

Downtown Branding, Development & Marketing Action Plan

August, 2014

**Wisconsin
Dello**[®]

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Wisconsin Dells, Wisconsin

Downtown Branding, Development & Marketing Action Plan

April, 2014

INTRODUCTION

On March 15th of 1997 the Wisconsin State Journal featured a story with the headline, “Many Think Downtown Dells should get a life.” Seventeen years later the community has now received an Action Plan designed to do just that: Make downtown Wisconsin Dells a lively, active, destination in its own right.

Consider this: The number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly, intimate setting. It’s not the reason people will visit the Dells – you can leave that to the waterparks and nearly 100 attractions – but the top activity, once visitors arrive, is the shopping, dining and entertainment in an attractive setting. In fact, this is where 80% of all non-lodging visitor spending takes place. That’s right: eighty percent. Why do you think Disney built Downtown Disney outside of each of its parks? To collect that 80%. This is precisely the reason the Wisconsin Dells Visitor and Convention Bureau contracted with the Roger Brooks Team to help make this happen.

This is also why you see the development of outlet malls, like Tanger Outlets, in small cities including Wisconsin Dells, Pigeon Forge, and other popular destinations. While these types of malls provide ample shopping, they are missing two key ingredients: dining and entertainment. That’s the gap downtown Wisconsin Dells can fill. It can also provide shops unique to Wisconsin Dells – unique shops and distinctive restaurants visitors can’t find closer to home.

But there is a catch: If you, as locals, don’t hang out in your own downtown, neither will visitors. If it’s not fun for you, it’s not fun for visitors either. They go where you go.

The emphasis of this plan is to, first, attract the 18,500 residents that live within a 10-mile radius of the intersection of Broadway and Elm. After that, visitors will follow – in droves.

To make downtown a destination in its own right, there are four key ingredients that must be included in the mix:

- Central gathering places – or plazas (at least one).
- An “activity generator” such as a permanent, year round, public market or exhibition center programmed with activities.
- Anchor tenants: At least two businesses that people will drive at least 20 minutes to visit. Better yet, businesses people would drive from Madison to visit specifically. They can be as simple as the best cinnamon rolls in Central Wisconsin (or the Midwest), or a great restaurant worth a special trip from Madison and/or surrounding communities.
- Evening hour activities. This is critical, especially if you hope to attract conferences, conventions and trade shows. They book places where ample activities are available at the end of each conference/convention day.

The future of downtowns revolves around places to spend time after 6:00 pm and on weekends. Consider the following: The average visitor (and local resident) is active 14 hours a day. Visitors will spend four to six hours with the primary activity that drew them to the area – water parks, attractions, boat tours, etc. They will then spend six to eight hours with “complementary” activities – things they could do closer to home, but while visiting, they will do them too.

Up until 1997 Downtown Wisconsin Dells was abuzz late into the evening, as visitors, returning from the Stand Rock Indian Ceremonial via boat, departed at the Upper Dells dock. In addition, the growth in waterpark resorts, with activities, restaurants and shopping all on-site, has given visitors more choices as to how and where to spend their time and money. By creating public gathering spaces (including outdoor dining), featuring lively entertainment, and recruiting more unique and desirable retail businesses, Downtown Wisconsin Dells can become, in its own right, a stand-alone destination.

The top complementary activity of visitors, once again, is shopping, dining and entertainment in a pedestrian-friendly setting, and this is where most visitor spending takes place.

Even local residents would like places to go after dinner and on weekends. In fact, as our country moves to the “European Standard” – eating and shopping later in the day – the future of downtowns depends on being the place people go after 6:00 pm. In fact, every merchant and property owner in downtown Wisconsin Dells should focus on operating hours of 4:00 pm to 9:00 pm during the shoulder seasons, and until 10:00 pm during the peak periods (spring break, summer months). This includes weekends AND possibly Sundays. Sunday is the one day when things can close earlier – typically 6:00 pm (except restaurants, of course).

Implementation of the recommendations detailed in this plan will make Downtown Wisconsin Dells a vibrant attraction rather than an additional amenity visited by a few of your visitors and residents.

That March 15th, 1997 article included a comment, “We need something more than t-shirt shops, taverns and ticket booths downtown.” This is the plan that, as it’s implemented over the next ten years, will finally make downtown Wisconsin Dells a showcase that will draw local residents, regional residents and visitors from around the Midwest.

Primary goals of this effort:

1. To increase visitor spending in both Wisconsin Dells AND Lake Delton by 30% over the next five years, particularly between the months of October through March, and during weekdays.
2. To make downtown a year-round destination for visitors.
3. To make downtown the central gathering place for locals within a 20-mile radius (approximately 50,000 residents).
4. To increase property values downtown.
5. To increase the vitality of the businesses downtown.
6. To make downtown Wisconsin Dells an attraction, rather than an amenity.
7. To allow for growth of festivals and events beyond those currently existing.
8. To add cultural depth to the two communities.
9. To make downtown feel safe, comfortable, clean and modern.
10. To elevate the look of downtown to more of a premium dining and entertainment district.
11. To increase the tax-base locally: for property owners who invest in this plan and will realize greater rents as a result; for tenants who are willing to pay more because business is substantially better; and for the city in terms of tax-base so that the city can afford to invest in downtown.
12. To extend the seasonality of The Dells to make it truly a year-round destination.

THE CHALLENGES

There are two major challenges that will make implementing the plan more complicated than you might find in other areas, but neither of these is insurmountable:

1. The lack of publicly owned properties downtown, beyond city streets (even Broadway is a state highway), sidewalks and parking lots, which are located “off Broadway” and can’t be well utilized as primary central gathering places.
2. Lack of funding in terms of general fund revenue sources. This plan will rely fairly heavily on access to state and federal grant programs, foundation funding, public/private partnerships, perhaps naming rights, and other non-traditional funding methods.

It's important that both municipalities (City of Wisconsin Dells and Village of Lake Delton) see downtown Dells as "their" downtown. After all, not even local residents see these two communities as competitors, and visitors have no clue, nor do they care, where the city/town boundaries are located.

While Lake Delton has the majority of the newer major attraction and tourism generators, downtown Wisconsin Dells can become a vibrant partner in providing additional activities, public assembly spaces, and help elevate the area as a premium visitor destination.

Therefore, all area businesses and both municipalities should be active partners in helping downtown Wisconsin Dells become a necessary "amenity" or complementary activity to their offerings. What can downtown offer them?

1. A cultural experience in terms of performing arts, street artisans and vendors, a year round public market, and activities available during the evening hours.
2. Non-chain and franchise restaurants and shops – and with an orchestrated business mix, perhaps more upscale shops catering to a wealthier travel demographic.
3. A "third place" in terms of creating a vibrant downtown geared to locals as well as visitors. We are in the age of Third Places: The First Place is the place we live – our homes. The Second Place is where we work. The Third Place is the place we go to hang out – Starbucks built an entire brand around becoming a Third Place. This is the future of downtowns.
4. An activity generator in the shoulder seasons: October through March, and in particular, Sunday through Thursday. This will appeal to the non-waterpark visitor and especially conference, convention and trade-show attendees, who are looking for the complementary downtown experience.
5. It will help the area reposition itself away from its "stuck in the 70s' image" and "budget destination" brand.

BRANDING

The world is at our fingertips in a fraction of a second via the web. Information on every city and town in Wisconsin – the entire Midwest, in fact – is easily available. Yet potential businesses, residents and visitors don't look for cities first, they look for activities that cater to them. Thus the Dells/Lake Delton brand "The Waterpark Capital of the World." This is a strong point of differentiation and has made Wisconsin Dells/Lake Delton the most successful small-community destination in North America.

Like communities, downtowns need to have a focus: a brand. Will downtown be known for antiques? Arts and entertainment? Dining? Nightlife?

All brands are built on product – not just marketing. The success of The Dells is based on product – nearly 100 attractions and world-class water parks, in particular.

Once that brand has been identified and product development has been implemented, then you've got to "tell the world" – showcasing downtown as one of the attractions.

To do this, Roger Brooks International was retained to create a Branding, Development and Marketing Action Plan for downtown Wisconsin Dells.

Branding (what is it you want downtown to be known for?)

Development (what needs to be done in order to "own" the brand)

& Marketing (introducing downtown to the world as a great destination)

Action Plan (the to do list).

THE TEN THINGS YOU NEED TO KNOW ABOUT BRANDING

1. DIFFERENTIATION

Branding is the art of setting yourself apart from everyone else. What makes downtown Wisconsin Dells worth a special trip? What do you have that people can't get or do closer to home?

2. PERCEPTION

A brand is a perception – what people think when you mention downtown Wisconsin Dells. Currently that perception is slightly negative (cheesy t-shirt shops, low-end merchandise, stuck in the 70s...) and while this is not entirely true, it's still the perception. Part of this effort is a repositioning program to showcase the "other side" of downtown Wisconsin Dells.

3. LOGOS AND SLOGANS ARE NOT BRANDS

They are simply marketing messages used to support and reinforce your brand position. Have you ever gone anywhere because they had a great logo? Have you avoided any place because you thought their logo was awful? Logos and slogans make up just 2% of a brand, but they always get 98% of the political attention.

4. FOCUS GROUPS? NO.

You never use focus groups to develop a brand. In this case, we did work together with a Brand Development Team, whose job revolved around product development, not the brand. The brand was developed through a feasibility process, not a focus group.

5. EVOKE EMOTION

The best brands evoke emotion – they sell a feeling. They make you want to spend time there. By bringing downtown to life, particularly during the evening hours, downtown will be a place people want to spend time in. They will feel safe, welcome, and "alive." That's a feeling you want every guest to have.

6. GREAT BRANDS ARE BUILT ON PRODUCT

You can develop new advertising, graphics, websites, mobile apps, signs, and posters, but if the product doesn't change or improve, what have you accomplished? Any increase in sales will be short lived.

7. YOU NEVER "ROLL OUT" A BRAND

Brands are earned – good or bad. Wisconsin Dells has a terrific brand as the "Waterpark Capital of the World" and the community "rolled" it out because it could deliver on the promise it represents. With downtown, it will take a number of years to full realize, and so it will be an organic roll-out: What people say about downtown in the press, in social media circles. There will be roll-outs of specific projects but no major roll-out of the brand.

8. BRANDING BY PUBLIC CONSENT? NO.

Yes, we did ask residents and visitors to weigh in on downtown, but in the end, the recommendations made in this plan, using public outreach as a basis, were based on feasibility, not just local sentiment. This will be a grassroots effort.

9. YOU BUILD YOUR BRAND ON FEASIBILITY

As noted above, the final brand direction was built on feasibility. In a nutshell, becoming a gathering spot at the end of the day, and providing a collection of unique shops and restaurants (non-chain, franchises) and adding culture and central gathering spots will make downtown an attractive destination for both locals and visitors.

10. BRANDS ARE BUILT BY WORD OF MOUTH

You build your brand using public relations; advertising is used to cement your ownership of the brand. In other words, what is said about downtown in the press, via social media and photo-sharing sites, is what will build the brand. It used to take years, if not decades, to build a strong brand and now, in the Internet and social media age, it can happen in just two to three years.

THE PLANNING PROCESS

Over several years the Roger Brooks Team has developed a 13-step process that, to date, has met with a 100% success-rate, and this process was used over an eight-month process for the development of this plan:

#1. The Brand Development Team

This is the core group of local stakeholders that have worked through the process in finding the brand direction, identifying product development initiatives, and assisted through the plan development stages. This team has included the following individuals.

- Brian Landers, Mayor, City of Wisconsin Dells
- Nancy Holzem, City Clerk, City of Wisconsin Dells
- Kelli Trumble, Downtown business owner
- Dan Gavinski, Downtown business owner
- Justin Draper, Downtown business owner
- Jesse DeFosse, Wisconsin Dells BID Chair, Downtown business owner
- Kevin Ricks, Downtown business owner
- Jill Diehl, WDVCB Board President, Wisconsin Dells business owner
- Tom Diehl, Village of Lake Delton Trustee, Wisconsin Dells business owner
- Romy Snyder, WDVCB Executive Director

#2. Education and Outreach

In September of 2013 a public online survey was implemented to ask nine questions and allow residents, visitors, and those living within neighboring communities to voice their opinions and ideas. More than 670 responses were received. A compilation is included in the Supporting Documentation of this plan.

#3. Identifying the markets

This task includes identifying whom we are hoping to attract downtown in terms of demographics, psychographics (lifestyle), and geographic areas. Remember that downtowns are always about locals first. Geographically, our core audience is as follows:

- Population within a 5 mile radius of Broadway & Elm: 8,850
- 10 mile radius: 18,500
- 30 mile radius: 161,600

By creating and promoting “anchor tenants” downtown – those businesses worth a 45-minute drive, the core market population swells to more than 160,000. Overnight market (1 hr +): expanding on the 4-5 million annual visitors to Wisconsin Dells, with special emphasis on those staying overnight

#4. Compilation of the feedback and market research

The Brand Development Team reviewed the feedback from the online survey, reviewed demographic, geographic and lifestyle information to formulate what downtown should be known for and what is needed to draw this audience to downtown – particularly during the shoulder seasons.

#5. The Brand Leadership Team

At this point in the process we identify the team who will transition from determining the brand direction (the Brand Development Team) to who will lead the effort moving forward. In the case of this plan, the same group of “champions” will continue to meet to implement this plan.

#6. Developing the Product BrandBank

This element of the plan is the most critical and the most expensive to implement, but it is what will, ultimately, make downtown a destination in its own right. The Roger Brooks International team took on this assignment, working with the Brand Leadership Team (BLT) to formulate the recommendations, which make up most of this plan.

#7. The brand promise

This is the statement describing what you want downtown to be known for. The brand promise for downtown Wisconsin Dells is as follows:

“To become a culturally rich, vibrant, active, and pedestrian-focused gathering area for both local residents and visitors, year-round. To also attract a more upscale clientele, particularly for unique shopping, dining and cultural experiences.”

#8. Designing the look and feel of the brand

In this case the look and feel of the brand was dedicated to the conceptual design of public assembly spaces (plaza, amphitheater areas), outdoor dining, façade improvements, and a public market rather than on graphic design elements, which can be developed at a later date as the product is developed.

#9. Creating the Action Plan

The major initiatives were presented to the Brand Leadership Team along with full-sized renderings of the projects, and from that this plan has been developed. This is an Action Plan, not a Strategic Plan. It is a “to do list” with specific recommendations identified throughout.

To realize success from this plan, it’s very important that every recommendation be implemented. Much like a jigsaw puzzle, you cannot toss out some of the pieces (recommendations), reshape others, and expect to have a plan that will be of value. A puzzle with missing pieces quickly becomes a worthless puzzle. The same applies to this plan. Every recommendation integrates with others, and it’s the sum of all the parts that will make it an effective, successful plan.

#10. Making something happen

Within a couple of months of the project’s beginning, items were already being implemented in terms of “OPEN” retail banners and other elements included in this plan. Making something happen is important so that local downtown property owners, businesses and visitors to downtown can see things change and evolve. This keeps the energy high and keeps the plan moving forward. These efforts can include new pole banners, the proliferation of sidewalk cafes, façade improvements, or other measures such as removing parking along Broadway in the core district area.

#11. Keeping the energy high

With every branding and product development initiative there will be challenges, and because this is a public project, it will take time, so it’s important to keep the energy high. Ralph Waldo Emerson once said, “Nothing great was ever achieved without enthusiasm,” so keeping things moving forward will require tireless champions dedicated to implementing this plan.

#12. Tell the world

As the product is developed, the effort will gradually move from product development to marketing. It's important to remember that you cannot promote downtown until you can deliver on the promise that the brand represents.

#13. Revisit the plan

Because this is an Action Plan, it should be reviewed every month – or two at most. At between 30 and 50 pages, it is a working “to do list,” and it should be reviewed at every meeting of the BLT as you work down through the list.

THE DOWNTOWN WISCONSIN DELLS BRAND

The Brand Promise is the simple statement and guiding principle that will provide a direction for future decisions for downtown Wisconsin Dells for the next generation. It will be your guide in recruiting new businesses, creating people-friendly gathering places, and for making downtown a showcase and attraction for the Midwest – particularly during the evening hours and year round.

THE BRAND PROMISE

“To become a culturally rich, vibrant, active, and pedestrian-focused gathering area for both local residents and visitors, year-round. To also attract a more upscale clientele, particularly for unique shopping, dining and cultural experiences.”

Here are the elements that will fulfill the brand promise:

1. To become the central gathering place during and at the end of the day, year round: after work, on weekends, after a day on the river, lakes, in water parks and at other attractions.
 - a. Anchor attractions and activities that become the “draw.”
 - b. A public market that is active year-round every Thursday, Friday, Saturday and Sunday in the early two or three years and then expanding to six days a week (closed on Mondays).
 - c. Other outdoor venues for live entertainment, theater, culinary demonstrations, magicians, musicians, etc., adding cultural experiences to downtown.
 - d. A public plaza that is programmed with music and entertainment, year-round, surrounded with restaurants. The plaza should include an outdoor ice rink that would operate seven days a week in November, December, January and February.
 - e. Retail shops and restaurants that are open into the evening hours, particularly during the peak seasons, to start, and then every day, year round.
 - f. A larger variety of more upscale shops and restaurants that would cater to the baby boomers (multi-generational travel is the fastest growing trend in the industry), conference/convention attendees, and shoulder season visitors.
 - g. Encourage and incentivize breakfast options and outdoor café dining, in season.
 - h. Make downtown more attractive through façade improvements, additional beautification, better retail merchandise displays, etc.
2. To restrict parking (or eliminate it) along Broadway in the core shopping district to make downtown more pedestrian-friendly.
 - a. Have strategically located parking garages based on traffic flow and minimizing left turns across traffic.
 - b. Consider public transportation (such as a rubber wheel trolley) that runs between public event spaces (such as sports venues) and downtown, and from the parking garage(s) to areas of downtown more than two blocks away.

The Recommendations

The recommendations on the following pages are listed in order of implementation timelines.

In essence, the 2014 calendar year is the “getting ready” year in terms of finding funding solutions, drafting and approving ordinances, working with the Wisconsin Dept. of Transportation on Broadway issues, architectural and engineering, property acquisition and partnership development, etc.

The planning year will take place in 2015 in terms of architectural, engineering, and final funding of the larger projects. If all goes as planned, many of the projects outlined in this plan will begin construction in 2016.

The plan, as outlined here, is a five-year plan to be implemented as funding becomes available or as partnerships are developed. One word of caution: It’s the sum of all the recommendations that will bring downtown to life and make it an attraction, so time is of the essence when implementing the plan. For instance, developing the public plaza without the supporting Public Market, or vice versa, will see one languish while the other is being financed and developed. You do not want a big gap between projects when one can’t be successful without the other.

Throughout this plan you will see references to watch video tutorials available in the Roger Brooks International video library. A one-year subscription to the online library is included with this plan. The videos stream (like Netflix or OnDemand) and each is about one hour long. The video tutorials offer far more detail than can be done in this plan and include photographic examples and step-by-step instructions. The videos are available to everyone in the two communities: tourism, economic development, downtown alliance, the city, the village, and other local organizations. There are more than two-dozen videos in the library, and many of them concentrate specifically on downtown development. For access to the library contact Jordan Pogue at Jordan@RogerBrooksTeam.com.

The Recommendations

SPRING AND SUMMER 2014

1. Create the Brand Leadership Team

When to be implemented: May 2014

To be implemented by: WDVCB

Approximate cost: None

Funding options: None required

Rationale and explanation: This is the first and most important recommendation. Without strong champions, this effort cannot succeed. After working with more than a thousand communities around the world, the only time an effort like this has failed is when strong champions weren't in place to push it forward. The Brand Leadership Team must be composed of doers – not simply directors. Even though you've already taken this initial step, and the same team that has been in place will continue to move it forward, please review the following to make sure you have the right champions in place:

The BLT should be comprised of those individuals committed to "championing" the plan and making it happen. This means that even in the face of some adversity, the champions will push the agenda forward; they will not take "no" for an answer; and they will continue to "sell" the brand hoping to attract additional champions to the cause. In this particular plan there may be the need to exercise eminent domain over certain properties, and there will be some push-back from people who don't think the city should invest in downtown projects in a time of fiscal restraint. The city will need strong champions who will step forward to support the recommendations made in this plan.

The members of this team will also be the "voice of the brand," working in a hands-on capacity as advocates for the brand vision, being instrumental in fulfilling all of the recommendations set forth in the Action Plan.

The BLT includes key "movers and shakers" from the community: businesses and property owners, City Council representation and staff, tourism and economic development representatives, and others who are good communicators and committed to the brand vision.

Keep the BLT to 13 or fewer people. The bigger the committee, the less likely you are to get things accomplished. This is about making something happen. Typically you'll find 13 great champions, but after a month or two the "real" champions stand out after the initial enthusiasm has waned. Typically you'll end up with between five and seven true champions, and they will work to bring others onboard – acting as "pied pipers" for the brand.

Local organizations and city officials should read through the Action Plan and then decide whether or not they feel passionate about the objectives and projects detailed herein. Characteristics of a good BLT member include:

- A willingness to invest time in pushing the agenda forward.
- An ability to take a few hits along the way.
- Good speaking abilities: The BLT will be asked to "sell" the vision to local and state organizations, boards. Their enthusiasm for the plan will help garner grant and other funding for key projects.
- To be a "brand cop." This means they will step forward when new businesses come into downtown to make sure they are a good fit and to defend the plan when needed. The Brand Cops will also be charged with the look and feel of how downtown is marketed.

The best Brand Leadership Team members are those who have a vested interest. At least half of them should be among the following:

- Downtown property owners

- Downtown businesses – particularly retailers and restaurants
- Public market vendors (when it becomes a reality)
- Hoteliers and tourism industry operators

The first order of business is to set up some ground rules. This is a group dedicated to working with the organizations that can make something happen locally. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations: state tourism, state economic development, regional development authorities, city, town and county offices, etc.

Ground rules might include:

- Number and frequency of meetings. Some meet every other week for the first six months as assignments are fleshed out and implemented, then they reduce the schedule to one meeting a month – and additional meetings as needed for consultant selection or other special to-do items.

Assignments:

- Have one person take minutes and act as the BLT secretary. One would organize and remind members of meeting times and dates.
- Another would be charged with setting up the speaking engagement calendar: Developing a list of organizations, contacting them with times during the year they'd like to see what's happening. This person would hand out assignments to fellow members – such as which event they would individually speak at.
- A BLT member would be charged with the PowerPoint and graphics so that everyone is using the same resources. A unified message is very important.
- One would work with the city/town or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process.
- The “BLT Chief of Police” would be the lead “brand cop,” gathering marketing pieces created by partnering organizations and materials generated using the Brand Style Guide, and then presenting them to the BLT for approval.
- Generally, BLT members would serve for two years, and then among themselves would invite new members to come in as needed. So the entire BLT is not changed over at the two-year mark; there will be some natural attrition. What you don't want is the BLT to think their job is finished at the two-year mark. This could result in the disbanding of the BLT. So the two-year rule is simply a guideline. Some champions would stay for the long haul, and as long as the enthusiasm doesn't wane, bring them on!
- A brand cannot be built without investment, and the initiatives in the plan require both public and private investment. Therefore, this team must be willing to take a stand and be the voice of reason. The key is to have a small enough team so that things can actually get done, since this is about implementation. There may need to be additional people on the team – it's good to allow some flexibility. If it is possible to develop a larger BLT without politics and personal agendas interfering with progress, then the more people on the ground, the more effective the effort will be.
- With a strong implementation program, once the brand starts moving, it will take on a life of its own. Generally, the idea is to have the BLT work itself out of a job after five to seven years as most of the major projects are fully realized. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop

and another take on product development, etc. The life of a BLT typically ranges between five and twenty years.

- As the brand takes hold, meetings can be less frequent. In some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort. It is important to point out that branding is never complete. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just think about Napa Valley. How many wine regions in California alone are looking to topple Napa as the wine capital? Likewise, Disney doesn't remain static, but adds new attractions and events continually. Winners can never rest, so this is not something you start and then walk away from. There will always be a need for champions of change.

Finally, there are only three killers of any branding product:

1 . Local politics

2 . Lack of champions

3 . Lack of money, both public and private

If you have great champions, they will get through the local politics and find the money and/or the development interests to make it all happen. No brand can succeed without tireless champions who pioneer the effort. This is the BLT's mission.

Once again, this is the most important decision in the entire Action Plan. Read the plan, adopt it, then become Champions for Change – active pioneers in bringing it to life. If you ever want to create a lasting legacy, this is the perfect vehicle.

The importance of the BLT with committed brand champions cannot be overstated.

We surveyed 400 well-branded towns in North America, and in 397 of those communities, development of the brand was a grass roots effort. Rarely will a top-down effort yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of "we have something for everyone" are over. In this age of specialization, you must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

These individuals will do the work to see that the product is developed that will bring the brand to life, fulfilling the brand promise. The concerted effort by these people will be the force of the entire branding effort, keeping the brand image in focus, keeping the plan on track, and overseeing the successful implementation of the plan.

Typically we recommend a group of approximately 13 individuals, making sure that more than half represent the private sector. As noted earlier, top-down branding doesn't work. The best branding efforts in North America were grassroots efforts and include Nashville's country music brand, Napa Valley and wine, Orlando and Disney World, Branson, Missouri and music theater, Hershey, Pennsylvania and chocolate, Frankenmuth and its Bavarian brand and even Wisconsin Dells/Lake Delton with the Waterpark Capital brand.

2. BLT meetings and assignments

When to be implemented: May 2014

To be implemented by: Brand Leadership Team (BLT)

Approximate cost: None

Funding options: None required

Rationale and explanation: Set a regular schedule for the Brand Leadership Team (BLT) to meet. Perhaps once a month. Here are the topics to cover in this first meeting:

Set up three committees:

1. The Product Development Team would be charged with pushing the primary initiatives forward (public market pavilion, downtown plaza, parking garage, trolley system, waterfront amphitheaters), as well as working to recruit an upscale downtown boutique hotel and various retailers and businesses. They would tackle wayfinding, signage, gateways and other product development initiatives.
2. The Funding Team would work with (and would include) the city, state departments, and federal funding sources to obtain funding options for various public projects. This would include low or zero-interest loans, the creation of public-private partnerships, grants, foundation funding for various projects, etc. This team would help apply for funding, make presentations where appropriate, and would work tirelessly to find funding solutions. To implement this entire plan will cost approximately \$30 million, which is less than a single performing arts center, but with the small tax- and population-base, it can still be a daunting task to overcome.
3. The Outreach Team would help “sell” the vision to local residents who will hear about the initiatives. Many will be CAVERS (Citizens Against Virtually Everything) who will attempt to derail what will be an incredible tax boost to the city over time, create hundreds of new year round jobs, and will make Wisconsin Dells a true year-round destination.

This group will make a list of local organizations that hold monthly, quarterly or annual meetings including (but not limited to) school boards, city council, the county, economic development, tourism, hospital boards, Kiwanis, Rotary, other auxiliary organizations, downtown business alliance – every local organization in the city, county and even at the state level.

Here’s a starter list:

- Local school boards
- Hospital board
- Auxiliary organizations including Kiwanis, Lions Club, Rotary, and others
- City of Wisconsin Dells
- Village of Lake Delton
- Town of Delton
- Town of Dell Prairie
- County (supervisors and other key staff – each of the four counties)
- Economic Development
- Tourism businesses and the WDVCB
- Downtown Alliance
- Performing and visual arts groups
- Regional and state tourism officials and representatives
- Your local state legislators

- Local clubs and organizations. The best way to recruit new events to downtown (once the public market pavilion has been realized) is to ask local club members to encourage their groups to host events downtown.

Assign Brand Leadership Team members to contact each organization. Set up a time for the BLT members to give a presentation to each of these organizations over the next six to eight months.

Included with this plan is the PowerPoint/Keynote presentation that can be redeveloped to fit the time limit (usually 20 to 30 minutes) and the speaker's style. The idea of this is to "sell" as many people as possible (not everyone will be supportive) on the brand direction, and you'd love to hear their ideas on how to make it happen, such as by offering new ways to make the brand even stronger and more successful.

For example, if people belong to a local classic car club, would they consider having that organization host a car show in downtown Wisconsin Dells? How about quilt shows? Do they know local artisans that would love to host a show downtown? This is to garner support, new ideas, and to get the community excited about the brand.

The result of this first meeting, and perhaps a follow-up meeting, is to end up with a 2014 and 2015 calendar that is filled with speaking engagement opportunities – chances to promote the brand direction. The most successful branded communities are more than skin deep; the brand is the soul of who they are, and that means a dedicated public outreach effort is necessary to achieve ultimate success. Finally, assign one person to follow-up with members of the BLT to make sure they are contacting their assigned organizations, that presentation times are set, and that other members of the BLT are aware and can show up to offer additional support. And then follow-up to check off the organizations as they receive the presentation by the BLT.

3. Establish a BLT presentation schedule

When to be implemented: May 2014

To be implemented by: BLT

Approximate cost: None

Funding options: None required

Rationale and explanation:

From the presentation (provided in Apple Keynote and PowerPoint formats), each BLT member charged with promoting the brand should take the one-hour presentation, modify it, and make it their own. In most cases you'll only have 20 minutes to speak. Here's what we'd suggest take place during that presentation:

- Two minutes to let the audience know that branding is more than logos and slogans. It's the essence of whom you are and what you want downtown to be known for.
- Three minutes to explain why branding is important: We have every city and town in the Midwest at our fingertips via the web, so what sets downtown Wisconsin Dells apart from the other downtowns all over Wisconsin? Why should someone live, establish a business, or visit your downtown? What sets you apart and makes your downtown a destination worth a 45-minute drive or even a visit from Wisconsin Dells resorts? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Wisconsin Dells/Lake Delton. This is about tax base and community development.
- Two minutes about the process: More than 300 residents weighed in and the brand direction was founded on feasibility, not just local sentiment.
- Ten minutes selling them on the product that backs up the brand:
 - Clubs and organizations will be invited to host their events in downtown Wisconsin Dells.
 - A public market pavilion, two riverfront amphitheaters, and a downtown plaza will be developed to bring downtown to life and to make it a year round central gathering spot for clubs and organizations to utilize.

- A pedestrian-friendly downtown where people don't have to run across Broadway with strollers as fast as they can without the fear of being hit. Where there is centralized parking and a trolley system put in place to shuttle people between resorts, sporting facilities and downtown.
 - A downtown that is alive with 250 days a year of activity: ice-skating during the winter months, splash pad during the summer.
- And just three minutes to show them the renderings of what's possible for downtown Wisconsin Dells.

The big focus should be on education (so people understand why you're doing this and why it's important) and sales: You are ALWAYS working to bring in more champions. The more people you have buy into the brand, the stronger and more ingrained it becomes as the heart and soul of the community. Finally, create a yearlong calendar, pick your four or five or six BEST speakers on the BLT, remember, "nothing great was ever achieved without enthusiasm," and then schedule them to speak at the various events. And don't just keep it within Wisconsin Dells and Lake Delton. If you can find opportunities to speak to clubs and organizations in the greater Milwaukee, Madison and anywhere else you think would be beneficial to pushing the agenda forward. Include statewide organizations, such as the Wisconsin Tourism, USDA rural development, economic development, etc. Also, develop a list of statewide conferences where you can share your branding experience with large audiences, and tell them what you've done to revitalize downtown. When you do this, you are also selling them on why they MUST pay a visit to the city, and once they do it, chances are they'll be back to see your progress. While this takes time, it's free and will spread the word throughout the state. You should also, on the last slide, place a URL where the audience can sign up for your free monthly e-newsletter that will showcase upcoming events in downtown Wisconsin Dells. This is an easy way to create "top of mind awareness" and to start building your database.

4. Rename the district The River Arts District

When to be implemented: June 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: None

Funding options: None required

Rationale and explanation:

The River District is a fine place identifier but it does not sell the reason WHY we should pay the district a visit. It doesn't include the "soul" or the "brand" of what downtown is about. So keep "The River District" but add the word "Arts" to the name to make it The River Arts District.

Remember that a part of the Brand Promise is for downtown to be culturally rich – something lacking throughout the Wisconsin Dells/Lake Delton area. The word "arts" is inclusive of culinary arts, visual arts, performing arts (right down to performances at the plaza, amphitheaters, to street musicians), fashion, artisans in action, galleries, and logo gear.

The word "arts" adds depth to downtown and promises more than just t-shirt and souvenirs.

Have the City Council approve the name change so it's "official." This way, when a wayfinding system is put in place, the new name can be used as part of the wayfinding system. Generally, visitors care little for "downtown" or "central business district." Giving downtown a name (Bourbon Street, French Quarter) makes it a destination, not just a geographic designation.

Do not rush out immediately and change the pole banners. In fact, don't do anything physically different until you can deliver on the promise. This is just one of those "easy items" to show the plan being implemented. This gets you ready for development of the wayfinding system, one of the top priorities for the two communities.

Standard 4-Color Logo



Standard 4-Color Reverse Logo



Pole Banner Design Concept



Standard 2-Color Horiz. Logo Text





5. Promote the Best of The River Arts District

When to be implemented: Early summer 2014

To be implemented by: WDVCB/Brand Leadership Team

Approximate cost: \$20,000 – split 50/50 with featured businesses and tourism promotional funds

Funding options: WDVCB marketing funds

Rationale and explanation:

Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. In the case of Wisconsin Dells, these might be businesses (or attractions) you’d come downtown for specifically like the river tours or Ripley’s. You cannot let politics get in the way of promoting your “best ofs.” The reasons for creating this brochure are many:

- The most asked question at any hotel, B&B or visitor information center is “where’s a good place to eat?” and visitors don’t want to be handed a list or told you only promote members. By promoting your best restaurants, retail shops and activities, you ensure a good experience, which is often instantly noted on Facebook, in Twitter posts and in on-line reviews such as Yelp and TripAdvisor. If friends or family were visiting you where would you take them to eat? Promote your Best Ofs specifically.
- Success breeds success. No successful mall is ever developed until the anchor tenants are committed to long-term leases. And most people go to the malls, not because there’s a Radio Shack, Hallmark store, GNC Nutrition outlet, or a dozen cell phone dealers, but for the anchor tenants. Chances are good they’ll stop into Radio Shack, Hallmark or a number of other smaller shops while they’re at the mall. The anchor tenants attract the shoppers to the mall, and all the other shops benefit as well. Would you go to Orlando if Disney World weren’t there? If you said no, you just insulted 171 other attractions. But they all know that Disney is the anchor tenant and does the heavy lifting in terms of promotion, and they all benefit from Disney’s presence and marketing. Additionally, Disney is glad Universal Studios, Wild Kingdom and the other attractions are there because, collectively, they make Orlando worth a trip from just about anywhere on earth.
- By promoting your very best restaurants, retail shops and activities, you encourage others to raise the bar so they can be included in future Best Of guides, which should be produced each year. Note the criteria below, and encourage those not selected to work on those criteria so they too can be promoted in the guide.
- “Best of” restaurants, retail shops and activities make downtown worth a special trip, particularly from neighboring communities and attractions often considered “too far away” – like Great Wolf Lodge and others in that area.
- One of your recruitment objectives is to recruit additional anchor tenants into downtown. Just like malls, few downtowns become successful destinations without those anchor tenants. You need to recruit them, and then make sure you help market them, specifically, creating an incentive for them to invest in downtown.

The “Best Of” guide is a 4” x 9” rack brochure that can include up to 24 businesses and activities. It is typically made up of 28 panels (14 panels per side). “The Very Best Of Downtown Wisconsin Dells” guide should include perhaps four to six signature restaurants, six retail businesses, and perhaps six to eight activities (attractions), plus a front and back cover, a panel explaining how these were chosen, and a panel that talks about Wisconsin Dells/Lake Delton: Your location and what the area is all about. Here are the criteria you might use to determine who should be invited as a participant:

- a. They must be open at least six days a week. The day they can be closed is Monday. And this is year round, not just during the peak seasons.
- b. They must be open until at least 8:00 pm all six nights. As an FYI, 70% of all consumer retail spending now takes place after 6:00 pm. Are you open? This is why all successful malls are typically open until 9:00 or 10:00 pm seven days a week. You may need to relax this one the first year or two, but if you go back to the Brand Promise, it says downtown will be THE place to go during evening hours.

- c. They must have good curb appeal. They must be inviting. While this is quite subjective, most of the t-shirt shops are not very inviting. They are more “in your face” and, once again, you are looking to elevate your downtown audience to those with bigger spending budgets and conference/convention attendees.
- d. They must be highly regarded by someone other than themselves. This means that they must have an 80%+ positive reviews on TripAdvisor, Yelp, Urban Spoon and/or have been written up in regional publications such as Midwest Living, and other regional lifestyle magazines.
- e. They must be organic to the Dells area. This means you can’t include franchises and businesses that can be found in just about every city. Why drive downtown if I can enjoy the same shop or restaurant (no offense, Subway) right along the Interstate? However, while Ripley’s is a “chain,” it can’t be found in “just about every city,” and therefore could qualify to be included in the Best Of guide.
- f. They need to be located downtown to be included in this brochure. Remember, this is “The Very Best of Downtown Wisconsin Dells.”

These folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership project. Typically each business or activity would pay in the range of \$400 for its panel. The remainder of the cost is covered by your tourism promotional budget. Do NOT limit the participants to WDVCB members. You MUST keep the politics out of this guide.

Many activities, such as historical attractions and parks, have little or no marketing budgets, and their panel would be covered by the WDVCB promotional funds .

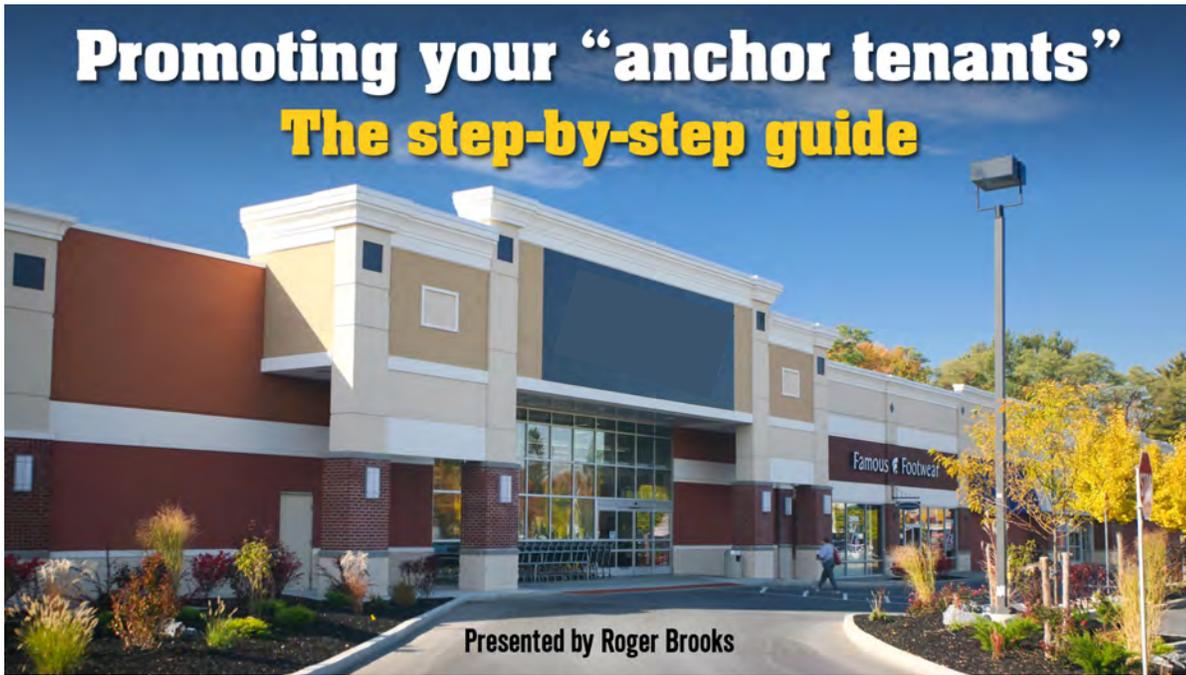
It’s very important NOT to include businesses just to sell more panels. You should have a good balance between restaurants, retail shops, and activities: Perhaps six of each. But if you only have four restaurants that are truly outstanding (remember you MUST deliver on the promise of it being worth an hour’s drive) only promote those four. The same goes with retail shops and activities.

We recommend printing 40,000 copies and distributing them as follows:

- Every hotel should put the Best Of guide in every room or have them available at the front desk. Housekeeping would make sure one is in each room. Guests, of course, are encouraged to keep the copy they pick up. An alternative would be to hand the guest one on check-in.
- In your visitor information center and at visitor information kiosks designed and installed as part of your wayfinding system.
- One should be sent to every household in the county, in a #10 envelope (yes, snail mail) with a small card that reads, “The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when you host visitors, you will show them the very best of what downtown Wisconsin Dells has to offer. After all, every dining room table should be a concierge desk.”
- At visitor information centers along Interstate-90 and others within an hour’s drive of Wisconsin Dells. Studies show that before visitors arrive, only 31% of decisions are made from brochures, but once in the area, brochures are the number one resource, influencing 82% of decisions. Once visitors arrive, this is the most important piece they should have access to along with the Visitors Guide that showcases EVERYTHING to see and do while in the area.
- At city hall, the library and at other public assembly spaces. This one brochure is a good way to get regional visitors to make a special trip from the freeway to downtown, a great way to get hotel guests to go beyond a quarter mile of the interstate, and a good way to educate locals about what you’ve got and where downtown is located. For each featured business, include a photo (interiors sell the experience better than exterior shots), their logo, address, phone number, website address and a description of why they are so good they are a “must visit” and “worth the drive” destination. Each would get a full panel. You might consider adding a QR code next to the logo or at the bottom of each panel where a person could easily pull up their website or menu. The guide should also be available on the tourism website for viewing and for download. The guide should be reproduced every year. Finally, the reasons

no lodging facilities are included is so the hotels and motels will hand the brochure to visitors without fear of promoting their competitors.

Bottom line: This is something you can do today to make a difference tomorrow. You have some incredible shops, eateries and activities downtown that should be promoted



Watch this video for step-by-step instructions and examples.

**SPRING/SUMMER
EDITION
2013**

**THE BEST OF
Bracebridge**

*14 of our best
dining, shopping
and entertainment
experiences!*

**Bracebridge
MUSKOKA**
The Art of Muskoka Living

Bracebridge Visitor Centre
1-866-645-8121

*Nestled in the heart of Muskoka,
Bracebridge is home to some of the
best dining, retail and recreation
experiences available.*

While enjoying this especially beautiful part of the world, we hope you will take the time to visit some of our favorite haunts and activities.

The businesses that appear in this publication were chosen by a team of local stakeholders who are interested in ensuring that visitors get to experience some of our "best." The following set of criteria was utilized in the selection process:

- Curb appeal
- Highly regarded by a third party – eg. positive write ups in Trip Advisor, Yelp as well as regional publications
- Open until at least 6pm and/or open 5 or more days per week
- Are not franchised or chain operations

These experiences will provide visitors to our community with a positive first impression and a lasting memory to share with their friends. While not an exhaustive list, the businesses/attractions listed in this publication can serve as a guide to escort you to some of the best that Bracebridge has to offer. We hope you will agree.

Sincerely,
Muskoka Lifestyle Centre

Did we miss anything?
Email us at bracebridge@canadascottagecountry.ca to tell us.

Griffin GastroPub



Looking for that out of the way place that all the locals go? Climb Chancery Lane, turn right and walk into an oasis of great beer, fine food and friendly atmosphere. The Griffin GastroPub is definitely for you. Owners Jed and Curt have created an ambience where ideas can be shared, friendships nurtured, music appreciated and locally sourced food and drink savoured. With extensive beer offerings that are constantly evolving, you will have fun experiencing new brews with the guidance of their knowledgeable staff. Their menu doesn't disappoint either, with beautifully crafted plates where every morsel is as good as the last, and local ingredients steal the show.

Live music, featured Thursday to Saturday evenings, rounds out the experience of dining at this quaint little pub that is big on charm.

Hours of Operation:
Tue-Sat: noon until late

Phone:
705-646-0438

Address:
9 Chancery Lane
Bracebridge, ON
P1L 2E3

**LUNCH
ENTREES:
\$9-\$14**

**DINNER
ENTREES:
\$12-\$18**



thegriffinpub.ca

Chapel Gallery



Located in a beautiful setting overlooking the Muskoka River and Downtown Bracebridge, the Chapel Gallery is housed in a reconstruction of the first Presbyterian Church built in Bracebridge.

The charming building provides Muskoka Arts and Crafts with a tranquil space dedicated to a broad range of art exhibitions that run throughout the year. It is also the setting for a variety of lectures and workshops offered to the organization's 400 members and non-members alike. Each visit to this award-winning gallery provides visitors with a different visual experience to enjoy.

Hours of Operation:
Tue-Sat: 10am-1pm
and 2pm-5pm

Phone:
705-645-5501

Address:
15 King Street
Bracebridge, ON
P1L 1T7




muskokaartsandcrafts.com



Santa's Village and Sportsland

For many, Santa's Village is as iconic to Bracebridge as the maple leaf is to Canada. Nestled in the heart of Muskoka, Santa chose one of the most beautiful places in Ontario to make his summer home. Wanting to share the Christmas spirit, Santa quickly expanded his home to include an entire village devoted to celebrating the season he is known for.

Where Santa is concerned, fun is the name of the game. This 60 acre theme park features roller coaster sleigh rides, Red Barron biplane rides, a ferris wheel and the Jumpin' star mini dropper. It doesn't stop there. Swim paddle boats, ATV peddle bikes, Elves' Island play village, along with entertainment at the live amphitheatre, games of skill and great food all make this place to be in summer months.

Visit Santa's Village this summer and let your little ones (or little ones at heart) enjoy being an elf for a day.

Hours of Operation:
Open Daily
10am-6pm
June 15-Sept 2, 2013

Phone:
705-645-2512

Address:
1624 Santa's Village Road
Bracebridge, ON
P1L 1T7



santasvillage.ca



Muskoka

Little Black Bow

You may think of Muskoka as a fantasy, but did you know it's a real place with a wide variety of adventures?

At Little Black Bow, they believe "it's what's underneath that counts." Step into this beautiful lingerie boutique in Downtown Bracebridge and you will understand why. Lindsay Alexander, with a little help from her mom Sue, believes that every good wardrobe begins with a great foundation. They provide the best customer service, working with you to determine the best size, fit, shape and style for you... or your special someone.

With names like Mary Green Suits, Bush Lingerie, F.J. Salvage and Paddie Murphy, they have everything you need to feel comfy and cozy or saucy and sumptuous. Specializing in professional bra fittings, lingerie, sleep and loungewear, bath and body, bridal, maternity, mastectomy and men's basics, Little Black Bow has something for everyone at any age or budget.

Hours of Operation:
Mon-Fri: 10am-8pm
Sat: 10am-6pm
Sun: 11am-6pm

Phone:
705-645-7734

Address:
28 Manitoba Street
Bracebridge, ON
P1L 1S1



littleblackbow.ca



Lady Muskoka Cruises

No trip to Muskoka is complete without a cruise aboard the Lady Muskoka. Moored in the Heart of Bracebridge, this 300 passenger sightseeing vessel is captained by Captain Al, whose colour commentary includes a blend of local folklore, documented historical fact, and of course, a touch of humor thrown in for good measure.

Cruises aboard "the Lady" are typically about 2 1/2 hours long. The vessel is also available for private charters, weddings and anniversaries as well as the popular Captain's Feast Cruises.

Equipped with both a snack bar and a licensed bar, the Lady Muskoka is a great way to see the real side of cottage country... from the waters of the Muskoka River and Lake Muskoka.

Hours of Operation:
Open Daily
May 18-Oct 14, 2013
Check website for departure times.

Phone:
705-646-2628

Address:
300 Ecclestone Drive
Bracebridge, ON
P1L 1G5



ladymuskoka.com



Applause! Toy Store

As a parent to 4 small children, Jenny Thomas knows a thing or two about toys. Her newly expanded Bracebridge location has the latest and greatest in award-winning toys, games, puzzles, arts and crafts and exclusive baby gifts. As a customer, you can rest assured that everything has been chosen for its quality, fun, and educational value.

A place where kids can be kids and parents can breathe easy, a visit to Applause is always an adventure in fun and learning as they encourage their customers, young and old, to try out the toys on one of the many play tables.

With close to 300 quality brand names to choose from including Calico Critters, Thomas the Train, Alex Toys, and Melissa and Doug, Applause is sure to have the right toy at the right price. And if you are looking for somewhere fun for your child's birthday while here in Bracebridge... check out their party room and packages. Fun fun fun!

Hours of Operation:
July-August
Mon-Wed: 9:30 am-8pm
Thu-Fri: 9:30am-9pm
Sat: 9:30am-6pm
Sun: 11am-5pm

June/Sept/Oct
Mon-Wed: 9:30am-6pm
Thurs-Fri: 9:30am-6pm
Sat: 9:30am-6pm
Sun: 11am-4pm

Phone:
705-646-2287

Address:
68 Manitoba Street
Bracebridge, ON
P1L 2B4



applausestore.com



bistro one fifty five

Are you looking for exceptional food with a local flair? With a menu as inspired as the art that adorns the walls, dining at bistro one fifty five is sure to be a treat for the senses.

Featuring a contemporary Mediterranean-Canadian influence with a focus on local ingredients and seasonal dishes, Chef Michael Rickard strives to provide creative, delicious, in-house foods that are prepared with integrity.

Everything is made in-house including pastas and bread, and desserts like Coconut Rum Fried Bananas speak for themselves. Their eclectic retail food market makes it easy to dine at home.

Experience the best in casual dining in Muskoka at bistro one fifty five and market.

Hours of Operation:
Tues-Sun:
Brunch/Lunch:
9:30am-4:30pm
Dinner: 5pm-9:30pm

Phone:
705-645-1935

Address:
155 Manitoba Street
Bracebridge, ON
P1L 2B7

LUNCH ENTREES:
\$8-\$13

DINNER ENTREES:
\$18-\$32



onefiftyfive.ca



Muskoka Bear Wear

Muskoka Bear Wear is Muskoka's leading clothing brand and the epitome of "Cottage Country Comfort."

Located in 5 Muskoka communities but with its flagship store in Bracebridge, Muskoka Bear Wear offers a complete line of original sweats, hoodies and tees that are 100% Canadian made. Quality products, exceptional customer service and a total disregard for the ordinary, make Muskoka Bear Wear a must stop while in Bracebridge.

Pass! If you're missing Muskoka Bear Wear and can't make the drive, they are also leading the way in e-commerce with a website that really rocks!

Hours of Operation:
Mon-Fri: 10am-8pm
Sat-Sun: 10am-6pm

Phone:
705-645-6995

Address:
41 Manitoba Street
Bracebridge, ON
P1L 2A9



muskokabearwear.com



Old Station Restaurant

Step into the Old Station Restaurant and you step into a history that's steeped in history. Enjoy a quality dining experience in an atmosphere that is purely Muskoka.

As you peruse the menu that includes an amazing selection from fabulous pub food to fine dining, you'll also get a glimpse into an earlier time in the town's history. Originally an uptown service station that opened in 1930, The Old Station Restaurant boasts the original brickwork and front entrance way from the gas station. Inside, there's a 155 year-old maple tree trunk in the center of the dining room. Nestled at the top of the hill in Downtown Bracebridge, The Old Station Restaurant has been a fixture on the town's culinary scene since 1995. Great service is provided by Mike Warr and his son Owen.

So kick back and enjoy the summer breeze on their sheltered patio as you watch the world go by at the top of Manitoba Street.

Hours of Operation:
Mon-Thu: 11:30am-9pm
Fri: 11:30am-10pm
Sat: 11am-10pm

Phone:
705-645-9776

Address:
88 Manitoba Street
Bracebridge, ON
P1L 1W3

LUNCH ENTREES:
\$8-\$15

DINNER ENTREES:
\$18-\$28



oldstation.ca

blissboutiqueofmuskoka.com



Riverwalk - Muskoka Fine Dining

Situated atop the beautiful Bracebridge Falls in the historic Bird's Woolen Mills, Riverwalk Restaurant is the ultimate in Muskoka fine dining.

For Executive Chef/Proprietor David Finesen, incorporating local ingredients inspires his ever-changing menu. At the forefront of the Savour Muskoka movement, Chef David highlights local and fresh daily ingredients in his menus and catering.

His Mediterranean-inspired dining room features an open kitchen allowing patrons a full view of their meal as it is being prepared.

From the root vegetable chips, to the oven roasted Ontario lamb rack with sweet potato mash, the meals at Riverwalk are sure to appeal to the most discerning palate. Catering and special events are available.

Hours:
Tue-Sat: 11:30am-2:30pm
and 5:30pm-late reservation
July & August open Sundays too

Phone:
705-646-0711

Contact:
1 Manitoba Street
Bracebridge, ON
P1L 2S4

LUNCH ENTREES:
\$11.95-\$16.95

DINNER ENTREES:
\$22.95-\$33.95



riverwalkrestaurant.ca

6. Seek funding for major projects

When to be implemented: Spring, summer, fall 2014 and ongoing

To be implemented by: City of Wisconsin Dells

Approximate cost: None directly unless contracting for grant writing expertise

Funding options: Various

Rationale and explanation:

Implementation of all the recommendations in this plan will cost in the neighborhood of \$37 million, which is very low considering all of the elements and projects included in the plan. By comparison, the design and construction of a 1,500 seat (small) performing arts venue would be in the same price range, if not more. We took great care to make sure the projects identified in the plan would offer the biggest return on investment for the least possible cost.

The initial ideas researched totaled more than \$100 million, and while they would have been phenomenal, they were simply beyond the ability of these two communities in terms of cost. So during the research phase of the project we concentrated on projects that could, in fact, be implemented for less funding. Each project has a good chance of being funded by various means from hotel occupancy taxes, general fund revenues, revenue bonds, grants, foundations, and through public/private partnerships.

Unfortunately, nearly all of them are public projects, meaning the city will need to be the primary funder to make each of these happen.

Here's what needs to be funded with an initial development cost tied to each project. They are listed by category and by priority:

Planning projects:

1. Wayfinding plan design (focused on getting visitors to DRD)	\$85,000
2. Public market feasibility/business plan	65,000
3. Parking garage plan (LaCrosse Street)	80,000
4. Urban planning expertise*	15,000
5. Anchor recruitment expertise/incentives	300,000
6. Transportation business plan	60,000
7. Master Development Plan – freeway (Exit 87) to downtown	120,000
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Sub-total:	\$725,000

The goal is to have all of this planning work done by the end of 2015.

Capital projects:

1. Wayfinding system fabrication/installation	\$840,000
2. Train trestle/bulkhead painting	90,000
3. Wi-fi downtown	45,000
4. Music piped through downtown	230,000
5. 750 parking space structure	15,000,000
6. Redevelopment of Broadway	6,500,000
7. Public market development	4,500,000
8. Public market plaza development	2,250,000
9. Riverfront amphitheater development (x2)	2,300,000
10. Oak Street Plaza	3,400,000
11. Purchase of transportation vehicles	360,000
12. Development of 16 transportation stops	125,000
<hr/>	
Sub-total:	\$35,640,000

Note: This does not include the cost of property acquisition.

Operations & ongoing:

1. Festival & events organization (3 people)	\$220,000
2. Street activation (musicians, artisans, etc. 1 year)	35,000
3. Trolley subsidies (1 year)	120,000
<hr/>	
Sub-total:	\$375,000

Some of these costs could be absorbed by existing organizations. For instance, the WDVCB may be able to house, manage and fund the Festival & Events staff – creating new positions within the organization to recruit outside events into downtown.

Marketing:

1. Best of Downtown brochure (1/2 cost)	\$7,000
2. Pole banners (40 x \$125 each)	5,000
3. Marketing domain names	100
4. Downtown website including photography	18,500
5. Photography/videography (1 year – all seasons)	35,000
6. Opportunities brochure	8,500
<hr/>	
Sub-total:	\$74,100
Sub-total all recommendations:	\$36,814,100

* Writing of ordinances for smoking ban | retail allowable uses | blade signs | restrictions on temporary signs & plastic/vinyl banners | exterior displays | establishment of a Design Review Committee | creation of a zoning overlay district

The first order of business is to sit down and go through each of these and perhaps some can be assigned to existing organizations able to take on certain tasks including funding of them.

Others can be categorized by grant-available activities, for instance Community Development Block Grants can be awarded under “planning grants” or “capital project” grants. Some of these projects can be offset with revenue bonds (parking garage, for one), some with transportation grants (wayfinding system), and some can be offset with naming rights (Oak Street Plaza), or can become public/private development projects (public market pavilion).

The goal is to come up with preliminary sources for each project and securing funding for each to have it in place before the end of 2015. Work can begin as soon as funding is in place.

7. Create a downtown Overlay District

When to be implemented: Fall 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: None (if done internally)

Funding options: None required

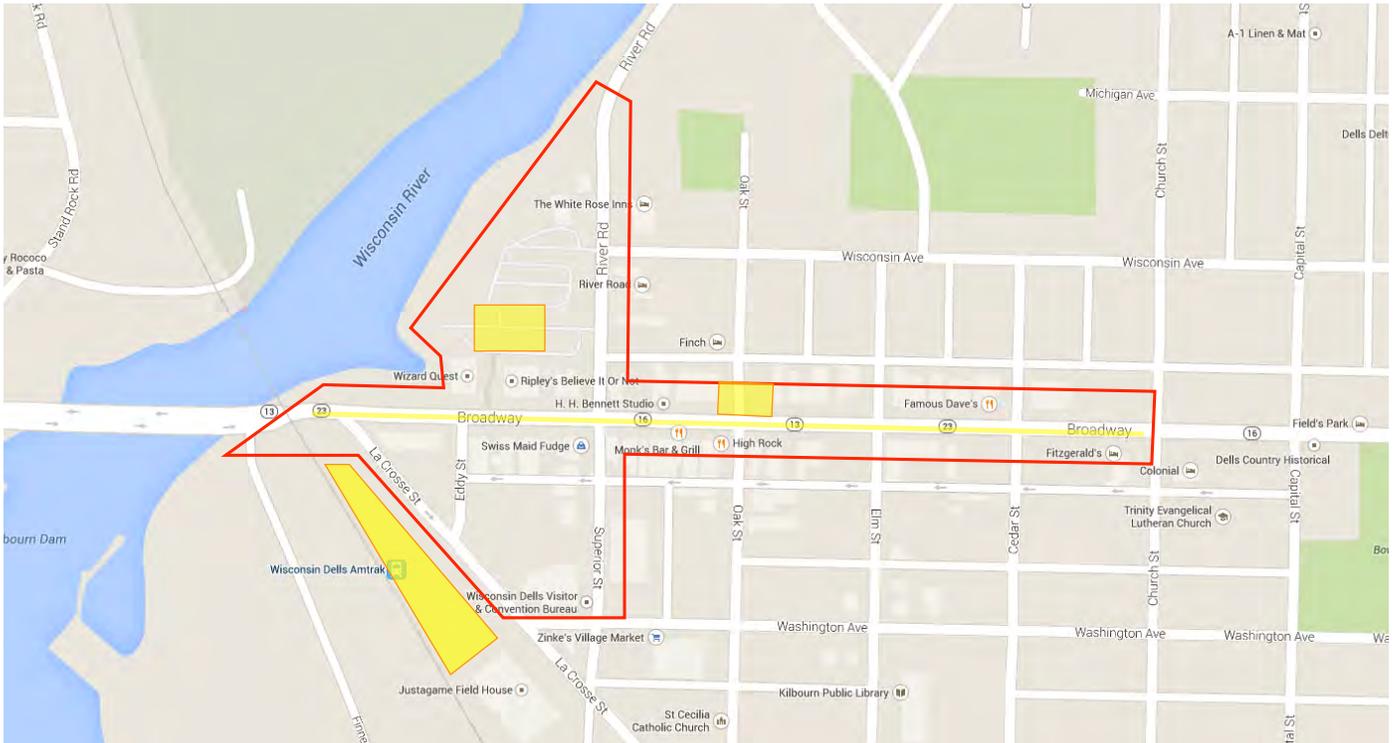
Rationale and explanation: This plan includes numerous zoning and other downtown development ordinances, which should only be applied to a specific area of downtown, and therefore, a designated zoning district needs to be identified and specific ordinances would only apply to properties and businesses within those boundaries.

The recommended boundaries begin along the Wisconsin River on the east side of the bridge and run along the river bank north to where River Road bends, and includes both sides of River Road to the alleyway between Wisconsin Avenue and Broadway. It would then extend east to Church Street and then south to the alley on the south side of Broadway, and then west to both sides of Superior Street, and south to Washington Avenue, and then along LaCrosse Street to the river. See the accompanying map.

In essence, the zoning district encompasses Broadway from the bridge to Church Street and the waterfront area just beyond the White Rose Inn, and then the area south of Broadway along LaCrosse, Eddy, and Superior Streets.

For property owners who will complain about ordinances being put in place restricting the use of their properties and controlling signage, beautification, and other elements, they should be reminded that the city is about to invest more than \$36 million dollars in that district with the sole purpose of making it THE showcase for small towns throughout the Midwest,

and this will substantially increase the value of their properties. This will net them much more long term value, while increasing the tax base, and reducing the turnover in downtown. To make this work it MUST be a public/private partnership effort. These zoning recommendations and other ordinances pale in comparison to the major projects in this plan that will make downtown a year round destination for locals and visitors.



8. Contract with an engineering firm to develop a plan for a LaCrosse Street Parking Garage.

When to be implemented: Fall 2014 (or as grant funding becomes available)

To be implemented by: City of Wisconsin Dells

Approximate cost: \$80,000

Funding options: CDBG or other grants

Rationale and explanation:

As we begin moving to the European Standard, Americans are eating later at night, shopping later at night, and are looking for pedestrian-oriented experiences where they can stroll, walk and talk without the fear of being hit by a car or listen to the noise of heavy traffic. In other words, Americans want out of their cars, and they want plazas and central gathering places, downtowns full of life, with sidewalk cafes street artisans, and above all, walkable communities.

As part of this, downtown should have more centralized parking. The only location that makes sense is along LaCrosse Street where there is ample land that can accommodate 750 parking spaces in a structure that will also provide nearly 600 covered spaces – part of the puzzle of making downtown a year round destination.

While this location is not centralized for businesses located near Church Street (six blocks up the street) it won't intrude on residential units and is located for easy access from virtually all of the Dells attractions and resorts (just over the bridge coming into downtown) except for the sports fields located east of downtown.

In a perfect world, a parking garage would be located at the LaCrosse Street area (see map) and a second one at or near

the Church Street area of Broadway, perhaps on the north side of the street. This is only doable if private properties were purchased for the development of the structure. Given the budgetary restraints, this recommendation gets the process started in the most economical location – a site already owned by the city and used exclusively for parking. Having parking here would also jump start redevelopment of the Riverfront Plaza property.

This plan also includes the development of a transportation system (referred to as trolleys for the purposes of this plan) that would run from area resorts, public event spaces (such as sports venues), and attractions to downtown, including from the parking garages to downtown businesses more than two blocks away. Convenience is key and the trolleys would stop at the garage every 15 minutes, if not more often, making it convenient and easy to spend time in downtown Wisconsin Dells.

There are currently 157 parking spaces in the LaCrosse parking area not including the spaces on the Northeast side of LaCrosse Street, fronting the Showboat and the mini-golf course. This also does not include the parking next to the JustAgame Field House. There is a green-belt area just to the west of the lower parking area that could accommodate an additional 50 spaces, for a total of just over 200 surface parking spaces. A three-story structure here would create a total of 600 parking spaces, and if extended to four stories, could accommodate up to 750 spaces.

One of the upcoming recommendations calls for the elimination of parking along Broadway, which will eliminate 85 spaces between the bridge and Cedar Street. So including the existing 207 spaces in the LaCrosse Street parking lot plus the 85 Broadway spaces, the city would end up with a net gain of 308 parking spaces (with a 600 space garage) and 458 spaces in a four-story structure (750 total spaces).

Parking would not be free, so revenues from the new 308 would potentially offset the cost of the parking structure plus ongoing maintenance.

There are engineering companies that design parking structures and often reduce the cost of design substantially, since the long game for them is to be awarded the development contract. Thus, you might be able to reduce the \$80,000 estimated design cost substantially.

9. Create a Downtown Design Review Committee

When to be implemented: Fall 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: None

Funding options: None required

Rationale and explanation:

Like a Planning Commission, the Downtown Design Review Committee is a body of peers that can work with other property owners, merchants and other downtown businesses to approve blade signs, exterior retail displays, temporary signage, sandwich boards, sidewalk café seating areas, and other ordinances that apply within the zoning district. A jury of peers is much more effective than handing this responsibility over to a city planning department or commission.

This Design Review Committee would also become the sounding board for new ordinances, and be the committee to work with outside consultants who will ultimately write up the ordinances identified in this plan.

The committee should be made up of 13 volunteers, of whom seven would include downtown retail merchants and six property owners, all within the boundaries of the district. These would be chosen by the mayor or city council, and they would serve for a two-year term, much like a homeowners association.

They would meet once a month to go over applications and to work with local merchants and property owners who are requesting permits for:

- Blade signs

- Use of sandwich boards
- Extensions of window displays to exterior spaces (up to 24" deep)
- Temporary signs for special deals, promotions, events
- Downtown beautification
- Window signage

Typically, the property owner or merchant will go to the city for a permit to use or install one of the items listed above. Then the city will review it to make sure it meets code, and then it is presented to the Design Review Committee for feedback, rejection or approval. The idea is that this jury of peers will work with the applicant to make sure it will fit their needs, while always referring back to the Brand Promise: Will this use uphold the Brand Promise? Once the Review Committee has worked with the applicant and a final approval is granted, then the city would issue the request. In the case of Wisconsin Dells, the committee might meet whenever there is an application so the process isn't dauntingly long.

10. Contract with urban planning expertise

When to be implemented: Fall 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: \$15,000

Funding options: General fund revenues, CDBG planning or other grants

Rationale and explanation:

Issue a Request for Qualifications to contract with an urban design expert or planning expert with experience in downtown revitalization and development. There are many companies that specialize in zoning and downtown ordinances, and you are looking for expertise in crafting ordinances for many of the upcoming recommendations in this plan including:

- Blade signs
- Temporary signage
- Use of sandwich boards
- Exterior displays (encouraged but managed)
- Smoking ban along Broadway in this zone
- Allowable street-level retail, activities, restaurants (Festival Retail Zoning)
- Identification and zoning language to create the downtown district zone
- Sidewalk café dining
- Street musician/artisan locations and ordinances

A later project would include the redesign of Broadway to extend sidewalks and to eliminate parking along Broadway where prudent and justified. If timing is right, this could be included as a single contract – depending on grant funding and timing. The budgeted cost for this project is listed at \$6.5 million, of which approximately \$400,000 would be the cost from initial design through the development of actual construction drawings.

Finally, if funding were sufficient, the contract could also include the Master Development Plan for the area between Interstate 90 and Exit #87 from the freeway all the way to the bridge coming into downtown. The estimated budget for this project was \$120,000.

11. Rework the blade sign ordinances

When to be implemented: Fall 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: Part of the urban planning contract, working with the Design Review Committee and City of Wisconsin Dells

Funding options: N/A

Rationale and explanation:

Blade signs are retail signs that extend out from the façade or storefront and are perpendicular to both vehicular and pedestrian traffic. The two points of uniformity that are important are their location and their size. For Wisconsin Dells, we recommend that the top of the sign be no higher than nine feet above the sidewalk and no lower than seven feet, meaning the sign can be a maximum of 24 inches in height. When it comes to width, they can be any width up to 42 inches wide. Typically the façade side of the sign is placed from 14 inches to 18 inches from the façade. We also recommend that no backlit signs be allowed. However, façade mounted spot lights should be encouraged to light the signs, from both sides, particularly since there is a focus on keeping downtown open into the evening hours.

Where there are awnings that don't allow for the placement as noted above, they would hang just below the awning's lower point.

The second part of this is to find a top-notch retail sign maker in the area (perhaps Madison, Milwaukee if expertise can't be found locally) and work a co-operative buying agreement with the firm, where those who have signs fabricated would get perhaps a 30% discount based on the quantity of work the sign-maker will receive from downtown merchants. You want a sign-fabricator that specializes in this type of retail signage (we're not talking the backlit florescent signs you see on large big box retail stores) including decorative mounting hardware. Creating a buying co-op will help increase participation in the sign program. The goal is to have blade signs in place before the end of 2014. If grant funds or BID funds are available, perhaps a 50/50 cost split can be used to incentivize retailers to do this.

Notes to retailers:

- a. Always use the blade sign to sell your primary lure, not necessarily the name of the store. If it's not obvious what you are selling, you will lose sales. For instance, "Grandma's Attic" might be a great name for an antique store, but the name should go on the door and/or windows and the blade sign should simply say "Antiques," or even "Antique Furnishings." Make it obvious what you're about – promote the one thing that will most easily pull people into the store.
- b. Keep the text on blade signs to four words or less. Never include a phone number or website address.
- c. Avoid outlined and script text, which is very hard to read from a distance.
- d. Signs can be round, oval, square or rectangle – shape rarely matters – but make sure they are double-sided and easy to read, and in keeping with your brand: If you are an antique store, the sign should reflect that.

Rationale for blade signs:

- a. When people drive down any street they notice signs that are perpendicular to them. Then typically won't stoop down and forward to look through the windshield up at the facades to see what's in the store. Likewise, pedestrians are not going to walk out into traffic to see what you have up on your facades; they notice perpendicular blade signs.
- b. Blade signs create a reason to continue exploring downtown, particularly while on foot. In many cases there's no incentive to keep walking because visitors have no idea of what lies ahead. Blade signs make it easy to see what shops or restaurants are further down the road.



12. Eliminate the use of plastic banners, temporary signs and sandwich boards along Broadway between the bridge and Cedar Streets.

When to be implemented: Fall 2014

To be implemented by: Urban planning expertise, working with the City of Wisconsin Dells and the Design Review Committee

Approximate cost: Included in the urban planning contract

Funding options: N/A

Rationale and explanation:

One of the biggest challenges in downtown Wisconsin Dells is the proliferation of oversized, block letter signs, most of different sizes and shapes, placed at various levels, some attached to buildings, others as stand-alone signs, many are outdated and some haven't been cared for in years. Downtown looks cluttered and the "noise" is off-putting for most shoppers looking for a good experience. Rather than selling quality, the first impression is more along the lines of a circus or a dated 1970s downtown. Part of this is compounded by the use of sandwich boards, temporary signs, and plastic or canvas banners.

This ordinance would restrict the use of temporary signs and banners. We recommend the following rules be adopted by the city:

- a. Sandwich boards are only allowed for restaurants placing daily specials on them. Sandwich boards must only be placed in front of the place of business, and must be put away on closing. The sandwich board (or A-board) itself must be approved by the Design Review Committee prior to fabrication. They should be no wider than 32" and not taller than 48" and must be professionally produced.
- b. Temporary signage for new businesses can only be used for a defined number of days from the date of opening, and at that time must be replaced with permanent signage, also approved by the Design Review Committee.
- c. Plastic and vinyl banners can be used for a total of four weeks a year, by permit, but only for special promotions and specials – not for general use. A merchant can use them for a week, four times a year, or for two events each two weeks long, but the maximum time they can be used is a total of four weeks in any calendar year. Once again, the design must be approved by the Design Review Committee and be given a permit issued by the City. The permit cost might be as low as \$100, but there should also be penalties for violators: \$200 per day past the four-week period. The cost of the permit and penalties should offset the cost of patrolling the use of the banners.
- d. Portable signs (those with the lighted arrows on a metal stand) should not be allowed downtown.
- e. Billboards downtown would no longer be allowed. This includes rooftop placed billboards. All signage must remain on premise.

Since the Roger Brooks Team began working in Wisconsin Dells more than 10 years ago, the message has always been to think of The Dells as you'd think of Disney World or any Disney Park, Universal Studios and others. In each of these examples you will never see portable signs, plastic banners, sandwich boards (except for restaurants), and you will see the use of blade signs, but, above all, no sign clutter.

13. Create a city ordinance restricting smoking along Broadway

When to be implemented: Fall 2014

To be implemented by: Urban planning contract working with the City of Wisconsin Dells

Approximate cost: Included in urban planning contract

Funding options: N/A

Rationale and explanation:

Wisconsin Dells has always been a family-friendly destination – the best in the Midwest. Yet many merchants will allow workers to stand in front of the business for smoke breaks, which sends a poor message to kids, affects passers-by (and customers) and presents a negative image of downtown – it is recommended that business owners discourage and/or forbid their employees from smoking in front of their businesses on Broadway. Many states have enacted laws banning smoking within 20 to 50 feet of any public entrance. If workers need to take a smoke break, they should use the back alleyways to do so. Many businesses already have their employees do this but others do not.

In the future it is hoped that these back alleys can become part of the pedestrian experience, perhaps with all kinds of mural art, or other activities. As this happens, smoking may also be banned in these areas as well.

Signs indicating smoking is not allowed should be placed where appropriate. In fact, with the elimination of some parking along Broadway (coming up), the parking limit signs could be replaced with signs “Welcome to the River Arts District,) and reference the smoking ban if the sign is in such an area.

While this is hard to police, merchants should be educated as to the new law and the effect it has on visitors and particularly, children – the primary audience in Wisconsin Dells. Once again, use the example of Disney where employees are never allowed to smoke in view of any visitors. Designated areas of the River Arts District would be designated “no smoking zones.”

14. Create allowable uses ordinance for the River Arts District

When to be implemented: Fall 2014

To be implemented by: The City of Wisconsin Dells

Approximate cost: Part of the urban planning contract

Funding options: N/A

Rationale and explanation:

Think of downtown the same way you'd think of a mall. This is the way lifestyle retail centers also operate: To succeed they must have like businesses grouped together. This is referred to as “clustering,” and this is why gas stations and fast food restaurants for years have “clustered” on all four corners of busy intersections. This is why malls have food courts. And this is what makes dining districts work. Think Branson, Missouri and 49 music theaters; this town of just 6,500 residents hosts 7.5 million visitors a year due to the clustering of music theaters. Think Napa Valley and its 200+ wineries. All of these are examples of clustering. Or think of Tanger Outlets. The business mix is carefully orchestrated. They don't just let anyone willing to pay the rent lease a space there.

When you visit a successful mall – or lifestyle retail center – you will never find laundromats, architectural offices, tax preparation services, county or city offices, or other non-retail businesses there. They know they must orchestrate the business mix. The same philosophy applies to The River Arts District: You must orchestrate your business mix.

This is why cities throughout North America are starting to implement zoning ordinances, because so many individual property owners, each with their own agenda, do not work together to create an outstanding destination, which only happens with an orchestrated business mix.

If you go back to the Brand Promise, the goal is to upscale somewhat the offerings downtown and to focus on evening retail, dining and entertainment. If there were 30 non-chain/franchise restaurants in the district and many were the caliber of the High Rock Café, the district would become a stand alone year round destination for the 160,000 residents that live within 30 miles of the Dells. And when you have people downtown during the evening hours for the dining experience, retailers will typically stay open later to take advantage of that traffic.

Cities around the country have and continue to develop restrictive ordinances controlling the business mix. Many have gone so far as to restrict corner retail to dining only, and others only allow retail and food services in street level shops. The River

Arts District needs to follow suit. This restrictive zoning still allows for much of downtown to include “neighborhood retail” for shoe repair, pharmacies, banks and other uses, but within the district the restrictions would be as follows:

- Limit the number of t-shirt shops and souvenirs to no more than ten. What makes up a souvenir or t-shirt shop? When at least 35% of the inventory is dedicated to either t-shirts or souvenirs.
- Encourage and recruit additional sit-down restaurants – particularly higher quality restaurants along with coffee shops and delis.
- Encourage and recruit additional retail shops that focus on home accents, art, books, wine, fashion, gourmet deli items, floral shops, a bike shop, outfitter, fine jewelry, a bakery, gourmet kitchen store, etc.
- Restrict the number of chains or franchises (restaurants and retail shops) to no more than six.
- Restrict the number of ticket outlets, timeshare sales to no more than six within the district.

However, it’s important that this zoning effort be cooperative. If the city imposes “allowable uses” for street level shops, then it’s important that the city be there to help that land owner recruit a business that fits the retail mix – and that is part of this plan.

With regards to existing downtown businesses, none of these are pushed out, but if their spaces become available for sale or lease, then the allowable uses ordinance does come into play. With regards to professional services and non- retail uses, these would be encouraged in second story locations.

To support this recommendation we hope you’ll watch the Roger Brooks video “Downtown Critical Mass,” which showcases case histories and why this is so important.

As the ordinance is being drafted, work with your property owners rather than impose it on them. Most will agree that their investment will realize a much greater return when they work together to orchestrate the business mix in their buildings collectively.

Here are some additional notes and examples regarding the regulation of commercial properties. While you will see Manhattan and instantly think, “How can that possibly apply to the River Arts District in Wisconsin Dells?” Remember that these ordinances are for very small neighborhoods – not for the entire city. In every case you see here, most are smaller geographic areas than you have in downtown Wisconsin Dells.

Restrictive Retail Zoning Ordinances

Most commonly seen in highly desirable, affluent neighborhoods with low vacancies and high rents. Typical tools:

- . Mandated/prohibited uses
- . Size caps
- . Conditional permitting
- . Density guidelines
- . Quota system
- . Manhattan, NY http://www.nyc.gov/html/dcp/html/zone/zh_special_purp_mn.shtml
- . Special 125th Street District. To ensure active and diverse retail uses, special regulations restrict the amount of ground floor street frontage that may be occupied by banks, office and residential lobbies, and other non-active uses. Also requires inclusion of arts and entertainment uses for developments over a certain size.
- . Special Madison Avenue Preservation District . Retail continuity is ensured for the famed specialty shops by mandating that the ground floor of buildings on Madison Avenue must be occupied by selected uses . San Francisco, CA <http://www.sf-planning.org/index.aspx? page=2839> uses formula retail controls to protect San Francisco’s vibrant

small business sector and create a supportive environment for new small business innovations .

Calistoga, CA prohibits formula restaurants and visitor accommodations, and requires that other types of formula businesses undergo review and apply for a special use permit from the Planning Commission. Intended to preserve the unique and historic character of the downtown commercial district.

Bainbridge Island, WA limits large-store retail to three commercial zones, and limits auto-oriented development to two of three of these zones. Does not have an overall cap on retail square footage; however, it does have size limits in certain overlay districts and zones. Also limits the location and size of formula take-out food restaurants. Formula take-out food restaurants are permitted in only one zone and may not exceed 4,000 square feet, nor occupy more than 50% of any building.

Westwood Village, CA limits certain uses such as auto repair and pool halls and uses a density-related formula for fast food establishments; they are permitted provided the total along any public street does not exceed one for every 200-400 feet of lot frontage along that street. The Specific Plan has very detailed guidelines for permitted uses (see Section 5: Uses). <http://cityplanning.lacity.org/complan/specplan/pdf/wwdvil.pdf>

Arcata, CA limits the number of formula restaurants to nine at any one time. Newport, RI and Davis, CA have regulations for various types of restaurants.

Berkeley, CA has a quota system limiting the number of food service establishments. Telegraph Avenue Commercial District Provisions are very detailed. Retail Sales section is below; entire table located at <http://codepublishing.com/CA/Berkeley/cgi/NewSmartCompile.pl?path=Berkeley23E/Berkeley23E56/Berkeley23E56090.html#23E.56.030>

15. Benches at facades facing out, flanked with planters/pots

When to be implemented: Fall 2014

To be implemented by: The City of Wisconsin Dells working with the Business Improvement District

Approximate cost: \$100,000

Funding options: Paid through sponsorships, donations, BID revenues

Rationale and explanation:

Benches downtown should be plentiful and should ALWAYS be placed at the façade facing out – never at the curb facing in, or facing other benches. Every bench should be flanked with large pots or planters with at least a 24-inch planting surface.

Benches, even when not used, convey “welcome.” When you drive through a neighborhood and see an open chair on a front porch, it makes the home feel welcoming. The same applies to businesses: A bench outside the store flanked with pots or planters makes the shop feel welcoming. Within the River Arts District there should be at least 100 benches, and these need to be attractive and comfortable – actual seating surfaces, not vandal-proof aggregate. The benches downtown currently uses are fine, they simply need to be repositioned.

Notice the photo below: This was not staged, but is a common site. Eighty percent of all consumer spending is done by women. They are the shoppers, while often husbands sit outside the shops people watching.

There should be a common style throughout downtown, and these can be donated by organizations such as Kiwanis, Rotary and other auxiliary organizations, or can be “sponsored” with a plaque or engraving on the bench showcasing the sponsoring company or organization. If a grant or other funding source can be secured, begin the bench program immediately. If done over time, consider adding ten benches per month.

Additionally, current benches need to be relocated from existing locations to the facades, facing the street. Here’s why this is important:

- a. No one likes sitting with their backs to vehicular traffic.
- b. Having benches at the curb facing in creates a closed atmosphere; people like to people-watch, which includes

watching people coming down the sidewalk, cars coming down Broadway, and people on the other side of the street.

- c. Benches soften the transition between sidewalk (concrete) and the building façade. You ALWAYS want to soften the transition between hardscape and façade.
- d. Benches draw a potential shopper's view to the store, not down the street or to the curb.
- e. Benches at the curb are far more difficult to deal with when it comes to snow removal. Many façade-side benches would be protected by awnings, making them more conducive to year round activity downtown.
- f. While parking is still allowed along Broadway, opening a passenger door is more difficult when there are benches in the way.



16. Encourage sidewalk café dining

When to be implemented: Fall 2014

To be implemented by: City of Wisconsin Dells

Approximate cost: None

Funding options: None required

Rationale and explanation:

As we move to the European Standard, bringing downtown to life will be a major component of making downtown become a “must visit destination.” Part of that effort includes the proliferation of outdoor dining, in season. Restaurants should be encouraged to place tables and chairs, surrounded by a boundary (wrought iron fence, wood railing, etc.) to separate diners from pedestrians.

The example submitted by the High Rock Café to the city is a good example. Every restaurant should be free to try different configurations in terms of seating and railings, but always allowing for pedestrian and ADA access.

Where sidewalks are wide enough, café seating can simply take place right outside the restaurant in a row of tables along the façade.

Another option is to create a deck that sits in one or two parking spaces, flush with the sidewalk, that allows for pedestrian access (see photographic examples) around the sidewalk’s dining area. Catalina-style umbrellas should always be a part of the outdoor dining experience.

The permitting process should be quick (two week turnaround) with a low permit fee of perhaps \$250. Of course decks must allow for water to pass underneath to storm drains, and must include railings to keep pedestrians away from traffic, and must allow for easy ADA access.

The decks would be put in place towards the end of April (end of the snow season) and would remain up until the end of October.

In other cities, restaurant owners will often co-op storage space to store the decking during the winter months to save costs. The permit would renew every year with perhaps a \$100 fee to accommodate street cleaning around the decking.

The restaurant owner would “lease” the land from the city for \$1 per month and must show that it is covered under their insurance policy.

Discussion: Beer and wine could be served in patio dining areas, but typically not hard liquor, depending on local laws.

The bottom line: Outdoor dining and seating areas (including coffee shops) should be encouraged to offer outdoor dining options. Sometimes, if room permits, restaurants should consider adding non-amplified music to draw attention to the restaurant.



17. Work with property owners on hours/days in lease agreements

When to be implemented: Spring 2015

To be implemented by: WDVCB, BID, City of Wisconsin Dells

Approximate cost: None

Funding options: None required

Rationale and explanation:

Downtown property owners and merchants need to understand the “Mall Mentality.” Together, they are what will make downtown a must-visit destination. Just like a mall shops need to have consistent hours and operating days. This needs to be part of the lease agreements between the tenant and property owner.

If a retailer signs a lease in a successful mall, the lease will say they will open at a certain time (usually 10:00 am) and if they are not open by 10:05 they are fined \$1,000 for every five minutes they open late. The same applies to closing times (typically 9:00 pm, seven days a week). Property owners need to do the same thing in the River Arts District. As a result, their tenants will, over time, see big increases in sales, and downtown will become a major destination.

We are moving to the European Standard – we are eating and shopping later in the evenings. In fact, seventy percent of all consumer bricks and mortar spending now takes place after 6:00 pm. That’s right: 70 percent. Are you open?

In the case of visitors, during the day they are experiencing your riverboat and on-water experiences, your outdoor waterparks, your theme parks and other activities that all take place primarily from 10:00 am to around 6:00 pm. And then what? If most of your stores are closed downtown, the shopping moves to the outlet mall, which is fine, but downtown can offer an alternative to that experience. For multi-night visitors, perhaps one shopping night will take place at the outlet mall and the next night downtown – if enough businesses were open.

In terms of tourism, the number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly, intimate, setting: your downtown. This is not the reason they travel to a specific destination, but it is the number one activity once they arrive. And this is where 80% of all non-lodging tourism spending takes place. This is why Disney put Downtown Disney outside each of its parks – to capture that 80%. And all shops are open until at least 9:00 pm seven days a week.

This fact is why downtowns have been dying across America, and people began gravitating to the malls. Virtually every successful mall in North America opens at 10:00 am and closes at either 9:00 or 10:00 pm – seven days a week. Downtowns need to follow suit, but it starts with the property owners.

The future of downtowns is to become the place people head after work and on weekends. This doesn’t mean downtowns should be closed during the business hours, because there’s still that other 30%, plus your downtown breakfast, coffee break and lunch crowd, which is important.

Downtowns now are frequently about dining, entertainment, performing arts, and specialty shopping: the bakery, butcher shop, and for home accents or clothing. Downtowns are back, in a big way, but the bulk of what makes them work is what’s open at the end of the day.

We urge your downtown merchants and property owners to watch the Roger Brooks three-part video series “The 20 Ingredients of an Outstanding Downtown” where Roger showcases why this is important. Over several years Roger and his team surveyed more than 400 successful downtowns and downtown districts (including downtowns such as Fish Creek in Door County, Appleton, Neenah and others) and developed the 20 most common ingredients that led to their success. One of those is evening hour shopping and dining.

In many European and South American communities, merchants will actually close for two hours in the afternoon and then re-open well into the evening hours. For the River Arts District, we recommend the following:

- 2014 and 2015: Memorial Day to Labor Day and during spring break weeks, remain open until 9:00 pm on Fridays and Saturdays. It will take a while for visitors, and locals, to realize you are actually open so patience is very important.

- 2016 and 2017: From April 1st to November 1st, open at 10:00 each day and close at 9:00 pm except Sundays, when you would close at 6:00 pm.

It is very important that everyone take part in this plan. If some of the stores in West Towne Mall in Madison opened at 9:00, some at 10:00 and some at 11:00, when would you visit the mall? Chances are you'd say "after 11:00." If some stores closed at 5:00, others at 6:00 and some at 9:00, when would you head to the mall? On weekends – because many of the stores are closed after normal working hours. This analogy also applies to downtowns. To win you must get everyone on the same page, pulling in the same direction, and that starts with the property owners, not just the merchants.

There are a couple of alternatives you might consider. In very successful downtowns, like Asheville, North Carolina, most of the general retailers open at 9:00 or 10:00 am and close at 7:00 in the evening. But restaurants begin happy hour at around 4:00 pm, creating a "transition" from 4:00 to 7:00 for "shopping and dining." A second transition takes place around 8:00 for entertainment. Restaurants close at 10:00 (or later) so that between 8:00 and 10:00 you have the "dining and entertainment" transition. With an orchestrated business mix, this can also work. The trick is to have at least two hours of transitional time so downtown doesn't empty out, making it difficult to bring them back.

The biggest push-back to staying open after 6:00 pm is the small single-employee merchant who needs to head home to fix dinner and have family time. In the next recommendation we provide a way to make this work for merchants so they can stay open later without sacrificing family time.

The bottom line: Work with your property owners and new businesses being recruited into downtown so that the lease agreements say they will be open six or seven days a week (if six days a week is the rule, then Monday should be the day they are closed) and until 8:00 or 9:00 pm every day except perhaps Sunday, when shops might close at 6:00. Sunday evenings are typically the slowest retail hours.

18. Create a "shared worker" program

When to be implemented: Spring 2015

To be implemented by: WDVCB, BID, City of Wisconsin Dells

Approximate cost: None

Funding options: None required

Rationale and explanation:

The "Shared Worker" program is a way to help sole proprietors and other small retail businesses stay open into the evening hours at an affordable cost, and without sacrificing personal time off.

Rather than spell out how the program works, take the time to encourage your downtown merchants to watch the Roger Brooks video (at their leisure) "Is Your Downtown Open After 6:00 pm?" This one-hour video showcases why this is important and how to actually implement the Shared Worker program. This is a program that can be spearheaded by a local or regional economic development agency, the WDVCB, or even a community college, or the Downtown Alliance (BID) – if it were to become a registered 501(c)3 organization.

This video is a MUST SEE for the Downtown Alliance, City and local property owners and merchants.

In essence, a local economic development agency (for example) would hire two, three or four people full time – often college students majoring in retail merchandising or hospitality management – who would then be "shared" by local merchants. For instance, one merchant may need someone to cover the store for two hours each day from 10:00 to noon so they can head to the bank, post office and to run errands. Hiring someone for just two hours a day would be nearly impossible. But in this case, they would get the same person, each day, and when they are done working at that shop, the employee would head to the next shop where they might work from 12:30 to 2:30 or later to cover for lunch, errands, or while the shop owner stocks shelves. Another merchant may want that Shared Worker to work from 6:00 pm to 9:00 pm and close up the shop so they can fix dinner for the kids.

Of course cash registers have to be closed and reopened, a surety bond is included in the Shared Worker program, and if a worker is paid, perhaps \$10 an hour, the coordinating organization would charge the business perhaps \$15 an hour to cover the cost of insurance, the bond, and managing the program.

The video goes into great detail on how to implement the program.

19. Develop an area wayfinding plan

When to be implemented: Fall 2014 or when funds are available

To be implemented by: The City of Wisconsin Dells, Village of Lake Delton, Counties

Approximate cost: \$85,000

Funding options: Transportation grants

Rationale and explanation:

This is one of the top priorities for the entire Dells area. As you know, you are accessible along Interstates 90 and 94, Highways 12, 13, 16, 23 (Broadway) including multiple exits, but once off the exits, good luck getting from the Kalahari Resort to downtown Wisconsin Dells, or vice versa. It's even more confusing getting from the resort areas to your sports facilities. Studies have shown that installation of a coordinated wayfinding system will increase retail sales and services by an average of 18%, which is substantial.

The wayfinding plan will provide bid-ready documentation for a complete area-wide wayfinding system. Look for federal and state grant funds, and then find out what local matches will be.

Work on the local match portion as part of the upcoming city budget process. Include the counties and the Village of Lake Delton. A countywide system will be far more advantageous than just a citywide system, since many of your roadways are controlled by the state, the counties, and by the two communities. This way signage can direct people throughout the area, not just once they're off Interstate 90 and driving around the Dells. You will also get WisDOT support when it's a countywide effort, AND you'll save money by making it a partnership process.

The first step is looking for funding to design the system, and then look for funding to implement the system.

To design the system, area-wide, we estimate the cost would be about \$85,000 including bid-ready documentation, so the plan can be presented to fabricators for bidding the construction and installation.

Our estimation of the cost breakdown is that approximately \$40,000 of the cost would be carried by Wisconsin Dells, the next \$40,000 would be Lake Delton's portion and the final \$5,000 would come from the county (or counties). This should be a partnership project between the two communities and the counties involved.

Included in a wayfinding system:

- Highway/freeway directional signage
- County and city thoroughfares
- City and Village surface streets
- Wayfinding to attractions (waterparks and other tourist attractions, tours, outlet mall, downtown, resorts, amenities (parking, restrooms, visitor information)
- Pole banners (often seasonal) for downtown and the rest of the city/county
- Visitor information kiosks in various locations
- Gateway signage (community and downtown)

- Marquee signage for parks and other public facilities (like the public market pavilion and plaza area)
- Pedestrian wayfinding downtown (riverfront trail and amphitheaters, public market, parking lots, etc.)
- Water tower graphics can be included

This is NOT a public works project. A good wayfinding system is as much an art as a science, and it should be left to professionals. And this is an investment, not an expense.

If the counties won't become partners in this effort, the two communities should still proceed with development of the system, which will educate both locals and visitors of what you have to offer (including a downtown) and where it's located.

One final note: Navigation systems are NOT a substitute or replacement for a wayfinding system. We recommend that city and county officials watch the 60-minute video in the Roger Brooks All Access Library, "The Art of Wayfinding." This video provides a lot of details regarding costs, why wayfinding is important, and how to contract with wayfinding expertise.

Quite often this can be funded by federal transportation grants with local matching funds. No matter what, the very top priority is to install wayfinding signage from your freeway area hotels and resorts to downtown and various attractions in the area.

Once the funding is in place, issue a Request for Qualification for wayfinding expertise. This is where they are contracted and put to work. We encourage you to watch the video "The Art of Wayfinding," which includes step-by-step instructions on how to develop a wayfinding system, including how to secure the right design team.



20. Add pole banners directing visitors to downtown

When to be implemented: Spring of 2015

To be implemented by: The City of Wisconsin Dells, WDVCB

Approximate cost: \$120 each (perhaps \$5,000 total)

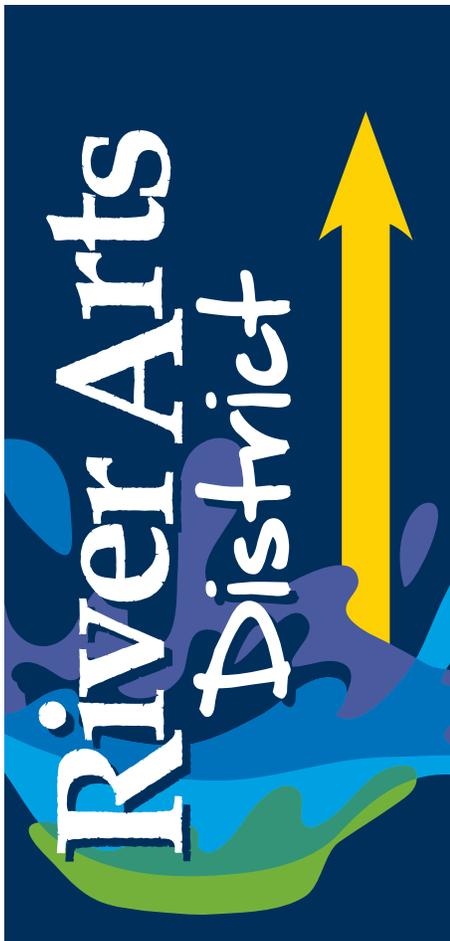
Funding options: General funds, tourism promotional funds

Rationale and explanation: Funding, designing, and implementing a wayfinding system typically takes from eight months to 18 months so using pole banners as directional signage can be a stopgap measure to let visitors know you actually have a downtown.

Get permission from the power company, and then attach pole banners along Highway 12 (the Parkway) from East Lake Avenue to the south to Rocky Arbor State Park to the north, and also along Highways 13 and 16 directing them to downtown.

Because this is a state highway, the process is long and daunting, and so this is a shortcut to create some decorative (and colorful) wayfinding into the downtown district.

This budget includes new pole banners downtown (avoid white) promoting the newly named River Arts District.



21. Parking: No time limits, free after 5:00 pm

When to be implemented: Spring 2015

To be implemented by: City of Wisconsin Dells

Approximate cost: None other than some loss of parking revenues

Funding options: None required

Rationale and explanation: Parking is an amenity and should never be considered a general fund revenue source. Net proceeds from parking fees should be reinvested into the district or area where the revenues were generated. Think of parking like you would any other public amenity: public restrooms, local city parks, sidewalks and other city-owned non revenue-generating amenities. What's in it for the city is increased tax base: retail sales, increased property tax values, new jobs, reduced leakage of locally earned money spent elsewhere, and a year round destination for visitors.

During 2015 and 2016 parking should be free after 5:00 to incentivize people coming into downtown for special events, times of the week/year, etc. Shops will be open later and to show them support, make the parking free after 5:00 pm and promote it. This will help jump-start downtown as THE place to head towards the end of the day.

Secondly, where there are two-hour time limits along Broadway, all other parking areas should be set for all-day parking. And at every two-hour parking meter a "meter topper" should include "For all day parking, go one block to Oak Street and turn right."

The rationale of time limits to keep employees from parking in customer parking spaces is ill advised. The message customers get is "we can't get our employees to park somewhere else, so we're going to punish you, the customer, by limiting how much time you can spend downtown." So, if you insist on two hour parking, which does have merit in terms of turnover, make sure the customer knows right away that all-day parking is just a block away.

22. Paint the train trestle and concrete bulkheads

When to be implemented: Late spring 2015

To be implemented by: The City of Wisconsin Dells

Approximate cost: \$90,000

Funding options: General funds, tourism funds, BID, grants, donations, sponsorship

Rationale and explanation: First impressions are lasting impressions. As visitors are guided into downtown, they are greeted by a rusty, ugly train trestle and concrete bulkheads. It doesn't get a whole lot better once on the other side, but the introduction to downtown starts right there.

We took the liberty of showcasing a sample of what can be done to make this a great introduction to the city as opposed to an eyesore. Of course permission will need to be obtained to do this work, but plan on keeping the costs internally – if you expect the railway to pay for the painting, chances are it will never happen.

The cost could range from free, with a sponsor, to as much as \$90,000 because this will take special paints, design work, and some remediation of rust to keep it lasting a long time.

While we provided this idea, a sponsor might take the opportunity to say, "Welcome to the River Arts District," while painting a mural of a jet boat tour on the bulkheads would sell the experience. In smaller letters the mural could say, "Courtesy of Dells Boat Tours."

What you want to avoid is turning the bulkheads – or the trestle – into another billboard. So it must be tastefully done and should reflect a very fun, vibrant, and culturally rich entrance to downtown. Always refer back to the brand promise for each project like this.

Another idea is to do a public design competition where artists can submit designs, and the winning contestant gets the

recognition, an award (perhaps a gift certificate that can be redeemed at any merchants in the district), and then can even be funded to do the actual work, if they are qualified.

At the end of the day you want it to be colorful, very artistic, culturally rich, and you'll want a special coating over the finished work to keep it from being vandalized and to keep snow and ice from sticking to the surface.



23. Install free wi-fi downtown

When to be implemented: Spring of 2015

To be implemented by: City of Wisconsin Dells, WDVCB

Approximate cost: \$45,000 initial cost plus monthly usage charges

Funding options: Grants, general funds, tourism promotional funds

Rationale and explanation:

A part of having outdoor dining, entertainment, a public market and plaza area is making the outdoor spaces inviting and attractive. In this connected world, this includes providing free wireless wi-fi services within the district.

The city would submit a Request for Proposals from local or region Internet Service Providers (ISPs) to provide broadband access within the district. This typically requires a primary installation point and repeaters to be placed in various locations within the district.

While access would be free, the ongoing maintenance could be paid through sponsorships. For instance, the log-in page might take you to the WDVCB site, or to a particular restaurant: "Your Internet session is sponsored by MACs." Perhaps WDVCB could be charged with selling sponsorships to offset to monthly costs of the system and services.

Besides offering convenience for visitors, having free wi-fi downtown promotes the use of social media, particularly photo-sharing sites when people can pin, like, friend, and post reviews and their experiences in the River Arts District, further promoting it.

In some cities the service provider offers the service for free (once the infrastructure is in place) in exchange for the promotion of their services. By the way, users should not be forced to watch a 30-second video or other inconvenient aspect in order to get the service. Landing on a home page that promotes the sponsor is just fine, including links to their specific website for more information.

24. Have music piped downtown

When to be implemented: Spring of 2015

To be implemented by: City of Wisconsin Dells

Approximate cost: \$230,000

Funding options: Grants, general funds, BID funding

Rationale and explanation:

Having music piped downtown at public gathering spaces and during special events/holidays, when street performers are not in play, is a great way to animate downtown. The music can change depending on the weather, special events, or seasons. During the holidays, of course, you'd hear Christmas music. During a classic car show, you'd hear 1960s rock'n roll. During the peak summer months, perhaps, you'd hear surfing music. Other times you'd hear coffee house music. The point is to bring downtown to life so that the music, shops, restaurants and attractions become the focus – not traffic.

Muzak is the largest provider in the U.S. of piping music downtown, and they have full turn-key options. The city should submit a Request for Proposals to install the system all within the boundaries of the district, with an option for just Broadway between the bridge and Cedar Street. Make sure they also include ongoing maintenance as well. The speakers are typically mounted on existing poles or building exteriors.

The primary receiver could be placed in the WDVCB offices and the channels controlled by their staff, working with downtown, special events, and the city.

25. Develop LaCrosse Street parking garage

When to be implemented: Fall 2015

To be implemented by: City of Wisconsin Dells

Approximate cost: \$15 million

Funding options: Various: revenue bonds, long term financing, development grants, mix of funds

Rationale and explanation:

While this is the single most expensive project in this entire plan (at nearly 40% of the total) it is one of the most pivotal, and many of the other recommendations rely on this one to be successful. This one parking structure will benefit, directly, the Field House, development along the river south of the power sub-station, redevelopment of Riverview Plaza (across the street – imagine a pedestrian overpass), and allows for easy access from nearly all of the resorts and major attractions west of downtown. This structure will have three covered floors, which will assist with shoulder season (snow, rain and ice) traffic into downtown and heat during the summer months.

Too often visitors will cruise up and down Broadway looking for a parking spot and try several side streets before finding the lots on Oak, Elm or River Road. This lot simply makes it easier and a lot simpler to spend time (and money) downtown.

In the fall of 2014, if funding and the schedule goes as planned, engineers would have developed the plans for development

of the primary parking structure, to be located along LaCrosse Street. This work will determine the final cost and ways to fund the actual development.

Construction of the project should start the day after Labor Day – after the peak season (since you’ll lose the usage of the current 150+ spaces) and before winter sets in. The goal is to have it completed before the end of March, 2016.

If funding becomes available, now would be a good time to start looking for a location on the east end of downtown for a companion or sister parking structure. The second structure could house as many as 450 parking spaces.

One way to offset this second development would be to sell the city-owned parking lots located on Elm Street a block south of Broadway for commercial development – or perhaps facilitate a property exchange. This would put these properties back on the tax rolls and would eliminate the need for them as parking lots. They are now home to 154 parking stalls that would be more than made up with a new structure at the east end of downtown.

There are two other public parking lots, one of Oak Street a block south of Broadway, and this should remain, as it will accommodate parking for the upcoming Oak Street Plaza. The other lot is on the east side of River Road, and it will be needed to accommodate parking for the Public Market Pavilion to be developed across the street. In fact, perhaps a trade can be made with the property owner where the Market is slated for development, so that there will be no net loss of parking.

26. Develop Oak Street Plaza

When to be implemented: Fall of 2015

To be implemented by: City of Wisconsin Dells

Approximate cost: \$3.4 to \$4.5 million (if covered)

Funding options: To be determined: grants, general funds, sponsorships, naming rights

Rationale and explanation:

The plaza is a cornerstone in bringing downtown to life. It is the natural gathering place and would be programmed with at least 250 days of activities. The properties surrounding the plaza would quickly become the most valuable real estate downtown. Because plazas need to be monetized, neighboring retailers should convert their spaces to restaurants with dining “on the plaza.”

The plaza (see conceptual renderings) would include a stage with built-in sound system, drop-down screen for “movie nights on the plaza,” a splash pad with flush-mounted fountains that can be turned off to accommodate art shows, concerts, entertainers and a myriad of other events. In the winter the splash pad area would be converted to an ice rink (November through February). Every day the ice rink or splash pad are in operation are considered event days, bringing people – and life – to downtown, year round.

We chose the Oak Street area because the two hotels north of the plaza would greatly benefit from it being there (music and activity would stop by 10:00 pm). If the arcade were removed the neighboring retail “mall” would be an ideal place for one, two or three small restaurants, and all would be able to use the plaza for outdoor dining. By closing this half-block to traffic, nearly a third of the plaza would be contained on property the city already owns.

We recommend that the plaza be covered with a tensile covering (white canvas type of material) so that rain and inclement weather does not preclude activity at the plaza. This does, however, add approximately \$1.1 million to the cost.

We strongly urge the city, WDVCB, BID/Downtown Alliance, and all who are interested to watch the video “The Power of Public Plazas” contained in the Roger Brooks video library. It includes dozens of case histories, examples, and step-by-step instructions on how to get the plaza developed.

The top two projects in downtowns across America that are credited with the fastest and best ways to spur revitalization include public plazas and year round public markets. This fact is from two sources: The Main Street Center (formerly part of the National Trust for Historic Preservation) and the Project for Public Spaces organization.





27. Close off Broadway to vehicular parking

When to be implemented: Fall of 2015

To be implemented by: City of Wisconsin Dells

Approximate cost: None (initially)

Funding options: None required

Rationale and explanation:

As has been noted throughout this plan, visitors (and residents) are looking for pedestrian-oriented experiences and gathering places. While Broadway can't be closed to vehicular traffic (it's a major thoroughfare between two state highways), it should have less parking. Consider starting with the 200 block of Broadway, and extending the sidewalks for outdoor dining and the 100 block for lengthening turn lanes.

This will allow for easier traffic flow without the hassle of people trying to parallel park; it will allow for extending the sidewalks for better pedestrian flow; it will allow for turn lanes that will increase traffic flow; and it will allow for gathering places, street vendors and artisans, sidewalk cafés and special events. The best downtowns in America have wider sidewalks than streets.

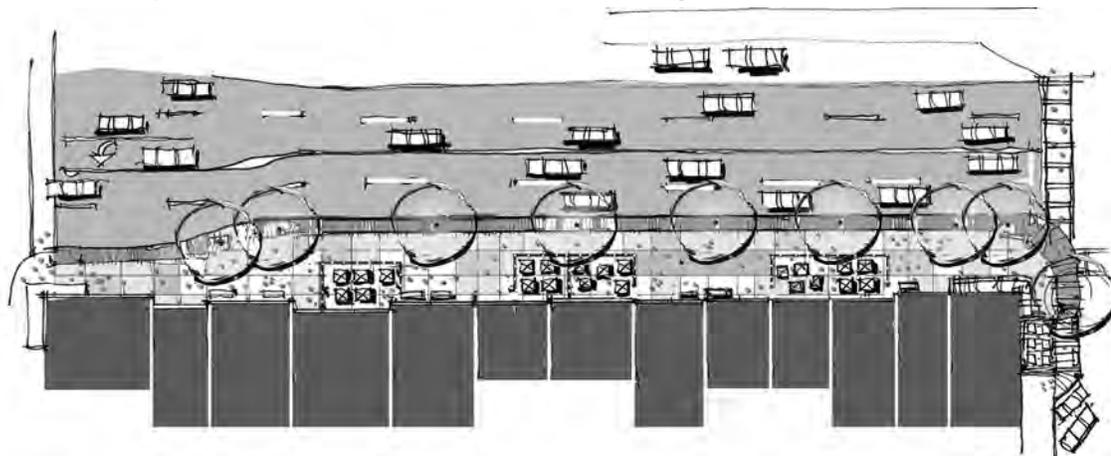
Some merchants will undoubtedly complain about the loss of business without parking right outside their stores. Here's what they should be asked: "Are you telling me your store is not worth walking a block or two for?" Think of this, if you should get a parking spot close to the entrance of Wal-Mart, and then you walk to the back of the store to pick up a BluRay disc – this is equivalent of walking two blocks. The point is, the business, or downtown in general, has to be worth the walk.

Another good example is the Tanger Outlets in Lake Delton. Consider how far you park and how far you walk to get from one end of the mall to the other – easily longer than walking the five blocks downtown from LaCrosse Street to Cedar Street. Once again, it simply has to be worth the walk. It will be.

The reason this is Recommendation #26 is that implementation of the first 25 recommendations will make downtown easily "worth the walk" of two to three blocks. Additionally, one of the upcoming recommendations includes a trolley service that will run between the parking lots and structures along Broadway every 15 minutes or so, year round.

While this is typically very difficult for businesses to accept, every single city that has done this has seen increases in retail sales and services. In our experiences over the past ten years, every single time we've visited the River District, we've yet to get one of the 74 parking spots along Broadway, and it did not deter us from spending time downtown. There is no parking in front of Wizard Quest or the other retailers on the north side of Broadway between the Riverview Plaza and River Road, yet this block is easily worth the short walk from LaCrosse Street parking – most visitors have no idea there is parking behind the buildings.

Don't let local politics kill this recommendation, which leads right into the next one.





Notice how having wider sidewalks can accommodate both beautification, ADA access, AND sidewalk cafe-style dining. Also note the blade signage.

28. Redevelop Broadway

When to be implemented: Spring of 2016

To be implemented by: City of Wisconsin Dells

Approximate cost: \$6.5 million (including design to construction documents)

Funding options: Grants (federal and state), mix of funds

Rationale and explanation:

There are three major ingredients to making downtown an incredible destination along the lines of Carmel, California; Nantucket in Massachusetts; and other outstanding small cities across the country:

1. Making them be oriented for people; not about traffic, parking and vehicles
2. Activating them
3. Orchestrating the business mix

Having a four-line highway running right through the middle of your downtown is one of the worst things that can happen to a downtown, particularly as we move away from our reliance on vehicles to get anywhere and everywhere. People WANT out of their cars in a pedestrian-friendly setting – more than ever before.

For decades state departments of transportation have had two primary functions: public safety and traffic mitigation – keeping traffic flowing. But many are starting to add a third component: economic development. The best thing that can happen to a downtown is congestion. People slow down and take note of what you have to offer. The goal of this recommendation, however, is not to make downtown a chokepoint for pass-through traffic, but it IS to slow traffic, have it run smoother and not make it a nightmare to simply cross Broadway. In every visit to downtown we've seen mothers literally running across Broadway with strollers or small children hoping not to get hit. That does NOT make for a pleasant experience.

The city should issue a Request for Qualifications (not an RFP) to secure a firm that includes architectural expertise, urban planning, traffic mitigation, and landscape architecture to redesign and redevelop Broadway from the rail line to Church Street – a block beyond the Arts District boundary (which ends at Cedar Street).

Key elements should include:

- a. Removal of parking along Broadway in phases and as warranted
- b. Facade improvements
- c. Extension of sidewalks out to the parking lane with a landscape buffer of perhaps two feet
- d. Street trees every 30 feet along both sides of Broadway (these would be lit during the holiday season). Street trees have been shown to help increase retail sales by as much as 20%. If you ever want to see, first hand, the power of street trees, just head to downtown Lodi, California or downtown Greenville, South Carolina.
- e. A beautifully landscaped median that includes annual color.

While we are not engineers nor traffic experts, we have worked in more than a thousand communities, and experience has shown that downtowns that have implemented a recommendation along this line have seen traffic flow slower but smoother, and have seen a net reduction in congestion, accidents, and near misses. Combined with a good wayfinding system (designed to incorporate the Broadway redevelopment), downtown will become a much more enjoyable place to spend time, and as a result there will be less turnover of businesses, property values will increase, and downtown will become the showcase of the state.



Along with the redevelopment of Broadway, this should include facade improvements.



29. Contract for recruitment expertise

When to be implemented: Spring of 2016

To be implemented by: City of Wisconsin Dells

Approximate cost: \$300,000 (\$100,000 a year with a three-year contract)

Funding options: To be determined – a mix of funds

Rationale and explanation:

As noted throughout these recommendations, all branding efforts are built on product, not just marketing. In order for the River Arts District to become an outstanding destination you must orchestrate the business mix, just as is done when developing a lifestyle retail center, mall, or successful downtown. Special attention and recruitment efforts should be focused on Exit 87, the gateway to the Dells River District. Large-scale retail (REI, Cabela's, etc.) would be highly desirable.

As noted in an earlier recommendation, an ordinance would be put in place noting "allowable uses" along Broadway in the five blocks included in the River Arts District. While this is important, restricting the use of privately owned retail space is successful only if there is assistance in recruiting the proper tenant to each space.

To start this process, begin with one block. The block we chose was along the south side of Broadway between Superior and Oak Streets. There is a mix of great tenants that make this block, of all the blocks, fit the Brand Promise the best. There are great shops and restaurants in every block, mind you, but this block has perhaps the highest concentration of more high-end shops than most others. Part of this recruitment effort is hinged on simply "rearranging the business mix." For instance, we would LOVE to see Artistic Expressions, a truly terrific shop on the "outskirts" of downtown on Broadway at Church Street, in this block. It creates the clustering of like-businesses that would make this the showcase block in downtown. There may be other examples as well.

Restaurants also benefit from clustering. The kinds of businesses that should, and in some cases already do, do well in the River Arts District and should be recruited include:

- An outfitter (you are a recreationally diverse area)
- A great bookstore
- Several high-quality sit-down casual dining establishments
- A brew pub, Irish bistro, etc. with evening entertainment
- Home accents, candles
- Art galleries (perhaps two more)
- A great shoe store
- Bakery
- Fashion boutiques (quality – not t-shirts)
- A great deli
- Two or three great coffee shops
- A great day spa
- A great kitchen store
- The goal will be to have 30 restaurants downtown, making you one of the premier "foodie" destinations in the Midwest.

We encourage downtown boosters to do a Best Practices Mission and visit the downtowns in Carmel, California, and while there look at Cannery Row in nearby Monterey. Other great examples include Gatlinburg, Tennessee; Nantucket, Massachusetts; Fredericksburg, Texas; Port Townsend and LaConner, Washington; Cannon Beach and Sisters, Oregon, St.

Helena in Napa Valley, California – all smaller towns without the attractions you have in The Dells, yet their downtowns have become the primary reason to visit, making them year round destinations.

Effective recruitment requires not just outreach, but handholding from the sales pitch all the way to opening the doors. Roger Brooks, over his career, recruited nearly \$3 billion in new construction projects into rural communities and resorts. The total cost of advertising over his career: \$60. Successful recruitment is a one-on-one process. You find the business you want and then court them, working with them through the feasibility testing, financing, permitting, right up to the opening of their doors. And even then, you still work with them to make them successful.

You start with your “Ten Most Wanted” list and then recruit right down that list. As one is recruited you add another to the list.

For the first time in U.S. history, quality of life is the leading relocation and new business development. This means having an extraordinary downtown, a signature plaza area, a vibrant year round public market, and other supporting businesses that can elevate the brand as Wisconsin’s best gathering spot.

Typically this is a contracted position, on a three year contract that is reviewed at the end of each year and then renewed if things are going as expected. The idea is to have this person work themselves out of a job. Consider contracting with someone with a commercial real estate background: perhaps a CCIM (Certified Commercial Investment Member) Realtor that is winding down, or looking for a way to supplement their income with a non-commission position.

Before you contract for this position we urge you to watch the Roger Brooks video “Recruiting Tourism Development Projects.” While this video concentrates on tourism, the principles detailed in the video apply to downtown retail recruitment for both locals and visitors. This will be a terrific guide on how to find the right person and how to successfully recruit new businesses into downtown Wisconsin Dells.



Recruiting tourism development projects

The step-by-step process

ROGER International >

Watch this video for instructions and examples

30. Design a Community Profile and an Opportunities Brochure

When to be implemented: Spring of 2016

To be implemented by: City of Wisconsin Dells, WDVBC

Approximate cost: \$8,500 for both pieces

Funding options: General fund revenues, economic development grant funds (USDA Rural Development)

Rationale and explanation:

Create a Community Profile and an Opportunities brochure. Included along with these recommendations are sample community profiles and opportunities brochures to use as good examples of the marketing materials your recruiter will need. These should be simple, straightforward snapshots of Wisconsin Dells/Lake Delton that can be used by local real estate agents (commercial and residential), as part of relocation packets, economic development for recruitment purposes, and tourism to attract conventions, festivals and events. Also provide copies to your major employers: local hospitals and medical facilities, warehouse firms, etc.

These should be updated every year and also be available as multi-page downloads in PDF format on every local website. Consider printing 6,000 copies. Distribute perhaps 200 to every real estate office within a 20-mile radius, and then the rest will be available as needed. They should be available at the visitor information center, in each partnering organization office and at city hall.

With the "Opportunities" piece, list the top seven opportunities. Consider the following:

- Redevelopment of Riverview Plaza
- Additional restaurants
- Creative office space (upper story)
- Professional services building (Class A, small office lease spaces)
- Specialty retail shops
- An outfitter (fishing, hunting, camping, kayaks & canoes, etc.)
- Bike shop (rentals, sales, repairs)
- Downtown residential units (if possible)

Make sure you concentrate the marketing on WHY the River Arts District – not just what you have or where it's located. WHY should I move or start a business in Wisconsin Dells.



See these community profiles in full size in the Supporting Documentation section of this plan.

31. Feasibility and Business Plan for the Public Market

When to be implemented: Spring 2016 (or sooner if funding is available)

To be implemented by: City of Wisconsin Dells

Approximate cost: \$65,000

Funding options: Planning grants, CDBG planning grant, mix of funds, WDCVB

Rationale and explanation:

We recommend contacting Aaron Pohl-Zaretsky, the premier public market expert in the country. He ran the famous Pike Place Market (14 million visitors a year) in Seattle for nearly ten years and currently lives in Asheville, North Carolina. His contact information is as follows:

- a . Website: [www .publicmarketdevelopment .com](http://www.publicmarketdevelopment.com)
- b . Phone: (828) 645-9291

Or you can issue a Request for Qualifications for Public Market Development expertise. This is what the scope of work should include:

- Site analysis and recommendations
- Size, location, on-site/in-building amenities
- Vendor access, parking
- Cost to develop the market
- Funding options: grants, loans, bonds, etc.
- Who would own and manage it
- How it would be programmed (we recommend a flex-use facility)
- A detailed business plan

One thing to keep in mind is that this building is not just a public or farmers market. It is a mixed-use building or “pavilion” that can be repurposed to house all kinds of trade shows as well and public market vendors, seasonally. For instance, it could host dozens of public exhibitions and events:

- Environmental shows
- Home shows
- Garden shows
- Fishing and hunting shows
- Bridal fairs
- Sports shows
- Science and technology showcases
- Dells Days (showcasing all of the activities available in the area)
- Quilt shows and other art shows (ceramics, glass blowing, pottery, etc.)
- Ice carving festival
- Chain saw carvers festival
- Job fairs
- Farmers market (in season, four days a week)
- Dog shows
- Photography exhibitions and demonstrations

- The Midwest Children's Festival
- Spa and wellness showcase
- Movies in the Market
- Motorcycle shows
- RV shows
- Classic car shows
- Red, White and Blues (Independence Day celebration)
- Jazz and other music festivals
- Culinary showcase
- Flea markets
- Antiques Roadshow
- Fashion showcase (for back to school)
- Film festival
- Hobby showcase
- Armed Forces Week (with discounts for all attractions and lodging, restaurants)
- Resolutions Fair (for new year resolutions)

While we strongly recommend placing it as identified on the development map (along the river behind Wizard Quest), perhaps other locations should be considered as well. Other viable locations we could see working are where the now defunct mini-golf course is along Eddy and LaCrosse Streets and across Elm Street behind the Chalet. These locations, however, pale in comparison to the site along the River Walk, which is absolutely ideal for the Public Market Pavilion's development.

The rationale for this site is as follows:

- a. The site is a short walk from the parking garage (when developed) on LaCrosse Street and there is immediate parking along River Road directly across from the proposed site.
- b. It's located right along the River Walk, which includes the development of two amphitheaters, a perfect addition to large-scale events that would take place in the market pavilion.
- c. The site is ready for development, and the loss of parking could easily be mitigated with the lot across the street.
- d. The "spit" that provides incredible views of the river is now used for parking, which is not the highest and best use for view sites. This provides a perfect "plaza" space to extend farmers markets and other vendors from inside the market pavilion to exterior plaza space around the market.
- e. There is easy pedestrian access to the market site via the alley between Wizard Quest and the Dells Boat Tours ticket booth, which would be converted to a pedestrian plaza area for easy access.
- f. There is ample room for set up and delivery vehicles.
- g. The small white building (Dells Boat Trips building on River Road) is the only structure that would possibly need to be removed.
- h. The market pavilion, in this location, would help spur redevelopment of the Riverview Plaza. With its redevelopment, the market here, the primary parking garage across Broadway, and many of the attractions in this location (Ripley's, Wizard Quest), this creates a strong synergy at the downtown's gateway location.

Because this is private property several things should be considered in the business plan:

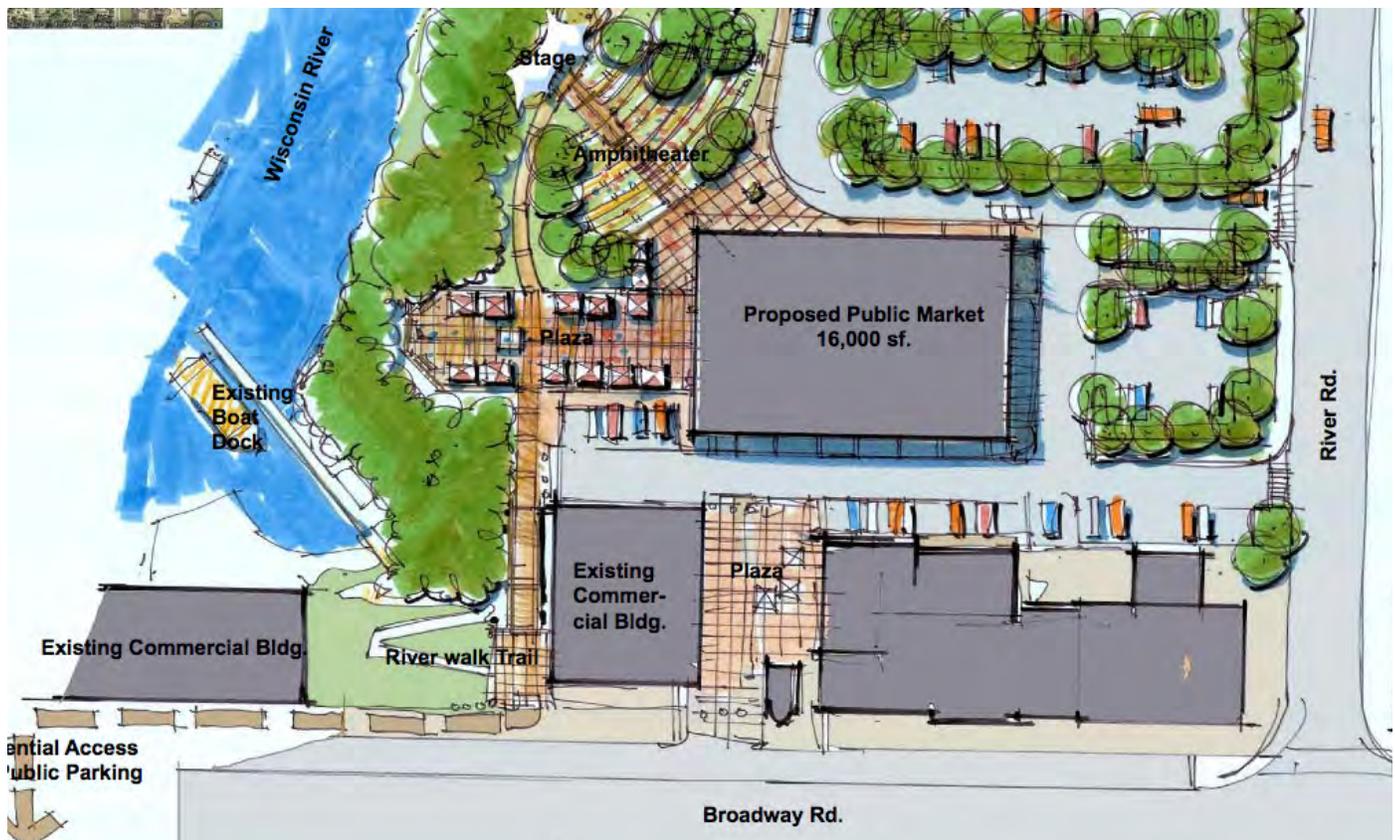
- a. Could the market/pavilion become a viable private enterprise? If so, a financial summary (pro-forma analysis) should be provided. If not, can a public/private partnership be developed? If that isn't a viable option, what about property acquisition?
- b. Could the public parking lot across the street (River Road) be traded for the site where the market would sit?
- c. How much will it cost to build, including land acquisition (if required) and is the size appropriate?

This plan is the development and operations plan for the Market . This includes the Business Plan for the market – who owns it, who would operate it, programming, vendor mix, marketing, fees, operational and marketing budgets, vendor requirements, etc.

It would also include initial architectural drawings or renderings (design) of the facility. This is not the total cost of architecture and engineering, by any means (that's typically part of the actual construction cost), but would provide the basis for the design, construction estimates, furnishings, fixtures and equipment necessary for the market and pavilion events.

The goal of this facility is to help activate downtown – year round – by creating a venue, out of the weather, that can be activated and programmed 200+ days of the year. We recommend that ALL events that take place in the market pavilion be open to the public, with very few exceptions. Building a facility that can be rented for private functions does not serve the purpose of pulling visitors into downtown, which is the goal and purpose for the facility. In fact, the events hosted here should be worthy of a special trip from Madison – and the 160,000 residents that live within a 30-mile radius of this site.

The plan is not meant to answer the question, "Is this feasible?" It's meant to answer the question, "What needs to be done to make this a viable activity generator for downtown?"





These are the initial concepts showcasing the site plan for the public market pavilion.



32. Development of the Riverfront Amphitheaters

When to be implemented: 2017 in conjunction with the market pavilion

To be implemented by: City of Wisconsin Dells

Approximate cost: \$2.3 million

Funding options: Revitalization grants, sponsorships, philanthropy, other sources

Rationale and explanation:

The River Walk is one of downtown's best assets and is easily missed. Along the trail are two areas that are already situated as perfect amphitheater areas. With the potential development of the market pavilion, surrounding plaza, development of two amphitheaters here (or one large one) would be an ideal complement and would make the trail an activity center as opposed to just a pretty lawn area.

The cost includes development of two covered stages that could be built along the bluff, removal of some trees to open up the view of the river, amphitheater seating facing the river and views, ADA access, sound, lighting, power, and other supporting amenities. This would be a stunning setting to host intimate concerts, entertainers, stage productions, speakers, and to even show films during perhaps a summer film festival.

Development of the market pavilion, plaza areas surrounding it, and the amphitheaters would make this one of the best gathering spots in the Midwest, bar none. Just a stunning "anchor tenant" for downtown Wisconsin Dells.

33. Develop an Experiential Transportation System as demand warrants

When to be implemented: 2017

To be implemented by: City of Wisconsin Dells

Approximate cost based on a rubber-tire trolley system: \$485,000 for the purchase of three trolley cars, business plan development, and construction of 16 stops at \$7,800 each.

Funding options: Transportation grants, other sources to be determined

Rationale and explanation:

Imagine coming, as a visitor, to Wisconsin Dells and being able to move throughout the Wisconsin Dells area, the River Arts District, and from the sports facilities, on a transportation system designed to make it easy and fun? And have the longest point from A to Z be just 25 minutes, and you can catch a ride every 20 minutes, making it ultra convenient? And while on the move, you are told about the various activities, attractions, and history of the Dells area? And the ride would be free.

For a good example of this, please take a look at the trolley systems in place in Pigeon Forge and Gatlinburg, Tennessee.

The transportation system would include perhaps 20 stops along the route, and three vehicles would be in continual use during the peak months with a relaxed schedule depending on demand. For instance, during winter and early spring months (convention season) two vehicles might be in service and would stop at host hotels, in downtown, and at other attractions or activities open that time of year. The transportation system could be funded by a public/private partnership where the locations that host stops would pay a portion of the cost (perhaps 60%) while the two communities would share the remaining 40%. Some revenues would be generated from onboard advertising (panels and brochure distribution).

To start the process, \$60,000 of this cost would be spent to design the route, look at funding and operational costs, including determination of what organization would operate the system, resulting in a long-term business plan for the system.

It's important that these vehicles not be a bus system, so they become part of the experience and an attraction in their own right.

This will add to the entire experience, will educate visitors of what's available and where it's located, and will connect the

shopping experiences, attractions, sporting facilities, and downtown. Once again, think of Wisconsin Dells/Lake Delton as one major theme park, i.e. Disney World, where there is a common transportation system.

These Trolley Stops, used in Gatlinburg, Tennessee would be a good model for stops in Wisconsin Dells.



This trolley is used in Walnut Creek, California. The interior photos show the ability to have on-board advertising to help offset the trolley system's costs. We do NOT recommend exterior advertising.



34. Create or contract for a Festival & Events Organization

When to be implemented: Fall 2016

To be implemented by: WDVCB

Approximate cost: \$220,000 annually

Funding options: Tourism revenues

Rationale and explanation:

We recommend that the city work with the WDVCB to market and contract with a private organization to manage the Oak Street Plaza and Public Market Pavilion. To do so would require the hiring three full-time, year-round staff positions that would become the city's Festival & Events staff. In this plan we're referring to this team as the "Festival & Events" staff.

The job descriptions are as follows:

Event Recruitment Manager. This person is 100% dedicated to inviting outside events into downtown Wisconsin Dells. The following several recommendations go into more detail about how this would be accomplished.

It would be virtually impossible to develop 200 to 250 event days if every event were locally produced. So about 90% of the Event Recruitment Manager's time would be spent inviting outside organizations to host their public events in the River Arts District. Every one of these would bring their own vendors, their members or "tribe" (in social media terms), market the event, set it up, and manage the event. They will fill hotel rooms and bring their own audiences, fans, members, and associates with them. It is the Recruitment Manager's job to bring in perhaps 100 multi-day events each year. And 90% of these events should be multi-day events of at least two days. For instance, hosting a major Harley Davidson event, like the Boo Rally held in Jefferson, Texas, the event set-up might take place on a Friday and the event lasts all day Saturday and runs until Sunday afternoon. The goal is to attract overnight visitors AND local residents within a 30-mile radius.

The Recruitment Manager will also assist with events already booked at sports facilities or at local resorts, working with event organizers to find ways to expand those events into downtown. For instance, should the city host a baseball tournament, perhaps the awards banquet or ceremony could take place in the market pavilion – or at least complementary activities that will pull these visitors into the heart of your spending district.

Hosting 100 outside events will create at least 200 event days each year. And then, of course, you'll have locally produced events, a new farmers market (each day is an event day), activities at Oak Street Plaza, as well as street artisans and musicians.

Because the goal is to attract 100 outside events a year, the second person on the team is the Event Coordinator. This is also a full-time year-round job that entails working with the event organizer, once recruited, to help meet their needs. This person coordinates a variety of logistics and also has the ability to charge for some services:

- Police (if needed), security, maintenance
- Closing off streets or areas to vehicle traffic
- Coordinating sound, lights, staging, seating, power access, vendor set-up areas, fencing for possible beer gardens, etc.
- Adding additional portable toilets, garbage barrels and other needs

This person is the coordinator between the city's departments, the Downtown Alliance and its retailers, and the event organizer. This person calendars the events as well. They are also the coordinator between events held at other area venues finding ways to attract them downtown.

One of the recommendations in this plan includes purchasing three additional rubber-tire trolleys. It's important that an easy, frequent, and attractive transportation system be coordinated to pull visitors from hotels and sports facilities to downtown for additional and complementary activities. This person would coordinate all of these.

The Events Director is the third position, and this person would coordinate contracts, manage street vendors, food trucks,

street musicians and artisans, and assist both the Recruiter and the Event Coordinator. This person will make sure agreements are in place, help coordinate third-party vendors (sound, lights, staging and other elements that may not be owned by the city but needed and billable to the event). This person would also be the “On-site Logistics Manager,” making sure each event goes off without a hitch.

Finally, the Events Director would coordinate the marketing of these events – all of them would be public events except for occasional private events that might take place at the market pavilion, once developed. This person would handle event marketing, advertising, trade shows, e-newsletter, and would issue press releases and public service announcements to the major market areas so EVERYONE knows what’s happening in the River Arts District this week.

These are not jobs that can be handled by one person. You want a full-time, year-round recruitment effort, someone dedicated to support and marketing, and one person tied to the event logistics.

The cost of these three people, including taxes, insurance, and related costs would be in the \$230,000 a year range.

35. Purchase or subscribe to CRM software

When to be implemented: Fall 2016

To be implemented by: Festival and events staff

Approximate cost: \$2,500

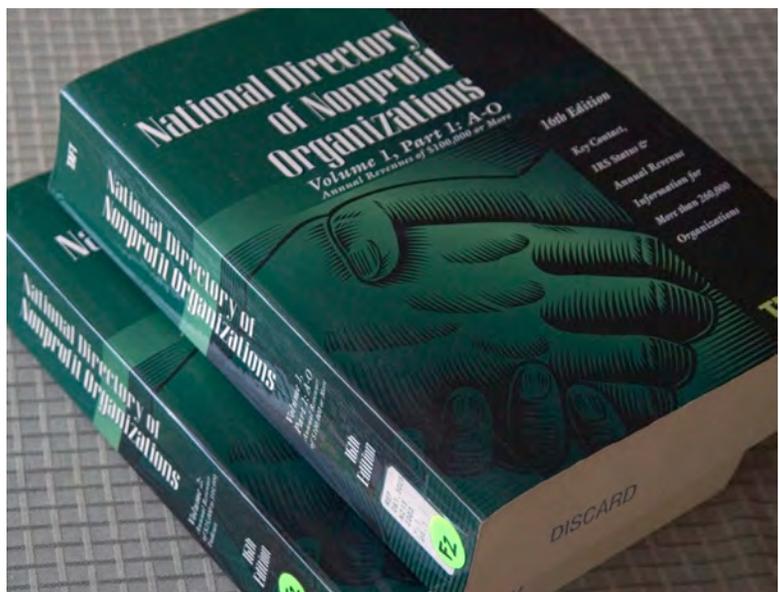
Funding options: Tourism marketing funds

Rationale and explanation:

We recommend your Event Recruiter use a CRM (Customer Relations Management) resource such as SalesForce, an inexpensive web-based program where you can enter hundreds of local and regional non-profits, clubs, and associations that hold events into a database, track them, create follow-up programs, and keep track of all correspondence between these organizations and the Festival & Events Staff. In fact, the entire WDVCB marketing staff would have easy access to the SalesForce program. Using a service like this can keep all of the correspondence, contracts, conversations, and follow-up in a single, unified place.

The reason for the \$2,500 expense noted above is if you were to contract with an outside vendor to help set up and train staff on how to use SalesForce or another CRM product. The monthly charge is just a few dollars.

The logistics involved in hosting 250 event days, PLUS another 100 event days for local events and your Public Market, make coordinating the efforts of the entire team extremely important from sales, to contracts, to logistics, to follow-up. Many times you will have multiple events happening at the same time – particularly once the market pavilion and Oak Street Plaza have been developed. There may be an event at the a resort or the Field House while a sports tournament may be happening at one of the parks, and there may also be visitors in town for a fishing tournament on the river or nearby lake. We want ALL of these people to descend on downtown at the end of the day, and that can require some major logistical hurdles like parking, trolley routes, staging, and making sure all have a good time.



36. Create a database of clubs and organizations within a 100-mile radius

When to be implemented: Fall 2016

To be implemented by: Festival and events staff

Approximate cost: None

Funding options: None required

Rationale and explanation:

There are two comprehensive guides available in print, and it's possible they might now be in digital or database format:

- a. Associations USA . This is "a directory of contact information for national associations, foundations, and other nonprofit organizations in the United States and Canada." It is published by Omnigraphics of Detroit.
- b. National Directory of Nonprofit Organizations (a two-volume directory). It includes "key contact, IRS status, and annual revenue information for more than 260,000 organizations."

These books cost nearly \$1,100 and are published yearly. Most libraries have the books on hand, so one option is to provide a donation to the library and have them give you last year's edition when the new edition comes out. You might donate \$250 dollars to the library, which would otherwise probably just recycle the old editions. If they do not purchase these guides, then simply spend the money to get these directories.

You are looking for clubs and organizations that hold periodic events, and you'll be inviting them to Wisconsin Dells. Here's the big challenge: These are not organized by location, and you want to invite organizations that are located north and west of Chicago, including all of Wisconsin, as well as the Twin Cities areas of Minneapolis. So this means you may want to get two or three interns to help go through the books and find the clubs and associations that have a presence in your geographic market area. That means weeding through tens of thousands of directory listings, then entering the information for each that might be a possible contact into your CRM software.

Clubs and organizations you hope to attract include:

- Quilt, potter and art guilds and clubs
- Associations that concentrate on health issues, massage, spa, alternative medicines, natural health professionals, etc .
- Car clubs (just about every auto manufacturer has a club)
- Motorcycle clubs
- Biking clubs
- Fitness clubs: running clubs, events like the Danskin Women's Triathlon
- RV clubs
- Environmental issues: Sierra Club, Wilderness Society, Nature Conservancy, marine-oriented organizations
- Arts organizations
- Historic preservationists
- SMERF groups: Social, Military, Educational, Religious and Fraternal organizations

These are just a few of the basic groups you would invite. Not only are you trying to attract hobby clubs (like classic car shows), but also non-profit organizations that fight breast cancer, such as the Susan B. Koman Foundation, and thousands of other cause-oriented organizations that host fund-raising events from 10k runs, to triathlons, to walks, and all types of other events. Naturally, the goal of the F&E staff would be to bring in new business that currently doesn't come to the Wisconsin Dells area. Special care will be given to not simply relocate events and activities from existing venues/convention centers, etc.

In the National Directory of Non-Profits we looked up the BMW Car Club of America. There we found:

- BMW Car Club of America – in New Ulm, Minnesota

- BMW Car Club of America – In Phoenix, Arizona
- BMW Car Club of America – in Indianapolis, Indiana
- BMW Car Club of America – in Rochester Hills, Michigan
- BMW Car Club of America – in St. Louis, Missouri
- BMW Car Club of America – in Uniontown, Ohio
- BMW Car Club of America – in Shorewood, Wisconsin
- BMW Car Club of America – in Santa Clara, California

And that's all that was listed. But we know they have chapters in the Minneapolis and Madison areas, in Seattle and in just about every state in the country. So as you develop the database you will come across many situations like this where you need to then get on the web and look for BMW car clubs in Wisconsin, Illinois, Minnesota, Iowa, then add them to the database. In almost every case they give you contact information, a phone number, address and what kind of organization they are. There are no e-mail addresses, and you want to do your marketing by phone and snail-mail. The reliance on e-mail is far too strong, and this is a direct-contact business. This database is your bible in terms of reaching out to perhaps thousands of organizations.

As you develop the database, your staff will need to make judgment calls. Volunteer fire departments are often non-profits, but the chance of them hosting an event in Wisconsin Dells, instead of their home communities, is pretty slim. Only go after the ones where they host larger events and are willing to drive 50 miles or so to host the event.

Chances are good that you'll end up with about 3,000 contacts in your database – and that's a LOT. Once you get an event, like the Minneapolis BMW Car Club of America, chances are you can book their event once, and if it is successful, and you are very good hosts, you'll get it for the same weekend, every year, for years. That's the goal of this effort: Invite them once, treat them right, and have them come back year after year.

As you start building the database, all kinds of organizations will emerge that would be a perfect fit for downtown branding efforts.

Many of these host annual conferences, exhibitions, trade shows and consumer events. Initially (until the market pavilion and Oak Street Plaza is built) you are looking for consumer-oriented public events. Wouldn't it be great if the National Diabetes Foundation held an annual half-marathon in Wisconsin Dells? After all, you are developing incredible sports facilities, already have a focus on sports and sporting events, have clean air, good water, and are environmentally rich.

As part of this effort, come up with ten or twenty unique event names that you can pass on to these organizations.

Your database will include organizations that have offices and events within a three to four-hour drive of Wisconsin Dells – the primary markets you already attract and draw to the Dells.

Especially concentrate on those within a one-hour drive. This is your primary target area. This database is the lifeblood of your marketing effort, so take the time to build it right, and then start calling every club, association, and organization. When you do so, also ask them for referrals.

Another great way to build this database is to work with your local communities. Chances are pretty good that you have Harley and Gold Wing owners in the Dells area that belong to their local club. Talk to them about having their club host an event downtown. The same could apply to automobile clubs: Mustang, Subaru, Mercedes, BMW, Volkswagen and many, many others. Then there are your auxiliary organizations that host events: Kiwanis, Rotary, Lions, Elks, Eagles, and many others.

Reach out to your locals and find out who belongs to what organizations; have them open the doors for you. You want their clubs to host events downtown, and if they do, you'll roll out the red carpet for them.

One final word: In the first two or three years of this effort, do NOT put obstacles in their way like big charges for portable toilets, staging, sound, lights, security, etc. You want to create incentives for them to host their events in the River Arts District. And 99% of these organizations are going to be non-profit groups with very little budget. BUT they will do the marketing, the

organization of the event, invite their members and others, and THEN if it's successful and they agree to come back time and again, at that point it might make sense to perhaps collect fees for local services they are using.

But until then, what's in it for downtown Dells? Tax base that comes from a vibrant, busy, and ultra-successful downtown district, full hotels during shoulder season months (think lodging tax funds), and new businesses, residents and industry coming into the area that they discovered as a result of an event they attended at Oak Street Plaza or at the market pavilion.

37. Write a one-page award-winning letter to attract outside events to downtown

When to be implemented: Fall 2016

To be implemented by: Festival & events staff

Approximate cost: None (staff time)

Funding options: None required

Rationale and explanation:

Snail mail will get more attention than an e-mail campaign . This one-page letter will be critical to encourage outside organizations to host their events in Wisconsin Dells. Invite them; let them know you'll roll out the red carpet for them, that you have the BEST downtown and plaza in the State of Wisconsin, and that it's an easy drive from their hometowns.

38. Create a marketing piece that would become the "Dells Event Guide – a guide to hosting and producing events in Wisconsin Dells"

When to be implemented: Fall 2016

To be implemented by: Festival & events staff

Approximate cost: \$12,500

Funding options: Tourism marketing revenues

Rationale and explanation:

This would be a tri-fold piece (11 inches x 23 .5 inches that folds to 8.5 inches x 11 inches) that would include:

- WHY clubs and organizations should host their events in downtown Wisconsin Dells (centrally located between two large markets, low costs, and a proactive city that WANTS them there, supporting facilities, plenty of decent hotel rooms, etc.) An entire page would be dedicated to marketing downtown Wisconsin Dells as THE event destination.
- Information about hosting events in the Dells, including contact information and local resources available to them: some city, some private-industry like catering, lodging, attractions, or food services.
- Logistical information like power, sound, lighting, security, fencing for beer gardens, staging, etc .
- A two-page spread would include the layout of the plaza, market pavilion, and the downtown core area and what streets can be closed or how events can be physically configured.
- Costs for supporting services and event-related equipment (security, trash removal, cleanup, staging, power, sound, lighting, portable toilets, etc.) This could be an additional sheet to be included as an add-on so that prices and services can be changed as the brand evolves. This marketing piece would be printed in full-color, include lots of photography of downtown events, and be sent to potential event organizers, clubs and organizations after they have been contacted or approached by your Event Recruiter.

39. Begin a monthly e-newsletter

When to be implemented: Spring 2017

To be implemented by: Festival & events staff in conjunction with WDVCB existing monthly newsletter

Approximate cost: None (staff time)

Funding options: None required

Rationale and explanation:

Producing a monthly or bi-weekly e-newsletter is a great way to tell the world what's coming up in the River Arts District. Like a theater opening, the newsletter would list the month's upcoming events downtown, including special deals and a "spotlight" on a downtown merchant. Each would include a link where people can get additional information.

Using an opt-in program like Constant Contact, for very little money, you can begin promoting your upcoming downtown events. These, by the way, can also include other festivals or major events happening throughout the Dells, not only in downtown. The focus should always be on creating reasons why people should spend time downtown.

40. Bring downtown to life

When to be implemented: Spring 2017

To be implemented by: All local organizations

Approximate cost: To be determined

Funding options: To be determined

Rationale and explanation:

Activating downtown is a top priority. The idea is to make sure there are activities downtown at least 200 days a year, and hopefully 250 days. A day when the splash pad is operating is an "event day." Having street musicians, entertainers and artisans also create "event days."

The goal is to make downtown THE place to come after work (for locals) or after a day in the local attractions – for dinner or after dinner, and on weekends. The only "slow" night would typically be Sunday evenings.

Bringing downtown to life includes an active buskers program: street musicians, magicians, performers, and artisans. Here are some general guidelines to get you started:

- . Buskers should be no closer than one block apart
- . They should sign a code of conduct before they are allowed to perform downtown
- . Consider developing "stars," marking locations where they can perform
- . All music must be unamplified and drums are not allowed
- . Music should take place throughout the day but end by 10:00 pm.
- . Buskers can include artisans in action, mimes, musicians, and other forms of sidewalk entertainment.

Work with a local college or high school to find talent for downtown. If music isn't readily available, artisans in action are also great additions to downtown and add culture – something that needs to become a focus for Wisconsin Dells. Think mimes and other forms of entertainment or art.

If you have the time and energy, consider auditions to keep the quality high. They do not need to be assigned to individual locations, as long as they play at a "busker station" marked on sidewalks.

Enforcement should be managed by the BID (Downtown Alliance) or the Festivals & Events staff – not the city or some other organization or agency. If there are flagrant violations by a busker, the city may need to be called in to have the person removed, but in our experience, that is very, very rare.

A sample ordinance for street performers is as follows (this should be changed to reflect particular specifications for Wisconsin Dells):

Street Performers Ordinance

The city should encourage such performances, while at the same time recognizing that they draw crowds that may create safety problems. An ordinance should be adopted by the city that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to sign a code of conduct. They should NOT be required to obtain a business license or special permit. Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance.

Street Performer Guidelines

No person shall perform in a public area without first signing the code of conduct. The form must include the name and address of the performer, term of the "permit," and the type and location(s) of the performance. All performances must comply with this document, state and local laws, and conditions of the permit.

Every person wanting to engage in street performance is required to make a written application for a Street Performer Permit from the city clerk accompanied by a fee established by the city. The application form requires the following information:

- . Applicant's name, address, and phone number.
- . Birth date of applicant.
- . Applicant's driver's license or personal identification number.
- . A description of the subject matter and method of performance.
- . The period for which the permit applies.
- . The location of areas in which the performance will be conducted.
- . A statement as to whether the applicant has ever been convicted of a felony.
- . A 2x2 inch color photo of the applicant's head and shoulder.
- . A signed permission slip from the property owner, if performance is to occur on private property.

Rules & Regulations Location: Performances may take place in the following locations:

- On private property, with the written permission of the owner or other person in control of such property.
- In public areas designated by the city.

Time:

Hours during which performances may occur are determined by the city. Contributions: Performers may accept, but not verbally solicit, contributions from audience members.

Prohibitions:

No performer shall:

Perform without first obtaining a permit/code of conduct form issued by the city.

Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.

Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).

Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.

Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.

Leave litter at his or her performance site.

Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.

Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.

Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.

Performers who wish to sell items must first obtain a city peddler's license.

Display any sign other than the name of the performer(s) and the Street Performer Permit.

Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

Revocation Of Permit:

A Street Performer Permit may be revoked by the city if the city clerk (or BLT) has reason to believe that a performer has:

- . Violated any provisions of this document or any city or state laws.
- . Made a false statement in the application.
- . Conducted a performance adverse to public safety or prevailing community standards of public decency.

Complaints and Appeals:

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint.

The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified.

If a permit is denied or revoked by the city clerk, or if a written complaint is certified, the permit holder may appeal to a hearing before the city clerk. After presentation by the permit holder and investigation by the city clerk, the mayor or clerk shall make a final written determination. If the mayor decides in favor of the city clerk, the action of the city clerk will be sustained and the applicant may appeal the decision to a court of jurisdiction.

In bringing downtown to life, we also fully support the use of gourmet food trucks and portable vending carts – all geared to bringing downtown to life and making it a central gathering spot.



Watching this video, in the Roger Brooks Video Library, will provide all kinds of information about bringing downtown to life.



41. Contract for ongoing photography/videography

When to be implemented: Spring 2017

To be implemented by: Festival & events staff, WDVCB marketing staff

Approximate cost: Included in general marketing efforts

Funding options: None additional required

Rationale and explanation:

We are in the age of visual communications. You can work with a local college, a university photo and video education department, or contract for professional photography and videography – but the key is having great content and high-definition resolution. Your photos need to be world class – like you’d expect to see in a National Geographic publication. Videos, on the other hand, need to be more artsy and don’t need to be overly polished. The idea is to sell great downtown shopping and activity-based experiences that are totally different from what the visitor can get closer to home. They need to fit within the framework of your overall “theme park” style of brand. Photos and videos should be festive, fun, and engaging. After all, this is about celebrating the good things in life. Everything you film and shoot should portray that feeling.

You can reduce costs by assuring the photographer that the images will only be used by local non-profit organizations and/or the city to promote the River Arts District and the Dells area, and by including the photographer's name next to every use (in credits on video content) – photo credits. You can also include a QR code or website address promoting the photographer. This way you create a reciprocal relationship. Consider having a page on your website dedicated to the photographer without linking to another site.

Make sure your videographer also has studio skills. You'll want to create a number of 20-second to two-minute videos, every season of the year, promoting great experiences. This means videos may need to be edited and formatted for use on YouTube, your website, and other online sites.

Develop a knock-your-socks-off B-roll library of video and perhaps 100 signature photographs, keeping in mind:

- The photography and videography MUST fit within the Brand Promise and recommendations.
- Always focus on people having a great time. Especially at festivals and events. Don't show just art – show the artist in action. People – not objects. People see themselves where they see other people. Always sell experiences, not just places, not just objects. We want to see people, not pictures of buildings or objects.
- Keep the photography tied to the core brand promoting family-friendly fun. Make sure you watch the Roger Brooks video in the All Access Library "The Use of Photography to Increase Sales." This will be a great primer for your efforts in securing and using world-class photography. A photograph really IS worth a thousand words.

42. Create and sell logo gear

When to be implemented: Spring 2017

To be implemented by: Festival & events staff

Approximate cost: Self funding

Funding options: None required except for design

Rationale and explanation:

To start telling the world about the River Arts District, consider developing logo gear that can be sold at retail shops, in the visitor information center, at sporting events, conferences, trade shows and local retail outlets. Using the new brand identity and tagline, create collectibles and logo gear that can be sold:

- Polo shirts (have the brand identity stitched above the breast pocket location). Don't make these billboard shirts with huge logos on them. Always make sure it fits the Brand Promise.
- Baseball caps
- Coffee mugs and/or water bottles
- Logos on exercise and fitness gear is a perfect fit since we'd like to make Wisconsin Dells THE place to celebrate healthy living. Make up a list of brand-specific goods that could include the downtown "Brand Mark" and would reinforce an upscale, experiential brand.

Make sure they are colorful and something a visitor would want to wear and want to have. Think like a visitor – what you might buy and wear when you go to Yellowstone National Park or another great city (San Antonio or Orlando).

Get together and think of clever and edgy slogans that would sell. Remember to sell the experience – not just the district. Above all, make it family-friendly. Much of the "logo gear" offered in downtown shops is cheesy, second-rate and sometimes offensive. This is about changing that image of downtown to one that is home to quality shops and experiences and is THE place for people to connect: with each other, with the environment (boat tours), and with the community.

Come up with pricing (including cost of design) and then offer them to local retailers with 20% of the sale coming back to the WDVCB (or supporting organization) to fund further promotional efforts and to help offset the cost of the Festival & Events team. For instance, if a polo shirt at wholesale costs \$12.50, it would retail for approximately \$24.95. Festival & Events would pay the \$12.50, would add on \$2.50 (20% of the wholesale price) for a total wholesale cost of \$15.00. This way the retailer gets the additional \$10 markup.

Also develop public market fabric shopping bags or “market bags,” caps, and shirts – once the market pavilion becomes a reality. Even before it opens. This creates a sense of anticipation.

43. Create a Master Development Plan for the area from the freeway to downtown focusing on large retail/anchor-type developments

When to be implemented: 2018

To be implemented by: City of Wisconsin Dells

Approximate cost: \$120,000

Funding options: Planning grants, USDA rural development grants

Rationale and explanation:

Over the past decade most of the newer development in the Dells area has taken place in Lake Delton off Interstate 90/94's Exit #89, while the properties off Exit #87 have languished. Redevelopment of these underutilized properties is critical for several reasons:

- a. Like Exit #92 is to Lake Delton, Exit #87 is the gateway to, and has direct freeway access to, downtown Wisconsin Dells.
- b. It would bring additional tax base to the City of Wisconsin Dells.
- c. It would help fulfill a need for high-quality, large-scale retail/anchor-type businesses, and supporting businesses.
- d. It would add new attractions and activities: no destination, not even Disney, can rest on its laurels. There is terrific development potential in this area.
- e. It will revitalize the area: most of the businesses along this stretch of Highway 13 struggle for survival.

Once funding has been secured, contract with a multi-disciplinary team that can determine and create a master plan for the area:

- a. Highest and best use of individual parcels or larger tracts of land.
- b. What current valuations are - or should be.
- c. What types of projects are most feasible (without in-depth feasibility analysis) along this stretch of highway.
- d. A development site plan showing how it could be redeveloped – a long term (20 year) vision for redevelopment of the area.

The Master Development Plan will be used by your recruiter, once the downtown contract has been fulfilled, to attract new development (tax base) to this area, which has tremendous potential. The area should include both sides of Highway 13 from the freeway on/off ramps to the bridge – or at least the Parkway.

This area could easily be home to nearly a billion dollars in new tax base and could become a major partner to the Lake Delton properties and attractions. Because Hulbert Creek runs through the south side of the highway, perhaps an environmental theme, in terms of attractions and retail, could become a focus.

As noted earlier, you cannot rest on your laurels. This is why companies like Disney, Six Flags, Universal Studios and other are constantly adding attractions, activities, and reinventing themselves. This property will help the Dells area do just that.

Finally, just remember that the more you have to offer, the further people will come, the longer they will stay, and the more often they will come back. That's what this land brings to the table: The chance to add substantive additions to the mix of attractions and retail.



When creating the Master Development Plan, break it into larger or phased projects, perhaps along the lines of what are shown here. Also make sure the intersection at the Parkway is part of the redevelopment effort. This should be the “signature” gateway for everything Wisconsin Dells has to offer: downtown, resorts, and attractions.



Supporting Documentation

- Online survey summary
- ESRI reports
- High Rock Café outdoor dining application
- Community Profile
- Opportunities brochure

ONLINE SURVEY SUMMARY

Over several weeks nearly seven hundred people provided input to an online questionnaire allowing them to weigh in on downtown Wisconsin Dells future. While the document is 130 pages long, we took the liberty of identifying common threads, much of which was used in the development of this plan.

Where do you live?

Of those surveyed most live outside of the area (77%). Smallest percentage live 1-10 miles from city center.

What age group are you in?

Ages range between the ages of 31 and 60.

What is your gender?

About 71% survey respondents were women.

For area residents: what were the most popular “must see and do” activities? (198 responses)

Predominantly water related activities.

One or two comments indicated the downtown area needs to be renovated, cleaned up. (118 & 103)

Here are the top ten:

1. The Upper Dells, boat tours
2. “Original” Wisconsin Ducks
3. Kayaking on Mirror Lake, dinner cruises
4. River Walks (could be longer)
5. Noah’s Ark, Water parks, Tommy Bartlett’s Exploratory Water Show (summer)
6. Outlet Malls/boutiques and restaurants
7. Kalahari (winter)
8. Monks Restaurant
9. Museums
10. Zha Wa Festival (someone misses the native American Indian ceremonial – (13)

Where do YOU go to hang out on weekends? (186 responses)

(Negative comments i.e. too busy, expensive, not much for kids; positive: feels safe, good variety)

1. Anywhere near the water
2. Locals avoid downtown during tourist season because it’s too crowded, expensive
3. Those who brave downtown go for drinks, dinner and shopping

Wisconsin Dells best assets? (573 responses)

1. Water Parks (223 of 573)
2. River scenery, natural rock and sandstone formations (204 of 573)
3. Shopping and Dining (75 shopping, 71 dining)

What are 3 biggest community challenges for The Dells/Lake Delton? (474 responses)

1. Traffic/transportation issues, inadequate and no free parking
2. Economics – deterioration, lack of quality and culture (tacky junk/t-shirt shops)
3. Seasonal water park type tourists only – need fall, winter and spring attractions

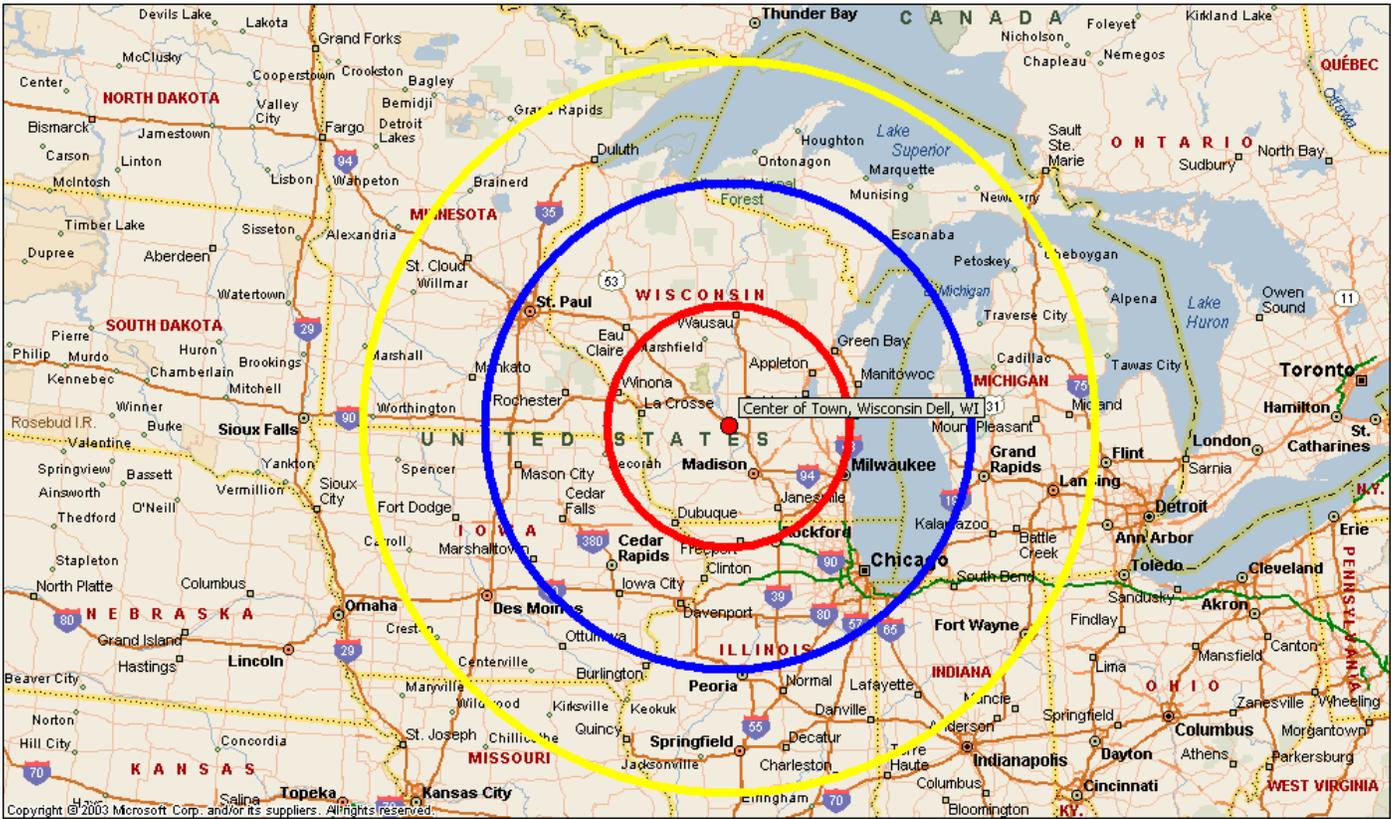
What could be done locally to attract more people to spend their time and money? (458 responses)

1. What is there to do during the fall and winter months?
2. Offer coupons/discounts/loyalty freebies, i.e. a free night's stay with purchase of 3 nights, tickets to events
3. Increase advertising of family friendly options/adventures besides water parks, athletic competitions, i.e. swimming, running, boating, etc.
4. Restore historic beauty and culture, bring in theatre, music and arts
5. Clean up downtown area, offer incentives to bring back pride of ownership, curb appeal, make it inviting
6. Develop bike and snowmobile trails, walking paths, benches and free parking
7. Host/Invite FREE Arts and Crafts fairs, Beading events, Culinary events, i.e. "taste of Wisconsin", wine tasting
8. Offer free trolley (in congested areas) during summer months or free with hotel booking, etc.
9. Free Wi-Fi, incentives to shop owners for eco-friendly culture
10. Develop longer "River Walk" trails and wider roads to allow easier access and parking

What should Wisconsin Dells and Lake Delton be known for? Image outsiders should have of the two communities? (489 responses) If it's surrounded by rivers and lakes then why are there so many water parks?

1. Water recreation, water parks
2. Family Friendly outdoor activities
3. Natural beauty and history

Prepared For: Destination Development
Project 1723224
100, 200 and 300 Mile Radii





Demographic and Income Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 5 mile radius

Latitude: 43.62764
 Longitude: -89.77222

Summary	Census 2010	2012	2017
Population	8,838	8,841	8,865
Households	3,738	3,721	3,771
Families	2,270	2,249	2,259
Average Household Size	2.31	2.33	2.30
Owner Occupied Housing Units	2,426	2,356	2,403
Renter Occupied Housing Units	1,312	1,365	1,368
Median Age	40.8	41.3	42.4
Trends: 2012 - 2017 Annual Rate	Area	State	National
Population	0.05%	0.42%	0.68%
Households	0.27%	0.59%	0.74%
Families	0.09%	0.43%	0.72%
Owner HHs	0.40%	0.68%	0.91%
Median Household Income	3.26%	2.81%	2.55%

Households by Income	2012		2017	
	Number	Percent	Number	Percent
<\$15,000	519	13.9%	495	13.1%
\$15,000 - \$24,999	449	12.1%	348	9.2%
\$25,000 - \$34,999	485	13.0%	441	11.7%
\$35,000 - \$49,999	619	16.6%	533	14.1%
\$50,000 - \$74,999	760	20.4%	852	22.6%
\$75,000 - \$99,999	374	10.1%	465	12.3%
\$100,000 - \$149,999	314	8.4%	378	10.0%
\$150,000 - \$199,999	122	3.3%	161	4.3%
\$200,000+	79	2.1%	98	2.6%
Median Household Income	\$43,684		\$51,279	
Average Household Income	\$57,451		\$65,218	
Per Capita Income	\$24,195		\$27,730	

Population by Age	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	518	5.9%	513	5.8%	510	5.8%
5 - 9	457	5.2%	452	5.1%	447	5.0%
10 - 14	456	5.2%	448	5.1%	449	5.1%
15 - 19	528	6.0%	502	5.7%	478	5.4%
20 - 24	687	7.8%	693	7.8%	634	7.2%
25 - 34	1,172	13.3%	1,180	13.3%	1,178	13.3%
35 - 44	1,038	11.7%	1,008	11.4%	981	11.1%
45 - 54	1,345	15.2%	1,306	14.8%	1,203	13.6%
55 - 64	1,228	13.9%	1,276	14.4%	1,331	15.0%
65 - 74	804	9.1%	855	9.7%	1,023	11.5%
75 - 84	446	5.0%	441	5.0%	457	5.2%
85+	159	1.8%	167	1.9%	173	2.0%

Race and Ethnicity	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
White Alone	7,939	89.8%	7,898	89.3%	7,775	87.7%
Black Alone	55	0.6%	61	0.7%	84	0.9%
American Indian Alone	297	3.4%	309	3.5%	334	3.8%
Asian Alone	110	1.2%	113	1.3%	126	1.4%
Pacific Islander Alone	3	0.0%	3	0.0%	3	0.0%
Some Other Race Alone	292	3.3%	308	3.5%	370	4.2%
Two or More Races	141	1.6%	148	1.7%	174	2.0%
Hispanic Origin (Any Race)	743	8.4%	775	8.8%	908	10.2%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.

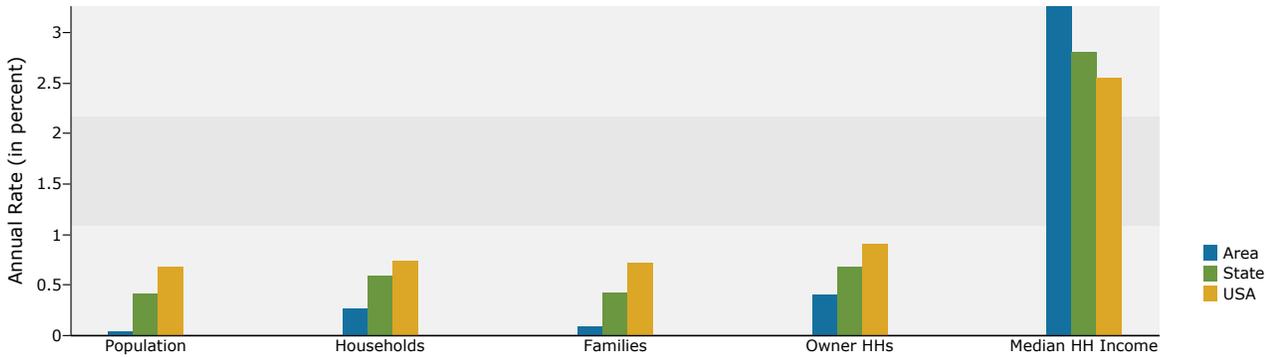


Demographic and Income Profile

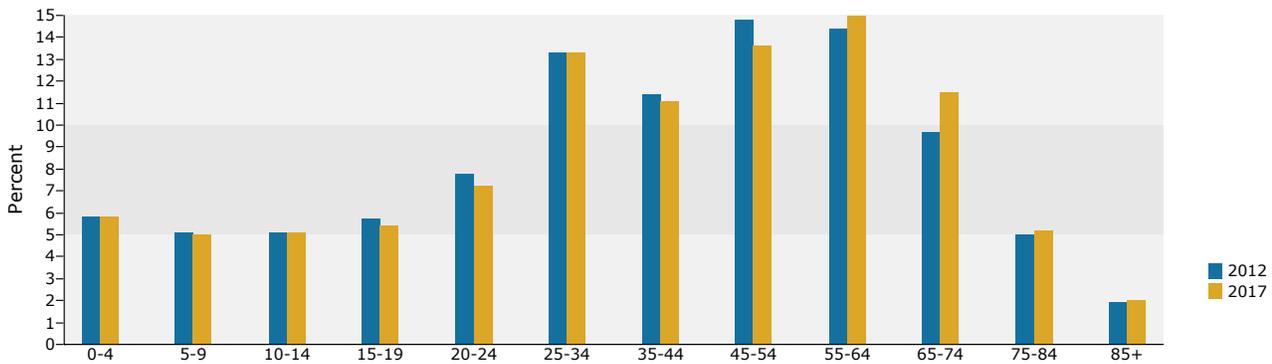
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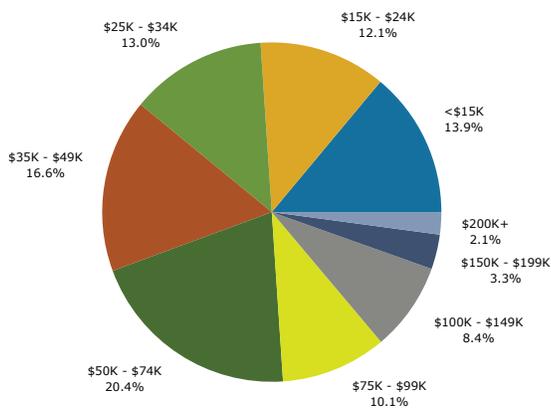
Trends 2012-2017



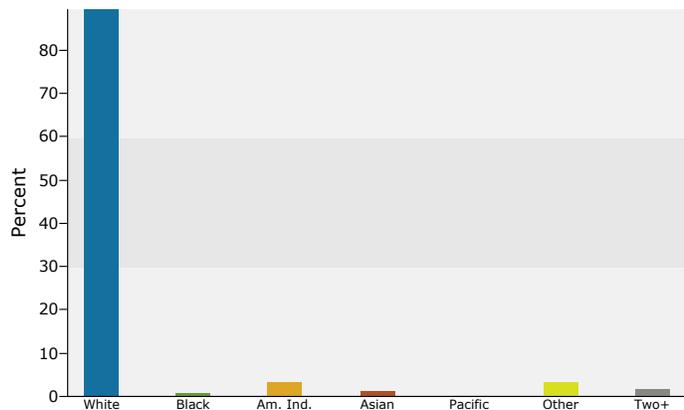
Population by Age



2012 Household Income



2012 Population by Race



2012 Percent Hispanic Origin: 8.8%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 10 mile radius

Latitude: 43.62764
 Longitude: -89.77222

Summary	Census 2010	2012	2017
Population	18,512	18,574	18,732
Households	7,575	7,560	7,706
Families	5,002	4,975	5,035
Average Household Size	2.42	2.43	2.40
Owner Occupied Housing Units	5,580	5,469	5,605
Renter Occupied Housing Units	1,995	2,092	2,101
Median Age	42.9	43.4	44.6
Trends: 2012 - 2017 Annual Rate	Area	State	National
Population	0.17%	0.42%	0.68%
Households	0.38%	0.59%	0.74%
Families	0.24%	0.43%	0.72%
Owner HHs	0.49%	0.68%	0.91%
Median Household Income	2.33%	2.81%	2.55%

Households by Income	2012		2017	
	Number	Percent	Number	Percent
<\$15,000	887	11.7%	846	11.0%
\$15,000 - \$24,999	848	11.2%	677	8.8%
\$25,000 - \$34,999	891	11.8%	783	10.2%
\$35,000 - \$49,999	1,303	17.2%	1,139	14.8%
\$50,000 - \$74,999	1,672	22.1%	1,912	24.8%
\$75,000 - \$99,999	898	11.9%	1,094	14.2%
\$100,000 - \$149,999	711	9.4%	822	10.7%
\$150,000 - \$199,999	232	3.1%	294	3.8%
\$200,000+	119	1.6%	140	1.8%
Median Household Income	\$47,722		\$53,552	
Average Household Income	\$59,108		\$65,277	
Per Capita Income	\$24,216		\$27,027	

Population by Age	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	995	5.4%	990	5.3%	990	5.3%
5 - 9	991	5.4%	982	5.3%	976	5.2%
10 - 14	1,104	6.0%	1,089	5.9%	1,098	5.9%
15 - 19	1,141	6.2%	1,086	5.8%	1,036	5.5%
20 - 24	1,148	6.2%	1,160	6.2%	1,060	5.7%
25 - 34	2,117	11.4%	2,143	11.5%	2,151	11.5%
35 - 44	2,251	12.2%	2,197	11.8%	2,141	11.4%
45 - 54	3,063	16.5%	2,975	16.0%	2,754	14.7%
55 - 64	2,782	15.0%	2,902	15.6%	3,043	16.2%
65 - 74	1,759	9.5%	1,878	10.1%	2,258	12.1%
75 - 84	879	4.7%	874	4.7%	912	4.9%
85+	282	1.5%	298	1.6%	312	1.7%

Race and Ethnicity	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
White Alone	16,923	91.4%	16,904	91.0%	16,817	89.8%
Black Alone	99	0.5%	110	0.6%	147	0.8%
American Indian Alone	677	3.7%	704	3.8%	766	4.1%
Asian Alone	157	0.8%	162	0.9%	182	1.0%
Pacific Islander Alone	3	0.0%	3	0.0%	3	0.0%
Some Other Race Alone	394	2.1%	416	2.2%	498	2.7%
Two or More Races	259	1.4%	275	1.5%	318	1.7%
Hispanic Origin (Any Race)	1,004	5.4%	1,048	5.6%	1,227	6.6%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.

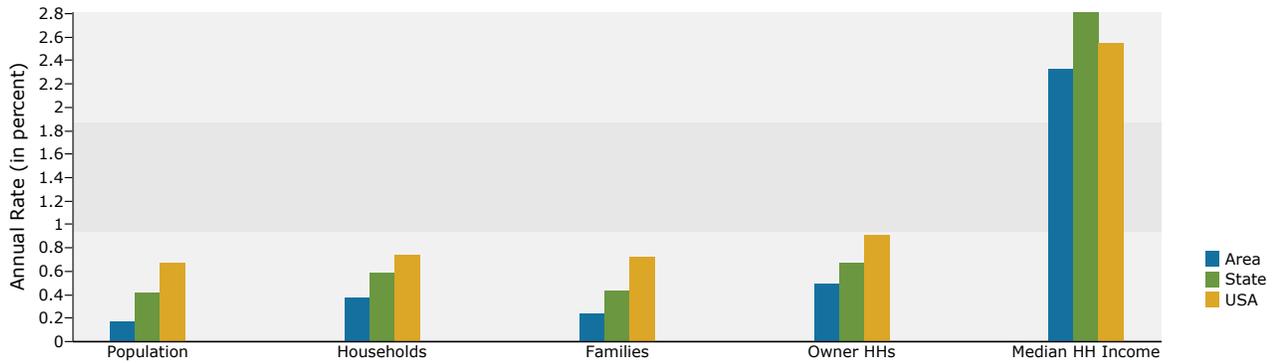


Demographic and Income Profile

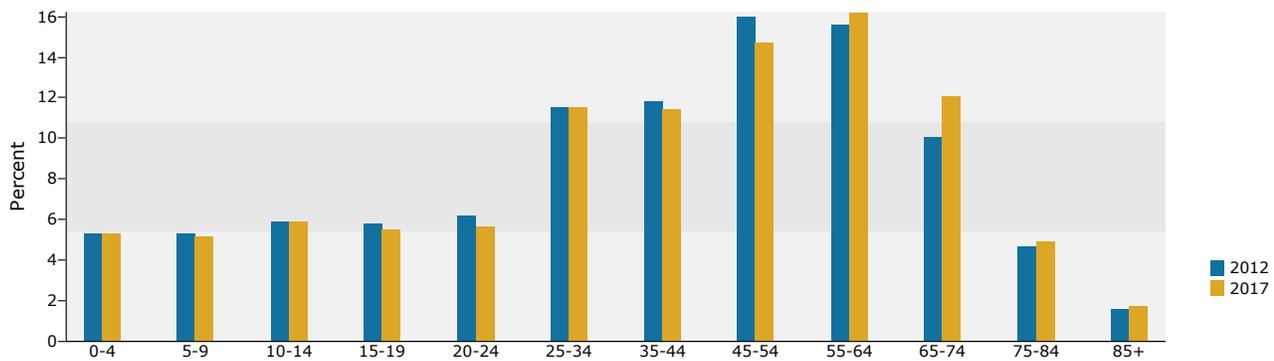
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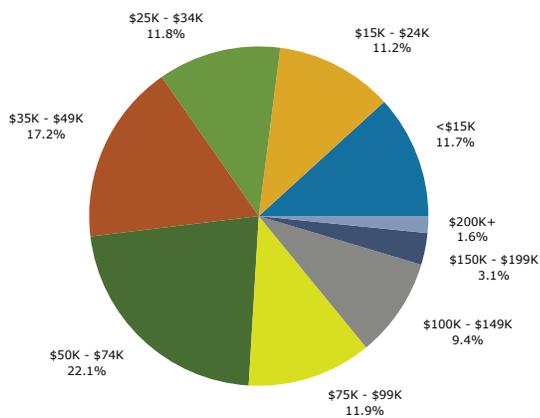
Trends 2012-2017



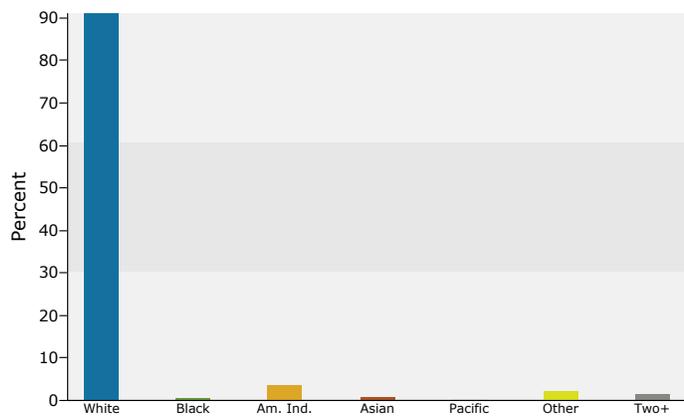
Population by Age



2012 Household Income



2012 Population by Race



2012 Percent Hispanic Origin: 5.6%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

Latitude: 43.62764
 Longitude: -89.77222

Summary	Census 2010	2012	2017
Population	161,607	163,418	166,860
Households	64,903	65,381	67,469
Families	43,110	43,285	44,345
Average Household Size	2.41	2.42	2.39
Owner Occupied Housing Units	48,133	47,572	49,297
Renter Occupied Housing Units	16,770	17,809	18,172
Median Age	42.0	42.5	43.2
Trends: 2012 - 2017 Annual Rate	Area	State	National
Population	0.42%	0.42%	0.68%
Households	0.63%	0.59%	0.74%
Families	0.49%	0.43%	0.72%
Owner HHs	0.71%	0.68%	0.91%
Median Household Income	2.77%	2.81%	2.55%

Households by Income	2012		2017	
	Number	Percent	Number	Percent
<\$15,000	8,217	12.6%	7,988	11.8%
\$15,000 - \$24,999	7,725	11.8%	6,145	9.1%
\$25,000 - \$34,999	7,430	11.4%	6,308	9.3%
\$35,000 - \$49,999	11,660	17.8%	10,456	15.5%
\$50,000 - \$74,999	14,270	21.8%	16,374	24.3%
\$75,000 - \$99,999	7,872	12.0%	10,169	15.1%
\$100,000 - \$149,999	5,762	8.8%	6,937	10.3%
\$150,000 - \$199,999	1,536	2.3%	2,055	3.0%
\$200,000+	910	1.4%	1,039	1.5%
Median Household Income	\$46,086		\$52,836	
Average Household Income	\$57,095		\$63,446	
Per Capita Income	\$23,249		\$26,065	

Population by Age	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	9,474	5.9%	9,528	5.8%	9,670	5.8%
5 - 9	9,840	6.1%	9,867	6.0%	9,975	6.0%
10 - 14	10,429	6.5%	10,351	6.3%	10,583	6.3%
15 - 19	9,847	6.1%	9,464	5.8%	9,149	5.5%
20 - 24	7,984	4.9%	8,182	5.0%	7,640	4.6%
25 - 34	18,884	11.7%	19,318	11.8%	19,718	11.8%
35 - 44	20,956	13.0%	20,587	12.6%	20,356	12.2%
45 - 54	26,060	16.1%	25,529	15.6%	23,967	14.4%
55 - 64	21,899	13.6%	23,058	14.1%	24,362	14.6%
65 - 74	14,220	8.8%	15,295	9.4%	18,519	11.1%
75 - 84	8,375	5.2%	8,407	5.1%	8,872	5.3%
85+	3,639	2.3%	3,832	2.3%	4,048	2.4%

Race and Ethnicity	Census 2010		2012		2017	
	Number	Percent	Number	Percent	Number	Percent
White Alone	153,028	94.7%	154,306	94.4%	156,182	93.6%
Black Alone	2,226	1.4%	2,431	1.5%	2,969	1.8%
American Indian Alone	1,638	1.0%	1,701	1.0%	1,865	1.1%
Asian Alone	849	0.5%	893	0.5%	1,034	0.6%
Pacific Islander Alone	48	0.0%	50	0.0%	64	0.0%
Some Other Race Alone	1,969	1.2%	2,070	1.3%	2,459	1.5%
Two or More Races	1,850	1.1%	1,967	1.2%	2,286	1.4%
Hispanic Origin (Any Race)	5,396	3.3%	5,667	3.5%	6,627	4.0%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.

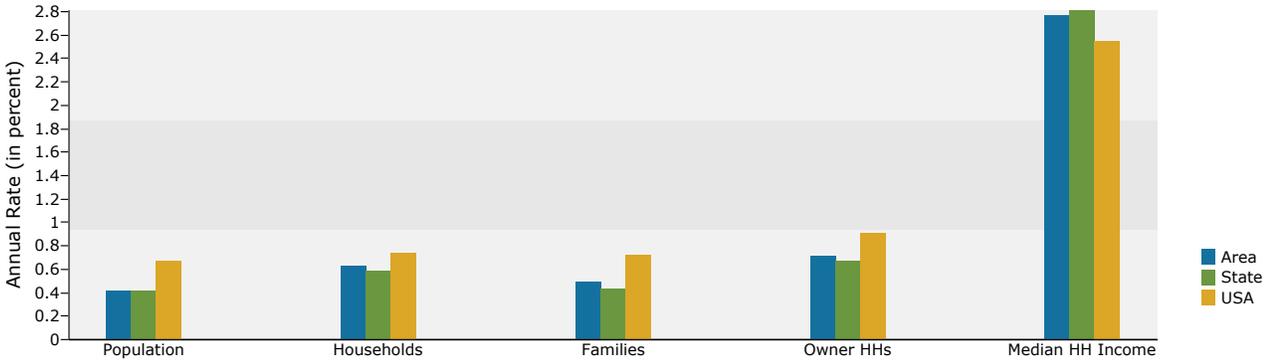


Demographic and Income Profile

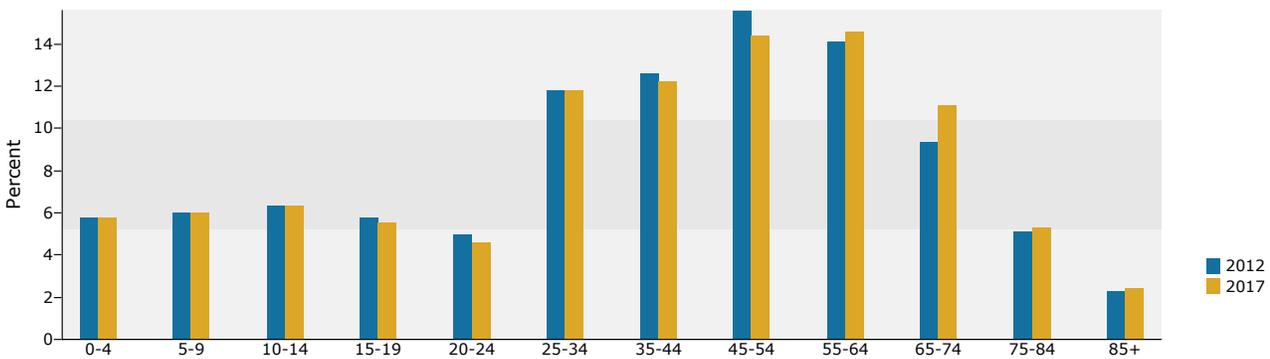
Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

Latitude: 43.62764
 Longitude: -89.77222

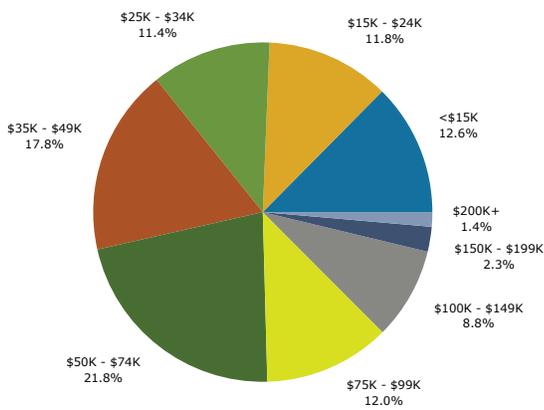
Trends 2012-2017



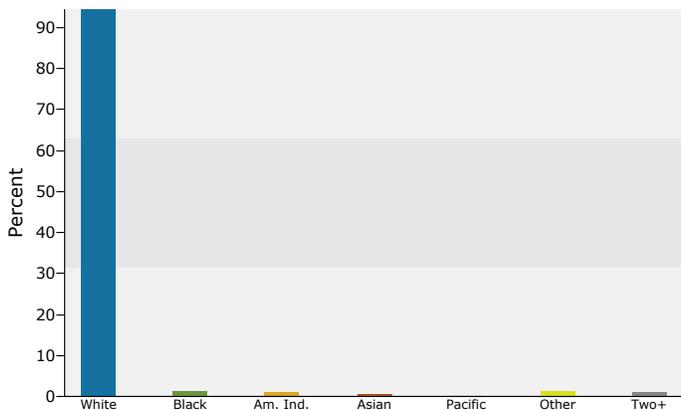
Population by Age



2012 Household Income



2012 Population by Race



2012 Percent Hispanic Origin: 3.5%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 5 mile radius

Latitude: 43.62764
 Longitude: -89.77222

	5 miles	10 miles	30 miles
Census 2010 Summary			
Population	8,838	18,512	161,607
Households	3,738	7,575	64,903
Families	2,270	5,002	43,110
Average Household Size	2.31	2.42	2.41
Owner Occupied Housing Units	2,426	5,580	48,133
Renter Occupied Housing Units	1,312	1,995	16,770
Median Age	40.8	42.9	42.0
2012 Summary			
Population	8,841	18,574	163,418
Households	3,721	7,560	65,381
Families	2,249	4,975	43,285
Average Household Size	2.33	2.43	2.42
Owner Occupied Housing Units	2,356	5,469	47,572
Renter Occupied Housing Units	1,365	2,092	17,809
Median Age	41.3	43.4	42.5
Median Household Income	\$43,684	\$47,722	\$46,086
Average Household Income	\$57,451	\$59,108	\$57,095
2017 Summary			
Population	8,865	18,732	166,860
Households	3,771	7,706	67,469
Families	2,259	5,035	44,345
Average Household Size	2.30	2.40	2.39
Owner Occupied Housing Units	2,403	5,605	49,297
Renter Occupied Housing Units	1,368	2,101	18,172
Median Age	42.4	44.6	43.2
Median Household Income	\$51,279	\$53,552	\$52,836
Average Household Income	\$65,218	\$65,277	\$63,446
Trends: 2012-2017 Annual Rate			
Population	0.06%	0.17%	0.42%
Households	0.27%	0.38%	0.63%
Families	0.09%	0.24%	0.49%
Owner Households	0.40%	0.49%	0.71%
Median Household Income	3.26%	2.33%	2.77%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

Latitude: 43.62764
 Longitude: -89.77222

2012 Households by Income	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	519	13.9%	887	11.7%	8,217	12.6%
\$15,000 - \$24,999	449	12.1%	848	11.2%	7,725	11.8%
\$25,000 - \$34,999	485	13.0%	891	11.8%	7,430	11.4%
\$35,000 - \$49,999	619	16.6%	1,303	17.2%	11,660	17.8%
\$50,000 - \$74,999	760	20.4%	1,672	22.1%	14,270	21.8%
\$75,000 - \$99,999	374	10.1%	898	11.9%	7,872	12.0%
\$100,000 - \$149,999	314	8.4%	711	9.4%	5,762	8.8%
\$150,000 - \$199,000	122	3.3%	232	3.1%	1,536	2.3%
\$200,000+	79	2.1%	119	1.6%	910	1.4%
Median Household Income	\$43,684		\$47,722		\$46,086	
Average Household Income	\$57,451		\$59,108		\$57,095	
Per Capita Income	\$24,195		\$24,216		\$23,249	

2017 Households by Income	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
<\$15,000	495	13.1%	846	11.0%	7,988	11.8%
\$15,000 - \$24,999	348	9.2%	677	8.8%	6,145	9.1%
\$25,000 - \$34,999	441	11.7%	783	10.2%	6,308	9.3%
\$35,000 - \$49,999	533	14.1%	1,139	14.8%	10,456	15.5%
\$50,000 - \$74,999	852	22.6%	1,912	24.8%	16,374	24.3%
\$75,000 - \$99,999	465	12.3%	1,094	14.2%	10,169	15.1%
\$100,000 - \$149,999	378	10.0%	822	10.7%	6,937	10.3%
\$150,000 - \$199,000	161	4.3%	294	3.8%	2,055	3.0%
\$200,000+	98	2.6%	140	1.8%	1,039	1.5%
Median Household Income	\$51,279		\$53,552		\$52,836	
Average Household Income	\$65,218		\$65,277		\$63,446	
Per Capita Income	\$27,730		\$27,027		\$26,065	

Data Note: Income is expressed in current dollars.
Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

Latitude: 43.62764
 Longitude: -89.77222

2010 Population by Age	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	518	5.9%	995	5.4%	9,474	5.9%
Age 5 - 9	457	5.2%	991	5.4%	9,840	6.1%
Age 10 - 14	456	5.2%	1,104	6.0%	10,429	6.5%
Age 15 - 19	528	6.0%	1,141	6.2%	9,847	6.1%
Age 20 - 24	687	7.8%	1,148	6.2%	7,984	4.9%
Age 25 - 34	1,172	13.3%	2,117	11.4%	18,884	11.7%
Age 35 - 44	1,038	11.7%	2,251	12.2%	20,956	13.0%
Age 45 - 54	1,345	15.2%	3,063	16.5%	26,060	16.1%
Age 55 - 64	1,228	13.9%	2,782	15.0%	21,899	13.6%
Age 65 - 74	804	9.1%	1,759	9.5%	14,220	8.8%
Age 75 - 84	446	5.0%	879	4.7%	8,375	5.2%
Age 85+	159	1.8%	282	1.5%	3,639	2.3%

2012 Population by Age	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	513	5.8%	990	5.3%	9,528	5.8%
Age 5 - 9	452	5.1%	982	5.3%	9,867	6.0%
Age 10 - 14	448	5.1%	1,089	5.9%	10,351	6.3%
Age 15 - 19	502	5.7%	1,086	5.8%	9,464	5.8%
Age 20 - 24	693	7.8%	1,160	6.2%	8,182	5.0%
Age 25 - 34	1,180	13.3%	2,143	11.5%	19,318	11.8%
Age 35 - 44	1,008	11.4%	2,197	11.8%	20,587	12.6%
Age 45 - 54	1,306	14.8%	2,975	16.0%	25,529	15.6%
Age 55 - 64	1,276	14.4%	2,902	15.6%	23,058	14.1%
Age 65 - 74	855	9.7%	1,878	10.1%	15,295	9.4%
Age 75 - 84	441	5.0%	874	4.7%	8,407	5.1%
Age 85+	167	1.9%	298	1.6%	3,832	2.3%

2017 Population by Age	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
Age 0 - 4	510	5.8%	990	5.3%	9,670	5.8%
Age 5 - 9	447	5.0%	976	5.2%	9,975	6.0%
Age 10 - 14	449	5.1%	1,098	5.9%	10,583	6.3%
Age 15 - 19	478	5.4%	1,036	5.5%	9,149	5.5%
Age 20 - 24	634	7.2%	1,060	5.7%	7,640	4.6%
Age 25 - 34	1,178	13.3%	2,151	11.5%	19,718	11.8%
Age 35 - 44	981	11.1%	2,141	11.4%	20,356	12.2%
Age 45 - 54	1,203	13.6%	2,754	14.7%	23,967	14.4%
Age 55 - 64	1,331	15.0%	3,043	16.2%	24,362	14.6%
Age 65 - 74	1,023	11.5%	2,258	12.1%	18,519	11.1%
Age 75 - 84	457	5.2%	912	4.9%	8,872	5.3%
Age 85+	173	2.0%	312	1.7%	4,048	2.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

Latitude: 43.62764
 Longitude: -89.77222

2010 Race and Ethnicity	5 miles		10 miles		30 miles	
	Number	Percent	Number	Percent	Number	Percent
White Alone	7,939	89.8%	16,923	91.4%	153,028	94.7%
Black Alone	55	0.6%	99	0.5%	2,226	1.4%
American Indian Alone	297	3.4%	677	3.7%	1,638	1.0%
Asian Alone	110	1.2%	157	0.8%	849	0.5%
Pacific Islander Alone	3	0.0%	3	0.0%	48	0.0%
Some Other Race Alone	292	3.3%	394	2.1%	1,969	1.2%
Two or More Races	141	1.6%	259	1.4%	1,850	1.1%
Hispanic Origin (Any Race)	743	8.4%	1,004	5.4%	5,396	3.3%

2012 Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	7,898	89.3%	16,904	91.0%	154,306	94.4%
Black Alone	61	0.7%	110	0.6%	2,431	1.5%
American Indian Alone	309	3.5%	704	3.8%	1,701	1.0%
Asian Alone	113	1.3%	162	0.9%	893	0.5%
Pacific Islander Alone	3	0.0%	3	0.0%	50	0.0%
Some Other Race Alone	308	3.5%	416	2.2%	2,070	1.3%
Two or More Races	148	1.7%	275	1.5%	1,967	1.2%
Hispanic Origin (Any Race)	775	8.8%	1,049	5.6%	5,667	3.5%

2017 Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	7,775	87.7%	16,817	89.8%	156,182	93.6%
Black Alone	84	0.9%	147	0.8%	2,969	1.8%
American Indian Alone	334	3.8%	766	4.1%	1,865	1.1%
Asian Alone	126	1.4%	182	1.0%	1,034	0.6%
Pacific Islander Alone	3	0.0%	3	0.0%	64	0.0%
Some Other Race Alone	370	4.2%	498	2.7%	2,459	1.5%
Two or More Races	174	2.0%	318	1.7%	2,286	1.4%
Hispanic Origin (Any Race)	907	10.2%	1,226	6.5%	6,627	4.0%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



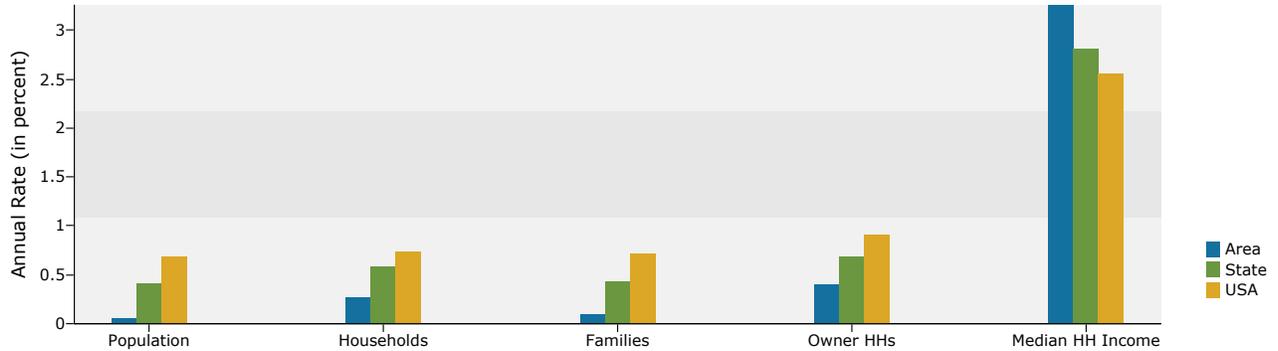
Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

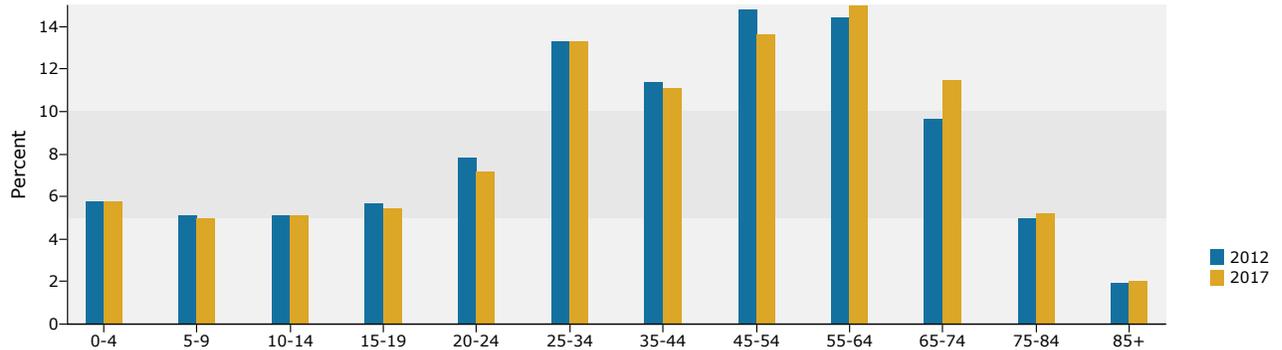
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 Longitude: -89.77222

5 miles

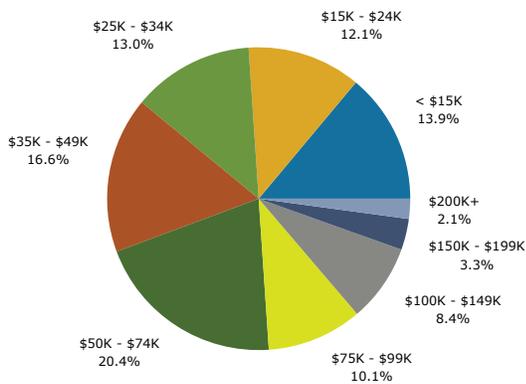
Trends 2012-2017



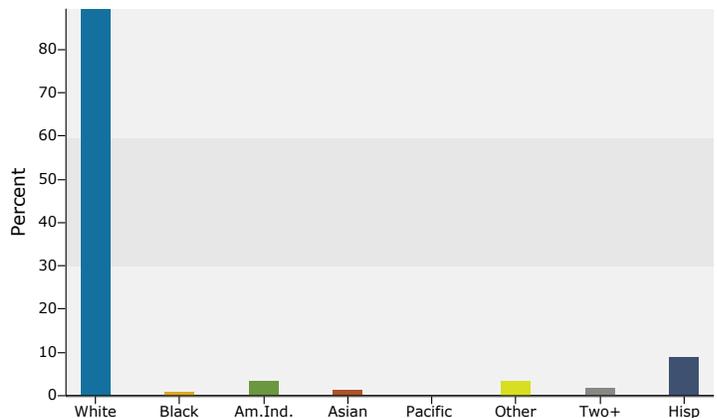
Population by Age



2012 Household Income



2012 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



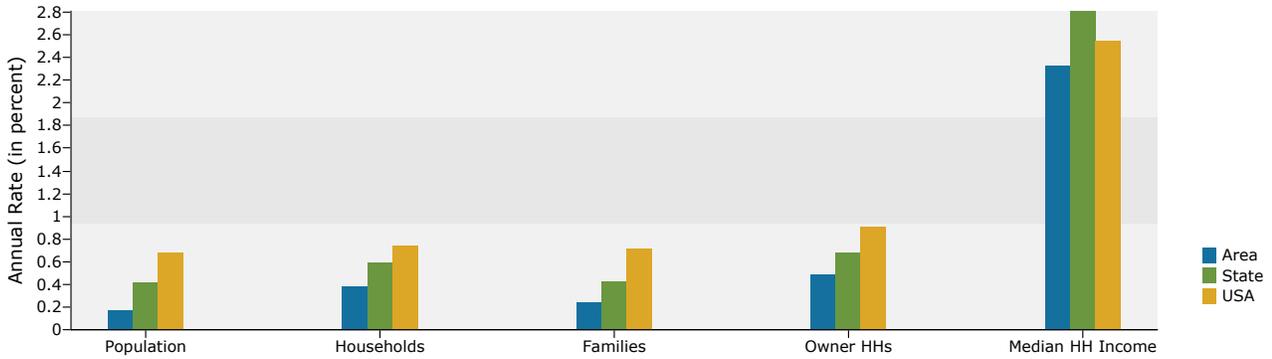
Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 10 mile radius

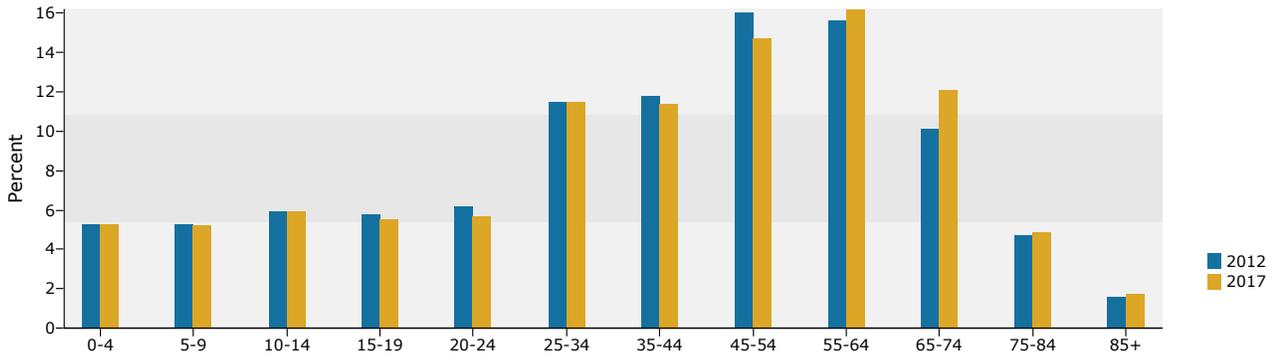
Latitude: 43.62764
 Longitude: -89.77222

10 miles

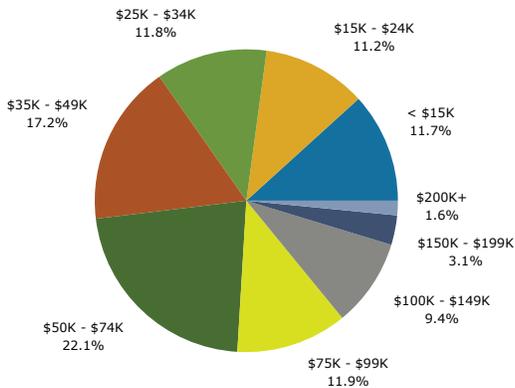
Trends 2012-2017



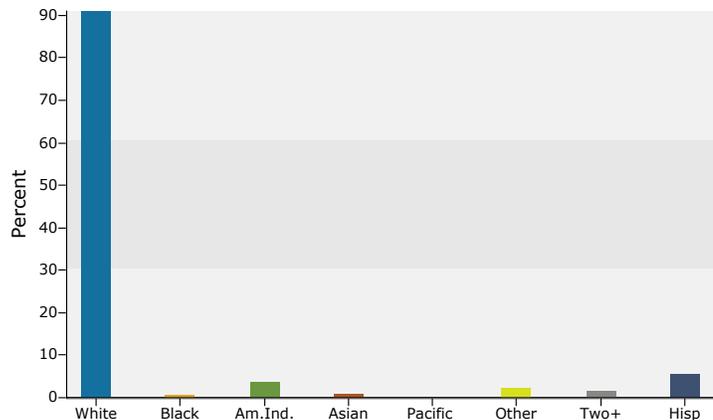
Population by Age



2012 Household Income



2012 Population by Race



Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



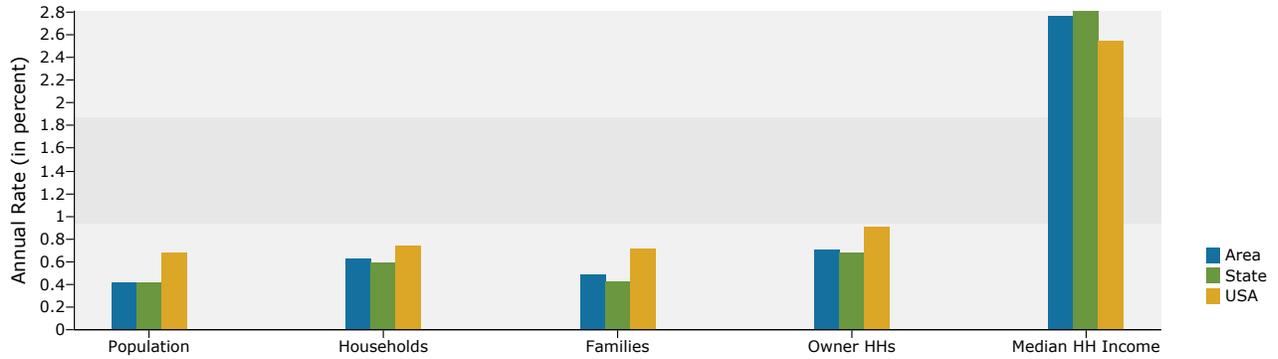
Demographic and Income Comparison Profile

Broadway and Elm St, Wisconsin Dells, WI, 53965_1
 Broadway & Elm St, Wisconsin Dells, WI, 53965
 Ring: 30 mile radius

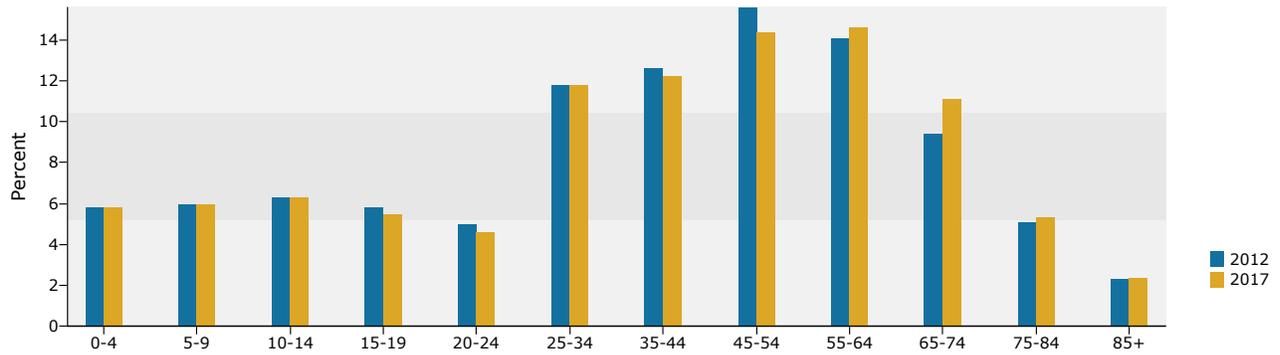
Latitude: 43.62764
 Longitude: -89.77222

30 miles

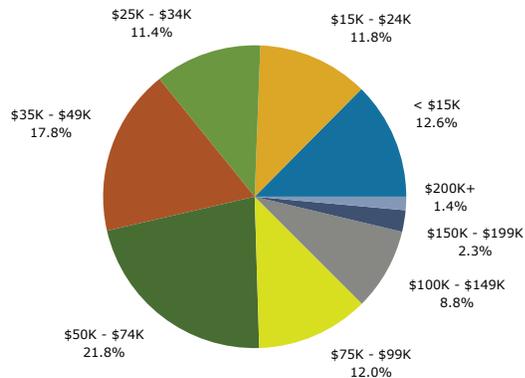
Trends 2012-2017



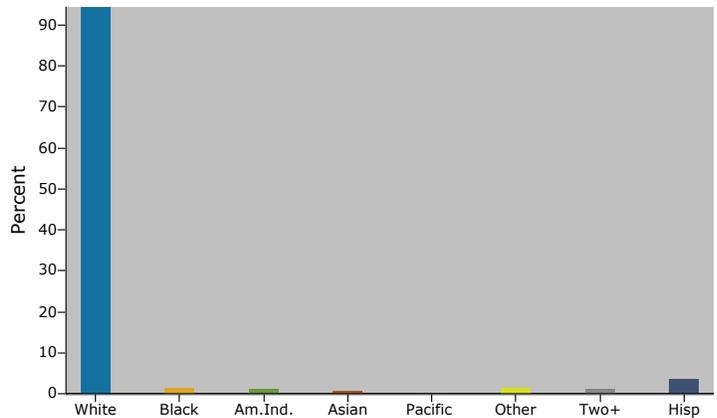
Population by Age



2012 Household Income



2012 Population by Race

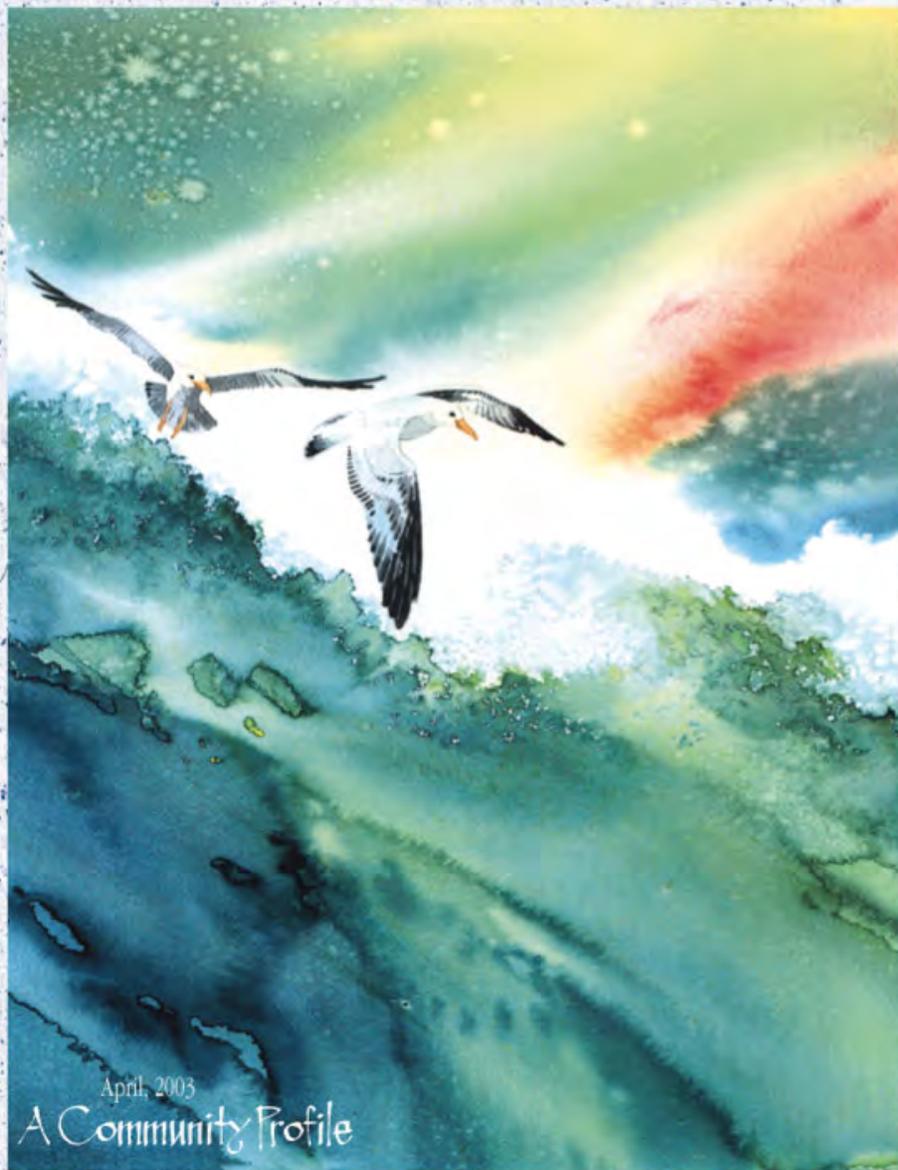


Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017.



OCEAN SHORES

Washington's beautiful oceanside community



April, 2003
A Community Profile

Washington's Beautiful Oceanside Resort Community

Ocean Shores is a 6,000 acre (9.3 square miles) peninsula at the mouth of Grays Harbor, the only deep water port on the Pacific coast north of San Francisco. Ocean Shores was originally developed in 1960 and is one of Washington's most popular retirement/resort destinations. In Ocean Shores you'll find 6 miles of sandy beaches which extend north of town 15 miles, all the way to Madripis. The city also enjoys 23 miles of interconnecting lakes and canals, and 12 miles of scenic hayside properties. There are 1,459 overnight accommodations available and most are on the ocean with fireplaces, swimming pools, spas, and full kitchens. The Ocean Shores Convention Center is available for meetings of all sorts, and hosts numerous public events year round.

Recreational opportunities include world class bird watching, exploration of our 1,226 acre Wildlife Reserve and Protection Island, year round fresh water, salt water and surf fishing, clamming (in season), whale watching, camping at Ocean City State Park, kite flying, sandcastle building, moped rentals, horseback riding on the beach, beachcombing, and every visitor's favorite pastime; simply walking on the beach. With 123 miles of roads, exploring Ocean Shores is quite an adventure whether by car or bicycle. Wildlife is abundant and viewing deer, blue heron, seals, pelicans, etc., from just a few feet is common place. While here, you'll want to hop on board the MV Matador (in season), the passenger ferry which shuttles visitors between the Ocean Shores Marina and Westport, just across the bay. The 30 minute ride is pleasurable and is often just the vehicle from which to see whales enter the harbor. You'll also enjoy our 18 hole championship golf course, and our wonderful little shops and terrific restaurants throughout town.

The fall, winter, and early spring months are set aside for pure relaxation and romantic interludes where you can relax in front of a roaring fire curled up with a good book while winter storms and



Population*

Washington.....	6,041,700
Grays Harbor County ...	68,400
Ocean Shores	3,930

Washington remains one of the fastest growing states in the nation. Several cities throughout Washington have been consistently rated among the best in the U.S. in which to live. Many factors include cost of living, property values, taxes, employment, weather, education, clean air, natural beauty and overall quality of life.

*Wa. State Office of Fiscal Mgmt.

Distances (miles)

Aberdeen	23
Bellingham.....	216
Chehalis	80
Ellensburg.....	221
Everett.....	157
Olympia.....	72
Port Angeles	143
Portland	165
Pullman.....	399
Seattle	132
Spokane	391
Tacoma	102
Tri-Cities.....	305
Yakima	226

crashing waves rage outside your window. You'll also want to take a romantic walk on the beach, all bundled up with the pounding surf at your feet. While here you mustn't forget to visit the North Jetty where wildlife is abundant, and huge waves crash against the rocks creating enormous volumes of sea spray. The Jetty is also one of the best locations to view incredible sunsets, which reminds us: don't forget your camera.

The ocean's calling you...
Answer the call, for a day or a lifetime.

Special Events 2003

- Fine Arts & Photography ShowApr. 11-13
- Marble Tournament.....Apr. 19
- Ocean Shores Policeman's Ball.....Apr. 26
- Festival of Colors Craft Show.....May 2-4
- International Kite Challenge.....June 7
- Flag Day Parade & Dance.....June 14
- AMC Classic Car Show
- Sand & Sawdust Festival.....June 27-29
- Sun & Surf Run (HOGS).....July 25-27
- Ramage Rod Fun Run
- Associated Arts & Crafts Bazaar.....Sept. 5-7
- Seattle International Pirates Jamboree.....Sept. 13
- PT Cruisers Car Show
- Ocean Shores Chamber Auction
- Whale of a Quilt Show
- 21st Dixieland Jazz Festival.....Nov. 7-9
- Winter Fantasea Bazaar.....Nov. 28-30
- 10th Annual Christmas Cantata

OCEAN SHORES



Statistical Overview of Ocean Shores - Business & Industry

Lodging Revenues

The following chart shows lodging revenues by major seasonal 3-month periods – (five year average 1998-2002)



Visitor Counts

1998	2,788,342
1999	2,830,000
2000	2,899,877
2001	3,012,960
2002	2,943,204

The city averages between 2.8 and 3.2 million visitors annually. The number of visitors to Ocean Shores is determined using Washington State Dept. of Transportation formulas. Vehicle counts are maintained by the City's Public Works Department at the two entrance roads to the city.

Visitor Information Requests

As one of Washington's most visited destination cities, the Ocean Shores Chamber of Commerce receives a walk-in or telephone request for information an average of one every three minutes, year round. The following chart shows the number of requests received in each of the past five years. With a new comprehensive website (approximately 55-pages), the number of info. request calls has decreased. www.oceanshores.org

1998	56,344
1999	46,888
2000	46,258
2001	42,368
2002	38,287

Lodging Tax Revenues

1998	764,433
1999	710,340
2000	881,346
2001	783,692
2002	764,668

Lodging taxes include a portion of the state sales tax (2% of the total lodging cost) plus an "add-on" tax of 3% levied on overnight stays in Ocean Shores. The funds are used for the promotion and development of tourism.

New Construction (Assessed valuation)

1998	20,276,070
1999	12,315,735
2000	12,183,239
2001	13,188,929
2002	12,031,751

Sales Tax Revenues

1998	529,497
1999	712,258
2000	594,391
2001	559,334
2002	559,339

Website unique visits*

2001	94,646
2002	130,757

*www.oceanshores.org - Ocean Shores Chamber of Commerce

New Permit Valuations

1998	11,949,429
1999	15,426,436
2000	17,195,811
2001	17,553,347
2002	17,269,959

2003 Property Tax Levy

Grays Harbor County	\$1,8000
Port of Grays Harbor	.4411
North Beach Schools	2.5327
State Schools	2.8118
City of Ocean Shores	
Basic	2.8332
EMS Levy	2497
Street Bond (95-96)	4400
Special Water/Sewer Levy	2.2961
Total City of Ocean Shores	5.8190

Total Levy \$13.4046
Per \$1,000 of assessed valuation

Property taxes in Ocean Shores are one of the lowest in Grays Harbor County and among the lowest in Western Washington. The 2003 total property tax rate is \$13.4046 per \$1,000 of assessed value. The total assessed valuation of Ocean Shores for 2003 is \$577,615,322; second to only Aberdeen of the nine incorporated cities in the County.

Building Permits/New Home Starts

Year	No. Permits	Home starts
1998	394	77
1999	389	85
2000	379	88
2001	351	88
2002	374	85

Retail Sales & Services, Business Licenses

	1998		1999		2000		2001		2002		
	BUSINESS LICENSES	GROSS REVENUES	% CHANGE								
Clothing	7	\$716,319	6	\$652,495	6	\$841,869	6	\$907,641	6	\$888,054	-2.2
Contractors-General	147	16,149,473	154	28,966,294	136	13,858,029	154	15,402,135	131	10,881,406	-18.8
Contractors-Sociality	42	1,816,591	43	2,857,897	55	2,713,361	54	2,697,012	64	2,594,397	-6.0
Food-Retail Grocers	5	9,295,985	5	9,966,022	6	11,059,064	6	10,874,225	5	11,831,307	+8.8
Lumber & Bldg. Supplies	3	3,095,358	3	3,228,606	3	3,943,725	3	2,805,501	2	3,066,114	+9.3
Movels & Rentals	64	2,332,026	57	14,425,843	38	14,538,117	51	15,569,314	62	14,852,135	-4.6
Real Estate	8	2,223,547	8	2,052,796	9	2,269,044	8	1,917,947	8	2,518,515	+31.3
Restaurants*	22	7,390,219	23	8,752,786	22	10,370,516	27	9,951,513	23	9,128,310	-8.3
Automotive Services	6	389,317	7	370,264	7	495,986	7	537,188	8	579,163	+7.8
General Retail, Gifts, etc.	61	5,279,058	69	5,385,029	57	6,428,523	63	6,315,476	72	6,780,280	+7.4
Leisure Activities	19	1,901,705	16	2,165,246	19	2,778,380	18	2,680,761	16	2,858,047	+6.6
Barber & Beauty Salons	12	278,118	12	235,068	13	252,571	2	287,409	13	252,422	-12.2
Professional Services	39	4,823,886	43	7,624,475	45	8,259,321	50	8,065,530	49	7,855,142	-2.6
Printing & Advertising	2	198,845	2	152,133	3	165,329	4	172,420	2	155,460	-20.8
Utilities	5	4,926,825	5	5,198,628	5	5,739,079	5	4,982,038	11	2,567,532	-68.5
News Media	2	157,363	2	186,022	2	148,824	2	170,956	3	94,825	-44.5
General Services	81	1,662,486	89	1,535,730	93	1,395,713	109	1,93,492	117	1,887,189	-2.7
TOTALS	525	\$72,630,931	561	\$94,953,275	513	\$84,037,449	597	\$83,264,558	593	\$78,811,368	-5.3

*Gross receipts for restaurants does not include liquor sales. These figures are based on Business & Occupation tax returns to the City of Ocean Shores.

Community Services and Facilities

Schools

The North Beach School District includes Ocean Shores and Pacific Beach Elementary schools. The North Beach Junior/Senior High School is located just northeast of the entrance gates to Ocean Shores. Current district enrollment is 672 students.

Grays Harbor Community College in Aberdeen offers two-year degrees and pre-requisite studies for bachelor degrees.

Washington State University offers a number of degree completion programs through the WSU Learning Center located on the Grays Harbor College Campus.

Library

The Ocean Shores Public Library is City owned and operated with a circulation of more than 61,541 books. Internet access and internet classes are offered to the public. The library was chartered in 1972 and is located next to the Police station on Pt. Brown Avenue.

Churches

Seven churches are located in the immediate Ocean Shores area: Ocean Shores Baptist, St. Jerome Catholic, Ocean Shores Methodist, Galilean Chapel (Lutheran), Latter-Day Saints (JDS/Mormon), Faith Community (Southern Baptist) and Shores Fellowship (Assembly of God).

North Beach Senior Center

Located at 885 Ocean Shores Blvd NW, open seven days a week - offering meals by donation Sun 8:30 to 11 am and Mon-Sat 11:30 to 1:00 pm.

Medical & Dental Services

Ocean Shores medical services include North Beach Chiropractic, a physical therapist, an optometrist (one day a week), dentist, and a pharmacist. The North Beach Clinic, located between Ocean City and Copalis Beach, serves the Ocean Shores and North Beach areas.

The Ocean Shores Dental Clinic is located on Point Brown Avenue and is open Tuesday through Friday from 7:00 am to 5:30 pm.

Harbour Point Shores Retirement and Assisted Living facility - professional, personalized care and services - located at 1020 Carala Avenue SE.

Veterinary Services

The Ocean Shores Animal Health Center is located at the corner of Ocean Shores Boulevard and Barnacle Street. The Center offers full veterinary services.

Police

The Department, located south of the city gates at 577 Pt. Brown Ave. NW, is staffed with a Chief of Police, two Lieutenants, three patrol Sergeants, seven patrol Officers, one Code Enforcement/Animal Control Officer, and two Administrative Records Clerks. Each officer has an assigned vehicle, which are all four-wheel drive with the exception of the Chief's car. Officers are assigned, in addition to patrol, to the Surf Rescue Team, Bicycle Patrol, Special Operations Team, DARE, Fresh Water Patrol Boat, and specific territorial beats within the community. The Code



Internet Access

Ocean Shores offers numerous internet access options including standard dial-up service as well as cable-modem high-speed access.



Enforcement/Animal Control Officer is charged with the enforcement of select zoning ordinances as well as the collection and care for stray domestic animals. The Department's delivery of services is proactive with a Community Policing philosophy. The department has sixty volunteers who staff several programs such as property watch, night business district patrol, office support, boat patrols, and summer beach information trailer. Patrols are provided on a 24-hour basis and are dispatched by a consolidated Enhanced 911 center.

Surf Rescue

We have a Surf Rescue Team consisting of police and fire personnel who respond to any calls involving emergency problems related to our rip currents in the ocean.

Fire & Emergency Care

The Fire department, located at 676 Point Brown Avenue NE, is staffed by ten career and 24 paid-call personnel. The station is manned 24 hours a day by a minimum of two on-duty personnel with 9-1-1 emergency number access. Twelve *Volunteers in Prevention* help perform business life safety inspections and staff the office. Fire protection is provided by two fire engines, one 85-foot aerial platform, and a brush engine. An automatic aid agreement with Grays Harbor Fire District #7 provides additional assistance. Fire insurance ratings for both residential and commercial property is class 6. Emergency care is provided by three advance life support (ALS) ambulances and one ALS equipped fire engine. Six 24-hour career personnel are paramedic trained, and two are ALS technicians. A number of paid-call personnel are emergency medical technicians and five are ALS technicians. The Department also has an activity group of approximately 60 community emergency response team (CERT) members that are training to assist during major emergencies.

News Media

There are two weekly newspapers in Ocean Shores - the North Coast News and the Ocean Shores Journal, and one monthly - the Ocean Observer. Daily home delivery of the Daily World (Aberdeen), Seattle Post-Intelligencer, Seattle Times, Anchorage Times and USA Today are also available to local residents.

Cable television services are available through Coast Communications, and there are four local (Grays Harbor) AM/FM radio stations. A community operated television station offers several hours daily of local interest programming, including televised City Council meetings.

Transit

Ocean Shores has bus service provided by the Grays Harbor Transit system. There are several round trips between Aberdeen and Ocean Shores daily and on Sundays. There is also service between downtown Ocean Shores and the Marina as well as Dial-A-Ride service on weekdays. Transit reaches all areas of the County. Bus fares are a flat 50¢ anywhere in the county.

Coast Guard Station

Located at Westport, the Coast Guard station services Washington's central coastal area. It is fully equipped for sea or helicopter rescue.

Community Organizations, Climate Information

Climate

Ocean Shores features a marine climate with cool and comparatively dry summers, and mild but relatively wet winters.

Total rainfall in 2002 was 51.61 inches with 59% of the annual total (30.6") accumulating in the four months of October, November, December and January. It is not uncommon to have 1" to 3" of rainfall accumulate in a short period of time.

Mid-year temperatures (daytime) range average 62° to 65°. Seldom do temperatures drop to freezing or rise above 75°. As is typical in a marine environment, brisk ocean breezes are common.

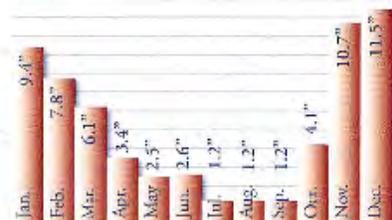
1997 was the wettest year on record in Ocean Shores with 112".

Total precipitation by year

1995.....	108.9"
1996.....	99.7"
1997.....	112.0"
1998.....	74.4"
1999.....	76.2"
2000.....	46.7"
2001.....	59.4"
2002.....	51.6"

Average precipitation by month

The following chart shows precipitation by month over the past five years (1998-2002).



Rainfall by month 2002

Jan.....	9.04"	May.....	1.62"	Sept.....	1.91"
Feb.....	5.79"	June.....	1.90"	Oct.....	1.29"
Mar.....	4.97"	July.....	0.36"	Nov.....	6.80"
Apr.....	4.27"	Aug.....	0.19"	Dec.....	13.47"

Average precipitation by quarter

Months	Inches	Percent*
Jan/Feb/Mar.....	23.21"	37.6%
Apr/May/Jun.....	8.52"	13.8%
Jul/Aug/Sep.....	3.61"	5.9%
Oct/Nov/Dec.....	26.33"	42.7%

*Percent of annual average rainfall (last five years 1998-2002).



Property owners belong to the Ocean Shores Community Club for a small annual fee. Club amenities include the following:

Bayshore Clubhouse

Indoor heated swimming pool, meeting rooms, restaurant, game rooms, spa, weight lifting, exercise room, saunas, etc.

Pacific Park

Clubhouse, indoor barbecue, tennis court, baseball, basketball, volleyball, playground area, outdoor swimming pool.

Cabana Pool

Olympic size outdoor swimming and wading pool, restrooms, showers.

Community Park

Restrooms, public shelter, football, soccer and baseball fields, playfield, horseshoe, volleyball and basketball courts.

Duck Lake Park

Picnic shelter, picnic tables, fireplaces, barbecue, boat dock and restrooms.



Community Organizations

Associated Arts of Ocean Shores

Meet 2nd Wed. every other month at 7:00 pm
Various locations

Bayshore Bridge Club

Meet each Tues. noon
Bayshore Community Club

Bridge Club

Meet each Mon. 12:30 pm
Ocean Shores Senior Center

Elks Lodge No. 2581

Meet Wed. at 7:00pm.
Lady Elks meet 1st and 3rd Wed. 7:00 pm
Elks Club on Ocean Lake Way

Fraternal Order of Eagles No. 4197

Meet 1st & 3rd Monday, 7:00 pm, - Men
Eagles Building
Auxiliary meets 1st & 3rd Tuesday, 7:00 pm - Women

Friends of the Library

Meet 2nd Monday, 2:00 pm at the
Library on Pt. Brown Ave.

Hobby Club

Meet each Thurs. 11:00 am - Community Club

Interpretive Center Operating Committee

Meet 3rd Monday - 10:00 am - Library

Jazz Society of Ocean Shores

Meet 2nd Monday, 6:00 pm - Convention Center

Kiwanis

Meets each Tuesday at noon - Shilo Inn

Lions Club of Ocean Shores

Meet 2nd & 4th Thurs. noon
North Beach Senior Center

North Beach Senior Center

885 Ocean Shores Blvd.
Meets 1st Sunday 3:30 pm

Ocean Shores Chamber of Commerce

Meet 3rd Tues. 6:30 pm
Various locations. 289-2451

Ocean Shores City Council

Meet 2nd and 4th Mon. 6:00 pm
Convention Center

Ocean Shores Community Club

Meet 4th Sat. Call for times - Community Club

Ocean Shores Library Trustees

Meet 3rd Thursday, noon - Library

Ocean Shores Volunteer Fire Fighters

Meet every Thursday, 7:00 pm at the Fire Department

Pinocle Club

Meets every Fri. 6:00 at North Beach Senior Center

VFW Post No. 8956

Meets 3rd Monday - VFW Hall

Bayshore Luncheon Club

Meets 1st Monday, noon - Bayshore Community Club

TOPS

Meets Wed. 5:30 pm - Community Club

Recreation, Attractions and Visitor Amenities

Ocean Shores Convention Center

The Ocean Shores Convention Center is owned and operated by the City of Ocean Shores. There is 11,664 square feet of convention space, state of the art acoustical, lighting and sound systems, food and beverage services with versatile accommodations for groups from 20 to 1,100 and banquet seating for up to 550 guests. The facility is capable of holding five different functions at the same time, hosting trade and product shows, exhibits and select sporting events. The Ocean Shores Chamber of Commerce and visitor information center are also located at the center.

Accommodations

Ocean Shores hotels and resorts currently offer approximately 1,302 rooms in Ocean Shores. Several new hotel projects have been constructed over the past several years. Many of the motels and inns have convention/conference capabilities accommodating between 50 to 800 guests. Vacation home rentals are also available on an overnight basis.

Dining

There are currently 23 restaurants in Ocean Shores that offer a variety of dining options including fast-food, delicatessens, ice cream, treats and desserts, in both family and fine dining settings.

Championship Golf

The Ocean Shores 18-hole championship golf course features multiple tees and is located only two or three minutes from the city center area. The course features a driving range, pro-shop and snack bar. Rental clubs and carts are available and company tournaments are planned and organized by resident golf pros. Annual memberships are open to residents and visitors alike.

Interpretive Center

The Ocean Shores Interpretive Center is located at the south end of Point Brown Avenue across from the Discovery Inn Motel. The Center is home to exhibits and programs focusing on the history, wildlife, and development of the peninsula. The center is open daily from April 1st through Sept. 30th from 11:00 to 4:00.

Ferry Service to Westport

Passenger ferry service between Ocean Shores and Westport is available on weekends during spring and fall months, and daily during the summer. The 71 passenger El Marador departs from the Ocean Shores Marina every hour and a half. Whale watching excursions are also available from the Ocean Shores Marina. Contact the Chamber of Commerce for ferry and charter information.

Airport Facilities

City owned and operated, the airport is located on the bay half a mile east of the downtown area. The airport includes a 2,700' blacktop runway, sod taxiways, lighted runways (pilot operated), and tie downs on blacktop. A pay phone is located on site.

Quinalt Beach Resort & Casino

The Quinalt Beach Resort & Casino is located approximately 1.5 miles north of Ocean Shores on Highway 115.



The Community Profile was produced by the City of Ocean Shores.

For further information about living or doing business in Ocean Shores, call the City at 360/289-3099 or the Ocean Shores Chamber of Commerce at 360/289-2451 or toll free at 1-800-76 BEACH.



City of Ocean Shores
765 Pt. Brown Ave. NW
PO Box 909
Ocean Shores, WA 98569
www.osgov.com



Duck Lake and Canals

Ocean Shores is home to more than 23 miles of fresh water, navigable, inter-connected waterways. Duck Lake is stocked and considered one of the best year-round fishing lakes in Western Washington. The lake is power-boat accessible. Non-motorized boats are recommended in the canal system.

Pacific Ocean Beaches

The Ocean Shores peninsula features six miles of public sandy ocean beaches, approximately 170 acres at high tide. The beaches are popular for clamming (in season), jerry and surf fishing, whale watching, seashell and driftwood collecting. Horse rentals along the beach are available throughout the year. There are five public beach access points in Ocean Shores.

Chinook, North Bay, and Emerson Parks

Chinook Park has a boat launch and fishing pier on Duck Lake. Special facilities for handicapped are also available. North Bay Park is also situated on Duck Lake with restrooms, parking area, public dock, boat ramp, fishing, picnic shelter, baseball field and a tennis court. Emerson Park features a tennis court and is conveniently located near downtown Ocean Shores.

Oyehut Wildlife Area

The Oyehut Wildlife area includes 682 acres of wildlife habitat, wetlands, tidal flats and world class bird watching.

Protection Island

A 5¼ acre natural area, adjacent to the Wildlife Area, extends nearly a mile into Grays Harbor's entrance. The state park offers excellent views of the shipping lanes and Westport just across the bay. The park includes a natural area for walking, beach combing, and bird watching. There is abundant wildlife.

Ocean City State Park

Located a mile north of Ocean Shores, the park has 187 developed, private, wooded campsites, some with full hookups. Beach access, picnic area near beach.

Olympic National Park

Home to all three temperate rain forests in North America. The southern entrance (Lake Quinalt) is 40 miles northeast of Ocean Shores.

Ocean Shores Marina & RV Park

The Ocean Shores Marina is located at the southern end of Ocean Shores. It's home to the Ocean Shores-Westport passenger ferry (in season), commercial fishing fleet, dockside seafood sales, and is a pick-up point for fishing and whale watching charters. Transient moorage is available. There are 99 RV and camping spaces all with full hookups.

Various Other Attractions

Horse rentals on beach. Bicycle, moped, and boat rentals, go-cart track, bumper cars & boats, miniature golf and bowling. Most hotels include pools, spas and other guest amenities. There are also numerous kite shops throughout Ocean Shores.

Business &
Development Opportunities



St. Maries
on the St. Joe River, Idaho

Contacts & Resources



LOCATION

St. Maries is the county seat of Benewah County, located in northern Idaho, about 3 hours from the Canadian border. East/West Interstate 90 is 33 miles north of St. Maries; Highway 95, the major north/south highway, is 18 miles west. The Highway 5 junction is in St. Maries, which is the commercial and geographical center of this region of Idaho.

GEOGRAPHY

St. Maries is located in the lush, picturesque St. Joe River Valley, which is eight miles long, and one to two miles wide, at the confluence of the St. Joe and St. Maries rivers on the south end of Lake Coeur d'Alene. The hillsides up from the valley have an average slope of between 12-25 degrees, and forests march all the way down the hills to the valley's floor. The valley floor is comprised of very rich basalt silt and peat, mixed with rich soil and clay.

TAXES

Property taxes in St. Maries were \$19.21 per \$1,000 of assessed valuation, and \$10.81 per \$1,000 in Benewah County, for the year 2001.

The State sales tax rate is 5%.

State tax revenues come from a balanced mix of personal income, corporate income, sales, and property taxes. The Corporation for Enterprise Development ranked Idaho's tax and fiscal system as the third best in the nation.

SUPPORT & ASSISTANCE

The community of St. Maries, under the leadership of the non-profit economic development group, Timber Plus, is committed to supporting economic diversification and recruitment. This support can lead to greater success for new businesses that move into the area. In addition, State government is committed to helping Idaho businesses make a profit. Regional Financial Associates ranked Idaho the second best state in the West for the cost of doing business. Overall per capita taxes are the third lowest in the West, and the 12th lowest in the country.

UTILITIES

Utility rates in Idaho are among the lowest in the nation.

WHERE TO GO FROM HERE?

Call George Currier for additional supporting information, a personal tour of the area, and for assistance with permitting, property purchases, introductions, financing, etc. For each of the opportunities listed in this brochure, there is additional supporting information regarding sites, zoning, possible joint venture or public/private partnerships, and additional market information demonstrating the demand for these business and development opportunities.

Quick facts

POPULATION

St. Maries.....	2,652
Benewah County.....	9,171
Spokane.....	196,629
Coeur d'Alene.....	34,514
Spokane/Coeur d'Alene Metropolitan Area.....	420,000
Moscow-Pullman- Lewiston.....	110,000

RESOURCES & CONTACTS

George Currier, Director, Timber Plus. 208-245-2239 or 866-408-2456

Jim Deffenbaugh, Executive Director, Panhandle Area Council 208-772-0584

Myrna Linnemeyer, St. Maries City Clerk.....208-245-2577

Idaho Department of Commerce208-334-2470

PRINTED MATERIALS

- St. Maries Community Profile
- Brochure – North Idaho
- Brochure – St. Maries Idaho
- Brochure – Idaho's St. Joe River Country

WEBSITE RESOURCES

- www.stmariesidaho.com
- St. Maries Gazette Record – information and resources about St. Maries
- www.stmarieschamber.org
- St. Maries Chamber of Commerce
- www.valleyvista.org
- Valley Vista Care Services, St. Maries
- www.idoc.state.id.us/idcommaction.lasso
- Idaho Department of Commerce
- www.state.id.us
- State of Idaho

DISTANCES (MILES)

• Spokane, WA.....	59
• Coeur d'Alene, ID.....	55
• Moscow, ID.....	68
• Lewiston, ID.....	94
• Boise, ID.....	350
• Seattle, WA.....	375
• Missoula, MT.....	185
• St. Regis, MT.....	120

Business & Development Opportunities

The List

HOTEL

Currently there is a severe lack of quality hotel rooms in St. Maries. With a single 28 room motel without amenities or view, visitors are left with few options, and most spend the night elsewhere. There are tremendous riverfront sites in St. Maries already zoned for this type of opportunity (see area outlined in top photo). A possible joint venture opportunity.

DESTINATION RESORT

With awe-inspiring panoramic views of the surrounding mountains, rivers and valleys, a city-owned 600 acre hilltop site (center photo) presents an excellent opportunity for development of a luxury mixed-use resort/residential development. Possible public/private partnership opportunity.

CONDOMINIUMS

There is tremendous demand for full-ownership, fractional ownership and timeshare condominiums in St. Maries. With the burgeoning demand for second home, vacation, and retirement condominiums in scenic mountain areas - particularly in Northern Idaho, one of the more popular retirement areas in the U.S. - demand is growing rapidly for this type of development. This opportunity could be coupled with the destination resort project or developed along the river. Properties are available.

RV PARK

Every year, the Chamber of Commerce receives numerous calls and drop-ins from would-be visitors looking for an upscale RV park with on-site amenities. Riverfront sites are available for this opportunity.

VISITOR RETAIL

The City of St. Maries is beginning work on a \$2 million downtown revitalization, opening the doors for a pedestrian-oriented shopping district. With an increasing tourism industry in St. Maries, there is a need for visitor-oriented retail shops: galleries, gifts, crafts, souvenirs, antique dealers, etc. Retail space is available in the heart of the downtown shopping district.

RESTAURANT

During the past few years, three restaurants have closed due to retirement or illnesses. The remaining restaurants have limited menus and no banquet facilities. Local residents have begun traveling to neighboring

Continued on opposite page, far right column.



Why St. Maries



St. Maries (above) is located in one of the most spectacularly beautiful areas of the Northwest, yet is only 70 miles from the Spokane regional center, and 40 miles from the cities of Post Falls and Coeur d'Alene, Idaho - one of the fastest growing areas in the west. Below left: a view of the St. Joe Valley and St. Maries. There are other devel-

After an Economic Development Summit, held in St. Maries in 1988, the community identified the need for action on two fronts: job diversification and downtown revitalization. From this realization, the City of St. Maries, its citizens, and the Greater St. Joe Development Foundation developed a strategic plan, "Vision 2000+" for promotion of local economic health. The plan calls for strategic planning for downtown revitalization, marketing of the community to develop a viable tourism industry, and the increase in job diversification.

As a result of the plan's development, much has been accomplished since 1988. A two million dollar downtown revitalization project is in the works; funding has been obtained and the engineering is now being completed. Construction is expected to begin in April of 2003, transforming the downtown with new sidewalks, streets, streetscaping, lighting, and other pedestrian-oriented amenities.

Funding is being sought for a transportation museum; 34 Corvettes (every model ever built is in the collection) and another 40+ classic cars have been committed to the project. A possible city-wide Corvette/classic car theme could make St. Maries a "must see" destination city for visitors from the western United States. Once product development (hotels, restaurants, additional retail, and visitor amenities) has taken place, a variety of auto clubs from throughout the west have expressed interest in holding annual rallies in St. Maries. A children's fishing pond is being constructed by the city at City Park, and a new county park is being built at St. Joe City (12 miles from St. Maries). One of the two local grocery stores has plans to construct a new store in 4-5 years. In 2005, the Idaho Transportation Department will rebuild the Third Street Bridge. Heyburn State Park (the largest in Idaho) has plans to construct an equestrian park next year. Benewah Community Hospital was just awarded a \$390,000 grant to reconstruct the surgery unit.

WHAT MAKES THESE OPPORTUNITIES UNIQUE?

Many of these opportunities provide the chance to dominate the market. There is a tremendous demand for hotel accommodations, dining facilities, and an R.V. park. There has been an ongoing investment by State, Federal and Local government agencies in upgrading the recreational facilities in the area, which draw thousands of first time visitors every year. More and more visitors are discovering St. Maries, experiencing the wealth of recreational opportunities in such a pristine setting and creating further demand for tourism-oriented businesses.

There is total support from the City government, the County Commissioners, and the County government for development of the opportunities described here.

Local financing could be available for some projects. Complete project financing from local sources is doubtful; however, the proper package sectioned into shares might find local support.

The List (continued)

towns when they want to dine out as are tour buses and motorcycle touring groups. There is a very strong demand for a restaurant with a full menu, non-smoking atmosphere, and limited meeting/banquet facilities.

RECREATIONAL EQUIPMENT RENTALS

The St. Maries area is a popular recreational area with a variety of year round activities readily available, yet equipment rentals and support shops are currently non-existent. The need includes a retail shop that can sell, rent and service inner tubes, canoes, kayaks, and bikes.

FURNITURE AND APPLIANCE RETAIL STORE

St. Maries had a successful furniture store in town until two years ago, when the owner closed the store due to the physical demand of traveling between this local store and his primary outlet in Colville, Washington. St. Maries has a proven retail furniture market, and there is pent-up demand for a store to take its place.

WATER BOTTLING PLANT

With some of the sweetest, pristine water in the Northwest, Rochat Creek provides between two and three million gallons of water daily for St. Maries' use. A new filtering plant will soon be in place, which opens the door to bottling and distributing this pure, sweet water to retail outlets across the country.

ADDED VALUE WOOD PRODUCTS

Potlatch Corporation, located in St. Maries, manufactures a quality plywood product, with sales growing steadily since 1970. Over the past 6 years, Potlatch has invested more than \$8.7 million in new equipment, with another \$2.1 million scheduled to be spent in 2003. A significant number of Potlatch's plywood buyers have the product shipped to an intermediary for further processing. It would be more efficient and cost effective for this additional processing to be facilitated in St. Maries. Processing opportunities include cut-to-size processing, scarf-mill and finger-jointing operations, edge-glued solid lumber panel manufacturing, and engineered lumber laminated production.

St. Maries offers both truck and rail shipping for these types of products.

NOTE: Additional information is readily available for each of these opportunities.



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International

Roger Brooks International
981 Powell Ave SW
Renton, Washington 98057
206-241-4770

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