawaii, Todd was the department manager and senior designer for Media Five, Ltd. specializing in print and signage for the hospitality industry.

Todd graduated from the University of Hawaii in 1977 with a BFA in Design.

His broad talent and passion for excellence has earned Todd numerous design awards and profound respect among his clients and constituents. Most recently, Todd designed community identities and wayfinding signage systems for Snoqualmie and Enumclaw, Washington; Lebanon, Kentucky; and for the Kentucky Heritage Park to be developed in London, Kentucky.

### **Key areas of expertise:**

Brand identity, wayfinding design and project management, interpretive graphics, print graphics, web design and display advertising.

## Award Winning Talent



### Jane Brooks

Jane brought her expertise in research, writing, and communications to Destination Development more than fifteen years ago. Her research skills have made major contributions to the assessments, branding, tourism development and marketing plans produced by DDI. She has a passion for downtown revitalization, leading her to research creative possibilities and case studies, and her interest in economic development contributes to well-balanced, effective programs. With her concise writing style, she helps draft and edits many of DDI's plans.

Jane has managed successful marketing programs over the years, including a \$2 million advertising program for a major destination resort, as well as smaller community programs. Jane is currently shopping for a publisher for her recently completed novel, and she is working on a sequel. When not playing with her grandson or traveling, she likes to run in races, and recently finished her first triathlon.



### Rebecca Durkin

Rebecca's previous life as a legal secretary armed her with many tools that have proven to be an asset to the Destination Development Team, and she had no difficulty trading in her legal pad for a career in tourism. As Roger's executive assistant, she is responsible for the coordination of all of his meeting and travel itineraries, project coordination, database management, and consumer research. She approaches her duties enthusiastically, and thoroughly enjoys her role at DDI. A people person by nature, she especially enjoys the interaction with clients. Never too far from her laptop, Rebecca's passion is for writing. She is currently working on a

number of writing projects, including her memoir and a suspense/thriller mystery novel.



### Lisa Newland

Lisa's attention to detail, organization, writing and research make her a valuable part of the Destination Development Team. Her versatility was developed in her earlier career as the marketing manager of a dynamic, international architecture firm. Whether she is responding to proposals, answering client inquiries, or developing research databases she is always attune to the client's need for clear and well-written information. With regards to research, Lisa is adept at understanding the big picture and reducing it to smaller elements so that all pathways of ideas are

investigated thoroughly. She enjoys a variety of roles at DDI which keeps her approach to research and writing fresh and current. When she is not investigating and documenting aspects of tourism, Lisa loves spending time with her family traveling and entertaining.

## Contact Information



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We invite you to review the Destination Development website where you'll find additional information including resource materials.

