



Community Development Committee

MEETING AGENDA

Berryville-Clarke County Government Center

101 Chalmers Court, Second Floor

Main Meeting Room

Regular Session

January 27, 2020

3:00 PM

Item

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**1. Call to Order**

**2. Approval of Agenda**

**3. Unfinished Business**

Branding and Marketing

2

Playground/Park Update

14

**4. New Business**

**5. Other**

**6. Closed Session**

**7. Adjourn**

## Community Development Agenda Item Report Summary

January 27, 2020

### Item Title

Branding Request for Proposal

### Prepared By

Christy Dunkle

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After discussions with staff and Clarke County Public Information Director Cathy Kuehner, committee members determined that a branding effort should occur prior to a market or marketing study. Community Development Committee members have been reviewing the Request for Proposals and determining what should be included. It was suggested that joint efforts with the County should be taken into consideration ahead of the update of the Economic Development Memorandum of Understanding between the Town and County.

The following items are included in this report:

- Request for Proposal draft v.2 for Graphic Design Branding Services;
- Council member Harrison comments on original draft of RFP dated January 14, 2020;
- Staff notes on Marketing and branding discussion with Cathy Kuehner dated December 26, 2019; and
- "How to Market a Small Town" article by Becky McCray

### Recommendation

Discuss at the meeting and determine updates of the draft RFP to present at the February 11, 2020 Town Council meeting.

**REQUEST FOR PROPOSALS**  
**DRAFT v.2.**  
**Graphic Design Branding Services**

Berryville, Virginia Town Council is soliciting proposals for from qualified firms to develop a memorable brand as specified herein. The updated graphic branding will position Berryville as a leading place to live, do business, and visit in the Shenandoah Valley and the region.

**Community Overview**

Berryville is the County seat and economic center of Clarke County. With just under 5,000 residents, Berryville is located within the Washington, D.C. Metropolitan Statistical Area. The County and Town have been recognized nationally for their combined efforts to maintain the rural and agricultural nature of the community.

Tourism has been identified as an economic development opportunity due to the many recreational and historic assets in the Town and County. Of particular note is the Town's desire to have a hotel develop to supplement tourism activities and overall business growth while providing accommodation for residents and local businesses. Two feasibility studies have been completed (2013 and 2019) and will be made available for review. The study should include input from local stakeholders including residents, business owners, community organizations, elected and appointed officials, and staff.

**Berryville and Clarke County offer a number amenities including:**

- ~~—An authentic historic downtown featuring destination retail venues, restaurants, and services;~~
- ~~—A destination for the arts including the Barns of Rose Hill, Watermelon Park, and a large artisan community;~~
- ~~—Historical properties such as Long Branch and Rosemont Manor that hold a large number of weddings and events throughout the year;~~
- ~~—A vibrant rural economy including a seasonal farmers' market and surrounding farms featuring a variety of products;~~
- ~~—Recreational opportunities in the County including over 20 miles of the Appalachian Trail, Shenandoah River, and Shenandoah University River Campus at Cool Spring Battlefield; and~~
- ~~—A commercial and industrial base that includes a fully occupied business park with an eye towards future growth~~

**Scope of Services**

The Town of Berryville is seeking a professional firm or consultant to work with us on a branding initiative to include, but not be limited to, the following:

- Development of a brand concept to include a message, tagline, and logo adaptable for a wide range of applications (e.g., tourism, business, residential).

- Concepts and designs will be used in a number of ways and must be adaptable to use on printed material, wayfinding signage, website design, and social media.

The Town of Berryville reserves the right to extend the contract for additional branding and marketing needs beyond this initial contract. It is anticipated that the branding initiative will take six to nine months after the contract is executed.

#### **Procedures**

All proposals should convey the following information in the following order:

1. Firm history and organization.
2. Firm experience providing examples of branding, marketing, and graphic design projects to include work samples; description of services provided; and client contact information.
3. Firm resumes of key project staff and other outside firms who may be used by the firm.
4. Outline of firm's approach to providing services and proposed project timeline.
5. Cost estimate for services identified above and fee schedule.

#### **Review and Award**

To be considered for selections, respondents must submit a complete response to this Request for Proposal. Failure to submit all information requested may result in the rejection of the proposal. An authorized representative of the firm must sign the proposal.

Please submit one electronic response to Heather DeHaven, Finance Clerk (financeclerk@berryvilleva.gov) and mail or deliver a physical copy to the Town of Berryville, 101 Chalmers Court, Berryville VA 22611. All responses must be received by the Town of Berryville no later than 5:00pm on Wednesday, April 8, 2020.

#### **Term of Contract**

~~The Town reserves the right to divide the branding/marketing services south in this proposal into phases or campaigns.~~ The Town also reserves the right to extend this contracted for related services upon mutual agreement between the Town and the chosen applicant.

The Town reserves the right to negotiate terms with the selected firm for items/services other than those specifically stated in this RFO in the best of interest of the Town and agreed to by the applicant.

Applicants are encouraged to provide additional information not specifically identified as a requirement if that additional information is applicable to this RFP.

All work produced by the selected firm shall be the property of the Town of Berryville and shall be deemed to have assigned any copyrights and any other rights exclusively to the Town of Berryville.

This RFP does not commit the Town of Berryville to enter into an agreement with any organization and is not an offer for contract. At its own discretion, the Town may reject any and

all proposals, may modify or terminate the application or selection processes without prior notice. The applicant certifies that the information contained in the submittal is true and correct to the best of his/her knowledge. The Town is not responsible for damage or loss of materials submitted. Failure to comply with all requirements of this RFP will result in a rejected proposal.

**Timeline and Submissions**

Proposals due:	<b>Wednesday, April 8, 2020 by 5:00pm</b>
Selected firm notified:	<b>On or before Friday, May 8, 2020</b>
Anticipated final presentation:	<b>On or before Friday, August 5, 2020</b>

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HARRISON COMMENTS  
1.14.20

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DRAFT  
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Commented [DH1]: established or something similar instead of develop

Commented [DH2]: Remove since this is not a branding study. But say, input from various groups may be used in the development of the brand as will input from elected and appointed officials, and staff.

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- An authentic historic downtown featuring destination retail venues, restaurants, history museum, and services;
- A destination for the arts including the Barns of Rose Hill, Watermelon Park, and a large artisan community;
- Historical properties such as Long Branch and Rosemont Manor that hold a large number of weddings and events throughout the year;
- A vibrant rural economy including a seasonal farmers' market and surrounding farms featuring a variety of products including wineries.
- Recreational opportunities in the County including over 20 miles of the Appalachian Trail, Shenandoah River, and Shenandoah University River Campus at Cool Spring Battlefield, Bland Virginia State Arboretum; and
- A commercial and industrial base that includes a fully occupied business park with an eye towards future growth

Commented [DH3]: Just a few additions in highlights.

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Commented [DH4]: Probably should remove since this does not include the marketing portion and the next sentence does open it up for other things later.

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## Notes on Marketing and Branding discussion with Cathy 122619

- Marketing is a promise. Fulfilling the promise is having available all of the items “marketed” including businesses being open including tourist center and museum; if business attraction, must have availability (business park full); and tourism (limited accommodation).
- Market study is different than a marketing study. Market study is a study that analyzes market demand for a particular product or service. It analyzes the activities in a market in regard to such influences as location, demand, and competition which may or may not affect the value of property. A marketing study is a comprehensive document or blueprint that outlines the advertising and marketing efforts for the coming year. It describes business activities involved in accomplishing specific marketing objectives within a set time frame.
- Should not have preconceived ideas of what Berryville is (items listed in RFP).
- Need to identify who we are and what we want (e.g., retirement community. Overall median age is 43.4, 34.6 for men and 49.4 for women; 20% older than NOVA, 10% older than Virginia)
- Need to determine who to market to for the future (additional seniors? Young families?) and build around the demographic
- Determine mission, vision, brand promise
- Must be long-term commitment beyond Council terms, should not deviate every two or four years, creates “schizophrenic” brand
- A challenge is to delete preconceived ideas about the community
- What will TC do with the information from a study? Is there openness to deviate from preconceived ideas?
- Cathy suggested that the order of things should be to define the identity; determine a graphic identity; then conduct a marketing study if needed.

# How to market a small town

BY BECKY MCCRAY

Recently, I listened to a session on How to Market a Community with Roger Brooks of Destination Development International. I wanted to share my notes with you.

The first fact he mentioned is about how we search when we're looking for somewhere to go. We search on *activity* first, then *location* second. So we'll search "mountain biking western Oklahoma" or "sailing southern Ontario." Brooks' examples showed people searching on an activity and then a town name.

"Have you ever gone anywhere because they 'have something for everyone' or they are the 'gateway to' someplace else?" Brooks asked.

He says 97% of community-based marketing is ineffective. The reason is that we **filter out everything that isn't directly relevant to us.**



**Pretty Prairie, Kansas, promotes only one thing on their highway sign: the largest night rodeo in Kansas.**

**Destinations must act like businesses: narrow your focus.**

- What do you have that the people you are hoping to attract can't get or do closer to home?
- What makes you worth a special trip?
- What sets you apart from everyone else?

(If you read my weekly emails, you know I hammer on this one, as well.)

What ever it is that makes you different or clearly better, you must hang your hat on that, Brooks said. But it isn't enough for you claim that you're different or clearly better. That difference has to come by third party endorsement. Other people have to say it, too.

Most communities are stuck in the "group hug mentality." They try to make everyone happy with their tourism marketing. The "membership mentality" of "we don't want to leave out any of our members" leads to generic, "something for everyone" market that is ineffective.

## **10 things you need to know and do to win**

To drive home the message about narrowing your tourism marketing to a niche, Brooks presented 10 things to know.

### **1. Don't get hung up on logos and slogans.**

They are not brands. They are just marketing messages that support your brand. Logos and slogans are 2% of marketing, but 98% of local attention goes to them, Brooks said. You don't choose Ford over Chevy because of their logo or slogan.

### **2. A brand is a perception.**

A brand is what people think of you, not what you say you are, Brooks said. We create them through visual cues, people and attitudes, word of mouth, publicity, and social media. Negative perceptions can require a repositioning or rebranding effort. Good brands evoke emotion. They make a statement. They **sell a feeling, not a place or a product**. Brands are all **WHY**, not **WHAT** or **WHERE**.

### **3. Successful brands have a narrow focus.**

If I can take out your town's name, and plug in any other town, it fails, Brooks said. You're not doing anything wrong, you're just saying the same thing everyone else is saying. You must **jettison the generic**. You cannot be all things to all people. Promote your primary lure. Memberships kill attempts to specialize tourism marketing.

Here are some of those "everyone uses them" words and phrases to delete from your marketing:

- explore
- discover
- outdoor recreation
- so much to do
- four season destination
- historic downtown
- center of it all
- best kept secret
- close to it all
- playground

I'm sure you can think of many more.

Don't just market what you have, market what will close the sale, Brooks said.

**4. Narrow focus so much that your name becomes synonymous with your brand.**

Brooks listed off destinations that have succeeded at this: Napa Valley for wine, Las Vegas for adult fun.

**5. Brands are built on product, not just marketing.**

People are looking for things to do, not just things to look at, Brooks said. That's why it's so hard to market your history in tourism. You have to find ways to make people involved in the experience of that history. Brands are always experiential. Tourism organizations sell cities, towns and counties before experiences. Economic Development groups sell infrastructure and land before opportunities. These are mistakes according to Brooks. Avoid hiring any branding company that does not talk about product, he said.

**6. Never, ever use focus groups.**

They are never the way to build a brand, Brooks said. Cute and/or clever seldom work in tourism marketing. Never do branding by public consent. Period. When lots of people get involved, that carefully crafted narrow niche gets spread out into making everyone happy. Build your brand by feasibility, not local sentiment. Top-down branding efforts fail 98% of the time, Brooks said.

**7. You never "roll out" your brand until you can "deliver on the promise."**

If you market your community for a niche you really don't deliver on, you are setting up for upset visitors, Brooks said. Brands are earned, good or bad. Communities have used transitional brands to talk about what they are becoming.

**8. Great brands always start with a plan.**

Brooks outlined a simple plan:

- What do you want to be known for?
- What do you need to own the brand?
- How will you tell the world?
- What goes on the to do list?

**9. Build your brand by feasibility, not local sentiment.**

Brooks said to start with an assessment. Where you are today? Then, ask the locals, where do you want to go as a community? When someone mentions your community in 10 years, what do you want them to mention? Next, do the research. Which of all the ideas make the most sense? Answer these key questions about feasibility:

- Is this something the markets we are hoping to attract can't get or do closer to home?
- Can the community buy into it over time?
- Can the private sector invest in it?
- How much will it cost and when will we see return?
- Does it have legs? Can we start with a niche, then add extensions to the brand?
- Can we make it obvious and pervasive throughout the city?
- Will it extend our seasons?
- Do we have tireless champions for this cause?
- Is it experiential? Things to do, not things to look at.

Only once the concept is proved feasible does Brooks recommend developing an action plan. The strategies, goals and objectives should fill no more than 10 pages. An action plan is a to do list. Each item on the plan should include:

- the recommendation – what is to be done
- who's in charge
- what it will cost
- the source of funds
- when it must be completed
- the rationale – give the reason

#### **10. Don't let local politics kill your branding efforts.**

Brooks listed three killers of branding efforts:

1. local politics, especially "membership" politics that try to please everyone
2. lack of champions
3. lack of money

What lessons have you learned in marketing your community?

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**Community Development Agenda Item Report Summary  
January 27, 2020**

**Item Title**

John Rixey Moore Playground / Rose Hill Park Improvements

**Prepared By**

Keith Dalton, Town Manager

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**Background/History/General Information**

The John Rixey Moore Playground, as it is currently constituted, was constructed in 1998. The playground consists of two Saddle-Mates spring riders, four-seat Buck-A-Bout, three diggers, a two-bay swing set, and playset. All equipment (except the diggers) is located within a required fall zone consisting of Engineered Wood Fiber Surfacing (EWF).

The equipment manufacturer has inspected the playground equipment and stated that is in good repair and has been well maintained. With that said, the expected life of a playset is around 20 years.

In November 2017 the Town Manager wrote a memorandum to the Community Improvements Committee in which it was suggested that the playground be updated and modified in the following manner:

**Proposed project**

***3<sup>rd</sup> Party Inspection of all equipment***

*This work is expected to occur in or before the spring of 2018. Results of this inspection will inform the final proposal for the playground.*

***Saddle-Mates spring riders***

*Paint the spring riders.*

***Four-seat Buck-A-Bout***

*Paint the Buck-A-Bout to match the new playset.*

***Diggers***

*Replace the diggers. It is expected that replacement diggers can be acquired that will permit use of the existing mounting posts that were installed 10 years ago. Pea gravel would be added as needed.*

***Swing set***

*Paint the swing set to match the new playset.*

*Chains, fasteners, and swing seats would be replaced. Two swings would utilize belt seats (older children) and two would utilize enclosed tot seats (younger children).*

***Playset***

*Town Public Works personnel would remove and dispose of the existing playset. Contractor would install new playset and replace EWF.*

***Expanded Fall Zone***

*Town Public Works personnel would excavate the area for an expanded the fall zone.*

***New Equipment (2-5 year olds)***

*Contractor would install new equipment in the expanded fall zone.*

*Contractor would install EWF in newly expanded fall zone.*

*The new equipment under review (see attached descriptions):*

- *Discovery Cave with Primary Grips*
- *Beat Club*

**Annual Inspections**

*Staff proposes that the Town contract with firm to complete annual inspections of the playground equipment and track Town's monthly inspections. The cost of this service has been requested but has not been received.*

The estimated budget at that time was \$41,855

The Committee discussed this matter during budget deliberations and placed this project before the Town Council as a project for which they requested funding in the FY20 Budget. The discussions included changes in the equipment (from staff proposal) and inclusion of a shade structure near the playground. The Town Council budgeted \$60,000 for the project.

The Committee reviewed staff proposals and provided input regarding the specifics of the project.

Staff prepared a revised proposal / cost estimate in response to Committee input. The new estimate excludes Discovery Cave with Primary Grips (equipment in original proposal) but includes GT Stock Car and Toss N' Score – Basketball Graphics. The estimated cost of the shade structure is provided as well.

At its September 23 meeting the Committee agreed to forward the attached proposal to the Town Council for consideration.

On October 8, 2019, the Town Council approved the playground project (including a shade structure). The budget for the playground work and the shade structure was capped at \$50,670.

Final pricing for the playground was just under \$40,000.

Update on basketball court project: Work to seal and re-line the basketball court is estimated not to exceed \$4,200.

Update on gazebo project: Public Works staff recommends:

- replacement of trim
- replacement of a portion of the flooring
- replacement of pickets and rails

Work will be done by Public Works crew. Staff estimates that the cost of materials for this work will not exceed \$4,500.

#### **UPDATE FOR 1/27/20**

The Town Council approved the playground project (capping priced of playground equipment and shade structure at \$50,670). Staff is to report back to the Council about additional projects (including security cameras) that may be able to be completed within the budget.

#### **Findings / Current Activity**

The following aspects of the project have been completed:

- Old playset removed
- Spring riders removed
- Diggers removed
- Digger pea gravel area reduced in size
- Swings and swing hardware removed from swing frame
- Swing frame tightened
- Additional fall zone excavated
  
- New playset installed
- Spring riders re-installed
- Stockcar installed
- Beat club installed
- Fall zone drainage installed
- EWF installed in fall zone

The following projects are outstanding:

- Installation of shade structure
- Installation of new diggers
- Painting of swing frame, buck a bout, and spring riders
- Installation of swings and swing hardware
- Installation of new trash cans
- Repair of sidewalk
- Installation of drainpipe from livery stable downspouts
- Installation of signage

#### **Financial Considerations**

A few surprises have been revealed since the last project update. Further, staff determined that another drainage project should be completed along with the playground work. Lastly, staff will likely order more EWF for installation across the remainder of the playground.

#### **Surprises**

It was discovered that there were fall zone concerns with the spring riders and the buck a bout. Accordingly, the spring riders were removed and reinstalled in a manner that meets current safety standards and the digger pea gravel enclosure was reduced in size to ensure that current safety standards are met. Only two diggers will be installed (there were originally three). Lastly, the toss n score was eliminated (at least temporarily) because of changes to fall zones.

With the removal of the toss n score, there has been little change to the budget for these items.

The sidewalk leading to the playground was damaged and will have to be replaced. It is estimated that the replacement cost will not exceed \$1,500.

**Drainage project**

Staff determined it best to extend a pipe to collect water from the livery stable downspout to the Town Run. This work will be completed before the playground work is completed. The cost of this work will not be charged to the playground project.

**Additional EWF**

Fresh EWF is installed each year. The newly installed EWF does not cover the swing area. This cost has yet to be determined but as a matter of "annual maintenance" it will not be charged against the playground project.

**Schedule/Deadlines**

Depending on weather and other competing projects, staff estimates that all work, except painting, will be completed by mid-March. The painting will be completed as weather and the contractor's schedule will permit.

**Other Considerations**

Inclement weather could interfere with planned staff participation in project.

**Attachments**

None

**Recommendation**

None

**Sample Motion**

None



Community Development Committee

MEETING AGENDA

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Main Meeting Room

Regular Session

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