

**PROFESSIONAL SERVICES AGREEMENT**  
**[Economic Development Services]**

**THIS PROFESSIONAL SERVICES AGREEMENT** (the “Agreement”) is made at Orange, California, on this \_\_\_\_\_ day of \_\_\_\_\_, 2024 (the “Effective Date”) by and between the CITY OF ORANGE, a municipal corporation (“City”), and MODASSIC GROUP, LLC, a Colorado limited liability company, dba CIVICBRAND (“Contractor”), who agree as follows:

**1. Services.** Subject to the terms and conditions set forth in this Agreement, Contractor shall provide to the reasonable satisfaction of City the services set forth in Exhibit “A,” which is attached hereto and incorporated herein by reference. As a material inducement to City to enter into this Agreement, Contractor represents and warrants that it has thoroughly investigated and considered the scope of services and fully understands the difficulties and restrictions in performing the work. The services which are the subject of this Agreement are not in the usual course of City’s business and City relies on Contractor’s representation that it is independently engaged in the business of providing such services and is experienced in performing the work. Contractor shall perform all services in a manner reasonably satisfactory to City and in a manner in conformance with the standards of quality normally observed by an entity providing such services to a municipal agency. All services provided shall conform to all federal, state and local laws, rules and regulations and to the best professional standards and practices. The terms and conditions set forth in this Agreement shall control over any terms and conditions in Exhibit "A" to the contrary.

**2. Compensation and Fees.**

**a.** Contractor's total compensation for all services performed under this Agreement, shall not exceed SEVENTY THOUSAND DOLLARS and 00/100 (\$70,000.00) without the prior written authorization of City.

**b.** The above compensation shall include all costs, including, but not limited to, all clerical, administrative, overhead, insurance, reproduction, telephone, travel, auto rental, subsistence and all related expenses.

**3. Payment.**

**a.** As scheduled services are completed, Contractor shall submit to City an invoice for the services completed, authorized expenses and authorized extra work actually performed or incurred.

**b.** All such invoices shall state the basis for the amount invoiced, including services completed, the number of hours spent and any extra work performed.

**c.** Payment shall constitute payment in full for all services, authorized costs and authorized extra work covered by that invoice.

4. **Change Orders.** No payment for extra services caused by a change in the scope or complexity of work, or for any other reason, shall be made unless and until such extra services and a price therefor have been previously authorized in writing and approved by City as an amendment to this Agreement. City's Project Manager is authorized to approve a reduction in the services to be performed and compensation therefor. All amendments shall set forth the changes of work, extension of time, and/or adjustment of the compensation to be paid by City to Contractor and shall be signed by the City's Project Manager, City Manager or City Council, as applicable.

5. **Licenses.** Contractor represents that it and any subcontractors it may engage, possess any and all licenses which are required under state or federal law to perform the work contemplated by this Agreement and that Contractor and its subcontractors shall maintain all appropriate licenses, including a City of Orange business license, at its cost, during the performance of this Agreement.

6. **Independent Contractor.** At all times during the term of this Agreement, Contractor shall be an independent contractor and not an employee of City. City shall have the right to control Contractor only insofar as the result of Contractor's services rendered pursuant to this Agreement. City shall not have the right to control the means by which Contractor accomplishes services rendered pursuant to this Agreement. Contractor shall, at its sole cost and expense, furnish all facilities, materials and equipment which may be required for furnishing services pursuant to this Agreement. Contractor shall be solely responsible for, and shall indemnify, defend and save City harmless from all matters relating to the payment of its subcontractors, agents and employees, including compliance with social security withholding and all other wages, salaries, benefits, taxes, exactions, and regulations of any nature whatsoever. Contractor acknowledges that it and any subcontractors, agents or employees employed by Contractor shall not, under any circumstances, be considered employees of City, and that they shall not be entitled to any of the benefits or rights afforded employees of City, including, but not limited to, sick leave, vacation leave, holiday pay, Public Employees Retirement System benefits, or health, life, dental, long-term disability or workers' compensation insurance benefits.

7. **Contractor Not Agent.** Except as City may specify in writing, Contractor shall have no authority, express or implied, to act on behalf of City in any capacity whatsoever as an agent. Contractor shall have no authority, express or implied, to bind City to any obligation whatsoever.

8. **Designated Persons.** Only those qualified persons authorized by City's Project Manager, or as designated in Exhibit "A," shall perform work provided for under this Agreement. It is understood by the parties that clerical and other nonprofessional work may be performed by persons other than those designated.

9. **Assignment or Subcontracting.** No assignment or subcontracting by Contractor of any part of this Agreement or of funds to be received under this Agreement shall be of any force or effect unless the assignment has the prior written approval of City. City may terminate this Agreement rather than accept any proposed assignment or subcontracting. Such assignment or subcontracting may be approved by the City Manager or his/her designee.

**10. Time of Completion.** Except as otherwise specified in Exhibit “A,” Contractor shall commence the work provided for in this Agreement within five (5) days of the Effective Date of this Agreement and diligently prosecute completion of the work in accordance with the time period set forth in Exhibit “A” hereto or as otherwise agreed to by and between the representatives of the parties.

**11. Time Is of the Essence.** Time is of the essence in this Agreement. Contractor shall do all things necessary and incidental to the prosecution of Contractor's work.

**12. Reserved.**

**13. Delays and Extensions of Time.** Contractor's sole remedy for delays outside its control, other than those delays caused by City, shall be an extension of time. No matter what the cause of the delay, Contractor must document any delay and request an extension of time in writing at the time of the delay to the satisfaction of City. Any extensions granted shall be limited to the length of the delay outside Contractor's control. If Contractor believes that delays caused by City will cause it to incur additional costs, it must specify, in writing, why the delay has caused additional costs to be incurred and the exact amount of such cost at the time the delay occurs. No additional costs can be paid that exceed the not to exceed amount stated in Section 2.a, above, absent a written amendment to this Agreement.

**14. Products of Contractor.** The documents, studies, evaluations, assessments, reports, plans, citations, materials, manuals, technical data, logs, files, designs and other products produced or provided by Contractor for this Agreement shall become the property of City upon receipt. Contractor shall deliver all such products to City prior to payment for same. City may use, reuse or otherwise utilize such products without restriction.

**15. Equal Employment Opportunity.** During the performance of this Agreement, Contractor agrees as follows:

**a.** Contractor shall not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Contractor shall ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship. Contractor agrees to post in conspicuous places, available to employees and applicants for employment, a notice setting forth provisions of this non-discrimination clause.

**b.** Contractor shall, in all solicitations and advertisements for employees placed by, or on behalf of Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, mental or physical disability, or any other basis prohibited by applicable law.

c. Contractor shall cause the foregoing paragraphs (a) and (b) to be inserted in all subcontracts for any work covered by this Agreement, provided that the foregoing provisions shall not apply to subcontracts for standard commercial supplies or raw materials.

**16. Conflicts of Interest.** Contractor agrees that it shall not make, participate in the making, or in any way attempt to use its position as a consultant to influence any decision of City in which Contractor knows or has reason to know that Contractor, its officers, partners, or employees have a financial interest as defined in Section 87103 of the Government Code.

**17. Indemnity.**

a. To the fullest extent permitted by law, Contractor agrees to indemnify, defend and hold City, its City Council and each member thereof, and the officers, officials, agents and employees of City (collectively the “Indemnitees”) entirely harmless from all liability arising out of:

(1) Any and all claims under workers’ compensation acts and other employee benefit acts with respect to Contractor’s employees or Contractor’s subcontractor’s employees arising out of Contractor’s work under this Agreement, including any and all claims under any law pertaining to Contractor or its employees’ status as an independent contractor and any and all claims under Labor Code section 1720 related to the payment of prevailing wages for public works projects; and

(2) Any claim, loss, injury to or death of persons or damage to property caused by any act, neglect, default, or omission of Contractor, or person, firm or corporation employed by Contractor, either directly or by independent contract, including all damages due to loss or theft sustained by any person, firm or corporation including the Indemnitees, or any of them, arising out of, or in any way connected with the work or services which are the subject of this Agreement, including injury or damage either on or off City’s property; but not for any loss, injury, death or damage caused by the active negligence or willful misconduct of City. Contractor, at its own expense, cost and risk, shall indemnify any and all claims, actions, suits or other proceedings that may be brought or instituted against the Indemnitees on any such claim or liability covered by this subparagraph, and shall pay or satisfy any judgment that may be rendered against the Indemnitees, or any of them, in any action, suit or other proceedings as a result of coverage under this subparagraph.

**b. Reserved.**

c. Except for the Indemnitees, the indemnifications provided in this Agreement shall not be construed to extend any third party indemnification rights of any kind to any person or entity which is not a signatory to this Agreement.

d. The indemnities set forth in this section shall survive any closing, rescission, or termination of this Agreement, and shall continue to be binding and in full force and effect in perpetuity with respect to Contractor and its successors.

**18. Insurance.**

**a.** Contractor shall carry workers' compensation insurance as required by law for the protection of its employees during the progress of the work. Contractor understands that it is an independent contractor and not entitled to any workers' compensation benefits under any City program.

**b.** Contractor shall maintain during the life of this Agreement the following minimum amount of comprehensive general liability insurance or commercial general liability insurance: the greater of (1) One Million Dollars (\$1,000,000) per occurrence; or (2) all the insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage and be written on an occurrence basis.

**c.** Contractor shall maintain during the life of this Agreement, the following minimum amount of automotive liability insurance: the greater of (1) a combined single limit of One Million Dollars (\$1,000,000); or (2) all the insurance coverage and/or limits carried by or available to Contractor. Said insurance shall cover bodily injury, death and property damage for all owned, non-owned and hired vehicles and be written on an occurrence basis.

**d.** Any insurance proceeds in excess of or broader than the minimum required coverage and/or minimum required limits which are applicable to a given loss shall be available to City. No representation is made that the minimum insurance requirements of this Agreement are sufficient to cover the obligations of Contractor under this Agreement.

**e.** Each policy of general liability and automotive liability shall provide that City, its officers, officials, agents, and employees are declared to be additional insureds under the terms of the policy, but only with respect to the work performed by Contractor under this Agreement. A policy endorsement to that effect shall be provided to City along with the certificate of insurance. In lieu of an endorsement, City will accept a copy of the policy(ies) which evidences that City is an additional insured as a contracting party. The minimum coverage required by Subsection 18.b and c, above, shall apply to City as an additional insured. Any umbrella liability insurance that is provided as part of the general or automobile liability minimums set forth herein shall be maintained for the duration of the Agreement.

**f. Reserved.**

**g.** The insurance policies maintained by Contractor shall be primary insurance and no insurance held or owned by City shall be called upon to cover any loss under the policy. Contractor will determine its own needs in procurement of insurance to cover liabilities other than as stated above.

**h.** Before Contractor performs any work or prepares or delivers any materials, Contractor shall furnish certificates of insurance and endorsements, as required by City, evidencing the aforementioned minimum insurance coverages on forms acceptable to City, which

shall provide that the insurance in force will not be canceled or allowed to lapse without at least ten (10) days' prior written notice to City.

**i.** Except for professional liability insurance coverage that may be required by this Agreement, all insurance maintained by Contractor shall be issued by companies admitted to conduct the pertinent line of insurance business in California and having a rating of Grade A or better and Class VII or better by the latest edition of Best Key Rating Guide. In the case of professional liability insurance coverage, such coverage shall be issued by companies either licensed or admitted to conduct business in California so long as such insurer possesses the aforementioned Best rating.

**j** Contractor shall immediately notify City if any required insurance lapses or is otherwise modified and cease performance of this Agreement unless otherwise directed by City. In such a case, City may procure insurance or self-insure the risk and charge Contractor for such costs and any and all damages resulting therefrom, by way of set-off from any sums owed Contractor.

**k.** Contractor agrees that in the event of loss due to any of the perils for which it has agreed to provide insurance, Contractor shall look solely to its insurance for recovery. Contractor hereby grants to City, on behalf of any insurer providing insurance to either Contractor or City with respect to the services of Contractor herein, a waiver of any right to subrogation which any such insurer may acquire against City by virtue of the payment of any loss under such insurance.

**l.** Contractor shall include all subcontractors, if any, as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor to City for review and approval. All coverages for subcontractors shall be subject to all of the requirements stated herein.

**19. Termination.** City may for any reason terminate this Agreement by giving Contractor not less than five (5) days' written notice of intent to terminate. Upon receipt of such notice, Contractor shall immediately cease work, unless the notice from City provides otherwise. Upon the termination of this Agreement, City shall pay Contractor for services satisfactorily provided and all allowable reimbursements incurred to the date of termination in compliance with this Agreement, unless termination by City shall be for cause, in which event City may withhold any disputed compensation. City shall not be liable for any claim of lost profits.

**20. Maintenance and Inspection of Records.** In accordance with generally accepted accounting principles, Contractor and its subcontractors shall maintain reasonably full and complete books, documents, papers, accounting records, and other information (collectively, the "records") pertaining to the costs of and completion of services performed under this Agreement. City and its authorized representatives shall have access to and the right to audit and reproduce any of Contractor's records regarding the services provided under this Agreement. Contractor shall maintain all such records for a period of at least three (3) years after termination or completion of this Agreement. Contractor agrees to make available all such records for inspection or audit at its

offices during normal business hours and upon three (3) days' notice from City, and copies thereof shall be furnished if requested.

**21. Compliance with all Laws/Immigration Laws.**

**a.** Contractor shall be knowledgeable of and comply with all local, state and federal laws which may apply to the performance of this Agreement.

**b.** If the work provided for in this Agreement constitutes a "public works," as that term is defined in Section 1720 of the California Labor Code, for which prevailing wages must be paid, to the extent Contractor's employees will perform any work that falls within any of the classifications for which the Department of Labor Relations of the State of California promulgates prevailing wage determinations, Contractor hereby agrees that it, and any subcontractor under it, shall pay not less than the specified prevailing rates of wages to all such workers. The general prevailing wage determinations for crafts can be located on the website of the Department of Industrial Relations ([www.dir.ca.gov/DLSR](http://www.dir.ca.gov/DLSR)). Additionally, to perform work under this Contract, Contractor must meet all State registration requirements and criteria, including project compliance monitoring.

**c.** Contractor represents and warrants that it:

(1) Has complied and shall at all times during the term of this Agreement comply, in all respects, with all immigration laws, regulations, statutes, rules, codes, and orders, including, without limitation, the Immigration Reform and Control Act of 1986 (IRCA); and

(2) Has not and will not knowingly employ any individual to perform services under this Agreement who is ineligible to work in the United States or under the terms of this Agreement; and

(3) Has properly maintained, and shall at all times during the term of this Agreement properly maintain, all related employment documentation records including, without limitation, the completion and maintenance of the Form I-9 for each of Contractor's employees; and

(4) Has responded, and shall at all times during the term of this Agreement respond, in a timely fashion to any government inspection requests relating to immigration law compliance and/or Form I-9 compliance and/or worksite enforcement by the Department of Homeland Security, the Department of Labor, or the Social Security Administration.

**d.** Contractor shall require all subcontractors or subconsultants to make the same representations and warranties as set forth in Subsection 21.c.

**e.** Contractor shall, upon request of City, provide a list of all employees working under this Agreement and shall provide, to the reasonable satisfaction of City, verification

that all such employees are eligible to work in the United States. All costs associated with such verification shall be borne by Contractor. Once such request has been made, Contractor may not change employees working under this Agreement without written notice to City, accompanied by the verification required herein for such employees.

**f.** Contractor shall require all subcontractors or sub-consultants to make the same verification as set forth in Subsection 21.e.

**g.** If Contractor or subcontractor knowingly employs an employee providing work under this Agreement who is not authorized to work in the United States, and/or fails to follow federal laws to determine the status of such employee, that shall constitute a material breach of this Agreement and may be cause for immediate termination of this Agreement by City.

**h.** Contractor agrees to indemnify and hold City, its officers, officials, agents and employees harmless for, of and from any loss, including but not limited to fines, penalties and corrective measures City may sustain by reason of Contractor's failure to comply with said laws, rules and regulations in connection with the performance of this Agreement.

**22. Governing Law and Venue.** This Agreement shall be construed in accordance with and governed by the laws of the State of California and Contractor agrees to submit to the jurisdiction of California courts. Venue for any dispute arising under this Agreement shall be in Orange County, California.

**23. Integration.** This Agreement constitutes the entire agreement of the parties. No other agreement, oral or written, pertaining to the work to be performed under this Agreement shall be of any force or effect unless it is in writing and signed by both parties. Any work performed which is inconsistent with or in violation of the provisions of this Agreement shall not be compensated.

**24. Notice.** Except as otherwise provided herein, all notices required under this Agreement shall be in writing and delivered personally, by e-mail, or by first class U.S. mail, postage prepaid, to each party at the address listed below. Either party may change the notice address by notifying the other party in writing. Notices shall be deemed received upon receipt of same or within three (3) days of deposit in the U.S. Mail, whichever is earlier. Notices sent by e-mail shall be deemed received on the date of the e-mail transmission.

“CONTRACTOR”

“CITY”

MODassic Group, LLC, dba CivicBrand  
224 W. Rainbow Blvd. #122  
Salida, CO 81201  
Attn.: Ryan Short

City of Orange  
300 E. Chapman Avenue  
Orange, CA 92866-1591  
Attn.: Economic Development Manager

Telephone: (214) 586-0795  
E-Mail: ryan@civicbrand.com

Telephone: (714) 744-2222  
E-Mail: edinfo@cityoforange.org

25. **Counterparts.** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. Signatures transmitted via facsimile and electronic mail shall have the same effect as original signatures.

IN WITNESS of this Agreement, the parties have entered into this Agreement as of the year and day first above written.

**“CONTRACTOR”**

**“CITY”**

MODASSIC GROUP, LLC, a Colorado limited liability company, dba CIVICBRAND

CITY OF ORANGE, a municipal corporation

\*By: \_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_

By: \_\_\_\_\_  
Daniel R. Slater, Mayor

\*By: \_\_\_\_\_  
Printed Name: \_\_\_\_\_  
Title: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
Pamela Coleman, City Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Mike Vigliotta, City Attorney

**\*NOTE:**

- City requires the following signature(s) on behalf of the Contractor:
- (1) the Chairman of the Board, the President or a Vice-President, AND (2) the Secretary, the Chief Financial Officer, the Treasurer, an Assistant Secretary or an Assistant Treasurer. If only one corporate officer exists or one corporate officer holds more than one corporate office, please so indicate. OR
- The corporate officer named in a corporate resolution as authorized to enter into this Agreement. A copy of the corporate resolution, certified by the Secretary close in time to the execution of the Agreement, must be provided to City.

√NA

**EXHIBIT “A”**

**SCOPE OF SERVICES**

[Beneath this sheet.]

# CivicBrand

APRIL 2024



## DISTRICT BRAND VISION

CITY OF ORANGE, CA

"The transformative recommendations provided by CivicBrand have set a clear path for enhancing the Village's brand and establishing it as a must-visit destination.

As we started implementing the recommendations from the audit, we have seen the cohesive branding initiatives come to life, creating a captivating identity that embraces the possibilities of a vibrant future."

Amanda Muzaurieta  
Cocoa Village Main Street

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## CONTACT

Ryan Short  
ryan@civicbrand.com  
(214) 586-0795  
224. W. Rainbow Blvd. #122  
Salida, CO 81201  
**CivicBrand.com**

Aaron Schulze & City of Orange,

For the past 15 years, our firm has crafted our processes, team, and tools to position ourselves as industry leadings in placemaking and place branding.

We believe that place branding extends beyond mere logos and campaigns. It's about forging an authentic brand vision that both shapes the built environment and creates opportunity for its residents and stakeholders.

By intertwining place branding with placemaking, we empower communities to realize their full potential while honoring their unique identities. We've witnessed firsthand the transformative power of a well-defined brand vision and are excited to partner with the City of Orange to help achieve your goals for this district.



Ryan Short  
CEO, CivicBrand



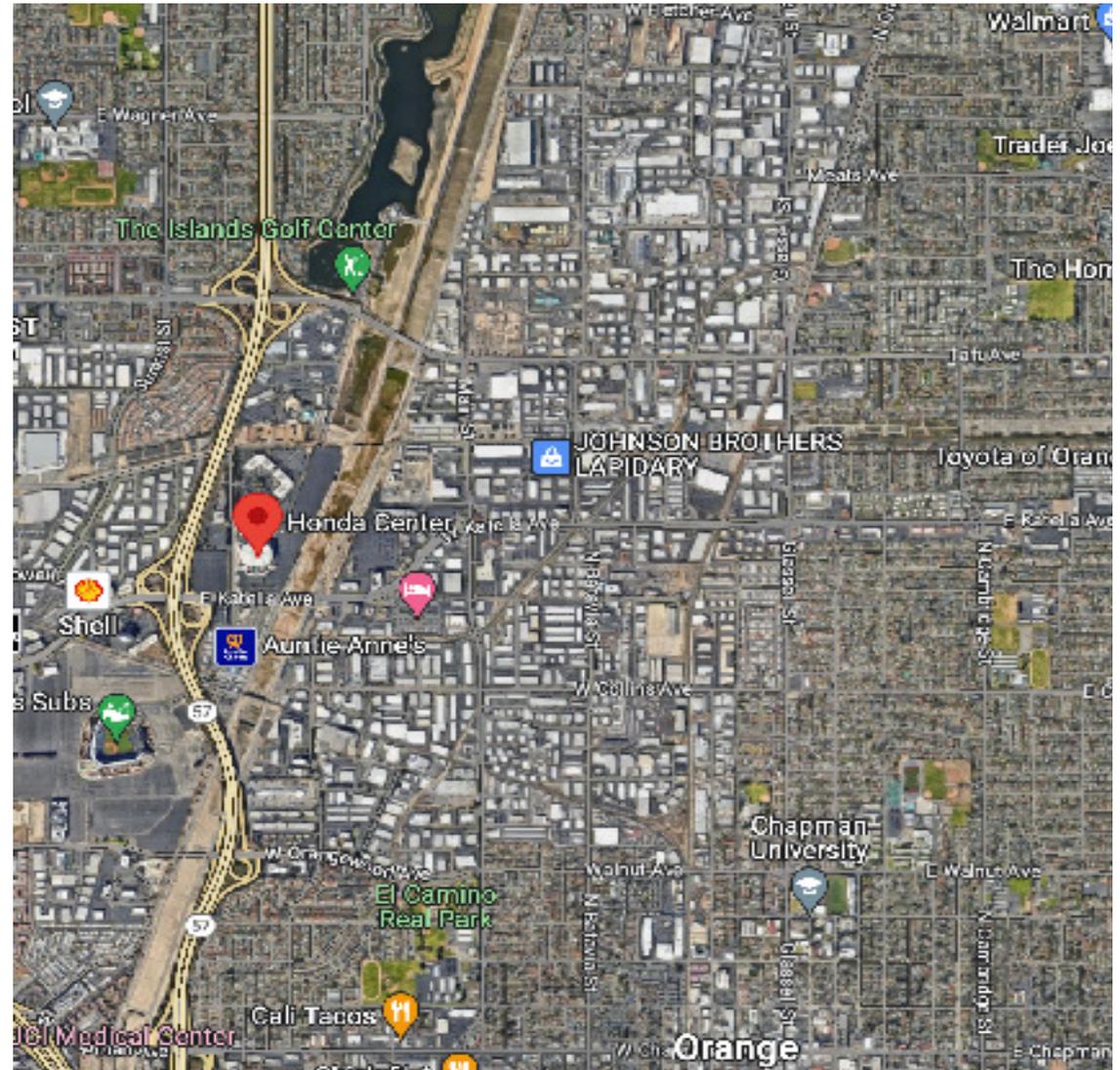
# Project Understanding

CivicBrand understands that the City of Orange is seeking to engage property owners, residents, and developers in developing a place brand and vision for the West Katella Avenue area. We understand the city has partnered with City Thinkers to lead the urban design portion of this project and seeks to collaborate with CivicBrand to develop the brand identity for the district and create a shared vision that will out the city and property owners to realize that vision through placemaking and redevelopment.

Through this engagement, we intend to work closely with city staff, and City Thinkers to cast a vision, create a brand story, and develop the necessary brand assets and placemaking implementation plan needed to share and realize that vision.

We are aware that the city has already completed the necessary zoning changes. With the ongoing momentum and redevelopment in the vicinity, there is a significant opportunity to craft a vision that will inspire property owners and developers to fully realize the potential of the district.

Our team is excited and eager to collaborate with city staff, council members, residents, property owners, and developers to create a narrative and strategy that authentically resonates and fosters prosperity for the entire Orange community.





**200**

Gallons of paint on a recent placemaking street mural.



**16**

Awards won. It's not why we do this but it's nice to see clients recognized on a national & global stage.



**32,000+**

Photos taken. It's probably more but that's what we currently have in our Google Photos account.



# CivicBrand BY THE NUMBERS

**A team of creatives and strategists that are all passionate about place. We love witnessing the power design has on communities and proving that value with real metrics. Whether it's measuring the economic impact of a project or counting the number of people holding hands on a street after a placemaking activation we are here for it and love doing what we do.**

**11**

Talks given last year by CivicBrand CEO Ryan Short on Place branding, engagement & placemaking.



**74,076**

Miles traveled last year - it's an educated guess based on google maps - but we're on the road a lot.



**15**

Years in business. Here's the original crew in 2008. Starting out in a recession you quickly learn how to run lean while delivering value.

# CivicBrand

## 15 years of helping communities become the best version of themselves

Founded in 2008, CivicBrand collaborates directly with cities, counties, CVBs, DMOs, and downtown organizations to implement strategies for public engagement, community visioning, place branding, placemaking, wayfinding, and destination marketing.

Counties are intricate ecosystems. They encompass multiple cities, various departments, community organizations, a blend of public and private initiatives, entities that both compete and collaborate, and serve diverse audiences. However, at the end of the day, they represent one unified place.

Effective place branding transcends mere logos; it involves creating a comprehensive brand platform

and brand architecture that caters to a variety of needs. Achieving this demands deep expertise in equitable engagement, local government, economic development, user experience, design leadership, brand strategy, and tourism and destination marketing.

While there are numerous firms and local freelancers capable of designing appealing logos, communities require more than just another logo or campaign. They need clarity about their identity. They need a shared vision that unifies and inspires. At CivicBrand, we specialize in assisting communities in carefully navigating this process and telling a story that brings real impact to its residents, staff, and stakeholders.

"MADE-IN" BRAND  
POP-UP SHOP FOR  
TWO RIVERS, WI



- 2023 Finalist - Best Use of Design | Place Branding, High Point, NC
- 2021 Finalist - Best Use of Data | Placemaking, Waco, TX
- 2019 Finalist - Best Use of Design | Place Branding, Waupaca, WI
- 2018 Finalist - Best Citizen Engagement | Place Branding, Park Rapids, MN

# Creating a shared identity through place branding

To succeed in this space requires a deep understanding of how civic entities work, the role of public/private partnerships, funding options, planning & development, and public engagement. There are many great design firms out there that work across a range of industries, from hotels to liquor brands, yet lack deep experience in the civic realm.

On the other hand, there are civic consultants who are well-versed in the civic space; however, they either outsource design work or their creative output leaves much to be desired. At CivicBrand, we offer the best of both worlds. There isn't a design firm that possesses a deeper understanding of the civic space than us, and there isn't a civic consultant with our level of design talent.

"CivicBrand's designs are cutting edge and don't have that conventional government look and feel. They really helped set us up for success."

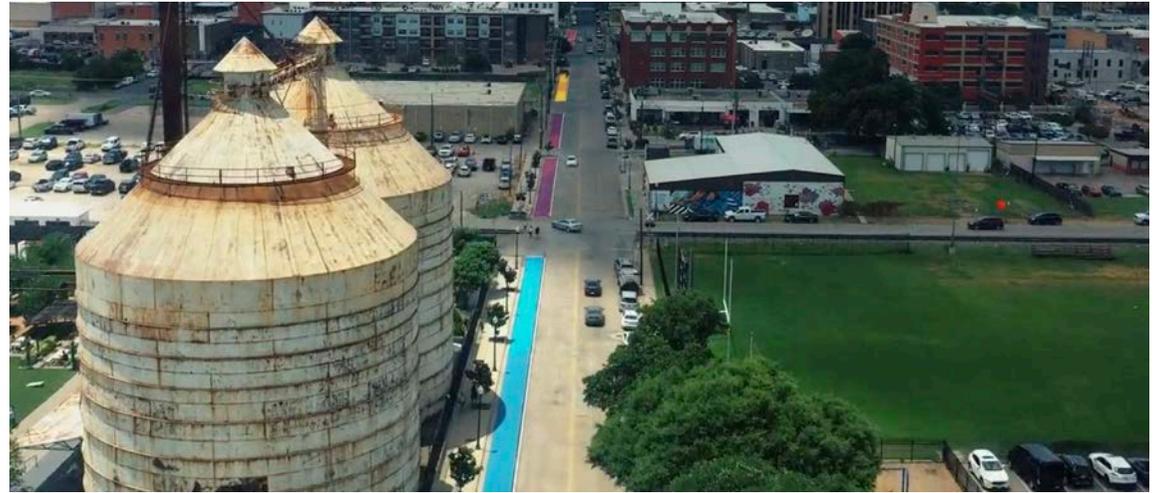
**Rich Brown, Economic Development Director  
City of Santa Fe, NM**



# Creating places people love through placemaking & wayfinding

There's a significant difference between a true 'place' and simply real estate or a collection of buildings. Placemaking and Wayfinding can create a genuine destination by integrating elements of place branding and identity into the built environment, alongside a focus on how people utilize and move through the space or community. It goes beyond merely signage or decorating the built environment and addresses safety, walkability, beautification, traffic calming, urban design, and even creatively tackles parking challenges and perceptions.

From permanent wayfinding signage systems to temporary activations of blocks, intersections, alleyways, parking lots, and vacant spaces, CivicBrand works with communities to infuse their brand into the built environment and shape the overall user experience.



# Ryan Short - CivicBrand founder & Project Lead



## EDUCATION

- Human Centered Design, Pratt Institute - Brooklyn, NY
- BBA Marketing, University of North Texas - Denton, TX

## EXPERIENCE

15 Years Experience as CivicBrand co-founder

## PROFESSIONAL AFFILIATIONS

- APA Colorado
- Congress for the New Urbanism (CNU)
- Main Street America
- Mobilizing for Monuments
- Proud Place, Founding Member
- Forbes Agency Council
- IAP2 - International Association of Public Participation

## RECENT AWARDS

2023 Finalist - City Nation Place Global  
Best Use of Design - High Point, NC

2021 Finalist - City Nation Place Global  
Best Use of Data - 7th Street Plaza, Waco, TX

2021 1st Place - APA New Mexico  
Long Range Planning, Las Cruces, NM

2019 Finalist - City Nation Place Global  
Best Use of Design - Waupaca, WI

2018 Gold Winner - Hermes Creative Awards  
Brand Identity - Heartland Lakes / Park Rapids, MN

2017 Platinum Winner - Hermes Creative Awards  
Brand Identity - Benioff Ocean Initiative  
University of California Santa Baraba

Since 2008, Ryan Short has served as the CEO and co-founder of CivicBrand, an organization at the forefront of transformative place branding and community engagement. Ryan also hosts the "Eyes on The Street" podcast, where he engages in discussions about the intersection of place, identity, and community. He has been published on Forbes.com and is a frequent speaker on topics related to engagement, placemaking, and place branding.

With an unwavering passion for the profound impact of place on our lives, Ryan co-founded CivicBrand, dedicating himself to the mission of helping communities unlock their full potential. He has cultivated a proficient team, fine-tuned processes, and developed cutting-edge tools tailored to fully engage communities. These resources aren't just about attracting attention or visitors; they play a vital role in nurturing civic pride and facilitating the discovery and implementation of each community's authentic identity.

At the helm of CivicBrand, Ryan provides strong leadership, guiding the team toward realizing their shared vision of creating vibrant and meaningful places. His impressive portfolio of work spans diverse communities across the US, encompassing comprehensive city and county-wide branding initiatives, district branding projects, as well as placemaking and activation strategies that breathe life into once-neglected areas. Furthermore, Ryan has been a driving force behind various planning efforts, including comprehensive plans, open space and trails master plans, parks and recreation master plans, and downtown master plans, all aimed at shaping sustainable and thriving communities.

# Featured Clients



# Approach

## City of Orange, CA

### District Brand Vision

#### **Task 1**

##### **Kick-Off & Project Management**

- 1.1 Kick off meeting
- 1.2 Committee Meetings
- 1.3 Status Checks
- 1.4 Project website
- 1.5 Data Transfer

#### **Task 2**

##### **Research, Engagement & Audit**

- 2.1 Trip 1 - Engagement & Asset Audit
- 2.2 Virtual Engagement & Research
- 2.3 Place Brand Audit

#### **Task 3**

##### **Brand Strategy**

- 3.1 Brand Vision
- 3.2 Brand Story & Principles
- 3.3 Identity Design
- 3.4 Messaging & Visual Language
- 3.5 Brand Guidelines

#### **Task 4**

##### **Implementation**

- 4.1 Implementation Plan
- 4.2 Impact vs Effort Matrix
- 4.3 Placemaking Plan



# Task 1

## Project Management & Kick-Off

A process built on proactive communication & transparency

**Task 1.1 Kick-Off Meeting**  
We initiate the project with a virtual meeting involving the staff project team to align on project goals, processes, and timelines. During this meeting, we will also discuss the development of a committee representing key stakeholders in the district and the

background information necessary for data transfer, bringing the CivicBrand team up to speed on all existing developments in the district. We will also look for opportunities to collaborate and overlap the engagement phase of the project with the engagement work that City Thinkers will be doing so that both the urban design and identity work are shaped by the same underlying vision and engagement.

**1.2 Committee Meetings**  
We will closely collaborate with the staff team throughout the project, occasionally engaging the committee

and council at crucial junctures. Our process aims to avoid a big reveal at the end, instead, aiming to garner support gradually throughout the process. We are mindful that meeting with more than two council members at a time constitutes a public meeting, so we strategically plan how and when to involve the council in the process. Most committee meetings will be conducted virtually, except for those that coincide with our in-person visit.

### 1.3 Status Checks

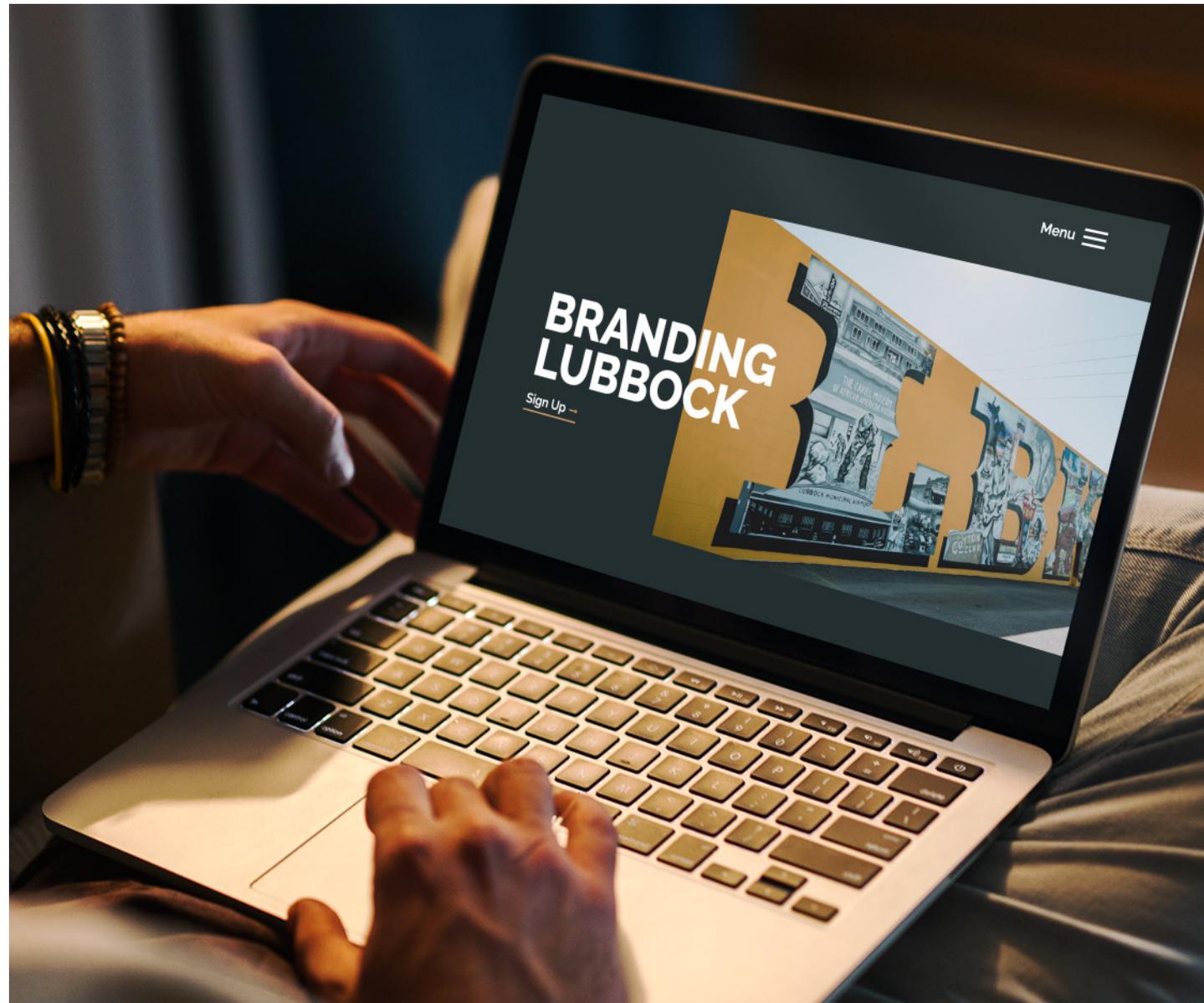
We will collaborate with the staff project team to establish a schedule for regular check-in meetings. The frequency of these meetings will vary at different stages of the project.

### 1.4 Project website

We will launch a project website that will serve as the 24/7 hub for public information related to the project. This platform will keep all stakeholders informed about the process and offer multiple options for interactive engagement and survey questions throughout the project.

### 1.5 Data Transfer

CivicBrand will request relevant background information from the project team, including previous planning efforts, strategic plans, lists of community assets, current brand assets



PROJECT WEBSITE FOR CITY OF LUBBOCK, TX  
BRANDING PROJECT



CIVICBRAND TEAM CONDUCTING AN ASSET AUDIT IN HIGH POINT, NORTH CAROLINA

## Task 2

### Research, Engagement & Audit

In depth research and equitable engagement in order to measure twice and cut once

#### 2.1 Site Visit - Engagement & Audit

During our visit, the CivicBrand team will embark on an extensive tour of the district to establish existing conditions, conduct initial interviews, and hold in-person focus groups. We will also engage with residents, visitors, and business owners on the streets as we

explore the community. Additionally, the CivicBrand team will take inventory and audit community assets during this initial trip.

#### 2.2 Virtual Engagement & Research

Following our visit, we will conduct digital engagement and further research. This includes interviews, virtual focus groups, interactive surveys, as well as audits of competing areas and communities. CivicBrand is an industry leader in public engagement, and we employ a wide range of tools and tactics to reach the community, maximizing the project budget's impact.

### 2.3 Place Brand Audit

This phase culminates in the delivery of our Place Brand Audit. This comprehensive audit summarizes all our research, engagement, and SWOT analysis across numerous categories for the district. It represents the first key deliverable and sets the stage for entering the brand strategy phase. The Place Brand Audit examines the current identity, positioning, competing areas, placemaking, the built environment, mobility, and, using ArcGIS, delves deep into the area's demographics. All of this information will provide the foundation for developing a brand strategy that is both authentic and inspiring, while also considering real-world constraints.





# Task 3

## Brand Strategy

A comprehensive brand platform is far more than just a logo and tagline

### 3.1 Brand Vision

Everything we learn in the Place Brand Audit will shape the brand vision. While engaging with diverse groups of stakeholders, our goal is to discover the underlying shared values and common threads that will allow us to create a shared brand vision. With a clear and

shared vision for the future, we will begin developing the strategy needed to achieve that vision.

### 3.2 Brand Story & Principles

The brand story breathes life into the vision through an inspiring narrative that captures the essence of the community and the strategic vision. The brand principles serve as a decision-making filter for all implementation tasks and creative endeavors.

### 3.3 Identity Design

With an approved brand vision, story, and principles in place, we will bring the brand to life through identity design.

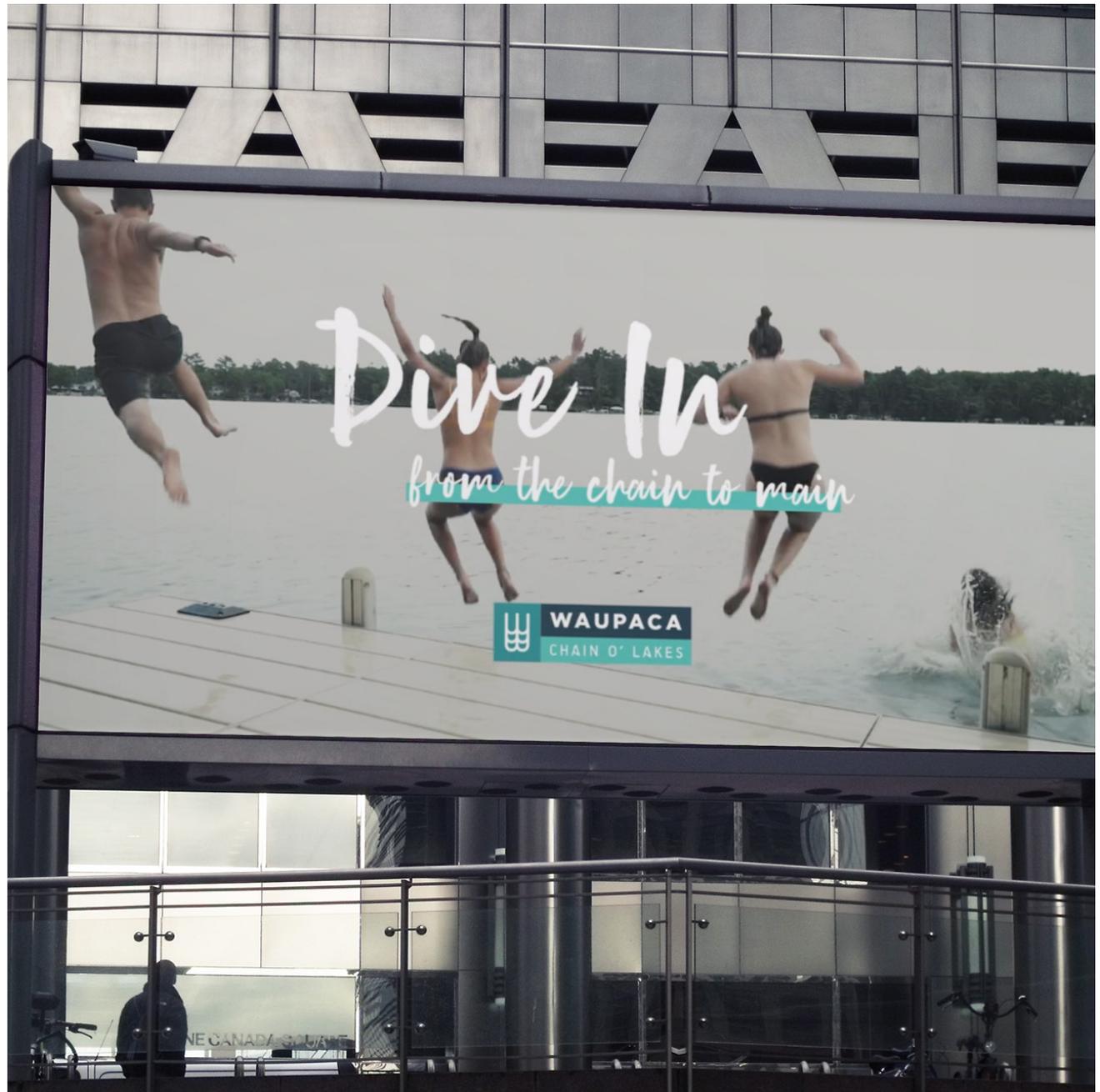
This involves creating a comprehensive brand platform and brand architecture that defines the place brand and any sub-brands or endorsement brands that can be strategically used to comprise the overall brand platform.

### 3.4 Messaging & Visual Language

In addition to the logo and brand architecture elements, we will develop messaging and a visual language. This includes the look, feel, voice, tone, colors, and associated elements that collectively shape how the brand will be communicated and give it life.

### 3.6 Brand Guidelines

Upon finalizing the branding, we will produce a brand guidelines document that provides detailed instructions on how the brand should be used. This document will define logo usage, brand architecture rules, fonts, colors, icons, and imagery. It will serve as a reference document for staff, vendors, or contractors who will work with the brand.



BRAND CAMPAIGN / AIRPORT ADVERTISING FOR WAUPACA, WI



## Task 4

### Implementation

A brand is built by living the brand promise on a daily basis

#### 4.1 Implementation Plan

The greatest brands in the world meant nothing on day one. Their value is entirely based on how they are implemented, managed, and how they fulfill the brand promise daily. The implementation plan is organized by strategic focus areas and provides a

priority matrix for how the brand should be implemented. This is a multi-phase, multi-year implementation plan that encompasses a diverse set of channels, including digital and placemaking within the built environment.

#### 4.2 Impact v. Effort Matrix

It is essential for an implementation plan to strike a balance between quick-win projects and larger-scale initiatives. Not all projects can be small, and not all can be large. We will plot all recommendations on an impact vs. effort matrix, helping prioritize which projects should be tackled first.

### 4.3 Placemaking Plan

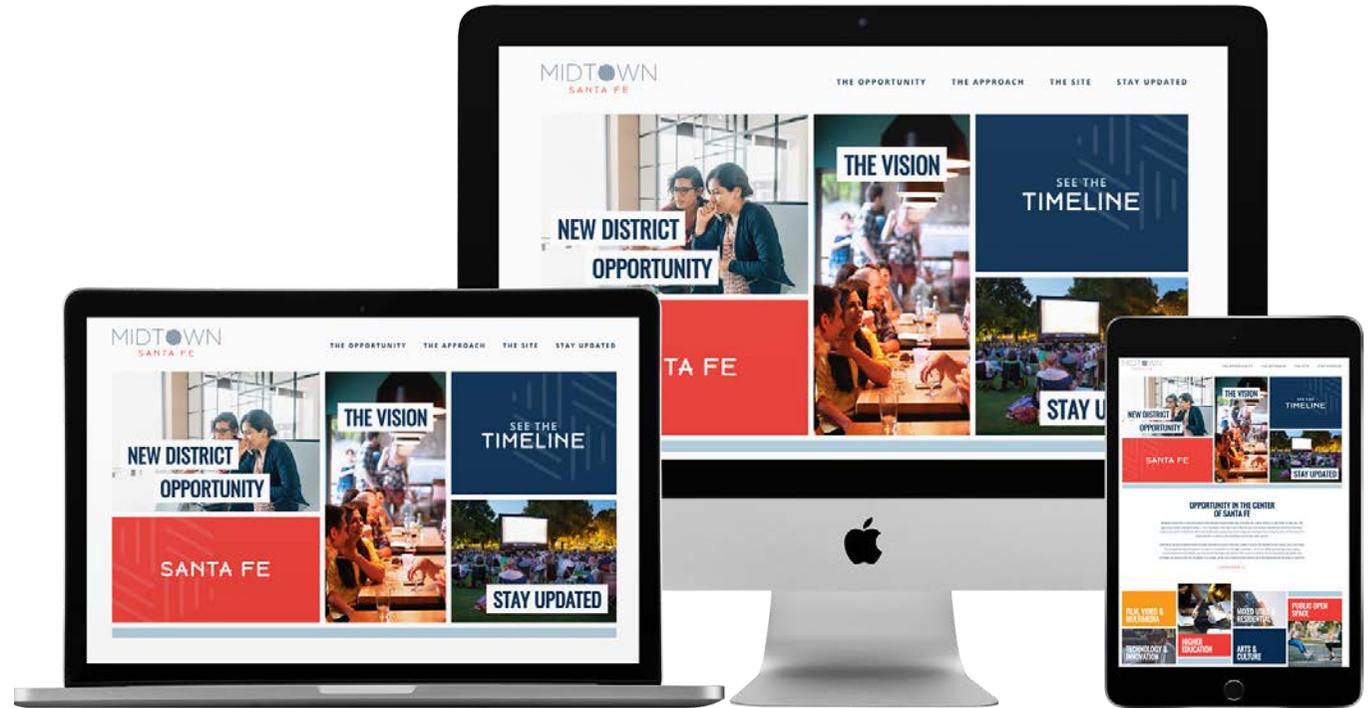
A key element of implementation is the placemaking plan. At CivicBrand, we understand that placemaking goes beyond merely hanging a banner or incorporating a logo into the built environment. Instead, it's about shaping the built environment to authentically reflect the brand principles of the district. For example, consider our recent project in High Point, North Carolina. High Point's brand strategy centers on the concept that they are a hub of creativity, where all residents are creators. One aspect of their placemaking plan involved organizing a temporary placemaking activation to demonstrate how this brand concept could be integrated in the long term throughout their city. The activation featured murals painted by local artists, live music performed by local musicians, craft beer brewed by local craft brewers, and opportunities for people to engage in activities that reinforced the brand story that everyone in High Point is creative. The placemaking plan will surface areas within the district where placemaking activations, both temporary and permanent, can serve as catalyst projects to spark redevelopment and activate the area. This, ultimately, will lead to the realization of the place brand vision.



# District Branding in the heart of Santa Fe

Casting the vision for a brand new district in Midtown Santa Fe

With the closing of a 34 acre college campus in the heart of Santa Fe, the city had a unique and once in a generation opportunity to create a new district in the heart of the city. After deep engagement with the community, it was clear that this needed to be a true neighborhood and one that connects with the neighboring areas rather than a master planned development. Through engagement, research, and staff workshops, CivicBrand helped cast the future vision of the district that would guide future development of the area.

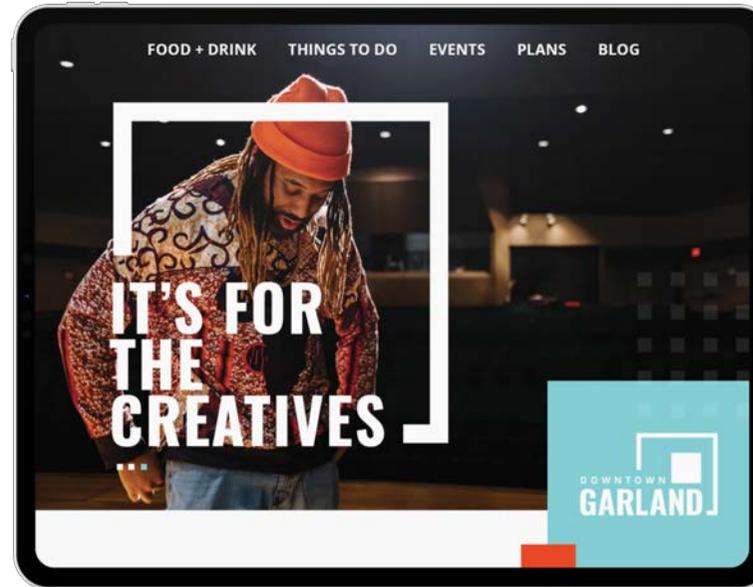




# Making downtown a place for everybody

Public engagement, placemaking and downtown brand strategy

Downtown Garland is the heart of Garland, TX and has changed over the years. There was uncertainty on who downtown was for. Is it for shopping? Is it for night-life? Artists? Families? CivicBrand conducted a placemaking activation and multiple rounds of engagement to understand what Downtown Garland means to residents and what they want it to be in the future. Together we developed a brand strategy and vision plan that shows that Downtown Garland is for everyone and created an implementation plan to actually live up to that.

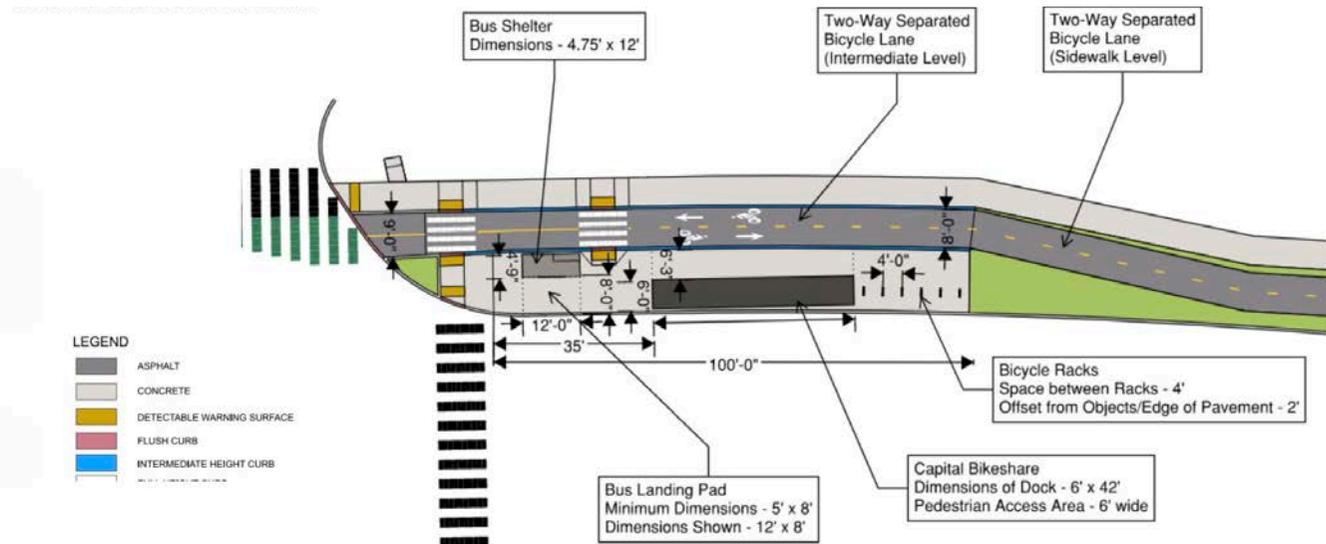


# A strategic vision for a key corridor in Fairfax, VA



## Developing a new name, shared vision and placemaking plan for Old Lee Highway

In Fairfax, VA, our project involved the renaming of Old Lee Highway to Blenheim Boulevard and the creation of a strategic vision and placemaking plan for a pivotal corridor slated for full redevelopment. The end result was a comprehensive brand and strategic vision, driven by guiding principles, poised to transform the corridor into a vibrant, community-centered "complete street" and a focal point for the area's revitalization.

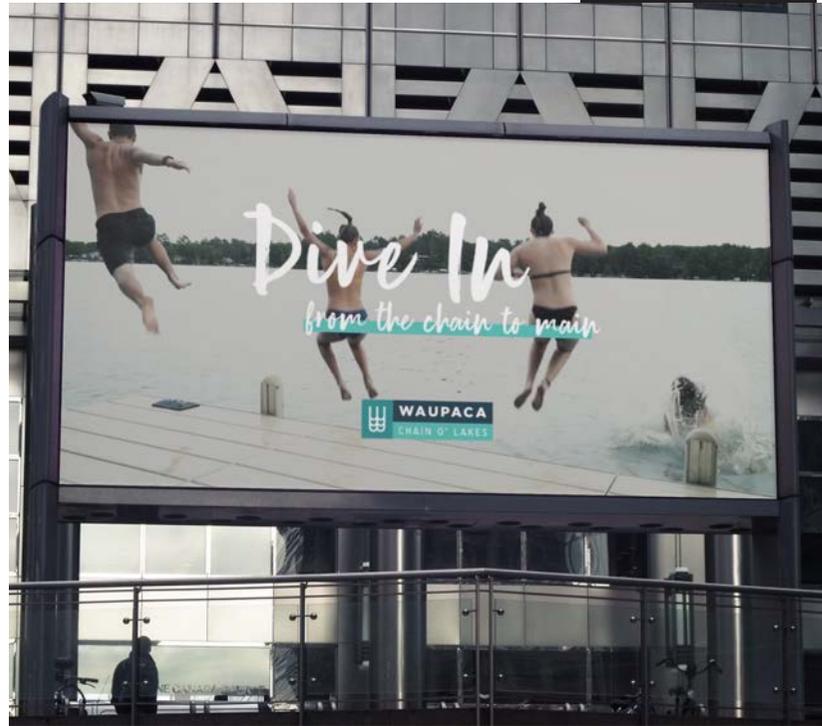


<b>WI</b>	CITY OF WAUPACA, WISCONSIN	
	PLACE BRANDING	COMMUNITY-WIDE BRAND PLATFORM

# Making tourism work for residents

A City, Chamber, and CVB collaboration, creating a true place brand platform

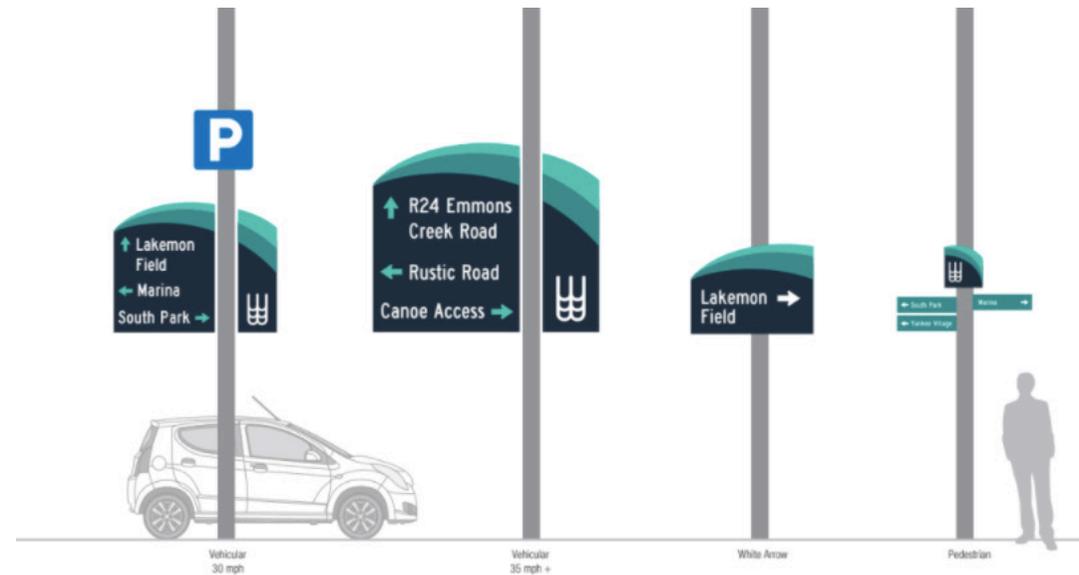
The brand platform unified the community through design and cast a common vision and voice, while at the same time allowing different stakeholders and entities to use the brand to support their different goals. The city, like many small communities across the country, needs to attract talent, businesses and tourists, but they need to do so in a way that does not dilute the values of the community and what has made it a great place to visit and live for decades.

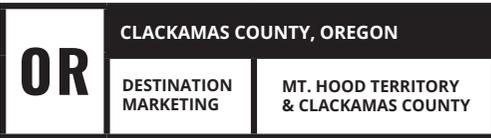


**Waupaca** WISCONSIN



**WAUPACA**  
CHAIN O' LAKES

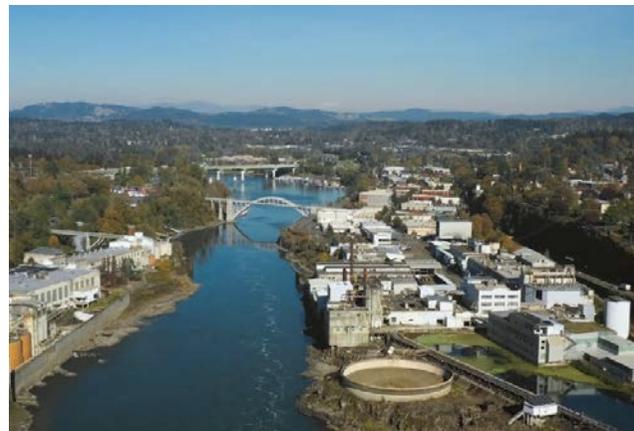




# Capturing the spirit of the Mt. Hood Territory

Building a photo and video content library for Clackamas County

As part of a larger county-wide branding initiative for Clackamas County, Oregon, a key task was producing a library of high quality imagery. The goal was to build a robust and diverse library of imagery that county staff could utilize for a wide variety of marketing and communication needs. Our team captured hundreds of photos and hours of video footage including Mt. Hood, the different cities in Clackamas County, local farms, businesses, residents, parks, transit, recreational activities, and the diverse residents that make up the county.



<b>MONTHLY PROJECT SCHEDULE</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>KICK-OFF &amp; DATA TRANSFER</b>	Active					
<b>TRIP 1 - ENGAGEMENT &amp; RESEARCH</b>		Active				
<b>VIRTUAL ENGAGEMENT &amp; RESEARCH</b>		Active	Active			
<b>PLACE BRAND AUDIT</b>	Active	Active	Active			
<b>BRAND STRATEGY</b>			Active	Active		
<b>IDENTITY &amp; MESSAGING</b>				Active	Active	
<b>IMPLEMENTATION PLAN</b>				Active	Active	Active

## Project Budget

**\$70,000 (travel included)**