

CITY OF SPARKS
RFP FOR BRAND STYLE GUIDE & PUBLIC RELATIONS
RFP# 09/10-004

RFP'S DUE NOT LATER THAN: JULY 17, 2009 BY 4:00 P.M.



431 PRATER WAY
P.O. BOX 857
SPARKS, NV 89432-0857

NAME OF PROPOSER: _____

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City of Sparks
NOTICE TO PROPOSERS

NOTICE IS HEREBY GIVEN that the City of Sparks, Nevada, will receive written sealed RFP'S only, for RFP Number 09/10-004, for BRAND STYLE GUIDE & PUBLIC RELATIONS RFP.

The work performed under this contract consists of but is not limited to the City of Sparks via its Brand Leadership Team (BLT) is looking for a marketing firm to prepare a Brand Style Guide that will enhance and implement the recommendations made by Destination Development, Inc.(DDI) in its 2009 Branding, Development and Marketing Action Plan. The complete background, strategy and objectives are contained in this Action Plan which is provided. It is the BLT's desire to implement the logo as presented by DDI. Final artwork for this logo will be provided. The second part of the proposal is a one-year renewable public relations agreement for a fixed monthly cost that will assist the BLT and the City of Sparks in garnering local public support of the plan and its implementation. This would include local (Sparks/Reno) media relations on BLT milestone activities and accomplishments, story pitches, and direction on grass-roots marketing.

Said RFP's must be in the hands of the Purchasing Manager at 431 Prater Way, Sparks, Nevada, NO LATER THAN 4:00 p.m. on JULY 17, 2009. RFP's postmarked but not received until after this deadline will not be accepted. RFP's received after the cutoff time will not be accepted.

All RFP's are to be marked clearly on the outside "RFP FOR BRAND STYLE GUIDE & PUBLIC RELATIONS; RFP #09/10-004." RFP documents and specifications may be obtained at the City of Sparks, Purchasing Division, 431 Prater Way, Sparks, Nevada and will be ready for pick up on and after July 2, 2009. There is no cost for these documents.

The work to be performed under this Contract shall be commenced by the successful PROPOSER after all executed Contract documents have been submitted, and after being notified to proceed by the City of Sparks. The RFP may be downloaded from the City's RFP broker at www.demandstar.com, or go to www.cityofsparks.us and "click" on the demandstar.com link, or download from the City's website. Information may be requested by e-mail to Kathleen S. Rand, M.A., CPPB, Senior Buyer, at krand@cityofsparks.us . RFP response submittals may not be sent to the City of Sparks via the Internet/e-mail and will not be entertained for award by the City of Sparks.

The right is reserved to reject any RFP or to accept the RFP which is deemed by the City of Sparks to be in the best interest of the City of Sparks. The City of Sparks reserves the right to waive any irregularities and/or informalities in the RFP process. For further information, contact City of Sparks Purchasing at (775) 353-2325 or Facsimile (775) 353-2399.

#315801/Reno Gazette Journal Legal Notices Section
Publish Date: July 2, 2009
Proof of Publication Required

During the proposal process, contact with city employees or evaluation committee members is limited to the enumerated individuals listed in Section 8. Contact with any others may result in disqualification of the PROPOSER from the RFP process.

Contract Identification and Number: RFP FOR BRAND STYLE GUIDE AND PUBLIC RELATIONS,
RFP# 09/10-004.

THIS RFP IS SUBMITTED TO:

City of Sparks
Purchasing Division
431 Prater Way
P.O. Box 857
Sparks, NV 89431

The undersigned PROPOSER proposes and agrees, if this RFP is accepted, to enter into an agreement with, in the form included in the RFP Documents to perform all Work as specified or indicated in the RFP Documents, for the prices and within the times indicated in this RFP and in accordance with the other terms and conditions of the RFP Documents.

PROPOSER accepts all of the terms and conditions of the Advertisement or Invitation to RFP and Instructions to PROPOSERS. The RFP will remain subject to acceptance for 90 days after the day of RFP opening, or for such longer period of time that PROPOSER may agree to in writing upon request of CITY OF SPARKS.

In submitting this RFP, PROPOSER represents, as set forth in the Agreement, that:

- A. PROPOSER has examined and carefully studied the RFP Documents and the following Addenda, receipt of all which is hereby acknowledged.

Addendum No.

Addendum Date

- B. PROPOSER has become extensively knowledgeable of, and is satisfied as to the general, local and conditions that may affect cost, progress, performance of the Work.
- C. PROPOSER is familiar with and is satisfied as to all federal, state and local Laws and Regulations that may affect cost, progress and performance of the Work.
- D. PROPOSER has carefully studied all: (1) reports and materials submitted herewith, if any, which has been identified.
- E. PROPOSER has obtained and carefully studied (or assumes responsibility for having done so) all additional or supplementary examinations, investigation, explorations, tests, studies and data concerning performance of the Work or which relate to any aspect of the means,

methods, techniques, sequences, and procedures to be employed by PROPOSER and programs incident thereto.

- F. PROPOSER is aware of the general nature of work to be performed that relates to the Work as indicated in the RFP Documents.
- G. PROPOSER has correlated the information known to PROPOSER, information and observations obtained from RFP Documents, and all additional examinations, and data with the RFP Documents.

The City is not liable for any costs incurred by vendors prior to entering into a formal contract. Costs for developing the proposals or any other such expenses incurred by the vendor in responding to the RFP, are entirely the responsibility of the vendor and shall not be reimbursed in any manner by the City.

PROPOSER represents that this RFP is genuine and not made in the interest of or on behalf of any undisclosed individual or entity; PROPOSER has not directly or indirectly induced or solicited any other PROPOSER to submit a false or sham RFP; PROPOSER has not solicited or induced any individual or entity to refrain from RFP; and PROPOSER has not sought by collusion to obtain for itself any advantage over any other PROPOSER or over CITY OF SPARKS.

The requirements of the Nevada Revised Statutes (NRS) shall apply to this project. The PROPOSER is responsible for compliance with all applicable statutes. The entire set of Nevada Revised Statutes are available for review on the State of Nevada Website.

PROPOSER will complete the Work in accordance with the Contract Documents for the prices detailed on the RFP item schedule page:

See RFP schedule

The following documents are attached to and made a condition of this RFP:

- A. RFP Form;
- B. Tabulation of Suppliers and other individuals and entities required to be identified in this RFP; and

Background

Has your company ever failed to complete any contracts awarded to it? No___ Yes___ (If yes, please provide details.)

Has your company filed any arbitration request or law suits on contracts awarded within the last five years? No___ Yes___ (If yes, please provide details.)

Does your firm now have any legal suits or arbitration claims pending or outstanding against it or any officers? No___ Yes___ (If yes, please provide details.)

Does your firm now employ any officers or principals who were with another firm when that company failed

to complete a contract within the last five years? No___ Yes___ (If yes, please provide details.)

Has your firm had a contract partially or completely terminated for default (cause) within the past five years? No___ Yes___ (If yes, please provide details.)

Has your firm been found non-responsive or non-responsible on a government RFP within the last five years? No___ Yes___ (If yes, please provide details.)

EXCEPTIONS

List all exceptions to the RFP documents by reference to the page number. Exceptions may result in RFP rejection.

GENERAL TERMS AND CONDITIONS NOTICE OF RIGHTS

- A. The City of Sparks reserves the right to reject any or all RFP's or any part thereof and to waive any informalities or irregularities.
- B. The City of Sparks reserves the right to require such surety as may be deemed necessary for the protection of the City of Sparks, or to ensure the satisfactory performance of a PROPOSER in accordance with the specifications and RFP documents.
- C. The City of Sparks reserves the right to withhold award for a period of ninety (90) days from the date of RFP opening.
- D. The City of Sparks reserves the right to award in whole or in part, by item, group of items, or by section where such action would serve the City's best interest. RFP's identified on the basis of "All or Nothing" will be excluded from this provision.
- E. The City of Sparks may require a full demonstration of any RFP issues at vendor's expense.
- F. All RFP forms and addenda thereto shall be intact and enclosed in an envelope plainly marked with the RFP number. **NO RFP'S WILL BE ACCEPTED BY ELECTRONIC TRANSMISSION.**
- G. The City of Sparks will not be responsible for the premature opening of a RFP not properly addressed or identified.
- H. All RFP's received after the date and time set for receipt will be **REJECTED**.
- I. RFP's may be modified only if modification is received prior to the date and time set for receipt of RFP's. No changes/modifications are allowed after RFP's are opened.
- J. When a RFP bond is specified, such bond will be acceptable only as issued by a reputable solvent surety company.
- K. Sparks Municipal Code, Section 5.08.020 requires that any business operating within the City of Sparks is required to be in possession of a valid Sparks business license. Be advised that upon award of a contract/agreement to perform services for the City of Sparks, a current business license must be in your possession before commencing business.
- L. The City of Sparks is an Affirmative Action/Equal Opportunity Employer. PROPOSERS shall be cognizant of the requirements for compliance with Executive Order 11246, entitled "Equal Employment Opportunity" as amended by Executive Order 11375 and as supplemented in regulations of the U.S. Department of Labor (41 CFR part 60).

PROPOSERS ARE CAUTIONED TO INCLUDE AS PART OF THE RFP ALL DESCRIPTIVE DATA NECESSARY FOR RFP EVALUATION. FAILURE TO DO SO MAY RESULT IN RFP REJECTION.

DEFAULT OF CONTRACT

- A. In case of default by the PROPOSER (successful PROPOSER), the City may procure the product(s) or service from other sources and hold the PROPOSER responsible for any excess cost occasioned thereby.
- B. If necessity requires the use of materials or supplies not conforming to the specifications, they may be accepted and payment therefore shall be made at a proper adjustment in price.
- C. Default by the PROPOSER in any manner including failure or refusal to furnish any product(s) or service at the price and/or the time specified in the RFP may be considered cause to commence with proceedings against any surety held with the RFP and/or pursue other remedies including legal recourse.

APPEAL BY UNSUCCESSFUL PROPOSER

Pursuant to NRS 332:

- A. A person who submits a RFP on a contract that is required to be advertised pursuant to paragraph (a) of subsection 1 of NRS 332.039 may, after the RFP's are opened and within the period specified by the governing body or its authorized representative, (within five (5) business days of RFP opening) file with the governing body or its authorized representative, a notice of protest regarding the awarding of the contract.
- B. A notice of protest must include a written statement setting forth with specificity the reasons the person filing the notice believes the applicable provisions of law were violated.
- C. A person filing a notice of protest may be required by the governing body or its authorized representative, at the time the notice of protest is filed, to post a bond with a good and solvent surety authorized to do business in this State or submit other security in a form approved by the governing body or its authorized representative, to the governing body or its authorized representative who shall hold the bond or other security until a determination is made on the protest. A bond posted or other security submitted with a notice of protest must be in an amount equal to the lesser of:
 - 1. Twenty-five percent (25%) of the total value of the RFP submitted by the person filing the notice of protest; or
 - 2. Two hundred fifty thousand dollars (\$250,000)
- D. A notice of protest filed in accordance with the provisions of this section operates as a stay of action in relation to the awarding of any contract until a determination is made by the governing body or its authorized representative on the protest.
- E. A person who submits an unsuccessful RFP may not seek any type of judicial intervention until the governing body or its authorized representative has made a determination on the protest and awarded the contract.
- F. A governing body or its authorized representative is not liable for any costs, expenses, attorney's fees, loss of income or other damages sustained by a person who submits a RFP, whether or not the person files a notice of protest pursuant to this section.

- G. If the protest is upheld, the bond posted or other security submitted with the notice of protest must be returned to the person who posted the bond or submitted the security. If the protest is rejected, a claim may be made against the bond or other security amount equal to the expenses incurred by the governing body or its authorized representative because of the unsuccessful protest. Any money remaining after the claim has been satisfied must be returned to the person who posted the bond or submitted the security.

No protest will be considered unless this procedure has been followed.

INSTRUCTIONS TO PROPOSERS SECTION I: PROPOSER'S REVIEW

PROPOSERS are expected to examine the plans, specifications, and all related documents of the RFP Proposal. Failure to do so will be at the PROPOSER's risk.

- A. The PROPOSER shall print or type his name on the RFP and each continuation sheet on which he makes an entry. Erasures or other changes must be initialed by the person signing this RFP. A DULY AUTHORIZED REPRESENTATIVE OF THE RFPDING FIRM SHALL SIGN THIS DOCUMENT IN THE SPACE(S) PROVIDED. AN UNSIGNED RFP MAY BE DISQUALIFIED.
- B. Discrepancies in Proposals. In the event there are unit price RFP items in a RFP schedule and the "amount" indicated for a unit price RFP item does not equal the product of the unit price and the quantity, the unit price shall govern and the amount will be corrected accordingly.

Any questions concerning the RFP process should be referred to the City of Sparks Purchasing Manager at (775) 353-2325 at least 72 hours prior to RFP opening. Changes in the RFP, which might arise out of such referral will then be forwarded to all RFP holders of record prior to the time set for RFP receipt.

The City of Sparks shall act as the situs of this contract and reserve the right, pursuant to Nevada Revised Statutes Chapter 332.195, to allow other public entities, whose requirements and standards coincide herewith, to affect joinder contracts during the periods of RFP solicitation, evaluation, recommendation, and award.

- A. Any entity joining herewith shall have and reserve any and all rights as stipulated for and in behalf of the City of Sparks, and shall be given equal consideration.
- B. It shall be the intent and purpose for each public entity joining herewith to commit a purchase order and pay for such equipment of product(s) by means of their individual accounting and purchasing departments.

SECTION 2: SUBMISSION OF RFP'S

Proposals must be made upon the forms provided by the City, and all the blank spaces shall be filled; the numbers shall be stated both in writing and in figures, the signature shall be longhand.

ONE ORIGINAL AND ONE DUPLICATE COPY of the ENTIRE RFP shall be delivered by the time and to the place stipulated in the Notice to Proposers.. It is the PROPOSER's sole responsibility to see that their proposal is received at the place, date and time specified. Any RFP received after the scheduled closing time for receipt of RFP's will be returned to the PROPOSER as unacceptable.

- A. In the event you wish not to RFP and it is your desire to receive future invitations for the type of goods/services covered by this RFP document, then return your RFP Proposal marked "NO BID".
- B. The proposal may be withdrawn by the PROPOSER or his properly authorized representative by written request delivered to the place stipulated in the RFP Proposal prior to the scheduled closing time for receipt of proposals.
- C. Unauthorized conditions, limitations or provisions attached to a proposal may render it non-responsive and cause its rejection.
- D. Modifications or withdrawals received after the time set for receipt will not be considered.
- E. PROPOSERS are required to complete the Disclosure of Principals Form and submit it with their RFP.
- F. List all additions, deletions and/or exceptions on the form marked as such. This form must be completed and submitted; if none, print "NONE" and sign form.
- G. Altering the RFP Proposal language or form may render the RFP non-responsive.
- H. Purchases of tangible personal property made by the City of Sparks are exempt from the State Sales Tax and Federal Excise Tax. However, pursuant to NRS 372.325, property sold to or used by a PROPOSER for the City of Sparks is not exempted.

SECTION 3: AWARD OF CONTRACT

The contract will be awarded to the lowest responsive and responsible PROPOSER, as determined by the City of Sparks.

- A. In determining best proposal for the City of Sparks, the City will judge on the basis conformance to specifications, Proposer's qualifications including such Proposer's past performance in such matters, quality and utility of services offered and their adaptability to the required purpose and in the best interest of the public, each of such factors being considered. A point system shall be used by the evaluation committee and may appear as stated below, but be changed by the City of Sparks if so determined by the City.

Listed below is that may be used as an evaluation form to evaluate each proposal.

EVALUATION CRITERIA FOR THE RFP'S SHALL INCLUDE THE FOLLOWING COMPONENTS.

Experience, Background, Qualifications

Proposed Plan(s) for both Parts 1 and 2:

1. Concept and Theme Development
2. Design and Quality of Proposals
3. Compensation Schedule
4. Financial Capability of Respondent
5. Completeness and Comprehensiveness of the Proposal (Pass/Fail)

The City will also consider the past performance of the Respondent, and its constituent individuals or entities as applicable, on other leases or contracts with the City or other entities in terms of quality of concession or business operation and reputation as a good tenant. The City of Sparks may solicit from other departments of the City, other government agencies and any other available sources, relevant information concerning the Respondent's record of past performance.

Responses also will be evaluated to ensure compliance with all applicable local, city, state, and federal laws, ordinances, statutes, and/or codes.

1. The City of Sparks may accept any portion of the total offer, including quantity increases or decreases, unless the offer is otherwise conditioned by the PROPOSER. Such conditions or specification deviations must be shown on the Additions, Deletions and/or Exceptions page of this RFP Proposal.
 2. Base RFP Alternates (additions or deletions), may be entertained in whole or part, or rejected by the City of Sparks as provided for in the RFP Proposal. The base RFP and alternate RFP's shall be given consideration in the RFP evaluation process provided such alternates are fully described and meet the RFP requirements. The City of Sparks' decision with respect to requisite funding and alternates shall be final.
- B. Should identical low, responsive and responsible RFP's be received from two or more PROPOSERS, the City of Sparks Purchasing Manager shall notify all parties involved in the tie and may, at his option, exercise one of the following tie breaking methods unless another alternative is apparent and prudent:

1. Tie RFP (two vendors): The City of Sparks Purchasing/Contract Manager, with a witness present, may flip a coin with heads representing the PROPOSER whose tie RFP was first received by the City of Sparks. If the toss is heads, the recommendation will be to this PROPOSER; if tails, the recommendation will be made in favor of the second tied PROPOSER.

2. Tie RFP (two or more vendors): Should there be two or more low, responsive and responsible tie RFP's where representatives of the PROPOSERS wish to participate in the tie breaking process, the City of Sparks Purchasing/Contracts Manager shall set a mutually agreed upon time where, in his office, he shall shuffle a new deck of playing cards and have each PROPOSER's representative cut the cards. The tie PROPOSER who cuts the highest card (with Ace high) shall be recommended for RFP award.

Any or all RFP's received in response to a request for RFP's may be rejected by the governing body or its authorized representative if such governing body or its authorized representative determines that any such PROPOSER is not responsive or responsible or that the quality of the services, supplies, materials, equipment or labor offered does not conform to requirements or if the public interest would be served by such a rejection.

The City of Sparks reserves the right to waive any irregularities and/or informalities in the submitted RFP Forms. Should the City elect to waive a right it will not constitute an automatic waiver of that right in the future nor will it impact any other right or remedy.

Signed copies of all Addenda and/or bulletins issued to prospective PROPOSERS shall be enclosed with the RFP Proposal. Failure of the PROPOSER to enclose said addenda or bulletins may be considered grounds for rejection of the RFP.

The successful PROPOSER shall be required to indemnify and hold the City of Sparks including its officers, employees, and its agents harmless from any liability with respect to, but not limited to, claims for damages as a result of bodily injury, sickness, disease, death, or property damage arising or resulting from the PROPOSER fulfilling his responsibilities according to the RFP documents and subsequent contract.

The successful PROPOSER hereby guarantees that he will have full legal right of all processes, programs, methods and techniques employed under the performance of the contract and agrees to pay all rents, fees and royalties of every description on any and all patents or patent rights, or copyrights, covering said processes, programs, methods or techniques.

The City of Sparks agrees to provide payment in a timely fashion to the successful PROPOSER when the terms and conditions of the RFP and specifications have been completed and fulfilled on the part of the PROPOSER to the satisfaction of the City of Sparks, the sum of the RFP price presented by a complete and descriptive invoice.

The PROPOSER certifies that any and all prices, which he may charge under the terms of the contract do not, and will not, violate any existing federal, state or municipal laws or regulations concerning price discrimination and/or price fixing. The PROPOSER agrees to indemnify, exonerate, and hold the City of Sparks harmless from liability for any such violation now and throughout the term of the contract.

Liquidated damages shall not cover or preclude the City of Sparks from claiming and collecting damages on account of delay, price changes, loss of other contracts, loss of income, inability of the City of Sparks to fulfill other damages direct or consequential arising out of the failure of the PROPOSER to perform under the terms, conditions, and requirements of the RFP documents.

Should the successful PROPOSER fail to perform the services RFP in accordance with the stipulated delivery schedule, including any extensions authorized by the City of Sparks, the City may declare the successful PROPOSER in default of contract and recover all damages, costs and fees (including Attorney's fees) allowable by law.

DEFAULT: In the case of default by the successful PROPOSER, the City of Sparks may: procure the product(s) and/or service(s) from another source and hold the defaulting Vendor responsible for an excess cost occasioned thereby, commence with Surety and/or Performance Bond proceedings, debar the defaulting PROPOSER for not less than one year or pursue other applicable legal remedies.

NO UNLAWFUL DISCRIMINATION: In connection with the performance of work under this contract, the PROPOSER agrees to abide by all State and Federal laws and not discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex, sexual orientation, age, handicap or military service. The PROPOSER further agrees to insert this provision in all subcontracts hereunder, except subcontracts for standard commercial supplies or raw materials. Any violation of these provisions by PROPOSER shall constitute a material breach of contract.

NO ILLEGAL HARASSMENT: Violation of the City's illegal harassment policy, which is incorporated by reference and available from the Human Resources Department, by the PROPOSER, its officers, employees, agents, consultants, suppliers and anyone from whom it is legally liable, while performing or failing to perform PROPOSER's duties under this Agreement shall be considered a material breach of contract.

Pursuant to NRS 268.020, all demands and accounts against the City of Sparks, must be presented to the City Council in writing, within 6 months from the time the demands or accounts become due. No demand or account may be audited, considered, allowed or paid by the city unless this requirement is strictly complied with.

In an event a PROPOSER files a complaint or writ naming the City of Sparks as a party and the PROPOSER fails to obtain all the relief requested in the complaint or writ, then the PROPOSER shall pay the City of Sparks reasonable attorney fees and costs for participating in the litigation. It is specifically agreed that reasonable attorney fees shall be \$125 per hour for city employed attorneys or the usual fee charged by any other attorney retained by the City to participate in the litigation.

Other Northern Nevada Government Agencies may join in this agreement with the permission of the successful PROPOSER and the City of Sparks as the contract situs unless otherwise stipulated on the Additions, Deletions and/or Exceptions page of this RFP. Participating entities are responsible for order placement and payment not withstanding the fact that the City of Sparks is the RFP situs. The City will notify you, in writing, if you have been awarded the contract.

PROPOSER shall comply with all applicable laws, ordinances, rules, regulations and others of any public authority having jurisdiction for the safety of persons or property or to protect them from damage injury or loss.

SECTION 4: INSURANCE REQUIREMENTS

GENERAL LIABILITY INSURANCE

PROPOSERS' ATTENTION IS DIRECTED TO THE INSURANCE REQUIREMENTS BELOW. IT IS HIGHLY RECOMMENDED THAT PROPOSERS CONFER WITH THEIR RESPECTIVE INSURANCE CARRIERS OR BROKERS TO DETERMINE IN ADVANCE OF RFP SUBMISSION THE AVAILABILITY OF INSURANCE CERTIFICATES AND ENDORSEMENTS AS PRESCRIBED AND PROVIDED HEREIN. IF THERE ARE ANY QUESTIONS REGARDING THESE INSURANCE REQUIREMENTS, IT IS RECOMMENDED THAT THE AGENT/BROKER CONTACT THE CITY RISK MANAGER DIRECTLY AT (775) 353-2346. IF ANY APPARENT LOW PROPOSER FAILS TO COMPLY STRICTLY WITH THE INSURANCE REQUIREMENTS, THAT PROPOSER MAY BE DISQUALIFIED FROM AWARD OF THE CONTRACT.

Upon award of the Contract, the PROPOSER shall provide, within ten (10) days, a temporary proof of insurance in the form of a Certificate of Insurance to the City. This proof of insurance shall be subject to approval for adequacy of protection prior to commencing any work under the Contract. Within 60 days of award of the Contract the successful PROPOSER must provide the City Office with an endorsement of your insurance policy which names the City of Sparks as an additional insured and specifies the job or service to be provided. The endorsement must list the name and address of any insurance company providing coverage. If issued from outside Nevada, the endorsement must be countersigned by a Nevada Resident Agent as required by Nevada Revised Statutes 680A.300. Pursuant to NRS 680A.300 and 680A.310 all Bonds (Excluding RFP Bonds) and Policy Endorsements issued from outside Nevada must be countersigned by a Nevada Resident Agent.

The successful proposer shall procure and maintain during the term of the resultant Agreement: General Liability Insurance in the amount of not less than \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to this project or location.

The CITY, its officers, agents, employees and volunteers are to be covered as additional insured as respects: liability arising out of activities performed by or on behalf of successful proposer, including the insured's general supervision of successful proposer; products and completed operations of successful proposer; or premises owned, occupied or used by successful proposer. The coverage shall contain no special limitations on the scope of protection afforded to CITY, its officers, agents, employees or volunteers. The successful proposer's insurance coverage shall be primary insurance as respects CITY, its officers, agents, employees and volunteers. Any insurance or self-insurance maintained by CITY, its officers, agents, employees or volunteers shall be excess of successful proposer's insurance and shall not contribute with it in any way. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to CITY, its officers, agents, employees or volunteers.

Successful proposer's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability. Successful proposer's insurance coverage shall be endorsed to state that coverage shall not be suspended, voided, canceled or non-renewed by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to CITY except for nonpayment of premium.

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. CITY with the approval of the Risk Manager may accept coverage with carriers having lower Best's ratings upon review of financial information concerning successful proposer and insurance carrier. CITY reserves the right to require that the

successful proposer's insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

INDEMNIFICATION AGREEMENT

PROPOSER agrees to hold harmless, indemnify, and defend CITY, its officers, agents, employees, and volunteers from any loss or liability, financial or otherwise resulting from any claim, demand, suit, action, or cause of action based on bodily injury including death or property damage, including damage to PROPOSER'S property or injury to PROPOSER'S employee, caused by any action, either direct or passive, the omission, failure to act, or negligence on the part of PROPOSER, its employees, agents, representatives, or Supplier arising out of the performance of work under this Agreement by PROPOSER, or by others under the direction or supervision of PROPOSER.

PROPOSER must either defend CITY or, upon determination that the work performed by PROPOSER was negligent in any manner or that PROPOSER failed to perform any duty set forth in this Agreement, pay CITY'S costs related to the investigation and defense of any claim, demand, action, or cause of action.

If CITY'S personnel are involved in defending such actions, PROPOSER shall reimburse CITY for the time spent by such personnel at the rate charged CITY for such services by private professionals.

In determining the nature of the claim against CITY, the incident underlying the claim shall determine the nature of the claim, notwithstanding the form of the allegations against CITY.

GENERAL REQUIREMENTS

PROPOSER insurance shall be Primary. They shall purchase Industrial Insurance, General Liability, Automobile Liability, Property Insurance and Professional Insurance as described below. The cost of such insurance shall be included in the PROPOSER'S RFP.

INDUSTRIAL INSURANCE

It is understood and agreed that there shall be no Industrial Insurance coverage provided for PROPOSER or any Supplier by CITY. PROPOSER agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of the CITY to make any payment under this Agreement to provide CITY with a certificate issued by an insurer in accordance with NRS 616B.627 and with a certificate of an insurer showing coverage pursuant to NRS 617.210.

Upon completion of the project, PROPOSER shall provide CITY with a Final Certificate prepared by the workers' compensation insurer for itself and each Supplier. If PROPOSER or Supplier is unlicensed and is a sole proprietor, coverage for the sole proprietor must be purchased and evidence of coverage must appear on the Certificate of Insurance and Final Certificate.

It is further understood and agreed by and between CITY and PROPOSER that PROPOSER shall procure, pay for, and maintain the above mentioned industrial insurance coverage at PROPOSER'S sole cost and expense.

Should PROPOSER be self-funded for Industrial Insurance, PROPOSER shall so notify CITY in writing prior to the signing of this Agreement. CITY reserves the right to approve said retentions, and may request additional documentation, financial or otherwise, for review prior to the signing of this Agreement.

MINIMUM SCOPE OF LIABILITY INSURANCE

Coverage shall be at least as broad as: *

1. Insurance Services Office Commercial General Liability Coverage "occurrence" form CD00 01 10/01 or Insurance Services Office Comprehensive General Liability form GL0002 Ed 01/73 with the Broad Form Comprehensive General Liability Endorsement GL0404.
 2. Insurance Services Office Business Auto Coverage form number CA 20 48 02/99 covering Automobile Liability Code 1 any "auto" with changes in Business Auto and Trucker's Coverage forms - Insured Contract Endorsement form number CA00 29 12/88.
- Coverages may be excluded only with prior approval of the CITY'S Risk Manager.

MINIMUM LIMITS OF INSURANCE

PROPOSER shall maintain limits no less than:

1. General Liability: \$1,000,000.00 combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to each project or location. There shall be no exclusions of coverage for: premises-operations, products-completed operations, blanket contractual, broad form property, independent PROPOSERS, personal injury, explosion and underground collapse hazard.
2. Automobile Liability: \$1,000,000.00 combined single limit per accident for bodily injury and property damage. No aggregate limits may apply.

DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductibles or self-insured retentions must be declared to and approved by the CITY Risk Management Division. CITY reserves the right to request additional documentation, financial or otherwise, prior to giving its approval of the deductibles and self-insured retention and prior to executing the underlying agreement. Any changes to the deductibles or self-insured retentions made during the term of this Agreement or during the term of any policy, must be approved by the CITY Risk Manager prior to the change taking effect.

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages
 - a. CITY, its officers, agents, employees, and volunteers are to be included as insureds as respects damages and defense arising from: activities performed by or on behalf of PROPOSER, including the insured's general supervision of PROPOSER; products and completed operations of PROPOSER; premises owned, occupied, or used by PROPOSER; or automobiles owned, leased, hired, or borrowed by the PROPOSER. The coverage shall contain no special limitations on the scope of protection afforded to CITY, its officers, employees, or volunteers.
 - b. PROPOSER'S insurance coverage shall be Primary insurance as respects CITY, its officers, agents, employees, and volunteers. Any insurance or self-insurance maintained by CITY, its officers, employees, or volunteers shall be excess of PROPOSER'S insurance and shall not contribute with it in any way.

- c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to CITY, its officers, agents, employees, or volunteers.
- d. PROPOSER'S insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages:

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, or non-renewed by either PROPOSER or by the insurer, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to CITY except for nonpayment of premium.

ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. CITY, with the approval of the Risk Manager, may accept coverage with carriers having lower Best's ratings upon review of financial information concerning PROPOSER and insurance carrier. CITY reserves the right to require that PROPOSER'S insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

VERIFICATION OF COVERAGE

PROPOSER shall furnish CITY with certificates of insurance and with original endorsements affecting coverage required by this exhibit. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. **All certificates and endorsements are to be addressed to the contracting department and be received and approved by CITY before work commences.** CITY reserves the right to require complete certified copies of all required insurance policies at any time.

SUBPROPOSERS

PROPOSER shall include all Suppliers as insureds under its policies or shall furnish separate certificates and endorsements for each Supplier. All coverages for Supplies shall be subject to all of the requirements stated herein.

MISCELLANEOUS CONDITIONS

1. PROPOSER shall be responsible for and remedy all damage or loss to any property, including property of CITY, caused in whole or in part by PROPOSER, any Supplier, or anyone employed, directed, or supervised by PROPOSER.
2. Nothing herein contained shall be construed as limiting in any way the extent to which PROPOSER may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any Supplier under it.
3. In addition to any other remedies CITY may have if PROPOSER fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, CITY may, at its sole option:
 - a. Purchase such insurance to cover any risk for which CITY may be liable through the operations of PROPOSER under this Agreement and deduct or retain the amount of the premiums for such insurance from any sums due under the Agreement;

- b. Order PROPOSER to stop work under this Agreement and/or withhold any payments which become due PROPOSER here under until PROPOSER demonstrates compliance with the requirements hereof; or,
- c. Terminate the Agreement.

SECTION 5: GUARANTEE

The successful PROPOSER shall agree to make, at his own expense, any corrections necessary by defects in the work which become evident within said guarantee period. The successful PROPOSER shall further agree to indemnify and save harmless the City, their officers, agents and employees, against and from all claims and liability arising from said defects. The successful PROPOSER shall correct any program deficits promptly upon receipt of written order from the City of Sparks. If the successful PROPOSER fails to make changes promptly, the City may do the work and the successful PROPOSER and his Surety shall be liable to the City of Sparks for the cost of such work.

Warranties Cumulative: It is understood that warranties created by this Contract, whether express or implied, as well as all warranties arising by operation of law that affect the rights of the parties under this Contract, are cumulative and should be construed in a manner consistent with one another.

Priority of Warranties: If it is held by a court of competent jurisdiction that there is an irreconcilable conflict between or among any of the warranties set forth in this Contract and any warranties implied by law, the parties agree that the specifications contained in this Contract shall be deemed technical and mere language of description.

Beneficiaries of Warranties: Benefit of any warranty made in this Contract shall be in favor of the City, any of its political subdivisions or agencies, and any employee or licensee thereof who uses the goods, and the benefit of any warranty shall apply to both personal injury and property damage.

DELIVERY, INSPECTION, ACCEPTANCE, TITLE, RISK OF LOSS:

Vendor agrees to deliver the work as indicated in the Contract, and upon acceptance by the City title to the services and work shall pass to the City. The City shall have the right to inspect the work on completion and, within a commercially reasonable time, City must give notice to Vendor of any claim or damages on account of condition, quality, and the City must specify the basis of the claim in detail. Acceptance of the work described in this Contract is not a waiver of UCC revocation of acceptance rights or of any right of action that the City may have for breach of warranty or any other cause. Unless otherwise stated above, risk of loss from any casualty, regardless of the cause, shall be on Vendor until the work has been accepted and title has passed to the City. If given any, the City agrees to follow reasonable instructions regarding return of the goods.

PRICE: TAXES; PAYMENT: The price quoted is for the specified work, and, unless otherwise specified in the Contract, is F.O.B. (freight included) to the delivery address specified. Unless otherwise specified in the Contract, payment shall be made by warrant drawn on the City of Sparks (in accordance with Nevada law) and mailed to Vendor at the address specified (or to assignee).

SECTION 6: QUESTIONS/INFORMATION

1. Questions concerning any aspects of the /Proposal process should be addressed to Dan Marran, CPPO, C.P.M., Purchasing Manager at (775) 353-2373 Facsimile (775) 353-2399, dmarran@cityofsparks.us.
2. Technical Specifications questions should be addressed to: Adam Mayberry, Community Relations Manager at (775) 353-7894, Facsimile (775) 353-1510, amayberry@cityofsparks.us.

Overview

PART 1:

The City of Sparks via its Brand Leadership Team (BLT) is looking for a marketing firm to prepare a Brand Style Guide that will enhance and implement the recommendations made by Destination Development, Inc.(DDI) in its 2009 Branding, Development and Marketing Action Plan. The complete background, strategy and objectives are contained in this Action Plan which is provided. It is the BLT's desire to implement the logo as presented by DDI. Final artwork for this logo will be provided.

The logo is specific to tourism marketing and the City of Sparks festival positioning. However, the BLT is also looking for the Brand Style Guide to address official city and department logo versions and uses. It is the BLT's recommendation that once the final Brand Style Guide is delivered to the City of Sparks, it be executed by them over a five-year period to keep the costs minimal and allow for the city to put enough events and activities in place to own the festival city positioning of "It's Happening Here!"

The Brand Style Guide shall include, but is not to be limited to:

- Graphic design standards for tourism/marketing logo and slogan use
- Usage guidelines for printed sales and marketing materials
- Proper use of key marketing, advertising and promotional messages
- System of coordinated visual elements that make up the community's graphic identity
- Pole banners (Event Advertising) and Way-finding sign concepts
- Advertising, website and brochure concept templates
- Official City and Department Logo system
 - o In addition to an official city logo, include executions for the following city departments:
 - Fire Department
 - Police Department
 - Parks & Recreation Department
 - Cityworks
 - Public Works Department
 - IT Department
 - GT Office
 - o Letterhead Package, document and form examples
 - o Vehicle signs/decals
 - o City Sign System
 - o Website template
- Usage guidelines, color palette, logo dimensions, approved sizes fonts & colors
- Examples of wrong usage of the logos

SAMPLES OF CURRENT LOGOS IN USE ARE PASTED BELOW FOR PROPOSER REFERENCE.

FOR INFORMATION ON ARTWORK FROM DDI, PLEASE CONTACT, ADAM MAYBERRY, COMMUNITY RELATIONS MANAGER AT 7353-7894.

City of Sparks Department and other Logos





Part 2: of the proposal is a one-year renewable public relations agreement for a fixed monthly cost that will assist the BLT and the City of Sparks in garnering local public support of the plan and its implementation. This would include local (Sparks/Reno) media relations on BLT milestone activities and accomplishments, story pitches, and direction on grass-roots marketing.

It is the intention of the Sparks BLT that the funding for these two projects will come from and be approved by the Sparks Tourism and Marketing Committee. The expenditures will also require approval by the Sparks City Council.

Selection Criteria

Selection will be made based on a company history, personnel, references, quality and relevance of examples and pricing, and may include the following evaluation criteria:

EVALUATION CRITERIA FOR THE RFP'S SHALL INCLUDE THE FOLLOWING COMPONENTS.

Experience, Background, Qualifications

Proposed Plan(s) for both Parts 1 and 2:

- Concept and Theme Development
- Design and Quality of Proposals
- Compensation Schedule
- Financial Capability of Respondent
- Completeness and Comprehensiveness of the Proposal (Pass/Fail)

Please include the following in your proposal:

Company Description

- Organization and structure
- Years in business
- Services and areas of expertise
- Bio for Key Client Contact(s)
- Support team
- Current Client List
- Client References (3)
- Billing Rates
- Name and contact information of person we can contract regarding RFP

Approach

Provide a brief description of your approach to the two projects: (1) Brand Style Guide and (2) Public Relations.

Samples

Provide two samples of Brand Style Guides your company has prepared for other clients and one public relations case study your company executed on a successful media relations issue.

Pricing

Provide prices for (1) Brand Style Guide and (2) Public Relations for one year. ***Firms may choose to bid on the two projects or just one.***

Attachments

Branding, Development, and Marketing Action Plan

CITY OF SPARKS
RFP ITEM SCHEDULE RFP # 09/10-004
RFP FOR BRAND STYLE GUIDE AND PUBLIC RELATIONS

PROPOSER/Supplier: _____ Name of Authorized Representative: _____ Title: _____
SIGNATURE of Authorized Representative: _____ Date: _____
[An authorized representative of the RFP firm shall sign this document in the space(s) provided. An unsigned RFP may be disqualified]
ADDRESS: _____ CITY: _____ STATE: _____ ZIP: _____
Telephone Number(s): Office Number: (____) _____ Facsimile Number: (____) _____
Is PROPOSER a Corporation? ☐ YES ☐ NO Federal Tax Identification Number # _____
City Of Sparks Business License No. (Required if awarded): _____

ONE (1) COMPLETE ORIGINAL OF THE ENTIRE RFP PROPOSAL AND ONE COPY INCLUDING ANY ADDENDUM(A) MUST BE DELIVERED IN A SEALED ENVELOPE TO THE PURCHASING DIVISION BY 4:00 P.M. ON JULY 17, 2009, AND BE PLAINLY MARKED ON THE OUTSIDE:

RFP FOR BRAND STYLE GUIDE AND PUBLIC RELATIONS

The City of Sparks may award this RFP at a City Council Meeting in September, 2009.

The PROPOSER declares that they have carefully examined the specifications, the forms of this RFP Proposal, and have read and understood the "Instructions to PROPOSERS" published with this RFP Proposal and incorporated herein by reference; and agrees that if this proposal is accepted, they will contract with the City of Sparks in the State of Nevada, at their own cost and expense, to do all the work and/or furnish all material and/or services necessary to completely perform said contract in the manner and time prescribed and in accordance with and subject to all applicable laws of the State of Nevada and that they will take in full payment therefore, the following unit prices:

F.O.B.: DESTINATION SITE SPARKS, NEVADA - PREPAID

RFP SCHEDULE

CITY OF SPARKS
RFP ITEM SCHEDULE RFP # 09/10-004
BRAND STYLE GUIDE AND PUBLIC RELATIONS

PROPOSER/Supplier: _____ Name of Authorized Representative: _____ Title: _____
SIGNATURE of Authorized Representative: _____ Date: _____
[An authorized representative of the RFP firm shall sign this document in the space(s) provided. An unsigned RFP may be disqualified]

Base RFP Items

Item No.	Description	PART 1: TOTAL COST: \$ _____
PART 1	BRAND STYLE GUIDE	Written Amount (Total): _____ _____
PART 2	PUBLIC RELATIONS	PART 2: COST PER MONTH\$ _____ TOTAL ANNUAL COST: \$ _____ Written Amount (annual) _____

PROPOSER MAY BID ON PART 1 OR PART 2 SEPARATELY OR TOGETHER. IF PROPOSER IS NOT BIDDING ON EITHER PART 1 OR PART 2, PLEASE MARK WITH “NO BID.”

City of Sparks reserves the right and privilege to accept or reject any or all RFP’s or parts thereof, based solely on the judgment of representatives of the City of Sparks.

THIS CONTRACT MAY BE AWARDED FOR AS LONG AS A FIVE (5) YEAR PERIOD.

ADDITIONS, DELETIONS AND/OR EXCEPTIONS PAGE
[ATTACH ADDITIONAL PAGES IF NECESSARY]

A PROPOSER deviating from specifications must specify any and all deviation(s). Failure to note said exceptions shall be interpreted to convey that the PROPOSER shall propose to perform in the manner described and/or specified in this RFP solicitation. If exception(s) are taken or alternatives offered, complete descriptions must be shown separately. Pricing information offers are to be submitted on the RFP item schedule cost sheet or specifically detailed on this exceptions page or attached to this page. If no exceptions are taken, write “none.”

IF FURTHER SPACE IS REQUIRED, PLEASE ATTACH ADDITIONAL PAGES AS NEEDED.

SIGNATURE: _____

PRINT NAME: _____

COMPANY NAME: _____

ADDRESS: _____

DATE: _____

DISCLOSURE OF PRINCIPALS
PRINT OR TYPE

COMPANY NAME: _____

ADDRESS: _____

CITY, STATE, & ZIP CODE: _____

Date Business Started Operations: _____

Principal Address of Company: _____

NAMES OF OFFICERS, MEMBERS, OR OWNERS OF CONCERN, PARTNERSHIP ET CETERA....

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

SIGNATURE OF PROPOSER: _____ DATE: _____

AFFIDAVIT OF NON-COLLUSION

STATE OF _____)

)SS

COUNTY OF _____)

I, _____ (Name of party signing this affidavit and the Proposal Form), _____ (Title), being duly sworn do depose and say: That _____ (Name of person, firm, association, or corporation) has not, either directly or indirectly, entered into agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive RFP in connection with this contract.

Signature

Title

Sworn before me this ____ day of _____, 20____

Signature

(SEAL)

Title

This form must be notarized and returned with the RFP. Failure to notarize this form may be cause for disqualification from consideration for this contract.

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects. The City of Sparks Purchasing/Contracts Manager or other City representatives may contact these references, to affirm the quality of similar services.

Name of Agency: _____

Contact Person: _____ Telephone #: _____

Address: _____

Description of Project: _____

Amount of Contract: \$_____

Name of Agency: _____

Contact Person: _____ Telephone #: _____

Address: _____

Description of Project: _____

Amount of Contract: \$_____

Name of Agency: _____

Contact Person: _____ Telephone #: _____

Address: _____

Description of Project: _____

Amount of Contract: \$_____



**SAMPLE GENERAL SERVICE CONTRACT
CITY OF SPARKS, NEVADA**

THIS CONTRACT made and entered into on this ____ day of _____, 20____, by and between the City of Sparks, Nevada, a municipal corporation, existing under and by virtue of the laws of the State of Nevada, hereinafter called "City", and _____, a qualified vendor in the class of work required, hereinafter called "Vendor".

W I T N E S E T H

WHEREAS, the City has awarded a contract to Vendor for performing the work hereinafter mentioned in accordance with the proposal of said Vendor;

WHEREAS, the Vendor will perform the work for the compensation stated in said proposal, for an amount which has been arrived at after negotiations between the parties;

WHEREAS, each party is willing to and does assume joint liability for the contents of this Contract, and each party accordingly agrees that it shall not be construed against any party as a drafting party;

NOW, THEREFORE, IT IS AGREED as follows:

1. Scope of Work:

The scope of work for this contract is generally defined as **(INSERT PROJECT TITLE)**. The City's Contract Documents and Vendor's Entire Proposal are on file with the City of Sparks. All terms, conditions and requirements contained in these Documents, including any and all addenda issued by the City, are hereby incorporated into this Contract.

The Vendor shall perform within the time stipulated, the Contract as herein defined and shall provide and furnish any and all of the labor, materials, methods or processes, equipment implements, tools, machinery and equipment, and all utility, transportation and other services required to construct, install and put in complete order for use in a good and workmanlike manner all of the work covered by the Contract in connection with strict accordance with the plans and specifications therefore, which were approved by said City and are on file with the City, including any and all addenda issued by the City, and with the other contract documents hereinafter enumerated.

2. Payment for Services

As full consideration for the Services to be performed by Vendor, City agrees to pay Vendor as set forth in accordance with the Fee Schedule set forth in the proposal, RFP or quotation and not to exceed fee of _____. The City will not hire or directly compensate the Vendor's employees, assistants or supplier, if any. It is expressly understood and agreed that all work done by Vendor shall be subject to review as to its result by the City at the City's discretion. Payment of any



invoice shall not be taken to mean that the City is satisfied with Vendor's services to the date of payment and shall not forfeit City's right to require the correction of any deficiencies.

3. Term (Check One)

☐ **This is a One-Time Service, or**

☐ **This is a term contract from (MO/DY/YR) to (MO/DY/YR)**

The Vendor shall perform the services called for in the specifications/proposal and within the time specified and in accordance with the terms of the contract. The Vendor shall not alter or vary any terms or conditions contained or incorporated herein, including but not limited to, the quantity, price, delivery date or date designated as After Receipt of Order (ARO) or date for commencement or completion of services as mutually agreed upon, unless such alteration or variation is consented to in writing by a duly authorized representative of the City.

The City reserves the right to cancel resultant Contract upon ten days written notice in the event the type and quality of the work performance is unsatisfactory or in default, subject to Vendor's right to cure as outlined in termination clause.

This is a non-exclusive Contract and the City reserves the right to acquire the services at its discretion, from other sources during the term of this Contract.

4. No Unfair Employment Practices:

In connection with the performance of work under this Agreement, Vendor agrees not to discriminate against any employee or applicant because of race, creed, color, national origin, disability, sex, sexual orientation or age. Such agreement shall include, but not be limited to, the following: recruitment or recruitment advertising, rates or pay or other forms of compensation, and selection. Any violation of these provisions by Vendor shall constitute a material breach of contract.

5. No Illegal Harassment:

Violation of the City's harassment policy, which is incorporated by reference and available from the Human Resource Division, by the Vendor, its officers, employees, agents, consultants, supplier and anyone from whom it is legally liable, while performing or failing to perform Vendor's duties under this Contract shall be considered a material breach of contract.

6. Acceptance by the City:

It is expressly understood and agreed that all materials provided and/or work done by the Vendor shall be subject to inspection and acceptance by the City at its discretion, and that any progress inspections and approval by the City of any item or work shall not forfeit the right of the City to require the correction of faulty workmanship or material at any time during the course of the work, although previously approved by oversight. Nothing herein contained shall relieve the Vendor of the responsibility for proper construction and maintenance of the work, materials and equipment required under the terms of this Contract until all work has been completed and accepted by the City.

**7. Waiver:**

No waiver of any term, provision or condition of this Contract, whether by conduct or otherwise, in any one or more instances, shall be deemed to be nor shall it be construed as a further or continuing waiver of any such term, provision or condition of this Contract. No waiver shall be effective unless it is in writing and signed by the party making it.

8. Notices:

All notices required to be given in writing by this Contract shall be deemed to be received (i) upon delivery if personally delivered, or (ii) when receipt is signed for if mailed by certified or registered mail, postage prepaid, or by express delivery service or courier, when addressed as follows (or sent to such other address as a Party may specify in a notice to the others):

PURCHASING MANAGER
CITY OF SPARKS
431 PRATER WAY
PO BOX 857
SPARKS, NV 89432-0857

VENDOR:

9. Jurisdiction and Venue:

Any action or proceeding seeking to do so must be brought in the courts of the State of Nevada, County of Washoe, or if the party can acquire subject-matter jurisdiction, in the United States District Court for the District of Nevada in the City of Reno. Each of the parties consents to the personal jurisdiction of such courts (and of the appropriate appellate courts) in any such action or proceeding and waives any objection to venue laid therein. Process in any action or proceeding referred to in the preceding sentence may be served on either party by sending it certified mail to the respective addresses designated for notice.

10. Indemnity:

Vendor agrees to hold harmless, indemnify, and defend City, its officers, agents, employees, and volunteers from any loss or liability, financial or otherwise resulting from any and all claims, demands, suits, actions, or causes of action, caused by any action, either direct or passive, the omission, failure to act, or negligence on the part of Vendor, its employees, agents, representatives, or Supplier arising out of the performance of work under this Agreement by Vendor, or by others under the direction or supervision of Vendor.

If City's personnel are involved in defending such actions, Vendor shall reimburse City for the time and costs spent by such personnel at the rate charged City for such services by private professionals.

In determining the nature of the claim against City, the incident underlying the claim shall determine the nature of the claim, notwithstanding the form of the allegations against City.

Nothing in this contract shall be interpreted to waive nor does the City, by entering into this contract, waive any of the provisions found in Chapter 41 of the Nevada Revised Statutes.



11. Licenses and Permits:

The Vendor shall procure at his own expense all necessary licenses and permits and shall adhere to all the laws, regulations and ordinances applicable to the performance of this Contract.

All vendors doing business within the City of Sparks are required to obtain a current business license from the City of Sparks prior to commencement of this contract. Per Sparks Municipal Code Section 5.08.020A: "It is unlawful for any person to transact business in the City without first having obtained a license from the City to do so and without complying with all applicable provisions of this title and paying the fee therefore."

12. Insurance:

Vendor shall provide proof of Commercial General Liability Insurance and Automobile Liability, Professional Liability and Workers' Compensation if applicable prior to initiation of any services under RFP, Proposal or Contract. Coverage shall be from a company authorized to transact business in the State of Nevada and the City of Sparks and shall meet the following minimum specifications:

VENDOR'S ATTENTION IS DIRECTED TO THE INSURANCE REQUIREMENTS BELOW. IT IS HIGHLY RECOMMENDED THAT VENDORS CONFER WITH THEIR RESPECTIVE INSURANCE CARRIERS OR BROKERS TO DETERMINE IN ADVANCE OF RFP SUBMISSION THE AVAILABILITY OF INSURANCE CERTIFICATES AND ENDORSEMENTS AS PRESCRIBED AND PROVIDED HEREIN. IF ANY VENDOR FAILS TO COMPLY STRICTLY WITH THE INSURANCE REQUIREMENTS, THAT VENDOR MAY BE DISQUALIFIED FROM AWARD OF THE CONTRACT.

INDUSTRIAL INSURANCE

It is understood and agreed that there shall be no Industrial Insurance coverage provided for Vendor or any Supplier of the Vendor by the City. Vendor agrees, as a precondition to the performance of any work under this Agreement and as a precondition to any obligation of the City to make any payment under this Agreement to provide City with a certificate issued by an insurer in accordance with NRS 616B.627 and with a certificate of an insurer showing coverage pursuant to NRS 617.210.

It is further understood and agreed by and between City and Vendor that Vendor shall procure, pay for, and maintain the above mentioned industrial insurance coverage at Vendor's sole cost and expense.

Should Vendor be self-funded for Industrial Insurance, Vendor shall so notify City in writing prior to the signing of this Contract. City reserves the right to approve said retentions, and may request additional documentation, financial or otherwise, for review prior to the signing of this Contract.

MINIMUM LIMITS OF INSURANCE

Vendor shall maintain coverages and limits no less than:



1. General Liability: \$1,000,000 (or amount customarily carried by Vendor, whichever is greater) combined single limit per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, the general aggregate limit shall be increased to equal twice the required occurrence limit or revised to apply separately to this project or location.
2. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage. No aggregate limit may apply.
3. Workers' Compensation: Consultant shall provide proof of worker's compensation insurance as required by NRS 616B.627 or proof that compliance with the provisions of Nevada Revised Statutes, Chapters 616A-D and all other related chapters is not required.

Vendor will maintain Vendor liability insurance during the term of this Agreement and for a period of three (3) years from the date of substantial completion of the project. In the event that Vendor goes out of business during the term of this Agreement or the three (3) year period described above, Vendor shall purchase Extended Reporting Coverage for claims arising out of Vendor's negligent acts, errors and omissions committed during the term of the Vendor Liability Policy.

Should City and Vendor agree that higher Vendor Coverage limits are needed warranting a project policy, project coverage shall be purchased and the premium for limits exceeding the above amount shall be borne by City. City retains the option to purchase project insurance through Vendor's insurer or its own source.

OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain, the following provisions:

1. General Liability and Automobile Liability Coverages

- a. City, its officers, agents, employees, and volunteers are to be included as insureds as respects damages and defense arising from: activities performed by or on behalf of Vendor, including the insured's general supervision of Vendor; products and completed operations of Vendor; premises owned, occupied, or used by Vendor; or automobiles owned, leased, hired, or borrowed by the Vendor. The coverage shall contain no special limitations on the scope of protection afforded to City, its officers, employees, or volunteers.
- b. Vendor's insurance coverage shall be Primary insurance as respects City, its officers, agents, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, employees, or volunteers shall be excess of Vendor's insurance and shall not contribute with it in any way.



- c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to City, its officers, agents, employees, or volunteers.
- d. Vendor's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, or non-renewed by either Vendor or by the insurer, reduced in coverage or in limits except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to City except for nonpayment of premium.

ACCEPTABILITY OF INSURERS

Insurance is to be placed with insurers with a Best's rating of no less than A-: VII. City, with the approval of the Risk Manager, may accept coverage with carriers having lower Best's ratings upon review of financial information concerning Vendor and insurance carrier. City reserves the right to require that Vendor's insurer be a licensed and admitted insurer in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

VERIFICATION OF COVERAGE

Vendor shall furnish City with certificates of insurance and with original endorsements affecting coverage required by this contract. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf.

Prior to the start of any Work, Vendor must provide the following documents to City of Sparks, Attention: Purchasing Division, P.O. Box 857, Sparks, NV 89432-0857:

- A. Certificate of Insurance.** Vendor must provide a Certificate of Insurance form to the City of Sparks to evidence the insurance policies and coverage required of Vendor.
- B. Additional Insured Endorsements.** An original Additional Insured Endorsement, signed by an authorized insurance company representative, must be submitted to City of Sparks, by attachment to the Certificate of Insurance, to evidence the endorsement of City of Sparks as additional insured.
- C. Policy Cancellation Endorsement.** Except for ten days notice for non-payment of premium, each insurance policy shall be endorsed to specify that without thirty (30) days prior written notice to City of Sparks, the policy shall not be cancelled, non-renewal or coverage and/or



limits reduced or materially altered, and shall provide that notices required by this paragraph shall be sent by certified mailed to the address specified above. A copy of this signed endorsement must be attached to the Certificate of Insurance.

D. Bonds (as Applicable). Bonds as required and/or defined in the original RFP documents.

All certificates and endorsements are to be addressed to the City of Sparks, Purchasing Division and be received and approved by City before work commences. The City reserves the right to require complete certified copies of all required insurance policies at any time.

SUPPLIERS

Vendor shall include all Suppliers as insureds under its policies or shall furnish separate certificates and endorsements for each Supplier. All coverages for Supplier shall be subject to all of the requirements stated herein.

MISCELLANEOUS CONDITIONS

1. Vendor shall be responsible for and remedy all damage or loss to any property, including property of City, caused in whole or in part by Vendor, any supplier, or anyone employed, directed, or supervised by Vendor.
2. Nothing herein contained shall be construed as limiting in any way the extent to which Vendor may be held responsible for payment of damages to persons or property resulting from its operations or the operations of any supplier under it.
3. In addition to any other remedies City may have if Vendor fails to provide or maintain any insurance policies or policy endorsements to the extent and within the time herein required, City may, at its sole option:
 - a. Purchase such insurance to cover any risk for which City may be liable through the operations of Vendor under this Agreement and deduct or retain the amount of the premiums for such insurance from any sums due under the Agreement;
 - b. Order Vendor to stop work under this Agreement and/or withhold any payments which become due Vendor here under until Vendor demonstrates compliance with the requirements hereof; or,
 - c. Terminate the Agreement.

13. Liquidated Damages (This Section ☐ IS ☐ IS NOT Applicable to this Contract):

If the service is not completed within the time stipulated in the RFP, the Vendor shall pay to the City of Sparks as fixed, agreed and liquidated damages for delay and not as a penalty (it being impossible to determine the actual damages occasioned by the delay) \$_____ for each calendar day of delay until delivery is completed; the Vendor shall be liable to the City of Sparks for the amount herein. This amount may be deducted from money due or to become due to the Vendor as compensation under this proposal in the event the Vendor fails to meet delivery schedules or product specifications.

**14. Material Breach of Contract:**

In the event Vendor fails in their delivery of services as contracted for herein, to the satisfaction of the City of Sparks or otherwise fails to perform any provisions of this Contract, the City, after providing five (5) days written notice and vendor's failure to cure such breach, may without waiving any other remedy, make good the deficiencies and deduct the actual cost of providing alternative services from payment due the Vendor. Non-performance after the first notice of non-performance shall be considered a material breach of contract.

15. Force Majeure:

Neither party to the Contract shall be held responsible for delay or default caused by fire, riot, acts of God, and/or war which is beyond that party's reasonable control. City may terminate the Contract upon written notice after determining such delay or default will reasonably prevent successful performance of the Contract.

16. Termination:Failure to Cure:

The City may terminate the Contract for material breach of contract upon ten (10) days written notice and recover all damages, deducting any amount still due the Vendor from damages owed to the City, or seek other remedy including action against all bonds. The Vendor may terminate the Contract for material breach of contract upon thirty (30) days written notice to the City.

Non-Funding:

Continuance of this contract beyond the fiscal year (July – June) in which the contract was initiated shall be contingent upon appropriation of the requisite funds in the ensuing fiscal year(s) and the termination of this contract due to lack of appropriation shall be without penalty.

Convenience:

The City may terminate this agreement for any reason without penalty upon giving thirty (30) days written notice to the Vendor. In the event of termination, the full extent of City liability shall be limited to an equitable adjustment and payment for materials and related services authorized by and received to the satisfaction of the City prior to termination.

17. Assignment:

All of the terms, conditions and provisions of this Contract, and any amendments thereto, shall inure to the benefit of and be binding upon the parties hereto, and their respective successors and assigns. The Vendor shall not assign this Contract without the written consent of the City which will not be unreasonably withheld.

18. Entire Contract:

This Contract constitutes the entire agreement of the parties and shall supersede all prior offers, negotiations, agreements and contracts whether written or oral. Any modifications to the terms and



conditions of this Contract must be in writing and signed by both parties.

19. Severability:

If any part of this Contract is found to be void it will not affect the validity of the remaining terms of this Contract which will remain in full force and effect.

20. Headings:

Paragraph titles or captions contained in this Contract are inserted only as a matter of convenience and for reference only, and in no way define, limit, extend, or describe the scope of this Contract or the intent of any provision thereof.

21. Singular Includes the Plural; Gender; Title Reference:

Whenever the singular number is used in this Contract and when required by the context, the same shall include the plural, and the use of any gender, be it masculine, feminine or neuter, shall include all of the genders, and the word "person" or "entity" shall include corporation, firm, partnership, or any other combination or association.

The use of the title "PROPOSER", "Vendor", or "Consultant" within this contract or associated RFP document shall be deemed interchangeable and shall refer to the person or entity with whom the City of Sparks is contracting for the service or product referenced within this contract.

22. Execution:

The parties agree to execute such additional documents and to take such additional actions as are reasonably necessary or desirable to carry out the purposes hereof. They also agree, acknowledge and represent that all corporate authorizations have been obtained for the execution of this Contract and for the compliance with each and every term hereof. Each undersigned officer, representative or employee represents that he or she has the authority to execute this Contract on behalf of the party for whom he or she is signing.



IN WITNESS WHEREOF, the City of Sparks has caused this Contract to be executed by its officers thereunto duly authorized and the Consultant has subscribed same, all on the day and year first above written.

(Vendor)

CITY OF SPARKS, NEVADA
A Municipal Corporation

By: _____

By: _____
(Authorized Signature)

(Title)

APPROVED AS TO FORM

ATTEST:

City Attorney

City Clerk (As Required)



Attachment A

THIS (optional) SPACE TO BE USED TO ATTACH VENDOR PROPOSAL OR TO DEFINE THE SPECIFIC SCOPE OF WORK FOR THIS CONTRACT



DDI BRANDING DEVELOPMENT AND MARKETING
ACTION PLAN COPY IS ATTACHED
TO THIS RFP DOCUMENT



Sparks, Nevada
February 2009

Draft 2/13/09

Branding, Development, and Marketing Action Plan





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Scope of Work

Scope of Work and Process

Sparks, Nevada is a city of 90,000 located in the Truckee Meadows of Northern Nevada. They share their beautiful valley with their famous neighbor, Reno, and are only a little over an hour's drive from scenic Lake Tahoe. Sparks is in a high desert climate at an elevation of nearly 4,500 feet with four full seasons and sunshine almost 80% of the year. Most widely known as the premier special events venue for northern Nevada, with events at Victorian Square such as Hometown Farmers Market, Hot August Nights, Nugget Best in the West Rib Cook-off and Hometown Christmas, bringing hundreds of thousands of visitors.

The City of Sparks is interested in developing a unique community identity that will create a place that is vibrant and attractive to both locals and visitors alike. The City has retained Destination Development International (DDI) to assist them in an evaluation of Sparks tourism potential and status as a visitor destination.

The primary goal of this effort has been to develop a comprehensive vision or "brand" for Sparks that maximizes its current assets and amenities. DDI has developed this detailed Action Plan, which provides the road map to accomplish this goal through branding, product development and marketing initiatives. The implementation of this plan will result in increased tourism spending in the community, increased overnight stays (overnight visitors spend three times that of day visitors), and

a vibrant community that attracts local residents into the downtown during evening and weekend hours. As the plan title implies, it includes the brand direction – what you want to be known for; development – what you need to build or do so you "own" the brand; and marketing – how to tell the world. This action plan is a to-do list that involves many organizations since it "takes a village" to implement a successful effort.

Task 1: Community Assessment, Marketing Effectiveness and On-Site Assessment

For the Marketing Effectiveness Assessment, people from the DDI team were assigned to take a look at Sparks from the standpoint of a first time visitor. Sparks was "secret shopped" to determine the effectiveness of the current marketing efforts. The team looked at websites, guidebooks, called visitor information and requested materials, asked specific questions and took a professional look at Sparks marketing efforts.

Then, the DDI team made an initial visit to Sparks to view the community through the eyes of a first time visitor. The team took dozens of photographs, assessed the signage (both public and private), wayfinding (ease of getting around), gateways into the community (first impressions are lasting impressions), critical mass (shopping and dining options), customer service, attractions mix, amenities (parking, visitor information, public restrooms, etc.), branding efforts, beautification,

pedestrian friendliness, attractions, seasonality, overall appeal, etc.

Task 2: Assessment Findings and Suggestions Workshop

Following the assessment process, DDI presented a workshop where we showcased the findings. DDI noted shortcomings or drawbacks and provided suggestions on how to increase visitor spending in each area. The workshop also included community branding essentials to inform and educate the participants as to what branding is, the steps involved in branding a community and how branding can benefit Sparks. Information obtained from the assessment process was used to help develop specific recommendations in the plan.

Task 3: Site Visit

Once Sparks decided to move forward with a Branding, Development and Marketing Action Plan, the next step was a site visit. Two members of the DDI team came to Sparks to hold interviews with key leaders and stakeholders. Representatives from city government, both the Reno-Sparks and Sparks Chambers of Commerce, the Reno-Sparks Convention and Visitors Authority, land developers, community advocates and significant retailers and attraction owners were part of this process. Information was gathered about Sparks in general, as well as perceived strengths, weaknesses, opportunities and threats, and other issues facing the Sparks community.

Task 4: Research Review

DDI conducted demographic research and used secondary segmentation research to determine primary and secondary target markets. DDI reviewed reports and studies that have been previously prepared for Sparks.

Task 5: Market Analysis

DDI reviewed existing marketing materials produced for Sparks, looked at tourism trends and neighboring community marketing brands and marketing materials. We also performed a competitive analysis of neighboring towns to determine whether there were niche markets not being used in the area that Sparks could pursue. We also looked at the size and profile of the larger regional market population for Sparks to gain insight into the viability of any brand we recommend.

Task 6: Brand Identification: The Charrette

The Charrette is an intense, week-long process that brings together leaders, stakeholders and interested members of the community to address all aspects of the feasibility of the future brand. The week started with an open, public meeting to educate the public about the basics of branding a community, as well as solicit the values, vision and needs of those involved. Throughout the ensuing

days, the team held meetings to create alternative plans, testing and refining them with the end goal being the creation of a feasible plan that the community can embrace.

Task 7: Product Development

Brands are grounded on being able to deliver on the promise, therefore before any marketing is done, the community must ensure that the visitor experience exists through adequate product development. After the charrette process concluded, DDI determined the product development necessary to reinforce and contribute to the growth of the brand. The specific recommendations can be found in the Recommendations section of this plan and include suggestions on the business mix, infrastructure, wayfinding, and recruitment as well as approximate costs, and the organization or organizations responsible for each item.

Task 8: Marketing Recommendations

Telling the world about Sparks' new brand direction requires a sound marketing plan. DDI examined the existing promotional collateral, websites and other promotional efforts and developed a series of recommendations specific to attracting local and regional visitors to Sparks because of the brand. These include key marketing messages,

good graphics, a robust Internet presence, public relations, collateral materials, partnerships between the public and private sector and advertising.





Brand Promise

The Brand Promise

Sparks, next door to Reno, is Nevada's Festival City. Home to the beautiful Victorian Square with a lively nightlife, great restaurants and fabulous performing and event venues, Sparks is alive with festivals and events all through the year. Two hundred days per year there is something going on in Sparks.

Victorian Square and the connection to the Sparks Marina and The Legends will make Sparks a stand-alone destination for water, food, art, music and shopping. People throughout the region are always asking, "I wonder what's happening in Sparks."

Abbreviated Brand Promise

Sparks is Nevada's Festival City with over 200 event days per year. There's always something going on in Sparks.



Vision

Vision

The vision for Sparks is one that is vibrant, full of life and character. With over 200 event days per year, there is literally always something going on in Sparks. People from the surrounding region begin to make their weekend plans and the first question that comes to mind, "I wonder what's happening in Sparks?"

Anchored by the beautiful Victorian Square, Sparks is the festival and events capital of Nevada. People come from far and wide to visit Sparks and participate in a broad range of events, from concerts to car shows to sporting events and competitions. The calendar of events is robust and draws a steady stream of visitors into the community.

The festivals and events spur the continued development of Victorian Square, bringing new life to the businesses there. It becomes a central meeting space for locals and visitors alike, THE place to hang out in Sparks. With great restaurants, shopping and numerous events throughout the year, it is the hub of activity in Sparks with a lively atmosphere where people enjoy spending their time. Artisans, street performers and musicians add to the festival atmosphere in Victorian Square, giving people something to see and do simply as they are walking down the street. Cafes and restaurants have outdoor dining where people can enjoy coffee or a meal and be in the midst of the activity.

Visitors rent segways in Victorian Square and ride out to the Marina where they'll find yet another destination in and of itself. The Marina is alive with activity; boat rentals, fishing and food carts make the Marina a fun place to spend time, enjoying the ambiance of the water. The Legends provides another hub of activity, with world class shopping, dining and entertainment throughout the year.

Outside organizations, such as car clubs, sports clubs and organizations and artisans hold annual events in Sparks that attract a loyal following. The festival atmosphere attracts a hip, young crowd as Sparks becomes THE place to hang out.





The Sparks Brand

2009 EVENTS & ACTIVITIES GUIDE



WELCOME TO THE FESTIVAL CITY

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www.visitsparks.com or call (800) 555 - 6655 for more information

BEST OF SPARKS

20 best places to see, stay and eat.





WELCOME TO THE FESTIVAL CITY

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Sparks NEVADA
IT'S HAPPENING HERE!

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10 THINGS TO DO IN SPARKS

(After you are finished with your conference, that is)

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BUSINESS TRIPS ARE DIFFERENT HERE

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[WHAT TO DO](#) [WHERE TO STAY](#) [WHERE TO EAT](#) [GETTING HERE](#) [EVENTS](#) [PHOTOS](#) [DOWNLOADS](#) [CONTACTS](#)

UPCOMING EVENTS

[4/6 Arts Fair](#)

[4/10 Wine Fest](#)

[4/22 Chili Fest](#)

[5/3 Art Walk](#)

[5/10 Motorcycle Show](#)

WEEKLY EVENTS

[Farmers Market](#)

[Art in the Park](#)

[Live music in the square](#)

SIGN UP FOR OUR NEWSLETTER

EMAIL

WELCOME TO THE FESTIVAL CITY

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[Convention and Trade](#)

[Chamber info](#)

[Kids and Family](#)

[Full Event list](#)

[Living Here](#)

[Press Room](#)





Executive Summary

Executive Summary

The purpose of this plan is to provide Sparks with a guide for brand development, product development necessary to support the brand, and an ongoing marketing plan. This branding process is designed to help Sparks become a unique and attractive city for both residents and visitors, helping to keep more local spending in Sparks, and attract more visitor spending from those who are visiting this region of Nevada. This plan outlines a specific course of interrelated actions to brand Sparks as Nevada's festival city, the place where something is always happening. Much more than a logo or a slogan, a city's brand is the image and feeling that it portrays. It is a perception in people's minds, the promise of an expected experience. When that promise means an active experience that is unique and fun for locals and visitors, such as attending a lively weekend-long event and enjoying some great shopping and dining while in town, the city becomes an attraction within itself.

Every branding effort requires product development, but which brand-niche can best succeed with the least amount of investment, and produce the fastest return? In many cases the answer lies in leveraging something that is already working in the community to capture and "own" a new brand identity – one not being used by another community tapping into the same markets. In other cases, something entirely new is developed as the brand.

Brands Considered

During the week-long charrette process, we discussed several different brand options. The DDI team also did research to determine what brands could be found in the surrounding communities. We took into account the current assets of Sparks, potential limitations on available funds for future development, the character of the city, the desire of the community to retain its homegrown feel and qualities that have attracted many of the residents there, and most importantly, the essential criteria by which successful brands are created.

Based on the assets found in Sparks, the research we conducted and the feedback and ideas during the charrette, we considered the following brands:

Water: There are a variety of water sports available in Sparks, from the Marina to the Wild Island water park. However, Lake Tahoe is already well branded as a stand-alone destination, the whitewater park is located in an industrial area and is not easy to find and Pyramid Lake is purposely left "low key."

Sports: The Golden Eagle Regional Park is world-class and developers could provide additional facilities. Sports are very seasonal and availability of facilities could be a major concern.

Family Destination: Sparks has a wholesome, homegrown character with an abundance of kid-friendly activities already in Sparks. However,

Nevada is generally not known for family travel, broad age ranges that encompass families are a challenge and shoulder season travel could be a challenge if the brand is tied to families.

Events: Sparks is already known for its events and a fuller events schedule could spark further development of Victorian Square. Sparks also has good cooperation between the public and private sectors. The challenge is that 40 events per year isn't enough to build a brand and the staff is already maxed out with current events, so some work would need to be done in order to truly own this brand.

Recommended Brand

We recommend that Sparks becomes Nevada's Festival City, the place where something is always happening. In considering this brand, we tested it against specific criteria that need to be met for a successful brand. Using the following criteria, we determined that this brand would be a good fit for Sparks.

Narrow focus: Good brands always begin with a narrow focus. Being all things to all people no longer works. This is the age of specialization and creating a niche that is unique within the marketplace is a winning formula. This does not mean that existing assets that bring current visitors to Sparks should be discouraged or ignored. The

more one has to offer, the better the destination. It does mean, however, that the brand becomes the single idea of what Sparks is known for, particularly to more distant markets.

Extensions: Good brands begin with a narrow focus but also have the potential to add additional features that add to the lure and the diversions that keep customers spending. For example, an initial focus on festivals and events will bring people into Sparks and they can enjoy other activities while they are in town, such as the Marina, shopping and dining.

Wide appeal: While narrow in focus, the brand should have wide appeal within the market and have economic stability.

Uniqueness: Our research of the area shows no other community has a brand based on festivals and events. Many communities have some events, but that is not their primary draw, nor do they have event calendars that warrant being known as a hub of festivals.

Existing assets: Sparks has assets that will help build the festivals and events brand. Victorian Square is poised for further development and can become the center of festivals and events in Sparks. The Marina and the Legends project add to that base.

New money: Drawing from the surrounding region, this brand will introduce new money into Sparks,

where it will be spent by local proprietors with the potential to provide an economic multiplier effect in the local economy.

An environment for locals: A collection of shops and restaurants as well as exciting activities will attract locals as well as visitors, particularly if there are things to do in the evening hours. This “place-making” or providing opportunities for locals to come together to interact, visit and share ideas, has proven to be a significant quality of life factor in communities who have attempted it.

Victorian Square will become the centerpiece of the brand, home to many of the exciting festivals and events held in Sparks. There are several key components to making the brand a success:

1. The “Lure” is the thing that brings visitors from their home to the destination. It is usually the best of something or totally unique – something the visitor cannot get closer to home. It must be compelling enough for visitors to make the trip. One of the primary reasons visitors will travel to Sparks is to participate in festivals and events. With something always going on in Sparks, potential visitors will find a variety of reasons to come at different points throughout the year. The “lure” in Sparks is the festivals and events calendar.
2. “Diversions” are the visitor experiences that

the consumer might find closer to home, but chose to do in the destination because they are already there. For example, retail shopping, dining out, attending a movie, bar hopping and hanging out with friends. The most common diversions include shopping and dining – the activity done by more visitors than anything else.

3. The “Icon” is the photographic opportunity in the destination. When you take your picture in front of this single object, it says “I was here!” An example of an icon is the castle at Disneyland and DisneyWorld. The lure is the experience of the park, and the icon is the castle. In Sparks, the icon will be...
4. “Amenities” are the things in the destination that make the experience comfortable and simple. Great hotel rooms and good dining options are amenities. Good signage and wayfinding are amenities; so are convenient public restrooms, benches, free Wifi, parking, gathering spaces and shade trees.
5. “Ambience” is another visitor attractor. Ambience is the overall environment in which visitor experiences take place. Historic buildings, public art, landscaping, flowers and water fountains are all ambience.

All of these are important, but none so important as the lure, that which brings the visitors, and the diversions, that keep them spending in the destination.

Marketing the Brand

The stronger the product, the easier marketing a brand becomes. Creating a full and diverse festival calendar will make marketing the brand more successful. The fact that the festivals brand is unique to the area is also a strong plus. A number of marketing tools are available for “telling the world” about Sparks’ new brand. Most important is the Key Message you need to communicate.

The Key Message for the brand is this: Sparks is THE place for festivals and events in Nevada. There is always something going on in Sparks and you’ll find a lively, fun atmosphere full of events and activities.

Visitors will be attracted to Sparks through a variety of marketing initiatives, such as:

- The Sparks visitor website will be the most important marketing tool. It will include a robust section devoted to festivals and events with plenty of specifics, and great photography. Videos on YouTube, podcasts, photos, blogs and “twitters” will help connect with the tech-savvy market. And a full 94% of web users utilize the Internet as their primary travel planning resource; it is clearly the best way to reach the most people.

- Public relations and event sponsorships will help spread the word about Sparks’ festivals and events, providing valuable third-party endorsements.
- Development of key collateral materials, including an Activities Guide, a Best of Guide and a Festival and Events Calendar will help close the sale. The Activities Guide will provide potential visitors with all the information they need to plan a trip to Sparks; the Best of Sparks Guide will showcase the best you have to offer, the real gems of the community; and the Festival Calendar will become a collectors piece that showcases the key lure, festivals and events, and will create top of mind awareness of what is happening in Sparks.





S.W.O.T.

Strengths, Weaknesses, Opportunities and Threats

Based on our reconnaissance of Sparks and the surrounding area, research and personal interviews, we have identified and summarized the specific strengths, weaknesses, opportunities and threats that have an impact on the community and community development. Strong consideration is given to the strengths of a city, which can become the foundation for a particular brand. Likewise, opportunities previously undeveloped can often inspire strong branding ideas. Weaknesses are sometimes fatal to branding efforts, but many times they can be overcome. Threats represent potential possibilities and are generally uncontrollable by the community. However, both threats and weaknesses can often be mitigated through understanding the limitations and careful planning.

Strengths

1. Proactive: the community is motivated and proactive about making positive changes that will make Sparks a better place for residents as well as visitors.
2. A business climate conducive to growth with a low tax structure. This will encourage new development.
3. Almost no leakage; most of the money spent by locals is spent in Sparks.
4. Three hundred days of sunshine per year.
5. Family focused – a bedroom community
6. Local attitude toward Sparks is very positive;

there is a homegrown feeling

Weaknesses

1. There is no critical mass of shopping, dining and activities in Victorian Square.
2. There is no real downtown area in Sparks.
3. There is a lack of wayfinding; the best of Sparks is hard to find.

Opportunities

1. Victorian Square is ready for development and already a central gathering space.
2. Becoming a better “partner” with the RSCVA
3. Getting everyone on the same page and pulling in the same direction; businesses and organizations are willing to come to the table to work together.

Threats

1. A house divided: organizations and businesses are doing their own thing without cooperation. Much of the community is working independent of each other creating redundancy, wasting time and efforts moving in different directions.
2. Lack of funding for capital projects.
3. Lack of private development in Victorian Square.



Recommendations

Recommendations

Recommendation #1

Establish and Empower a Brand Leadership Team

Establish a Brand Leadership Team to champion the brand. This team will be made up of no more than 13 people who are committed to the brand and making it happen. These people are doers, movers and shakers in the community, and at least 7 of them should have a vested interest in the brand. The local organizations and city officials should read through this plan and then decide whether or not they feel passionate about the objectives and projects detailed herein.

The BLT would work under the city while a 501(c)(6) is being developed. The team will act much like a planning commission. They would report directly to the City Manager and the Mayor and have no status as an organization other than that of an advisory committee.

The role of the BLT is to be the motivation behind this plan, the people who see it through and keep the plan on track. They also need to be the brand cops, making sure relevant organizations are using the brand and everyone is pulling in the same direction.

Our recommendations for BLT members include:

- Terry Reynolds (Chair)

- Chuck Alvey, Director of Economic Development Council, Sparks/Reno (EDAWN)
- Stephen Ascquaga, CEO of the Sparks Nugget
- Beth Cooney, Director of Marketing for the Nugget
- Stan Sherer, Director of Parks
- Len Stevens, Director of the Sparks Chamber of Commerce
- Dennis McGovern, Executive Director of The Legends development project
- Kraig Rowe, Tanamera
- Shaun Carey, City Manager
- RSVCA representative
- Three people from the retail sector in Victorian Square, including Anthea Humphreys

The BLT should develop a 20-minute PowerPoint presentation to show to Kiwanis, Rotary and other auxiliary organizations, as well as the school district, chamber dinners, city council, RSCVA, and other local organizations that could play a role in the brand. Their focus should be first the product development laid out in this plan, including Victorian Square and the greenway. Second will be helping the city recruit more events to help the brand promise come to fruition.

The BLT should have the city adopt the plan in its entirety. They are not being charged with implementing the plan, but are pledging support for the plan and implementations of items on their to-do list.

Any successful branding effort requires pioneers, those who will tirelessly champion the cause. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a "top down" effort yield success. This plan needs the voices and action of people who are willing to spend time and money in bringing this plan to fruition.

Implementation: City of Sparks

Estimated Cost: No cost is associated with this recommendation

Recommendation #2

Rename Victorian Square

Victorian Square will become the centerpiece of the festivals brand, the central hub of activity in Sparks. In order to tie Victorian Square concretely to the brand, enhancing the perception of the brand, we recommend renaming Victorian Square to “Festival Place.” As part of the name change, Victorian Avenue should also be renamed “Festival Place.”

The name Victorian Square doesn’t imply “the cool place to hang out and visit a variety of festivals and events.” Festival Place ties in directly with the brand, as well as the fact that it will be the primary lure to Sparks. The name implies activity, fun, festivities – THE place to be.

Implementation: City of Sparks

Estimated Cost: No cost is associated with this recommendation



Recommendation #3

Rename the Marina

The Marina is a key location and should have a name that better reflects what there is to do, as well as one that supports the overall brand. “Sparks Marina” is a basic, and it doesn’t reflect what is actually available there: the beach and family recreation on the lake. A marina implies a place for boaters, rather than water recreation of all kinds. This lake needs a name that makes it clear it is a special place to visit in its own right, with a variety of activities. We recommend renaming the Marina to “Celebration Lake Park.”

Implementation: City of Sparks

Estimated Cost: \$20,000 budgeted for new pole banners at the park to promote the name Celebration Lake Park

Recommendation #4

Obtain URLs to promote the brand

Obtain several URLs for use on the visitor website that promote the brand and help make Sparks easier to find on Internet searches. People are interested in activities and experiences, not geography, so counting on people to search for Sparks, NV won’t work. Using URLs that speak to the festivals brand will help more potential visitors find the Sparks website and draw more people to the festivals and events.

Suggested URLs include:

www.TheShowThatNeverEnds.com

www.ImInSparks.com

www.WhereAreYou.com

www.FestivalSparks.com

Implementation: Brand Leadership Team

Estimated Cost: \$150



Recommendation #5

Develop a Brand Style Guide

Develop a style guide for Sparks' new, branded logo for the City and other entities that will use the logo. This guide will contain graphic design standards for logo and slogan usage, templates for website development, and usage guidelines for the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising and promotional messages.

The guide contains a system of coordinated visual elements that make up the community's graphic identity. It provides specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. The City departments, Sparks Chamber of Commerce, Visitor Information Center, local organizations and all other parties that represent Sparks' identity to the public should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should include identities for the City, Chamber, events organization, Economic Development organizations, etc.; pole banners and wayfinding concepts; advertising, website and brochure concepts; usage guidelines, color palette,

as well as logo dimensions, approved sizes, fonts and colors. Wrong usage of the logo and other graphic elements needs to be spelled out as well.

Implementation: Brand Leadership Team

Estimated Cost: \$25,000



Recommendation #6**Create a Wayfinding System**

Wayfinding, as the name implies, is simply how you help people find their way in and around your community. One of the significant weaknesses in Sparks was found to be the lack of wayfinding; visitors don't know how to find the best of Sparks, or even what the best activities and attractions are. Creating a professional wayfinding system will help make each attraction, amenity and venue easy to find.

The wayfinding system should be professionally developed. It can be hard for locals, who already know how to get from point A to point B, to see gaps and omissions in existing signage, so it's best to use the services of a professional wayfinding firm.

The wayfinding plan should include:

- Design and location of gateways for the city, Victorian Square, the Marina and the Legends
- Design and location analysis of directional signage
- Inventory of attractions, amenities, and services; the placement on each sign; testing for readability at speed; fit and design
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation
- Decorative pole banner designs
- Coordination with city, county and state for setbacks, restrictions, and construction standards
- Precise wording and exact locations for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers
- A visitor information kiosk program: Visitor kiosks are an important component of making information easily available to Sparks visitors. They should be placed at key locations to cross promote attractions and locations in Sparks (Victorian Square, the Marina, the Legends), as well as promote events and activities. This should include taking back the existing underutilized kiosks in Victorian Square as well as placing additional kiosks around Sparks – perhaps four at The Legends, one at the Marina, and half a dozen at local retail centers, hotels and at golf courses.
- Visitor kiosks should be designed to complement local architecture as well as enhance the festivals brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, attractions, local services and amenities, and lodging and dining options. They should have adequate lighting and include prominent signs indicating "Visitor Information".
- The easier it is for visitors to find the attractions, events and amenities, the longer they will stay. Providing well-stocked, attractive and easy to find visitor kiosks ensures visitors will have access to relevant information at any time, even when visitor centers aren't open. And only about 5% of visitors ever stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes it easy to cross-sell activities and events and help travelers find more to do; hence, they spend more time, and money, in your community.

Implementation: City of Sparks

Estimated Cost for Plan: \$120,000



Recommendation #7

Revisit the site plan for Victorian Square

The goal of this branding effort is to make Sparks the festival capital of Nevada. Victorian Square will be a large part of the product under which the brand is built. However, at this time, Victorian Square lacks a critical mass of shops and restaurants necessary to make it a great visitor destination. We recommend the plan for Victorian Square include:

- At least 20 restaurants
- Coffee shops
- Confectioneries
- Variety of sit down restaurants: Thai, Italian, Mexican, etc.
- A bakery
- Pubs
- Delis
- Gourmet burgers and pizza
- All with room for outdoor dining and entertainment space
- Additional, smaller, water features
- A signature amphitheater that can seat 3,000 people and can be a water feature play area and ice skating rink in winter
- Professional office space and some condos on upper level floors
- Activity vendors: perhaps six or so, including Segway rentals, bike rentals, etc.

- Gateways into Victorian Square that span the street and make a statement
- A permanent home for an Open Air Market
- Public restroom facilities
- Redeveloping Nugget façade to be more in keeping with the Victorian flair of Victorian Square
- Shade trees every 30 feet or so to create a shade canopy
- Make it a strong “third place” – it needs to be THE place to hang out

Victorian Square needs to become a great place to hang out and spend time, not just for visitors, but for locals. If locals don’t hang out there, visitors won’t either. To accomplish this, you need the right mix of restaurants and retail shops, also known as critical mass, that will attract people to come, shop, eat and stay. One of the major tasks of the Brand Leadership Team and the City of Sparks will be to spearhead the product development of Victorian Square to achieve the critical mass of shops and restaurants, as well as the gathering spaces and enhancements that are necessary.

Implementation: City of Sparks with BLT

Estimated Cost: \$25,000 for additional concepts and consultation

Recommendation #8

Create a Strong Transportation Link Between Victorian Square, the Marina and The Legends Project

There needs to be a strong transportation link between Victorian Square, the Marina and The Legends Project, giving residents and visitors easy access to and from each area. People want to spend their time and money in places that offer plenty of options for entertainment, shopping and dining. Linking the areas together will give people easier access from one to the other, encouraging people to extend their experience and spend more money.

These links should include:

- Pedestrian access
- Bike/Segway paths and scooter rentals
- Green transportation between the three locations or a trolley system that runs every 15 minutes or so
- Make redevelopment of the avenue that runs parallel to I-80 a priority, adding beautification enhancements, since it’s the first impression
- Relocate the big truck stop to create a greenway
- Additional public restroom facilities

Implementation: City of Sparks

Estimated Cost: \$150,000 for design of streetscapes, transportation planning, and feasibility planning to connect the three locations with trolley, segways, bikes, and pedestrian access.



Recommendation #9

Consolidate the efforts of the two Chambers of Commerce

- The efforts of the Reno Sparks Chamber of Commerce and the Sparks Chamber of Commerce need to be organized and consolidated to reduce redundancy and confusion. The existence of the two, separate organizations can be confusing to residents and visitors alike.
- For example, in our interviews we learned that sometimes one chamber will hold an event that the members of the other chamber don't know about, but could benefit from. Bus tours are being brought into the community, but many retailers don't know they are coming, hence aren't adequately prepared, nor are the significant attractions in Sparks being properly showcased. Some businesses indicated they prefer not to be a member of either chamber because of the tension between the two organizations and in the community. Others stated that the tension is so significant it has negatively influenced new businesses from coming into Sparks.
- The lines of communication between the two Chambers need to be both open and frequent and their efforts should be consolidated. The Chambers must dovetail resources, communication and projects so efforts are not being duplicated or going in separate directions. It will be important for both Chambers to work in the same direction, communicating effectively with each other in order to make this branding and development effort successful. Hence, combining the two organizations will result in a more efficient and successful Chamber, helping both communities reach the goals they are working for.

Implementation: Chambers of Commerce

Estimated Cost: No costs are associated with this recommendation

Recommendation #10

Recruit Activity Vendors to the Marina

The Marina is a wonderful asset, and it has great potential. Adding more things to do will make it more appealing for both locals and visitors, and help utilize this park to its greatest potential. The Marina needs to become an additional hub of activity, adding to the variety of things to do in Sparks. Visitors may come to Sparks for a festival, but for them to stay longer than the few hours they are spending at the event, they'll need other things to do.

We recommend recruiting activity vendors to the marina, such as:

- Fishing pole rentals
- Segway rentals (possibly an extension of another Segway rental company that would be a concessionaire to the city)
- Small, non-powered boat rentals such as canoes, paddle boats and rafts
- Food vendor carts during peak season attendance

Additionally, decorative pole banners should be added to the light poles in the Marina, which will add to the sense of place and help create cohesiveness with the brand, Victorian Square and The Legends project.

Implementation: City of Sparks

Estimated cost: No costs to the City are associated with this recommendation; the activity vendors would be private enterprises.



Recommendation #11**Developer Recruitment Program for Victorian Square and the Marina**

To continue development of Victorian Square and create the critical mass of retail shops and restaurants necessary for it to become a great visitor destination, we recommend hiring a business recruitment specialist to focus on this important aspect of the plan – creating the product necessary to own the brand. This person would be hired and report to the Brand Leadership Team.

The job would be a full-time, contracted position, and the individual selected must have a business license and be responsible for his or her own taxes, benefits and overhead. The recruitment specialist would not be a city employee, but should report to the Brand Leadership Team administered by the City.

The following are desirable traits to look for in selecting a business recruitment specialist:

- Excellent track record in commercial real estate sales.
- Well-spoken with excellent writing skills
- Experience dealing and negotiating with small businesses and property owners
- Has a strong understanding of local real estate, development industries and markets

- Has extensive contracts in the development and business industry
- Understands public/private finance, land use, zoning, leasing, covenants and other issues that need addressing during the recruitment process
- Self-motivated, a strong leader and results oriented
- Understands commercial finance, TIF, BID and incentive programs, etc.
- Is independent of local politics and entanglements or “baggage” that might hinder their performance
- Has the ability to help implement business location changes, working with property owners to rearrange the business mix

The recruitment specialist will be responsible for recruiting the destination retail, vendors, and restaurants to fill Victorian Square, as outlined in Recommendation #7, as well as for recruitment of the vendors for the Sparks Marina as outlined in this plan, handling the vendor contracts and measurables.

To create a vibrant, active, prosperous community that attracts both locals and visitors, it is necessary to offer a critical mass of the types of shops, dining and entertainment that people want. Often,

however, the right business mix doesn’t happen on its own – it needs help from a recruitment specialist. This person will be able to work with the local property owners and business owners to help fill the spaces in Victorian Square and the Marina, putting together the pieces to make a vibrant community.

Implementation: Brand Leadership Team

Estimated Cost: \$50,000 each year for two years

Recommendation #12

Develop City Ordinances for Victorian Square

City Ordinances should be developed that address street vendors and performers, retail signage and outdoor displays, and outdoor dining in Victorian Square.

- **Entertainers and street vendors:** Street performers provide a valuable public service that can enhance the character of any downtown and provide an immediate jump-start to help establish the animation of its pedestrian destination. Street performers may include acting, singing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry and other activities that attract the attention of the public. The ordinance should address locations, safety issues, obstruction issues, signage, and prohibited actions.
- **Beautification and retail signage:** Establish a retail signage and outdoor display review board comprised of downtown property and retail shop owners. A peer-driven Sign Review Board should be created to protect the aesthetic integrity and maintain a consistent and complimentary design scheme for commercial signs within Victorian Square. This board would be charged with reviewing and approving sign design, providing display guidelines for other businesses and enforcement.

- **Outdoor dining:** Sidewalk dining adds considerable character to the assortment of any community's restaurants. Sidewalk faces provide open-area dining on public sidewalks. Virtually every popular downtown pedestrian destination provides for the ambiance of outside dining. The city ordinance should address outdoor furnishings, space, overhead structures, signage, lighting, heaters, vending machines, insurance requirements, and cleanliness.

Implementation: City of Sparks

Estimated Cost: No costs area directly associated with the recommendation.



Recommendation #13**Provide Wireless Internet Access in Victorian Square**

Install a Wifi system in Victorian Square providing free wireless Internet access to the area. Either the city or a non-profit corporation can install, operate and maintain the network.

Free Wifi is becoming increasingly common in communities across the country. Cities wanting to bring more business downtown are finding that offering free Wifi is a good incentive. In addition to attracting new business, a wireless zone also allows downtown workers to work outside, spurs the development of sidewalk cafes and coffee shops and facilitates city functions such as parking enforcement with the use of hand-held devices.

People appreciate easy access to their email and the Internet and providing free wireless Internet access is a great way to add value for locals and visitors alike. It helps create place where people want to spend time and will make the Victorian Square experience even more appealing.

Implementation: City of Sparks

Estimated Cost: TBD

Recommendation #14**Recruit Events to Sparks**

Clubs and organizations can be a mainstay of events in Sparks. Car and motorcycle clubs have shows, artists can showcase their work, and sporting events draw visitors as well. Recruiting clubs and organizations to hold their events in Sparks will help round out the festivals and events calendar, reinforcing the brand and bringing in a wide variety of things to do in Sparks.

Clubs and organizations to target include:

- Car clubs
- Motorcycle clubs
- Sporting events
- Biking clubs
- Kayaking clubs
- Ski-gear auctions with vendors, etc.
- Artists in action shows and clubs
- Culinary events, cooking shows
- Flower and garden clubs and shows
- Mineral, fossil, and gem clubs and shows
- Dance groups
- Antique shows
- Photography clubs and shows

Invite the clubs and organizations to hold their events in Sparks – they'll handle the organization of the event, and the City makes them welcome.

It is important to note that these events need to be open to the public, rather than private shows. The more events on the calendar, the more people will start to ask, "What's going on in Sparks this weekend?"

Implementation: City of Sparks Parks and Rec Dept

Estimated Cost: \$70,000 per year for one additional full time staff person to recruit, organize, and manage the events



Recommendation #15

Develop New Events

The goal for Sparks is to have 200 event days per year. Then Sparks will truly be a place where something is always happening. To this end, new events will need to be developed to begin to round out the festivals and events calendar.

New events can include:

- Weekend crafters markets
- Museum hosted historical events such as Native American music and dance
- Permanent, open-air farmers market in Victorian Square
- Wine walk
- Trick or treating on the Square
- Victorian home and Museum tour
- Art shows
- Veteran's Day Parade
- Formal New Year's party
- Sparks birthday celebration annually
- St. Patrick's Day celebration
- Sparks marathon
- Sparks book fair
- Battle of the Bands
- National skate board competition
- Annual miniature train collector convention
- Red Bull water contest at the Marina
- Chinese New Year event
- Clown convention
- Railroad rendezvous
- Chainsaw carving competitions
- Pow wows
- Harvest festival
- Antique tractor and farm show
- Microbrew competition
- Victorian Christmas with strolling carolers, mulled wines, horse drawn carriages and Christmas crafts
- Acoustic music competition
- Scrapbooking conventions
- Youth soccer tournaments
- Country music festival
- Annual regatta at the Marina
- Canoe races at the Marina
- Bike tours and races
- 50-state softball tournament
- Wine and jazz
- Drive-through lighted Christmas displays
- Spooky street and assorted Halloween entertainment
- Spam festival
- Chicken wing festival
- Oktoberfest
- Mardi Gras festival and parade
- Spring festival
- Easter egg hunt at the Square
- Sailing competition and paddle boats at the Marina
- Paintball events

Implementation: City of Sparks Parks and Rec Dept with local organizations

Estimated Cost: No direct cost is associated with this recommendation



Recommendation #16**Develop Event Sponsorships with Local Media**

Develop event sponsorships with local media such as newspapers and radio stations. Local media outlets are often interested in partnering with other organizations on events and this will bring additional publicity to the events.

For example, a local newspaper or regional radio station could become the sponsor of a Sparks Marathon. They get publicity at the event as the sponsor, bringing further awareness to the attendees of the event about their newspaper or radio station. The event, and hence Sparks, gets greater publicity through the newspaper or radio. These kinds of event sponsorships are beneficial to both parties, helping to draw attention to the media outlet as well as gaining additional publicity for the events.

Implementation: BLT

Estimated cost: No cost is associated with this recommendation

Recommendation #17**Develop a Street Performer Program**

Develop a street performer program that includes artists, musicians, magicians and other performers. Street performers provide a valuable public service that can enhance the character of Sparks and provide an immediate jump-start to help establish its festival city brand. Street performances may include acting, singing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry, and other activities that attract the attention of the public. This program should have some funding to bring in quality performers and should be laid out in partnership with local businesses.

Street performers bring vitality to a town. They provide people with street-side entertainment as they wander between shops, restaurants or event venues. It creates an ambiance of excitement, of things happening, of entertainment – exactly what we are trying to accomplish in Sparks.

Be creative with funding and payments to the performers. Possibly use a system of a small fee plus allowing performers to collect donations. Musicians performing for outdoor restaurant patrons could possibly be remunerated by the restaurant.

Implementation: City of Sparks

Estimated Cost: \$10,000 annually

Recommendation #18**Rolling out the Brand**

Brands are much more than logos and slogans; they are built on product, and they **MUST** be earned. You never roll out a brand before you can truly deliver on the promise. Brands are what people think of you, not what you tell people you are. That is why brands need to be built on the product, on the experience people have in your community, rather than just some flashy logos and catchy taglines.

Begin to roll out the brand when you have at least 120 event days per year. Currently Sparks has about 50 event days, with as many as 60 event days coming in 2009. You're looking to have something going on in Sparks every weekend from April through October, and some weekends during the holiday season, for a total of about 26 weekends of events per year. And the goal is to have multi-day events. Rather than aiming for 120 separate events per year, multi-day events help create a robust festivals and events schedule that will draw more visitors to Sparks.

The ultimate goal will be to have 200-plus event days in Sparks, but you can begin to use the brand when the calendar is beginning to fill and you can deliver on the brand promise.

Implementation: City of Sparks and BLT

Estimated Cost: No cost

Recommendation #19

Logos and Tag Lines

The Key Message for the brand is this: Sparks is THE place for festivals and events in Nevada. There is always something going on in Sparks and you'll find a lively, fun atmosphere full of events and activities.

With this message in mind, the Sparks logo concept has been developed to portray Sparks as a vibrant, fun, happening city – where something is always going on. The tag line "It's Happening Here" should be joined to the logo, as it reinforces the message.

In bold marketing efforts, such as billboards and signs, include the line "Welcome to Nevada's Festival City."

In print ads promoting Sparks, where the ad includes a photo, such as of a person having fun among a crowd of people, include "I'm in Sparks, where are you?" perhaps with the person holding up their cell phone.

Implementation: BLT

Estimated Cost: No cost



Recommendation #20

Redevelop ALL marketing materials

All of the Sparks marketing materials need to be redeveloped to reflect the brand and have a solid focus on festivals and events. The following recommendations will explain the various marketing pieces in detail, but it can't be emphasized enough that the marketing materials for the community need to be in keeping with the brand effort.

Continuity is key to brand development. Imagine if every independent Coca-cola bottling plant developed its own logo – the Coke brand would not exist. It takes a village, a community-wide effort, to develop a strong and sustainable brand. This applies to both images and events. You need to make sure that all the applicable organizations and businesses in Sparks are pulling in the same direction, and continuity of marketing materials is an important piece of that process.

The recommendations that follow will outline the specific marketing pieces we recommend, and the important consideration is that they promote the brand.

Implementation: City of Sparks, BLT, Chambers of Commerce

Estimated Cost: Varies, included in following recommendations

Recommendation #21**Develop a Sparks Visitor Website and Utilize Internet Marketing**

A new visitor website will be THE most important marketing tool in your arsenal. This website needs to be developed to promote and support the brand, as well as provide visitors with all the information they need to successfully plan a trip to Sparks – all in an easy to read, easy access, visually appealing format. In short, it needs to be good enough to close the sale.

The importance of your Internet marketing cannot be overstated.

- 75% of all US households have immediate access to the Internet
- Of those, a full 94% use the Internet as their PRIMARY travel planning resource
- 72% never go past the first page of search results
- 86% never go past the second page of search results
- 70% are frustrated when trying to plan travel online; they are looking for experiences, not locations. Activities are the most important thing – location is secondary

Significant resources must be allocated to your website and Internet marketing. If 94% of Internet users utilize the Internet as their primary travel planning resource, the Internet is clearly your best and most efficient way to reach potential visitors.

Here is the recommended breakdown of expenditures for a marketing budget:

- 50% should be spent on the Internet
- 30% should be spent on public relations efforts
- 10% should be spent on advertising (primarily to drive visitors to the website)
- 10% should be spent on printed materials and trade shows

The budget for Internet marketing must include:

- Keyword purchases: pay-per-click keywords that bring you greater exposure on search engines
- Site design and weekly or monthly updates
- Hosting of multiple domains (the URLs recommended in this plan)
- E-newsletter management (we recommend Constant Contact)
- Personnel to manage the site in terms of content, updates, monthly e-newsletter, database management, etc.

Developing the Website

It takes a team to develop an effective tourism website. We like to think of the design and construction of a website much like the design and construction of a home. You need:

The architect – builds the site map, how the information flows and decides what content should be included

The engineer – the person that develops the backbone of the site chooses the right software and writes the code

The interior designer – the person or persons that make the site visually pleasing, and cohesive with the brand and graphic identity

The builder and maintenance crew – the people that add new content, and update/refresh older content

When developing the site, hire professionals with experience in the travel industry. Creating a website that is good enough to close the sale ranges from \$40,000 to well over \$100,000. For Sparks, we recommend spending approximately \$60,000 to \$80,000, which includes the design, copywriting, and front end/back end development.

Organize the site around activities and things to do – “pick your season” and “pick your passion”:

Recommendation #21 (Continued)

Pick your season:

- December/January: Holiday Festivals
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Rods and Feasts
- October/November: Fall Festivals

Pick your passion:

- Festivals and events
- History and culture
- Shopping and dining
- Entertainment
- Sports and recreation
- The environment

Other important Internet recommendations:

- Social media is the best form of brand building. Utilize video clips, YouTube videos, and “Twitters.” Video clips should be a mix of professional and user contributions. Imagine watching clips of people having a great time at Sparks festivals; those serve as third party endorsements which are far more powerful at brand building than anything you say about yourself. Twitters are “what are you doing now” feeds; Facebook

utilizes them. The site should feature a Sparks Twitter – what’s going on right now in Sparks. It plays to the brand beautifully; there’s always something going on in Sparks.

- Include an online pressroom with information for media sources. This should include photography, story ideas, and contact information. You want it to be easy for media outlets to get information about Sparks and your festivals and events.
- Nothing sells a place like photography. Hire a professional to take stunning photos of Sparks, but not scenic vistas; you need to show people enjoying activities. Remember, people are looking for experiences. Utilize your great photography throughout the site. Show people what they’re missing.
- The homepage should be clean, easy to read and have no more than seven primary links. People tend to get frustrated if they have to navigate through too many options right off the bat.

Implementation: BLT

Estimated Cost: \$60,000 to \$80,000





Recommendation #22

Create a Sparks Festival Calendar

Another key marketing tool will be a Sparks Festival Calendar. This will be a high-quality, collectors edition piece showcasing the best festivals and events in Sparks each year.

Implementation: BLT

Estimated Cost: \$10,000 annually

- The calendar should be a 17"x24" poster that includes professional photography, as well as continuity with the graphic identity for Sparks. It will include the festivals and events for the year and each year will be redesigned to create collectors editions that people will want to keep.
- Initially print 2,000 copies of the calendar and have 500 of them framed and distributed to hotels, restaurants and front-line shops.
- A second version of the calendar should be created: a three sided table tent. Each side would represent a season and showcase the events taking place. It should have a cohesive look and feel with the poster version, and be displayed in hotel rooms and restaurants.
- Since Sparks will become THE place for festivals and events in Nevada, those events need to be promoted all over town. With easy access to the events calendar, visitors will be able to see at a glance what is happening in Sparks. And as the list of events grows as the brand rolls out, the calendar will become more impressive, giving a visual image of the breadth and variety of events happening in Sparks.

Recommendation #23

Develop a Sparks Activities Guide

Develop a high-quality Activities Guide that gives potential visitors the information they need to plan a trip to Sparks. The Best of Sparks guide will show the highlights, while the Activities Guide will provide more of an overview of what is going on in Sparks.

This should be developed as a public/private partnership, but not with “advertisers” – the pieces should be in advertorial format. This will be the flagship piece that promotes Sparks in a way that is good enough to close the sale.

The guide can be divided into sections: “Pick Your Season” and “Pick Your Passion”.

Pick your season - six seasons:

- December/January: The Holidays
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Rods and Feasts
- October/November: Fall Festivals
- It should also include what to expect by season, including weather, activities, and special deals.

Pick your passion – activities by passion:

- Festivals and events
- Historical and cultural
- Sports and Recreation (golf, biking, hiking, skiing, etc.)
- Environment (photography, hiking along the river, bird watching)
- Shopping and Dining
- Gaming

The focus of the Activities Guide is to showcase various events and attractions in Sparks, providing specific information. This piece should be sent to people inquiring about coming to Sparks, as well as placed in the visitor information kiosks and at other strategic locations. It needs to be full of specific information, great photography and be good enough to close the sale.

Implementation: BLT

Estimated Cost: Public/Private Partnership - \$30,000 Public/\$50,000 Private



Recommendation #24

Create a “Best of Sparks” Guide

Develop a new marketing brochure entitled, “The Best of Sparks” promoting the specific businesses and attractions in Sparks that showcase the best the city has to offer. Special attention should be given to businesses that support the Festivals brand. This is the piece used to let visitors know what they can see and do in Sparks; the reasons to come here.

The guide should include retail shops, restaurants and activities. Each participating retailer needs to meet certain criteria to be included:

- Open at least six days a week. If closed, it has to be a Monday
- Highly regarded by someone other than themselves
- Good curb appeal
- Open until at least 7:00 at night, Thursday through Saturday

The guide should feature something special and unique about each featured business, written in an advertorial format, not just a series of ads. Details are critical. People like specifics, and the more interesting and unusual items you can mention, the better. If a restaurant has a signature menu item, suggest that they order it; if a shop carries a unique specialty item, mention it in detail. Also, include professional photography throughout to showcase each shop, restaurant and location.

The guide should also contain maps, including a map of the location of the city of Sparks, travel times from major metro areas, directions to Victorian Square, and a walking map of showcasing the location of each retail storefront and dining location. In addition to stores and places to eat, include other interesting features such as where to park, historical landmarks, hotels and motels, public parks or gathering places, location of public restrooms, etc.

The days when it was sufficient to simply list all of the activities, shops, restaurants and attractions in your destination are over. Convenience is at the top of the list for visitors, and this includes the planning stages of their visit to Sparks.

These brochures, full of stunning color photography, and specific details and information will convince consumers that Sparks is the place for festivals and events in Nevada; it must be good enough to close the sale.

Implementation: BLT

Estimated Cost: Public/Private Partnership - \$15,000 Public/\$15,000 Private

Recommendation #25

Create an Electronic Readerboard Sign along I-80 Promoting Events

Create an electronic, digital, readerboard sign to put along Interstate 80 as visitors are approaching Sparks from Reno. The readerboard should show the upcoming events, along with the words “This weekend in Sparks, it’s happening here!” It must be kept current, and show the event for the upcoming weekend, along with events and dates coming in the near future. This could be a public/private partnership, with an ad for the sponsor of that week’s posting being displayed as well.

Implementation: BLT

Estimated Cost: TBD

Recommendation #26

Newsprint Advertising

We recommend advertising regularly in various publications targeting potential markets for Sparks events. This would include the Sacramento Bee, Stockton Daily Record, as well as other Central Valley and Reno publications.

The focus of these ads should be festivals and events in Sparks, and of course, they should enhance the brand and be consistent with the graphic identity. Place the ads in the weekend editions (which usually come out on Thursdays or Fridays).

This targeted advertising will help spread the word about the many things to do in Sparks and draw in new visitors for the events, hence more visitors to Sparks.

Implementation: BLT

Estimated Cost: TBD

Recommendation #27

Periodic Facilitation of the Plan

Contract with an outside firm to provide facilitation services to assist with implementation of the plan every six months (two times a year) for the first three years. The facilitator should meet with the Brand Leadership Team and representatives from all the organizations that are responsible for implementation of the different parts of the plan. During this meeting/workshop, everyone would go through their lists of tasks and give status reports. They would discuss the next steps, determine if changes need to be made, and talk about their progress. These meetings would help the community keep on track. At the end of the third year, the plan should be reviewed and updated.

With any long-term plan that involves several different organizations, keeping on track can have challenges. Engaging an outside facilitator periodically throughout implementation will help keep the goals in focus and tasks on track.

Implementation: City of Sparks and BLT

Estimated Cost: \$7,500 each visit/\$15,000 per year

Recommendation #28

Plan Update

Because a successful brand is built on product – that a visitor can experience – branding a community can take years. Throughout the implementation process, it is important for the brand champions to keep on track, keep motivated and keep working towards the goal. Every third year for the first twelve years (until the brand is well established), we recommend that the entire plan be revisited to analyze the progress to date, determine if any unforeseen developments have arisen that affect the plan, and to refocus and reenergize all those working on implementation.

Regardless of everyone's best efforts to implement the plan, as time goes on difficulties may arise, unforeseen circumstances can complicate the process, and the big picture can become clouded as people work on their individual tasks. Updating the plan every three years will help keep the plan true to its core principals, yet flexible enough to deal with future contingencies that may arise.

Implementation: City of Sparks

Estimated Cost: \$30,000 to \$50,000 every three years

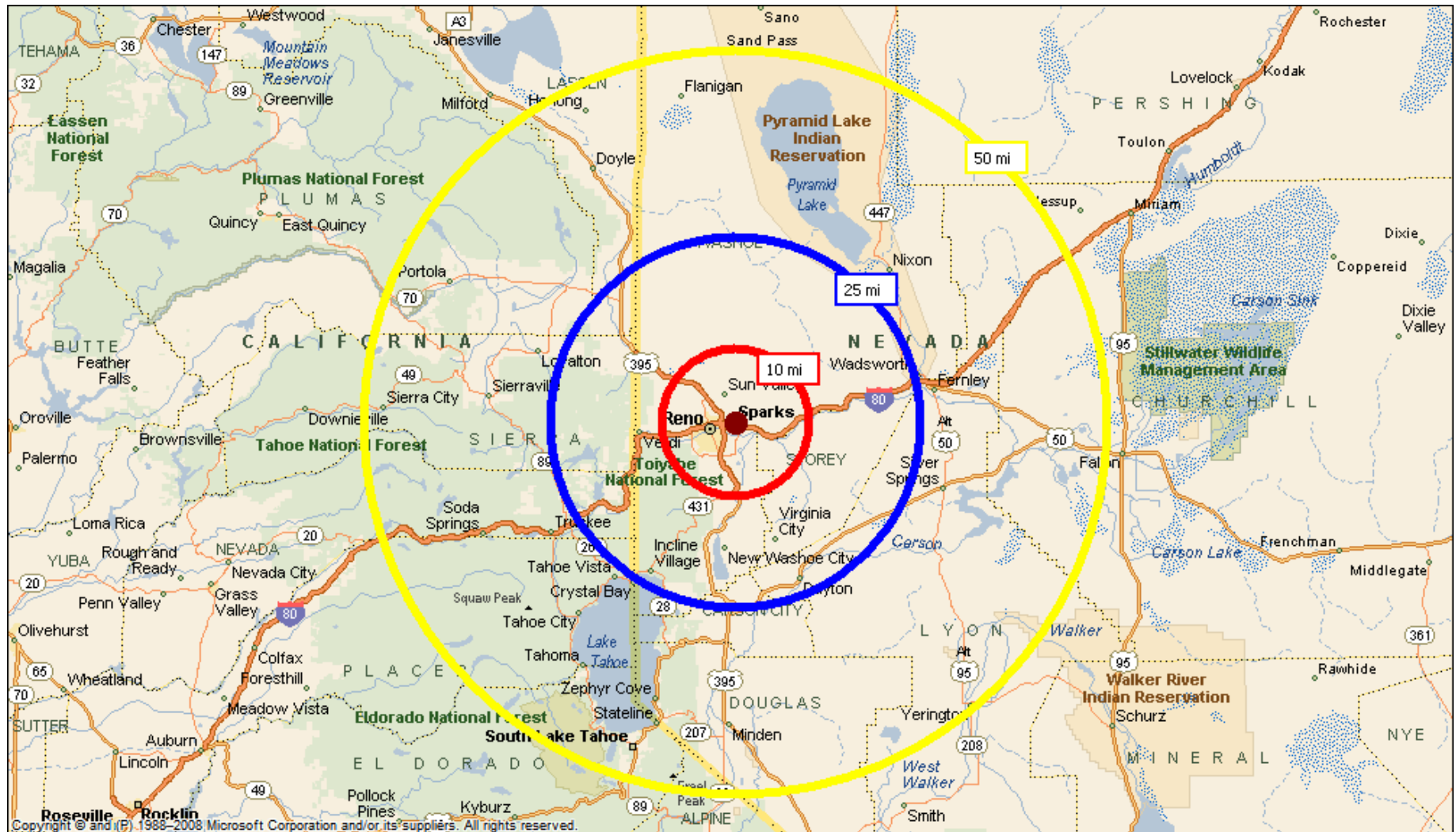


Supplemental Information

Quick Facts

Pop Facts: Demographic Quick Facts	Site (-119.749° E, 39.541° N) 0 - 10 mi	Site (-119.749° E, 39.541° N) 0 - 25 mi	Site (-119.749° E, 39.541° N) 0 - 50 mi
Population			
2013 Projection	402,112	507,935	717,344
2008 Estimate	361,533	456,373	648,802
2000 Census	297,354	374,484	542,608
1990 Census	224,020	277,162	402,062
Growth 1990-2000	32.74%	35.11%	34.96%
Households			
2013 Projection	156,685	196,688	278,923
2008 Estimate	141,124	177,143	252,454
2000 Census	116,374	145,734	211,064
1990 Census	91,126	111,339	159,428
Growth 1990-2000	27.71%	30.89%	32.39%
2008 Estimated Population by Single Race Classification	361,533	456,373	648,802
White Alone	275,323 76.15%	356,243 78.06%	518,164 79.86%
Black or African American Alone	8,617 2.38%	9,435 2.07%	11,697 1.80%
American Indian and Alaska Native Alone	5,067 1.40%	8,317 1.82%	11,905 1.83%
Asian Alone	18,794 5.20%	20,457 4.48%	25,322 3.90%
Native Hawaiian and Other Pacific Islander Alone	1,826 0.51%	1,982 0.43%	2,320 0.36%
Some Other Race Alone	37,492 10.37%	42,705 9.36%	55,973 8.63%
Two or More Races	14,414 3.99%	17,234 3.78%	23,421 3.61%
2008 Estimated Population Hispanic or Latino	361,533	456,373	648,802
Hispanic or Latino	80,279 22.21%	92,964 20.37%	122,844 18.93%
Not Hispanic or Latino	281,254 77.79%	363,409 79.63%	525,958 81.07%
2008 Tenure of Occupied Housing Units	141,124	177,143	252,454
Owner-Occupied	82,651 58.57%	110,914 62.61%	162,077 64.20%
Renter-Occupied	58,473 41.43%	66,229 37.39%	90,377 35.80%
2008 Average Household Size	2.53	2.54	2.53

Map



Interview Summary

The City of Sparks, population 90,000, is located in the Truckee Meadows of Northern Nevada. Sparks is in a high desert climate at an elevation of nearly 4,500 feet with four full seasons and sunshine almost 80% of the year. Most widely known as the premiere special events venue for all of northern Nevada, with attractions on their Victorian Square which bring hundreds of thousands of visitors to such annual events as Hometown Farmers Market, Hot August Nights, Nugget Best in the West Rib Cook-off and Hometown Christmas. They share their beautiful valley with their neighbor to the west, Reno and are only a little over an hour's drive to the scenic Lake Tahoe.

As one step in the development of a Branding, Product Development and Marketing Recommendation Plan for the city, Destination Development International staff interviewed key community stakeholders in late October 2008. Representatives from city government, both the Reno-Sparks and the Sparks Chambers of Commerce, the Reno-Sparks Convention and Visitors Authority,

land developers, community advocates and significant retailers and attraction owners were part of this process.

The name of "Sparks" brings forth an interesting history lesson and framework for the goals and objectives the city has contracted with DDI to complete. The City had been called East Reno, New

Wadsworth and Harriman for a while, but that did not suit the independent spirit of the new citizenry, and in 1904 was officially named the City of Sparks to honor then current Governor John Sparks. In 1905 Sparks became an incorporated city and in celebration, Governor Sparks hosted a barbecue for all the citizens of Sparks at his Alamo Stock Farm at Moana Springs (near the current site of the Reno Spark Convention Center in Reno).

What's there to do here?

Visitors will discover much more than Black Jack and slot machines in this community with a year-round temperate climate. Although neighboring Reno still pulls in a significant number of gamers, a visitor to Sparks has much from which to sample, including the Sparks Marina, a 77 acre lake, with its accompanying soon-to-open Legends, a 1 million-square foot shopping and entertainment destination. There is also the Wild Island Family Adventure Park, the Golden Eagle Regional Park, the largest artificial turf project in North America, the legendary John Ascuaga's Nugget Casino Resort and many other exemplary attractions.

Significant Strengths

In addition to the above noted attractions, Sparks has several other significant assets. The majority of interviewees found that quality of life in Sparks was one of its greatest assets, as well as something they were seeking to strongly protect for the future.

The City has seen significant growth in the past decades, growing from 50,000 to 90,000 since 1990 and projections are that the population will surpass 130,000 by 2030, causing significant growth concerns and opportunities.

Other assets include a business climate conducive to growth, with a low tax structure. There is currently a project being built 10 miles east of town on I-80 to house 60 million feet of warehouse space. The retail mix locally is such that interviewees report very little leakage, or need to leave town to shop elsewhere.

These assets, combined with an annual average of 300 days of sunshine per year and a mere 7.5 inches of average rainfall, strongly suggest Sparks is in the position for significant growth in the near future and ideally suited for a community branding project.

Significant Issues

The most significant issue the community currently faces is that of a "house divided." Despite, or perhaps because of the abundant assets, growth and opportunities, much of the community is working independently of each other, creating redundancy in spite of the fact they're working toward the same end goals. Every individual interviewed, regardless of their association or organization, stated that the communities of Reno and Sparks need to dovetail resources, communication and projects, and also,

that they personally were interested in being at the table to help move this process forward.

For instance, there were stories of events held by one Chamber of Commerce that did not invite nor even notify the other Chamber that they were being held. Bus tours are being brought into town that many of the retailers don't know are coming, nor are their significant attractions being showcased. Some businesses did not want to be a member of either Chamber because of the tension being caused. Others stated that the tension is so significant that it has negatively influenced new businesses from coming into the market.

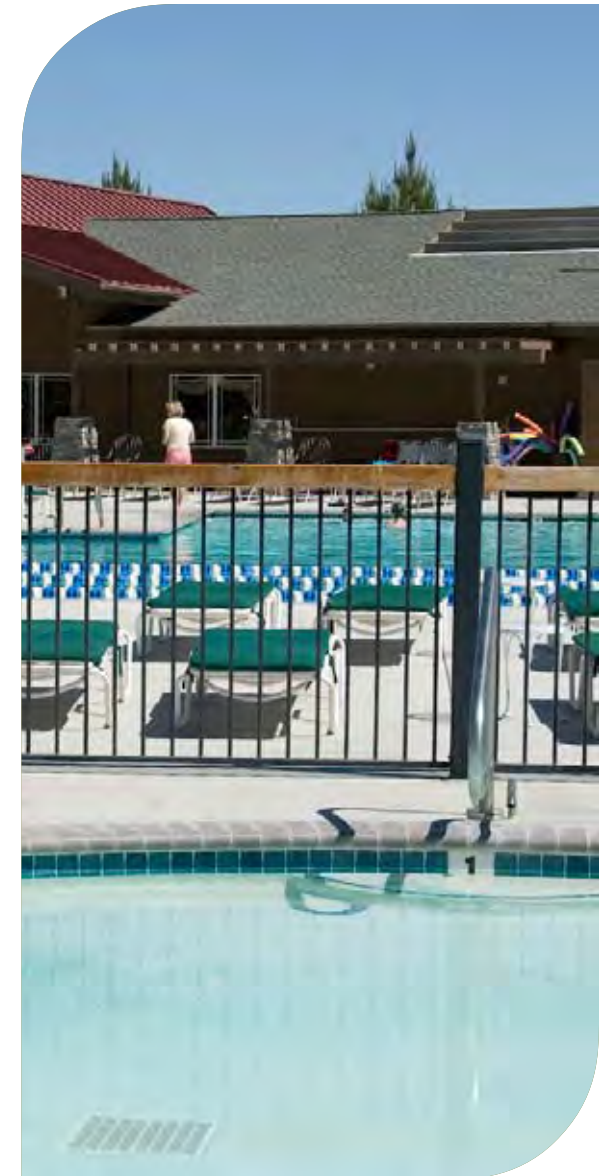
The most significant chasms seemed to be: 1) between the two Chambers of Commerce, and, 2) between the Reno-Sparks Convention and Visitors Bureau and several of the Sparks area businesses. Of significant note was the fact that all interviewees queried were willing to come to the table to reconcile some of these differences in an effort to unite their community.

A second divide, this time geographical, is between the northern, annexed area of Sparks called Spanish Springs, and the southern and older original area of downtown. Ten years ago the drive time between these two areas was less than ten minutes, but in the ensuing years travel now can take up to 30 minutes, thus significantly influencing community transit and retail trends. The real downside to this

is that the northern tier is occupied by a higher mean income household, while the southern area is where those with less expendable income live.

Summation:

Brand differentiation, building upon its existing assets and setting itself as separate and unique from the surrounding area, will be essential to the next steps in the City of Sparks. Secondly, it will be imperative to the success of any branding project, not to mention the future of the community, that the pivotal decision-makers and stakeholders leave their agendas at the door, come to the table and begin the important work of building bridges to grow towards a healthy and prosperous tomorrow.



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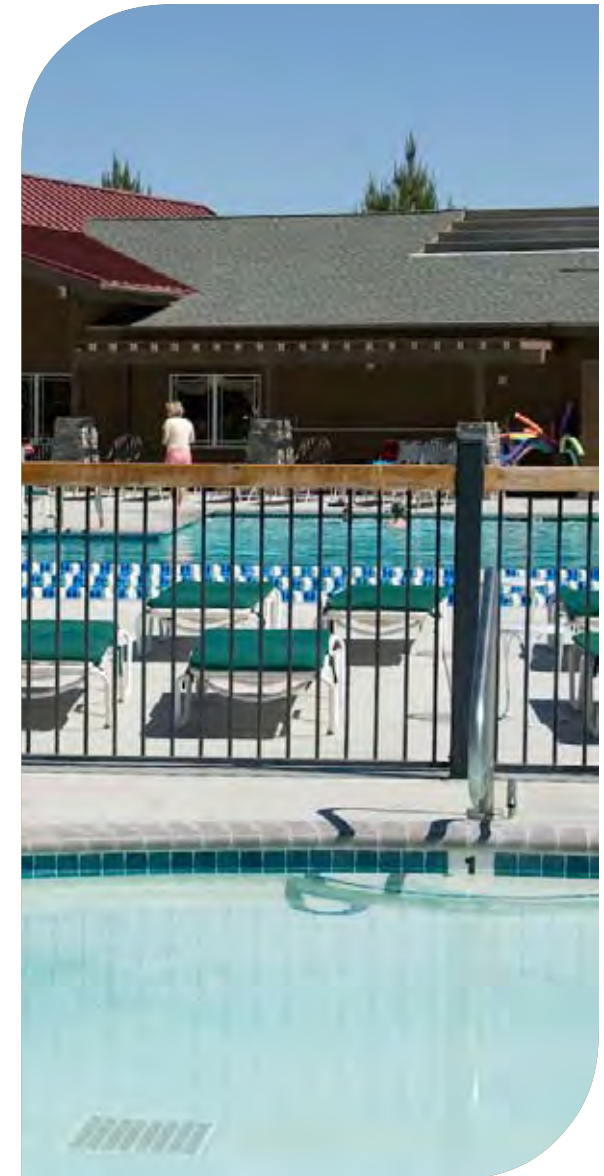
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Schedule

	SUNDAY 16-Nov	MONDAY 17-Nov	TUESDAY 18-Nov	WEDNESDAY 19-Nov
8:00	Monica & Vicky arrive	BREAKFAST	BREAKFAST	BREAKFAST
		STUDIO SET-UP	TEAM MEETING	TEAM MEETING
9:00		Re-confirm with meeting attendees	SITE TOURING (Monica/Roger/Jane)	SYNTHESIS OF OPEN HOUSE COMMENTS
10:00			SYNTHESIS OF MEETING INFO/ MAKE RESEARCH ASSIGNMENTS (Vicky in studio)	CONCEPT REVISIONS
11:00		(Roger arrives) TEAM MEETING		ADDITIONAL RESEARCH
		LUNCH (in the studio)	LUNCH (on your own)	LUNCH (in the studio)
NOON		Press Conference		
1:00		Meet with Sparks Team	STAKEHOLDER MEETINGS	CONCEPT REVISIONS
2:00			&	ADDITIONAL RESEARCH
		Meet with Primary Stakeholders	CONCEPT DEVELOPMENT	
3:00				
4:00		MEETING PREP	CONCEPT DEVELOPMENT	Meet with Sparks Team
5:00		DINNER (in the studio)	OPEN HOUSE 5 pm - 7 pm STUDIO	CONCEPT REVISIONS
6:00		MEETING PREP	@ Larry D. Johnson Community Center	
7:00		Public Meeting 7pm - 10 pm	OPEN HOUSE DEBRIEFING	DINNER
8:00		NUGGET - Poolside	DINNER	
9:00		Terrace Meeting Room		
10:00				

Case Studies

A Case History of Bricktown Oklahoma City

Bricktown, located on the eastern border of downtown Oklahoma City, was once a warehouse neighborhood housing the freight operations of four major railroad companies. Three generations of unique brick buildings were constructed from the late 1800's through 1930, the distinctive red brick giving the area its name.

After years of prosperity, several factors contributed to the decline of the Bricktown area. The Great Depression brought a sudden halt to new construction and delayed needed repairs to older buildings. During World War II, resources and investments were needed in the war effort and the area fell further into neglect. Post-war suburban sprawl followed, along with the development of new industrial parks away from the old commercial centers.

By 1980, this area once known as the crossroads of commerce was a graveyard of abandoned and underutilized buildings in desperate need of revitalization. Efforts and urban revitalization in the 1960s and 1970s largely ignored the area. However, developer Neal Horton, known for bucking the trends, saw new opportunities in the historic area. While his plan went unrealized due to the oil and bank crash of 1982, he was responsible for coining the name "Bricktown", giving the old commercial district an identity.

In the early 1990s, Mayor Ron Norick and an army of leaders formulated a plan to resurrect the area. The city had lost a bid for a United Airlines maintenance facility and saw an opportunity to make their city competitive and attractive for future efforts. They launched a visionary plan, the Metropolitan Area Projects (MAPS), an ambitious program that is one of the most aggressive and successful public-private partnerships ever undertaken in the country. The amount spent now exceeds \$3 billion.

MAPS was a visionary capital improvement program that included a series of nine public projects focusing on sports, recreation, entertainment, cultural and convention facilities. The projects included renovations to the Convention Center, Civic Center Music Hall and Oklahoma City Fairgrounds, as well as construction of the 15,000 seat AT&T Bricktown Ballpark, the mile-long Bricktown Canal, the 20,000 seat Ford Center, the state-of-the-art Ronald J. Norick Downtown Library, the Oklahoma Spirit trolley system and a stretch of water transformed into river lakes with trails and recreational facilities known as The Oklahoma River.

MAPS was funded by a temporary one-cent sales tax approved by city voters in December 1993. The tax expired on July 1, 1999. During the 66 months it was in effect, more than \$309 million was collected. In addition, the deposited tax revenue earned about \$54 million in interest. The tax was extended by a vote of the people for six months to cover

cost increases during construction. The tax is now complete, and the projects are all debt-free.

The number of visitors to Bricktown is increasing every year as new developments continue to open. According to the Bricktown Association, the number of Bricktown visitors went from about 4 million in 1998 to more than 8 million in 2004. It estimates nearly 10 million people will visit the district this year.

In Bricktown you can stroll along the mile-long pedestrian canal, dine at some of Oklahoma City's best restaurants (over 4,000 dining seats available), take in a game or concert and dance to live music. Bricktown also includes rides in horse drawn carriages or relaxing views from the Water Taxi on the canal. The district is known for its diverse and varied entertainment options.

Private investments in attractions of the Bricktown District include Bass Pro Shops, a visually appealing, high quality outdoor store with indoor aquariums and an extensive collection of outdoor equipment and clothing, and Harkin Bricktown 16, a 16-screen cinema with comfortable seating, complete food service and childcare facilities for patrons. The theatre features the largest movie screen in Oklahoma, the Ciné-Capri, measuring 70 feet wide. Bass Pro Shops opened in November 2003, and the Harkins Theatre opened in October 2004.

Case Studies

The dining and nightlife categories are anchored by Mickey Mantle's Steakhouse, Toby Keith's I Love This Bar and Grill and Abuelos Mexican Food Embassy in addition to numerous other quality restaurants.

Hotels in Bricktown include the Colcord Hotel, Courtyard by Marriott, Marriot Renaissance, Resident Inn by Marriott, the Sheraton Oklahoma City and The Skirvin Hilton. A 10-story Hampton Inn & Suites with a price tag of \$20 million is set to open in the summer of 2008.

The Bricktown Urban Design Committee is implementing a new comprehensive wayfinding system, funded by a City General Obligation Bond Issue, to provide consistent, clear directions to various destinations, attractions and landmarks in the Downtown area. The system will eventually consist of 45 vehicular signs and 22 pedestrian signs along with 27 kiosks for more detailed visitor information.

Bricktown is an excellent example of an aggressive public-private partnership aimed at improving the city for not only for visitors, but for current residents and future businesses. The investment into the downtown area has resulted in a vibrant, exciting district that brims with life and activity. Southern Living Magazine ranks downtown Oklahoma City as one of the 5 best downtowns in the south, and with good reason. The MAPS projects have breathed

new life into the heart of the city, creating a thriving entertainment and dining district out of a desolate stretch of brick warehouses.

Case Studies

A Case History of the Gaslamp Quarter San Diego, CA

The historic heart of San Diego, California is an eclectic 16.5 block neighborhood known as the Gaslamp Quarter. Registered on the National Register of Historic Places, its 94 historic and architecturally significant structures house more than 100 of the city's finest restaurants, 35 pubs and nightclubs and over 100 retail shops, as well as theaters, art galleries, offices and residential/work lofts.

Named for the gas lamps that once lined the streets of San Diego's first commercial and business center, the Gaslamp Quarter is located in the heart of the city. New Town founder Alonzo Horton established a wharf at the south end of Fifth Avenue in 1869. From that point on, Fifth Avenue has served as the commercial backbone of the Gaslamp Quarter. In the 1880s, San Diego became a boomtown and by the time of the Gold Rush, the population swelled to 40,000. During the same era, a strong community of Asian businesses began to grow in the area. The defining character of the Gaslamp Quarter was established by the Victorian, Italian Renaissance and Spanish Revival buildings built between 1880 and 1910.

Because the town was a busy military port, the original district south of Market became a red-light district, commonly referred to as the Stingaree. Illicit businesses, catering to both miners and sailors,

flourished throughout the turn of the century. In 1912, citizens pressured police into raiding the Stingaree. With the red-lights of the Stingaree officially turned off, the Gaslamp Quarter flourished. The district grew at a steady pace until the Great Depression slowed development nationwide.

During the 1950s through the 1970s, major commerce abandoned the smaller scaled buildings of the Gaslamp Quarter in favor of larger sites in the north end of downtown. The area was in disrepair and became a low rent district until the 1970s when a period of preservation began as public opinion shifted to support restoring many of downtown San Diego's historic buildings.

In 1972 then-mayor Pete Wilson outlined an aggressive program for revitalizing the physically and economically blighted downtown. His goals included drawing retail and commercial business and residents back to the area, creating a strong job base and regional government hub. California's Community Redevelopment Law provided the major tools.

In 1974, the Gaslamp Quarter Association was formed to protect San Diego's historic district and unite area business and property owners. In 1976, the first Gaslamp Quarter Urban Design and Development Manual was adopted by the City Council. The district was added to the National Register of Historic Places in 1980 and features the highest concentration of historically significant

commercial buildings in San Diego.

Mayor Wilson and the City Council created Centre City Development Corporation (CCDC) in 1975. This public, nonprofit corporation staffs and implements downtown's redevelopment, including the facilitation of retail, residential, office, hotel, cultural, educational and public improvement projects. On behalf of the City and Redevelopment Agency, CCDC facilitated the public/private partnerships necessary to turn the area around.

In 1982, the Gaslamp Quarter became a major redevelopment project area of the City of San Diego. Several developers and restoration experts were encouraged to continue restoring the Gaslamp's Victorian buildings. This led to one of the most profound joint urban preservation efforts in San Diego history and capped a downtown revitalization effort which successfully transformed a once troubled area.

Today, Gaslamp Quarter has emerged as San Diego's prime entertainment and celebration destination. Conventioneers, baseball fans and weekend diners congregate here for its lively mixture of restaurants, cafés, nightclubs and bars in addition to the shops and accommodations. New residential dwellings have crowded the downtown area including many historic lofts. The Gaslamp Quarter continues to serve downtown residents and employees and the region at large, as well as downtown's significant numbers of tourists. The Gaslamp Quarter's success

Case Studies

has served as a catalyst for the redevelopment of other downtown neighborhoods.

The Gaslamp Quarter features a mix of unique lodging accommodations from the Victorian-style 132-room Horton Grand Hotel, which is comprised of two hotels of the 1880s and was once home to Wyatt Earp, to the 282-room Hilton San Diego Gaslamp Quarter with its 30 residential-style lofts and The Keating Hotel, from the same designers of the luxurious Ferrari automobiles.

Restaurants in the Quarter include Croce's Restaurants & Bars, established more than 20 years ago by Ingrid Croce as a tribute to her late husband '70s singer/songwriter Jim Croce and George's on Fifth housed in one of the most photographed historical buildings in the Gaslamp Quarter. International cuisines can be savored including Afghan, Brazilian, Chinese, Indian, Italian, Mexican, Persian, Spanish and Thai at more than 100 restaurants.

The Nightlife in the Gaslamp District features hip lounges, flamenco dinner shows, an authentic Irish pub, a dueling-piano bar and the Horton Grand Theater, home the long running "Triple Espresso—a highly caffeinated comedy."

Shops and galleries of every variety are scattered throughout the 16 square block district.

Shoppers can expand their wardrobe and decorate

their homes with unique pieces found at shops such as Villa Moda, Kurios, Splash Wearable Art, Highlights Lighting, Kita Ceramics & Glassware, Avitatt and Opium Gallery among others.

The Gaslamp Quarter is home to many popular events including Mardi Gras, the largest Mardi Gras party on the U.S. West Coast, Taste of Gaslamp and ShamROCK (St. Patrick's Day). PETCO Park, home of the San Diego Padres, is located one block away in downtown San Diego's East Village.

Case Studies

A Case History of the Pearl District Portland, OR

Portland's premier shopping and arts district was once an area of abandoned warehouses and railroad yards along the Willamette River. The Pearl District's historic industrial buildings now house fashionable retail storefronts, restaurants, galleries, lofts and spas; a nationally renowned shopping, dining, cultural and urban living district.

The Pearl District began in the early 1900s as a transportation hub for the city of Portland, with railroad yards and associated warehousing and storage facilities. Manufacturing and ancillary uses boomed and the district prospered during the first half of the 20th century.

Beginning in the 1950s, water and rail transportation patterns shifted to highways, interstates and air. The district was left vacant and marginalized. Low rents attracted a diverse range of new tenants and users. The district became an incubator for start-up businesses, primarily artists seeking inexpensive space with close proximity to the downtown and a casual environment.

In the early 1980s, the Pearl District became the focus of planning efforts to convert under-utilized warehouses and abandoned rail yards into a mixed use neighborhood. It started with an urban design study in the early 1980s, followed by the 1988 Central City Plan, which laid the foundation. The 1992 River District Vision Plan and 1994 River

District Development Plan added more details. The efforts culminated in the River District Urban Renewal Plan, which was adopted in 1998 and provides tax increment financing for improvements within the district over the next 20 years.

During the mid 1990s as redevelopment plans were being formulated for the growing area, local business owners wanted to find a name for the emerging district. Many artists had already called the area home as they lived and worked in the low cost lofts inside the warehouses. Names like "warehouse district" and "brewery district" were considered but the name that stuck helped tell the story of what was happening in the neighborhood. The story credits local gallery owner Thomas Augustine for the name when he compared the artists' lofts and galleries "hidden" inside the warehouse buildings to "pearls inside crusty oysters." While not popular at first, an Alaskan Airlines writer borrowed Augustine's phrase and the name stuck.

Today the Pearl District is a marriage of modern culture and historic preservation. Art and design remain at its heart. The district contains nearly 30 art galleries; more than 50 restaurants, cafes, bars, brew pubs and coffee houses; nearly 60 home furnishing stores and antique shops; more than 60 boutiques, jewelers and specialty realtors and three public parks with two more being planned. Since 1994 when the first residential unit was erected in the Pearl District, more than 3500 lofts, condos and

apartments have sprung up in the area.

The Pearl District is also home to three universities: The Arts Institute of Portland, Pacific Northwest College of Art and Willamette University.

The dynamic neighborhood is known for its restored brick buildings, cobblestone streets, and historic water towers, in addition to numerous special events held throughout the year including monthly gallery walks, an annual arts festival, a summer concert series and a farmer's market. It is home to the Portland Center Stage, the Portland's premier professional theater company. Portland Center Stage presents a blend of classic and contemporary theater to an audience of more than 100,000 annually at its 599-seat main stage, The Gerding Theater, and a 200-seat black box theater.

The Pearl District Business Association, a not-for-profit membership based organization, is responsible for promoting many of the activities and events held in the district. They also produce the Pearl District Walking Map, the district's website, www.explorethepearl.com, and "Explore the Pearl" magazine.

The Pearl District, once a forlorn and abandoned warehouse district, has become a premier neighborhood for arts, entertainment, shopping and dining. Visitors flock to the Pearl District to become immersed in the arts, enjoy fine cuisine and shopping.



This plan was prepared by the team at Destination Development, Inc.

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