

**LARGE GRANT PROGRAM
TOURISM GRANT APPLICATION**

Title of Project: Creating a Community Brand

Funds Requested: \$50,000

Organization Applying: Ross Ragland Theater

Contact Person: Mark R. McCrary

Phone Number: (541) 884-0651 extension 16

Email Address: director@rrtheater.org

Mailing Address: 218 N. 7th Street, Klamath Falls, OR 97601

Web Site Address: www.rrtheater.org

Brief Description of Project including date, time and location: The purpose of this proposal is to convene community partners, engage professional branding and marketing firms and create a community-wide brand for future promotions of tourism and economic development activities. Deliverables include a brand concept, collateral materials and usage standards to protect the integrity and quality of the brand.

The undersigned, as proposer, declares that he/she has carefully examined the requirements of the Klamath County Tourism Grant Application packet and agrees, if the application is funded, that proposer will enter into an agreement with Klamath County to furnish the services as specified, in accordance with the grant application attached.

Signature of Applicant Mark McCrary Date 2/27/15

If the applicant is requesting funds on behalf of another organization, the application must be approved by that organization.

Signature of Board Chair [Signature] Date 2/27/2015

Klamath County Tourism Grant Creating a Community Brand

Successful communities are good at building a strong and readily recognizable brand. A brand is not a slogan or a logo but a bundling of emotional and intellectual experiences that together represent both the history and aspirations of a community. Branding speaks not only to how outsiders view us, but to the way we view our own community. Successful branding does not merely bring in tourists or economic development. It also brings together the community in a shared vision for progress and success.

Klamath County has seen difficult economic times. But like the ranchers and loggers who built Klamath Falls, our residents are tough, resourceful and resilient. While our economy once relied on natural resources, in the future it will build on the character of its people and the natural beauty that permeates our surroundings. The whole community – individuals, businesses, government and nonprofits – are activated as never before to move Klamath County into the future. Branding is how we in Klamath County will tell our story to the outside world.

A successful branding strategy is interwoven into all of our activities and communications in order to clearly convey who we are and what we have to offer. Crafting an effective marketing plan that emphasizes the Klamath brand can provide a strategic advantage, building awareness and positive perceptions of our community. Done well, community branding translates into greater tourism and expanded economic development.

As Klamath County proceeds in creating a brand, the National Park Service begins a year-long Centennial Celebration of its inception as a federal program. Klamath County's own Crater Lake, one of the nation's most revered and respected national parks, will be celebrating this auspicious anniversary through collaborative marketing and events to encourage and keep visitors in the Klamath County area for an extended period of time. Now is the time to develop a brand that will launch in conjunction with the Centennial Celebration.

Project Description

This request for Tourism Support is to create a clear and specific brand for Klamath Falls (tourism infrastructure) that includes: 1) owning Crater Lake, 2) involving local culture and 3) promoting outdoor activities. These three elements resonated with the over 100 attendees at the Economic Vitality Summit held at the Ross Ragland Theater in July 2014. The brand will be officially launched in 2016 through partners and a series of events that promote Crater Lake as a national park.

Branding efforts will be a crucial step for area groups, especially Discover Klamath and unifying attractions in Klamath County. Strategies such as logo development, strategic messaging and positioning Klamath as a destination will become a long-term plan to positively impact tourism and economic development. The branding sub-committees of Discover Klamath and this past year's Economic Vitality Summit are working together to create such an effort. It has become clear that the strength of Klamath County is its unique position in proximity to Crater Lake,

extensive outdoor resources for both the avid and casual outdoors visitor and limited but world-class cultural opportunities.

Klamath County's comparative advantages – the things that set Klamath apart from other regions – are its unique proximity to Crater Lake, its extensive outdoor resources for both the avid and casual outdoors visitor and its limited but world-class cultural opportunities.

After the Economic Vitality Summit in July 2014, two key strategic initiatives emerged: Downtown Revitalization and Branding. The Downtown Revitalization component has been spearheaded by the Klamath Falls Downtown Association and is moving forward. This branding project is now ready to be shaped and made ready for launch by Fall 2016. A small group of planners have begun discussions around how the branding effort should move forward and has established the following timeline:

March 2015	Expand planning group to Discover Klamath and its Branding subcommittee
April 2015	Host an intensive meeting to identify additional funding sources beyond those already approached and from whom funds have been requested
May 2015	Hear from Klamath County Tourism for funding decision; finalize other funding packages
June 2015	Hire .50 FTE project manager; Shape Request for Proposals (RFP) for and send to identified branding firms
August 2015	Finish funding package for branding firms and interview potential firms
September 2015	Award contract to branding firm
November 2015	Begin research and discovery for branding including surveys, focus groups and other conversations
February 2016	Firm reports to steering committee with results at first brainstorming session. Marketing RFP's are finished and ready for distribution
March 2016	Second and final brainstorming session creates the brand; Marketing firm is chosen to create brand support structures (logo, collateral materials, standards for usage)
May 2016	Brand effort is completed and ready for launch
August 2016	Brand is launched through Crater Lake Celebration Structure

Project Goals

A funding and planning effort has already begun as a result of the Economic Development Summit in 2014. A portion of funding match has already been secured to help create the brand:

- 1) hire an expert community branding company to develop the brand including logo, dominant color, message;
- 2) identify key stakeholders and community leaders to generate “buy-in” and internal perspectives about Klamath;
- 3) interview/survey outside visitors and groups (such as Cycle Oregon) to determine their thoughts of branding to align both internal and external perspectives;
- 4) host two brainstorming sessions from which the specific components of a brand will emerge;
- 5) facilitate the final meeting for the committee to approve the final brand; and
- 6) engage a marketing design firm to implement the brand campaign with collateral materials that incorporate the elements gleaned from both the in-County and visitor perspectives.

Launching the brand will begin through the Crater Lake Celebration in Fall 2016. A license to use the official National Park Service logo has been requested, which opens up opportunities for additional promotions through the Park Service. Once the brand process is complete and collateral materials created, partners will sign an agreement on usage of the brand based on standards produced by the marketing firm.

Qualifications of Partners

The partners in the branding effort are professional staffed nonprofit, public and corporate entities. Each has a long history of community service and managing funds from granting and government agencies to community-wide fundraising.

At this time, partners in the branding effort include, but are not limited to Klamath Community Foundation, South-Central Oregon Economic Development (SCOED), Herald and News, Klamath Falls Downtown Association, Ross Ragland Theater, Klamath County Chamber of Commerce and Discover Klamath. This will be the core of the team that will spearhead the branding effort. The team will be expanded to approximately 15 members to keep the group lean but representative of attractions, tourism, economic development and tourism-related businesses.

To ensure that momentum is maintained, a .50 FTE will be hired through one of the partners (the office will be at SCOED) whose purpose will be to manage the overall process, write additional grants for support, report to planning committee monthly, gather critical information and supervise the branding project to completion. All with the support of the branding steering committee.

The brand planning will be a one year process with the anticipated launch in Fall of 2016. This will coincide with the National Park Service/Crater Lake Celebration to take full advantage of the international promotions planned by the National Park Service. Further, strategic marketing distribution channels will coincide with Discover Klamath's marketing efforts to maximize its efforts and reduce duplication of promotional strategies. The brand must be developed using professional who are experienced at working with communities to develop such brands. The

steering committee already has identified three firms whose experience would work within the construct of this project.

Project Plan

Klamath County will receive recognition as a partner in the branding effort. Due to the nature of this request, the County will be considered a partner and we intend to have County input and participation at every level of the brand development.

Once the brand elements are finished, marketing will include an aggressive social media messaging campaign through distribution channels of the partners of the Celebration committee. Print media, broadcast media in target markets, direct mail campaigns and strategic ad placement will be utilized to maximize reach to a variety of audiences. For example, families with children will be targeted through social media, dual income "empty-nesters" will receive both social media and direct mail. Retirees who are usually a market for weekend-day travel trips will be targeted for print and broadcast media. Email search retargeting will also be a key marketing strategy so when a potential visitor searches Crater Lake, they will receive information about the events surrounding the Public Parks days and Klamath County.

The Celebration is just the initial step. Once the brand, its collateral materials and usage standards are complete, the brand will become the image for Klamath. Maintenance and sustainability will become the purview of Discover Klamath, Chamber of Commerce, Klamath County Economic Development Association and other organizations that agree to partner and use the brand.

Target Marketing for Out of Area Visitors

Although this project is primarily a tourism infrastructure project, any marketing efforts will be in collaboration with Discover Klamath's marketing plan and partner attractions. Discover Klamath already has the marketing networks established for both print and broadcast media and, in some cases, attractions have very specific distribution channels targeting out of area visitors. Discover Klamath will be able to use the brand and collateral materials in all promotions, especially those external to Klamath County. Economic Development organizations and local government will also use the brand to encourage development from outside sources.

In short, the target market is both residents and visitors. The concept of the brand is to establish a unified message behind which all internal parties can support and which entices external parties to seek visitation to Klamath. This project is anticipated to be concluded within just over one year from the initial meeting of the expanded group.

Timeline, Budget and Financial Narrative

We anticipate the entire project will cost approximately \$180,000 for project management/support, research, brand development, collateral material production and brand

message distribution. After the first year the brand will be established and the bulk of collateral materials will be completed for disbursement by attractions and Klamath County businesses.

Within three years, the brand will become the standard for tourism and economic development promotional usage without additional expenses other than typical costs for doing business and using brand collateral materials. Print and broadcast materials will be replenished as needed while the brand will remain constant.

The approximate budget breakdown for deliverables includes:

Hire .5 FTE for Project Management (inclusive of taxes and benefits) for 1.5 years	\$30,000
Hire branding research company to:	\$75,000
• Interview internal and external key stakeholders	
• Research/follow-up economic vitality summit results	
• Report to Brand Steering Committee	
• Provide training on brand standards and using/protecting brand integrity	
Hire marketing/design firm to create brand message and design collateral materials including print and electronic distribution	<u>\$35,000</u>
TOTAL Branding Package	<u>\$140,000</u>

The branding subcommittee is currently working on packages from a number of funding partners with some monies having been committed: Ford Family Foundation, Klamath Community Development Corporation, Klamath County Economic Development Association, Oregon Community Foundation, Sky Lakes Hospital, Klamath Community Foundation, Ross Ragland Theater South-Central Economic Development, Discover Klamath, City of Klamath Falls, Klamath Downtown Association, Running Y, Chamber of Commerce and Herald & News. We anticipate additional partners will be eager to participate, either with funds or in-kind support.

**Klamath County Tourism Grant Application
Project Budget: Klamath Branding**

INCOME	Committed	Pending	Total	Actual	Comments/Explanations
Tourism Grant Request		50,000	50,000		
Cash Revenues -			0		
Source: Ford Family Foundation		50,000	50,000		
Source: OR Comm. Fdtn		10,000	10,000		
Source: KCEDA		5,000	5,000		
Source: Kl. Comm Dev. Corp.	5,000		5,000		
Source: Sky Lakes Medical		5,000	5,000		
Source: Running Y		5,000	5,000		
Source: Foundation TBD		10,000	10,000		
Source: Foundation TBD		5,000	5,000		
Source: City of Kfalls		10,000	10,000		
Total Cash Revenues	5000	150,000	155,000	-	
In-Kind Revenues:			0		
Source: Ross Ragland Theater	5,000		5,000		
Source: SCOED	5,000		5,000		
Source: Chamber of Commerce		5,000	5,000		
Source: Klamath Comm. Fdtn	5,000		5,000		
Source: Discover Klamath		5,000	5,000		
Total In-Kind Revenues	15,000	10000	25,000	-	
Total Revenue	20,000	160,000	180,000	-	
EXPENSES					
Cash Expenses -					
Personnel costs (project mngmt)		30,000	30,000		1.5 years of personnel
Marketing costs (contract firms)		110,000	110,000		Brand & Mktg firms
Rentals (meeting space)			0		
Supplies (general)		4,000	4,000		Supplies/equipment
Other: Consultant Travel		3,500	3,500	-	
Other: Printing/outreach		2,500	2,500		Support for surveys/mtgs
Other:					
Other:					
Total Cash Expenses		150,000	150,000	-	
In-Kind Expenses					
Labor (Meetings and management)	20,000	10000	30000		
Marketing costs					
Other:					
Total In-Kind Expenses	20,000	10,000	30,000	-	
Total Expenses	20,000	160,000	180,000	-	
Net Income<Expense>	0	0	0	-	

NOTES

Be as specific as possible; provide explanation to help clarify budget items
 Use the "Actual" column when preparing your final report; submit this form with the final report
 Use additional space or lines if necessary to provide complete information
 Value all volunteer labor at \$10.00 per hour for in-kind revenues and expenses.

**Klamath County Tourism Grant Application
Marketing Budget Form**

	Committed	Pending	Total	Actual	Comments/Explanations
CASH INCOME					
Tourism Grant Request		50,000			
Other Sources		105,000			
Total Revenue	-	155,000	-	-	
CASH EXPENSES					
Advertising					
Print					
Web					
Other Internet					
Other					
Total Advertising	-	-	-	-	
Printing					
Postage					
Misc/Other (Explanation Req'd):					
Other: Branding firm		75,000			
Other: Collateral Materials firm		35,000			
Other:					
Other:					
Total Miscellaneous/Other	-	-	-	-	
Total Expenses	-	110,000	-	-	
Net Income<Expense>	-	-	-	-	

NOTES

- Do not include any non-cash items as they are not eligible in determining the matching contribution requirement.
- Be as specific as possible; provide explanation to help clarify budget items
- Use the "Actual" column when preparing your final report; submit this form with the final report
- Use additional space or lines if necessary to provide complete information
- Value all volunteer labor at \$10.00 per hour for in-kind revenues and expenses.



SOUTH CENTRAL OREGON

ECONOMIC DEVELOPMENT DISTRICT

PO Box 1529 • 317 South 7th, 2nd Floor

Klamath Falls, Oregon 97601

Phone (541) 884-5593 • Fax (541) 884-6738

February 27, 2015

Klamath County Finance
305 Main Street
Klamath Falls, Oregon 97601

Dear Commissioners:

The South Central Oregon Economic Development District (SCOEDD) strongly supports the Community Branding Grant Proposal.

SCOEDD consistently identifies the need to bring the community together with a unified vision and voice so as to support the creation of wealth for all of our citizens. We identified this in our strategic planning. We identified this in our South Central Oregon Comprehensive Economic Development Strategy 2013-2018 Plan. And we identified this in the June 2014 Economic Vitality Summit goals. Community branding is a much-needed first step toward this end.

In the South Central Oregon Comprehensive Economic Development Strategy 2013-2018 Plan, we identified "selling the community short" and the "outside perception of [our] Community" as a regional weakness. But we also state that "through local people changing attitudes...thinking differently about problems, and using community assets in new ways" we can improve the "situation of [our] community, not just economically, but also as a strong functioning community in itself."

A strong, positive regional identity will help with our development of targeted recruitment strategies for businesses considering locating in the region. New business starts in Oregon often occur because the owner first visited as a tourist. In the 1990s, according to a study, 70 percent of new business starts in Central Oregon resulted from the owners first visiting the region on vacation. Our whole economy will benefit from a compelling, authentic community brand that builds awareness of our local assets and drives travel demand.

Our goal is to build cooperation and collaboration between private, public and community entities that supports the creation of wealth. Never before have we seen such willingness businesses, organizations, agencies and individuals to work together toward this common goal.

The time for community branding is now.

Sincerely

Betty Riley
Executive Director



Klamath County CHAMBER OF COMMERCE

Lead. Connect. Advocate.

Board of Directors

Dan Keppen
Dan Keppen & Associates, Inc

Kathie Philp
Pacific Crest FCU

Willie Riggs
OSU Extension Office

Rachael Spoon
KBHBA

Randy Shaw
Coldwell Banker/ Tolson Premier Realty

Ellsworth Lang
Kia Mo-Ya Casino

Mike Angeli
The Ledge

Jason Chapman
Chapman Ranch

Jennifer McKeen
County Cork Collectables

George Ormsbee
Cal-Ore Communications

Werner Reschke
Winkledog, Inc

Maggie Polson
Cascade Comprehensive Care

Col. Wes French
173d Fighter Wing, Kingsley Field

Tessa Gutierrez
Court Appointed Special Advocates (CASA)

Todd Andres
PacificCorp

Harry Mauch
Party Time Power Pac Rentals

Sergio Cisneros
Sergio's Restaurant

Bridgitte Griffin
AG.SENSE

Ex Officio Members

City of Klamath Falls
Klamath County
KCEDA
Oregon Institute of Technology
Klamath Community College
KUHS DECA

Staff

Charles Massie
Executive Director
Heather Tramp
Programs & Marketing Coordinator

205 Riverside Drive, Suite
A
Klamath Falls, OR 97601
Phone: (541) 884-5193
Fax: (541) 884-5195

February 27, 2015

Klamath County Finance
305 Main Street
Klamath Falls, Oregon 97601

Dear Commissioners:

We are happy to write in strong support of the community branding and tourism development grant. Klamath County, which is the home to Crater Lake, numerous outdoor activities and cultural attractions, has the potential for significant economic development through tourism. A community branding effort, as outlined in the application, would help generate a unified, positive perception of Klamath County and all that we have to offer. We believe that this branding can be a significant, positive step forward for the community and our economy. We are happy to lend our support to their application and their efforts.

Thank you for your consideration.

Charles "Chip" Massie
Executive Director, Klamath County Chamber of Commerce
541-884-5193
cmassie@klamath.org

"The Klamath County Chamber of Commerce is committed to Klamath County by advancing its economic vitality and quality of life through the education, promotion and networking of our members"



The Klamath County Economic Development Association
Klamath—America's Most Sustainable County

February 27, 2015

Klamath County Finance
305 Main Street
Klamath Falls, Oregon 97601

Dear Commissioners:

The Klamath County Economic Development Association (KCEDA) urges you to approve the Community Branding Grant Proposal.

We must as a community identify and focus on the unique, positive factors that can help us stand out relative to our competition. We must own, honor and sell those characteristics of the Basin that will make people want to spend their time, their money and their lives here.

It is time for our community to identify and dedicate ourselves to a Klamath vision, story and brand.

Sincerely,

Trey Senn
Executive Director



P.O. Box 1903
Klamath Falls, OR 97601
541.314.4438
www.klamathcf.org

February 27, 2015

Klamath County Commissioners
Klamath County Finance
305 Main Street
Klamath Falls, Oregon 97601

Dear Commissioners:

The Klamath Community Foundation enthusiastically and earnestly supports the Community Branding Grant Proposal.

The Foundation's long-term goal is to make the Klamath Basin known as one of the finest areas in the Northwest in which to live, work, start a business or raise a family. To do this we must work to improve the perceptions that visitors and residents alike have of this place we call home. All too often we hear deprecating comments from residents, businesses, prospective businesses, and visitors.

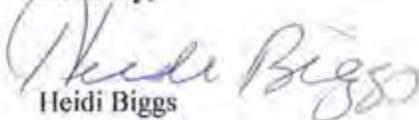
And to some extent, it's no wonder. Census Bureau data shows that families with children – the foundation of the community and economy – are leaving the area. Among those who are working full-time in Klamath County, average incomes have fallen by 27 percent since 2000.

It's time to turn that around. We have seen difficult economic times and now we must see our way through. We must determine how to use our proud timber, ranching and farming heritage to propel us forward to a future of prosperity.

We should with one voice remind ourselves and tell others that Klamath is a small town with world class amenities: the best ice arena in the state, one of the top sports parks in the country, an elite pediatric clinic, nationally-ranked golf, and one of the best places in America to go to school and cheer on a winning team. Home to Crater Lake, the Lava Beds and the Sky Lakes Wilderness, we live in a high desert oasis surrounded by beauty and filled with potential.

Branding is how we in Klamath County will tell our story to the outside world as well as to ourselves.

Sincerely,


Heidi Biggs
Executive Director