



BRANDING, DEVELOPMENT *and* MARKETING ACTION PLAN

June 2015





PREFACE

This Caldwell Branding, Development and Marketing Action Plan was developed through a collaborative process between Roger Brooks International, Inc. (RBI) and Destination Caldwell. We would like to thank the many hours devoted to the process of making this plan a reality by the Caldwell volunteers and others who have participated on the Brand Development Committee and the Brand Leadership Team, as well as the many business and property owners, residents, and others who contributed their time and valuable input of ideas, resources, and feedback.

The recommendations made in this Plan are based on the information provided to Roger Brooks International by many caring and concerned citizens of the city, research, best practices in other locations, and the findings of previous plans and studies, as well as experience and expertise in the field.

The results from implementation of this Branding Plan are dependent upon many factors, including the time, effort, funding availability, and cooperation of those involved in its implementation.

RBI has provided Destination Caldwell with the native InDesign files for this Branding Plan, so they have the ability to make future changes and edits to the plan on their own. Any changes or edits that are made by Destination Caldwell or other partners, collaborators, or assignees, after receipt of this plan from RBI, are made without the input and expertise of RBI.

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- ☐ 1. Form the Brand Leadership Team
- ☐ 2. Brand Leadership Team assignments
- ☐ 3. Work with City for “Start Up” funding
- ☐ 4. Contract or hire staff to implement this plan
- ☐ 5. Incorporate Destination Caldwell
- ☐ 6. Contract for Programming & Business Plan for Plaza
- ☐ 7. Trademark the Caldwell brand identities
- ☐ 8. Establish of a BID downtown
- ☐ 9. Become a Main Street USA community
- ☐ 10. Update and add to the Downtown Master Development Plan
- ☐ 11. Secure graphic design, PR and marketing expertise
- ☐ 12. Contract for the creation of a Brand Style Guide
- ☐ 13. Begin transition to the new brand
- ☐ 14. Get your best spokesperson on film

2016

- ☐ 15. Seek funding sources for a wayfinding system
- ☐ 16. Create a zoning overlay downtown (In the BID)
- ☐ 17. Develop, design and print business recruitment materials
- ☐ 18. Contract for downtown business recruitment
- ☐ 19. Develop a low/no interest loan fund for downtown
- ☐ 20. Create a downtown “Design Review Committee”
- ☐ 21. Write and adopt sidewalk café, blade sign, ordinances
- ☐ 22. Work with Idaho Power on plaza power underground
- ☐ 23. Develop Downtown Caldwell website
- ☐ 24. Begin a monthly e-newsletter
- ☐ 25. Create “The Very Best of Caldwell” brochure, dist. plan
- ☐ 26. Bring the commercial building on 7th south at Arthur Street into public ownership
- ☐ 27. Implement Phase I & II of the wayfinding system
- ☐ 28. Begin implementation of the BID funding

2017

- ☐ 29. Contract for Plaza architectural, engineering, urban design
- ☐ 30. Develop a business & funding plan for a year round public market
- ☐ 31. Contract for ongoing photography and videography
- ☐ 32. Begin staffing Destination Caldwell
- ☐ 33. Create an Event Guide for attracting events into downtown Caldwell

- ☐ 34. Purchase or subscribe to CRM software
- ☐ 35. Create a database of regional clubs and organizations
- ☐ 36. Write an award winning one-page letter to attract events to Caldwell
- ☐ 37. Create a database of press contacts, large non-profits
- ☐ 38. Design, print, frame and distribute brand awareness posters
- ☐ 39. Develop an I-84 Visual Enhancement Plan
- ☐ 40. Create a Sunnyslope Wine Trail marketing co-op and website
- ☐ 41. Create a “Farm Initiative” to protect the brand focus
- ☐ 42. Develop a “Farm to Fork” certification program for local restaurants, retailers

2018

- ☐ 43. Begin development of Indian Creek Plaza
- ☐ 44. Order an electronic readerboard for Indian Creek plaza
- ☐ 45. Install street trees throughout downtown
- ☐ 46. Street artisan agreements, recruitment
- ☐ 47. Implement a “shared worker” program for downtown
- ☐ 48. Begin merchandising Caldwell logo gear
- ☐ 49. Install downtown pole banners
- ☐ 50. Develop free high-speed wifi throughout downtown
- ☐ 51. Integrate the brand into municipal and other community based websites
- ☐ 52. Lease billboard marketing space along I-84
- ☐ 53. Paint city vehicles, begin implementing the brand
- ☐ 54. Contract for public relations services
- ☐ 55. Begin advertising Indian Creek Plaza District (regionally)

2019

- ☐ 56. Update the Branding, Development & Marketing Action Plan
- ☐ 57. Bring Roger Brooks back (if needed)
- ☐ 58. Get the Indian Creek Market Pavilion built
- ☐ 59. Make sure Indian Creek Plaza is programmed with at least 250 event days
- ☐ 60. Create social media campaigns
- ☐ 61. Create a YouTube channel and load it up
- ☐ 62. Create a detailed marketing, advertising, publicity plan and budget: tell the world

INTRODUCTION

The future of Caldwell begins today. History isn't a point in time – it is continually being forged - and the implementation of this plan is the beginning of a new chapter in Caldwell's' incredible and storied history.

This may, in fact, be one of the most incredible chapters in Caldwell's history as the entire focus of this plan is to identify Caldwell's Unique Selling Proposition or "USP", embarking on product development initiatives that will make Caldwell an incredibly desirable place to live, raise a family, do business, visit and, finally, share that with the world.

Welcome to Caldwell 3.0, the "next generation".

Caldwell 1.0 has been the roots of what makes Caldwell great – a farming community with an exceptional quality of life. Caldwell 2.0 was the development of the College of Idaho in Caldwell and the downtown Indian Creek Park – one of the most stunning city-center parks in the Western United States.

Caldwell 3.0 is monetizing and growing these great assets, while leveraging and celebrating the wineries and growers that call Caldwell home. Boise, Nampa and other Treasure Valley communities all claim ownership to these wineries. Isn't it time that Caldwell laid claim to them? After all, the lions share have Caldwell addresses.

So here's to Caldwell 3.0. Cheers!

WHY DO THIS?

Caldwell has a couple of problems – not insurmountable – but problematic none the less. The first is that communities, like businesses, must import (or earn) more money than they export (or spend). The challenge is that a great deal of the money earned in Caldwell is spent in nearby Nampa, Boise and the surrounding communities. This is referred to as "leakage." And Caldwell, currently, doesn't attract a great deal of tourism spending to help fill that gap. Thus, the city has dealt with a declining downtown and a general lack of commercial retail and services development.

Secondly, as people travel down I-84, Caldwell's "first impression" is less than desirable. Ramshackle buildings, mobile home parks, industrial lots, etc. all cast a poor first impression of the community. Because of this and other challenges the community has dealt with over the year, the perception of Caldwell is somewhat negative, requiring a "rebranding" or "repositioning" effort.

While the negative perceptions are largely unfounded, they still exist. To combat those, Caldwell needs to tell a different story.

The entire purpose of adopting this plan, are fourfold:

1. To put Caldwell "on the map" as a desirable place to live, visit and raise a family.
2. To differentiate Caldwell from the other 200 cities and towns in Idaho and throughout the Northwest. What makes Caldwell special?
3. To slow the leakage of locally earned money being spent elsewhere.
4. To make downtown Caldwell a vibrant, active gathering place and a showcase for the entire Western United States.

The recommendations outlined in this Action Plan will accomplish these four goals. It starts with making Caldwell, particularly its' downtown, an area full of life through the 250 days of activity each year. A place that the city's 50,000 residents and the 62,000 people that live within a five mile radius of downtown can be proud.

To do this, a grassroots team of local citizens, downtown property owners, businesses, the City of Caldwell, The College of Idaho, the Caldwell Chamber of Commerce, and Destination Caldwell put together a top-notch “Brand Team” to develop a list of recommendations that include branding (what it is you want to be known for as a community), product development (such as directional signage, a programmed plaza), and marketing (how to tell the world).

Action plan versus Strategic Plan

The days of Strategic Plans are largely over. Instead, this is an “Action Plan” – or “to do list.” Every recommendation in this plan is placed in chronological order and includes a title, description of the recommendation, who would be charged with implementation (it takes a village and everyone can play a role), cost of implementation, possible funding source, timeline, and the rationale for making the recommendation.

Even the Table of Contents is a checklist. As you work through the recommendations, you simply check them off.

This plan is a three-year plan, and is meant to be on your desk, not on a shelf gathering dust. This plan should be reviewed every few weeks (at least once a month) and should be updated every year. As you cross off recommendations, add the next set, so you end up with a working plan, not a report. Every three years you’ll go through the plan and then develop the “next” three-year Action Plan.

Why branding?

The word “branding” is perhaps one of the most misunderstood words in the American dictionary. A “brand” denotes ownership and it’s also a point of differentiation going back to the days of branding cattle and livestock. These same two principles apply to Caldwell as much as they do to the ranching industry.

Here are the ten things you need to know about branding:

1. **DIFFERENTIATION** – Finding your Unique Selling Proposition
Branding is the art of setting yourself apart from everyone else. What sets Caldwell apart from Boise? Nampa? The other 200 cities and towns in Idaho? Being a place that has “something for everyone” can be found anywhere and says nothing about who you are or even who you aspire to become.
2. **IT’S A PERCEPTION – A FEELING**
A brand is a perception, that is, what people think of Caldwell when they hear the name mentioned. It’s also a promise that the city will deliver on the perception. In Caldwell’s case we know that part of this effort is “repositioning” or “rebranding” the community, bringing quality of life to the forefront with a focus on an amazing revitalized downtown, the creation of public assembly spaces, and the incredible collection of wineries that call Caldwell home.
3. **LOGOS AND SLOGANS ARE NOT BRANDS**
Logos and slogans are not brands. They are just marketing messages and graphic images used to support and reinforce your ownership position. After all, brands are about owning your niche in the marketplace.
4. **YOU NEVER USE FOCUS GROUPS**
You never use focus groups for brand development unless you want a watered down generic brand that can fit just about anyone, anywhere. Caldwell’s Brand Development Team and subsequent Brand Leadership Team are not focus groups, but a group of local businesses and organizations whose primary purpose is to develop this plan to reinforce and support the perception and the promise being developed and marketed.

5. **A BRAND EVOKES EMOTION**

A great brand evokes emotion in a positive way. It's a feeling someone has about you. This is why you must focus on activities more than physical attributes such as historic buildings, parks, and other public facilities.

6. **SUCCESSFUL BRANDS ARE BUILT ON PRODUCT**

All successful brands are built on product, not marketing. 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 not be sustainable.

7. **YOU NEVER "ROLL OUT" A BRAND**

It's earned – good or bad. The good news for Caldwell is that the community already has a strong foundation on which it can build its brand including more than a dozen wineries already existing in Caldwell, its rich farming heritage, and the development of Indian Creek Park downtown – all of which need to be preserved.

8. **TOP-DOWN BRANDING DOESN'T WORK**

You cannot do branding by public consent. Yes, we did ask local area residents to weigh in on the brand direction, but in the end, the idea found to be most feasible is the brand direction developed and detailed in this plan. This has been a grassroots effort.

9. **BRANDS MUST BE FEASIBLE**

You build the brand on feasibility, not just local sentiment. Typically, the most feasible brand direction is built on a foundation already there. In the case of Caldwell, that foundation is the downtown revitalization work facilitated over the past several years. Now it's time to monetize that effort.

10. **PUBLIC RELATIONS**

Brands are built on public relations – advertising is used to maintain your ownership position. A brand is a feeling we have of you – and feelings are communicated by word of mouth, press coverage, articles and, these days, social media.



The Branding Process

For two years the residents and businesses of Caldwell, raised the funds to develop this grassroots plan and marketing platform for the community. Once the funding had been secured, Roger Brooks International was retained to facilitate the creation of this Branding, Development & Marketing Action Plan using a 13-step branding process that has seen a 100% success rate.

1. Brand Development Team
2. Outreach and feedback
3. Who are we trying to attract?
4. The filtering process
5. The product brand bank
6. The brand promise
7. The look and feel of the brand
8. The Action Plan recommendations
9. Develop the Brand Leadership Team
10. Make something happen
11. Keep the energy high
12. Tell the world
13. Revisit the plan every month - it sits on your desk, not on a shelf

The Caldwell Vision

This is the first day of the rest of your life, and this plan may be one of the most important initiatives ever undertaken by the people of Caldwell. Nearly a dozen businesses, community organizations, non-profit entities and the city all helped to contribute to this grassroots effort.

Rural communities and even bedroom communities are dying across the U.S. and Canada as the millennial generation moves to the urban areas and away from the smaller suburban home towns and rural areas. Yet, current residents want downtowns more than ever before. Called “Third Places”, these are the lively places to go after work and on weekends. And this movement is what will keep the young people home, and will attract the next generation, which is nearly as large as the boomer generation.

For a number of years, in spite of substantial investment, Caldwell has suffered from a less than ideal perception precipitated by poor visual appeal from Interstate 84, from a dying downtown and a lower-income demographic that has called Caldwell home. While perceptions of crime and gangs are unfounded, the perceptions exist and can affect the ability to attract business investment, new residents, and visitors.

The good news is that in this age of instant communication via the Internet and social media, that story can be changed in a matter of months instead of years or even decades, providing there is product or physical changes happening to prove the “new” story as true.

This plan represents the turning point in Caldwell’s future, which begins the moment of implementation of the 62 recommendations made in this Action Plan. Caldwell is an amazing place to live, raise a family, invest in and visit but there are some things that need to be done to help the citizens of Caldwell have more pride in their own community, and the

amenities, services, and businesses there to keep them spending more time – and money – in their own city.

This plan will accomplish that.

For more than two years this effort has taken shape with a public outreach effort where nearly 1,500 weighed in on Caldwell's future through an online questionnaire. Dozens of people were interviewed, a multi-day Branding Boot Camp was held, and a Brand Development Team spent hundreds of hours helping craft the brand – what Caldwell wants to be known for and developing the story that will demonstrate that.

The Brand Development Team included the following individuals:

- Gregg Alger, Huston Vineyards
- Stephen Barnes, College of Idaho
- Terrence Biggers, local business man and City of Caldwell Council member
- Tina Biggers, local business woman and representative of Destination Caldwell
- Bob Carpenter, downtown property owner
- Steve Fultz, employee of the City of Caldwell, Economic Development
- Theresa Hardin, Director, Caldwell Chamber of Commerce
- John McGee, local businessman and Destination Caldwell proponent
- Stephanie Rohrdanz, Silverhawk Realty
- Reagan Rossi, College of Idaho
- Melenie Stone, Family American Insurance
- Jim Thomssen, DL Evans Bank
- Ken Wien, employee of the City of Caldwell and Destination Caldwell
- Keri Smith-Sigman, Coordinator of the branding effort and also representative of Destination Caldwell

As you can see the vast majority of these volunteers represent the private sector, making this a true grassroots effort. They should be commended for the amount of time and energy they put into crafting this brand direction, its look and feel, and this plan.

This team went through a 13-step process that included public outreach, determining who it is we want to attract to Caldwell, what we want the community to be known for, the product that backs up the claim, what the marketing looks and feels like, and a detailed Action Plan that will get the community to accomplish the four major goals outlined on page 7.

The number one goal has been, from day one, to make Caldwell an even better place to call home for the 62,000 residents that live within a five-mile radius of downtown. And THEN, the additional 85,000 people that live just ten miles from the center of downtown Caldwell.

Included in that are students attending the College of Idaho, the community college, and those who work in Caldwell but live elsewhere.

It all starts with the citizens of Caldwell. This plan is for you and you alone. After all, if you won't hang out in Caldwell, neither will visitors.

Down the road, Caldwell will become a vibrant destination for those living in neighboring cities and towns. (wouldn't it be nice if they came to Caldwell rather than you going there?). Nearly 42 million people who pass through Caldwell every year on Interstate 84 are a ready market to spend a little time and money in Caldwell.

Now that we know where the people are we hope to attract, what is the demographic? First of all, the goal is to get people that work in Caldwell to actually move to Caldwell, not because they feel they have to, but want to.

Secondly, when people look to relocate to the greater Boise area, one of the fastest growing metropolitan areas in the country, the goal is to make sure these folks also look at Caldwell as an option.

And finally, this branding and product development effort is geared to people looking for a family-centric, activity driven downtown, in a rich country-living environment with cultural depth. This plan is geared to attracting young families and entrepreneurial spirits with an interest in "market fresh" businesses – farm to table dining and food preparation, manufacturing, and Farm to Fork events and family farms.

When the Brand Development Team reached out to the general public, the response was amazing with nearly 1,500 people weighing in. While they were asked nine different questions, when it came to "what do you want Caldwell to be known for" the top responses included:

- Wine and wineries (The Sunnyslope Wine Trail)
- Culinary (Farm to Fork, locally sourced foods)
- Biking and healthy outdoor living
- Micro-brews (tied to food, wine)
- An amazing downtown

The Brand Development Team found a way to combine all of these into a powerful brand and recommendations that will "deliver on the promise" that the brand represents.

The brand promise? "To position Caldwell as Idaho's premier gathering place with a focus on locally produced wines along the Sunnyslope Wine Trail, market-fresh goods and farm-to-fork dining."

This is a big promise and so key to its success will be the offerings, activities and businesses that back it up. And in this plan you will see recommendations that include:

- An amazing programmed plaza with 250+ days of activity in downtown Caldwell
- A re-imagined downtown business mix
- Nightlife (things to do after work and on weekends)
- A wayfinding system (directional signage system)
- Visitor information kiosks in various locations
- Downtown beautification
- Sunnyslope Wine Trail wayfinding
- A year round public market and pavilion downtown

The re-imagined business mix downtown will, hopefully, over the next few years include the following business mix, some of which are already there waiting for additional company:

- At least 10 restaurants: Mexican, Steakhouse, Asian, Fusion, Micro-brewery, wine bar, Basque, Italian (casual), a deli or two with retail goods
- Two coffee shops

- Bakery and bread shop (fresh baked goods from locally sourced ingredients)
- Butcher shop
- Ice cream shop
- Movie theater
- Creative upper-level office space
- Outfitter
- Fishing tackle store
- Book store
- Two galleries
- A bike shop (purchases, repairs, rentals)
- Visitor information (with locally produced goods showcased in its retail store)
- Home accents
- Garden shop (floral, gifts)
- Kitchen store
- Antique store (antiques, not second hand)
- Jewelry store
- Wine retailer or wine co-op store
- Feed/farm store
- Clothing store (casual, western)
- Leather shop
- Shoe store (look at Brown's Shoes)
- Saddle and equestrian goods, wear, and supplies
- Downtown lodging (boutique style hotel)
- Condo | apartment development on upper floors

What comes first? Getting people downtown on a consistent basis. If you can bring, 300, 400 even 500 people downtown at least 250 days of the year, particularly after work and on weekends, retailers will follow. People want downtowns more than ever before. In fact, the days of suburban malls are coming to a close. No suburban mall has been developed in North America for 24 years and counting. Even Walmart is starting to develop "neighborhood markets" in downtowns.

Now is the perfect time to bring Caldwell's downtown back to life and to do that, the two biggest, most expensive projects are the development of Indian Creek Plaza and a neighboring year round, indoor/outdoor Public Market Pavilion.

The City of Caldwell spent millions developing the Indian Creek Park area downtown, yet it was followed with very little private sector investment, and because it's not a "programmed" space, it failed to bring people downtown on a consistent basis. BUT when you combine the beautiful Indian Creek park space with a neighboring year-round, programmed, public plaza, and then an indoor market/pavilion, Caldwell will, without a doubt, have the most stunningly beautiful, and active downtown in the Western United States. These projects will create, when combined, nearly three acres of public-use space, and will draw between 300 to 1000 people downtown nearly 300 days of the year and THAT will attract retailers and private investment back into downtown.

The plaza itself will have a 10,000 square foot ice rink that will operate approximately 120 days a year, and then a 10,000 square foot splash pad that will operate during the summer months – another 120 days a year. Then you add Monday Night Movies on the Plaza, which will draw crowds of perhaps two or three thousand residents over 12 to 16 weeks, and then add

in concerts, shows, exhibitions, vendors, street musicians, and a host of other activities and every one of the 62,000 residents that live within five miles of downtown will be spending time in Caldwell – instead of always heading to Boise, Nampa, or Meridian.

The renderings on the next three pages showcase concepts for both the plaza and the market/pavilion.

But beyond downtown, this brand is about showcasing Caldwell as THE place to raise a family, start or grow a business, and visit based on fresh air, country living, lack of traffic jams, stunning scenery, the incredible up-and-coming “Sunnyslope Wine Trail,” and “Farm to Fork” and “Fork to Cork” dining, foods, and experiences.

Restaurants will be able to become “Farm to Fork” certified, meaning they will use locally sourced foods and raw products, when possible. Events can become “Fork to Cork” certified for wine pairing and other similar events.

There will be a focus on healthy, active living in a phenomenal country-setting: thus the ice rink and large splash pad downtown, active 240 (or more) days of the year. Even the market/pavilion will allow for morning walks around its perimeter when weather doesn’t cooperate. This space and the plaza will be able to host morning yoga sessions, and exercise classes.

To attract visitors, Boise, Nampa and most of the other neighboring communities promote the “Boise Wines,” yet nearly all of the local wineries are actually located in Caldwell. It’s time Caldwell took ownership of that brand, which elevates the appeal of Caldwell, and will help draw visitors to the city’s wineries and then downtown.

Marketing the “Sunnyslope Wine Trail” will help brand the local wines, giving it cache, and will make Caldwell one of the state’s best visitor attractions. Combining that with a local micro-brewery, a host of winery-base tasting and pairing events in downtown (and at wineries) will bring the entire community into a unified “exceptional country living” brand.

Having a demonstration vineyard at Indian Creek was a brilliant idea and one that can now be leveraged – and monetized – with a vibrant downtown.

Caldwell’s best days are ahead but it won’t be an easy road. To implement every single recommendation in this plan will cost perhaps \$12 million dollars including the plaza, the market/pavilion, downtown improvements, wayfinding, marketing and staffing. When things are tight and tough, as the old adage states, “the tough get going.”

A new 1,200 seat performing arts center typically costs \$30 to \$40 million. A new convention center would cost at least \$20 million. You can build stadiums, sports complexes, a \$25 million aquatic center, and while these are all terrific assets, there is absolutely NOTHING the city and its citizens can do for less money that will see as great a return on that investment, than the \$12 million it will cost to implement every single recommendation in this plan.

Some of these funds may come from philanthropy, some from grants, and from various other sources but, in the end, the city, once again, will have to do the “heavy lifting” with one very big difference: the recommendations in this plan have been proven to work and every single one is an “investment” not just an expense.

It will take a community-wide effort, but can be accomplished in just three years, and will make Caldwell an amazing showcase community. The city will see its tax base increase dramatically, resulting in so many other great things for the citizens of Caldwell.

So, put on your running shoes and make this happen. And never take “no” for an answer. Make sure you do it right – no cutting corners diminishing the success of this plan and program.

Here’s to Idaho’s premier gathering place, and home to the famed Sunnyslope Wine Trail!

Daylight Plaza Rendering



Evening Plaza Rendering



External and Internal Market Renderings



BRAND PROMISE:

To position Caldwell as Idaho's premier gathering place with a focus on locally produced wines along the Sunnyslope Wine Trail, market fresh goods and farm to fork dining.



CALDWELL
FARM TO FORK
CERTIFIED

FRUIT FARM
COLDWELL

Old McDonald never had it this good.

Just 30 minutes from Boise and in the heart of the Treasure Valley is beautiful Caldwell, Idaho – home to rolling hills dotted with scenic farms, orchards and vineyards, home to the incredible Sunnyslope Wine Trail, Lake Lowell and meandering rivers. A place where urban amenities are just a few minutes away yet Caldwell residents and its visitors soak in the clean air, enjoy country living, and a healthy, invigorating way of life.

www.DestinationCaldwell.com





CALDWELL
FARM TO FORK
CERTIFIED

So this is what Three Dog Night meant.

“When life becomes too fast, I find relief at last – out in the country.” When Paul Williams wrote this song, he must have had Caldwell, Idaho on his mind. Incredible country living just minutes away from urban amenities, with rolling hills, lakes, rivers and stunning farms, this is country living at its finest. Featuring the Sunnyslope Wine Trail, farm to fork dining, and an incredible array of shops and activities in downtown’s Indian Creek Plaza District, this is where you really can taste the good life.

www.DestinationCaldwell.com





**FARM TO FORK
ON THE CREEK**
CALDWELL CHAMBER

Dinner Menu

COURSE ONE
Hat Trick White
presented by Hat Ranch Winery
Paired with Horsewood Catering's
Rocket Red Cobb


COURSE TWO
Tempranillo
presented by Hat Ranch Winery
Paired with Horsewood Catering's
Trout and Jam Piggy Hunt

Taste the good life.

"Amazing" is just one word that is often used to describe the incredible Indian Creek Plaza District in downtown Caldwell. Home to nearly 300 activity-filled days a year, great restaurants, incredible shops, and Idaho's best public market, downtown Caldwell is quickly becoming one of the West's best places to spend time. Renowned for its Sunnyslope Wine Trail, country living, and market fresh farm to fork dining, you're going to fall in love with beautiful Caldwell, Idaho.

www.DestinationCaldwell.com






You can bet the farm on Caldwell.

Caldwell, Idaho: Where you can have an incredible life and an amazing career, in heavenly country living: Good food. Great wines. Awesome recreation. In an amazing Treasure Valley setting just 30 minutes west of Boise. Affordable country living, terrific neighborhoods, incredible schools, and a downtown alive with music, great food and fantastic shops, you can bet the farm that Caldwell is a great move. In business and in life.

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Recommendations

CALDWELL RECOMMENDATIONS

1. Form the Brand Leadership Team (BLT)

Description – This is the group of local champions who will take the lead in implementing this plan and championing the cause of making downtown Caldwell a showcase destination for the entire Pacific Northwest.

Timeline for implementation – Immediately: June, July 2015

Taking the lead – Destination Caldwell

Approximate cost – None

Funding idea – None required

Rationale and implementation details - This is the first and most important recommendation of the entire effort. Without strong champions, this effort cannot succeed. After working with more than a thousand communities around the world, we have seen this first hand. The only time an effort like this has failed is when strong champions weren't in place to move the action plan forward. The Brand Leadership Team must be composed of doers – not simply directors. Even though you've already taken this initial step, 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 brand and making it happen. This means that even in the face of some adversity, they 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.

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, even Frankenmuth and its Bavarian brand.

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 should include key “movers and shakers” from the community: business and/or property owners, downtown or business association members, City Council and staff, tourism and economic development representatives, chamber of commerce representatives, and others who are good communicators and committed to the brand vision. This is a group dedicated to working with the organizations that can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations.

Individuals with something to gain from the implementation of the plan also make good BLT members. They'll work all the harder to see it succeed. This entire effort will rest on the shoulders of the BLT. Without champions, the branding and product development process cannot succeed and nothing will come of this plan.

Keep the BLT to 13 or fewer people, making sure that more than half represent the private sector. Top down branding doesn't work. 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, and between five and seven true champions 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 therein.

Characteristics of a good BLT member include:

- A willingness to invest time (and in some cases, money).

- An ability to take a few hits along the way: They need to have thick skin. Not everyone will agree with the brand direction. You simply cannot be all things to all people, and you can't let local politics kill the branding effort.
- Good speaking abilities: The BLT will be asked to sell the brand direction to various groups, boards and state/regional organizations. They should be good public speakers and be 100% behind the brand.
- Enthusiasm: Ralph Waldo Emerson once said, "Nothing great was ever achieved without enthusiasm." This must be the motto of the Leadership Team members. Enthusiasm is contagious!
- A willing doer, not someone who just wants to direct: Each member will be expected to dedicate two to four hours a month to this cause, attending meetings, speaking to various groups, coming up with great ideas and pushing the effort forward.
- The Team will also be the "brand police" when it comes to key marketing messages, use of the brand identity and tag lines. They are also charged with making sure the brand stays narrow – to resist "brand creep," as there will be a desire to keep broadening it until it becomes more and more generic, and thereby less and less effective.

Who can benefit from the brand and should be strong champions?

- Downtown property owners
- Downtown businesses: particularly retailers, restaurant and entertainment venues
- Event producers, caterers, audio/visual companies, marketing firms, event management firms and individuals
- Public market vendors (part of this plan includes the development of an indoor, year-round public market)
- Hoteliers and tourism industry operators

The first order of business is to set some ground rules. These might include:

- Number and frequency of meetings. Some teams 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:
 - o Have one person take minutes and act as the BLT secretary.
 - o One would organize and remind members of meeting times and dates.
 - o 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.
 - o 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.
 - o One would work with the city 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.
 - o 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.
- If a member misses more than two meetings in a six-month period, they are removed from the team. This effort, particularly in the first year, requires a commitment to be a doer – including attending meetings and playing an active role in the effort.

- 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. 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 done. 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 all the time. 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 grassroots 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 development of the brand.

After the presentation at the College of Idaho a group of nearly 25 “champions” met and wanted to be a part of the Caldwell branding initiative. Invite them to the first meeting and see how committed they will be with the process. Limit the BLT to perhaps one person per organization or business so you don’t end up with an unwieldy group that’s too large to manage or keep focused.

2. Brand Leadership Team (Destination Caldwell) assignments

Timeline for implementation – Summer 2015 and ongoing

Taking the lead – Destination Caldwell

Approximate cost – None

Funding idea – None required

Rationale and implementation details 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 two committees:

- a. The Marketing Team would handle all brand-related marketing from brochures, website makeovers, and approvals of all things brand related when it comes to graphics – including wayfinding signage design.
- b. The Product Development Team would be charged with pushing the development of Indian Creek Plaza and a future downtown public market forward, as well as working to recruit an upscale downtown boutique hotel and various retailers and businesses as outlined throughout this plan. They would tackle wayfinding, signage, gateways and other product development initiatives.

The BLT should establish a speaking circuit tour. Implementation of this plan requires considerable time and effort but will be the very best thing the community can do to change the perceptions of Caldwell, and make downtown a vibrant and active destination for its residents and visitors. This message needs to get out to the general public.

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

Here’s a starter list:

- Local school boards
- Hospital board
- Chamber of Commerce (boards and general membership meetings)
- Auxiliary organizations including Kiwanis, Lions Club, Rotary, and others
- City of Caldwell
- County Commissioners
- Economic Development (local and county-wide)
- Fair board
- University of Idaho and other secondary educational institutions

- Downtown businesses
- Performing and visual arts groups
- Regional and State tourism officials and representatives
- Your local legislators
- Local clubs and organizations. The best way to recruit new events is to ask local club members to encourage their groups to host events in downtown Caldwell.

Don't just keep it within Caldwell. If you can find opportunities to speak to clubs and organizations in the greater Boise area, or in places such as Northern Idaho, Nampa, Meridian, or Sun Valley – then, by all means go there! Think of statewide organizations, such as Idaho Tourism, Main Street Idaho, rural development and economic development.

Finally, create a yearlong calendar, pick your four or five or six BEST speakers on the BLT, and then schedule them to speak at the various events. Remember, “nothing great was ever achieved without enthusiasm.”

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.

We left you with 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 on the brand direction. You want to hear their ideas on how to make it happen and 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 Caldwell once Indian Creek Plaza has been developed. How about quilt shows? Do they know local artisans that would love to host a show in downtown Caldwell?

The goal is to garner support, new ideas, and to get the community excited about the brand, and work towards changing the minds of the “nay sayers” through the positive action which will develop through each step of the action plan.

From the presentation provided in Apple Keynote and PowerPoint formats, each BLT member charged with promoting the brand should take that 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 what Caldwell is, and what it wants to be known for.
- Three minutes to explain why branding is important: We have every city and town in Idaho at our fingertips (there are more than 200 in the state) via the web, so what sets Caldwell apart from the other 199? Why should someone live, establish a business, or visit the city? What sets you apart and makes you the destination of choice? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Caldwell. This is about tax base and community development.
- Two minutes about the process: More than 1,440 locals 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:
 - o Development of an amazing downtown through establishment of the Indian Creek Plaza - a showcase for the entire Pacific Northwest
 - o A future year round public market downtown
 - o Downtown redevelopment with an orchestrated business mix

- o The Sunnyslope Wine Trail
- o The healthy, active living that Caldwell will be known for
- And then just three minutes showing them the look and feel of the brand. Do NOT concentrate on logos, but show them the concept ads, pole banners, wayfinding signage, so they can see what the brand looks like.

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 Caldwell. This is an easy way to create “top of mind awareness” and to start building your database.

Once again, the big focus is to educate people to understand why you’re doing this and why it’s important and to ALWAYS be working to bring in more champions. The more people who buy into the brand, the stronger and more ingrained it becomes as the heart and soul of the community.

The result is to end up with a 2015 and 2016 calendar that is filled with speaking engagement opportunities 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. Maintain a list of organizations that have been shown the brand direction.

Please remember that this brand is more than just the plaza. It also includes the Sunnyslope Wine Trail, and incorporates a city-wide wayfinding system and further downtown development – beyond Indian Creek Park and plaza.

Down the road, develop a list of statewide conferences where you can share your branding experience with large audiences, telling them what you’ve done to revitalize downtown Caldwell and selling them on why they MUST pay a visit to the city. Once they visit, 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.

3. Work with City for “Start Up” funding

Description – This plan calls for the creation of a Business Improvement District (BID), becoming a Main Street Idaho community, initial marketing and other “start up” expenses. This recommendation asks the city to provide initial funding to jump start the recommendations made in this plan.

Timeline for implementation – Summer 2015

Taking the lead – Destination Caldwell, Chamber of Commerce, partners

Approximate cost – \$300,000

Funding idea – General funds, grants, loans from utility and other city funds.

Rationale and implementation details – This is the age of public/private partnerships. To date, the city has spent millions of dollars making downtown a stunning place, yet the private sector has done little to leverage, or monetize, this investment. This plan includes the following recommendations to create business-based funding for implementation of this plan:

- A full-time Main Street Director who would be charged with implementing this plan. Cost: \$110,000 including pay, benefits, taxes, office equipment, and other start-up costs including incorporation. (Recommendation 4)
- Programming & business plan for Indian Creek Plaza. Cost: \$85,000 (Recommendation 6)
- Trademark Caldwell brand identities: \$4,000 (Recommendation 7)

- Contract for Business Improvement District development: \$65,000 (Recommendation 8)
- Become a Main Street Idaho community: \$5,000 (Recommendation 9)
- Creation of a Brand Style Guide: \$15,000 (Recommendation 12)

The total of these items is \$284,000. Once the BID and Main Street Idaho has been implemented, downtown will have its own private-sector based funds in place so that it can be self-supporting.

So why should the city do this? The goal is to triple or even quadruple the tax base in downtown Caldwell: property taxes, retail sales, new jobs, and reduction of leakage of locally earned money being spent in Nampa, Boise and other nearby destinations. This investment will also make Caldwell a more desirable place to live, raise a family, start and/or expand a business, and will attract new larger-scale job-generation businesses, including industry.

Some of these funds could even be “loans” to be repaid by the BID, once funding becomes available. Of course, more than a third of this funding is to contract for a Destination Caldwell person who will be charged with implementing this plan, working with the city, property owners, new investors, and elements of the plan that extend beyond downtown Caldwell. Without a full-time effort dedicated to implementing this plan, it will be relegated to a shelf to be implemented by either volunteers or other city and organizational staff members who already have full agendas. Adding this to “the list” will doom it to failure. We could find no one in Caldwell that had “extra time” on their hands that could be dedicated to implementing this plan.

4. Contract or hire Director for Destination Caldwell

Description – Once initial funding is in place, this is for contracting with a “go getter” who will be charged with implementing this plan, working with the City, Chamber and other local organizations, including Destination Caldwell.

Timeline for implementation – Start Fall 2015 with a one-year contract (to start)

Taking the lead – Destination Caldwell with funding from the City of Caldwell

Approximate cost – \$110,000

Funding idea – City general funds, grants, inter-departmental loans (see Recommendation #3)

Rationale and implementation details – For the first year, this person would be on a contract basis while Destination Caldwell is becoming an incorporated entity (see Recommendation #5). The cost includes contract-pay, taxes, benefits, and other costs such as:

- Main Street USA, Idaho membership
- Overhead (they may work from home, but will be reimbursed for business cards, letterhead, postage, attendance at conferences, and other normal business expenses, such as a portion of Internet access, a dedicated phone line for Destination Caldwell, etc.

Job description:

Attitude and passion are far more important than college degrees, downtown management experience, or previous “Executive Director” experience. Key traits this person should have:

- A passion, in particular, for making downtown Caldwell an outstanding gathering place
- Enthusiasm is a key trait since this person will be charged with working with the city on recruiting investment into downtown Caldwell. They will also be working with property owners and existing downtown businesses. Enthusiasm is contagious and the MOST important trait the Director can have.

- Respect: this person must be able to garner respect from downtown property owners, wineries along the Sunnyslope Wine Trail, the City of Caldwell, Caldwell Chamber of Commerce, downtown businesses, State of Idaho departments, College of Idaho staff, and other local, regional and state-wide agencies and organizations.
- Be ultra-organized and a real “go-getter.” This person must be a self-starter and a true leader in making the recommendations in this plan happen. They will never take “no” for an answer in order to push the agenda forward.
- A good consensus builder who is able to create strong partnerships with downtown property owners, businesses, wineries and others (all with their own agendas) so they will work together as a unified force.
- A great writer: This will be critically important in terms of writing content for website development and marketing materials, writing of grants (working with the city), issuing Requests for Qualifications (many of the projects outlined herein), and communications with the residents of Caldwell, property owners and potential investors.
- A good understanding of public-sector workings: protocol, city councils and departments, resources available at the state and federal levels, etc.
- A great sales-person: The most important part of this job will be the ability to attract downtown investment, convince current property owners and downtown businesses to invest and stay open into the evening hours, convince local and state agencies to invest in this program, and to convince the citizens of Caldwell of the importance of this plan and what it can do for them as local residents.

Once again, it’s not important that this person be educated in urban planning, landscape architecture, engineering, or economic and tourism development. Contractors will be brought in to fulfill those elements of the plan. This person will steer the effort with a single-focus of implementation of this plan, that is, “making something happen”.

OPTION: The City of Caldwell is working on hiring a full-time economic development director. This is an enormous job, and a very important one for the City, and it incorporates far more than a downtown and wine trail focus. However, as an option, perhaps this person could be dedicated, full time (or at least 32 hours a week) for two to three years to implement this plan. In essence, this person would be “on loan” from the City to Destination Caldwell. As the plan is implemented and funding is in place for downtown through the BID development (Recommendation 8), Destination Caldwell would hire its own director leaving the City’s economic development director to work on other projects in other areas of the city.

This idea could reduce the initial start-up funding by a third. BUT, it’s important that this person be dedicated to implementation of this plan. A great downtown is the best selling tool a city can have in attracting industrial and other job-base investment to the city.

5. Incorporate Destination Caldwell as a 501(c)(3) non-profit organization

Description – The Destination Caldwell Director OR Downtown Economic Development Director/specialist for the city

Timeline for implementation – Summer 2015

Taking the lead – Destination Caldwell

Approximate cost – \$5,000

Funding idea – City of Caldwell

Rationale and implementation details – By formalizing Destination Caldwell, the organization can apply for grants, can hire employees, can receive funding from various sources as a legal entity, will have an official Board of Directors and receive the benefits of becoming a non-profit organization.

The costs include legal fees of not only incorporating the organization, but also working with the Brand Leadership Team converting it to the initial Board of Directors of the corporation. This includes the necessary fees to develop and adopt by-laws and set up the actual operational structure of the corporation.

While the contract director (Recommendation #4) is just that – a contracted position – that person may simply move over to

being the Executive Director of Destination Caldwell, and in that regard will become the Main Street Director – a requirement of the Main Street USA program.

As Indian Creek Plaza develops, the organization will hire additional people as suggested in the Programming & Business Plan (Recommendation #6) to manage the plaza including:

- Recruitment of public event producers (car shows, art guild shows, concerts, etc.) This person is charged with making sure the Plaza is programmed with at least 250 days of activity each year – and growing it to 300 days a year.
- Physical management of the plaza including maintenance, set-up for specific events (like movies on the square), etc.
- Marketing of the plaza to the general public.

The Executive Director would oversee this staff, but would be dedicated to downtown business recruitment, working with property owners on orchestrating the business mix, working with businesses to remain open well into the evening hours, downtown beautification, development of additional parking locations and/or construction of a parking structure, wayfinding, and day to day management of the organization.

NOTE: Since this recommendation was originally written, the city has developed a full-time economic development specialist, who's focus will include the implementation of this plan. We applaud the city for accomplishing this and for helping to lead the effort. With this plan, the goal is to accomplish and fulfill each of the recommendations, and there are often numerous ways to accomplish this, and as long as the recommendation has been implemented using the highest standards, then the outcome will be the same: an outstanding showcase community that will be the envy of the entire Northwest and a central gathering spot for those that live in Caldwell and its surrounding communities.

6. Contract for Programming & Business Plan for Indian Creek Plaza

Description – Plaza Programming, Development & Management Plan

Timeline for implementation – July start and completion by end of November 2015

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$85,000

Funding idea – City general funds (could be reimbursed through Tax Increment Funding (TIF) district, grants or other funding sources)

Rationale and implementation details - The Indian Creek Plaza is the cornerstone project and will be the “anchor tenant” for the revitalization of downtown Caldwell, turning it from a struggling commercial district into a thriving destination for Caldwell residents as well as residents of the greater Boise region.

The purpose of the plaza is to consistently bring people downtown 250 to 300 days a year. When this happens, more merchants will relocate downtown and property owners will invest there because they will be able to increase their rental/ lease rates. Merchants will be willing to pay more because there will be hundreds of customers outside their doors three hundred days of the year.

There is NO project the city can invest in that will have a greater return on investment than a programmed plaza. It is a means to an end and will:

- Reduce the leakage of locally earned money to neighboring communities.
- Increase property values downtown.
- Provide a return on investment for the millions of dollars the city has already invested in downtown.
- Provide a central gathering place for ALL residents of Caldwell, regardless of race or income.
- Help existing businesses downtown become more successful.

- Help “re-orchestrate” the business mix downtown to that of “destination retail,” dining and entertainment, which will attract more people.
- Change the somewhat negative perception of Caldwell. This is a cornerstone development for the “rebranding” or “repositioning” of Caldwell.
- Make downtown Caldwell THE Showcase Downtown in the Northwest, and beyond, leveraging and activating the already beautiful downtown Indian Creek development.
- Encourage outside investment and reinvestment in downtown, attracting additional dining establishments, a movie theater, public market development, and destination retail shops.

But prior to the plaza’s development, a Programming, Development & Management Plan for the plaza must be developed. This will answer the following questions:

- Who will own it (most likely the city)?
- Who will manage it? Staffing? Job descriptions?
- How will it be managed – who will do what, and what are the roles of the various organizations and the city in its management?
- How long will a “management contract” run before its renewal?
- What will be the requirement of the operating entity?
- How will the plaza generate revenues?
- Will subsidies be necessary and how much? How often?
- What kind of “start- up” costs will be required and where will that funding come from?
- What specific kinds of activities will take place on the plaza?
- How, exactly, will it be programmed 250 to 300 days a year?
- What about weather considerations?
- What specific infrastructure elements will be required to host these activities?
- Based on activities and infrastructure requirements, how much will it cost to build the plaza?
 - o This means that a detailed site plan will need to be developed – the next step from the initial concept renderings. These will not be construction drawings, but will provide enough detail for that next step.
- How will the plaza development be funded?
- What needs to be done by the private sector, to “front” buildings on the plaza?
- What should the retail mix be around the plaza?
- Where could a partnering year-round public market or covered pavilion be developed?
 - o Should they be developed together as a single project?
 - o If not, what is the long-term plan?
 - o At what cost?
 - o What are the funding options?

- How does the plaza impact and benefit the other streets (like Main Street) in downtown Caldwell?
- Could the plaza development be phased? If so, how?
- What are the timelines and funding milestones in its development?

In essence, the Programming, Development & Management Plan will provide the roadmap to:

- Programming: what specific activities will take place on the site at least 250 days, growing to 300+ days a year;
- Development: how and when the plaza will developed, including possible phasing and funding; and
- Management: who will manage it, how will they be funded, and what will their responsibilities be to the city (should it own the plaza).

Of all the recommendations being made in this plan, this is one of the three most important, because it actually “monetizes” and provides a return on investment for the millions of dollars the City of Caldwell has already invested in downtown.

The two other important recommendations include:

- Creation of a Business Improvement District so that downtown property owners will be able to invest in the plaza’s management and will become a funding partner with the city for marketing, streetscape beautification projects, staffing, and façade improvement programs.
- Master Development Plan for downtown showing how downtown can grow, over the next ten years, in terms of redevelopment to include: a downtown boutique hotel, public market, movie theater, performing arts center, additional recreational amenities, and re-imagined business mix.

To make this happen, you might consider issuing a Request for Qualifications for this work, or contracting directly with an entity that has this expertise. Typically, we avoid architectural firms at this point and would suggest using urban planning expertise with experience in creating public assembly spaces. Remember that programming is the key to the plaza, not the design. This is about people, not creating JUST another public space.

7. Trademark the Caldwell brand identities

Description – As part of the branding process, logos (brand identities), tag lines and other marketing materials were developed. This recommendation makes sure these become Trademarked through the U.S. Trademark office.

Timeline for implementation – Summer 2015

Taking the lead – Destination Caldwell

Approximate cost – \$6,000

Funding idea – Part of the start- up funding provided by the city.

Rationale and implementation details – As part of the branding process, numerous logos were developed including a marketing logo for Caldwell, City of Caldwell logo, Farm to Fork and Farm to Cork marketing identities, and the Destination Caldwell logo. Each of these should be trademarked.

Once the application has been submitted, each logo can add the ® Registered symbol, which would be replaced with the Trademark symbol, once the trademark has been accepted. Trademarks, copyrights and patents require special expertise, so contract with an attorney that specializes in this type of work.

If you’d like, we can recommend attorney Thomas W. Galvani, who Roger Brooks International (RBI) has worked with many times. He is located in Phoenix, Arizona and his cost for applying for each trademark is approximately \$1,000 including the federal filing fees. He is located at 3519 E Shea Boulevard Suite 129 in Phoenix, AZ 85028. His contact phone number

is 602.281.6481. He goes by Tom, and he is a Registered U.S. Patent Attorney. His e-mail address is: tom@galvanilegal.com. Website address: www.galvanilegal.com.

The \$6,000 in funding allows for the trademark registration of six brand identities:

- City of Caldwell
- Destination Caldwell
- Caldwell Area Chamber of Commerce
- Farm to Fork logo
- Farm to Cork logo
- Caldwell brand identity (not tied to a specific organization and used to promote the city)



8. Create a Business Improvement District

Description – Creation of a Business Improvement District

Timeline for implementation – July start and completion by end of November 2015

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$65,000

Funding idea – City general funds (could be reimbursed through a TIF district, grants or other funding sources)

Rationale and implementation details – To date, the city has incurred the majority of the investment into downtown Caldwell. This plan requires additional investment by the city into downtown, but true success comes from the development of public/private investment. To this end, the recommendation calls for the development, planning, and implementation of a Business Improvement District (BID) that will raise funds for the following projects and activities:

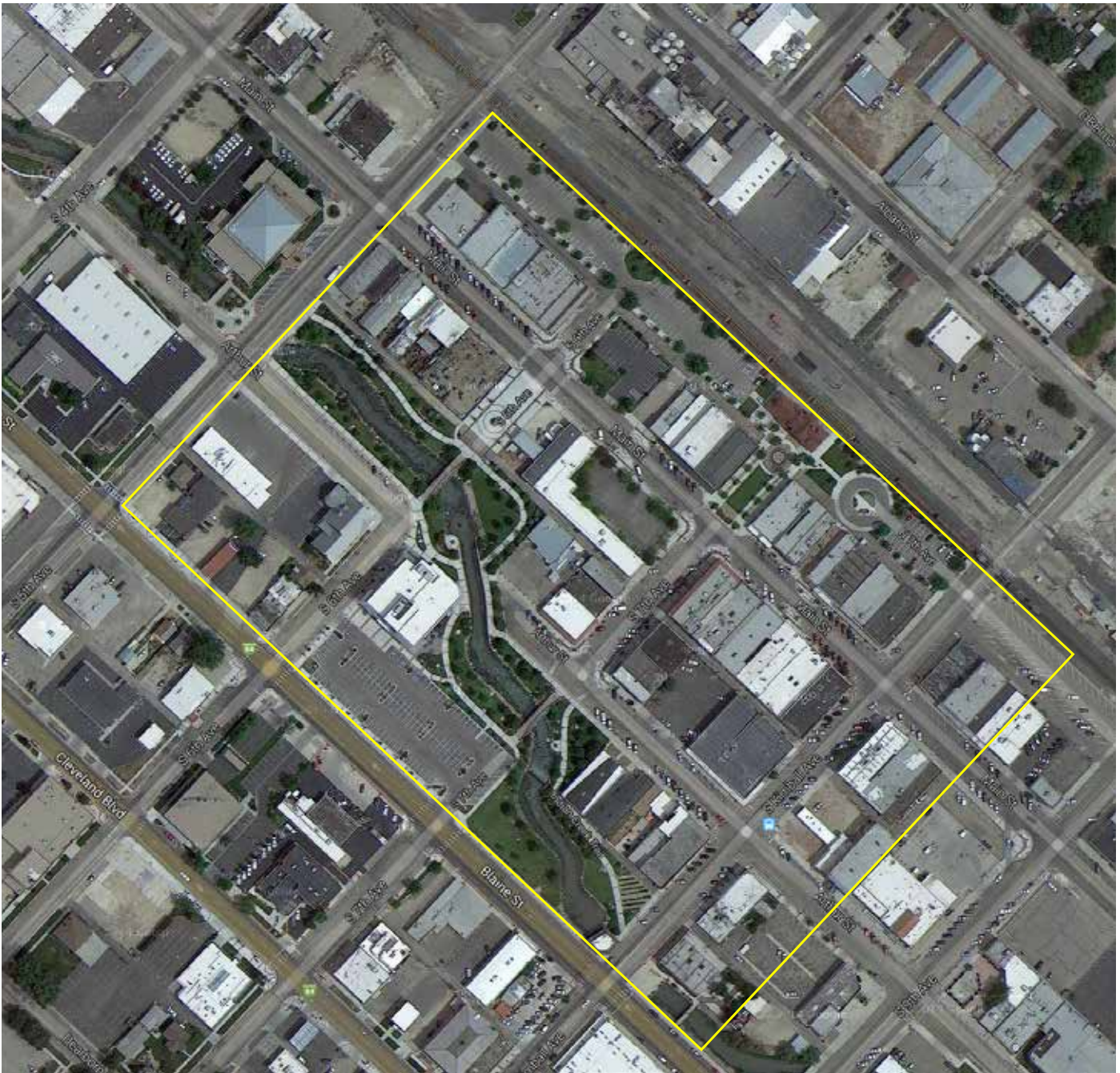
- To help offset the cost of Destination Caldwell's full-time staff.
- Downtown marketing (website, posters, advertising, public relations, social media, marketing partnership development, co-op advertising)
- Façade-side beautification efforts (benches, pots, planters, guidelines for extending window displays to exterior spaces, retail blade signs)
- Programming of the plaza (bringing customers downtown 250+ days a year)
- Management of the plaza and other downtown amenities (in partnership with the city)
- Seasonal pole banners and decorations
- Business-mix recruitment (working with property owners to attract the right tenant mix)
- Work with property owners on defined operating hours and days in all lease agreements
- Becoming a Main Street USA downtown
- Applying for grants for façade improvements, signage, wayfinding (working with the city, Main Street Idaho)
- Recruitment of outside-produced events into downtown Caldwell (car shows, motorcycle shows, wine showcases, quilt and artisan guild events, job fairs and public/farmers market events)

Destination Caldwell and the City of Caldwell would issue a Request for Qualifications to contract with a firm that specializes in the creation and development of a business improvement district. Roger Brooks International has worked with Civitas, based out of Sacramento, California and have found them to be among the very best in developing self-funded business districts.

They will work with the city and downtown property owners to determine the level of funding, how that funding would be assessed (often by type of business, number of employees, square footage, etc.), and how the funding will be spent.

As a starting point, we would recommend creating a budget of about \$300,000 a year in property assessments of which a third would be used for capital improvements (streetscapes, benches, seasonal plantings, pole banners, decorations, etc.), a third for a regional marketing campaign, and a third to help offset management and programming of Indian Creek Plaza, and to assist with business recruitment into downtown properties.

The assessments may be phased in over one, two or three years allowing time for property owners to secure tenants and work on property improvements per the Downtown Master Development Plan.



The creation of a Business Improvement District is a complicated procedure that starts by working with all downtown property owners to develop an algorithm that often includes: square footage, type of business (professional services don't benefit as much from the plaza, Indian Creek, and curb appeal as a restaurant or retail shop), number of employees, location (the closer to the square, the higher the participating cost), ground floor versus upper floor, etc. Additionally, a currently empty building might pay less - or nothing - while they are finding a tenant. Finally, initial boundaries need to be established, with plans to expand the BID and downtown further develops. BID's must be built WITH the property owners, and with tenant support. After all, the property owners will pass on the cost to their tenants, and the tenants must be willing to pay that cost because they will see an increase in business as a result. This is a very specialized expertise with only a handful of firms that develop these.

9. Become a Main Street USA community

Description – The National Main Street Center (Main Street USA) is a national not-for-profit that has affiliates in nearly every state, including Idaho. Main Street Idaho is part of the State's Commerce Department. Main Street offers many benefits, described below.

Timeline for implementation – For calendar year 2016, but with the preparation work taking place in the fall of 2015.

Taking the lead – City of Caldwell

Approximate cost – \$5000.00

Funding idea – Business Improvement District funding or start up funding from the City.

Rationale and implementation details – The National Main Street Center and Idaho Main Street are both dedicated to providing resources tied to making downtowns fantastic places for local residents and this is more important than ever now that downtowns are seeing a big resurgence across the country.

In fact, the days of the suburban mall are coming to a close. No traditional malls have been developed in the United States for 24 years – and counting. People, more than ever before, want downtowns. Look at the resurgence in downtown Boise and other cities across the country. In fact, developers are now building pseudo downtowns – lifestyle retail centers like The Village in Meridian. And as nice as it is, chain stores cannot make up for the traditional downtown; an area full of life, activity, and locally grown shops and restaurants. Lifestyle retail centers are not authentic to the community.

Becoming a Main Street Community provides a host of benefits including sample ordinances, case histories, educational forums and conferences, can assist in historic preservation efforts, and will provide access to grants and other funding where Main Street communities are first in line.

- Main Street districts tend to outperform other commercial district in terms of job creation and property values. Iowa, Michigan and New Mexico have commissioned independent studies documenting the effectiveness of their Main Street programs.
- Main Street is known and recognized nationally. Site location experts look favorably towards Main Street communities as places that have the amenities needed by their clients to attract and retain a quality workforce.
- Once a year recognized main Street experts provide information through workshops. Topics this year include board development, fundraising and heritage training.

Applications will be open in July for both the Idaho Main Street (IMS) and the Idaho Downtown Improvement Network (IDIN) programs. IMS is for those communities who can quickly implement the National Main Street Center (NMSC) model. It has been suggested that Caldwell is an ideal candidate for the IMS program based on their efforts to date.

With designation, Caldwell would be recognized by both IMS and NMSC as a Main Street Community and would be authorized to use the Main Street logo and branding in its marketing. Accreditation is offered by NMSC but normally takes 5 years or more to achieve.

Program costs include:

- NMSC membership: \$250.00 per year
- Once the community is “designated” as a Main Street community, the annual membership increases to \$350.00 upon renewal
- There is no charge for the Idaho program
- Other costs include salaries, support, travel and training fees
- Requirement of one person to attend the National Main Street conference. Currently the registration fee is \$350.00 plus a hotel room rate of \$120 - \$140.00 per night. The conference is May 22 – 25, 2016 in Milwaukee, WI.

Currently, there are three Idaho communities “designated” and recognized by the National Main Street Center. They are:

Lewiston	http://www.beautifuldowntownlewiston.com/
Nampa	http://www.downtownnampa.com/
Driggs	http://www.downtowndriggs.org/

Jerry Miller, Economic Development Specialist with Idaho Commerce, would be available to attend a meeting with Caldwell representatives to discuss this further.

Contact information: 700 W State Street, Boise, Idaho 83702
Office: 208-287-0780
Cell: 208-921-5289
jerry.miller@commerce.idaho.gov

10. Update the Downtown Master Development Plan and add site-planning scenarios

Description: Downtown master development plan

Implementation timeline: July start and completion by end of November 2015

Charged with implementation: Destination Caldwell, City of Caldwell

Approximate cost: \$40,000

Possible funding source: City general funds, Tax Increment Financing (TIF) funding, grants

Rationale and implementation details: Millions of dollars have been spent in downtown Caldwell, primarily by the city, in its efforts to make downtown an outstanding destination for its citizens. Investment is required for the development of Indian Creek Plaza, which would be programmed with activities for at least 250 days a year. However, in spite of this investment, what will make downtown a draw is what’s actually in the buildings – the business mix. Just as in a mall or lifestyle retail center (like The Village at Meridian) it must be orchestrated.

This recommendation is to contract with an urban planning firm to develop a Master Development Plan for downtown Caldwell. This site plan will offer location-specific recommendations for restaurants with sidewalk café dining and view dining overlooking Indian Creek, café dining on the Plaza, a mix of smaller destination retail shops (shoes, clothing, art, kitchen supply, wine boutique with tasting room, home accents, outfitter, bike shop, Segway rentals and others), a movie theater, a year round public market, upper story residential, a downtown boutique hotel, artisan live/work space, and a micro-brew or two.

The Master Development Plan will be a primary marketing piece in recruiting the right business mix in downtown Caldwell. While locations are not set in stone, this plan will become a “guide” showcasing what downtown Caldwell will look and feel like in seven to ten years and beyond.

It will include the following elements:

- Streetscape design (wide sidewalks, street trees, pocket parks, vendor and busker spaces, angle-in parking, narrower streets)
- Orchestrated business mix, including redevelopment options for existing properties – showcasing recommended locations and square footages for each shop.
- Public parking (garage or ramp, on-site and off-site parking in various locations)
- Visitor information and public restroom facilities (in two locations)

- Upper story development options (upper story professional office and residential development)
- Street musician/busker spaces
- Sidewalk café dining spaces
- Pocket park, and bulb-out traffic calming
- Street configuration (or re-configuration)
- Pedestrian wayfinding locations
- Architectural renderings showing primary colors and building materials
- Renderings showcasing the business mix
- Retail blade signage standards
- Pedestrian retail areas (without vehicular traffic)
- Downtown access and egress from primary thoroughfares
- Pole banners (Recommendation 49)

The City, working with Destination Caldwell, would issue a Request for Qualifications for urban planning and design expertise for the creation of this Downtown Master Development Plan. While this budget is pretty tight, it will still become a primary marketing piece in recruiting the proper business mix, and will give property owners a guide as to the highest and best use of their properties – orchestrating the business mix that will provide them with the highest rent per square foot.

Deliverables:

- General architectural guidelines in terms of façade improvements (two or three color renderings).
- Conceptual site plan for the core downtown area (within the BID boundaries) including public amenities (parking, streetscapes, vendor spaces, restrooms, visitor information, wayfinding).
- List of specific business types to be recruited or enticed into downtown, by specific locations.

11. Secure graphic design, public relations, and marketing service expertise

Description – While the most powerful and successful brands are built on product, not marketing – marketing is still vitally important and starts with the “look and feel” of the brand, the key marketing messaging, and the ability to portray the “brand story” so that it sets Caldwell apart from the other 199 cities and towns in the State.

Timeline for implementation – Fall 2015

Taking the lead – Destination Caldwell (City and Chamber as partners)

Approximate cost – None at this point. Cost will be determined by the projects they are charged with implementing them.

Funding idea – None required

Rationale and implementation details - The look and feel of the brand is a critical element of its long-term success – PARTICULARLY with a food and wine focused brand and what it represents. Hire the very best and then negotiate the fees with them. They will be your partner in protecting the brand, and must have a clear understanding of what branding really is. They must know how to evoke emotion and create top of mind awareness. The goal is to have everyone in the state of Idaho, nearby Oregon and other areas of the Northwest saying, “we need to spend some time checking out Caldwell.”

They will be charged with the creation of a Brand Style Guide, design of marketing materials and templates for partnering organizations, posters, give-away items, billboards, radio, television, video content, photography, key marketing messages, website content, etc.

Continuity is also critical: You **MUST** get all of your partnership organizations on the same page, pulling in the same direction. Imagine the nightmare Coca-Cola would face if every Coca-Cola bottling plant designed its own Coke logo, bottle and can design, ads, trucks, etc. It wouldn't be one of the world's top brands. In fact, it wouldn't exist as a company.

You have one chance to do this right, and so securing the best graphic design expertise you can find is essential. They do **NOT** need to be local, although if local talent is available and they are eager to be a part of the effort, then by all means keep the money local. You may see fit to hire someone outside the area the first year, so you end up with a toolbox full of initial design elements that can simply be refreshed locally. The goal is to attract a world-class graphic design firm into downtown Caldwell (in an upper floor location).

Issue a Request for Qualifications and let them know they will be charged with a number of projects including:

- Creation of the Brand Style Guide (Recommendation 12)
- Brochures and printed marketing pieces
- Website design
- Logo gear and collectibles
- Billboards, water tower designs, and outdoor advertising
- The look and feel of videography and still photography
- Pole banners
- Ads (radio, print, television in the future)
- Anything and everything that portrays the Caldwell brand

Pick the top three firms (or people) after issuing the RFQ. Qualifications should include:

- Experience promoting communities
- Experience promoting downtowns, tourism, chambers of commerce, and economic development organizations
- Depth with print advertising, design and production of promotional materials
- Style Guide creation experience
- Talent (the most critical element. Look at the work they've done: Does it make you want to go there? To buy the product they are promoting? If not, go to the next one.)
- Range of talent (an art-focused brand looks a whole lot different than someone promoting rail history, for example. Do they have range with their designers?)
- Copywriting expertise. Ads must command attention. You must jettison the generic.
- Social media expertise (setting up a YouTube channel, Facebook Fan Page, Twitter account, etc.)
- Editorial photography – the type of photos you'll use to promote your key messages. With this brand, photography, including videography, will be critically important. This team would be charged with assisting with assignment photography and the creation of a great photo library.

NOTE: Graphic design is only about 50% of what this team will need to do for you. The other 50% is the messaging: the written text. You may be better served by getting a marketing agency that has expertise in written word, graphic design, digital marketing, and public relations. The written word is JUST AS IMPORTANT as the visual graphics.

Interview your top three picks and pick the one you think is the most talented, will be timely in submitting ideas and deliverables, is affordable, is easiest to work with, and understands what branding really is. Many graphic designers are defensive of their work, and you need someone (or a team) that will listen to you and do you proud.

They should be hired on a per-project basis and would bid each project with a not-to-exceed cost so that you can work with tight budget restraints. But DO spend the money to bring in professional graphic design expertise. It's important in everything you do. Once the Style Guide has been developed (Recommendation 12) they will be able to do projects for Destination Caldwell, the Chamber, Economic Development, the City, perhaps the College of Idaho and other organizations, creating continuity. You will also save money through this cooperative buying agreement; perhaps a half dozen clients in exchange for a reduction in the normal prices by 25% or so.

At the end of each year (or every other year) you'll want to put the marketing "out for review" meaning you'd consider other companies. While you don't want to go through a host of marketing companies, you do want them to keep a sharp pencil in terms of costs! After all, they are likely to get other work from local businesses as a result of their branding efforts with the city.

The final element is public relations: getting the word out about what is happening in Caldwell. You build your brand on public relations. After all, a brand is what people think of Caldwell. This is accomplished through word of mouth, social media, and what is written in magazines, newspapers, and what is seen on local television – particularly the news.

For every dollar spent on public relations, you should see a three dollar return in the form of "earned media" – what it would cost had you purchased the time on television, or the space in a regional or local news publication or magazine.

While the primary public relations work would take place several years down the road (once Indian Creek Plaza opens), having this expertise on hand in the early stages can be VERY beneficial. It's the best and easiest way to attract investment and for potential investors "hear" about what's taking place in downtown Caldwell. Most investors are not in the Yellow Pages or business listings, but they DO keep an open eye and ears to projects that sound like they'd have an excellent return on investment – and that is accomplished through public relations.

12. Contract for the creation of a Brand Style Guide

Description – This is the "bible" in terms of continuity and the proper use of Caldwell's brand graphics.

Timeline for implementation – Fall 2015

Taking the lead – Destination Caldwell (City and Chamber as partners). Another potential partner would be the Sunnyslope Wineries that will be heavily marketing to make Caldwell a top-notch visitor destination.

Approximate cost – \$15,000. Perhaps \$5,000 from the city, \$5,000 from Destination Caldwell (as funding becomes available) and \$5,000 from the Chamber of Commerce.

Funding idea – City start-up funds

Rationale and implementation details - Before people start redeveloping brochures, websites, new letterhead and business cards, the top priority is to create a community-wide "Style Guide" or "Brand Standards and Practices Manual."

The Style Guide will be the "bible" every organization (City and city departments, Chamber of Commerce, economic development, Destination Caldwell) will use to create continuity with your brand direction. The Style Guide keeps control of the tremendous amount of enthusiasm from those individuals within Caldwell who are ready to use the new graphics.

Right now you have a general look and feel of the brand, but now it's time to get down to specifics and particulars. That's what a Brand Style Guide does.

The Brand Style Guide, or standards and practices manual, will contain graphic design standards for logo and slogan use, guidelines for website development, guidelines for the production of printed sales and marketing materials, as well as the proper use of key marketing, advertising and promotion messages.

Continuity and consistency are critical when developing a strong branding program that creates top of mind awareness of the brand. The logo and brand design should give the community an easily recognizable identity – a symbol and message that represents the community and the experiences it has to offer. Whenever the logo is used, it should bring to mind images of enjoying that community.

Repetition helps reinforce the viewer's perception, but consistency is the only way to ensure logo and brand recognition. That is why the Brand Style Guide is a highly detailed document, providing specific instructions on how to use the graphics – font sizes, colors, guidelines for reproduction, guidelines for web design, PowerPoint presentations, and advertisements. Examples of logo use should be provided for the city and local organizations that will utilize the logo, as well as for signage and wayfinding.

Destination Caldwell will be responsible for overseeing proper use of the graphic identity. This Style Guide will provide the official direction on how to use the community's graphic identity.

Sample Table of Contents:

- Brand Overview
- The Brand Identity
 - o Clear space and sizes
 - Proper uses
 - Improper uses
 - Sub logos
 - Tag lines
- Brand fonts and colors
- Business cabinet
- Printed materials
- Signage and pole banners
- Electronic media
- Usage guidelines and sample usage agreement



Examples of approved logo and brand use should be provided in the guide. This includes dimensions and minimum sizes, as well as fonts and colors. Logo colors must be identified as specific Pantone colors and/or as percentages of the four process colors: cyan, magenta, yellow and black (CMYK). Guidelines for reproducing the logo in black and white and in one color need to be included.

Incorrect usage of the logo (in structure, color or fonts) needs to be spelled out. Combining the logo with other logos or branding elements should never be permitted.

Web design concepts should be illustrated showing use of the logo, color palette, and structure. RGB and HTML colors should be listed. Examples of PowerPoint presentations with the logo should be incorporated.

All organizations that market the community need to do so with consistency in the look and feel of their marketing. The Style Guide helps get everyone on the same page, pulling in the same direction. The BLT should work with all marketing organizations that promote the community on proper use of the logo and other graphic elements to create a unified, consistent look and feel.

A Brand Style Guide costs approximately \$15,000 to develop and you can have it done locally by a qualified graphic design firm, or by someone like Roger Brooks International's Creative Director, Greg Forsell. It includes:

- Final identities for the city and your partnering organizations with variations in full color, two-color and black and white, and in various formats
- The proper use and spacing (along with identified improper uses) of your brand identities
- The look of your business papers (letterhead, envelope, business cards, labels, your e-mail signatures)
- The color schemes, patterns, font styles for headlines, body text, and other elements of your websites and printed materials, and print advertising
- Guidelines for photography styles and other imagery
- Tag lines and key marketing messages
- Guidelines for brochure covers
- Website home page and interior page guidelines
- Outdoor (billboard) marketing guidelines
- Print advertising (full page, half page, and 1/3 page guidelines)

It may include other elements as well, but this is the Guide EVERY partnering organization would use for ALL of their marketing efforts. Continuity is absolutely key to a successful branding program.

At this point, your brand graphics are concepts. The Brand Style Guide will provide you with the guidelines to create a consistent, specific image of Caldwell.

If you decide to take this out to bid, we advise you issue a Request for Qualifications, not an RFP. Find the very best, then negotiate a deal, scope of work and timeline with them. If you'd like an example of a Style Guide, let us know and we'll send you a PDF for you to review.

13. Begin the transition to the new brand

Description – From the fall or winter of 2015, gradually transition to the new brand identity, replacing existing business cards, letterhead, utility billings (city), and other printed materials with the new new look and feel of the Caldwell brand.

Timeline for implementation – Begin late fall 2015 once the Brand Style Guide has been developed

Taking the lead – Destination Caldwell

Approximate cost – None (only printed when there is a need for new printed materials, as part of normal budgeting processes)

Funding idea – Normal operating budgets

Rationale and implementation details - The 2015 calendar year is the “getting ready” year meaning that this is the year dedicated to product development initiatives, planning and development of Indian Creek Plaza, a downtown master development plan, working toward 250 activity-days downtown, creating new marketing materials, and gradually introducing the new brand identity, wayfinding signage, and pole banners. This transition does not need to be expensive.

When a city council or staff person, for example, needs new business cards printed, they would be printed with the new look and feel of the brand. Over time, letterheads, utility billings, envelopes, business cards and even vehicle graphics would change to the new brand identity and messaging. The transition might take 12 to 18 months, and that’s a reasonable timeframe. People will come downtown, and people will invest in downtown because it’s a popular gathering place, not because there’s a new logo on printed materials or signage.

The transition should also apply to any marketing Destination Caldwell, Chamber of Commerce and other supporting organizations do over the next couple of years. In fact, once the Brand Style Guide is complete, copies should be distributed to your partnering organizations – Chamber, economic development, city departments, and any event organizations.

Successful brands require continuity. This does not mean the Chamber of Commerce needs to use the same logo as the city, but there should be common color schemes or fonts used to create synergy between organizations.

NOTE: EVERY use of the brand identity, tag lines and marketing messages must be “approved” by Destination Caldwell before printing so they comply with the rules outlined in the Brand Style Guide. One of the primary functions of the BLT is to “police” the brand-mark (logo) and the messaging, just as is done by any major brand. As brochures, pole banners, wayfinding signage, interior stencils, print ads, billboard displays, trade show booths, business papers, newsletters, etc. are developed, EACH MUST be approved by Destination Caldwell. This is imperative to assure the strength of the brand.

The brand identity can ONLY be used for public sector marketing. Joe’s Muffler Shop cannot use the logo or the tag line in their marketing efforts. However, if Joe wants to promote “Sunnyslope Food Festival,” or “The Indian Creek Plaza Wine Expo” there’s no problem since it reinforces the brand. This use should actually be encouraged; however, it should be approved by the BLT marketing committee prior to being used.



14. Get your best spokesperson on film

Description – Video is the future and short two to three-minute videos focused on “the Future of Caldwell is About to Unfold” showcasing Indian Creek Plaza, up and coming retailers, sidewalk café dining, ice in winter, water in summer, concerts and downtown coming to life would be the focus along with the “incredible” Sunnyslope Wine Trail.

Timeline for implementation – Fall/winter 2015

Taking the lead – Destination Caldwell, City of Caldwell, Chamber of Commerce

Approximate cost – \$3,500

Funding idea – \$1,200 from each of the three organizations (perhaps the city covers the Destination Caldwell portion since it has no funding mechanism in place quite yet)

Rationale and implementation details - Find the most enthusiastic, fun-loving, engaging and humorous person you have and put them on film. They don't have to be professional broadcasters or television personalities, but they DO need to be totally sold on Caldwell and be ultra-enthusiastic about spending time in the city.

You don't need to hire a professional film crew, but you do need some production and editing skills to fine-tune the video segments. You should add three short videos every month to the website. These might include an hour of filming, which will be edited down to one, two or three minute videos, each selling the following:

- Business opportunities in downtown Caldwell
- The “up and coming” energy for downtown with a focus on Indian Creek park, the new plaza, the future Market Pavilion, a new revitalized mix of businesses with sidewalk dining, including seasons, and a town alive with activities at least 250 days a year.
- The Sunnyslope Wine Trail experience.
- The Farm to Fork and Farm to Cork experience found in Caldwell.
- The quality of life – get OFF of I-84 and drive five minutes and discover a Caldwell you never knew existed.

If you don't have someone like this available, check out these two guys, who both do an excellent job:

- Eric Hastings of Hastings Travel. Check out some of his videos at www.youtube.com/user/HastingsTravel. Look through some of the videos and make note of which ones made you want to go visit. Eric travels extensively and can be hired to help get your first several videos on your website and on YouTube.
- Brad Rowen is an Idaho native who has worked in the travel industry for a long time and was the featured host of Idaho Tourism's “Adventures in Living” program. You can find information about Brad at www.geocities.com/bradrowen/index.html. Check out Brad at www.greatidahogetaway.org.

By watching Brad or Eric you can get an idea of the type of fun and humor you are looking for. No elevator music videos! Your videos should be very fun, engaging, fast paced, and exciting.

2016

15. Seek funding sources for a wayfinding system and issue an RFQ

Description – Wayfinding, or directional signage, is an investment, not an expense. This is NOT a public works project. A good wayfinding system is as much a science as an art, and it should be left to professionals. Studies have shown that wayfinding increases retail sales and services by an average of 18%, which is substantial.

Timeline for implementation – Winter 2016

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$90,000 for the design of the system

Funding idea – Federal transportation grants, lodging taxes, general funds

Rationale and implementation details - Begin looking for funding for creation and development of a Wayfinding System for downtown Caldwell and beyond. This is the “plan” that will provide bid-ready documentation for a complete countywide wayfinding system. Look for federal and state grant funds, and then find out what local matches will be.



Included in the wayfinding plan will be:

- Pedestrian wayfinding once downtown and on foot
- Vehicular wayfinding from the airport to downtown, from local hotels to downtown, to the College of Idaho (they would be responsible for on-campus signage), and vehicular wayfinding from and to Nampa, local attractions, amenities, visitor information, and would also include the wayfinding to and including the Sunnyslope Wine Trail.
- Decorative and seasonal pole banners (downtown and in other areas of Caldwell)
- Visitor information kiosks in various locations

Work on the local match portion as part of the upcoming city budget process. Include the county if at all possible. A countywide system will be far more advantageous than just a citywide system. This way signage can direct people throughout the county, not just once they're off Interstate 84 and driving around Caldwell. You will also get support from the Idaho Dept. of Transportation when it's a countywide effort, AND you'll save money by making it a partnership process. Quite often this can be funded by federal transportation grants with local matching funds.

To design the system for Caldwell, including the Sunnyslope Wine Trail, we estimate the cost would be about \$90,000, including bid-ready documentation, so the plan can be presented to fabricators for bidding the construction and installation. Since a portion of the wayfinding will take place in the county (outside the city limits), consider that a pro-rata share of the system would be funded by the county.

Included in a wayfinding system:

- Highway/freeway directional signage
- County and city thoroughfares
- Pole banners (often seasonal) for downtown and the rest of the city/county
- Visitor information kiosks
- Gateway signage (community and downtown)
- Marquee signage for parks and other public facilities (like the public market)
- Water tower graphics can be included

The items they should be concentrating on include:

- Wayfinding along Interstate 84 and other state-owned roads to downtown, the College of Idaho, Stadium, the lake, the airport, your local parks, industrial parks, the community college, and your sports facilities.
- Vehicular wayfinding along county roads into downtown Caldwell, and to the Sunnyslope Wine Trail, between wineries and wine country amenities, hotels, etc.
- Visitor information kiosks at various locations including College of Idaho campus (in two or three locations), the stadium, fair grounds, downtown, the airport, Lake Lowell.
- Pole banners outside of the downtown core area and a separate set for downtown.
- Better identification of public parking downtown, boat ramps, picnic areas, public restrooms, Indian Creek Park (and plaza), and local services.
- Trail system maps once you begin to develop bike and pedestrian routes throughout town.

- Wayfinding should start at least 10 miles out of town and should identify and make it easy to find your attractions (downtown is an attraction, not just a place), municipal courthouse, city hall, high school, library, hospital, police and fire, local parks, sports facilities, golf course(s), etc. Wayfinding will also educate your front-line employees of what you have and where it's located.

Wayfinding can be phased over several years (Recommendation# 27). Watch the Roger Brooks video "The Art of Wayfinding" for details on how to get your wayfinding system designed, fabricated, and installed. There is a wealth of detail in the video that would take pages and pages to describe. Seeing examples and visuals is far more appealing than reading additional text.

Always design your wayfinding system to a pre-determined fabrication and installation budget. For instance, you could probably implement the entire system for \$300,000 or you can create a single gateway for a million dollars. Typical wayfinding systems, in terms of fabrication and installation, range from \$300,000 to \$2.5 million – depending on many factors including the size of the city, gateways, etc. And wayfinding systems can be phased over time. For instance, the city may include in its annual budget \$50,000 a year for ten years for implementation of the system. In this case, the design company would be required to design a phased system. As a side note, phased wayfinding systems add about 25% to the total cost because the signs can't be fabricated at the same time.

If the county won't become a partner in this effort, the city should still proceed with the system, which will make it easy for visitors to realize you actually HAVE a downtown, will direct traffic between the Interstate, downtown, the college, your sports and fair facilities, the lake and local parks. Many visitors come to Caldwell for sporting events and never realize you actually have a downtown, thereby limiting spending.

No matter what, the very top priority is to install wayfinding signage from your freeway area hotels to downtown. After talking to hotel guests during our several visits, we would guess that 99% of your first-time visitors never even know Caldwell HAS a downtown. On this note, it's important that the wayfinding system identify "Indian Creek Plaza" as a primary attraction, rather than just "downtown Caldwell."

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.

16. Create a zoning overlay downtown (In the BID)

Description – One size does not fit all when it comes to commercial zoning, and so a separate zoning district needs to be developed for downtown Caldwell.

Timeline for implementation – Spring 2016

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$60,000

Funding idea – BID funding, grants, participation from the City of Caldwell

Rationale and implementation details – Downtown is, and should present, an entirely different feeling than commercial areas along Cleveland Boulevard or Highway 26 and other main thoroughfares. The future of downtown revolves around off-site parking, a pedestrian-friendly intimate setting, including a number of elements that should be set as standards in a downtown zoning overlay:

- The size and use of retail blade signs (perpendicular retail signage)
- The use of plastic and vinyl banners (restricted)
- The use of sandwich or A-boards

- Extension of window displays to exterior spaces
- Façade-side beautification, including benches, pots, planters
- Allowable ground floor uses (retail, restaurants, restricted professional services)
- Allowable upper floor uses (lodging, office, residential)
- Restrictions on chains and franchises (to keep downtown authentic to Caldwell)
- Decorative crosswalks
- Off-site parking (the old models of x-amount of parking per square foot are seriously outdated)
- Façade improvements (design guidelines)
- Height restrictions for new development projects

Think of downtown as a mall. This is the way lifestyle retail centers also think; 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. Think Napa Valley and its 200+ wineries.

When you visit a successful mall – or lifestyle retail center (think The Village in Meridian) – 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.

This doesn’t mean you can’t have an architect’s office, tax preparation services, city or county offices in the downtown, BUT you must have the necessary “critical mass” of like-businesses grouped together, so you become THE place for local residents and visitors to spend time.

To see great examples of a destination downtown just visit McKinney, Texas or even the burgeoning downtown Boise, both of which have a great mix of businesses. In the case of Caldwell you need to help orchestrate the effort so you don’t end up with a hodge-podge assortment of businesses that create “retail chaos” and a place that closes at 5:00pm. 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.

Even in downtown McKinney you’ll see real estate signs that say “Available for a restaurant” – a specific type of business in a specific building.

Caldwell needs to follow suit. However, it’s important that the city and the landowner work together. 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.

When existing downtown business space becomes available for sale or lease, then the allowable uses ordinance does come into play. Professional services and non-retail uses would be encouraged in second story locations, and we recommend that a certain percentage of retail frontage still allow for non-retail commercial use. In Conroe, Texas, the downtown wraps around a courthouse square, and there’s a proliferation of attorneys downtown. But to make sure their downtown is “alive after five” some law firms have “activated” the first ten to 15 feet for other uses, with law offices behind that space. The street front space might be home to a small coffee shop, or flower shop, or newspaper stand – retail and food services that can be open into the evening hours, keeping downtown alive and vibrant.

The highest and best use of any commercial properties bordering a central plaza, or on the water, or with view corridors, is always going to be a restaurant, retail and second story office, residential, or lodging.

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.

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 Caldwell?" 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 Caldwell.

We recommend that the City of Caldwell, working hand in hand with Destination Caldwell, contract with urban planning expertise to help develop some of these new (or revised) zoning ordinances.

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. Applies to retail establishments with multiple locations and a recognizable "look" or appearance.

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>

Telegraph Avenue Commercial District Use and Required Permits		
Use	Classification	Special Requirements (if any)
Retail Sales		
All Retail Sales Uses, except those listed below:	ZC	As defined in Sub-title 23F, except otherwise listed (does not include Video Rental Stores)
Alcoholic Beverage Retail Sales including liquor stores and wine shops	Prohibited	Includes sale for off-site consumption at restaurants
Department Stores		
Over 3,000 SF	ZC	
UP(PH)		
Drug Paraphernalia (any use involving the sale or distribution thereof)	Prohibited	As defined in California Health and Safety Code Section 11364.5(d)
Firearm/Munitions Businesses	UP(PH)	Prohibited on any property devoted to residential use
Pawn Shops	Prohibited	Including Auction Houses
Pet Stores	UP(PH)	Including Sales and Grooming of Animals (but not Boarding)
Smoke Shops	UP(PH)	Prohibited if within 1,400 feet of a school or public park
Legend:		
ZC – Zoning Certificate AUP – Administrative Use Permit * UP(PH) – Use Permit, public hearing required Prohibited – Use not permitted		* For the purposes of the C-T zoning district, uses established by AUP require public notification of a decision within a 300-foot radius of the subject property.

17. Develop, design and print business recruitment materials

Description – Once the Master Development Plan for downtown has been completed, you will need two primary printed pieces to be used for both downtown and community-wide economic development recruitment: A Community Profile and an Opportunities brochure.

Timeline for implementation – Winter/Spring 2016

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$15,000

Funding idea – City economic development funds

Rationale and implementation details - Included along with these recommendations is a sample community profile and an opportunities brochure which you can use as guides. These should be simple, straightforward snapshots of Caldwell that can be used by local real estate agents (commercial and residential), the chamber as part of relocation packets, economic development for recruitment purposes, and Destination Caldwell to business investment into downtown. Also provide copies to your major employers, including hospitals and medical facilities, warehouse firms.

These should be updated every year and also be available as multi-page downloads in PDF format on every local website. Consider printing 3,000 copies of each, each year. 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 local visitor information centers, in each partnering organization office and at city hall.

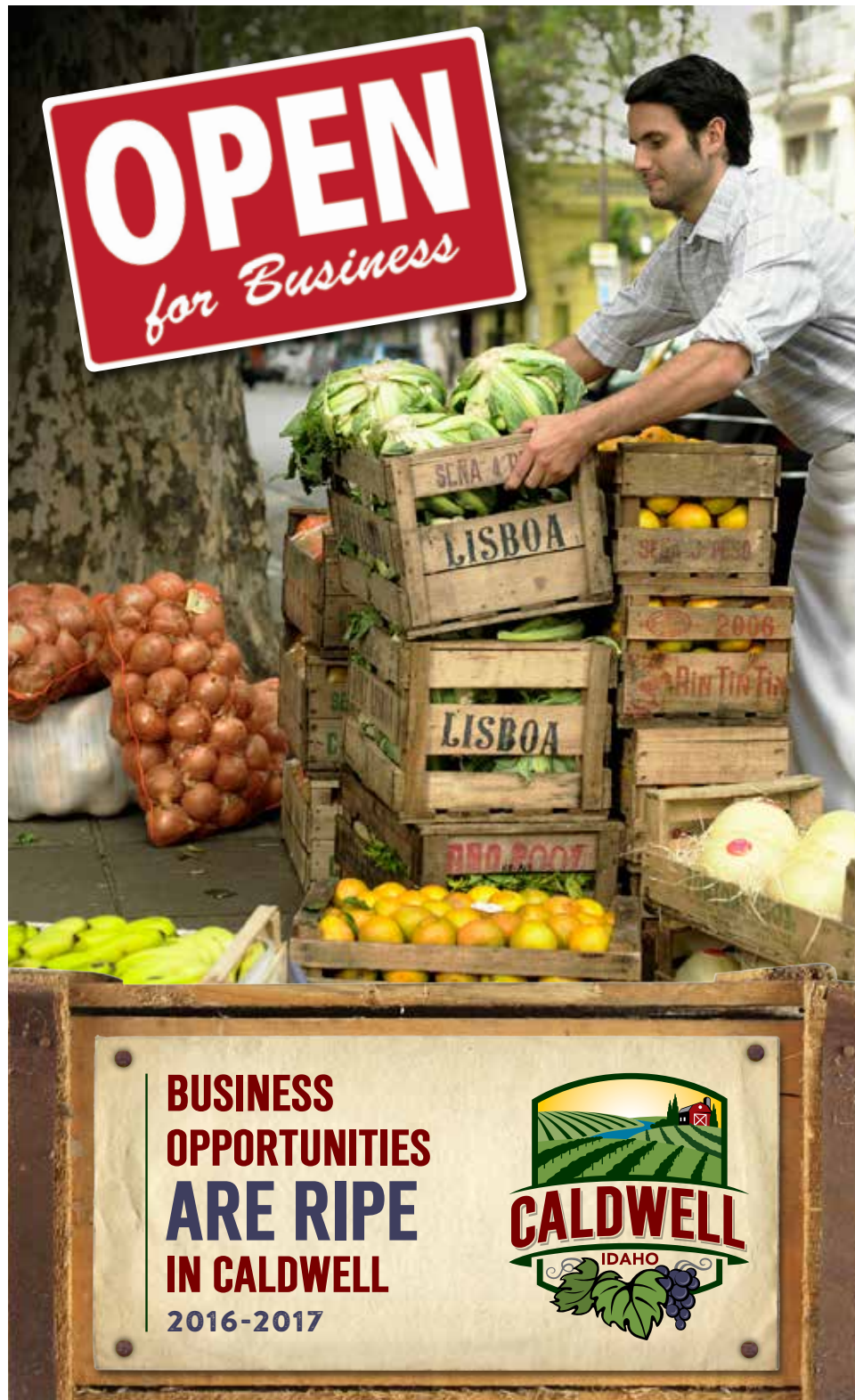
The “Opportunities” brochure should list the top seven to ten opportunities. Consider the following:

- Downtown boutique hotel
- Additional restaurants
- Creative office space (upper story)
- Professional services building (Class A, small office lease spaces)
- Specialty retail shops (home accents, books, clothing, shoes, antique shops (not second-hand stores, etc. Additional ideas are included in Recommendation 18)
- An outfitter (fishing, hunting, camping, kayaks & canoes, etc.)
- Sports and sporting goods store
- Bike shop (rentals, sales, repairs)
- Downtown residential units (upper level)
- Multi-screen movie theater
- One or two large-scale industrial developments outside of downtown (Airport area)

Make sure you concentrate the marketing on WHY Caldwell – not just what you have or where it’s located. WHY should I move or start a business in Caldwell?

Investors don’t need volumes of studies and demographic information and these two pieces will provide them with enough detail to help them arrive at a decision: whether or not to invest in downtown Caldwell.

Roger Brooks spent the first ten years of his career recruiting more than \$3.2 billion (1990 dollars) into destination resorts and rural communities using these two marketing pieces to attract nearly 90% of those investment dollars.



18. Contract for downtown business recruitment

Description – Contract for professional commercial real estate expertise to attract specific businesses into downtown properties, and to encourage redevelopment and new development of needed projects into downtown Caldwell.

Timeline for implementation – Spring 2016

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$120,000 a year for up to three years

Funding idea – CDBG grants, general funds, Downtown BID funding

Rationale and implementation details – As noted throughout these recommendations, all branding efforts are built on product, not just marketing. In order for downtown Caldwell to become one of the Northwest's best destination downtowns, a solid recruitment effort is needed.

Here is the business mix you want to have in downtown Caldwell (including existing businesses):

- 15 restaurants. That's right – 15. The more you have, the further people will come, the longer they will stay and the more often they will come back. In cities across America with outstanding and successful downtowns and populations very similar to that of Caldwell, you will see between 20 and 30 restaurants and food service establishments downtown. Fifteen is just the beginning.
- An outfitter (kayak and canoe sales, camping and fishing gear, boots, and other sports and recreational equipment)
- A first-class bakery downtown (breads, pastries, pies, cakes, cookies) This can be included as one of the restaurants should they serve lunches or even breakfast items.
- A flagship upscale downtown boutique hotel
- Artisan live/work space – upper story creative office space for small businesses
- Class A professional office building: tenants may include technology businesses, small professional service businesses (accounting, tax, law firms, architects, engineers, etc.) with leased spaces of 500 square feet on up to perhaps 5,000 square feet.
- Two full-service day spas – not just a hair salon. A real spa.
- Full service bike shop: rentals, sales, repair
- Western-wear clothing shop: leather goods, shoes, boots, belts, etc. for men and women. This can become a signature "anchor tenant."
- Four galleries with rotating exhibits, art shows, artisan in action events.
- A wine gallery that may feature the many wines produced along the Sunnyslope Wine Trail. A wine store with pairing and foodie events would be a major draw to downtown.
- Specialty shops:
 - Antiques (not second hand stores, which you already have, but one that concentrates on home accents and decor).
 - Paint your own pottery shop.
 - Ice creamery (if not a retail shop, perhaps a summer vendor on the square).
 - Kids-focused retailer. Check out www.winduphere.com for the Wind Up Here retail store in downtown Olympia, Washington. People are driving 50 miles to spend time in this store.
 - Home accents and decorating store.

- Quilt shop. Make sure quilting is the primary focus, more than just fabrics. This niche market draws a big audience that will travel quite a distance. The shop should also offer classes and beginner kits.
 - Butcher shop (these are coming back and are VERY popular). This could be combined with a gourmet foods and gifts shop. Think wine, cheese, meats and a mix of prepared and raw foods. This would be an amazing partner with your full-service bakery.
 - Office supply store. Not a big box (Staples, Office Max) but one that has ultra-personal service and can serve the city, county and other professional services.
 - A kitchen/culinary store.
 - A shoe store. Check out Brown's Shoes, a chain that is moving into rural and suburban downtown cores across the country with great success.
- Upper story residential development. People are moving into downtowns more than ever before, particularly around plazas and public assembly spaces.

This list includes nearly 35 "new" retailers, not including upper level development of condominiums, apartments and office space.

Effective recruitment requires not just outreach, but handholding from the sales pitch all the way to opening the doors. As noted previously, over his career, Roger Brooks recruited more than \$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 continue to work with them to help make them successful.

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

The initial efforts are geared to quality of life businesses – not factories and industry. If Caldwell becomes one of the state's best places to live, then industry will follow. For the first time in U.S. history, quality of life is the leading relocation and new business development lure. This means having an extraordinary downtown fitting the 10+10+10 rule (see supporting documentation), a signature plaza area, a vibrant year round public market, and other supporting businesses that can elevate Caldwell's brand.

Typically this is 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. This will be a terrific guide on how to find the right person and how to successfully recruit new businesses into downtown Caldwell.

The following is a list of specialty shops in downtown McKinney, Texas – a very successful downtown core area about the size of that in Caldwell. With this list we've highlighted the shops that could be a good fit for Caldwell. This will give you a good idea of the types of businesses that will draw shoppers downtown consistently.

- A Twist of Lime Floral Design – Unique Gifts, Funny Card, Novelties & Floral Design
- Artisanal–A Food Lover's Market – Food from Here, There and Everywhere
- The Book Gallery – Olde and Rare Volumes, First/Limited Editions
- Cadence Cyclery of McKinney – Where McKinney Rides

- . The Canine Cookie Company – A Shop for Dogs and People Who Love Dogs
- . The Crystal Cloche – Home Décor, Gifts, Jewelry & Furniture
- . Diggin' It – Indoor/Outdoor Emporium at the Old Greyhound Bus Station
- . Doozie's Corner – A Collection of Boutiques
- . Each & Every Detail – Your Resource for Wedding Planning & Décor
- . Facets - Gemstones, Custom Engraving, Jewelry, Accessories, Clothing & Art
- . Fair & Square Imports – Handmade, Fair Trade Jewelry, Décor & Gifts
- . Giggle Brush Designs – Baby & Children's Bedding, Furniture, Clothes, Gifts & Décor
- . Goodies Texas – Chocolates, Fudge, Candy, Soda, Toys & Games,
- . Hamm's Custom Meats – Fresh Cut Beef, Pork & Chicken! Barbeque! Sandwiches Served Wednesday–Saturday
- . Happiness Is ... Quilting! – Fabric, Notions, Books, Patterns and Classes
- . Kitchenwares on the Square – Kitchenwares, Cookware, Cutlery & Gadgets
- . Landon Winery – Award Winning Wines to Taste and Take Home
- . Local Yokel Farm to Market – Natural Meats and Local Goods
- . Loco Cowpoke Salsa Shop – Gourmet Texas Made Salsas and Food Products
- . Lone Star Wine Cellars – Wine Tasting Room – Texas Style
- . Made of Sugar and Spice – Birthday Parties, Camps & Boutique to Celebrate HER!
- . Main Street Magic & Fun Company – Magic Tricks for All Ages, Shows & Parties
- . McKinney Wine Merchant – Fine Wines, Port, Champagne (Non–Texan)
- . Missing Q Press – Quality Handmade Letterpress Paper Goods
- . The MOM and POPcorn Co. – Gourmet Popcorn, Old Fashion Sodas & Vintage Candy
- . Patina Green Home and Market – Market Lunch Tues–Sat, Vintage Home, Artisan Gifts
- . Plum Creek Primitives – Country Wares & Folk Art from Around the Country
- . Sharla's – Voted "Best Women's Boutique & Best Gift Shop"
- . Upstage Dancewear – Supplies/Shoes for Dance, Gym, Drill & Fun
- . Walls of Clay – Paint–Your–Own–Pottery Studio, Walk–ins Welcome

One thing that's important to point out is that Caldwell has an "anchor tenant" in its downtown. Indian Creek Park and Plaza will be the Anchor for downtown Caldwell along with a signature restaurant such as Indian Creek Steakhouse and others.

As part of this recruitment effort, it will be VERY important that landlords include in lease agreements operating hours and days. Seventy-percent of all retail shopping takes place after 6:00 pm. Downtown cannot succeed if most of the shops close at 5:00 or 6:00 pm and are closed on weekends, when most of the shopping takes place.

The plaza will be programmed with activities at least 250 days a year, and the majority of the activities will take place from 4:00 pm to 9:00 pm six nights a week (Sunday is an early day).

19. Develop a low/no interest loan fund for downtown property improvements

Description – Substantial investment will be required to face the back of commercial buildings that front Indian Creek Plaza. Power lines on the plaza will need to come down and be put underground, meaning the buildings will need to rework their electrical service to accommodate this need. Other major façade improvements will also be necessary, including American's With Disabilities Act (ADA) access.

Timeline for implementation – Spring 2016

Taking the lead – Urban Renewal

Approximate cost – To be determined

Funding idea – Federal EDA funds, state micro-loan funding programs, others

Rationale and implementation details – The city will be investing millions of dollars into downtown Caldwell for the development of Indian Creek Plaza, plus a future Market Pavilion – on top of the millions they have already spent developing Indian Creek Park. But we've been the first to say that the city should NOT make these investments if the private-sector (downtown property owners) don't do their part to make downtown an outstanding destination.

To this end, the property owners will have to make substantial investments into their buildings in order to have them face onto the plaza, redevelop the electrical systems so power comes into the buildings underground or at ground level (rather than the current roof levels), and then redevelop the properties so they are suitable for restaurants (meaning grease traps, three-phase power, and code compliance), retail shops, and other compatible uses – restricted through a new zoning overlay.

There are some property owners that can use financial assistance in order to make this happen – through loan guarantees, low or zero-interest loans, grants, and other means of funding not readily available at local banks.

There are dozens of models you can use as guidelines for this program and here are two to get you started:

The Atchison, Kansas City Commission (population 11,000) created a \$100,000 revolving loan fund in 2014 specifically for façade improvements of downtown buildings. Property owners can get up to a \$20,000 zero-interest loan, to be paid back over five to ten years depending on the loan amount.

For more information go to http://www.cityofatchison.com/egov/documents/1395413450_75309.pdf

In Corvallis, Oregon (population 55,300) the Downtown Corvallis Association (DCA) has assembled a Building/Business Improvement Loan fund for downtown businesses. The fund pays 50% of a project, ranging from \$10,000 for façade improvements to \$20,000 for upper floor and interior rehabilitation projects. Applicants can apply for one each year. The term is three to five years, at zero interest. The project has to be completed within 6-months of the loan approval.

For more information go to <http://www.downtowncorvallis.org/improvements/bilp.php>

Main Street Idaho and the National Main Street Center will have many other examples and resources in how to assist downtown property owners with needed investment into their properties.

20. Create a downtown “Design Review Committee”

Description – Downtown should develop its own Design Review Committee – a jury of peers – who will work with other downtown businesses on a variety of issues such as the use of plastic and vinyl banners, temporary signs, A-boards (sandwich boards), blade signs, exterior displays and beautification, etc.

Timeline for implementation – Spring/Summer 2016

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – None

Funding idea – None required

Rationale and implementation details – After creating a zoning overlay for the “Indian Creek District” of downtown, this area should implement a series of ordinances specific to this district. To manage this, Destination Caldwell should develop a “Design Review Committee,” that would include the City’s Planning Director and a jury of peers, who work with property owners and businesses as they implement on-site signage, window displays, add external beautification, and other façade improvements initiatives. This way they are working together in a unified effort – merchants and property owners assisting each other.

This Design Review Committee would work with the city, or consulting urban planners, on a variety of ordinances, and a design review process. As part of this effort, downtown businesses can create buying co-ops for blade signage, benches, pots and planters, façade improvements, etc. to save on costs and to create continuity throughout the downtown district.

The committee can be made up of the Destination Caldwell board, or can be a committee made up of both property owners and businesses within the district. Keep the committee to fewer than seven people – five to seven being optimal. Make sure the city’s planning department is represented on this committee.

21. Write and adopt sidewalk café, blade sign, exterior display ordinances

Description – With a zoning overlay over the downtown district, it should have specific ordinances developed and adopted for businesses within the “Indian Creek District.”

Timeline for implementation – Spring/summer 2016

Taking the lead – Destination Caldwell’s Design Review Committee

Approximate cost – None (unless urban planning expertise is retained)

Funding idea – None required

Rationale and implementation details – What makes downtowns great destinations wrap around bringing downtown to life. Key ingredients include:

- Sidewalk café dining
- Blade signs instead of sandwich boards, large backlit signs, plastic banners, etc.
- Extending window displays to exterior spaces
- Benches at the facades, facing out, and flanked with pots and/or planters
- Hanging baskets
- Street trees

Every restaurant, coffee shop and café should be encouraged to incorporate sidewalk café dining. By ensuring it is easy to get a permit, and the list of regulations are simple and easy to implement, businesses will initiate seasonal sidewalk café dining throughout downtown. Beer and wine should be allowed in sidewalk dining areas, but perhaps not for hard liquor.

All businesses should incorporate blade signs, but they need to have some general regulations. We typically recommend that all blade signs be no wider than 42", hang no lower than 7' above the sidewalk, and are no taller than 9' from the sidewalk (meaning the signs can be as tall as 24"). They should not be backlit, but lights can be mounted on the façade, lighting up the signage. Signage designs would come before the Design Review Committee for approval.

Sandwich boards, or A-boards, might only be used by restaurants that offer daily specials.

You'll want to restrict the usage of plastic and vinyl banners, as they tend to make downtown look cheap and second-hand and take away from the quality architecture. We typically recommend that these only be used for promotions and special deals, only by permit, and only up to two weeks at a time, with a maximum of four times per year, with daily penalties for non-compliance.

Businesses should be encouraged to extend window displays to exterior spaces and use up to 24" of the façade-side sidewalk for this purpose. Remember that these are window displays, not folding tables or clothes racks put outside. You would never have these in a display window, so they don't belong outside – except perhaps during a garage sale weekend. Your Design Review Committee would police this by issuing friendly reminders of what works and what doesn't.

Destination Caldwell should take the lead in providing benches throughout downtown. They should be attractive benches people would actually sit in, should always be placed at the façade facing out, and flanked with planters, pots, or window displays in exterior spaces.

We recommend that the Design Review Committee watch the Roger Brooks video "The 20 Ingredients of an Outstanding Downtown" to see actual examples and new ideas. There are separate full-length videos on many of the 20 ingredients.

Make a list of ideas, then work with the city to see if some ordinances are already in place, if some need to be reworked, or if new ones need to be created.

Bottom line: Downtowns are about people. Not just places loaded with rules and regulations.



22. Work with Idaho Power on putting plaza power underground

Description – Behind the Main Street buildings, fronting on the plaza, are a series of telephone poles and electrical connections into the buildings, which will need to be removed to create “front doors” and access from the plaza. This will require re-routing electricity into the buildings and putting the power underground.

Timeline for implementation – 2016

Taking the lead – City of Caldwell

Approximate cost – To be determined: Placing power underground

To be determined: reconnecting to buildings. Perhaps through grants with Idaho Power.

Funding idea – To be determined

Rationale and implementation details – In conjunction with the plaza’s development, utility wires, now hung from power poles behind the Main Street buildings, fronting on the plaza, will need to be relocated underground. The challenge will be in working with property owners of century-old buildings where power enters the building either through the roof or upper story entry points. This will require a partnership effort between Idaho Power, the City of Caldwell and downtown property owners.

By placing the power and other utilities underground, they will have a permanent easement (nothing other than plaza space will be placed over the easement), and it will dress up the backs of these buildings so that they can be “faced” with large windows, doorways, attractive signage, awnings and other elements making the “back” now the “front” of these buildings.

This recommendation calls for working with the management and engineers at Idaho Power to determine costs, logistics, timelines, and possible funding sources to make these changes. This also presents a perfect opportunity to approach Idaho Power about the power requirements of the plaza, which will include three-phase power for extensive lighting, water features (pumps), sound and other electrical needs for the plaza and future public market pavilion.

23. Develop Downtown Caldwell website

Description – Downtown will be the crown jewel of the city and so it should have a stand-alone website that really promotes the outstanding experiences found downtown at Indian Creek Park, the plaza, the shops and restaurants, etc.

Timeline for implementation – Spring 2016

Taking the lead – Destination Caldwell

Approximate cost – \$25,000

Funding idea – Destination Caldwell BID funds

Rationale and implementation details – When it comes to tourism, economic development, and downtown marketing, funding should be allocated as follows:

- 45% on digital marketing: website, social media, e-newsletter, apps, online advertising, pay per click, etc.
- 20% on advertising that will drive people to your website, which must be good enough to close the sale.
- 20% on public relations: getting articles and exposure showcasing the brand and your downtown revitalization efforts.
- 10% on printed materials (your Best Of and Activities Guide).
- 5% on trade shows, billboards and other forms of advertising.

As you can see by this breakdown the web should obviously be the very top priority. 90% of all Americans now have immediate access to the Internet via smart phones, tablets, and computers, and they have this access at home, at work, at school, and while on the road. Of this group 94% use the web to decide where they will visit, what they might want to do this weekend, where to go eat, what to do tonight, where to live, and even where to establish a business.

Caldwell needs to build, from scratch, a downtown-focused website that will REALLY showcase Sunnyslope Wine Trail, Indian Creek Park and Plaza, downtown shops & restaurants, and sells the experience like no other. It needs to be world-class and professionally produced. It needs to be photography based, include lots of video content and specifics: It should NOT be a website based on lists. Simple lists of restaurants, retail shops, museums, parks, the lake and wineries, and other things to do will not entice visitors. The website needs to be experienced-based and rich with content.

We are huge proponents of WordPress, where you can purchase a beautiful template for between \$30 and \$80, and you can make the changes, in house, without the need to pay a webmaster every time you want to make changes or add to the content. You don't want your website to be a "been there, done that" site. You should invest your money in content, not the delivery system. WordPress has amazing search engine optimization widgets, calendar of events widgets, etc. Most widgets range from free to as high as \$30. You can even create your own online store where people can buy logo gear, posters, art and souvenirs.



Why are we so sold on WordPress? Our own business spent thousands of dollars a year working with our Webmaster every time we wanted or needed a change. With WordPress, we redeveloped our sites internally, without any HTML or web-development expertise, and now we can make updates, add videos, photographs, build a store, include a calendar of events, and more, in just minutes. With the funds we saved, we hired a great videographer – once again, investing our money on content, not the delivery system.

Bring in a WordPress professional (there are many) just to show you the ropes of how to get started. Or bring in Jordan Pogue from the RBI team and have him spend a day or two with you. He manages the RBI websites.

Work with your graphic design firm to have common elements and a consistent look and feel among your sites. They do not all have to be cookie-cutter or use the same template, but they do need to have complementary and unified color schemes, fonts or graphic elements.

We could easily spend 100 pages just talking about the website, but here are a few rules to live by:

1. Promote specifics not generalities. If you promote Caldwell as the hub for the best wineries in Idaho – or the Northwest, you **MUST** tell me more:
 - a. Where are they?
 - b. How many are there?
 - c. Do you have a sample winery itinerary?
 - d. Do they all have tasting rooms?
 - e. Any of them have restaurants?
 - f. Are their wine pairing and food-related events?
 - g. Does anyone offer tours?
 - h. When are they open?
 - i. Do any of them include gift shops?
 - j. What time of day, what time of year is best to visit them?
 - k. The more details you provide the more likely you are to close the sale.
2. Avoid lists. If you want to showcase restaurants, include them by type of dining: Italian, Mexican, American, Barbecue, Steaks, etc. and make sure you include a photo (interior please), logo, address, meals served, hours and days they are open, and a description of why they are so great, plus include a link to their menu or website.
3. This is the age of itineraries. We urge you to watch the Roger Brooks video “The Power of Itineraries,” which showcases dozens of examples and how to craft itineraries.
- d. People LOVE video content – particularly those that run from 30 seconds to no more than three minutes. It’s better to have a number of shorter videos than one long one.
4. People LOVE photography. Your site should be loaded with photography, and the photos should show people enjoying activities – not just places like parks, ball fields or downtown without a soul in the picture. We relate to people, not just places. Make sure you watch Roger’s video “The Power of Photography to Increase Sales.”
5. Organize the site by activity. In fact, consider a “pick your season” format where they choose the season, and it takes you to a page that will tell them what to expect that time of year in Caldwell in terms of weather, accommodations and activities. Once on that page they can then “pick your passion,” which will include the various activities available that time of year. Golf or baseball may be seasonal, as may duck hunting, but Indian Creek Plaza events will be showcased in every season.

6. Make it simple and easy to navigate.
7. Remember that you are selling experiences first, not Caldwell. People are looking for things to do, not places to go.
8. Hire professionals to design your navigation (site map) and your pages, and once you have the basics put together you can work with them to add additional content.

To help you through this process we recommend the BLT Marketing Committee watch the following Roger Brooks videos. Each is about an hour long:

- Community Marketing on a Minuscule Budget
- Seven Deadly Sins of Destination Marketing
- The Power of Itineraries
- Tourism for the 21st Century

A good website to emulate would be www.exploreasheville.com for Asheville, North Carolina. While they have a monster budget to work with, you can still look at their site and model much of the Caldwell site based on that.

Once you have your showcase website up and running, then you can start parlaying some of the brand's look and feel to the city's main website, the chamber's website and other community-based websites. This will help portray consistent messaging and continuity between marketing and community development efforts.

24. Begin a monthly e-newsletter

Description – This will keep local, and area businesses and residents – as well as visitors – aware of what's happening in Caldwell over the next month. This will help build excitement, will help reinforce ownership of the brand, and will educate subscribers as to what Caldwell is all about – changing the story to one of healthy living, wine, and a vibrant showcase downtown.

Timeline for implementation – Early spring 2016

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – To be determined based on recommendation 11 (Hiring a graphic designer). If the organization has a template and talented writers, an e-newsletter could be done in house. There is "off the shelf" software that can be used for e-newsletters, including sign – up databases. The Website should have a widget or way to format an e –newsletter.

Funding idea – None required

Rationale and implementation details - Nothing creates top of mind awareness like constant reminders. And the most unobtrusive reminder can be in the form of a monthly e-newsletter. BUT it can't be a sales pitch. It should be short, to the point, and offer upcoming events and tips and tricks on how to live an exceptional, healthy, active life in an exceptional city - Caldwell. It should showcase "Coming up this month..." and tips, tricks, ideas that will help residents – and visitors – live fuller, happier, healthier lives.

Whenever possible tell stories: A Sunnyslope Wine Trail experience or itinerary. Grandparents, with kids and grandkids spending time downtown at the plaza, park and restaurants. Feature new businesses, concentrating on the owner's story. Make it fun, engaging, and use lots of photography or even short one-minute videos.

Provide things to do, not just stuff to read. Make it engaging. Tell everyone you know to subscribe. Wouldn't it be great to get subscribers from all over the country? You can if you make the e-newsletter shine in terms of content and reasons to visit.

In each newsletter include five or six “articles,” but all you’re going to include is the headline and the first sentence or two plus a link to see the rest of the article on your website – much like scanning down a list of e-mails. This way someone can quickly scan down the list, and if something catches their eye, they can click on the link, taking them to the website and the rest of the story. If they don’t see anything interesting, they can just delete the e-mail, BUT it still creates “top of mind awareness” – reminding the reader that Caldwell is a great place to spend their time.

Subscribe to other tourism-based e-newsletters to see how they look and sound. Follow your own intuition. Asheville, North Carolina is a good one to use as a model.

Use Constant Contact as a great, inexpensive database to work from. Each month consider the following:

- A great tip, trick or idea that you can do yourself. Celebrate food with a recipe one month, and a wine to pair it with (Caldwell produced, of course), a great book to read, tips and tricks for living a happier, healthier life.
- A great small-business opportunity.
- Incredible events coming up in the next 60 days.
- The latest video that evokes emotion and makes us want to visit downtown Caldwell now – a call to action.

Make sure you make it super easy to subscribe by having a sign-up space on your home page. The folks at Constant Contact (should you use them for your e-mail database) have personnel in various areas around the country who will, free of charge, help you set up and utilize their database, which is very inexpensive and increasingly powerful.

25. Create “The Very Best of Caldwell” brochure, distribution plan

Description – It is important to always promote your “anchor tenants” – your top restaurants, retail shops, attractions and activities. Success breeds success.

Timeline for implementation – Spring 2016

Taking the lead – Destination Caldwell

Approximate cost – \$16,000 – split 50/50 with featured businesses and Destination Caldwell

Funding idea – Destination Caldwell

Rationale and implementation details – Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. You cannot let politics get in the way of promoting your “best of.” 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. 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?
- Success breeds success. No successful mall is ever developed until the anchor tenants are committed and signed 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 being there. 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. Likewise, it’s important to promote your wineries, restaurants and retail shops that make Caldwell worth a special trip from Boise, Sun Valley, even Nampa and Meridian – and even Caldwell residents.

- By promoting your wineries, very best restaurants, retail shops and activities, you encourage the 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.
- One of your recruitment objectives is to recruit one, two or three anchor tenants into downtown Caldwell. 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 Caldwell.

The Best Of guide is a 4" x 9" rack brochure and is typically made up of 24 panels (12 panels per side). The Best of Alpena, Michigan guide is included in the Appendix as an example. It should include 12 to 20 businesses and activities, plus a front and back cover, a panel explaining how these were chosen, and a panel that talks about Caldwell: Your location and what the city and area is all about.

Here are the criteria you might use to determine who should be invited as a participant:

- They must be open at least six days a week. The day they can be closed is Monday.
- 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.
- They must have good curb appeal and be inviting.
- 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 Sunset Magazine, AAA Journey, and/or other monthly lifestyle and travel publications.
- They must be organic to Caldwell. This means you can't include franchises and businesses that can be found in just about every city. Why drive to Caldwell if I can enjoy the same shop or restaurant right here in Nampa or Boise?
- They do not all need to be located downtown. While we hope they can be recruited to downtown, it's not a requirement to be included in the guide.

These folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership. Typically each business or activity would pay in the range of \$400 for their panel. The remainder of the cost is covered by Destination Caldwell funds with perhaps some assistance from the Sunnyslope wineries, which will be prominently promoted in the Best



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

It's very important NOT to include businesses just to sell more panels. You should have a good balance between wineries (the top three or four), 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 four. The same goes with retail shops and activities.

We recommend printing 20,000 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 provide a copy to each guest upon check-in.
- In your visitor information center, chamber of commerce office, and at visitor information kiosks designed and installed as part of your wayfinding system. You should have kiosks at the College of Idaho, stadium, on the plaza, at the chamber, near hotels, at the community college, and at your sports facilities and major parks.
- 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 Caldwell has to offer. After all, every dining room table should be a concierge desk."
- At other visitor information centers along Interstate-84, Highway 26 and others within an hour's drive of Caldwell.
- At city hall, the library and at other public assembly spaces.

This one brochure is a good way to get regional visitors to stop in Caldwell, a great way to get hotel guests to go beyond a quarter mile of the interstate, and a good way to educate locals of what you've got and where it's 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 and 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 Destination Caldwell website for viewing and for download.

The guide should be reproduced every year. Finally, the reasons no lodging facilities are included is so that they will hand the brochure to visitors without fear of promoting their competitors.

26. Look at bringing properties into public ownership for the development of a Public Market

Description – The top two “anchor tenants” for downtowns in North America include a year round programmed public plaza AND a year-round indoor public market space. Once the site has been determined, acquisition of the land/or buildings will be the first order of business.

Timeline for implementation – Spring 2016

Taking the lead – City of Caldwell, Urban Renewal

Approximate cost – Assessed value (2012 values)

Funding idea – Redevelopment funds

Rationale and implementation details – The major draw to downtown Caldwell will be Indian Creek Plaza. But since it is an outdoor activity center, when the weather does not cooperate, the secondary draw will be a 20,000 to 30,000 square foot public market & pavilion, which will be a mixed use center that can accommodate activities, vendors, movies, concerts and other activities in an indoor setting. There are a few locations that would be ideal and would complement the plaza and perhaps be next to the plaza.

The recommended Market Pavilion would incorporate roll-up garage doors so that, depending on weather and the type of events being hosted in the Market, they can all be rolled up, or in winter months, can remain closed. The structure would include a commercial kitchen, walk-in refrigerator freezer, several permanent year round vendors, storage for furnishings and fixtures, a movable center stage, projection and sound equipment, etc.

If properties “on” the plaza are not available or cannot be secured, finding a location within a block of the plaza could also work, although the closer, the better.

27. Implement Phase I (and Phase II) the wayfinding system

Description – Now that the wayfinding system has been designed, now comes the time to take the plan out to bid for fabrication and installation.

Timeline for implementation – Phase 1 - Summer 2016 Phase 11 – Summer 2018

The system can be completed in one phase or two. Should the wayfinding system be a phased system, don't allow too much time to go between phases to ensure that the signage is most effective and momentum for project completion continues.

Taking the lead – City of Caldwell

Approximate cost – To be determined with the design and phasing of the system

Funding idea – To be determined

Rationale and implementation details – Look for wayfinding system fabricators and installers and then issue a Request for Proposals, using the Wayfinding System Plan as the project, having them bid on fabrication and installation of the system – or the first phase. Remember that wayfinding is an investment and will increase retail sales and services throughout Caldwell.

Make sure you check references, and make sure they are aware of federal and state highway standards, including break-away signage requirements, set-backs.

Also, get a bid for annual maintenance of the system, and a warranty of at least a year.

Note: There should always be a small budget for upkeep and maintenance of the signs.

Should the wayfinding system be a phased system, the second phase should complete the core area wayfinding of Caldwell, including pedestrian wayfinding in downtown. If there is a third phase, it would incorporate the Sunnyslope Wine Trail and the outer areas of Caldwell.

28. Begin implementation of the Business Improvement District (BID) funding

Description – Now that the BID has been developed, collection of the funds should begin as of January 1, 2016.

Timeline for implementation – January 2016

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – Paid by property owners, downtown businesses

Funding idea – Will be developed as part of the planning process

Rationale and implementation details – The formation of a downtown business improvement district (BID) is critical to the success of downtown. Many of the recommendations made in this plan will be paid for from these funds and property owners need to realize these funds are an investment, not just another tax or another fee. Every single expense these funds are used for have two primary goals: to bring customers downtown at least 250 days a year – by the hundreds if not thousands – and to make sure they have a great, safe, memorable time so they will come back again and again, bringing friends and relatives with them.

Some of the funds will also be used for marketing, attracting residents from Meridian, Boise, Nampa and other surrounding communities.

These funds will be used to help offset the cost of full-time staffing, dedicated to them, for the operation of the Indian Creek Plaza, the park, the market pavilion, for beautification, benches and secondary gathering areas, pole banners, seasonal events, to work on shared parking and parking concerns, programming of the Indian Creek Plaza, pedestrian-wayfinding downtown, recruitment of street artisans and musicians, and property-owner assistance in helping them recruit the right tenant mix.

The implementation of the BID makes downtown a true public/private partnership – the way it should be.

29. Contract for architectural, engineering and urban design of the plaza

Description – Indian Creek Plaza is the signature project, and anchor tenant, for this entire plan. It alone, will bring people downtown and, as noted before, where people go, retailers and business will follow. This recommendation is for the actual architectural, engineering and design of the plaza.

Timeline for implementation – Summer 2016

Taking the lead – City of Caldwell working with the Destination Caldwell team

Approximate cost – Part of the construction cost

Funding idea – To be determined when the programming and business plan is developed

Rationale and implementation details – Issue a Request for Qualifications, nationwide, for the final design, architectural, landscape architecture, engineering, and urban design of the plaza. You want the very best – you have just one chance to do it right. In the case of Rapid City, South Dakota, they hired an architectural firm, spent \$8 million for what could have been done for \$5 million, and they have spent millions after the plaza was built to redevelop much of it. They are now replacing sod with artificial turf, they replaced gravel with solid surfaces. They wish the splash pad was much larger. The projection screen should be twice the size. They are trying to find way to double the size of the stage. The sidewalks around the plaza are not a part of the plaza, making it feel confined and too small.

This is about people, not textures, fixtures, buildings and architecture. Make sure you find good companies that specialize in this type of work – the creation of gathering spaces. They will need to bring in partners that specialize in water features and splash pad, ice rinks, lighting systems, professional sound and projection systems, landscape architects that know about street trees, raised planters, and seasonal considerations.

They will work closely with the Programming Plan developed for the plaza since it will provide them with a “final” plan they can work from.

Companies that we are familiar with that have this kind of expertise and good reputations include EDSA (Edward D Stone & Associates) based out of Orlando, and Design Workshop, based out of Denver, Colorado. Contact the Urban Land Institute for other names and companies that might be a good fit and send each of them a Request for Qualifications, along with the Programming & Business Plan, so they know what they are charged with doing.

Make sure they also understand the second phase of the project: developing an adjoining market/pavilion, that will become part of the larger picture.

Finally, we beg you not to cheap-out. You have just one chance, once again, to do it right. You can build a plaza for \$500,000 or for \$5 million. Guess which one will accomplish all of the goals set out in this plan? The one with the splash pad, the ice rink, the amazing lighting, sound and projection equipment. The one with power and water to dozens of vendor spaces. The one that incorporates a lot of trees and raised planting beds. And the one that will make Caldwell the showcase downtown in the Northwestern United States.

2017

30. Develop a business & funding plan for a year round public market

Description – Combined with programmed plazas, year round indoor/outdoor public markets have become major draws for both locals and visitors and would be open four to seven days a week, year round. Because they include indoor space, weather is never an objection to spending time downtown.

Timeline for implementation – Spring 2017 (see note at end of Rationale)

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$85,000

Funding idea – CDBG grants, general funds, Destination Caldwell BID funding

Rationale and implementation details – To start, the public market should be ON or immediately adjacent to Indian Creek Plaza, if possible. This way you have a much larger central gathering area that includes indoor space (see renderings shown here) so that weather is never a detractor for spending time in downtown Caldwell.

You can contract with the Roger Brooks team or 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)
- Seasonal considerations
- Open hours and days
- A detailed business plan

The most important element in the planning is determining where it would be built. There are several options (see initial ideas

here) and these would need to be explored in terms of costs, feasibility, and logistics. One thing is for certain: It needs to be either facing the Plaza or within one block of the Plaza.

This plan is the development and operations plan for the “Indian Creek 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, and vendor requirements.

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 (a shared kitchen, restroom facilities, refrigeration, power throughout the facility, storm drainage, water, sewer), and other infrastructure needs for the site.

Remember that this is not a farmers market. It is a public assembly space that can be used for a farmers market, in season, a public market throughout the year, and an event space to host larger events, exhibitions, trade shows, conferences, and community events.

It can be used as a public market during the peak growing season, and would host dozens of public events that reinforce the brand, including:

- Spring Flower and Garden Show
- Idaho Wine Showcase and Exhibition
- The Taste of Idaho (food expo)
- Yoga at the Market (perhaps every Monday, Wednesday and Friday mornings)
- Farm Fresh Market Days
- Antique Show
- Recreation Exposition (kayaking, canoeing, fishing, hiking, etc.)
- Idaho Home Show (not just Caldwell)
- BMX shows and other biking-related events
- Classic car and motorcycle shows (on the plaza and in the market)
- Bridal fair
- Job fairs
- Farm to Table and Farm to Fork events

This Plan will provide the city and Destination Caldwell with the cost of development, operations, subsidies (if any), ownership, operations, staffing, and marketing.

NOTE: This recommendation may be moved to a later date. While the Public Market is a key ingredient to making downtown Caldwell an incredible destination, especially with a farm-based brand, the preceding recommendations in this plan are more important to the overall success of downtown in terms of timelines. However, this does not mean that this recommendation should be dismissed, but perhaps it may need to move into 2018 or 2019 as the downtown tax base increases, allowing for availability of additional public dollars for its development.



31. Contract for ongoing photography and videography

Description – Contract for photographic services: video and still photography – you need every season, every event. Also needed are photography and videography of secondary attractions and amenities: Sunnyslope Wineries, view corridors, sporting events, on the water in Lake Lowell, equestrian events, etc.

Timeline for implementation – Fall of 2017

Taking the lead – City of Caldwell, Destination Caldwell, Chamber of Commerce

Approximate cost – \$30,000

Funding idea – Partnership funding from various organizations

Rationale and implementation details - We are in the age of visual communications. You can work with your local college, the College of Idaho 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 experiences that are totally different from what the visitor can get closer to home. They need to fit within the framework of the Brand Style Guide – the look at feel of your 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 Caldwell and the area, and by including the photographer’s name in credits on video content and 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 mind:

- The photography and videography MUST fit within the Style Guide requirements 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. Show people – not objects or pictures of buildings. People see themselves where they see other people. Always sell experiences.
- Keep the photography tied to the core brand promoting celebrations.
- When I saw photos of the white tablecloth dinner on one of the bridges over Indian Creek, I instantly thought “I’d come here from Seattle just for that event.” It really told a story unlike I’ve seen before in Caldwell – or anywhere in Idaho, for that matter.

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.

32. Begin staffing Destination Caldwell

Description – While Destination Caldwell will already have a contracted Executive Director, now's the time to get the permanent position filled, and to begin hiring additional staff members who will manage and program Indian Creek Plaza including many of the following recommendations.

Timeline for implementation – Spring 2017

Taking the lead – Destination Caldwell

Approximate cost – \$350,000 a year including overhead, offices, payroll, taxes, benefits, etc.

Funding ideas – To be determined in the Plaza Programming and Business Plan

Rationale and implementation details – Destination Caldwell is, and will be, the champion charged with implementing this entire plan, with assistance from the City, Chamber of Commerce, and the Sunnyslope Wineries. The future of Caldwell, for generations, is riding on the success of this plan. Its value is critical and cannot be understated.

It will take a full time effort, with lots of volunteer help and participation from other organizations, to bring this to fruition.

The staffing starts with the Executive Director of Destination Caldwell. This person will lead the effort. Then, in addition, will be three other positions and, down the road, a fourth:

- Event recruitment manager: this person is charged with making sure downtown is hosting at least 250 event days a year.
- Event Coordinator. This person will work with the city, fire department, public works, parks department, local businesses, and vendors to make sure everyone is on the same page pulling in the same direction.
- Logistics Manager. This person does the set-up, take down (i.e. beer garden fencing, kids rides, skating rink, etc.) and manages the physical maintenance and management of the plaza such as lighting, water features, and landscape maintenance, working with a number of sub-contractors.

All four of these positions will work throughout the Indian Creek District, not JUST on the plaza. This is for ALL of downtown Caldwell, so they have a huge job.

Down the road, a fifth person, an Events Director and Office Manager, would be hired to help answer phones, work on social media, marketing, and handle bookkeeping, sponsorship agreements, and other administrative details.

Job descriptions would be detailed in the Plaza Programming & Business Plan, but the following will provide an outline of each position, beyond that of the Executive Director.

Event Recruitment Manager

This person is 100% dedicated to inviting outside events into Caldwell. The following recommendations go into more detail about how this would be accomplished.

It would be virtually impossible to develop 250 to 300 event days if every event were locally produced, therefore, about 90% of the Event Recruitment Manager's time would be spent inviting outside organizations to host their public events in downtown Caldwell. Every one of these events 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, 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 and area residents to downtown Caldwell.

The Recruitment Manager will also assist with events already booked at the College of Idaho, event center, arena, fairgrounds, or at various sports facilities, working with event organizers to find ways to expand those events into downtown Caldwell.

For instance, should the city host a baseball tournament, perhaps the awards banquet or ceremony could take place downtown – or at least complementary activities could be held 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, the splash pad days, ice skating season, street vendors and musicians, etc.

Event Coordinator

As 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, Destination Caldwell and its retailers, and the event organizer. This person calendars the events as well. They are also the coordinator between events held in Caldwell and tying those to downtown.

The Logistics Manager

This person is charged with facility management, maintenance, working with sub-contractors, staging events, tear-down, sound, lights, staging, setting up beer gardens, working with city officials, and all things connected to managing the plaza and other downtown gathering areas.

The Events Director is the fifth 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. This person would handle tourism marketing, advertising, trade shows, reader boards, the plaza reader board, and send out press releases and public service announcements to the major market areas so EVERYONE knows what's happening in Caldwell this week. This person might also handle bookkeeping, reception services, work with part-time and contract employees for physical set-up services, and work with other city departments regarding maintenance and cleanup efforts. 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 the initial three people, including taxes, insurance, and related costs would be in the \$350,000 a year range.

This budget includes the cost of staffing, taxes, insurance and benefits, an office, computers, Internet access, office supplies, postage machine, insurance, sub-contracted assistance (accounting, bookkeeping, graphic design, etc.), and a host of other expenses associated with running a non-profit organization such as this.

33. Create an Event Guide for attracting event producers to downtown Caldwell

Description – This is the marketing piece that would become the Caldwell Event Guide – a guide to hosting and producing events in Caldwell, both Downtown and in other locations.

Timeline for implementation – Fall of 2017

Taking the lead – Destination Caldwell

Approximate cost – \$12,500

Funding idea – Destination Caldwell BID funding

Rationale and implementation details – 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 they should host their events in Caldwell (a proactive city that WANTS them there, easy access to the Boise area, free parking, lower costs, supporting facilities, plenty of decent hotel rooms, etc.) An entire page would be dedicated to marketing Caldwell as THE event destination.
- Information about hosting events in Caldwell, including contact information and local resources available to them: some city, some private-industry like catering or food services, some perhaps at the College of Idaho.
- Logistical information like power, sound, lighting, security, fencing for beer gardens, staging and any other important details.
- A two-page spread would include the layout of Indian Creek Plaza, the market, 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.

34. Purchase or subscribe to CRM software

Description – This will be the database you will use to catalog and later invite groups to host events into downtown Caldwell.

Timeline for implementation – Fall of 2017

Taking the lead – Destination Caldwell

Approximate cost – \$2,500

Funding idea – Destination Caldwell BID funding

Rationale and implementation details – We recommend your Event Recruiter (one of your Destination Caldwell staff) 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 Community Development Department 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 \$2,500 expense noted above is if you decide 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 Farmers Market, make coordinating the efforts of the entire team extremely important from sales, to contracts, to logistics, to follow-up. In many

instances you will have multiple events happening at the same time – particularly once the Indian Creek Market and Plaza have been developed. There may be an event at the Stadium or fair grounds while a sports tournament may be happening at one of the parks, and there may also be visitors in town for a fishing tournament at Lake Lowell. 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.

35. Create a database of clubs and organizations

Description – This database will be developed to include regional clubs and organizations that host periodic events, always open to the public. You want as many of these as possible in downtown Caldwell. You are the host and responsible for getting the people downtown; they do the marketing and production of the event.

Timeline for implementation – Fall of 2017

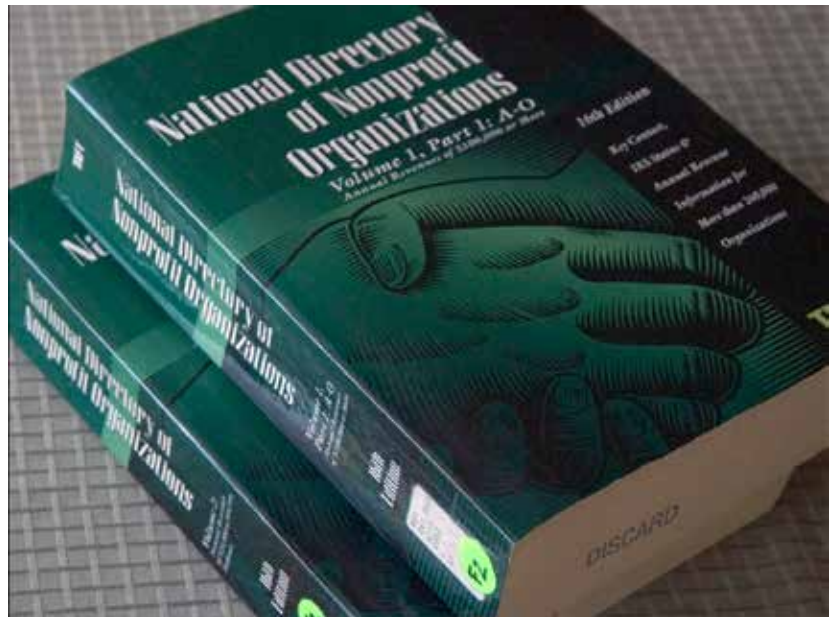
Taking the lead – Destination Caldwell

Approximate cost – \$250 (primarily staff time)

Funding idea – None required

Rationale and implementation details – 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 out 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 of \$250.00 to the library and have them give you last year's edition when the new edition comes out. 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 Caldwell. Here's the big challenge: These are not organized by location, and you want to invite organizations that are located in the greater Boise area – within a 70-mile radius of Caldwell. This means you may want to get two or three interns to help go through the books and weed through tens of thousands of directory listings to find the clubs and associations that have a presence in your geographic market area. They will then enter the information for each club/association 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, for example.

- Car clubs (just about every auto manufacturer has a club)
- Wine clubs
- Microbrew clubs
- 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 G. Komen 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.

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 Boise area, 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 Idaho, Oregon, Washington or Utah, 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 so 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 Caldwell, 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 Boise Area BMW Car Club of America (we found it doing a web search), chances are you can book their event once, and if it is successful, and you are awesome 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 Caldwell's branding efforts.

Many of these host annual conferences, exhibitions, trade shows and consumer events. Initially (until the Indian Creek Market/Pavilion 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 Caldwell? After all, you are developing a trail system, already have a focus on health and fitness, 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 two-hour drive of Caldwell with a focus on the greater Boise area.

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 community. Chances are pretty good that you have Harley and Gold Wing owners in Caldwell that belong to their local club. Talk to them about hosting an event in Caldwell. The same may apply with 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 others.

Reach out and find out who belongs to what organizations and have them open the doors for you. You want them to host events in Caldwell, 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 such things as portable toilets, staging, sound, lights, security. You want to create incentives for them to host their events in Caldwell. And 99% of these organizations are going to be non-profit groups with very little budget. BUT they will do the marketing, the organization, invite their members and others. THEN if it's successful and they agree to come back time and again, it might make sense to collect fees for local services they are using. But until then, what's in it for Caldwell? Tax base that comes from a vibrant, busy, and ultra-successful downtown district, full hotels (think HOT funds), and new businesses, residents and industry coming to Caldwell as a result of an event they attended at Indian Creek Plaza.

36. Write an award-winning one-page letter to attract events to Caldwell

Description – Craft an award-winning one-page cover letter inviting them to host events in downtown Caldwell once the plaza has become a reality.

Timeline for implementation – Fall of 2017 – a year ahead of events while they are still in the early planning stages.

Taking the lead – Destination Caldwell

Approximate cost – None (staff time)

Funding idea – None required

Rationale and implementation details – Snail mail will get more attention than doing an e-mail campaign. This one-page letter will be critical to encourage outside organizations to host their events in downtown Caldwell. 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 Idaho (and beyond), and that it's an easy drive from their hometowns to Caldwell. Include the Event Guide detailed in Recommendation #33.

Or, you might even send them the letter, Event Guide and a poster that showcases Indian Creek Plaza and the fact that you area home to one of the most amazing, up and coming destinations in the west. These can be sent out in mailing tubes – you can purchase them from ULine for about \$1.50 each. People will always open a mailing tube over an envelope that may be perceived as junk mail. By showcasing the Caldwell poster you'll plant the seed that there's simply no better place to celebrate their event.

37. Create a database of press contacts, large non-profits

Description – Separately, create a list of non-profits and press in the greater Boise area and encourage them to host fund-raising events in Caldwell. This would include radio and television station sponsored events.

Timeline for implementation – Fall of 2017

Taking the lead – Destination Caldwell

Approximate cost – None (staff time)

Funding idea – None required

Rationale and implementation details – This recommendation goes beyond just the hobby-oriented organizations to health and cause-related organizations. You also need to create a database of media contacts, including the top radio and television stations in the Boise area.

Every one of these organizations sponsor special events, fund raisers, and cause-related events. They can be sponsors and/or partners with you. For instance, KTVB 7 might be approached about sponsoring a Harley Santa Run – a fund-raiser for the local Children’s Hospital. Television news and radio personalities will do live broadcasts from Caldwell and help promote the event. In exchange, you should advertise some of your upcoming events on the station so they become one of your marketing partners.

Likewise nearly every television news anchor has a cause that’s near and dear to them. It might be fighting breast cancer, or leukemia, or may have a focus on health or animals. Working with their causes, encouraging them to host the event in Caldwell, will get the city additional publicity as these public figures promote the event and Caldwell as part of newscasts. This is a terrific, no-cost way to promote downtown Caldwell AND the Sunnyslope Wine Trail.

Having this database of media contacts will also be very useful in promoting public events and even announcing the brand. It should include:

- Television stations within a two-hour drive
- Radio stations
- Newsprint publications
- Regional glossy magazines (lifestyle publications like AAA, Sunset Magazine and others)
- Club and organizational newsletters. Even the Boise Area BMW Car Club is looking for places to send its members. Create a great driving route to Caldwell so they can caravan out and then have their cars all over and around Indian Creek Plaza.
- National hobby club magazines where you can promote upcoming events that cater to their readers.

38. Design, print, frame and distribute brand awareness posters

Description – This would be a series of posters (perhaps three or four) posters that would be mounted, framed and displayed at local retailers, restaurants, hotels, city buildings, library, schools, colleges, and other public places, to promote the brand.

Timeline for implementation – Fall of 2017

Taking the lead – Destination Caldwell

Approximate cost – \$5,500

Funding idea – Destination Caldwell, Chamber, City of Caldwell, lodging tax funds (if available)

Rationale and implementation details - Create an initial series of three or four posters and make them 24" x 36" (movie poster size), print 50 of each, have them matted, mounted and framed. These will begin to inform the world about Caldwell's brand. These are a fantastic way to cement "ownership" of the brand. After all, brands are about ownership. Napa Valley owns the wine brand. Nashville owns the country music brand. Orlando owns the family vacation brand. Caldwell owns the "most amazing downtown in the West" brand as well as "Country living at its finest."

The focus of the posters:

- The Sunnyslope Wine Trail
- Indian Creek District of downtown (including the park, plaza, market)
- Healthy country living
- Active lifestyle
- Market Fresh Living
- Farm to Fork, Farm to Fork events
- Locally produced foods, art and wines

Once you have them framed, distribute and offer to hang the posters in city offices, the library, in every organizational office, hotel meeting rooms and lobby areas, at restaurants, at the community college and College of Idaho, in local banks – everywhere you can. This will spread the word and create additional buy-in for the brand direction.

The posters should be "collectibles" with strong imagery, and each year a new poster would be developed and added to the collection. After a couple of years, people will purchase the posters to add them to their "This is how we love life in Caldwell" collection.

The reason for actually going to the time and expense of framing, mounting and matting them is to make sure they do get hung in key locations. Handing someone a rolled up poster they can hang at their convenience will result in a lot of posters sitting in back rooms to be put up when or if they have time. Make it easy, and you'll see it happen. This is a big part of your outreach efforts.

Make sure you offer to hang the posters for those willing to put them up! And put them up in series – with perhaps six inches between each frame. Places that should have the posters hung include:

- Library
- City Hall (and other city facilities)
- Local schools
- Corporate offices (major employers)
- County offices
- Restaurants
- Hotels

- Retail spaces (where there is wall space at or near entrances)
- Even in empty storefront windows to create interest
- The hospital (after all, celebrating life is a big mission of all medical facilities)
- Stadium, fair grounds and other public assembly spaces
- On visitor information kiosks
- The airport

NOTE: Brands start within – with local knowledge and support. It's imperative that local residents and businesses know what Caldwell is all about.



39. Develop an I-84 Visual Enhancement Plan

Description – First impressions are lasting impressions and as visitors head west from Boise, the impressions are good – until you come to Caldwell. That has to change, where possible.

Timeline for implementation – Spring/summer 2017

Taking the lead – City of Caldwell

Approximate cost – \$40,000 for the plan

Funding idea – Grants, CDBG planning grants, economic development funds, airport funding sources, general funds

Rationale and implementation details – Boise has, over the past 20 years, emerged as one of the great cities in the West – coming a long way from being a step-child to other western metropolitan areas. And as you head west from Boise along I-84 you see that Nampa is also very modern, urban, and has a lot of “new” development along the freeway.

But as you transition from Nampa to Caldwell, all of a sudden you see run down mobile-home parks, ramshackle industrial buildings and storage yards, and unsightly view corridors, leading the traveler to see Caldwell as a second-class citizen: an area struggling economically. While this is not true, first impressions tend to be lasting impressions. When the RBI team finally got to really “discover” Caldwell, and we rounded a corner opening up an incredible view corridor of the wine region, the river, the lake and the “real” Caldwell dotted with impeccable farms, wineries, great little shops and restaurants, equestrian-focused homes, and the College of Idaho campus downtown and Indian Creek Park – our perceptions of Caldwell changed 180 degrees. It’s phenomenal.

But the average visitor has no idea what Caldwell is and so that first perception needs to change. We recommend that an I-84 Visual Enhancement Plan be developed to address:

- Commercial blighted buildings and storage yards
- Better highway screening, and sound barriers where there are lower-end residential properties. Adding sound barriers will make these properties more valuable and that may lead to redevelopment of the area or at least, improvements.
- Locally adopted landscaped shoulders, and highway clean up adoptions
- Street trees along the highway to add visual appeal
- Cleaning up of, or limiting the number of billboards along the highway
- Public art or amenities that reinforce Caldwell’s County Living brand. There is nothing wrong with seeing farm implement companies and agriculture-related industry along the freeway as long as the area is kept attractive and organized.
- Removal or reconstruction of poor commercial signage and buildings
- This would also include each of the exits – the primary exit leading to downtown is quite beautiful, but others are lacking in curb appeal, signage, and present poor first impressions of the community.

Typically this is work that can be accomplished through urban planning and landscape architectural expertise – of which there is plenty in the greater Boise area. Partners in this project might include the Idaho Dept. of Transportation, City of Caldwell, the County, Airport and property owners along the freeway, and around its Caldwell exits.

40. Create a Sunnyslope Wine Trail marketing co-op and website

Description – Boise, Nampa and other cities in the area claim they are home to Idaho's best and biggest wine region when, in fact, the bulk of the wine industry is located in Caldwell. It's time to own this brand positioning.

Timeline for implementation – Summer 2017

Taking the lead – Destination Caldwell, Chamber of Commerce

Approximate cost – To be determined

Funding idea – Perhaps a Sunnyslope Wine Marketing Co-op

Rationale and implementation details – You are far more effective as one loud voice than a number of separate smaller voices. Secondly, the more you have to offer, collectively, the further people will come and the longer they will stay.

Clearly, the primary leisure visitor attractions in Caldwell, are the wineries. The countryside where they reside is spectacularly beautiful, many of the wineries have done an incredible job hosting visitors, and the wines coming from the region are highly regarded and are gaining recognition both nationally and internationally.

The first order of business is to get all of the wineries (or as many as possible) on the same page, pulling in the same direction. This starts with the name "Sunnyslope Wine Trail," which some wineries think only pertain to them, or they claim ownership of the name for a select few wineries.

Studies, in the industry, have shown that there is strength in numbers. Yes, you have to maintain a certain level of quality, but we believe that the "Sunnyslope Wine Trail" can be a major Idaho destination given some momentum within the wine industry itself.

Second to the name, is having each winery invest perhaps \$1,000 each into a marketing co-op. Raising between \$10,000 and \$15,000 would create the necessary funding to develop a beautifully and professionally designed website promoting the Trail, funding for some professional photography, a calendar of events, and some limited advertising, as in the Idaho Travel Guide, Sunset Magazine and other Northwest Publications.

Of course the city, Destination Caldwell, the Chamber of Commerce and perhaps the College of Idaho would all jump on the bandwagon becoming marketing partners with the wineries, but it has to start with the wineries as they have the most to gain from this initiative.

The website should include:

- Beautiful photography of the valley, the vineyards, the wineries
- Videography showcasing the experience and events along the trail
- A map (PDF, downloadable and interactive on the site) showing the Trail Route, with winery logos, and drop-down open hours and links to their individual sites.
- Sample half-day, full day and two-day itineraries that include downtown Caldwell, valley restaurants and shops, other activities.
- A listing of each winery with a full page dedicated to each, promoting their wines and winery activities (if any), with links to their individual websites and with downloadable brochures and other information.
- Links to and from the Idaho Tourism website
- An introduction as to what makes "Sunnyslope Wines" so exceptional.
- Seasonal considerations (what a visitor can expect based on the various seasons)
- Calendar of events
- A sign-up for a monthly or bi-monthly e-newsletter
- A press room (press releases, recent articles, photo library, local contacts, etc.)

As an example, nine golf courses in the Carson City, Carson Valley, Lake Tahoe area of Nevada got together, each invested \$1,100 each, raising \$10,000 and with that created “The Divine Nine” which now has received international attention as a major golf destination. The effort included professional photography, the website, “Ticket to Paradise” promotion, and some public relations expertise. Prior to this, all nine fought each other as major competitors and now are all partners, each finding their point of differentiation so someone would want to play all nine courses. This model can work for the Sunnyslope Wine Trail as well.

To see The Divine Nine website, go to www.divinenine.com.

41. Create a “Farm Initiative” to protect the brand focus

Description – Over time the number of acres of farmland is diminishing as the Boise area grows and agricultural land is being repurposed for urban and suburban development. Caldwell could lose its brand if this farmland isn’t protected from development.

Timeline for implementation – Summer/Fall 2017

Taking the lead – City of Caldwell, Chamber of Commerce

Approximate cost – To be determined

Funding idea – To be determined

Rationale and implementation details – The greater Boise area is one of the fastest growing areas in the United States and is quickly being discovered. In Nampa, what was once farm land just a few years ago, is now home to hotels, auto dealerships, new subdivisions, and commercial development. While these are fantastic things for the communities in the area, creating hundreds of jobs and increased tax base, there is still a need for farming, one of the fastest growing industries in the Western United States. And as California suffers with droughts, over-regulation, and commercial development, farming in Idaho is still very important and, in fact, growing.

Because Caldwell’s brand wraps around “country living,” “market fresh goods,” “farm to fork dining,” “farm to cork” experiences, and the Sunnyslope Wine Trail, maintaining this heritage is extremely important.

This recommendation is to create a City of Caldwell “farm initiative” that keeps a percentage of land within the city dedicated as farm use (agriculture) so the city doesn’t lose its brand as Boise and Nampa grow westward.

To start this process, the city, Chamber and Destination Caldwell should create a “Farming Initiative Task Force” that would include the city, Chamber of Commerce, local wineries, farmers (local and national concerns), and Treasure Valley residents who will look at crafting an initiative that would protect certain areas, or quantities of land, by creating zoning ordinances that preclude certain land areas from being redeveloped for other uses.

The College of Idaho has an agribusiness incubator. Can these businesses get involved in this initiative? Protected areas could be used for research and the College could be a good source of support for the urban farm idea. They could also be a part of the events: agriculture days, or noon hour education seminars on such topics as tips for planting your garden.

There are many online examples related to community and urban agriculture. Some communities allow space for community gardens and the city supports the idea by producing compost to incorporate back into the soil. Ideas can be gleaned from many communities, such as the Canadian communities of Edmonton and Calgary, as shown in this article:

<https://albertaviews.ab.ca/2014/07/22/the-farm-next-door/>

If the majority of those with farm lands don’t feel this is warranted, or necessary, then perhaps this recommendation will be short-lived. But if there is some merit to this cause, and we believe there is as farming is your core industry and heritage, then

some parameters should be put in place insuring the community doesn't become the next Nampa. That's not a bad thing, but it's not what Caldwell is or has been.

Farming and agriculture is paramount to Caldwell's brand initiative, and people, even in the urban areas, love spending time "in the country". Having that nearby, in Caldwell, is good for the entire region.

Finally, the key marketing message for Caldwell is "Country living at its finest."

42. Develop a "Farm to Fork" certification program for local restaurants, retailers

Description – What does "farm to fork" really mean? Who can use it? How are places vetted?

Timeline for implementation – Summer/Fall 2017

Taking the lead – Destination Caldwell, Chamber of Commerce

Approximate cost – None

Funding idea – None required

Rationale and implementation details – As part of the branding initiative a Farm to Fork and Farm to Cork logo were developed and will be used in the marketing of Caldwell restaurants, food and wine-oriented events, and by wineries with tasting events and food services.

In this recommendation, there needs to be a "Farm to Fork Certified" certificate and sticker that can be placed on restaurant websites, on their doors, and in their marketing materials. We recommend that a sub-committee be developed that would include restaurant operators, wineries and those in the agricultural industry to sit down over two or three meetings and develop a certification program.

They would research other similar programs, come up with some criteria, and then initially "certify" restaurants, food preparers, food manufacturers, and events that fit the criteria who can use both the "Farm to Fork" and Fork to Cork logos in their marketing. Likewise, these businesses would be featured in The Very Best of Caldwell brochure, on local websites and in area marketing because they reinforce the Caldwell brand and will encourage others to follow suit using this criteria, so they can also be recognized.

Criteria might include:

- A percentage of raw foods coming from within a 30-mile radius of Caldwell
- A percentage of beverages, raw foods, prepared foods, ingredients being grown and produced in the Treasure Valley (or some radius around Caldwell)
- A percentage of foods are fresh – not frozen.

These are just a few talking points in getting this recommendation moving forward. This could, by the way, take place in 2016 instead of down the road, should the people and momentum be in place to get this implemented sooner, rather than later.



2018

43. Begin development of Indian Creek Plaza

Description – it's time! After three years of planning, purchasing the property, and getting it prepped for development NOW is the time for construction to begin.

Timeline for implementation – Spring/Summer 2018

Taking the lead – City of Caldwell

Approximate cost – \$5 million (to be determined in the Programming & Business Plan, and in the actual construction drawing development (architectural and engineering).

Funding idea – Voter issued bonds, grants, general funds, redevelopment funding, TIF district funding and/or naming rights, fundraising, philanthropy, etc. Every option will have been explored and determined PRIOR to this point.

Rationale and implementation details – Now it's time to put the construction drawings out to bid – unless there was a Design Build contract issued with the architectural and engineering of the plaza. This option should not be overlooked, as the architectural and engineering costs are often reduced since the firm will also get to actually build the project, which is where the bulk of the profit is made.

The goal is to have the plaza open to the public by the end of October in 2018 so it opens with a 10,000 square foot lit ice rink, in time for the holidays, Caldwell's holiday lighting, and to jump-start downtown development during the fall, winter and early spring of 2017 and 2018.

Without this project, downtown Caldwell will not see success. You can bring in movie theaters, redevelop upper stories into residential units, but until the city has a programmed central gathering place, local residents will continue to make the trek to up-and-coming downtown Boise and other areas such as The Village in Meridian and downtown Nampa.

44. Order an electronic readerboard for Indian Creek Plaza

Description – This is where people will be able to see all upcoming events and happenings in downtown: at the plaza, the park, along Main Street, etc. It would operate 24-hours a day.

Timeline for implementation – As soon as the plaza construction begins

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$160,000

Funding idea – Part of the plaza development funding

Rationale and implementation details – Somewhere on the Plaza we recommend creating a gateway sign with lighted lettering that would say "Indian Creek Plaza." This would be a signature icon and would be the most photographed gateway or piece of public art in the city. It should be a work of art to really portray the country living in an upmarket country setting. It should be lit, and even have a fireworks or LED light show (lasers) every hour so that it becomes worth seeing.

Next to this display, or perhaps part of it, would be placed a large digital display (perhaps 6 feet wide and 12 feet tall) that could display video, but would be used to promote the calendar of events for the next month. It's important that it not be too garish or "Las Vegas," but it would be a great way to always promote what's coming up tonight, tomorrow night, this weekend – or next month. This is always a great "invitation" to come back downtown or go out on the Sunnyslope Wine Trail. If there are concerts or shows happening in the Plaza, the video screen can add (through a video feed) to what is happening on stage or show film clips that celebrate the event. For instance, when Caldwell celebrates Independence Day, the display might show fireworks, the American Flag, or clips of iconic patriotic people and places – as part of the show.

The gateway and the display board could be one or separate projects, and these could be sponsored by a local company (or two) who would get permanent mention as a result. For instance, the base of the video display could have a local bank logo on it with the words “Sponsored by...”

The art for the gateway or Indian Creek Plaza could be a competition that is issued to artisans, sign-makers, landscape architects, architects and others. The winner would be awarded the contract to construct the icon.

45. Install street trees throughout downtown

Description – Street trees have been proven to increase retail sales and services by an average of nearly 20% according to the Keep America Beautiful network and the Arbor Foundation.

Timeline for implementation – Spring 2018 in conjunction with the plaza development. We want the focus on ALL of downtown, not just the plaza.

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$120,000 including 3” to 5” caliper street trees, irrigation, sidewalk and infrastructure redevelopment to accommodate them.

Funding idea – Grants, Destination Caldwell BID funds, city funds, private donations

Rationale and implementation details - Nothing adds to ambiance more than street trees. The complaints about street trees is nearly limitless, yet cities that plant them every 35’ (10 meters) see an average of nearly 20% increases in retail sales and services on the blocks where the street trees have been planted.

Excuses include:

- The leaves will block storm drains in the fall/winter months
- They block retail signage
- The roots will gradually uproot sidewalks
- It’s hard to remove snow from around them
- They require periodic maintenance
- They are expensive to put in

Every city who installs street trees has seen a major increase in retail sales and services, increased property values (tax base) and increased visitor spending. The cost of maintaining the trees, sweeping up leaves during late fall months, and snow removal around them is more than offset in increased retail sales and property values.

Specialized tree grates have been developed to keep roots inside an underground “vault,” underground irrigation makes maintenance easier, and the argument that trees block signage is easily dismissed since the trees bring so many additional customers into downtown. Street trees create a sense of intimacy, create shade, offset the harsh environment of concrete, asphalt, and buildings. Why do you see office buildings, even malls, with trees (often fake)? Because they create a soothing, intimate feeling that encourages people to linger longer, which translates to increased spending.

Street trees should be placed along Main Street, Arthur (on each side of the plaza), Kimball Avenue, South 9th Avenue, South 7th Avenue and eventually along 10th street. The entire Indian Creek District should see street trees every 35’ throughout the district.

For examples of cities that have done this, Google images for downtown Lodi, California or Greenville, South Carolina. These are just two quick examples of how powerful street trees are to a downtown.

46. Street artisan agreements, recruitment

Description – Priority number one is bringing downtown to life: street musicians in various locations, food trucks, street vendors and artisans.

Timeline for implementation – Summer 2018

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$30,000 annually

Funding idea – Destination Caldwell BID funds

Rationale and implementation details - Activating downtown Caldwell is a top priority – particularly once Indian Creek Plaza is developed. The idea is to make sure there are activities downtown at least 250 days a year. A day when the splash pad is operating is an “event day.” Having street musicians, entertainers and artisans also create “event days.” And these would not only be on the plaza, but throughout downtown in various locations.

The goal is to make downtown Caldwell THE place to come after work – for dinner or after dinner, and on weekends. The only “slow” night would typically be Sunday evenings.

Bringing downtown Caldwell to life includes an active buskers program: street musicians, magicians, 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 can begin
- 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.

We recommend starting the program with a budget to actually pay them \$30 per performance on Fridays from 4:00 pm to 8:00 pm, Saturdays from 11:00 am to 3:00 pm, and from 4:00 to 8:00, and on Sundays from 11:00 am to 3:00 pm during the spring, summer and fall months. The balance of funds they earn are from tips. No panhandling is allowed, although they can have an open guitar case or bucket for tips. Over time, this can expand to every day and other daylight hours such as during the lunch hour. In places such as Nelson, British Columbia and Asheville, North Carolina, they no longer pay local buskers, yet the city streets have dozens of musicians, artisans, and performers who are there 360+ days a year.

Work with the College of Idaho, the community college and high school to find talent for downtown. If music isn’t readily available, artisans in action are also great additions to downtown. 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 Destination Caldwell – 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 Caldwell):

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 obtain a 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 a permit from the city. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who performs together is required to obtain an individual 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 shoulders.
- 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:

- a) On private property, with the written permission of the owner or other person in control of such property.
- b) 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:

- a) Perform without first obtaining a permit issued by the city.
- b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.
- c) 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).
- d) 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.
- e) 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.
- f) Leave litter at his or her performance site.
- g) Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.
- h) Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.
- i) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.
- k) Display any sign other than the name of the performer(s) and the Street Performer Permit.
- l) 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:

- a) Violated any provisions of this document or any city or state laws.
- b) Made a false statement in the application.
- c) 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 manager. After presentation by the permit holder and investigation by the city clerk, the city manager shall make a final written determination. If the city manager 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.

47. Implement a “shared worker” program downtown

Description – The life of downtown is counting on retailers staying open well past 6:00 pm. Sometimes this is a challenge with ma and pa operations, where they need to head home to fix dinner for the kids, or need to have time for other mandatory activities.

Timeline for implementation – Spring/summer 2018

Taking the lead – Destination Caldwell

Approximate cost – None

Funding idea – None required

Rationale and implementation details - 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 the Destination Caldwell, the Chamber of Commerce, or even your community college or College of Idaho.

This video is a MUST SEE for the Destination Caldwell, Chamber of Commerce, City and local property owners and merchants.

48. Begin merchandising Caldwell logo gear

Description – The best way to promote a brand is to put it “out there” – and logo gear is a perfect way of doing just that – PLUS it creates a revenue stream for both merchants and for Destination Caldwell.

Timeline for implementation – Spring/summer 2018

Taking the lead – Destination Caldwell

Approximate cost – Self funded (may require some seed funds for initial inventory), could be contracted to a third-party.

Funding idea – Destination Caldwell BID funds or contracted

Rationale and implementation details - To start telling the world about Caldwell’s brand, consider developing logo gear that can be sold at local hotels, in a visitor information center (downtown) and at local retail outlets and online. 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.

- Baseball caps
- Coffee mugs and/or water bottles
- Cutting boards
- Wine carriers (single and two bottle canvas carriers)
- Wood (or cork) coasters
- Engraved wine glasses

Make sure they are earthy (to fit the brand) and something a visitor would want to wear or want to have. Think like a visitor – what you might buy and wear when you go to Yellowstone National Park or another great city (Jackson, Wyoming).

Come up with pricing (including cost of design) and then offer them to local retailers with 20% of the sale coming back to the BLT (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.

Another option is to contract the logo gear out to a third party (or two) and they pay a “royalty” – perhaps 50¢ every time the logo is used on clothing, goods or other souvenir items. But make sure they fit the brand – the essence of who you are.

Along with the gear promoting Caldwell, another set of logo gear would be designed around Indian Creek Plaza, which has its own logo, to help offset operational and marketing costs of the plaza.

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







49. Install downtown pole banners

Description – Part of the branding process is “telling the world” what it is that Caldwell is all about. The easiest, least expensive, and most prominent way of accomplishing this is starting with the installation of pole banners in the downtown Indian Creek District, and then in other areas of the city.

Timeline for implementation – Spring 2018

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$7,500 (for 50 pole banners, two designs)

Funding idea – City of Caldwell general funds, Destination Caldwell BID funds

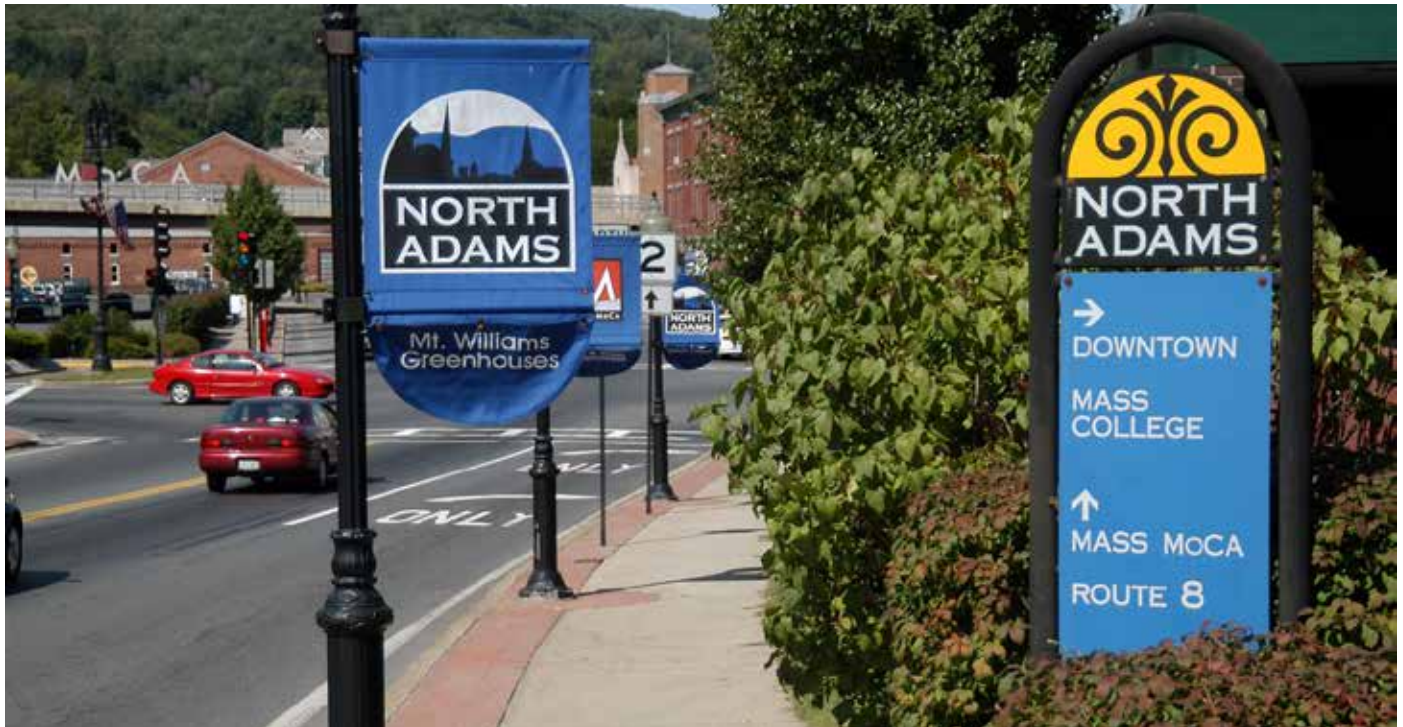
Rationale and implementation details - Pole banners should be placed throughout downtown, and the pole banners downtown should all showcase Indian Creek – the park and plaza. Pole banners should always portray a feeling – the “farm fresh” brand, not physical structures like buildings, trains, bridges, etc. They should convey a welcoming, fun, engaging, and celebratory atmosphere. We have designed some concepts that you can use as a basis.

Use three or four colors to make the city feel vibrant and attractive. You can have one style for downtown, and other styles for other areas in the city. But, over time, they should be everywhere.

Some cities offer local businesses a chance to sponsor perhaps a dozen pole banners. In this case, you add to the bottom a hanging banner with the sponsor name – it is usually 6 inches tall and the width of the banner. See the sample below. This is a good way to expand the program while promoting local businesses. Use text only for the sponsor banner.

Down the road, the downtown pole banners can change by season, but to start, have two designs: one for downtown, and one for the major thoroughfares. If the Sunnyslope Wine Trail would put together a buying co-op, it would be great to have Sunnyslope Wine pole banners along the trail. This makes it easier to follow the trail and will build the brand for “Sunnyslope Wines.”

The pole banners should go up when the plaza is under construction, but not before. Remember that these reflect a “new” or emerging downtown so change needs to be obvious.



50. Develop free wi-fi throughout downtown

Description – In creating “third places”(gathering places), wi-fi – and high speed wi-fi at that – is critical to creating an outstanding gathering place. Starbucks built an entire brand around creating Third Places, and free wi-fi was an integral part of that effort.

Timeline for implementation – Spring/summer 2018

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$40,000

Funding idea – General funds, partnership funds, advertising and sponsorships

Rationale and implementation details – While there is some wi-fi access throughout downtown Caldwell, we had a hard time accessing it and keeping it. In this age of central gathering spots, QR codes, and sidewalk cafes, having consistent, high quality broadband Internet access is very important. Particularly in a city where you are trying to attract young families and entrepreneurial types, having free broadband access is a huge selling point.

One thing you might consider is having people login to use the Internet. They provide their name and e-mail address (no more information) after which they are automatically added to your e-newsletter database and will receive notices about upcoming festivals and events.

Additionally, when you have free wifi, people are more likely to take photographs or short videos of their experience and post them – right then and there – to Facebook, Twitter, Instagram, to pin boards on Pinterest – all furthering the brand and spreading the word about how great downtown Caldwell is.

There are many Internet service providers that provide this service, and some may install the service at no charge to the city or Destination Caldwell, although they would control advertising and revenue streams in exchange for offering the service. These are seen in many airports around the country.

51. Integrate the brand into municipal and other community-based websites

Description – Branding is about continuity. This means everyone needs to be on the same page, pulling in the same direction. This starts by integrating the brand into all local websites that promote Caldwell.

Timeline for implementation – Summer 2018

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – None – part of operating and updating local websites and marketing materials

Funding idea – None required

Rationale and implementation details - Continuity is absolutely critical in any branding effort.

Every website, from local schools, the library, city, economic development, tourism and even non-profit supporting organizations like the Chamber of Commerce, College of Idaho, the community college, hospital and others should reflect Caldwell's brand.

This does not mean that every website has to be cookie-cutter to every other website, but there should be common graphic elements, common themes in terms of text, and links to each other. The Brand Style Guide will be the bible for making this happen.

Destination Caldwell should encourage – even push – other local websites to include elements of the brand in their marketing efforts.

While businesses cannot use the Caldwell logo in their marketing efforts, they should be encouraged to play up the brand as in “Celebrate country living at its finest right here along the famous Sunnyslope Wine Trail, in Caldwell, Idaho.”

The bottom line:

You will be far more effective as one unified voice than a bunch of independent individual voices. That's the power of branding.

The more you have to offer, collectively, the further people will travel, the longer they will stay and the more often they'll come back. This applies to your marketing as well as to the business mix downtown.

52. Lease billboard marketing space along I-84

Description – Nothing can cement ownership of a brand faster than billboards. You tell people once, then again, and again. After the fifth time seeing it, it will be cemented into their brains. This is the power of repetition, and billboards create more impressions, faster, than any other method.

Timeline for implementation – Summer 2018

Taking the lead – Destination Caldwell

Approximate cost – To be determined (depending on location, size, availability, etc.)

Funding idea – City, Destination Caldwell marketing funds

Rationale and implementation details - Once things really get going in downtown Caldwell in terms of plaza and retail development, you want to tell the world that you ARE the “Treasure Valley's Central Gathering Spot.” The fastest way to do this is on billboards in high traffic areas, primarily along I-84, where the “impressions” (number of views) is extremely high.

When you get to this point it would be worth contracting with a media buyer who can navigate through the various companies and locations as part of developing your detailed marketing and media buying program.

Billboards can cost from \$1,600 a month up to more than \$6,000 a month, depending on location. You want one that is lit at night and has high commute exposure, so after five, ten or 15 views you have “top of mind awareness” with residents in the greater Boise area. When those viewers are looking for activities, Caldwell will come to mind as the place to spend time.

Typically we recommend leasing billboards (at least 48 feet wide) for 90-day periods:

- October, November, December (the holidays – ice on the plaza)
- March, April, May (spring flower and garden shows, wine tours, sidewalk café dining)
- July, August, September (summer fun – splash pad on the plaza, movie nights, for example)

We encourage Destination Caldwell, with the city and chamber, to watch the Roger Brooks video “Business and Community Signage,” which has a section on the use of billboards. This is good guide as you design the billboard so you get maximum exposure and a good return on investment.

Remember that your primary audience (for day visitors) is within a one-hour drive, but your overnight market is people who will drive at least two hours to you, and that’s your core tourism market.



53. Paint city vehicles, begin implementing the brand

Description – Painting city vehicles is a fantastic way to promote the brand and solidifies “ownership” of the brand as a market-fresh destination.

Timeline for implementation – Summer/fall 2018

Taking the lead – City of Caldwell

Approximate cost – To be determined

Funding idea – General or departmental funds

Rationale and implementation details - Over time city vehicles may need to be repainted, and when that opportunity arises, include the new brand. Start with parks department vehicles, then perhaps public works vehicles. Because the brand is very farm-oriented it may not be appropriate for police and fire vehicles, which is fine. But for those vehicles used for other departments, it's perfectly appropriate and fitting and will help reinforce “ownership” of the brand.

54. Contract for public relations services

Description – You build your brand through public relations. Advertising is used to maintain your ownership position. You will see an average of \$3 in “earned media” (what you would have to pay if you purchased the space or radio/television time) for every \$1 you spend on a public relations effort.

Timeline for implementation – Summer 2018

Taking the lead – Destination Caldwell, Chamber of Commerce

Approximate cost – \$65,000 annually

Funding idea – Lodging tax funds, City of Caldwell economic development, Airport funding, Sunnyslope Wineries, Destination Caldwell

Rationale and implementation details – Hire a professional PR firm the moment the Indian Creek Plaza construction begins. The press will provide momentum and help to attract people and businesses to downtown.

Public relations is more effective at building a brand than is advertising, and will provide a much greater return on investment. By having other people write about Caldwell and what's happening in the city, they spread the message for you, and in the process, build credibility for you throughout your marketing efforts. Public relations also provides a very good return on investment. For every dollar invested in public relations, there should be a three-dollar return in “earned media” – the cost you would have had to pay for equivalent ad space or television or radio time.

The press should be provided with a list of activities and events, and notified as new businesses come downtown and plaza construction progresses, as street trees are added and as the Sunnyslope Wine Trail progresses into a tourism attraction. Provide photographs.

A strong overall PR strategy for Caldwell should include:

- Development of a comprehensive website pressroom
- Regular press contact and press relationships
- Ongoing media assistance for story writers and editors
- Encouragement of special events supporting the brand
- Coordination of efforts with local businesses, community partners
- Monitoring and reporting of press coverage (this is typically done through a “clipping service” and Google alerts to prove value and return on investment)

Website Pressroom

The website pressroom should have several pages, each of which is devoted to specific items that will make it easier for the press. These pages should be updated regularly.

- Public Relations contact page: List several contacts and include their photos. The press is generally under deadline, and if they cannot reach one person instantly, they need access to another.
- Story ideas page: Don't wait on the press, instead write up your own story ideas as "prompts" for the press to pick up on. These can be about the plaza, market pavilion, ice rink, water feature, concerts, wine trail events, the local scene, Farm to Fork and Fork to Cork certification program and certified restaurants and food purveyors. Make sure the story idea includes where to go on the website to download photos that will go with each story idea.
- Photo gallery page: A picture is worth a thousand words, especially when people are having fun and are engaged in a variety of activities. Providing great photography is extremely important. Don't just gather amateur photos from all over town and post them. Think carefully about how you want to position each subject. Eventually you will need to script a number of photos and hire professional photographers to shoot them. All of them should be available in high-resolution digital format. Present the photos online in low-resolution and then have the press register online for the high-resolution versions. This way you know who is receiving them and they will agree to use them for editorial purposes only, assign proper credit, and not sell them to be used commercially elsewhere. The same should be done for your logo graphics. Be sure to group the photos by subject so they can be researched easily.
- Press Kit page: This page should contain background materials that can be inserted into any story or article:
 - o Interesting facts about Caldwell
 - o Brief history about Caldwell
 - o Climate and weather
 - o Story ideas
 - o News release page: Include a running log of all news released in a PDF format so they can be downloaded. Be sure to show the date of the release.
- Full Fact Sheet page: More extensive than the "interesting facts" in the Press Kit, this page would contain an extended list of facts about every facet of Caldwell, the mural brand as it develops, the open-air market, and other local subjects. Here is where you also list historical facts about the region.
- Press Trip page: Some out-of-town writers will want assistance in making arrangements to visit and write about Caldwell. This page allows prospective writers to request help from the Chamber of Commerce and Destination Caldwell in planning their trip, making the right connections with local stakeholders, or gaining access to particular events.
- Media Coverage page: This is where Caldwell posts the media coverage they receive from the press. It allows the press to see what's been covered and in what manner. List the stories by year and month, and include links to the actual story source.

Public relations is a very labor intensive activity, but one with big payoffs. With a limited staff available in Caldwell for promoting the city, we recommend that a professional public relations agency with community branding and repositioning experience should be contracted. This agency can work with Destination Caldwell and its partners to refine the details of this strategy.

There are some top-notch PR firms in the Boise area, and you want to make sure they have considerable reach throughout Washington, Oregon, Idaho, Northern California, Wyoming and Utah. About 70% of the effort should be on the greater Boise market.

Finally, this might be a contract where a PR Team is developed that may include the Chamber of Commerce, College of Idaho, City of Caldwell, Destination Caldwell and the Sunnyslope Wineries. If each could contribute \$15,000 a year (\$1,200 a month), you would have a dedicated PR effort that will REALLY put Caldwell on the map as an outstanding place to live, raise a family, start or relocate a business, and to visit.

55. Begin advertising Indian Creek Plaza District (regionally)

Description – Once the plaza has become a reality and construction is about to begin, it's time to tell the world about the future of downtown Caldwell.

Timeline for implementation – The moment construction contracts are signed and the work is about to begin.

Taking the lead – Destination Caldwell

Approximate cost – To be determined

Funding idea – A mix of funds, primarily Destination Caldwell BID funds, but with participation from the City and Chamber of Commerce, perhaps the College of Idaho and other private funders.

Rationale and implementation details – To start, the marketing will focus on the residents of Caldwell. This can take place in utility billings, a city newsletter, the monthly e-newsletter, through articles written in local and regional news publications, conversations with local radio hosts, by posting large-scaled drawings of the plaza downtown mounted on fencing surrounding the construction zone. You'll want to advertise in regional magazines, and will use social media as a primary way to spread the word.

By promoting the plaza, investors, retailers, restaurants and others will take notice and that will spur downtown private sector development, and also begin to tell a "different" positive story of Caldwell. The best "rebranding" or "repositioning" starts by telling a new story – a different story that captures the hearts and minds of readers or visitors.

This is the moment you want to showcase a "new" energy and excitement and that will translate to increased private-sector investment in the city (not just in downtown, but throughout the city and area) and Caldwell will move from the "step child" of Boise to the showcase city in all of Idaho – and then of the Northwest.

2019

56. Update the Branding, Development & Marketing Action Plan

Description – This is a plan that needs to be updated once a year, and then a new plan developed every three years.

Timeline for implementation – Spring 2019

Taking the lead – Destination Caldwell, City of Caldwell

Approximate cost – \$45,000

Funding idea – CDBG planning grants, Destination Caldwell BID funding, city general funds

Rationale and implementation details – This plan, for the most part, is a three year Action Plan that should be updated providing Caldwell with a "next steps" plan – where you go once the initial set of recommendations have been implemented. You won't need to start over, but just need the next list of to-do items for the next three years. This might include:

- Expanding the downtown development district
- Updating zoning ordinances

- Industrial development at the airport (additional jobs) or other areas
- Hotel development along Indian Creek or other areas
- Working with the College of Idaho on expansion, housing and other needs that can and will benefit Caldwell
- Additional marketing and organization of the Sunnyslope Wine Trail
- A detailed marketing, advertising and public relations plan. The vast majority of this plan concentrates on product development, but once the product has been (or is being) developed, it will be time to assemble a detailed marketing program to “tell the world” how great Caldwell is, making the city a fantastic destination for visitors AND new potential business investment.

This is not like a comprehensive plan or even a strategic plan. As an Action Plan, it is fluid and needs to be looked at continually, massaged, and updated. You want to avoid this becoming a plan sitting on a shelf gathering dust. It is your bible or reference and guidebook for the next three years.

It should be reviewed every two months and then updated at least once every year. You will add things to it, rearrange things, add case histories or new ideas, and use it to determine budgets. It should be a guidebook for the city’s comprehensive planning effort. It should be used by Parks & Recreation, Public Works, the City’s budget office, Planning Department, Destination Caldwell, Chamber of Commerce, and by the council in terms of setting policy and goals of the city. It should also be the guidebook for the city’s Economic Development efforts.

If you need assistance in updating it, contract with Roger Brooks International or another firm to take a hard look at the recommendations, costs, projects and what’s happened to date, what can be eliminated (already completed recommendations) and what can or should be added to it.

Always review it and update it. The more often you do it, the easier it will be to keep the focus narrow and all of your organizations on the same page and pulling in the same direction.

57. Bring Roger Brooks back (if needed)

Description – Plans such as this are very fluid and change. Additionally, over time enthusiasm tends to wane and when this happens, consider bringing Roger Brooks back for a day, or two or three to keep things moving forward, on track, and progressing. Sometimes people need a motivational visit to pump up the troops.

Timeline for implementation – As needed, but for sure by the summer of 2018 (grand opening of the plaza?)

Taking the lead – Destination Caldwell

Approximate cost – \$12,500-\$15,000 for a multi-day retreat, visit, speaking engagement

Funding idea – City of Caldwell, Chamber of Commerce, Destination Caldwell, local businesses

Rationale and implementation details - Plans like this are very fluid, and sometimes the energy, enthusiasm, or lack of funding and cooperation can drag the effort down. No matter what, you cannot let the enthusiasm wane. If you find you need help, consider bringing Roger Brooks or an outside facilitator back for a day to address challenges, new opportunities, ask questions, get new advice, talk about funding options and marketing, to facilitate differences in opinions, to pump up the troops, and, while at it, update the plan.

It’s a natural process that the enthusiasm will tend to wane over time, especially in tough times and when you’ve narrowed your focus, which everyone won’t agree with. But you cannot let that happen if you hope to make this plan come to fruition. Also, this presents a great opportunity to showcase what you’ve done, to date, and the changes it’s made in your product development and marketing efforts.

58. Get the Indian Creek Market Pavilion built

Description – Next to the plaza, a year round public market is the second most powerful draw and “anchor tenant” for downtown. It creates indoor activity space, also programmed, so that weather is never a deterrent to spending time in downtown Caldwell.

Timeline for implementation – 2018 for planning, 2019 or 2020 for construction

Taking the lead – City of Caldwell, Destination Caldwell

Approximate cost – \$6 million (estimate in 2018 dollars)

Funding idea – Revenue bonds, voter approved initiative, municipal financing, grants

Rationale and implementation details – Public markets are revitalizing downtowns throughout America and are not just local gathering spots, but tremendous tourist attractions. Recommendations for the Indian Creek Market/Pavilion include:

- It should be located next to and adjoining the plaza. The perfect scenario would be to place it where the existing building(s) are on South 7th from the corner of Arthur Street.
- It should be a fixed structure that, from the exterior, looks very much like a greenhouse. As with any public market building you want wide-open interiors, as much natural light as you can get into the facility. You'll have large ficus trees inside, lots of greenery, and a very open-air feeling.
- The market should be open year-round, primarily on Thursdays, Fridays, Saturdays and Sundays. Over time, the market would expand its operating days to include Mondays, Tuesdays and Wednesdays.
- The market would open at 11:00 am each day and close at 9:00 pm on Thursdays, perhaps 10:00 pm on Fridays and Saturdays and at 4:00 pm on Sundays. The days of morning markets are over as more people move to evening-hour shopping, dining and entertainment.
- The market should include a center stage for cooking demonstrations, unamplified music or entertainment during the lunch and dinner hours. This way the market becomes a central gathering spot for both locals and visitors.
- The mix should include one-third raw, locally or regionally grown/produced foods: fruits, vegetables, dairy products, fish, poultry and meats. One third should be dedicated to locally prepared foods: cupcakes, deli-style sandwiches, prepared and ready-to-cook dishes, breads and baked goods, etc. The final third would be locally crafted goods: art, jewelry, clothing, home accents, toys, etc. It's important that all goods be as local as possible.
- The market would shift its focus depending on the season, and would be programmed accordingly. For instance, during the months of November and December the market could include a Christmas Tree Forest and would feature all kinds of locally or regionally crafted gifts and decorations. In January it might be home to ice carvers. In October perhaps it becomes a haunted house. This space would always be flexible for just about any kind of public use.
- The market is “Flex Space” meaning it can also host trade shows such as fishing and hunting shows, RV shows, job fairs, wellness retreats, fitness boot camps and other brand-specific events detailed earlier in this plan.

The market should be in the 20,000 square foot range. Nearly 4,000 square feet will be needed for:

- Vendor storage lockers
- Rod and drape trade show booth assembly
- Sound system and HVAC
- Public restrooms
- Market office
- Refrigeration/walk in freezer
- A warming kitchen
- General storage

The Indian Creek Market is VERY important as it will make downtown Caldwell a great place to be when it's below freezing, raining, and/or above 100 degrees. It takes weather out of the equation, which is VERY important to downtown merchants who are counting on the plaza and market to bring customers downtown.

During the peak months much of the Farmers Market season will include vendors both inside the Market as well as throughout the Indian Creek Plaza area. In fact, we'd love to see the market become a major destination within a 30-mile radius (including Boise) with vendors all over downtown – so many that it requires closing of a street or two. The goal: To have the biggest, best and most incredible public market in Idaho. And, best of all, it will be in a country-setting where the produce is actually grown.

Once the market is developed Destination Caldwell will act as its “marketing agency” and will work with market management on recruiting all kinds of events into the market. The list at the beginning of this plan is just a starting point for activating and programming the market.

59. Make sure Indian Creek Plaza is programmed with at least 250 event days

Description – Where people gather on a consistent basis, retailers will follow. Studies have shown that the magic number is 250 days of activity, leaving downtown merchants to bring in their own customers the other 115 days of the year.

Timeline for implementation – 2018 as soon as the plaza is constructed

Taking the lead – Destination Caldwell

Approximate cost – Part of the Destination Caldwell budget

Funding idea – Sponsorships, beer and wine gardens, vendor sales etc.

Rationale and implementation details - What comes first downtown, people or businesses? People. The more people you have downtown on a consistent basis, the more businesses will gravitate to downtown. Just think back to the 50s after World War II when people moved from central areas to the new “suburbs.” JC Penney, Sears and all the big box retailers that used to populate downtowns moved out to the suburbs into a new phenomenon – the suburban mall. That was the beginning of the end for traditional downtowns. And because people lived in the ‘burbs’ and commuted to work, up sprang strip malls. This alone led to the number one reason why downtowns started to perish.

Now there's a major shift across America: People want downtowns more than ever before. Not as the place to buy clothes, underwear and hosiery, but as the central gathering place. The place to gather, connect, eat, shop and be entertained. And these people want out of their cars – they want the pedestrian experience.

The success of downtown comes as a result of people being there. Creating 100 days of events downtown does not bring enough customers for businesses to be successful the other 265 days of the year. This is why you must do everything you possibly can to have at least 250 to 300 “activity days” downtown – especially during the evening hours. After all, the future of downtowns is where we go after work and on weekends. And remember, 4:00 to 9:00pm are the key hours.

Every evening the splash pad operates during the summer months is an “activity day.” Every evening you host the farmers market is an “activity day.” In the winter having the ice rink set up and renting ice skates is an activity day. Between the ice rink and the splash pad, these two activities can consume nearly 240 days just in themselves. Street musicians, artists in action, cooking demonstrations, and other activities all add to the mix and the vibrancy. Then add holiday festivities and events, and it will be pretty easy to get to that magical 300 days of activities downtown.

The goal: To have at least 200 people downtown each evening for 300 days of the year. So whatever the activity is, it needs to be good enough to pull people downtown consistently into restaurants, onto the plaza, and for any reason. Having the splash pad operating but no one using it doesn't accomplish the goal of getting people downtown.

But if you can get those 200 people 300 days of the year, your downtown real estate will be the most valuable in the region, property owners will be more likely to invest, have more incentive to attract businesses that will want customers after 5:00 pm, and tenants will be more willing to pay a higher rent, because they will have more business here than in any other location in the area.

60. Create social media campaigns

Description – You build your brand on public relations, advertising is used to cement your ownership position. Social media is word of mouth and that is the purest form of public relations.

Timeline for implementation – 2017 once the plaza is under construction

Taking the lead – Destination Caldwell

Approximate cost – None (staff time and volunteers)

Funding idea – None required

Rationale and implementation details - Your brand is a perception – what people think when you say you're from Caldwell. It's based on what people read, or first impressions as they drive through town along I-84, and primarily word of mouth. You build your brand through public relations and advertising is used to maintain your ownership position. Branding has never grown as fast as it is growing now, and that's due to social media –word of mouth travels quickly.

Destination Caldwell should always be thinking of crazy fun things to do to tell the world how they can celebrate anything great in their lives. Some of it needs to be emotional and touching, but most of it will be fun, festive and engaging. Some can be a little (or a lot) edgy, so the opportunity of going viral and creating photo opportunities increases.

You want to promote the urban atmosphere in a wonderful country setting. Fresh air. No crowds. Great trails and Lake Lowell. Farms and wineries. Stunning valleys. Rivers nearby. A great downtown alive with activities and great shops and restaurants – every day of the year.

For instance, having local boosters walking around town during an event wearing a polo shirt with the new brand identity on it, showcasing kids on the ice rink, or families attending “Monday Night Movies on the Plaza” or at concerts, dance recitals and a myriad of other events to really showcase how vibrant and fun Caldwell has become.

There are countless novel, fun and touching things you can do, and now is the time to brainstorm ideas. Here are some ideas that should be included:

- Encourage photographs and videos of people enjoying their personal celebration. These would be populated on Twitter, Instagram, Flickr, Facebook, Digg and YouTube for those shot in video.
- Using a professional videographer, create a YouTube channel “Caldwell, Idaho’s Wine Country” and populate it with 30 second to one-minute videos of people at their celebrations at home and/or in Caldwell. Even businesses can get into the act – yoga on the Plaza is a terrific way to celebrate healthy living. Enjoying a chocolate ice cream cone at a local ice cream shop would be a great celebration for many people.
- Let your imagination fly and make it fun.

61. Create a YouTube channel and load it up

Description – Video is the future – and short ones at that. Thirty seconds to three minutes, tops. You want both professionally produced videos, and user generated videos of people telling their Caldwell story.

Timeline for implementation – 2017 and ongoing

Taking the lead – Destination Caldwell

Approximate cost – None (professionally shot video is included in another recommendation)

Funding idea – None required

Rationale and implementation details - YouTube is now the world's second most used search engine. Nothing sells like video. Starting as soon as the plaza is under construction, you want to create a YouTube channel and start populating it with user-submitted videos and a call to action "Look what's happening in Caldwell!" and "Where are you headed this weekend?"

Have high school students, the community college, College of Idaho students all submit videos. Some may be silly, some quite fun, and perhaps some will be edgy, but it's a good way to build the brand, create excitement, and solidify your ownership position of Caldwell urban living in a country setting brand.

Over time you'll add more professionally produced videos to mix in with the user-submitted videos. All should run from 20 seconds to three minutes. The median running time should be one to two minutes. As you review them make sure they would make you want to go there if you lived in a different city.

Make sure you have them posted and linked to your new tourism website once developed.

62. Develop a detailed Marketing, Advertising & Publicity Plan and budget: Tell the world

Description – Once you've got the plaza developed, the market pavilion on the way, a new revitalized mix of businesses downtown, and the Sunnyslope Wine Trail gaining momentum, now's the time to really "tell the world" about Caldwell, making it one of the premier destination cities in the Northwest.

Timeline for implementation – Summer 2018

Taking the lead – City of Caldwell, Destination Caldwell, Chamber of Commerce

Approximate cost – \$20,000

Funding idea – Lodging tax funds

Rationale and implementation details - This action plan does include many marketing initiatives, but concentrates primarily on product development, which is by far the most important focus at this time. When you reach this point in the implementation of the plan, you should develop a detailed marketing, advertising and public relations budget and media buy program, and it should include the following elements:

- Increased digital marketing including SEO initiatives (use the budget outline contained earlier in the recommendations: 45% spent on digital marketing)
- Print advertising
- Billboard and outdoor advertising
- Radio
- Television (during news broadcasts on mainstream TV. Avoid cable advertising)
- Trade shows (wedding fairs, travel shows, home shows, flower and garden shows) in the greater Boise market area.

Meanwhile you can begin by purchasing print ads in the Idaho Travel Guide, Sunset Magazine and other regional publications.

An important rule of advertising is to find your audience and then hit them over and over and over again until you stick in their minds, and that's exactly what this does. In this case, run perhaps three or four seasonal ads for ten months in a row. You want the same messaging, but perhaps a different graphic or photograph. If you need expertise in designing these ads, please have the RBI team or an ad agency prepare them for you. And keep in mind that you are not promoting Caldwell. You are promoting the experiences, which happen to take place in Caldwell, Sunnyslope wine trail, downtown, College of Idaho events and so on.

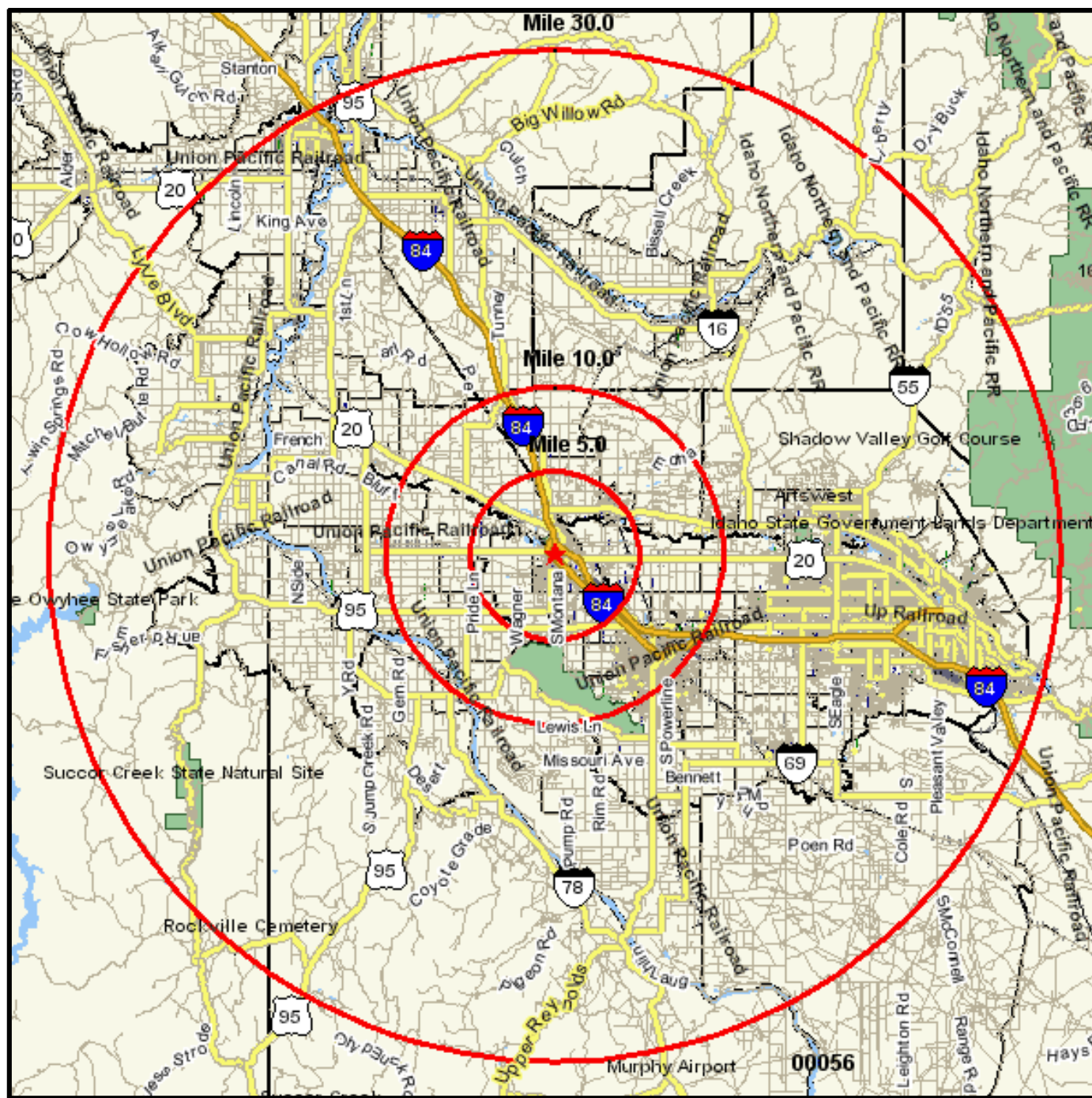
Insider tip: Always work to get equal editorial to match your ad space. In other words, if you buy a two-thirds page ad, get two-thirds of a page in editorial. While they might not provide editorial every month, perhaps they would do a three or four page spread about the incredible Caldwell downtown story. Always leverage your advertising with editorial. Then order reprints of the article so you can post them on your website and can include them in relocation packets and other marketing efforts like business recruitment.

Another thing to do is to obtain "Editorial Calendars" from regional publications for 2018 when they come out. Editorial staff meets and plans what the feature articles or topics will be for the next year. Perhaps they would feature "Idaho wine country," and if so, you want to make sure Caldwell is at the table and is included in the editorial as well as in an ad: "This is THE place you'll find the best (and most) wineries in Idaho."

And finally, remember ads must be committed two months before the publication date. For instance if you want to be in the March issue of a magazine, they will need the commitment and the art work early in January if not late December. The March issue is printed and distributed typically mid to late February.

SUPPORTING DOCUMENTATION

- Population Radius Map
- Demographics Report
- Street vendor/busker agreement
- Sample Best of brochures
- Sample Community Profile (Lake County, California)
- Sample Opportunities brochure (Lake County, California)
- Critical Mass handout
- Sample MOU – Idaho Main Street Program
- The Very Best of Alpena, Michigan guide



Pop-Facts: Census Demographic Quick Facts Report

Radius 1: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Radius 2: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Radius 3: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Description	0.00 - 5.00 miles <i>Radius 1</i>		0.00 - 10.00 miles <i>Radius 2</i>		0.00 - 30.00 miles <i>Radius 3</i>	
		%		%		%
Population						
2010 Census	62,156		146,350		640,125	
2000 Census	40,300		99,410		487,056	
Growth 2000 - 2010	54.23%		47.22%		31.43%	
Households						
2010 Census	20,499		49,409		233,684	
2000 Census	14,007		34,543		177,894	
Growth 2000 - 2010	46.35%		43.03%		31.36%	
2010 Population by Single-Classification Race	62,156		146,350		640,125	
White Alone	49,950	80.36	120,757	82.51	559,888	87.47
Black or African American Alone	334	0.54	857	0.59	5,687	0.89
American Indian and Alaska Native Alone	693	1.11	1,627	1.11	5,140	0.80
Asian Alone	505	0.81	1,197	0.82	11,538	1.80
Native Hawaiian and Other Pacific Islander Alone	54	0.09	263	0.18	1,304	0.20
Some Other Race Alone	8,594	13.83	17,081	11.67	38,111	5.95
Two or More Races	2,028	3.26	4,567	3.12	18,457	2.88
2010 Population by Ethnicity (Hispanic or Latino)	62,156		146,350		640,125	
Hispanic or Latino	18,871	30.36	36,764	25.12	86,531	13.52
Not Hispanic or Latino	43,285	69.64	109,585	74.88	553,594	86.48
2010 Occupied Housing Unity by Tenure	20,499		49,409		233,684	
Owner-Occupied	14,136	68.96	33,845	68.50	161,546	69.13
Renter-Occupied	6,363	31.04	15,564	31.50	72,138	30.87

Pop-Facts: Census Demographic Quick Facts Report

Radius 1: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Radius 2: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Radius 3: S KIMBALL AVE AT ARTHUR ST, CALDWELL, ID 83605, aggregate

Description	0.00 - 5.00 miles <i>Radius 1</i>		0.00 - 10.00 miles <i>Radius 2</i>		0.00 - 30.00 miles <i>Radius 3</i>	
		%		%		%
2000 Est. Households by Household Income	14,012		34,624		178,197	
Income Less than \$15,000	2,282	16.29	5,704	16.47	23,108	12.97
Income \$15,000 - \$24,999	2,650	18.91	6,142	17.74	25,261	14.18
Income \$25,000 - \$34,999	2,398	17.11	5,772	16.67	25,433	14.27
Income \$35,000 - \$49,999	2,801	19.99	7,172	20.71	33,284	18.68
Income \$50,000 - \$74,999	2,238	15.97	5,999	17.33	36,593	20.54
Income \$75,000 - \$99,999	980	6.99	2,291	6.62	17,676	9.92
Income \$100,000 - \$124,999	365	2.60	768	2.22	7,773	4.36
Income \$125,000 - \$149,999	104	0.74	313	0.90	3,412	1.91
Income \$150,000 - \$199,999	66	0.47	225	0.65	2,755	1.55
Income \$200,000 - \$249,999	76	0.54	141	0.41	1,486	0.83
Income \$250,000 - \$499,999	44	0.31	83	0.24	1,095	0.61
Income \$500,000 and over	8	0.06	16	0.05	322	0.18
2000 Est. Average Household Income	\$42,155		\$42,125		\$52,947	
2000 Est. Median Household Income	\$33,648		\$34,471		\$41,894	
2000 Est. Per Capita Income	\$14,609		\$14,767		\$19,653	

Pop-Facts: Census Demographic Quick Facts Report

Appendix: Area Listing

Area Name:

Type: Radius 1 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S KIMBALL AVE AT ARTHUR ST	Latitude/Longitude	43.665625	-116.688081
CALDWELL, ID 83605	Radius	0.00	- 5.00

Area Name:

Type: Radius 2 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S KIMBALL AVE AT ARTHUR ST	Latitude/Longitude	43.665625	-116.688081
CALDWELL, ID 83605	Radius	0.00	- 10.00

Area Name:

Type: Radius 3 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

S KIMBALL AVE AT ARTHUR ST	Latitude/Longitude	43.665625	-116.688081
CALDWELL, ID 83605	Radius	0.00	- 30.00

Project Information:

Site: 1

Order Number: 974775206



STREET PERFORMANCE PERMIT APPLICATION

About this form

You may use this form to apply for a permit to perform within the City of Greenville. If you use **dangerous materials** in your act, you may also need liability insurance. If you are **under 18 years of age** your parent or guardian must complete and sign the parental waiver on this form before you can obtain a permit. **Each member of a group act** must submit a separate application and display his/her own permit while performing. Group permits are not available.

How to complete this Process

1. Ensure that all fields have been filled out correctly on this form.
2. Provide photo (2in x 2in color photo such that the head is between 1in and 1 3/8in from the bottom of the chin to the top of the head). Renewal applications must submit a photo.
3. Obtain a 10-year criminal record check from the Public Records Division of Greenville County.
4. Criminal records can be obtained at the Law Enforcement Center located at 4 McGee Street, Greenville, SC 20601. 5-year criminal record checks will ONLY be accepted for applicants who possessed a City of Greenville Street Performer permit expiring on March 15, 2014.
5. Purchase a business license from the fourth floor of City Hall if you plan on selling goods.
6. Submit the annual permit fee of \$50 or \$15 if you are a student with a valid student ID.
7. Once completed, you must submit this form, permit fee, photo, business license (if applicable) as well as criminal records in person to the Special Events division in City Hall on the first floor. Please refer to the Permit Details section for further information.

Applicant Details

First Name _____ Last Name _____

Phone Number _____

Home Address _____

Mailing Address (if different from home address) _____

Sale of Merchandise

Do you intend to sell CDs or DVDs related to your performance?

☐

Yes

☐

No

Business License Number: _____

If yes, please read and sign the declaration below:

I declare that any CDs or DVDs which I sell will only contain my own, original material. I have obtained a business license from the 4th floor of City Hall.

Signature _____

Permit Details

Are you renewing a permit or applying for a new permit?

☐

New Permit

☐

Renewal

City of Greenville Street Performance Permit Number: _____



STREET PERFORMANCE PERMIT APPLICATION

Amplified Sound

Are you requesting battery operated amplified sound?

☐

Yes

☐

No

If yes, what is the use and reason for use? Please refer to the City Ordinance regarding amplified sound below.

All street performers in conducting street performance activities shall be subject to the City's noise ordinance contained in City Code 16-91, et seq. Performances with sound amplification are excluded unless the city manager or the city manager's designee issuing permits determines that the amplification is necessary or proper for the musical or other sound component of a performance and that reasonable steps are being taken as described in the permit to avoid the likelihood of undue public disturbance. Necessary or proper amplification includes, but is not limited to, background musical accompaniment for dancing, singling or the like as well as amplification for flute, piccolo, and other low volume wind instruments needing amplification to be heard outside.

Parental/Guardian Consent Details (if applicant is under 18)

I (please print name) _____

Of (please print address) _____

Hereby consent to my child/ward (please print name) _____
performing as a street performer in the City of Greenville. I understand that:

1. The City of Greenville provides no supervision of Street Performers under the age of 18 years; and
2. Street Performers under the age of 18 are subject to the City of Greenville Street Performance Policy.

*Parent/ Guardian Name (please print)

*Parent/Guardian Signature

Date

Proof of Identity

You must provide proof of your identity and proof of identity of your parent/guardian if you are under 18 years old. Please check the item/s below which you will provide as proof of identity.

☐

You

☐

Your Parent/Guardian (where applicable)

Proof of Age Card # _____

Student ID Card # _____

(Please Note: Official Student ID or official documentation proving student status must be submitted to receive student rate.)

Driver's License Number (you)

Driver's License Number (parent/guardian)



STREET PERFORMANCE PERMIT APPLICATION

Performance Details

Performance Description

Please select the type of performance by checking the box(es) below:

- ☐ Vocals ☐ Dance ☐ One Man Band ☐ Comedy
☐ Juggling (non-dangerous implements) ☐ Mime/Statue
☐ Instrumental (Please specify which instrument(s) you will play _____)

Dangerous Act: Please note, performances with flames or fireworks are excluded unless you have a written authorization from the City of Greenville Fire Marshal setting forth the conditions of authorization for the performance. Performances with knives, daggers, swords, and like sharp instruments are excluded unless written authorization is first obtained from the City of Greenville Police Department setting the conditions of authorization.

Other (Please specify the type of performance) _____

Application Submission

You must submit the completed application and criminal records to the Special Events Division in order to receive a permit. If the requirements for a Street Performance permit are met, a photograph must be submitted for the purposes of issuing a Street Performance permit. You can obtain a Street Performance permit Tuesday through Friday 8:30am until 4:30pm from the first floor of City Hall. A Special Events staff member will discuss your application and a permit will be issued if the requirements for a Street Performance permit are met. Please allow one full business day for processing. For further information regarding your application please contact us by:

TELEPHONE: (864)467-4494 or visit our WEBSITE: <http://www.greenvillesc.gov/PublicInfo/Events/Permits.aspx>

City Hall - 206 S Main Street, Tuesday - Friday 8:30am-4:30pm

Permit Fees: \$50 (annual fee)

 \$15 (Student with valid student ID)

I, the undersigned, declare as follows (please check all boxes to indicate that you have read each point):

- ☐ I know I am only able to perform between the times of 10 AM and 10 PM all days of the week on city owned or operated sidewalks, plazas, parks and other public places (excluding vehicular areas in streets and parking lots).
- ☐ I am aware that I am not allowed to play in permitted Special Event sites.
- ☐ I am aware that I am not allowed to play within fifty feet of a school, hospital, funeral home, court house, or other street performer (unless playing together).



STREET PERFORMANCE PERMIT APPLICATION

- ☐ I will not interfere with the flow of pedestrian traffic at a crosswalk, building entrance, private patio, curb cut or entrance into an encroachment area for dining.
- ☐ I will submit a criminal records check by contacting Greenville County Criminal Records *prior* to receiving a permit. I know that the City reserves the right to deny a permit with a conviction for an act that would represent a potential threat to public safety or security for a viewing audience.
- ☐ I will submit a permit application at least 24 hours prior to the first street performance. I will comply with the City's noise ordinance and I know I am responsible for all needed equipment, special needs, parking, set-up, etc.
- ☐ I will only accept donations from the public when my Street Performance Permit is obtained and is on display. I am aware that my permit will expire March 15, 2015.
- ☐ I know that the use of profane, indecent, abusive or threatening language or behavior constitutes acts of harassment against the public peace will result in denial or revocation of a permit.
- ☐ I am aware that I need to obtain a business license to sell merchandise related to my performance.
- ☐ I will display my Street Performance Permit in a prominent position close to where I am performing at all times. I will make my Permit available for inspection by an authorized City of Greenville Official upon request and follow any lawful direction issued by that officer.
- ☐ I will not transfer this Permit to any other person. I agree that this Permit does not give me sole use or reservation of a site. I will use designated sites in restricted areas in accordance with the conditions attached to their use and contained in the City of Greenville.
- ☐ I will not create a threat to public safety, whether real or perceived. I will notify the City of Greenville if my personal details or my performance changes to include the use of any dangerous implements not specifically listed in the "Assessment of Competency in Dangerous Performance" section of this form (if applicable).
- ☐ I have received and read the City of Greenville Street Performance Policy and agree to be bound by the conditions contained in the Policy.

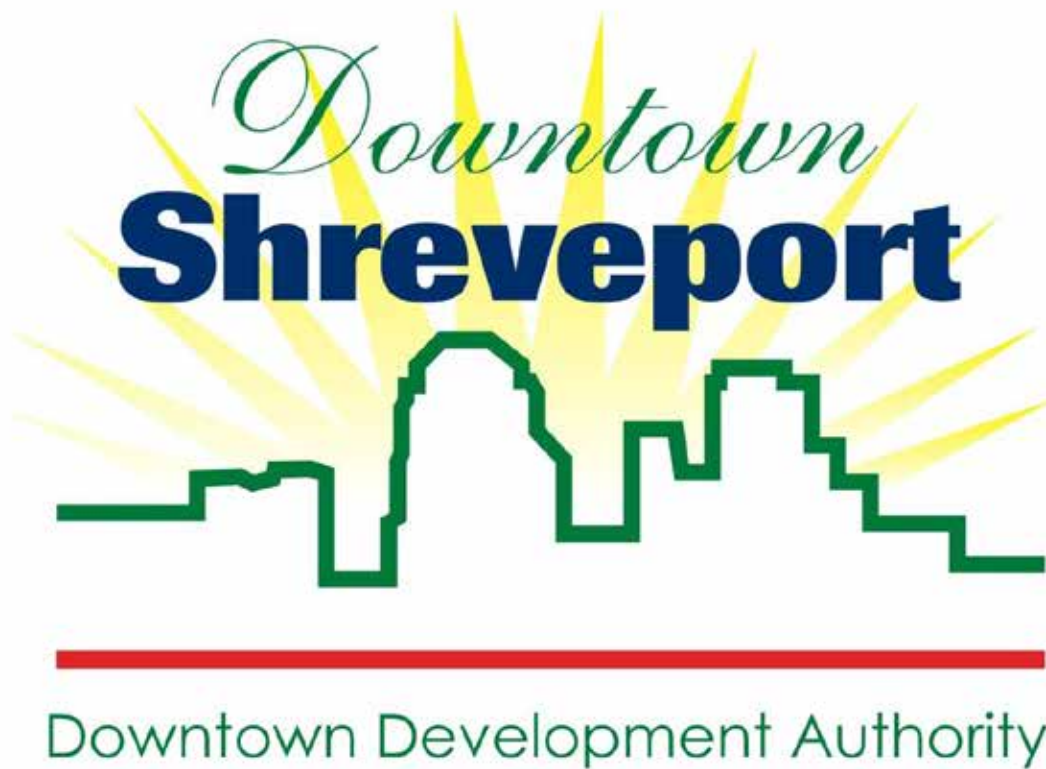
Office Use Only

City Official _____ Application Approved Application Refused

Applicant Name*

Applicant Signature*

Date*



Street / Sidewalk Vendor Application

City of Shreveport
Application
Street Vendors License

Organization or Company: _____

Individual Name: _____

Street Address: _____

City/State/Zip: _____

Phone: _____

Mailing Address (if different from above):

1. Location Requested: _____

2. Hours of Operation: _____

3. Vendor Category (please check only one):

☐ Food ☐ Flowers ☐ Artist/Craftsperson
☐ General Merchandise ☐ Holiday/Seasonal

4. Complete description of product or service to be sold/displayed.

5. Period: 30 days _____ 60 days _____ 90 days _____ 180 days _____ One year _____
 (\$20.00) (\$40.00) (\$60.00) (\$75.00) (\$100.00)

6. Cost range of items to be sold: _____

City of Shreveport
Application
Street Vendors License

7. Description of cart, display or equipment to be used: _____

8. Be sure to attach a photo or rendering, showing the dimensions, colors and materials of the cart or stand to be used - limited to 10' long x 6' wide x 8' high. This information must be provided for review.

9. Person in charge of cart (if different from above):

Name: _____

Address: _____

City/State/Zip: _____

Phone: _____

I have read and understand the guidelines for Street Vendors, by which I will agree to abide as a Street Vendor within B-4 District of downtown.

Applicant's Signature

Date

Please return the completed application (including all drawings, photos, etc.) to:

Downtown Development Authority
401 Edwards Street, Suite 205
Shreveport, LA 71101

Phone: (318) 222-7403

Fax: (318) 222-3731

City of Shreveport
Guidelines
Street Vendors License

- Cart:** All merchandise must be sold from a professionally constructed, wheeled, movable cart.
- Wheels must be air filled with a minimum diameter of eight (8) inches. Castors are not considered wheels and are not allowed.
- The main body of the cart must be metal or wood.
- Towed rubber tire carts must have fender skirts. Trailored carts with large, spoked, wooden or rubber wheels do not require fenders.
- The top portion of the cart (canopy) must be canvas or standing seam metal and cover the majority of the cart. (Asphalt and wood shingles are prohibited.)
- Cart Size:** The cart shall not exceed the following dimensions: six (6) feet wide x ten(10) long x eight (8) feet tall (as measured from the sidewalk to the highest point of the canopy.)
- Cart Colors:** The cart shall have a maximum of three colors. Dayglow and fluorescent colors are prohibited.
- Cart Lights:** If electric lights are incorporated into the cart, the light source must be a steady light. Flashing or blinking lights are prohibited. Lighting must be indirect (concealed).
- Hitches:** Trailer hitches should be concealed. (Optional)
- Signage:** All signs, pictures and graphics must be in visual harmony with the cart. Giant signs which are not in proportion to the cart will not be permitted. Menu boards must be printed and incorporated into the design of the cart. (In other words, hand-made signs are not allowed.)
- Cooking:** Warming bins are allowed. Waste is to be contained on the cart and disposed of outside of the district. Deep fat fryers are prohibited. All food preparation must comply with Caddo Parish Health Department guidelines.

City of Shreveport
Guidelines
Street Vendors License

**Design
Review:**

Cart designs must be submitted to the Sidewalk Vendor Committee for approval. All applications shall include the following items:

1. Drawings of the cart showing length, width and height. Drawings shall show menu boards, signage and graphics accurately.
2. Drawings must be drawn to the scale of 1 inch = 1 foot. (1" = 1'0")
3. Drawings must depict the colors of the entire cart.
4. If any of the above items is not submitted the application will be rejected because of lack of information.
5. Color photographs may be accepted in lieu of drawings. If photographs are used, the following photographs must be submitted:
 - Side view: Showing entire length and height.
 - End view: Showing entire width and height.

Merchandise: The merchandise to be sold shall include:

- Food:** The sale of food for immediate consumption.
- Arts and Crafts:** Original items which are personally crafted or one-of-a-kind. Garage sale or flea market type items are not acceptable.
- Other Merchandise:** Any easily transportable, non-second hand item that can be transported on and merchandised from the cart. Pornographic materials are prohibited.
- Flowers:** Real, silk or potted plants.
- Holiday/Seasonal :** The sale of or exhibition of products or services in keeping with a "holiday" or seasonal theme. Vendors in this category will be required to operate on a 5 day a week basis for a minimum time period of 2 weeks and may operate for a maximum time period of 4 weeks.

**Attire and
Conduct:**

Vendors will be expected to behave and dress in an appropriate manner. Casual clothing, such as slacks, Bermuda length shorts, shirts, standard t-shirts, dresses and skirts are acceptable. Bathing suits and tank tops are unacceptable.

City of Shreveport
Guidelines
Street Vendors License

Locations: Food vendors may not operate in front of a restaurant.

Merchandise vendors may not operate in front of a retail store that offers competing goods. The committee shall determine if the goods are competitive.

New locations must be at least 50' away from the nearest part of a restaurant, cart or sidewalk cafe.

In situations where a vendor has established a permitted location, and the adjacent restaurant owner desires to open a sidewalk café that would incorporate the vendor's location, the vendor will be permitted to operate until the expiration of their permit. Upon the vendor permit's expiration, the restaurant owner will be allowed to open their sidewalk café in accordance with the City's Sidewalk Café Regulations. The vendor will be required to relocate according to the sidewalk vendor ordinance.

No more than two of any one kind (i.e. hot dogs, hamburgers, pretzels, etc...) will be permitted on one block face during any one time period.

*Note: The Texas Street promenade at Commerce shall be considered a block face.

Locations must leave at least a minimum of 10 feet of unobstructed pedestrian space between the street edge of the cart and the curb on Texas, Milam and Commerce Streets. On cross streets and other locations, a minimum of five feet must be provided between the street edge of the cart and the curb. (As pedestrian activity is observed, Sidewalk Vendor Committee has the right to amend this section.)

Carts are not permitted to operate on the curb line. Pedestrian space shall be provided from the curb line to the cart.

Special exceptions may be made where granting a license is or is not expected to cause a pedestrian or traffic hazard.

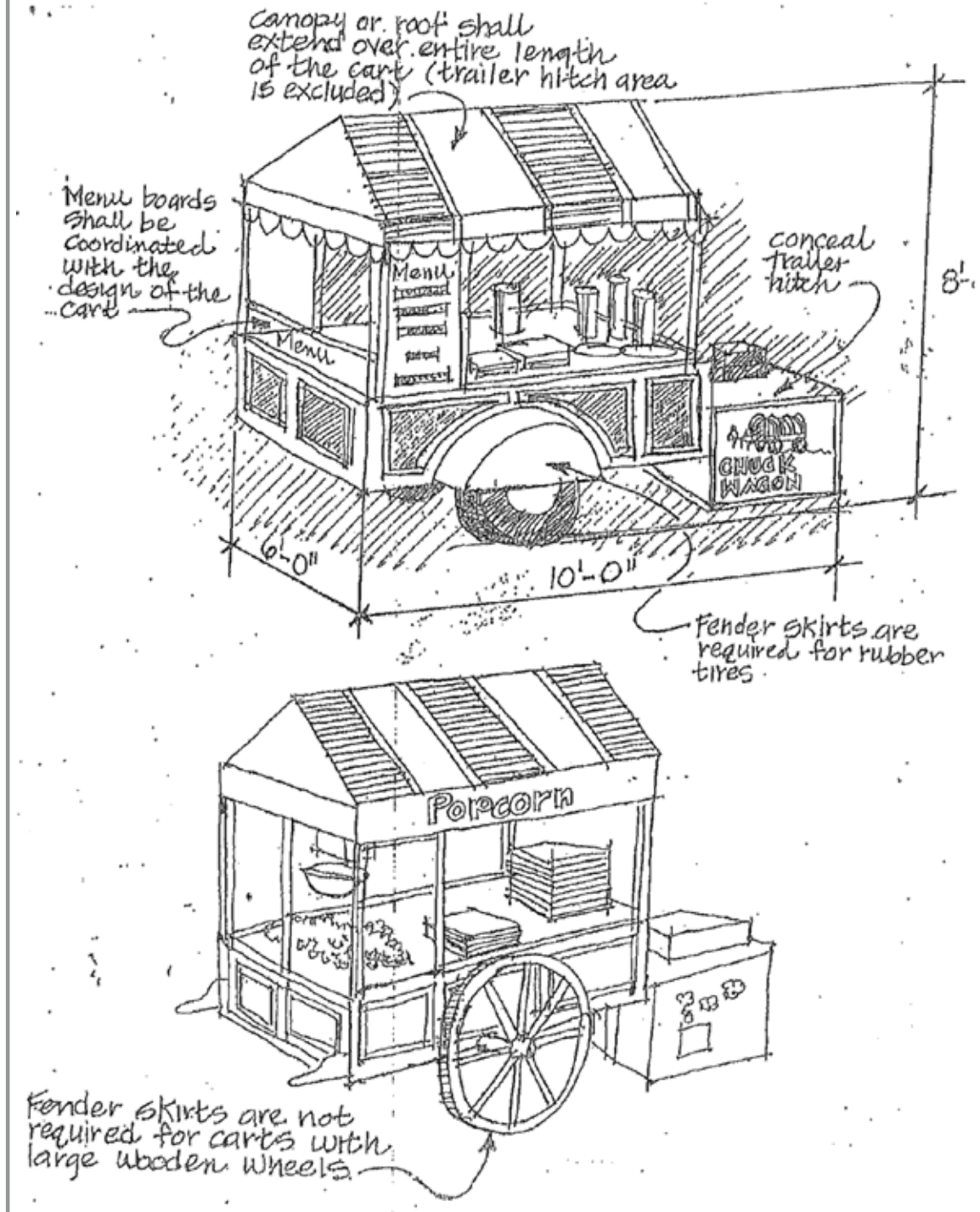
Vendor permitting shall not be allowed on contracted or designated festival sites and the sidewalks adjacent thereto, in Riverfront Park and on the Barnwell Center grounds. Vendors whose regular permitted location is included within or adjacent to the boundaries of a temporary festival site must not operate during the festival without the consent of the festival organizer.

Carts and other temporary service devices must be removed from the sidewalks and stored off-site when not in operation.

City of Shreveport
Guidelines
Street Vendors License

Operation Hours:	With the exception of Commerce Street, Monday through Friday 7:00 a.m. and 2:00 a.m. Unlimited hours on Commerce Street. Hours of operation are subject to further review.
Days:	With the exception of Commerce Street, where vendors are required to be present at their locations at least eight days (or nights) per month, vendors are required to operate their carts at least 15 days per month.
Sidewalk Vendor Committee:	The vendor committee shall meet to set guidelines and approve or reject proposed guideline revisions and approve variances. If a license is denied by the DDA and the vendor chooses to appeal the denial, the committee will serve as the first level of vendor appeal. If the vendor committee denies the license, the vendor may appeal to the Shreveport City Council.
DDA Staff:	Reviews and approves or denied application and submits to city for permitting when application is complete.

City of Shreveport
Cart Illustrations
Street Vendors License



City of Shreveport
Hold Harmless Agreement
Street Vendors License

WHEREAS, the undersigned has made application for a Sidewalk Vendors License in the City of Shreveport,

NOW, THEREFORE, in consideration of the privileges and license granted by the City of Shreveport the undersigned hereby agrees to indemnify and hold harmless the City of Shreveport, its elected officials, officers, employees and agents from and against any and all claims, demands, suits, judgments and sums of money to any party accruing against the City of Shreveport, its elected officials, officers, employees and agents for loss of life or injury or damage to persons or property arising out of or in connection with the operations or licensing of the undersigned.

This agreement executed this _____ day of _____, _____.

WITNESSES:

SIDEWALK VENDOR

Signature

Title

City of Shreveport
Application Checklist
Street Vendors License

Name: _____

Address: _____

City/State/Zip: _____

Phone: _____

Location Number: _____

Vendor Cart Design Guidelines

Acceptable

☐☐☐☐☐☐☐

Unacceptable

☐☐☐☐☐☐☐

Renderings or photos

Size (6' wide x10' long x 8' tall)

Colors (no more than three)

Lights (non blinking, indirect)

Signage (integrated into design)

Construction (high quality of metal or wood)

Wheels (All wheels must be air filled with a minimum diameter of 8".)

Merchandise/Activity

Acceptable

☐☐☐☐☐☐

Unacceptable

☐☐☐☐☐☐

Food

Describe: _____

Flowers

Arts & Crafts

General Merchandise:

Describe: _____

Street Performance

Holiday/Seasonal

Vendor Location Description: _____

City of Shreveport
Application Checklist
Street Vendors License

Ordinance Requirements

Acceptable

Unacceptable

☐☐

Insurance: \$1,000,000 liability. Attach proof.
Risk Management – 318-673-5540

☐☐

Executed Hold Harmless Agreement

☐☐

Certified copy of charter if the sidewalk vendor
is a corporation of the state of Louisiana.

☐☐

Certified copy of the permit to do business in the
under the laws of some state other than Louisiana.

☐☐

Caddo-Shreveport Sales and Use Tax Commission
registration certificate – 318-865-3312
State Taxes – 318-676-7515

☐☐

Occupational License or certificate of
Exemption – 318-673-5500

☐☐

Acknowledgment of Receipt of Vender Ordinance
and Guidelines _____ initials

Vendor Location Number Issued by DDA: _____

Form Completed and approved by: _____
DDA Representative Date


This form will be completed by the Downtown Development Authority in accordance
with the City of Shreveport's Sidewalk Vending Ordinance. The completed form
should be submitted with the application to the:

City of Shreveport Permitting Office
505 Travis, Room 130
318-673-6100

For more information contact:

Downtown Development Authority
318-222-7403

THE BEST OF *Alpena*



14 of the best hidden gems for dining, shopping and entertainment.

Alpena convention & visitors bureau
PURE MICHIGAN®



Alpena Shipwreck Tours



Art In The Loft

888-469-4696
www.alpenashipwrecktours.com

“ Experience the Great Lakes and their rich history... above and below the waves! ”

Explore the shipwrecks of Thunder Bay National Marine Sanctuary from the glass bottom boat *Lady Michigan*. Crystal clear waters and large viewing wells let you dive the wrecks – without getting wet!

During the 2 hour cruise experience magnificently preserved shipwrecks and scenic shorelines. Learn about the history, legends and lore of Thunder Bay and many famous shipwrecks as you cruise the shoreline.

Departing from the warm & friendly port of Alpena, the 65-foot *Lady Michigan* will take you on a comfortable adventure into the heart of Lake Huron's Shipwreck Alley. A memorable experience for passengers of all ages!

The *Lady Michigan* is docked on the Thunder Bay River just behind the Great Lakes Maritime Heritage Center in Alpena. Tickets sold inside.



109 N Second Ave Suite 300 • Alpena, MI 49707
Phone: (989) 356-4877
www.artintheloft.org
www.facebook.com/artintheloft

Art in the Loft

Gallery 109 is NE Michigan's premier fine arts center with over 7000 sq feet of gallery space devoted to the exhibit of fine art by local and regional artists. Each exhibit season offers new and unusual pieces for sale, including jewelry, paintings, ceramics, stained glass, photography, textiles and turned wood pieces.



Located on the third floor of the Center Building in downtown Alpena, the Loft is surrounded by shopping, restaurants and activities. Visitors are welcome to bring their lunch or a snack and enjoy the view of Lake Huron.

Art in the Loft hosts a full calendar of events workshops and activities, including:

SummerView Exhibit ~ May - October
WinterView Exhibit ~ Nov - March

Young Artists Exhibit ~ a month long celebration of youthful creativity in April features the work of student artists from throughout Northeast Michigan.

Workshops for all ages ~ ArtsCool summer workshops offer creative opportunities for students of all ages.

National Artist Workshop Series offers destination workshops taught by nationally-renowned instructors.



2015-16
EDITION

THE BEST OF Bracebridge

18 of our best
dining, shopping
and entertainment
experiences!

Bracebridge
MUSKOKA

The Art of Muskoka Living

Bracebridge Visitor Centre
1-866-645-8121



Muskoka Memories at Patterson Kaye Resort

Patterson Kaye Resort has been operating as a family vacation destination on the shores of Lake Muskoka in beautiful Bracebridge, Ontario, since 1936, offering the same peaceful, picturesque setting for five generations. Patterson Kaye Resort has been the home to one of the best restaurants in Muskoka, Muskoka Memories Steak & Seafood Restaurant under the guidance of executive chef Glenn Kitchen.

Muskoka Memories offer a Sunday Brunch year round, and a lunch and dinner menu that will satisfy everyone's taste buds. As you would expect, mainstays include succulent steaks, prime rib, and seafood entrees that include Salmon Popeitte, a five ounce salmon filet served in a paper pouch with sidings of julienned vegetables and tasty mashed potatoes.

The meals are enhanced by the views, whether you are sitting by the fireplace or relaxing on the patio by the beach.

Summer Hours of Operation:
Mon-Sun: 9am-8pm

Phone:
705-645-4169

Address:
1360 Golden Beach Rd.
Bracebridge, ON
P1L 1W8

**LUNCH
ENTREES:**
\$14-\$21

**DINNER
ENTREES:**
\$16-\$39



pattersonkayeresort.com

2



Riverwalk - Muskoka Fine Dining

Enjoy a truly unique to Bracebridge dining experience atop the beautiful Bracebridge Falls in one of Bracebridge's historic buildings, the Riverwalk Restaurant. The Mediterranean-inspired dining room features an open kitchen allowing patrons to experience the sights, sounds and smells of their meal being prepared.

Executive Chef/Proprietor David Friesen is the forefront of the Savour Muskoka movement, therefore making Riverwalk the ultimate in "Fresh Market Cuisine". Incorporating local ingredients inspires his ever-changing menu will delight even the most discerning palate by featuring local and fresh daily ingredients.

Chef David's culinary creations are available for catering. Or, visit Riverwalk's Pantry Café at 62 Manitoba Street for take-out.

Summer Hours of Operation:
Tue-Sat: 11:30am-2:30pm
and 5:30pm until last reservation
July & August open Sundays too.
Call for seasonal hours of operation.

Phone:
705-646-0711

Contact:
1 Manitoba Street
Bracebridge, ON
P1L 2S4

**LUNCH
ENTREES:**
\$12-\$17

**DINNER
ENTREES:**
\$23-\$34



riverwalkrestaurant.ca

3

Sample Opportunities brochure

Location and Climate

Located between the Pacific Ocean and Sacramento, Lake County lies about 110 miles north of San Francisco. It is surrounded by the Mendocino, Napa, Sonoma, Glenn, Colusa, and Yolo counties.

Almost centered in the county is Clear Lake, California's largest natural fresh-water lake, which is famous for its excellent fishing. The Konocti Hills surround the lake, with Mount Konocti and its legends providing a stunning background.

Average annual daytime highs are 75° F, and average annual lows are 45° F. Average annual rainfall in the Middletown area is 45 inches; in Clear Lake basin, average annual rainfall is 25 inches.

Lake County's climate makes it a perfect location for producing award-winning wines, and Lake County is becoming well-known for its vineyards and wineries. Winegrape acreage continues to expand. Other agriculture also thrives, including peaches, timber, walnuts, livestock, rice, hay and grain, commercial vegetables, ornamental crops, and Christmas trees.

Population
 50 mile radius.....566,368
 100 mile radius.....6,532,052
 150 mile radius.....10,844,605

LAKE COUNTY RESOURCES

If you have an interest in bringing in or developing a new business in Lake County, here is a resource list to assist you.

Lakeport Regional Chamber of Commerce
 707-263-5092 or 866-525-5767 or lakeport@pacnet.net

Clearlake Chamber of Commerce
 707-994-3620 or chamber@chicnet.com

Community Development Services
 707-262-1090 or cd@pacnet.net

Business and Outreach Response Team
 707-262-1090 or bort@pacnet.net

Small Business Development Center
 707-263-0330

The Resource Center
 707-263-0630 or www.northcentralcounties.org/lakepartners03.htm

Lake County Winegrape Commission
 707-995-3421 or www.lakecountywinegrape.org

Lake County Visitor Information
 www.lakecounty.com

County of Lake
 www.co.lake.ca.us/cityhome.html

Lake County

FINE WINES, SPECTACULAR BEAUTY, & UNSURPASSED RECREATION

Development Opportunities 2003

Welcome to Lake County!

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to assist a new business.

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?

Business Opportunities

Conference Resort Hotel
 The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north shore of Clear Lake a prime location. A conceptual site plan of the promenade is available.

Retirement Housing/Assisted Living Facilities
 With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-in-place" facilities.

Commercial Development
 Many sites are available for significant commercial development, particularly in the area of the new promenade, which is in its development stage.

Mixed Use Industrial Park Development
 There is current demand for a mixed use industrial park project that would include professional office, warehouse, and light manufacturing, appealing to cottage industries.

Lodging Facilities
 Several excellent sites are available for upscale lodging facilities or a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are attracting more visitors, and the area is currently lacking in upscale lodging facilities.

Golf Course / Residential Sub-division Development
 As more and more people are attracted to the clean, uncrowded beauty of Lake County, a significant demand has arisen for upscale residential and golf course communities. There are a number of excellent sites available.

Wineries
 Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

RV Parks: Condo/Timeshare
 Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be ideally suited to the Lake County area.

Why Lake County?

With all that Lake County has to offer, why NOT Lake County?

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

Its climate attracts more vineyards, wineries, and agriculture. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all those qualities, the clean air, lack of busy traffic, and relaxed lifestyle attracts more and more people who want to set up their businesses and make Lake County their home.

In addition to all the natural amenities Lake County has to offer, the County of Lake has set up an efficient and friendly public/private partnership of service providers to help with business development.

Community Development Services provides financial and technical assistance to businesses. Services include flexible business loans, marketing and management assistance, business plan development, and coordination of services provided by the County's business assistance network.

Business & Outreach Response Team provides direct assistance to new businesses with site location, permitting guidance, liaison with city and county decision makers, project advocacy, and up-to-date demographic information.

LAKE COUNTY AT A GLANCE

Population		Countywide Building Permits	
Year		Year	
California	35,301,000	2000	192
Lake County	59,300	2001	213
City of Clearlake	13,273	2002	358
City of Lakeport	4,876		

Age Distribution		Value of New Construction (thousands)	
Age	Count	Year	Value
0-9	7,388	1998	\$20,787
10-19	8,307	1999	33,631
20-29	6,762	2000	45,085
30-39	6,106		
40-49	8,389		
50-59	6,942		
60-69	5,969	1997	\$178
70-79	6,390	1998	\$185
80+	3,819	1999	\$202

Annual Travel Expenditures in County (\$Million)		% Change	
Year	Expenditure	Year	% Change
1997	\$178		
1998	\$185		3.9
1999	\$202		9.2

Total Taxable Sales in County	
Year	Sales (\$Million)
1995	\$300,902
1996	\$317,533
1997	\$322,482
1998	\$337,861
1999	\$383,524

Critical Mass is more than a religious experience

Getting the “Mall Mentality” in your downtown



Introduction

The heart and soul of any community, besides its people, is its downtown. If locals won't hang out in your downtown, neither will visitors. They go where you go.

The number one complementary activity of visitors is shopping, dining & entertainment in a pedestrian-friendly, intimate setting: your downtown.

This is where 80% of all non-lodging visitor spending takes place.

Over five years we surveyed 400 successful downtowns and downtown districts uncovering the 20 most common ingredients that led to their success.

Of the 20 ingredients, critical mass was one of four ingredients that was common to all 400 downtowns. Every single one. Without critical mass (or clustering: like businesses grouped together) your downtown can never be as successful as you hope.

Here are the four ingredients every successful downtown had:

1. They all had a narrow focus

Examples: St. Albert, Alberta - a bedroom community to Edmonton. The focus: The botanic arts city. The tagline: Cultivate Life.

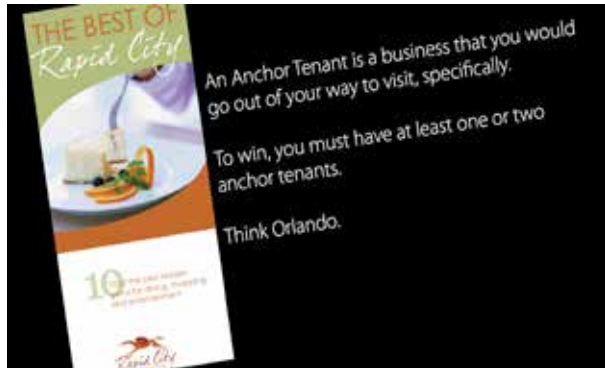
Rodeo Drive in Los Angeles - the glamorous high-end fashion district.

Jackson, Wyoming - The home of Western living. Population: 12,000. Their downtown is home to 110 galleries and western living shops and the town hosts nearly four million visitors a year.

Jefferson, Texas - The antique capital of Texas. Population: 2,500. They have 125 antique dealers in their downtown - that's one for every 20 residents. Because so many visitors come so far, they are now the official B&B Capital of Texas.

Leavenworth, Washington. Population: 3,200. As Washington's Bavarian Village the town hosts nearly 2.5 million visitors a year.

Walnut Creek, California. Population: 60,000. As Northern California's definitive shopping & dining destination, their downtown does nearly a billion dollars a year in retail sales and services.



2. They all had “anchor tenants”

Anchor tenants, just like a mall, are businesses you’d go out of your way to visit. They do NOT have to be big box retailers. The best cinnamon rolls you’ll find in Alberta could be a great anchor tenant.

Every downtown needs to have one or two anchor tenants. Just like a mall, everyone else will benefit by them being there.

Would you go to Orlando if Disney World wasn’t there? If you said no, then you just insulted 140 other attractions. But they all know that Disney is the anchor tenant, and they, and Disney, benefit from the critical mass of attractions and activities found in the Orlando area.

Every downtown we surveyed had at least two anchor tenants. If you can get up to five, you’ll be a rock-star destination for both locals and visitors.



3. They all had life after 6:00 pm

Seventy percent of all consumer retail spending now takes place after 6:00 pm. Are you open?

The new trend in downtowns is to become the place people go during evening hours and on weekends. No longer just the place to buy socks, jeans, and necessities, downtowns are now much more than that.

Downtowns are now becoming “third places” - the place to hang out at the end of the day to socialize. Restaurants, entertainment, theater, and evening shopping.

If this is a challenge, watch the DDI video “Are you open after 6:00 pm?” available with the All Access pass to the DDI library. This video explains how to make this happen.



4. They all had “critical mass.”

This is the rule of clustering, which has worked for centuries:

- Napa Valley and wine
- Silicon Valley and high tech
- Seattle, Boeing and aerospace
- Orlando, Disney World and 100+ other attractions - the kids and family destination.
- Nashville and country music - dozens of recording studios, concerts, etc. It’s become “music city USA.”
- Branson, Missouri and 49 music theaters. This town of 6,500 residents hosts 7.5 million visitors annually.
- Santa Fe, New Mexico and Native American Art.
- Las Vegas and adult fun - gambling, entertainment: “What happens here, stays here.”



5. People living and staying downtown

Every downtown that had the previous four ingredients also had people wanting to actually live downtown, or stay downtown.

They are seeing second and higher floors turn into loft apartments and condominiums.

Hotels are gravitating to downtowns. People want to spend the night where they have choices of locally owned restaurants (not the usual array of fast food and chains), and nightlife in a pedestrian-friendly atmosphere.



The Ten + Ten + Ten Rule

Area: Three lineal blocks (not square blocks) - and they don't have to be in a straight line, although they should be contiguous to each other.

Ten places that sell food: soda fountains, coffee shops, bistros, cafes, sit-down restaurants, wine stores, delis, confectioneries.

Ten non-chain destination retail shops: galleries, antiques (not second hand stores), collectibles, books, clothing, home accents, outfitters, brand-specific retailers, garden specialties, gourmet kitchen stores, cigars, etc.

Ten places open after 6:00: Entertainment, theater (movies and/or performing arts), bars and bistros, specialty shops, dining, open air markets, plaza areas with activity, etc.

This is the MINIMUM you need to have in just three lineal blocks if you hope to make your downtown a destination for both local residents and visitors.



The Mall Mentality

Think of your downtown as a mall:

- They are open consistent hours and days.
- They are open late into the evening hours.
- They orchestrate the business mix so there are like-businesses grouped together - clustering.
- They always recruit and promote anchor tenants. No mall is every built without anchor tenants signed to long-term leases.
- They have become a central gathering place (since so many downtowns lost that focus.)

Think of antique malls. They do 10 times the business when together as opposed to being scattered all over town. The same with auto malls: They do 7 times the business when clustered. Think corner gas stations and fast food establishments. Customers are always drawn to the critical mass.

Think of destination resorts and the new lifestyle retail centers now replacing many downtowns. All of them have the Mall Mentality and they orchestrate the mix.



Argyle Street in Halifax

In just two and a half blocks, you'll find 22 restaurants and all of them do very, very well - in fact, rivaling the waterfront as THE place to dine.

It's doing so well a major convention center is now being developed on Argyle Street.

The point: Sometimes you have to orchestrate the effort. This also goes to show that competition is a good thing. The more you have of a type of business, the more popular a destination you'll become whether it's restaurants, entertainment venues, galleries, etc.



The seven steps to orchestrating your business mix

For nearly ten years this is what Roger Brooks (DDI's CEO) did for a living. He recruited nearly \$3 billion in 2013 dollars into destination resorts and downtowns throughout North America.

The trick is finding the tenants you want, or need, then hand picking them, inviting them to your downtown, working between them and the property owner, and then marketing them heavily (an incentive for coming) to make sure they will be successful.

The following are the seven steps to success. It only takes one-third of your property owners to achieve success. Eventually the market will dictate to the other two-thirds that they could make more money by moving elsewhere and leasing their space to a business that fits the theme, or brand, of your downtown.



1. Ask your residents

Create a three-week online survey asking your residents the following questions:

1. Where do you live?
2. What age group are you in?
3. What is your gender?
4. When friends and family visit you, where do you take them while visiting - other than staying home?
5. Where do YOU go to hangout? Other than home?
6. What do you think are our downtown's best assets? What do you like best about our downtown? Name three things - in order.
7. What do you think are our downtown's biggest challenges or negatives? Name three, and put them in order.
8. What could be done in downtown to get you to spend more time and money there?
9. What do you think our downtown should be known for? What image would you like people to have of us?



2. Decide on a focus

If you want to be a kids & family destination, then where can you put the carousel? The splash pad? The ice cream and candy shops? The children's museum?

On the other hand, if you want to be known for nightlife, where can we put the micro-brew? A concert stage? A sports bar? An Irish pub or piano bar? Outdoor cafes? A performing arts and/or movie theater?

Once you have a focus it will dictate the kinds of businesses you need to recruit so you "own" that brand or focus.



3. Make a list of businesses that would be great to attract - specifically

Richard and Vertis Mason, residents of El Dorado, Arkansas (population 20,000) bought up a good chunk of downtown El Dorado and over several years revitalized the buildings and then hand-picked the tenants, creating one of America's most charming downtowns.

On the heels of their work, the city just constructed a \$10 million convention center, and hotels and other downtown development projects are on the way.

The trick is to develop a list that fits the Ten+Ten+Ten rule, will make you a great destination, and fits what your residents and visitors said in the online survey.



4. Work with your property owners on recruiting and orchestrating the mix.

This effort does require "patient money." The property owners should do a less than current market rent for the first few years while you orchestrate the mix. This keeps the merchant alive while you're bringing others into your downtown.

In Jackson, Wyoming the goal of becoming one of the nation's biggest arts communities took several years and patient money to orchestrate. But now? Downtown Jackson (population 12,000) is home to 110 galleries and western living shops.

Property owners are now getting \$50 to \$60 per square foot, at 100% occupancy, and if you want to purchase property downtown you'll pay upwards of \$750 a square foot.

This needs to be a public-private partnership project!



5. Start with just one or two blocks

Too often downtown organizations try to “fix” or revitalize the entire downtown. Instead find one or two blocks and start there.

Which blocks? Pick the blocks where the property owners are most willing to work with you on the business mix. And that’s where you’ll concentrate the beautification efforts, streetscapes, and facade improvements.

Concentrate the critical mass in those blocks.

Timeline: Two to three years.

Guaranteed: The next blocks will start organically and will be driven by the market.



6. Then create a zoning ordinance or bylaw restricting the mix

But do this WITH your property owners at the table. Remember that this is a partnership arrangement. If you’re going to restrict the tenant mix, then be prepared to help the property recruit the right tenant.

Generally speaking, you want ground floor spaces to be reserved for dining establishments, entertainment venues, and non-chain retailers. Having one or two chains or franchises in your downtown is by no means a killer, but you do want to make sure your downtown has businesses local residents and visitors can’t get out close to a freeway or highway, or just about anywhere else. You want your downtown to be organic and unique to your community, as much as is possible.



7. Market the heck out of your anchor tenants. Success breeds success.

Anchor tenants are a business you'd go out of the way to visit, specifically. Create a "Best Of" guide featuring your best restaurants, retail shops and activities.

Create a vetting process so that politics doesn't kill the effort. Here a sample:

1. They must be open six days a week and the day they can be closed is a Monday.
2. They must be different, or clearly better, than what the customer can get closer to home.
3. They must be open until at least 7:00 pm.
4. They must have good curb appeal - they need to be inviting.
5. They must be highly regarded by someone other than themselves. For instance, 80%+ positive reviews on TripAdvisor and Yelp.

Do not include lodging. Why? Because you want lodging facilities to hand this brochure to everyone staying there without promoting their competitors.

Final notes

If you need help with the recruitment effort consider contracting with a commercial real estate agent. This is their area of expertise.

There are also a few companies that provide retail recruitment services such as Colliers International and Buxton.

This works for small towns as well! Oatman, Arizona has a population of 135 yet they have the critical mass and host 500,000 visitors a year. Nashville, Indiana with a population of 797 is another great example and one of the most visited destinations in the state of Indiana. Look up Brown County.

It does take "patient money" but the returns on the investment can be simply amazing - for property owners, merchants, and the city or town your downtown is located in.

The four ingredients to success:

- Passion
- Patience
- Persistence
- And a little Pain

7-Question Itinerary Exercise: Engage your locals in creating “itineraries from our local residents”

- Great idea for a public gathering, such as Kiwanis, Rotary, etc.
 - Use blank sheet and ask a series of 7 questions
 - These are examples and can be changed to suit the season, location and other particulars of the itineraries you are creating
1. Where will my partner and I have the best dining experience?
 2. Where should we go for some nightlife?
 3. Where can we get gourmet items for a picnic?
 4. What is the one thing we MUST do while we are here?
 5. Where can I get the best dessert? Name the place AND the dish.
 6. Where can I take the best picture that says I was really there?
 7. Where can I get something locally made? A gift or great souvenir?
- Then ask the participants to number them in order – this builds the itinerary
 - Notice: five of the questions are about private industry

Roger's Video Library

Recommended Viewing Order

First start with community branding. You need to figure out what you should be known for that will set you apart from the rest.

1. The Art of Branding a Community - Part 1
2. The Art of Branding a Community (Roger's 13-Step Process)
3. The Art of Branding - Revisited
4. Finding Your Niche: Not So Easy, Is It?
5. Big Success Start with a Plan: Creating Your Own Action Plan
6. Getting Everyone on the Same Page, Pulling in the Same Direction

Next, focus on downtown development/tourism development. What is the product that will reinforce your brand?:

7. The 20 Ingredients of an Outstanding Downtown - Part 1
8. The 20 Ingredients of an Outstanding Downtown - Part 2
9. The 20 Ingredients of an Outstanding Downtown - Part 3
10. Downtown Critical Mass
11. Business and Community Signage
12. The 70% Rule: Curb Appeal and First Time Sales
13. Year-Round Public Markets
14. The Power of Public Plazas - Part 1
15. The Power of Public Plazas - Part 2
16. The Art of Developing a Wayfinding System
17. Is Your Downtown Open After 6pm?
18. How to Bring Your Downtown to Life
19. Parking is Not Just for Lovers
20. Recruiting Tourism Development Projects
21. Visitor Information Centers in the Digital Age

Finally, watch community marketing videos. How will you tell the world you exist?:

22. Seven Deadly Sins of Destination Marketing
23. Words & Phrases That Work Every Time
24. The Truth About Social Media
25. Tourism for the 21st Century
26. Community Marketing on a Minuscule Budget
27. The Power of Itineraries
28. The Use of Photography to Increase Sales
29. The Power of Selling Experiences over Places
30. Promoting Your "Anchor Tenants"
31. How to Create Marketing Partnerships
32. Designing Effective Print & Mobile Ads
33. The Death of Visitor Guides and What to Do Instead



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