



Branding Plan

Monroe, WA
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Destination **ddi**
Development **inc.**

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Introduction and Scope



Introduction and Scope of Work

The town of Monroe, Washington is situated in the beautiful lower foothills of the Cascade mountain range along the Snohomish river in the southern portion of Snohomish County, northeast of the major metropolitan center of Seattle. Monroe's population of 16,000 is part of approximately 2 million people who live within thirty miles of downtown Monroe, about 3.6 million who live within 60 miles, and 4.5 million who live within a ninety-mile radius of Monroe.

This market population grew by about 20 percent during the decade 1990-2000. Rural areas around Monroe are increasingly converting to suburban residential, and while Monroe's economy itself is largely agricultural, industrial and service industry-based, a large number of white-collar workers from Seattle, Redmond, Everett, Lynnwood, Bellevue and other nearby towns are moving into or near Monroe for the rural lifestyle or to avoid costlier housing closer to Seattle.

Monroe is on a major Cascade Range mountain-pass - highway (Hwy 2) to central and eastern Washington and is a "gateway" to the recreational opportunities in the central Cascade Mountains and foothills.

Downtown Monroe is typical of rural towns within easy driving distances from large commercial centers. Many of the original basic retail stores have moved out to malls and retail strips along major corridors, and many property owners have deferred building maintenance. The main shopping district has become populated with a mixture of service providers, low rent retail establishments,

and higher store-front vacancies. New retail typically has moved to strip malls along nearby arterial highways, and businesses in the downtown core fail or scrape by, as pedestrian traffic has fallen off. Most of the major retail and anchor properties such as cinema multiplexes have established themselves along State Route 2, east of the original downtown.

The City of Monroe is interested in developing a special identity that will attract a portion of the huge surrounding area population, and in revitalizing the downtown into a place attractive to local residents as well as visitors. The City retained Destination Development, Inc. to assist them in an initial evaluation of Monroe's tourism potential and current status as a visitor destination.

In January of 2006, Destination Development, Inc. conducted and presented a Tourism Marketing and On-site Assessment of Monroe in a two-hour workshop. A "Tourism Assessment" is a process in which the area is looked at from the eyes of a visitor. No prior research was facilitated, no community representatives were contacted except to set up the project, and the town and surrounding area was "secretly shopped." The assessment is a no-holds-barred look at the community from a visitor's perspective. It includes marketing, signage, things to see and do (attractions mix), critical mass, ease of getting around, customer service, availability of visitor amenities (information, restrooms, parking, etc.), general appeal, and the community's ability to attract overnight visitors, who spend three times that of day visitors.

Following the assessment, the City of Monroe and the Chamber of Commerce began to act on the suggestions that DDI made with regard to fixing

issues that were observed during the Assessment. On August 14, 2006, the City of Monroe entered into a second contract with Destination Development, Inc. to provide Monroe with a branding concept that would help the town meet its goals to increase visitor spending and promote the tourism industry and economic development in the area. The City is particularly interested in ways in which the downtown district along Main Street could become more vibrant and developed.

The DDI Team returned to conduct a more thorough review of the city's resources – both developed and undeveloped – that could be used in the creation of product in support of a tourism brand. To meet the city's goals, DDI performed a number of tasks that were detailed in the scope of work, as follows:

Part 1. Branding Assessment

We began by performing a branding assessment, which inventoried the City's attractions, activities and local amenities, classifying and differentiating them between diversions and primary lures or attractors. Lures are the primary draw to a community, like Disneyland is to Anaheim, while diversions are secondary activities – things the visitor could do closer to home, but will do while in your area. In Anaheim, diversions include golfing, shopping, dining, visiting museums, local events and even going to Universal Studios and Knotts Berry Farm. We looked for various possible brand-development options to see if they could be classified as the "best" in the particular category (making the city worth a special trip over the same things the visitor can find closer to home), or different.

Part 2. Interviews

We interviewed fifteen selected individuals about the community, including retailers, community and city government leaders to obtain background information on previous branding efforts of the community, and to solicit ideas about viable brands for Monroe. A successful branding effort must be embraced by community organizations, so understanding which direction would receive the most buy-in is important. This process gave us a sense of where the city wants to go and which brand has the greatest chance of success. The list of interviewees and a summary of our interviews are in the Supporting Documentation portion of this report.

Part 3. Research

DDI conducted demographic research and reviewed existing visitor research of the area, determining primary and secondary-target markets. DDI reviewed reports and studies that have been previously prepared for the city. DDI assessed the image Monroe portrays through the Seattle metro area.

Part 4. Brand Analysis

In considering a brand for Monroe, DDI looked for existing resources that would create the most economical pathway to developing a tourism product that could become THE brand for the city. Which of Monroe's assets has the greatest potential to bring the city the greatest return on investment? Every branding effort requires product development so we looked for which brand niche and which city assets could best be capitalized on with the least amount of investment. Usually this means working with something already in

the community and leveraging the city so it can capture and "own" a new brand identity – not one already being used by a competing community in the same market.

Part 5. Competitive Analysis

We looked at close-in competitive towns to make sure there is a niche Monroe can tap into without trying to out-compete another town. We looked at what similar resources other towns had, how big the market is for particular brands, and whether or not the brand we select is worth developing.

Part 6. Choosing the Brand

DDI gathered all the information from our stakeholder interviews, review of prior plans and research done for the city, our competitive analysis, our weighing of the brand options as to economy, feasibility, market size, and Monroe's assets, and selected the brand option we felt worked best for Monroe. We also looked for any other smaller-niche brands that might also be pursued.

Part 7. Creating a Brand Identity

Once the brand was selected, DDI created a logo and key messages that best convey to the consumer the visitor experience Monroe would offer. Since brands must be pervasive and obvious throughout the community, DDI created applications for the logos and slogan such as on street banners and T-shirts.

Part 8. Brand Development

Recommendations

DDI made recommendations for the "next steps" necessary to implement a brand development program for Monroe. These recommendations are included in this report.

This is the first phase of a complete Monroe Branding, Product Development and Marketing Action Plan. The brand determines what you want to be known for, and what sets the community apart from competing communities throughout the Northwest. In this case the branding efforts revolve around the public parks and lakes of Monroe, and the Main Street of downtown Monroe.

The second phase would be the Product Development Action Plan: what needs to be built, revitalized, improved or developed in order to "own" the brand and make Monroe a true destination.

The third phase is the Marketing Action Plan: how to tell the world about Monroe and what makes it a great place to visit.

The Branding focus is meant to be a foundation on which the product development and marketing programs are built and implemented.

Executive Summary



Executive Summary

The purpose of this plan is to provide the City of Monroe with a branding focus. Much more than a logo or slogan, a city's brand is the image and feeling that it portrays. It is a perception in people's minds, the promise of an expected experience. When that promise means an active experience that is unique and fun for visitors, such as an outdoor sports theme throughout the town, the town becomes worthy of a special trip.

We asked visitor industry professionals and potential visitors in the Seattle area about their impressions of Monroe. Their comments are included in the Supporting Documentation section of this report. From their comments, it is apparent that Monroe does not currently have a strong identity as an interesting place to visit.

Every branding effort requires product development, but which brand-niche can best be capitalized on with the least amount of investment, and produce the fastest return? Usually this means working with something already in the community and leveraging it so it can capture and "own" a new brand identity - one not already being used by another community tapping into the same markets.

The Monroe Vision 2010 committee's vision for Monroe is "A hometown feel with a high tech backbone." While laudable that the committee wants to develop a sense of community, this is not a brand that will attract visitors or should be used outside Monroe.



Brands Considered

We looked at a number of brand options:

- Art: artists in action, NW art, foundries
- The Evergreen State Fair
- Team Sports
- Challenge Sports
- Historic Downtown
- Equestrian Center

In considering each of these, we conducted a brand feasibility test, asking the following questions:

- Is this something the market can't get closer to home?
- Is this something the community can buy into?
- How much will it cost and when will Monroe see a return on investment?
- Will the private sector invest in it?
- Will it extend the visitor season?
- Can/will non-tourism efforts tap into it?

The Art Brand: While the Monroe Arts Council has a vision for 2010, there is little currently present that would create a foundation for an arts brand in Monroe. There are already several

well-known art destinations in the Northwest: La Conner, WA, Cannon Beach, OR, Kirkland, WA, and Tacoma, WA. It will be tough to compete with well-established art destinations.

The Evergreen State Fair: The State Fair only lasts 12 days. What about the rest of the year? Many of the other events are below the radar in the marketplace. The Puyallup Fair also reaches a large crowd. The County, not the City of Monroe, controls the fairgrounds. Building a brand on it alone would be problematic.

Team Sports: The market for youth team sports is large. Monroe has some baseball/softball and soccer fields, but Redmond, Everett, Seattle and other towns nearby have more.

Historic Downtown: History, whether architectural, industry-based, ethnic, or cultural, is a difficult sell unless it's interactive. What's unique about Monroe's history? Other towns in the region have already developed their history: Port Townsend and Victoria for example.

Equestrian: Evergreen Fairgrounds hosts a number of equestrian events. There is a large community of horse owners/riders in the region. Enumclaw is developing a "world class" equestrian facility and branding their town around it, which would be very close competition.

Challenge Sports: We discovered, however, that Monroe possesses a number of assets that would work efficiently in bringing new visitor expenditures through a "challenge", or "adventure" sports brand.



We define these as sports that are very physical - challenging the person's physical fitness, hand/eye coordination, stamina, and learned skills, in a fast-moving and changing environment.

Examples of these sports include:

- BMX Biking: trail, racing and freestyle stunts
- Mountain Biking
- Cyclo-cross races
- Recreational Biking
- Kayaking
- Rafting

- Dragon Boat Racing
- Canoeing
- Equestrian Events
- Motocross racing and freestyle stunts
- ATV Racing
- Go-cart Racing
- Artificial Wall Climbing
- Rock Climbing
- Stock Car Racing
- Roller Hockey
- In-line Skating
- Zorbs

Monroe's Existing Assets

Our reconnaissance of potential resources in Monroe looked at various categories, including: art, crafts, music, theater, science, history, architecture, food, agriculture, recreation, sports, events, flora, fauna, scenery, bodies of water, vistas, trails, etc.

We were struck by the developed and undeveloped opportunities for both indoor and outdoor individual (and team) sports in Monroe, and in the surrounding region. We feel that these form the foundation for growth and development of additional activities and complementary facilities that would form a unique “brand” for Monroe.

These resources include the following:

1. An underutilized downtown Main Street that could become a “gathering place” for locals and visitors alike, particularly in the evenings, and, could reflect the recreational brand.
2. Al Borlin Park. This 90-acre natural and undeveloped park along the Skykomish River, in the river flood plain, abuts an industrial section of the downtown that is currently under planning review for revitalization. It is a perfect site for biking trails, BMX and cyclo-cross tracks, mountain biking and the like. The entrance and connection to the downtown would have to be improved.
3. Lake Tye Park. This 70 acre property is already extensively developed with an elementary school on 7.5 acres, a 42 acre lake, and a 20 acre park with picnic shelter, restrooms, concession building, swimming beach, pedestrian boat launch, tennis and basketball courts, baseball field, soccer

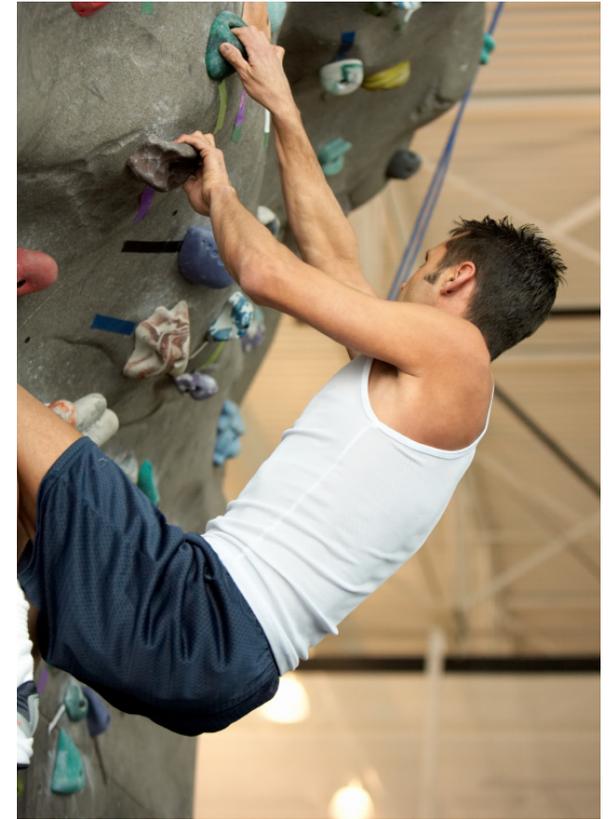
field, softball field, skate park and parking for 150 cars. Paved trails surround the lake, allowing for full viewing and access. This would be a perfect place for dragon boat racing and a good home for a dragon boat club's practice area. Other water-based activities such as crewing, and kayak training, could take place as well.

4. Skykomish River Park. This 32-acre park includes an athletic field complex with four baseball fields, three soccer fields, restrooms, concession building, picnic areas, and a one-mile perimeter trail. Not only could additional team sports be recruited here, but also it could be a staging area for bicycle events, fairs, etc.

5. Monroe Recreation Trails System. While incomplete, this system has the potential to attract regional biking and foot racing events. The 1.7-mile Frye-lands Boulevard Trail is complete and connects State Route 2 with 164th St. Eventually the Centennial Trail that will connect Monroe to Snohomish and Duval will be a great resource.

6. Evergreen Fairgrounds Equestrian Park. This complex of several covered outdoor rings and horse barns has an important asset in the 53,400 square foot Indoor Arena, which has 40,000 square feet of space for dirt and concrete surface-based events and grandstand seating. In addition to equestrian events, this important building can be used for indoor BMX and motocross, go-cart, ATV and other “challenge sports” events, and make year-round sports events possible. The fairgrounds also have RV hook-ups for 280 units.

7. Evergreen Speedway. This paved raceway combines a 5/8-mile paved outer oval with a 3/8-mile inner oval, a 1/5-mile oval, a 1/8-mile drag strip,



and a figure-eight track. The unification of the five venues within view of the 7,500-seat covered, and additional 7,500-seat modular grandstands has created a flexible motor sports arena offering a diverse entertainment product to the fan base. It hosts a variety of spectator-driven events such as Sprint Cars, Roadsters, Midgets, Figure Eights, Foreign Stock, Modified, Hobby Stocks, Jalopies, Limited Sportsmen, Demolition, Grand National, Winston West, NASCAR Northwest Tour, Super Stocks, Mini Stocks and Bombers. In addition, amateurs can easily get involved in racing through

the “Hornet” class of racing. Driving classes could be developed for teenagers, and other uses of the track could be developed.

8. Monroe Landfill Site. Centrally located off Hwy 2 between the Evergreen Speedway and the Cinema Complex, and adjacent to the new shopping plaza, this partially wooded, elevated tract of ground is ideal for the development of a BMX, mountain biking and skateboard complex. Eventually this would replace the unauthorized BMX track located to the east on WADOT land adjacent to Chain Lake Road.

9. Amenities in the Vicinity of Monroe. In addition to the sports and recreational resources for “Challenge Sports” in the city, there are a number of resources in the area for which Monroe is a “gateway”. These include:

- a. Rafting and kayaking on the North Fork Skykomish River. Galena to Index – 14 miles of Class IV rapids.
- b. Rock climbing walls near Index, WA. Many crags, some with anchors, bolts, hangers, etc. Various ratings.
- c. Additional BMX tracks in Index and Goldbar.

The Brand Vision

Imagine Monroe as a magnet for all sorts of outdoor sports where people of all ages come, challenging themselves and competing against others at venues all around town – young BMX bikers, teen mountain bikers, 30-something dragon boat racers, and older rafters, kayakers, and stock-car racers. The city would be full of competing teams, making for exciting spectator events every weekend. Imagine Lake Tye surrounded with

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a walking and inline skate path, full of people watchers, dragon boat races on the lake, and an evening jazz concert in a band shell. This is the vision of a Monroe with a Challenge Sports brand.

The Brand Recommendation

DDI recommends that Monroe adopt a brand of “Challenge Sports capital”, first for the 30-mile radius around Monroe, then of the Northwest portion of Washington State, and finally of the Northwest States.

It would not be enough to brand Monroe just with “sports”. That category is too broad and encompasses team sports, individual sports, professional, amateur, etc. The brand must be more narrowly defined. We believe “Challenge Sports” or “Adventure Sports” fits the existing resources best, and avoids competing head on with other sports centers that are more developed nearby such as Everett’s team sports on and off the ice, and Seattle’s pro sports.

We looked for sports that could be conducted indoors as well as outdoors, to extend the visitor

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season year-round. The Evergreen Fairgrounds facilities will allow that initially, and other facilities can be built as demand increases. An indoor BMX track is especially in demand in the Northwest.

These sports attract both individual challenges and competitions either by individuals or teams. This allows activity everyday and not just for “events”. Competitions will attract participants from further away and create overnight stays. These are traditionally a family affair with participants ranging from age 12 on up.

Initially, the market will come from nearby, and overnight stays are not required. (Monroe has only about four motels, none of them highly rated). Eventually, Monroe will want to attract people from further away, and new hotels and RV Parks will have to be built.

We believe this brand is a good fit for Monroe because the existing and underutilized resources Monroe has available for challenge sports activities are substantial – more so than resources for other themes such as the arts, music, science, etc.

Monroe also is in the center of a large population interested in these types of sports. Participating and watching these sports offers something of value in the regional market. To be successful, the facilities, location, amenities, diversions (downtown) all have to work together to create a comfortable environment for both the players and the spectators.

We recommend that Monroe concentrate on the following sports:

- Artificial Wall Climbing and Bouldering (natural wall climbing)*



- BMX Biking*
- Mountain Biking*
- Cyclo-cross
- Recreational Biking*
- Kayaking*
- Rafting*
- Inline Skating* (including track racing)
- Roller Hockey*
- Equestrian events*
- Stockcar racing
- ATV racing
- Motocross
- Go-cart racing

- Dragon Boat racing
- Zorbs (when it becomes available)

* Statistics are available for these sports in the Supporting Documentation section of this report.

All of these sports are very physical and involve some risk. The key is to build and organize facilities to mitigate injury, have liability releases and adequate supervision. They are exciting, adrenaline pumping, and for the most part are fun to watch and will draw spectators. The brand concept would be to provide superior venues and

facilities for each of these sports, to make access and equipment convenient and affordable, to provide opportunity through events, and to provide a branded environment of gathering places and diversions for sports participants in a revitalized downtown “sports village”.

We included sports that build on assets already available in Monroe because facilities or infrastructure already exist and could be expanded. We included sports that we felt had great “cross-participation” with existing sports and for which facilities could be built. These include artificial wall climbing, BMX biking, bike riding, kayaking, mountain biking, roller hockey, and inline skate racing. We focused on sports for which a participant and spectator pay a fee for entry or viewing and where the perimeter of activity and/or viewing might be controlled.

We chose sports that attract teams, or large numbers of individual competitors, and family, friends and fans. We also looked for sports that could be played by a wide range of age groups, and by both men and women.

Downtown Monroe

A city’s downtown has traditionally been the center of the community: the gathering place for families, for merchants selling their goods, for professionals and for local business and industry. Downtowns offer a concentrated look at what the community is all about, and when they are clean, attractive, pedestrian-friendly places with a variety of unique shops, restaurants and activities, they become a draw for visitors as well as locals. They promote civic pride and community prosperity. A lively downtown is healthy and attracts more

people because they want to enjoy what everyone else is enjoying. People are drawn to people, not buildings and structures, which merely provide the ambiance. When a downtown portrays a unique theme, or brand, it adds to the appeal and if that brand permeates the area, it makes the experience of being downtown more exciting, more vibrant and special.

Monroe has grown with the current economic boom and with that development has come a plethora of big box retailers, large malls and other major retailers. In hundreds of towns across America, these types of retailers have unintentionally taken the life out of downtowns. With Seattle and Bellevue a short drive from Monroe, local residents naturally gravitate there for major shopping, wholesale prices and entertainment.

Like so many other towns, Monroe is now faced with a downtown that needs to become a destination in its own right. Not a place to buy everyday necessities, but a place for locals to gather together – a place with specialty shops and goods you can’t find in the big retail stores.

While locals will frequent galleries, specialty shops and antique stores occasionally, it’s usually not enough to sustain more specialty retailers. Enter tourism. Tourism is a way to bring more customers and their money into the community. Visitor’s number one activity is shopping and dining in a pedestrian-friendly environment. Visitors can fill the gap left by local “leakage” – what happens when residents spend locally earned money in other communities, such as Bellevue, Redmond or Seattle.

But to attract visitors, you must have a primary lure, such as “Challenge Sports”. Downtowns are usually a diversionary activity – where visitors spend time after they’re done with the primary attraction, such as a competitive sports event.

Nothing would enliven downtown Monroe more than weekly challenge sport events that attract youngsters, teens, parents, grandparents, families and friends into Monroe. But this means creating diversions in a central location for those attending these citywide events. Monroe must create a district so exciting that people will go there after their sports, and maybe even want to spend the night and their leisure time in downtown Monroe. That is the goal of the Branding Plan.

Imagine driving into Monroe, heading toward the downtown and seeing gateways ahead for “Victory Square” or “The Sports Zone”. As you pass through the “gates” and look ahead you see a town square with a tall, glass-enclosed climbing wall 60 feet tall. There is a mix of sports graphics on storefronts and historic buildings with baskets of flowers hanging from the awnings. Trees line the narrowed street. A bike shop displays its gear outside its door, and nearby street performers are playing South American flutes to a small gathering of delighted spectators. A skateboard demonstration is going on across the street, and most of the people watching are enjoying ice cream cones from the soda fountain next door. Every shop has a hanging perpendicular sign – all different shapes, and the sign shaped like a kayak catches your eye. You’ve been hoping to see the new peddle kayaks. There is a young woman making jewelry in a shaded booth outside, and you can’t wait to see her work. People bustle in and out of the shops, stopping to chat and watch everything

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going on. The garlic smell has made your stomach growl, so you park your car and head over to the bistro with all the bikes parked out front.

One or two lineal blocks is all that is needed as a starting point to creating a true destination downtown – Victory Square in downtown Monroe.

This Plan offers recommendations for the Challenge Sports brand, as well as goals and strategies for the next steps in developing that brand throughout the town. It includes the following:

City Branding Recommendations – the rationale, name for the brand, slogan, and development of the brand

Product Development Strategies - goals and strategies for product development of sports facilities and venues, and the downtown.

Marketing Strategies - goals and strategies for public relations and marketing to build the brand.

Organizational Strategies – organizations needed to develop the brand.

Recommendations

Brand Development



1 Adopt the Monroe brand “Challenge Sports Capital”.

Description:

This is not your slogan, it is your internal brand description – what you want to become. Think of it in terms of:

Ambiance: To be the “coolest” place for challenging sports in Washington. Vibrant, exciting, always something going on.

Downtown: A place for the active young and young at heart. A place of cool shops, gear, and places to eat and drink. A strong tie to “challenge” sports.

The sports event capital. Competitions, rallies, charity races. Sports gear events, Bistros and cafes. Nightlife, music.

The brand:

“Washington’s Challenge Sports Capital”

Work towards: The Challenge Sports Capital of the Northwest

Slogan: “Play for Keeps!”

Downtown: The gathering place for the “gonzo” crowd

There are a lot of places for outdoor sports in the Northwest, but no one town has developed the collection of challenging outdoor sports that Monroe can because of its existing resources that can be leveraged through a build out of product.

The brand promise will be supported by a wide variety of initiatives and development, including the following suggestions.

Creating Al Borlin Park into a center of hiking trails, BMX and cyclo-cross tracks, and mountain biking trails.

Developing Lake Tye Park into a course for dragon boat and crewing races. Adding a paved walking and inline skating pathway around the lake, a boathouse and dock and a shell or pavilion for events and concessions.

Adding sports to the use of the Evergreen Fairgrounds and Speedway, such as ATV races, motocross, go-cart racing, etc. and classes for teenagers.

Developing the Monroe Landfill Site into a BMX, mountain biking and skateboard complex.

Creating a photo icon in the downtown of a glass-enclosed climbing wall.

Challenge Sports demonstrations where people can try their hand at challenge sports in a safe and controlled environment.

Artisans in action (decorating skateboards, motor-bikes, ATV’s, BMX bikes, helmets, dragon boats, canoes, sports shirts, etc.

Rock band events.

Saturday barbecue of ribs, chicken, beans and cornbread. For example, Harley Davidson stores host free barbecues on weekends, making their stores a true “destination” and promoting their brand image.

Sports movie showings

Celebrity appearances by national sports championships.

Implementation:

City of Monroe, Chamber of Commerce, Brand Development Committee, private developers.

Approximate costs:

No specific costs can be associated with this recommendation; however, this will require the time of an “event recruiter”.

Timeline for implementation:

2008 forward.

Rationale for the recommendation:

Branding is the art of setting yourself apart from everyone else. More than logos and slogans, branding is the perception in the minds of your visitors. Many communities try to be all things to all people, yet consumers want specific activities and a unique experience. By narrowing the focus of their brand image, a community makes itself distinctive – standing out from the crowd. Put yourself in the shoes of a typical visitor from Seattle who might ask, “what do you have in Monroe that makes you worth a special trip? What do you have that I can’t get closer to Seattle?”

In order to claim a brand, it’s important to make the brand – the theme- extend throughout town and throughout most of the year with activities, ambiance, shops that support the brand, and signage.

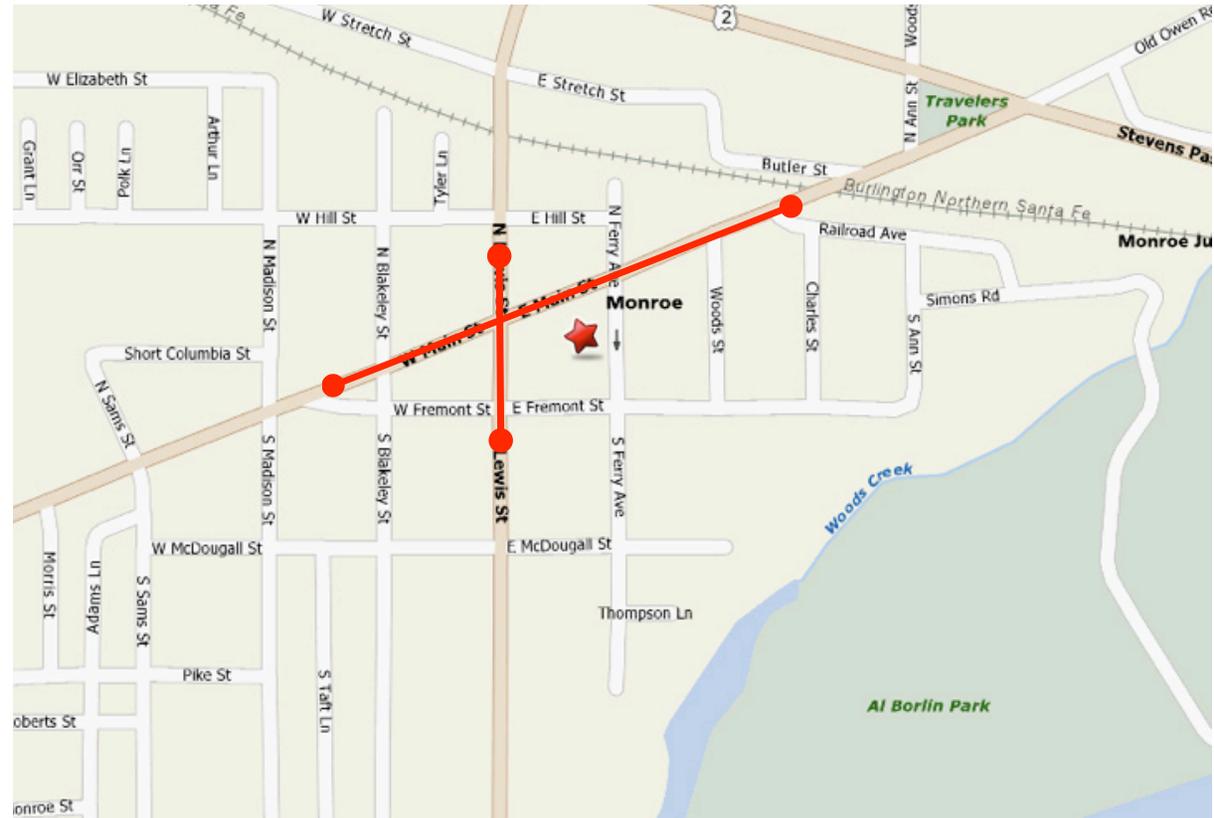
Brand Recommendations

Many towns have sports facilities and events, some excel in professional sports facilities and teams, others have amateur team sports facilities and attract youth team sports like baseball, softball, soccer, ice hockey, basketball, lacrosse and the like. Few have even bothered to try to differentiate themselves with these assets. Monroe has the raw material in the way of Fairground and Speedway facilities, large parks, a lake, a river, raw land in the middle of town, and a supporting main street to capture the “Challenge Sports” brand for itself, through development that will cost much less than, for example, one professional sports arena, or one performing arts center.

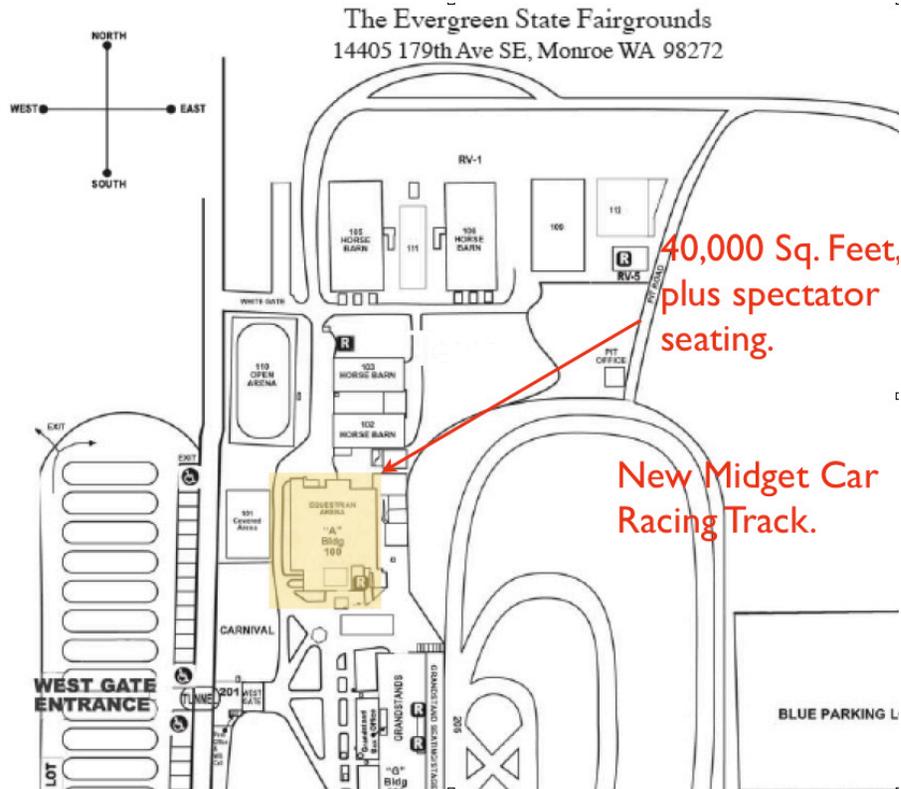
Downtown Monroe should focus on the brand as a vehicle for revitalizing itself. Downtown can't hope to compete with the shopping along State Route 2, or the malls in Redmond, Bellevue or Seattle by recreating the same types of stores, but it can develop as the gathering place for challenge sports enthusiasts and their spectators by tying its retail and dining places into the city brand.

A good example of a community that focused on a niche market to achieve success is Tacoma, Washington. While the city has dozens of galleries, museums, art shows, and performing arts venues, it found its niche by developing the Museum of Glass, focusing on world-renowned glass artist Dale Chihuly. Other glass artists have moved into the area, and now Tacoma has visitors from around the world coming to Tacoma to learn and watch these glass artists in action. Tacoma has many other attractions, but glass is the lure to bring visitors to the area. Its how they've set themselves apart from everyone else.

Name the downtown district in support of the brand, E.g. “Sports Zone”, “Victory Square.” Make the downtown the alternative to the “mall”.



Brand Recommendations



Above: the Evergreen State Fairgrounds map showing the indoor arena suitable for BMX and motocross.

Right: The City of Monroe Landfill Property.



2 Adopt a Challenge Sports logo and tagline for Monroe

Description:

Logos and slogans represent the brand as a form of visual shorthand as to what the brand promise is. They make the brand more memorable in people's minds. We recommend a logo that contains the city and state name. This will help the brand when it stretches out beyond the Seattle metro area to Vancouver, B.C., Portland, Oregon and beyond. The logo can work with a variety of different sports images, which is important because Monroe will be marketing to a mix of different specific sports.

Having an easy to remember and unique slogan helps the community's marketing efforts. A slogan like "Play for Keeps!" makes a real connection with sports enthusiasts who want to challenge themselves or others at being their best. This "take no prisoners" attitude is what makes the adrenaline flow in these sports and makes it exciting to watch as well as participate in.

Implementation:

City of Monroe, Chamber of Commerce, Brand Development Committee

Approximate costs:

No specific costs are associated with this recommendation.

Timeline for implementation:

2008 forward

Rationale for the recommendation:

When developing a brand, there are five major steps:

- Determine the brand (who are we?)
- Create the icon (the photo opportunity)
- Create the activities and facilities that will reinforce and grow the brand (experiences)
- Create the identity and key marketing messages (logo and slogan)
- Develop the publicity machine (brand building)

Developing the logo and slogan are #4 on the list. Most communities put this first, and most of their efforts fail because they cannot deliver on the promise. They don't have the icon, the facilities, and the experiences that cement a brand position.

When you are ready to choose your branding slogan, keep in mind that a successful branding slogan will:

- Bring a picture to mind
- Differentiate you from everyone else
- Portray what the community is all about
- Sell an experience
- Promote the primary lure

Right: The Monroe brand logo should project the energy of the brand and be able to work with a wide variety of sports."



Brand Recommendations

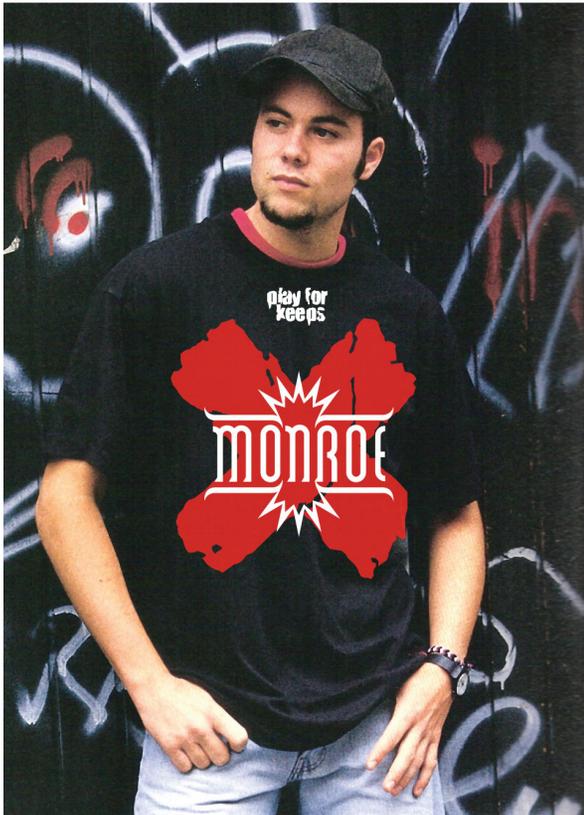


Above: Black and white versions of the logo

Below: This alternative brand is a bit edgy and appeals to the age 17-30 group- one of the main target markets. In either case, consistent use of the logo is very important



Brand Recommendations



Brand Recommendations



Previous page, left: The slogan "Play for Keeps" works well with the nature of challenge sports and will appeal to the target market.

Previous page right and immediate right: The brand lends itself to bright colors and high energy graphics. These light pole banners make a strong statement about the brand."

Brand Recommendations



Top left: Lake Tye Park is a great resource for water challenges and competitions like dragon boat racing, crewing, and even kayak courses. It allows for spectators along the park shoreline who accompany the participants. Bottom left: A complete pathway around Lake Tye will be suitable for walkers, and inline skaters. The perfect place to exercise and meet friends. The park needs vendors for snacks and beverages. Top right: the view of Skykomish River from Al Borlin Park is a very attractive lure for mountain bikers and BMX bikers along newly created paths. A pedestrian-exclusive net work of paths should also be developed here for walkers and joggers.

3 Improve city parks for challenge sports activities

Description:

The existing improvements at Lake Tye Park should be further enhanced with a boat dock and storage area for dragon boats and crew racing, and the lake should have course buoys added for practice and competitions. The surrounding pathway should be widened and marked for pedestrian and inline skating lanes, with distance markers indicated. Additional benches and landscaping around the lake would be beneficial and a place for temporary bleachers for spectators of race competitions.

Al Borlin's 90 acres lends itself to development of challenging courses for mountain bikes, cyclo-cross competitions, and BMX bikers. The entrances to the park and connectors to the downtown need major improvements, and additional lighting and parking.

Skykomish River Park can be enhanced as a starting and ending point, and staging area for running and long-range biking events.

Monroe's Recreation Trail System is incomplete and needs connectors to State Route 2 and the Centennial Trail that will link Monroe to Snohomish and Duval.

Monroe's landfill site along Highway 2 should develop as a center for skateboarding, BMX courses, and mountain biking trails with restrooms, an event plaza and other amenities.

Implementation:

City of Monroe

Approximate Costs:

To be determined.

Timeline for Implementation:

2008 forward

Rationale for the recommendation:

One of the primary reasons Challenge Sports was selected as a good brand fit for Monroe was due to the existing raw resources that Monroe possesses in the form of city parks and other public lands that can be efficiently converted in support of a wide variety of sporting venues for the casual participant as well as organized sports competitions that will draw teams and spectators. These locations will be the central lures of the brand, along with the Evergreen Fairgrounds and Speedway. Currently diamonds-in-the-rough, these lands will become vibrant and popular and put Monroe on the map.

4 Create a one to two block “demonstration project” downtown

Description:

Create a walkable, attractive district filled with visitor-oriented retail shops, restaurants and entertainment on Main Street between Blakeley St, and Railroad Avenue. Start the downtown redevelopment process in just a small area – one to two blocks, and then gradually extend the boundaries. Include both sides of the street.

Work toward creating a “challenge sports” style atmosphere throughout, with façade improvements, beautification and streetscape enhancements. Make pedestrians feel safer with multiple crosswalks, and widen the sidewalks to allow for outdoor dining and small gathering areas, benches and trees.

The retail mix in those blocks should be changed to support the brand. Possibly some local businesses will want to relocate to this initial “demonstration” block. Focus on encouraging or recruiting the following types of businesses:

Dining Establishments

- Pizza (1)
- Wraps/gyros (1)
- Candy Factory (1)
- Internet Cafe (1)
- Espresso Bar (2)
- Bistro (1)
- Bar with music (1)
- Club with dancing (1)
- Sports Bar (1)

Retail Shops

- Bike & Skateboard Shop (2)
- Sports Gear Store (1)

- Clothing Store (1)
- Outfitter/sport apparel (1)
- Music/Game/Video Store (1)
- Computer/Electronics Store (1)
- Motorcycle ATV shop (1)
- Collector’s/comics store (1)
- Sports equipment rental (1)

There should also be three small venues for outdoor activities. They can be as small as 150 square foot plazas, with one as large as 1,500 square feet. These will allow for single-vendors or entertainers that would provide a variety of activities every Friday and Saturday during the peak season.

Widen the sidewalks where possible to allow for outdoor dining and gathering spaces.

Add public art throughout the downtown. Some of this art should have a sports theme.

Bring wireless Internet service to these “demonstration” blocks. The availability of Wifi encourages visitors and locals to gather in the downtown.

Plant shade trees and use hanging baskets of flowers, flower pots filled with flowers and other beautification efforts such as banners on light poles or white lights outlining the buildings.

Make sure there are clean, convenient and well-signed public restrooms downtown.

Implementation:

Monroe Chamber of Commerce, Brand Development Committee, downtown property owners.

Approximate Costs:

Hiring a recruitment specialist with real estate experience and a track record of success - \$60-80,000.

Timeline for implementation:

2008-2011.

Rationale for the recommendation:

Shopping and dining in a pedestrian setting is the number one activity of visitors everywhere. A beautiful, walkable downtown filled with interesting shops, dining and activities attracts locals as well as visitors.

The general rule for creating a destination shopping area is to have at least ten destination retail shops, which includes galleries, antiques, collectibles, home accents and furnishings, artists in action, book stores, logo gear, souvenirs, outfitters, sports equipment rentals, jewelry, wine or tobacco shops, and specialties for the sports brand. The area should also have at least ten dining or food options such as ice cream, fudge and candy, sit-down dining, cafes, bakeries, bistros, delis, coffee shops and pubs. The area must have at least ten businesses open after 6 pm, and include entertainment like theaters, dance clubs, bars, retail shops with activities (e.g. a piano bar in a wine shop), etc. These businesses need to be grouped together to form the critical mass that attracts visitors, giving them the opportunity to have many choices and experiences within a convenient setting.

Businesses offering resident services such as attorneys, insurance, barbershops, dry cleaners, gas stations, video rentals and grocery stores should

Brand Recommendations

be encouraged to locate away from the “demonstration” area of downtown. These services are not dependent on walk-by visitor traffic, and residents will know where to find them if they are located a block or two away from the main street.

Recognizing that challenge sports is the primary lure, downtown development should revolve around strong sports tenants like the bike shop, and the fitness gym. Every town needs an anchor tenant and Monroe’s should be a significant sports-oriented retail store. Work with local businesses throughout Monroe to support and reinforce the brand. Retailers can create window displays that reflect the sports theme or sell sports-related items, food, art, or clothing.



Successful downtowns must be “alive.” Entertainers, street vendors, open-air markets, demonstrations, public art, music, food, etc. Spaces do not have to be large in order to create a vibrant downtown. Then include benches, decorative trash barrels, and put a major effort into beautification.



Brand Recommendations

Invite college students, clubs and organizations to downtown to put on street fairs, provide entertainment, and activities. Widen the sidewalks for outdoor dining (below), coffee shops, wireless internet zones. Use Catalina umbrellas and wrought-iron fencing to create seating areas.



Brand Recommendations



These photos demonstrate the type of atmosphere, ambiance, and feel a downtown needs. Remember, if locals don't hang out downtown, neither will visitors. The focus should be on the creation of gathering places, and creating the right mix of businesses (critical mass) in the demonstration block. This would be addressed in detail in the product phase of the overall plan.



Brand Recommendations

Plaza areas like one of many in Battle Creek, Michigan (top right) create outstanding venues for events, demonstrations, and public art. The creation of outdoor gathering places should be a top priority. Additionally, people are drawn to beautiful places. Visit Sisters, Oregon (below left) to see how powerful downtown beautification efforts can be. Sisters, with a population of just 1,100 residents, boasts the highest per-capita retail sales of any city in Oregon. This demonstrates the power of critical mass, beautification, and the creation of gathering places.



Look at Greenville, SC in the 1970s. (far lower left) Notice the wide streets and lack of beautification. The town was running 40% vacancy rates. In the 80s they narrowed the streets and planted street trees (middle lower).

This next photo (bottom right) shows the same spot in Greenville today. The tree canopies and intimate setting have made this community one of the most popular in the state. Commercial properties now run close to 100% occupancy. Canopy shade trees create an outstanding intimate setting and revenues easily offset the cost of maintenance.





Community Stakeholders and Designers

No Longer Constrained by Paver Paradigm

Think about it ...

Brick and its faux cousins (pre-cast pavers and stamped concrete) are expensive and time-consuming to install. Installations cause undue traffic and community disruption. Uneven settling give Public Works and city attorneys headaches. From a design perspective, these materials constrain creativity!

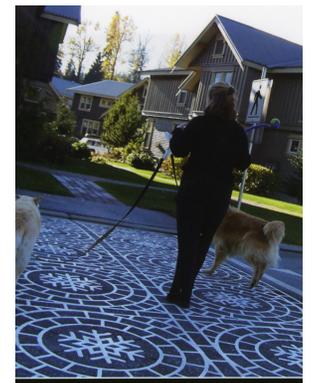
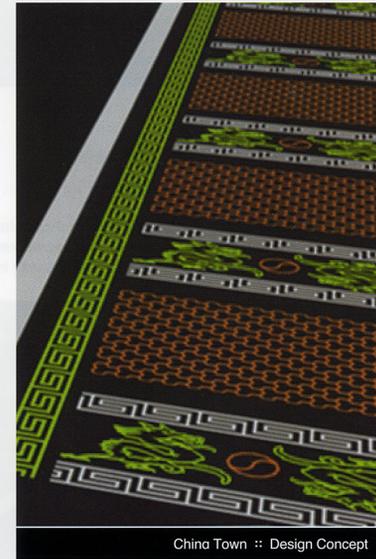
In 2003, IPC introduced DuraTherm: This has given designers solutions of unprecedented originality, that are durable, easy to install and strikingly different. The streetscape design paradigm has shifted!

DuraTherm is inlaid within asphalt surfaces. It is heat applied and its unique properties effectively fuse to and bind with the asphalt.

The result is a completely embedded, integral surface that is highly durable, requires minimal maintenance and lasts for years.




DuraTherm®
 traffic tough
 crosswalks



Outdoor dining, even though seasonal in Monroe, does not have to be expensive to establish. Just be sure pedestrians can comfortably pass along the sidewalk - with wider sidewalks, this is easy to accomplish. It slows pedestrians and encourages longer stays in the community. (Top).

Street printing elements of the city brand or downtown identity is decorative and reinforces the theme. (Right) These are decorative crosswalks that can have virtually any design “embossed” into the asphalt, lasting 20 years, and reinforcing the brand. Imagine having the logo embossed into each intersection downtown.

Once again, all of these ideas would be incorporated, in detail, in the Product Development phase of the planning effort. They are shown on these pages to showcase how a brand should be obvious and pervasive throughout downtown and the community.

5 Give downtown Monroe a name

Description:

Give the downtown district a name that is distinctive and will attract both locals and visitors. Create gateways into the destination downtown core. Name the downtown demonstration project or block “Victory Square”, or “The Sports Zone”. As the district spreads to neighboring blocks, include them into the Victory Square district. Identify the district by creating gateways at each end of the blocks and physically move the gateways as the district grows.

Pole banners would be designed and used to reinforce the brand, and decorative crosswalks can be designed and imprinted to reinforce the brand.

All of these items would be developed in detail in the Product Development phase of the planning effort.

Implementation:

City of Monroe, Chamber of Commerce, Brand Development Committee

Approximate costs:

No specific costs are associated with this recommendation in terms of adopting the name. Costs to develop signage and banners will depend upon specific designs, quantities and construction that will be determined in the planning process.

Timeline for implementation:

2008 forward

Rationale for the recommendation:

Giving downtown a name helps make it become a stand-alone destination in the minds of visitors, residents and merchants. A name tells the visitor (and the resident) “you’ve arrived”. It also creates a sense of belonging for the tenants and property owners within the district and encourages cooperation in development and marketing as well as consistency in beautification, façade development and hours of operation. It creates the “mall mentality” - that merchants are in the same mall together and need to work as a single unit in terms of operating hours, events, beautification, signage, façade improvements, etc.

As you travel down a freeway and see signs for “business district” or even “downtown” does it pull you from the freeway? But if you saw “Victory Square – Downtown” you would get a feeling that this is a destination, not just a run-of-the-mill downtown.

In addition to defining and naming the district, a tag line helps with identity recognition. Adopting “Play for Keeps!” and using variations such as “shop for keeps!” helps play up the sports theme and the diversions downtown.

Incorporate the name into everything from pole banners and visitor information kiosks to ads, t-shirts and marketing materials. Make the brand obvious. Put the name “Victory Square” out on the highway, add signage at the parks and fairgrounds, directing customers to the district. Promote the businesses in the district so they are successful, and watch new businesses and spin-off opportunities multiply.

6 Develop a Gateway, Signage and Wayfinding System

Description:

We recommend development of a professionally produced gateway, signage and wayfinding system that incorporates Monroe's sports brand. It should stipulate the precise wording and exact location for each new sign, as well as specific mounting options so it can be used to obtain fabrication and installation bids from regional sign makers.

Using graphics, imagery, slogans and colors that tie into the Monroe identity, the signage should have a consistent design and style throughout the community.

- The necessary elements include the following:
- Design and locations of primary and secondary gateways
- Design and exact locations of wayfinding (directional) signage. This would include a mix of pole banners and stand-alone signage that would vary depending upon setback requirements, sight distances, speed limits, etc.
- Wayfinding system program. This includes developing an inventory of primary and secondary attractions, services and amenities, then creating a progressive wayfinding system so that no more than five items are on any one sign. Testing of prototypes should be included.
- Visitor information kiosk design and placement. This element includes the design (but not construction drawings) for visitor information kiosks that would be placed at key points throughout Monroe. Suggested locations for kiosks are:
 - Evergreen Fairgrounds (2 locations minimum)
 - Cinema Complex
 - New shopping center (2 locations)
 - Downtown

- Al Berlin Park
- Lake Tye

Wayfinding signage design specifications. Design specifications for bid purposes, including approximate costs, phasing, and bid documentation. Working with the City of Monroe, Snohomish County and Washington Department of Transportation. Coordination for construction and setback requirements, restrictions, and other issues pertaining to locations, sizes, highway standards, etc.

Implementation:

City of Monroe

Approximate costs:

Development cost of the system are between \$75-\$100,000. Fabrication and placement costs are about \$200,000 for a town the size of Monroe.

Timeline for implementation:

2008-2010. A complete Gateway, Signage and Wayfinding program can be implemented over a three-year period, although a savings of about 20% will be realized if it is implemented in a single phase.

Rationale for the recommendation.

Signage is important for any community, particularly one looking to increase overnight visitors. The easier it is for people to find attractions and get around, the longer they will stay and the more money they will spend.

Gateways create a sense of arrival and awareness of place. Residential developers know that outstanding gateways elevate the appeal of communities, increase the perceived value of the homes and create a true sense of place. These same principles apply to a community. If done properly, gateways instill community pride and increase the perceived value of the community.

Signage programs will typically extend out into a five-mile radius of the core area, leading visitors, vendors and residents to key attractions, amenities and local services in a progressive fashion. The design of the system (environmental graphics) includes taking into consideration wind loads, periodic replacement, graffiti, maintenance, and possible partnerships in developing a public/private partnership.

Brand Recommendations

Signage programs will typically extend out into a five-mile radius of the core area, leading visitors, vendors, and residents to key attractions, amenities and local services in a progressive fashion. The design of the system (environmental graphics) includes looking at wind-loads, periodic replacement, maintenance, and possible partnerships in developing a public/private signage program.

Wayfinding Program Design Inland Documents
 Prepared for The City of Moses Lake
 Date: May 2007
 Prepared by Destination Development, Inc.



FRONT VIEW
 SCALE: 1/4" = 1'-0"

Includes drawing notes: indicating drawing number, drawing title and scale.

Sign location call-out: includes sign type (flag, banner, etc.) and location (A, B, C).

Specification Reference: General Specification.

Indicates section view: Top figure represents elevation; bottom figure represents plan view when drawing is rotated.

Indicates alternate point of view.

Indicates an alternate elevation or detail.

Indicates radius: Visible solid line (1/4" minimum). Section or emphasis line (1/4" minimum).

Indicates angle: Draft or mounting surface line (1/4" minimum).

Indicates dimension: Scale Figures.

Indicates overall measurement.

Indicates drawing break.

Indicates center line.

Indicates required portion of a drawing.

Project Number: ML101
 Date: May 2007
 Page: 2.2

Section 2 Sign Type Examples

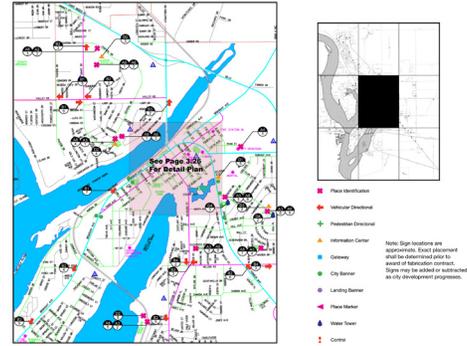
Icons include: Ball Field, Bird Watching Area, Boat Launch, Camping Area, Camping Area, Canoeing, Water Taxi Stop, Pavilion, Fishing Area, Float Boat Dock, Food Concession, Fuel Depot, Jet Ski Area, Wind Sailing Area, Leash Area, Off-Road Area, Scenic Outlook, Picnic Area, Playground, Restrooms, Skiing Area, RV Hook-up, RV Without Hook-up, Sailing Area, Shuttle/Bus Area, Summering Area, Tennis Courts.

Primary Color Palette:
 Pantone 146 C, Pantone 2663 C, Pantone 7472 C, Black

Secondary Color Palette:
 Pantone 146 C, Pantone 1228 C, Pantone 110 C, Pantone 155 C 20%, Pantone 286 C, Pantone 300 C, Pantone 7735 C, Pantone 126 C, Pantone 1314 C

Color Assignment Hierarchy:
 All consecutive color applications (i.e. accents and trim) must conform to the color hierarchy of colors or either a left to right or top to bottom order.

Project Number: ML101
 Date: May 2007
 Page: 2.10



A1 - Gateway
 SCALE: 1/4" = 1'-0"

Project Number: ML101
 Date: May 2007
 Page: 3.25

A2 - Monument, Issue 2
 SCALE: 1/4" = 1'-0"

Project Number: ML101
 Date: May 2007
 Page: 2.9

A3 - Panel ID
 SCALE: 1/4" = 1'-0"

Project Number: ML101
 Date: May 2007
 Page: 2.4

2ND SIGN FACE (B)
 SCALE: 1/4" = 1'-0"

Specifications:
 1. Harnessed, nylon pennant.
 2. MC, painted to match P3.
 3. Painted to match P10.
 4. 3/8" steel pipe welded to steel plate, painted to match P4.
 5. 1" thick 6061-T6 aluminum plate or approved equal. Saw and edge painted to match top color space, UV protected.
 6. Painted on screen printed to match color space.
 7. 3/8" steel pipe with thru-bolt fasteners, painted to match P4.
 8. VG.
 9. W1, stained to match S1.
 10. M1 fabricated over 24" M200 to have surface to match top color space, UV protected.
 11. Concrete footer, stained to match S5.
 12. 1/2" steel pipe welded into wood post, embedded into concrete footer and set grade formation.
 13. 1/2" steel pipe welded into wood post, painted to match P4.

Project Number: ML101
 Date: May 2007
 Page: 3.2

Above: An example of a Gateway, Signage & Wayfinding System for Moses Lake, with detailed specifications for bidding purposes, use of fonts, colors, etc.



7 Use public art in support of the brand

Description:

Use artwork throughout the town to promote the brand, adding character and beauty to the town. Public art is an excellent way to help create ambience and to reinforce the unique characteristics that support the brand. Sports have always lent themselves to art because of their human form and dynamic energy. Both three-dimensional sculpture and two-dimensional murals would add greatly to the beauty of the downtown and the different venues where sports facilities are located.

Implementation:

The Monroe arts community at large.

Approximate costs:

To be determined.

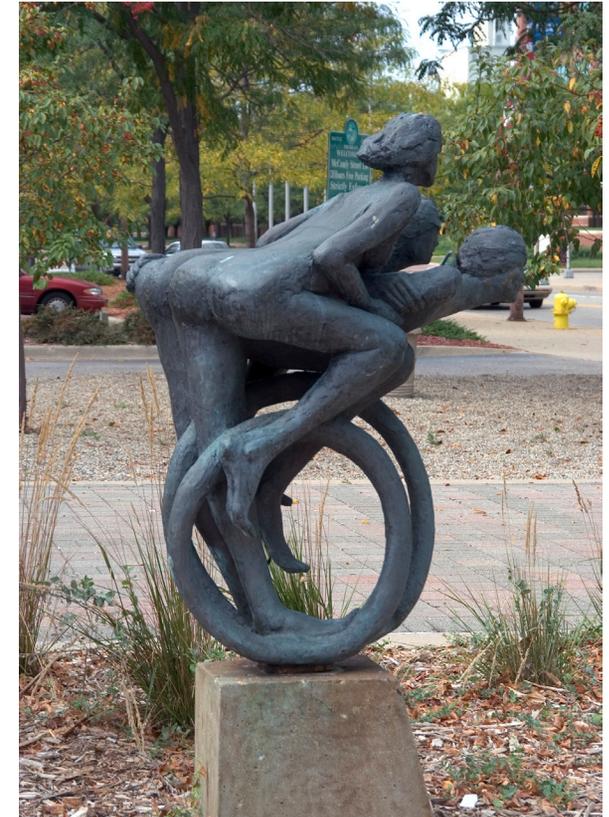
Timeline for implementation:

2008 forward

Rationale:

Placing sculptures at key points within the downtown, and designing them into any entrances to developed sports facilities will help solidify the brand in the minds of residents and visitors alike. Downtown accents should include bike racers, skaters, rock climbers and the like. The fairgrounds could include equestrian riders, and motorcycle racers. Sculptures should include interpretative signs. Start with a couple of signature art pieces and plan to add two or three pieces every year.

Regional artists could place their works throughout the downtown on a loan basis with pieces rotating every three months or so. These pieces could also be offered for sale.



City brands should be pervasive. One good way to support the brand is through public art. Sculptures, like the ones shown here, murals, fountains, and other forms of public art are an excellent way to display the brand. Sculptures of climbers, bikers, skaters, and other athletes should be sponsored by local clubs and businesses and situated at sporting venues and throughout the downtown.

8 Hire professional services to develop a Branding Style Guide

Description:

We recommend hiring professional services to develop a Branding Style Guide for Monroe. It will detail identity and tag line usages, agreements, provide design guidelines and templates to be used in website development, printed marketing and sales materials, and in Monroe advertising programs. Continuity is paramount in developing a strong branding program. The style guide will also provide designs and standards for wayfinding and gateways signage, streetscape enhancements, public art, seasonal and event pole banners, etc.

Implementation:

Chamber of Commerce

Approximate costs:

\$25,000

Timeline for implementation:

2008

Rationale for recommendation:

Use of the Monroe's logo, and slogan need to be protected. Your logo and slogan may be the first glimpse of your brand that consumers see. The context in which it is used needs to be controlled so the brand image is protected.

Logo and branding design provide the downtown with an easily recognizable "identity" - a symbol that represents the community and all it has to offer. When the logo is used, it should bring to the viewer's mind the images and experiences of enjoying the community. Repeated and consistent use of the logo and branding design will reinforce

the image. The downtown identity for "Victory Square" will be different, but supportive of the citywide brand.

Consistent use of the identities is essential in building easily recognized visuals that support the community and its marketing efforts, reflecting its assets and values.

Successful brands require continuity. Can you imagine what would happen if every Coca Cola bottling plant designed its own Coke labels, cans and ads? For Monroe, we recommend that the chamber, city, historical society, downtown, and other local organizations adopt the same identity, tag lines, and an overall look and color scheme that would tie the brand together. To do this requires the use of a "guide" - The Branding Style Guide - as a template to work from.

The guide should contain the system of coordinated visual elements that make up the community's graphic identity. By addressing specific details of the logo and brand design, the guide provides users with exact specifications so that they will easily be able to maintain the integrity of the design.

Examples of approved usage of the logo and brand should be provided in the guide. Design standards for business papers, forms, and promotions materials should be included. This will create continuity and top-of-mind awareness that reinforces the brand.

The logo colors should be identified, indicating the specified color mix in cyan, magenta, yellow, and black (CMYK); as well as the Pantone color numbers. If the logo is to be produced in a single color for a specific application, then that

single color should also be identified by its CMYK mix and its Pantone color number. Instructions should be provided describing the method to use the logo on a dark background. Logo dimensions should be given and minimum sizes should be specified to prevent an unreadable logo.

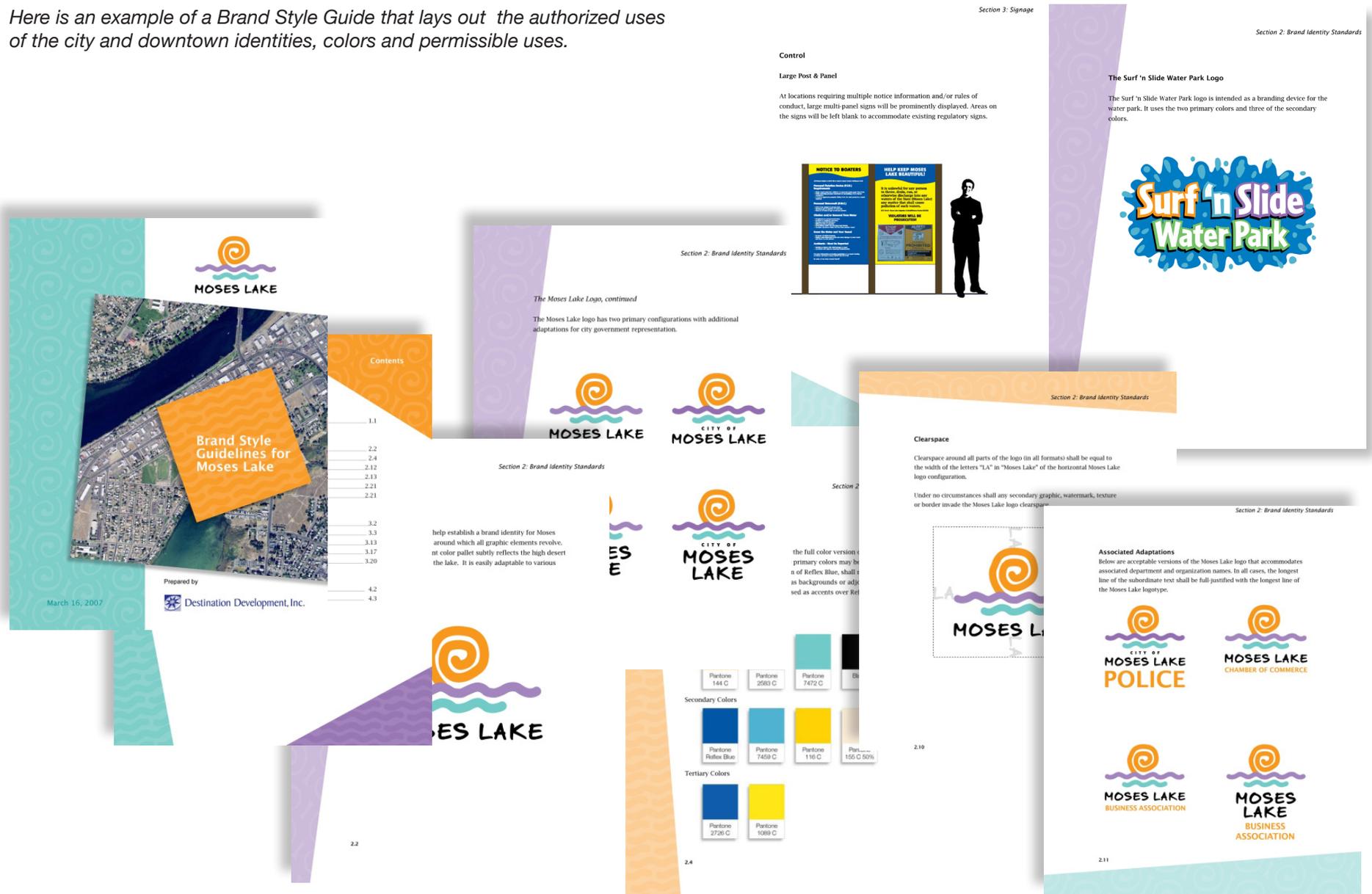
The font should be identified, as well as the source where the font can be located. If font symbols are used, any permissible substitutions should be noted.

Wrong usages of the logo should be spelled out, including structural changes, color changes, and font changes. Use of the logo against an extremely busy background that obscures visibility should not be permitted. Combining the logo with any other logo or branding elements should not be permitted. If there are any design flexibilities for various uses of the logo, such as T-shirts or hats, these should be noted and examples provided.

Web design templates should be illustrated showing the use of the logo, color palette and structure. RGB and HTML colors should be listed. Examples of presentation templates should be provided to show how the logo can be incorporated into a PowerPoint presentation. Examples of standard layout for use of the logo in letterheads, business cards, and envelopes should be provided.

Brand Recommendations

Here is an example of a Brand Style Guide that lays out the authorized uses of the city and downtown identities, colors and permissible uses.



9 Recruit an “icon” for the city brand

Description:

If Monroe is to fully embrace the “Challenge Sports” brand as the lure that brings new visitors and visitor spending into the community, it will want a physical element in town that is a representative symbol of the brand. That’s what an icon is. When you think of Paris, you visualize the Eiffel Tower. When you think of San Francisco, you visualize the Golden Gate Bridge, and when visitors think of Seattle they see the Space Needle in their mind’s eye. These are the photographic images that represent the destination.

Imagine, for example, visitors arriving downtown and seeing a sixty-foot tall, glass-enclosed artificial rock-climbing wall. And imagine them taking photographs of climbers (perhaps their friends) scaling the sides of the tower. The tower would soon become the icon that represents Monroe’s Challenge Sports brand. People would gravitate to the downtown to see and photograph the climbing wall. Or maybe Monroe builds the largest “half pipe” for skateboarding in the Northwest.

Whatever the icon is, it needs to be special enough to become something to see, something to photograph – the photo that says “I was there”.

Implementation:

Brand Development Committee

Approximate cost:

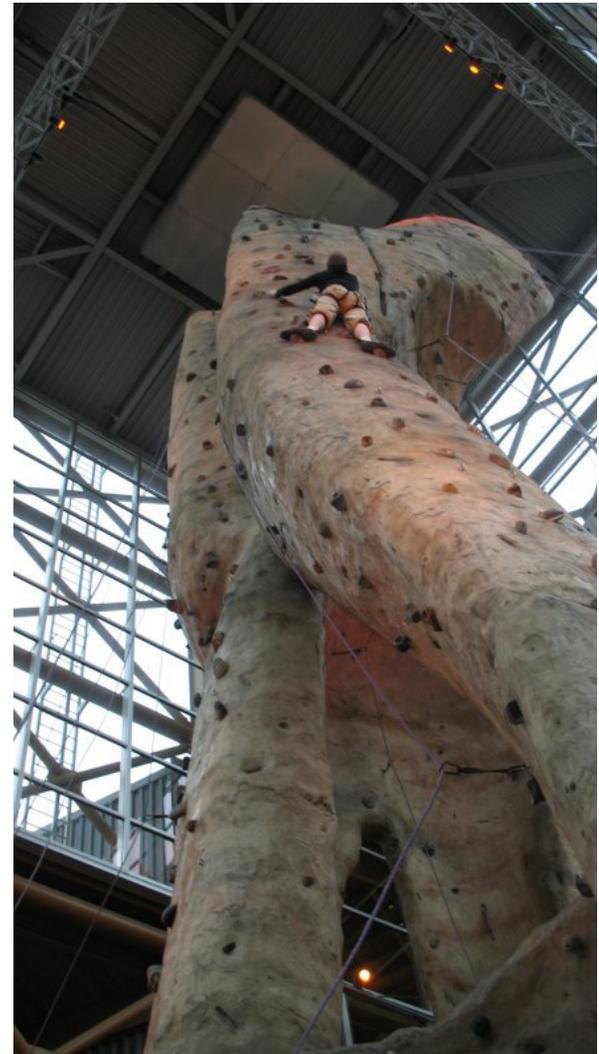
\$200-\$400,000

Timeline for implementation:

2009-2010

Rationale for the recommendation:

Successful visitor destinations have work to have all the components that make a place unique, attractive, entertaining and fun. The lure is the first component – that visitor activity that makes you different and special. The second component is the group of diversions – shopping, dining, and other attractions that keep visitors in the destinations spending money. The third is the ambiance – the attractive environment within which the lure and the diversions take place – historic restored buildings, beautiful trees and flowers, color signs and banners, etc. The fourth is the convenience of amenities that keep the visitor comfortable – clean convenient restrooms, easy parking, access to ATM’s, wifi, telephones, places to sit or get a drink of water. The fifth component is the icon – the photographic opportunity that symbolizes the destination brand and creates the memory of the experience.



10 Recruit a downtown hotel and an RV park

Description:

We recommend recruiting a hotel developer who would build or redevelop an existing building downtown into a boutique, upscale hotel with perhaps between 24 and 60 rooms. A parking garage should be part of the hotel development. An example of an excellent hotel of this size and scope is the Copperleaf Hotel in downtown Appleton, Wisconsin where an old office building was retrofitted into a very nice and successful upscale boutique hotel.

We also recommend that a quality RV park be developed somewhere in or next to Monroe. The RV Park should have all the amenities and utilities that today's upscale RVer demands, in a well-maintained, aesthetically pleasing setting.

Implementation:

Private Developers

Recruitment by the Chamber of Commerce

Approximate costs:

Recruitment costs covered in Recommendation # 3.

Private development costs to be determined.

Timeline for implementation:

2009

Rationale for recommendation:

Many communities struggle with the lack of evening hours. Hotels, more than any other type of development, create incentives for longer hours. After all, guests stay in places where there are

things to do after 6:00 pm. When hotels are within a block or two of shopping, dining and entertainment, their customers (who change almost nightly) create an incredible source of revenue for downtown businesses. In fact, business travelers spend more money between 6:00 pm and 10:00 p.m. than the other 20 hours of the day.

An upscale hotel will create a solid anchor for downtown and will be an invaluable place as a headquarters and staging area for visiting organizations managing competitive sports events and a central place for sports competitors to stay. It will also make Monroe a "small conference" destination, partnering with the Evergreen Fairgrounds. It will drive "new" customers to entertainment, markets, and other activities and events.

Challenge Sports participants and their families often travel in RV's and bring their bikes, motor-bikes, ATV's, horses, kayaks, and other equipment along with them. They prefer to stay in their RV's, but want the amenities that are available at upscale RV Parks – cable TV, Wifi, waste dumping facilities, a pool, showers, a convenience store, landscaping, sufficient power sources, and the like.

The RV Park should be close enough to the downtown that it can be reached by walking trail, sidewalk, or bike path. RV'ers with trucks, rigs, and expensive toys have money to spend and they want something to do at night besides hang out in their RV units. The park should be a better alternative to parking in the Fairgrounds parking lot, or in a shopping mall parking lot.



An example of an excellent hotel of this size and scope is the Copperleaf Hotel in downtown Appleton, Wisconsin (above) where an old office building was retrofitted into a very nice and successful upscale boutique hotel.

Brand Recommendations



Many sports enthusiasts travel long distances to participate in their chosen sports, and bring their equipment with them in RV's. Providing a convenient RV Park with all the amenities your target market demands will be important to attracting them.



11 Recruit competitive sports events

Description:

Recruit sports events that will help cement the brand for Monroe. These are events that will garner new coverage through the Northwest and perhaps nationally. Some of these events may even be loss-leaders where they don't cover all the costs devoted to supporting them. If they bring significant media attention to Monroe, they will generate the public relations necessary to tell the world about its brand.

This includes working with local radio, newspapers, and television broadcasters in attracting major fund-raising events.

Implementation:

The City of Monroe or their contracted marketing agency.

Approximate cost:

Included in city salaries or contracted promotions.

Timeline:

When facilities can accommodate the specific sport being recruited.

Rationale for the recommendation:

The following types of events should be recruited:-

- Fitness Fairs, training
- Food, nutrition and sports energy food trade and consumer shows
- Outfitter shows, equipment suppliers and clothiers
- Sporting equipment manufacturer conferences

- Sports collector shows
- Stunt biking groups, roller derbys and exhibitions
- ATV shows and exhibitions
- Team building
- Bike and motorbike shows
- RV and transportation-related shows.

See the Specific Sport Profiles in the Supporting Documentation section for information on national and regional sports associations that sanction specific sporting events. Work closely with the Evergreen State Fairground and Speedway in recruiting these events.



12 Develop public relations and marketing strategies

Description:

Building the brand in Monroe requires a mix of product development and marketing initiatives. In fact, branding is a perception - it's what people think of you, not what you say you are. In other words, brands are third-party perceptions. You build a brand through public relations. Advertising is used to maintain your position.

Public relations strategies recommended include:

- Hire a professional public relations expert. You'll see an average of \$3 in earned media (what you'd pay for the space if you purchased it as advertising) for every dollar you spend on a professional publicist.
- Send out press releases to inform the public about progress being made in developing the brand. For example, when new hotel development is finalized, send out a press release. Or, when the downtown takes on a new sports look, send out a press release.
- Create an on-line press kit for Monroe with downloadable photos, events listings, and story ideas. This is a very important aspect of your website development work.
- Clubs and organizations usually have newsletters that go out to their members. Write stories about Monroe to submit to some of these niche publications to entice their members to visit. Better yet, invite clubs and ask them to write articles for their own club newsletters regarding their Monroe experience.

Marketing strategies recommended include:

- Create a series of posters for Challenge Sports, that would be artistic and "collectible" - something suitable for framing. It might promote the BMX biking and Rock Climbing, but would really be a brand-building collectible item. Framed prints should be provided to all the restaurants and retail shops to reinforce the brand, and would be available for sale to the public.
- A series of "Collector Cards" could be given away at retail shops. Each one would tell a story or educate people about one of the sports Monroe offers. For instance, one might show a drawing of wall-climbing hand and footholds and explain the names and how each one works. Another might explain the difference between BMX and cyclo-cross biking events. The cards would be in full color, the size of a rack card, and would be free. Visitors would collect all the cards by visiting all the different shops.
- Develop a deck of playing cards with the Monroe logo on the back. The face cards would be sports instead of royalty (a stock car might be the king, a motocross bike might be the Jack, etc.) These would be used to promote the brand.
- Create bookmarks that promote Victory Square downtown, and give them away at trade shows, local shops, restaurants, etc. There could be a series of them: one for Type Park, one for Al Borlin Park, one for the Speedway, one for the new skate park.
- Create a Victory Square Activity Guide that

would promote the businesses in the visitor district of downtown and other businesses around town that fit the overall brand and are unique to Monroe. The criteria for inclusion:

- They must be open six or seven days a week, and on holidays during the peak season.
- They must be open certain hours: typically 10 a.m. to 7 p.m.
- They must be unique to Monroe.
- They must reinforce and support the sports brand.
- They must have good curb appeal and window merchandising.
- They must be highly rated by an independent source.

The brochure would be a public/private production.

These public relations and marketing strategies should be further developed and refined in the full Marketing Action Plan.

13 Create a Brand Development Committee

Description:

A Brand Development Committee consisting of no more than seven members should be installed to fully implement the recommendations of this plan. The Committee should be comprised of those individuals committed to championing the brand and making things happen in Pendleton.

We recommend that the Brand Development Committee consist of the following:

- City Director of Economic Development or Parks or Public Works
- Chamber of Commerce Chairman of the Board
- City Council Member
- Two downtown property owners
- Two downtown retail shop owners
- Evergreen Fairgrounds Manager

It's important to point out that this is a WORKING committee, not just representation. This committee will work tirelessly to champion the cause, bring in partners, and to keep the brand on track.

Implementation:

Committee appointed by the City Council

Approximate costs:

No specific costs associated with this recommendation.

Timeline for implementation:

2007

Rationale for the recommendation:

The vision for Monroe – a challenge-sports theme - is an important economic and cultural asset for the community of Monroe. Many organizations will need to adopt the brand - those that create and develop product, infrastructure, assets and amenities; those that conduct marketing and public relations to entice visitors; and those that offer diversionary activities not directly associated with the brand.

Brand-related retail anchors for the brand will be important players in this effort and should be represented on the committee. Other potential members are those who will champion the vision and make the brand successful. There must be a concerted effort to reach out to businesses, industries, local community leaders, and citizens to create believers and advocates for the city branding campaign.

Organizational Notes:

Every branding effort requires tireless pioneers. In order to accomplish the goals in this plan, this effort will need the services of the following people:

- One person working full-time on the downtown “product.” Working with commercial property owners and the city on street re-configuration, beautification, and creation of plaza areas, etc. This person would also work at rearranging the business mix downtown and recruiting new tenants to Victory Square. This job should sunset after three years. This position could be a “contractor” on assignment for the implementation of the Monroe Branding, Development & Marketing Action Plan - once developed. (This document is the first of three

phases or parts to the total plan. At this point, this document is to develop a brand. The position would come into play once the product development plan has been developed and is ready to implement.)

- An event recruiter/coordinator, who would begin one year before Monroe's sports facilities and downtown are fully redeveloped, which will probably take from three to five years. Many events plan a year in advance, so starting early will ensure that events are booked as soon as facilities are ready and development complete.

This would be a full-time, year-round job that manages vendors, events, and recruiting outside organizations to hold their sports events in Monroe.

- A full-time Public Relations effort is needed. Brands are built through public relations, and advertising is used to maintain position. Public Relations will get the word out about Monroe, and why visitors will want to come all year round.

Next Step

Prepare a complete Branding, Product Development, and Marketing Action Plan for the city.

Description:

The goal of this Branding Focus Plan is to determine the overall theme and concepts to make Monroe a draw for visitors and downtown Monroe a draw for both locals and visitors. It is also to provide basic strategies for product development and marketing. The next step would be to take the brand focus and strategies, and further develop them into an action plan of specific tasks that, when implemented, will bring about the successful branding of Monroe and making downtown Monroe a thriving year-round destination.

This plan is the starting point. Specific “how-to” recommendations for product development and marketing should be developed to bring the concepts to fruition. A full Monroe Branding, Development and Marketing Action Plan will specify the tasks to be done and by whom, timelines for implementation, and approximate costs of each recommendation, plus possible funding sources for each, making the plan easy to implement.

Next steps:

- Creation of the Brand Development Committee. The first order of business is to create the Brand Development Committee and to get commitments for participation in a “working” committee. Members will act as the selection committee for other vendors and businesses for the next phases (see below),

will educate locals about the brand and branding effort, will bring in other partners to help support the brand, etc.

- This committee should be “adopted” or appointed by the City Council or Mayor as an ad-hoc committee for the council and city’s downtown and branding efforts, much along the lines of a planning commission.
- Public outreach. The BDC will take the concepts, logos, samples, downtown name and other elements presented in this plan and showcase them to the community for the purpose of public outreach. The job is to sell the community on the vision for downtown. This will be done at Kiwanis and Rotary luncheons, other auxiliaries, the Fairgrounds management, the Chamber, city council meetings etc.
- Branding is NOT a permission-asking process. Brands must be built on feasibility, not on local sentiment. We asked locals to submit ideas and concepts and each of those was put through a ten-point Feasibility Test. This phase is about selling the vision; “Imagine a downtown...” not asking for permission. People need time to “get used to” new ideas and concepts and that’s what this phase is about.
- Branding Style Guide - this provides the graphic palette for implementation of the brand. IMPORTANT: You do NOT roll out a new brand until you have product developed, so you can deliver on the promise. If you started marketing today the Challenge Sports brand using a new logo and tag line, people would quickly come to realize that nothing was different - that nothing changed

and therefore, the effort would be a waste of money and time.

- Brands must be rolled out when there is product to support it. Monroe should develop the Style Guide but hold back using the city identity or a downtown identity until they are developed enough to deliver on the promise of the brand.
- Monroe Development & Marketing Action Plan. This is the next step. This plan will provide the details that support the concepts and initiatives outlined in this plan. It would include plans for the sports facility developments in city parks and on other city-owned land, the Victory Square district, retail mix, recruitment recommendations, zoning and signage sample ordinances, entertainment ordinances, beautification, plaza areas.

The plan will also include the third element - the Marketing Action Plan, which is “how to tell the world” about the brand. It includes specific marketing, advertising, sales and public relations recommendations, including detailed budgets for easy implementation of the plan.

Supporting Documentation



What the regional market thinks of Monroe

Because a brand is what other people think of you, not what you think you are, we asked various area CVB's, chambers and ordinary citizens what their perceptions were of Monroe. Learning how you are perceived by your market is critical, so we gauged the current "brand" of the community.

The results included the following:

Everett Chamber of Commerce

425-257-3222

Evergreen State Fair, farm town, pass through to go to Stevens Pass, "a nice city".

Snohomish Co. Tourism Bureau

-888-338-0976

Monroe is rural, home of state fair, or at least one of the most popular fairs. Fastest growing communities in the state because there is lots of property that is fairly inexpensive. There is lots of farmland and you can see the mountains. It has no reputation and is not really known for anything.

Marysville/Tulalip Chamber of Commerce

360-659-7700

The penitentiary is located there. We don't send visitors there, as we like to stick to the I-5 corridor as Marysville is growing so fast.

Snohomish Chamber of Commerce

360-568-2526

Shopping, box stores, on the way through to Stevens Pass, the fair. There is no tourist attraction other than the fair. There is no gathering place like a town square so it is hard to call it a town.

Sultan/ Sky Valley Chamber of Commerce

360-793-0983

Avoid Monroe because of traffic. Works at the Visitor Center and always suggest people should travel east to Skykomish and Leavenworth, has never sent anyone to Monroe

Camano Island Chamber of Commerce

360-629-7136

The fair, the speedway, and it is a nice quiet place.

Sedro Wooley Chamber of Commerce

360-855-1841

Thinks of the state fair and the penitentiary and would send visitors in the summer, thinks there might be some wineries and antique shops.

Mt. Vernon Chamber of Commerce

360-428-8547

Fair, Highway 2 and would not suggest to a visitor except for the Fair and woodcarving shows.

Burlington Chamber of Commerce

360-757-0994

Fair, antiques, if you are heading south it might be a nice place to stop by, but I don't really know anything about Monroe.

Lake Stevens Chamber of Commerce

425-334-0433

Not very familiar with the town, but knows about the fairgrounds and the speedway. This summer she did see the old part of Monroe and didn't even know that it existed. She thought it was charming and mentioned that Lake Stevens has the same problem as their downtown is off the main highway.

Citizen Feedback

Susan, architect, 43

Monroe free association: Floods. Penitentiary. Former agricultural land being developed with mini-malls. Fairgrounds that once must have been cool but now are host to tacky gun collector shows and mini goat enthusiasts. Last time I went there to the fairgrounds it was depressing and tacky. But as a kid went to the fair there and was enormously impressed with the animal stuff. Mud. Cheap suburban sprawl.

Barb, technology sales, 35

Drive-thru Starbucks is there.

Mike, business owner, 42

Speed-bump on the way to Stevens Pass. No apparent downtown area, it is like Aurora/99 all over again.

Bev, retired teacher, 71

Very congested, a stop on way to Stevens Pass or the east side of the state. Would send any visitors to Snohomish and she doesn't really know what is in Monroe other than the fair.

What the market thinks

Jessica, investment broker, 47

Nice antiques stores that have lower prices than Snohomish. Cute destination if you enjoy antiques and new movie theatre, good Mexican restaurant and Ben Franklin crafts.

Kate, mom, 42

Horse country and the fair.

Bruce, lawyer, 51

Place one passes through; damp, occasionally underwater; lots of tavern; vaguely redneck; vaguely folksy; nothing attractive despite attractive scenery nearby; makes both Everett and Sultan look good.

Suzanne, mom, 38

Kind of a hick town.

Deanna, office assistant, 30

Farms and the fair and they have a really good Bartell's pharmacy.

George, business owner, 67

Grown so much in the past 10 years and the traffic up to the Pass is just so bad. We never stop there because we just want to get through it and on our way.

Slade, construction worker, 35

Somewhere you drive through to get to the mountains, a one-lane strip mall. What would a visitor do, there are no tulip fields, maybe if you had to visit someone at the pen.

Jim, artist, 55

Gateway to the Cascades, the old downtown is very quaint with great shops. It is also a great train watching place and the fairgrounds have all sorts of activities. You wouldn't believe the

downtown is even part of Monroe and there is a very sweet residential area just past downtown that is very picturesque with Victorian houses and surrounded by farmland. The only downside is that at certain times the traffic is horrendous.



Market Demographics



Market Demographics

Pop-Facts: Demographic Quick Facts Comparison Report

Radius: CENTER OF TOWN, MONROE, WA, aggregate
 Radius: CENTER OF TOWN, MONROE, WA, aggregate
 Radius: CENTER OF TOWN, MONROE, WA, aggregate

Description	0.00 - 30.00 miles Radius	%	0.00 - 60.00 miles Radius	%	0.00 - 90.00 miles Radius	%
Population						
2011 Projection	2,106,464		3,884,798		4,596,550	
2006 Estimate	1,999,970		3,691,998		4,360,095	
2000 Census	1,884,182		3,480,139		4,092,508	
1990 Census	1,593,105		2,911,648		3,391,791	
Growth 1990 - 2000	18.27%		19.52%		20.66%	
Households						
2011 Projection	858,339		1,531,271		1,807,638	
2006 Estimate	813,718		1,453,665		1,712,288	
2000 Census	764,678		1,367,513		1,603,375	
1990 Census	643,344		1,137,794		1,319,727	
Growth 1990 - 2000	18.86%		20.19%		21.49%	
2006 Est. Population by Single Classification Race						
White Alone	1,522,202	76.11	2,837,360	76.85	3,412,160	78.26
Black or African American Alone	83,334	4.17	175,028	4.74	185,974	4.27
American Indian and Alaska Native Alone	20,966	1.05	44,305	1.20	58,101	1.33
Asian Alone	229,335	11.47	337,596	9.14	357,979	8.21
Native Hawaiian and Other Pacific Islander Alone	8,335	0.42	21,734	0.59	24,121	0.55
Some Other Race Alone	51,767	2.59	106,065	2.87	129,800	2.98
Two or More Races	84,030	4.20	169,910	4.60	191,960	4.40
2006 Est. Population Hispanic or Latino						
Hispanic or Latino	121,709	6.09	242,355	6.56	291,643	6.69
Not Hispanic or Latino	1,878,262	93.91	3,449,643	93.44	4,068,452	93.31
2006 Tenure of Occupied Housing Units						
Owner Occupied	498,437	61.25	918,679	63.20	1,091,940	63.77
Renter Occupied	315,281	38.75	534,986	36.80	620,349	36.23
2006 Average Household Size						
	2.40		2.48		2.49	

Pop-Facts: Demographic Quick Facts Comparison Report

Radius: CENTER OF TOWN, MONROE, WA, aggregate
 Radius: CENTER OF TOWN, MONROE, WA, aggregate
 Radius: CENTER OF TOWN, MONROE, WA, aggregate

Description	0.00 - 30.00 miles Radius	%	0.00 - 60.00 miles Radius	%	0.00 - 90.00 miles Radius	%
2006 Est. Households by Household Income						
Income Less than \$15,000	73,209	9.00	136,830	9.41	168,477	9.84
Income \$15,000 - \$24,999	63,955	7.86	125,423	8.63	153,454	8.96
Income \$25,000 - \$34,999	76,357	9.38	146,470	10.08	176,368	10.30
Income \$35,000 - \$49,999	119,389	14.67	224,253	15.43	266,834	15.58
Income \$50,000 - \$74,999	166,672	20.48	308,377	21.21	364,066	21.26
Income \$75,000 - \$99,999	118,076	14.51	207,373	14.27	239,691	14.00
Income \$100,000 - \$149,999	121,318	14.91	198,304	13.64	225,230	13.15
Income \$150,000 - \$249,999	52,266	6.42	75,907	5.22	84,153	4.91
Income \$250,000 - \$499,999	15,152	1.86	21,167	1.46	23,620	1.38
Income \$500,000 and over	7,322	0.90	9,561	0.66	10,395	0.61
2006 Est. Average Household Income						
	\$78,915		\$73,152		\$71,429	
2006 Est. Median Household Income						
	\$61,092		\$57,609		\$56,250	
2006 Est. Per Capita Income						
	\$32,465		\$29,167		\$28,408	

Received the following materials from the Monroe Chamber:

- Monroe brochure “...where your Northwest adventure begins”
- Monroe community information publication
- Cascade Foothills Activity Guide
- Local Fishing and River Access in Monroe
- Monroe Area RV & Camping
- The Great Outdoors Hiking & Biking
- East Snohomish County Area Map
- City of Monroe Parks Guide
- Evergreen State Fair 2006 brochure
- Evergreen State Fairgrounds Schedule of Events 2006
- Monroe Chamber newsletter
- Getting Acquainted with our Valley, Guide to Sky Valley
- Monroe Chamber newspaper supplement

Monroe brochure:

Teaser brochure for the city, detailing Monroe's character and attractions:

- Character includes the agricultural heritage of dairy farming, berry growing, vegetables, poultry, beef, nurseries, tree farms, as well as logging, horse breeding and training.
- The setting includes a mountain backdrop, rivers, cedar and Hemlock forests, parks and trails.
- Attractions include the State's largest county fair, the Evergreen Speedway, nearby outdoor activities, nearby North Cascades.

Community information publication:

Includes basic information such as community location, directions, elevation, surrounding

countryside, information about the Evergreen State Fairgrounds, Evergreen Speedway, outdoor recreation, and telephone numbers for local services.

Cascade Foothills Activity Guide “Adventures in East Snohomish County”

This publication includes several maps: Highway 2, the Cascade Foothills, Monroe, Sultan, and Gold Bar.

Information includes Public River Access Sites for fishing, boat launching, picnicking. Sites near Monroe are the Lewis Street Bridge, Ben Howard Road, and the conjunction of the Snoqualmie and Skykomish Rivers. Popular Cascade hiking trails are described – none close to Monroe, though – most are farther east of Monroe on SR 2. Monroe's Al Borlin Park is recommended for picnicking. Community events are listed for each of the towns. Monroe's includes the Evergreen State Fair.

Local Fishing and River Access in Monroe brochure

This little brochure gives specific information for fishing in the Monroe area: detailed directions to and descriptions of thirteen fishing spots. Types of fish, best times to go, amenities, rules, and regulations are all included.

Monroe Area RV & Camping

A list of camping locations with contact information. Eight are described as being within 15 miles of Monroe; the rest are up to at least 25 miles away.

The Great Outdoors

“Hiking & Biking” brochure

Information on two biking routes, two waterfalls, and nine hiking trails in the Skykomish Valley. No map is included, and some of the directions are sparse, so I'm not sure how close the hiking may be to the City of Monroe. The road bike route begins in Monroe - an 18 mile loop.

City of Monroe Parks Guide

Charming little brochure that describes each of the City's eleven parks. The City is developing a network of trails, about 11 miles are completed, another 8 miles are planned. Two large parks would be attractive to visitors with their natural settings, river access, trails, and picnic locations. A small triangular park is known as “Traveler's Park,” for use as a place for travelers to take a break and stretch their legs. It is also the location for the annual Art in the Park each August. The rest of the parks are neighborhood or community parks.

The Evergreen State Fair brochures

The Evergreen State Fairgrounds holds events around the year, including the Evergreen State Fair in August. Facilities include the Equestrian Park, the Speedway, and the Fairgrounds. The Equestrian Park is one of the largest in the Northwest, with a 60,000 square foot indoor arena, four outdoor arenas, and 404 indoor box stalls. The Speedway has covered grandstand seating, a ¼ mile track and figure eight flat track. The State Fair continually ranks in the top 25 fairs of the nation, with family-oriented activities, displays, entertainment, and exhibits. There are 210 RV or trailer hookup spaces on the fairgrounds.

Monroe Chamber Newsletter

This publication is primarily an advertising piece for local businesses along with chamber and community news. A couple items to note:

- The Chamber's Economic Development Committee completed work on a visitor information kiosk for the Fairgrounds. It features a map of Monroe highlighting locations of businesses. Plans are in the works to complete five additional kiosks around town in the next two years.
- The Downtown Revitalization & Enhancement Association of Monroe (DREAM) provided advice for businesses on dealing with graffiti; they have finalized a survey regarding downtown parking time restrictions, and will be using it to poll downtown businesses, property owners, and residents; and they are planning for a Harvest Festival to be held October 31st.

Getting Acquainted with Our Valley "Your Guide to Sky Valley"

Local newspaper supplement with information about the communities in the Skykomish Valley, including local government, schools, churches, recreation and parks, libraries, service clubs, and organizations.

There is a list of Monroe Events:

- The Spring Gas Up Antique Tractor Show, April 15 at the Clearview Nursery.
- Spring Into Monroe by the Sky Valley Artists' Guild, May 2-June 4 at the Ben Franklin Frame Shop.
- The Old Time Tractor Pull and Threshing Bee at the Frohning Farm August 11, 12, 13.
- Monroe Summer Festival at Lake Tye Park July 29 and 30.

- Monroe Fair Days Parade on August 26, the first day of the Fair.

Monroe Chamber of Commerce newspaper supplement

Supplement to the local Tribune provides information about the Chamber, its mission, a list of members, information on community events, local parks, and a very brief history of the City.

This paragraph describes how Monroe is visualized:

"Tourism and recreation contribute to the local economy. Monroe is the home of the Evergreen State Fair, the largest county fair in the State. It attracts over 880,000 people each year, and runs for twelve days in late August, ending on Labor Day. The fairgrounds are open year-round and provide a variety of events. The Evergreen Speedway, which is located at the fairgrounds, has weekend racing from March through September. Monroe is often called the "Fair City", but "Horse Country" could certainly be its second name, with scores of stables, training arenas, and horse farms dotting the area. Evergreen Equestrian Park, also located on the grounds of the Evergreen State Fair, is one of the finest facilities in the West, with horse-related events scheduled all year, including the Champagne Classic, a rodeo and the Washington State Draft Horse and Mule Extravaganza."

Community Overview

Monroe has a population of about 16,000, and has been growing rapidly, with population quadrupling in about ten years.

Median resident age: 31.2 years

Median household income: \$50,390 (year 2000)

Median house value: \$181,400 (year 2000)

There is a fairly recent Hispanic population growth. A few have businesses downtown.

Races in Monroe:

White Non-Hispanic (80.9%)

Hispanic (9.7%)

Other race (4.0%)

Black (3.1%)

Two or more races (2.7%)

American Indian (2.3%)

Other Asian (0.6%)

White collar couples and families are moving in and commuting to the west, as housing prices are lower in Monroe, although property values have been increasing.

There is light and heavy industry in Monroe and it is still considered a blue-collar town.

Nearest cities: Three Lakes, WA (5.6 miles), Woods Creek, WA (6.6 miles), Echo Lake, WA (6.6 miles), Cathcart, WA (8.1 miles), Snohomish, WA (8.2 miles), Duvall, WA (8.6 miles), Maltby, WA (8.8 miles), Northwest Snohomish, WA (9.6 miles).

Signage coming into town and way finding signs throughout the town are minimal and it is difficult to learn where attractions are located.

Traffic is becoming a huge problem for the city, as Monroe is the confluence of Highway 2

going from Snohomish to Stevens Pass, Highway 522 from Woodinville, and Highway 203 from Redmond. There are back ups on these roads almost every day. A planned by-pass of Highway 2 is scheduled for the future, although this has been talked about for many years.

Evergreen Fairgrounds

The Evergreen Fairgrounds is a dominant feature even though it is not part of the city of Monroe. The Fairgrounds is owned and operated by the County. The Evergreen Speedway is a private venture operating within the fairgrounds. Events are held on the fairgrounds throughout the year.

Over 1,000 individual events are held at the fairgrounds each year. A study of the economic impacts of the fairgrounds indicates that it contributes \$15 million in initial expenditures and another \$9 million in induced expenditures, much of which is spent in and around Monroe.

A private firm runs the Evergreen Speedway and events include a variety of motorized races from go-carts to NASCAR races. It is the only NASCAR rated facility in the state. They hold one of the top three truck races in the U.S. There are few places to stay overnight in Monroe so Everett gets a lot of the overnight business. The speedway has minimal interaction with the city of Monroe in terms of tourism tie-ins, or partnerships. The racetrack has been in the area for a long time, and there is tolerance for the occasional noise of the events. Some trees near the North Kelsey site have been taken down, and that may increase noise to the east. The Speedway's season is eight months from April to October. The audience is mostly families with kids. There are some promotional tie-ins

with a couple of hotels and restaurants in the area and with Les Schwab Tires and the local Chevy dealership.

Downtown Monroe

The downtown area contains a mix of retail, services, and eating places with a few bars. Main Street is the artery through the older, historical downtown. There is a high percentage of absentee ownership of downtown buildings, although some of that is changing. Many of the buildings are just barely meeting code requirements, and few of them have been upgraded recently. Rents are much lower than for retail space along Highway 2. There are no design guidelines for downtown development.

One issue with the downtown is getting local residents to shop downtown rather than on Highway 2 or in other communities. Some who work in other towns shop there to avoid the rush hour traffic; besides, most of the downtown shops are closed by the time they get home from work.

The Association "DREAM" (Downtown Revitalization and Enhancement of Monroe) is a group of local retailers who are attempting to upgrade the historic downtown area. Their goals are to reestablish the downtown as a community focal point and gathering place for residents and visitors, encourage the improvement to the overall appearance of downtown - consistent with Monroe's historical character. The leadership positions are currently in transition.

The core of the downtown runs along Main Street from the RR tracks to Blakely and along the cross street Lewis. The downtown has some

second stories and the mix is vacant, low-end apartments and service-oriented businesses. The retail shop owners do not have any agreement on hours of operation and most are closed after 5pm, with the exception of some eating and drinking establishments.

The city government has initiated a sub-area plan for the south end of downtown, however this effort is just getting started. The goal of the plan is to come up with a redevelopment effort, probably with new, mixed use.

The Marketing and Onsite Assessment developed by Destination Development, Inc. has received only limited release so far, but a number of the suggestions have already been acted upon. The Chamber of Commerce has moved to the Main Street, and will be improving its restroom facilities, that will be open to the public during business hours. A brochure rack has been placed outside of the Chamber offices to provide 24/7 information. A kiosk has been placed at the Fairgrounds entrance, and other locations are being scouted. Although DDI suggested that parking be set at a minimum of 4 hours, a recent survey of retail shop owners in the downtown show that most want a two-hour limit. The city council addressed this issue but no firm plans have been made yet. New pole banners have been approved for the downtown. A façade program is being looked at for 2007 by DREAM. The Vision 2010 committee is considering using the old smokestack as an icon with some art application to it. Additional beautification through flowers has been added to the downtown sidewalks.

City Parks

Monroe has three significant parks: Al Borlin Park, Skykomish River Centennial Park, and Lake Ty Park. Al Borlin, located adjacent to the downtown and the Skykomish River, is about 90 acres of mostly natural and under developed land. It abuts the industrial end of the downtown, is not readily accessible to pedestrians, and has some problems with undesirable elements.

Skykomish River Centennial Park is the main sports facility park in Monroe with softball and soccer fields. Lake Ty Park is fairly new, with a man-made lake, baseball and soccer field, tennis courts, playground and bathroom facilities. The city has provided \$2 million to the development of a YMCA facility next to Lake Ty Park.

A fourth park – Lewis Street Park is small but has parking, bathrooms, and is a gateway to the south end of Al Borein Park.

In addition, there are 47 acres of restricted use wetlands to the west of the fairgrounds.

There are some trails around and in Monroe, particularly associated with the parks, however they are not yet connected to regional trails that would allow recreational travel to and from other cities.

Specific Parcels

The Monroe Historical Society is located in the original courthouse building in Monroe on Main Street. They own the building and are raising funds for a restoration project including the façade. The museum is an eclectic collection of artifacts and photos of the beginnings of Monroe.

The city owns a 12.5 acres parcel next to Highway 2 between the Highway 2 bypass corridor and the Cineplex theaters. The land is a former landfill with topsoil, and quite hilly and with good road access. The site might be suitable for outdoor recreation.

A state DOT parcel north of Highway 2 and west of Chain Lake Road is the site of a well developed but unauthorized wooded BMX track developed by local residents and regional BMX enthusiasts. The site is quite elaborate and draws bikers from all over the area.

The City of Monroe owned a parcel north of Highway 2 between North Kelsey Street and Chain Lake Road and purchased adjacent land from Snohomish County for a 15-acre parcel to develop a major shopping center, developed by First-Western. The center will have a large central plaza with stage for events, and walking trails around the perimeter. No information about tenant mix is available at this time, but it is likely that some tenants will compete directly with existing businesses elsewhere in town, including the downtown Main Street. A Lowe's hardware store will also be going into the property.

Chamber of Commerce

The Monroe Chamber is membership based, with dues. There are 389 members. Other revenues come from a December Auction and donations to a scholarship fund. Their marketing is restricted to chamber members. The Chamber also receives \$27,000 in hotel tax funds to operate a visitor information center at the chamber offices. The chamber also receives \$2,500 for an information kiosk and Insert. The contract also include

maintenance of a visitor website, inquiry fulfillment and tourism marketing and reporting. The Chamber and DREAM have initiated work on several suggestions made by DDI in their Assessment document: moving the C of C offices, installing a brochure rack outside, blade sign, information kiosk at the fairgrounds, a public restroom at the Chamber, plans for new downtown banners, funding of a façade program, additional beautification.

Monroe Project Interview Subjects

Mike Fierke
Vice President
Financial Center Manager
Washington Mutual Bank

Amanda Kleinert
Owner
Main Street Books

Mike Farrell
Director
Parks & Recreation
City of Monroe

Beth Stucker
President
Monroe Historical Society

Hiller West, AICP
Director
Community Development
City of Monroe

Gene R. Brazel
Director
Public Works
City of Monroe

Terry Buell
Associate Promotor/Manager
Evergreen Speedway

Mickey Beadle
President
Evergreen Speedway

Mark Campbell
Manager
Evergreen State Fairgrounds
Snohomish County

Jim Hunnicutt
Former City Council Member
City of Monroe
Margot Montel
President
Chamber of Commerce
City of Monroe

Tony Balk
City Councilman
City of Monroe

Donetta Walser
Mayor
City of Monroe

Neil Watkins
Executive Director
Chamber of Commerce
City of Monroe

Brad Feilberg
City Engineer
City of Monroe

Individual Sports Profiles

State and Regional Sport Market Profiles

In order to size the potential markets for different sports, we used the resources of the Superstudy® of sports participation conducted by American Sports Data, Inc. in January, 2005. Calendar year 2004 data are based on a nationally representative sample of children (age 6+) and adults. The 14,600 samples were balanced to reflect the latest U.S. Census parameters of age within gender, race, household income and geographic region.

Many individuals are casual sports participants while others are a “hard core” group of frequent participants. Every sport is defined differently as to what constitutes a “frequent user.” It is these individuals that we consider a market for Monroe and our focus is on measuring and understanding these frequently participating individuals.

Sport	Frequent User
Roller Skating	25+ time a year
Roller Hockey	25+
Mountain Biking	25+
Kayaking	15+
Equestrian	25+
Bicycling (recreation)	52+
Bicycling (BMX)	52+
Baseball	25+
Artificial Wall Climbing	15+

Cross Participation Rates with Other Sports

From a tourism perspective, the goal is to keep visitors in the destination as long as possible. To do that, the destination must provide lots of things for visitors to see and do. For a specific sports enthusiast, it would be natural to provide them

with a variety of other sporting opportunities in which they have an interest. These diversions would be engaged in during down time between tournaments, or pre or post event. It is important to understand which sports they prefer. We looked at these multi-sport interests in determining which “mix” of sports is most advantageous to Monroe.

Facility Requirements

Different sports require different sizes and configurations of facilities or “footprint”. We included these requirements in our investigation in order to determine the real estate requirements for expanding or building facilities for single or multiple sports.

Potential Users

Tournaments, events and other competitions of individual sports can be locally organized while others are “sanctioned” by individual sport associations. Many of these are hierarchical, with a national level governing body and regional and state associations, clubs and leagues. We have identified, for each sport, a number of these groups that decide where competitions are held.

Age and Gender Profiles of the Sports Markets
While some of each age group are frequent participants in most sports, there are variations that will influence the environment Monroe needs to create to attract the most visitors. For the most part, participants are under 35 year of age, but most will be traveling with parents, siblings and friends, all of whom will participate in the diversions of shopping, dining, and entertainment, generally as a group.

Cross Participation Among Sports

Enthusiasts of some sports have a tendency to participate in other sports as well. An understanding of this propensity tells us which sport “mix” will get visitors to stay longer in the destination and participate in diversionary sports as well as the sport they primarily came for. Indexing is a way of measuring this propensity. An index number of 100 means that a specific sport user is no more likely to engage in the other sport than the average person. However an index higher than 100 shows a greater than normal attraction. For example in the table below, an artificial wall climber is 11 times more likely than the average person to participate in bouldering and 5 times more likely to participate in mountain biking.

Artificial Rock Wall Climbing Cross-participation with other Sports

(100 = same propensity as the general population.)

1. Mountain/Rock Climbing	1130
2. Roller Hockey	706
3. Mountain Biking	541
4. Kayaking	534
5. Bicycling (BMX)	527
6. In-Line Skating	466
7. Rafting	424
8. Horseback Riding	409
9. Recreational Bicycling	290

Individual Sports Profiles

Sport	1-year change	7-year change	18-year change
Roller Hockey	+17.1%	-46%	-9.9%
In-line Skating	-4.9%	-48%	+251%
BMX Biking	-6.1%	Na	Na
Biking (recreational)	-1.1%	-5.8%	Na
Mountain Biking	+21%	-24%	+327%
Artificial Wall Climbing	+15%	+88%	Na
Rock Climbing	+6.4%	+14.7%	Na
Kayaking	+13.3%	+98%	Na
Rafting	+7%	-19%	Na

Sport	Frequent User Male/Female	Frequent Users Dominant Age	WA Participants	Seattle Metro Participants
BMX Bikers	62%/38%	Under 18 (69%)	116,000	86,000
In-line Skaters	56%/44%	Under 25 (77%)	432,000	286,000
Roller Hockey	98%/2%	Under 25 (60%)	61,000	9,000
Artificial Wall	42%/58%	Under 25 (86%)	245,000	163,000
Kayaking	69%/31%	Under 35 (53%)	205,000	142,000
Equestrian	32%/68%	Under 35 (64%)	420,000	225,000
Biking (rec.)	64%/36%	Under 35 (74%)	1,250,000	773,000
Rafting	59%/41%	Under 45 (64%)	155,000	78,000
Mountain Bike	84%/16%	Over 25 (66%)	266,000	132,000

Competition

There are other towns in the greater Seattle metro area that offer opportunities for some of these “Challenge Sports”. Some of their facilities are currently superior, but no single destination would offer all these sports in a branded, concentrated and supported environment. Some of these competitors include:

Everett – At the events center, they offer competition on ice with Nitro X-Karts, Big Dogs mini bikes and ICE Breaker Quads. They also have sea kayaking, flat water canoeing. Vertical World in Everett has 100,000 square feet of indoor climbing walls and classes. Everett’s McCollum Park has a BMX track.

BMX dirt jumps and trails and skate parks exist in most area towns, including Seattle, Bellevue, Everett, Marysville, Tacoma, Auburn, Sea-Tac, Renton, etc.

Seattle’s REI store has a fantastic climbing wall about 65 feet tall. Monroe would have to go there one better.

Individual Sports Profiles

Statistics for Washington State

Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Artificial Wall Climbing	7,826,000	245,000	4.1	136
Mtn/Rock Climbing	2,140,000	78,000	1.3	158
BMX Biking	3,298,000	116,000	1.9	153
Mountain Biking	6,331,000	266,000	4.4	183
Rec. Biking	53,085,000	1,250,000	20.9	102
Equestrian	15,115,000	420,000	7.0	121
In Line Skating	19,384,000	432,000	7.2	97
Roller Hockey	2,460,000	61,000	1.0	107
Rafting	4,397,000	155,000	2.6	153
Kayaking	6,011,000	205,000	3.4	148

Statistics for Seattle Metro Area

Sport	Total U.S. Participants	Seattle Metro Area Participants	Participants per 100 people	Index (based on 100)
Artificial Wall Climbing	7,826,000	163,000	4.6	153
Mtn/Rock Climbing	2,140,000	58,000	1.6	199
BMX Biking	3,298,000	86,000	2.4	192
Mountain Biking	6,331,000	132,000	3.7	153
Rec. Biking	53,085,000	773,000	21.8	107
Equestrian	15,115,000	225,000	6.3	109
In Line Skating	19,384,000	286,000	8.1	108
Roller Hockey	2,460,000	9,000	.3	27
Rafting	4,397,000	78,000	2.2	130
Kayaking	6,011,000	142,000	4.0	174

Artificial Wall Climbing

Not a competitive sport, yet increasing in popularity. Higher walls are more popular and they are more popular if part of a multi-sport complex.

Types of Players

Individual sports, no teams, however climbers often work in pairs.

Types of Play/Tournaments

Competitions of individuals.

Artificial Wall Resources

Cascade Crags Climbing Gym in Everett – www.cascadecrags.com

Cascade Crags creates the optimum indoor climbing experience for each individual at each level. They believe in the importance of quality route setting, professionally trained staff that have a passion for rock climbing and passing that information on to their customers.

Cascade Crags offers:

- 10,000 square feet of climbing walls
- Hundreds of lead and top-rope routes
- 60-foot lead roof
- Separate bouldering area
- Carpeted, cushioned floor
- Memberships and passes
- Classes and outings
- Weight room

Classes include: Belayed Climbing (All Ages), Intro to Indoor Climbing, Learn to Climb Series, Private Coaching and Lead Climbing. All climbers must sign a waiver.

Competition within 150 miles

• **Index, Washington**

Index Town Wall - 500-foot vertical cliff that has become one of the Northwest's hottest climbing spots featuring some of the most technical rock climbing anywhere in the state.

- **About 3 miles south of Darrington** on the Mountain Loop Highway (Clear Creek Road No. 2060), is **Exfoliation Dome**. Exfoliation Dome's east flank features Witch Doctor Wall, a 1,100-foot face with an angle of 75°. The west flank, Blueberry Hill, is slabby with features that reflect

the dome's name

• **Bellingham**

Climbing Wall

Northwest Academy of Gymnastics
Bellingham, Washington

Whatcom Family YMCA Climbing Wall

1256 N. State St.
Bellingham, Washington 98225
(360) 733-8630
<http://www.whatcomymca.org>

Two climbing walls, one 60 ft. About 8-10 rope hook ups.

• **Bellevue**

South Bellevue Community Center at Eastgate Park

14509 SE Newport Way
Bellevue, Washington 98006
425-452-4240
<http://www.ci.bellevue.wa.us/page.asp?view=20264>
Indoor climbing wall with 3 ropes

• **Bremerton**

Vertical World (Bremerton)

5934 State Highway 303 NE.
Bremerton, Washington 98311
(360) 373-6676
www.verticalworld.com/

• **Ellensburg**

Student Recreation Center Rock Climbing Wall

Central Washington University
Ellensburg, Washington 98926
(509) 963-3536
<http://www.cwu.edu/~rec/rockWall/>
50' rock climbing wall, 2000 climbing holds

• **Everett**

Cascade Crags

2820 Rucker Ave
Everett, Washington 98201
(425) 258-3431
www.cascadecrags.com

- **Issaquah**

- **Sammamish Club**

- 2115 NW Poplar Way
Issaquah Washington 98027
(425)313-3131
<http://www.sammamishclub.com>

- **Olympia**

- **Warehouse Rock Gym**

- 315 Jefferson St. NE
Olympia, Washington 98501
(360) 596-WALL
<http://www.warehouserockgym.com>
30' top rope and lead routes climbing gym, bouldering area w/ cave.

- **Redmond**

- **Vertical World** (Redmond)

- 15036-B NE 95 St.
Redmond, Washington 98052
(425) 881-8826
www.verticalworld.com/

- **Seattle**

- **REI** - Seattle Flagship Store

- 222 Yale Ave. North
Seattle, Washington 98109-5429
(206) 223-1944
(888) 873-1938
<http://www.rei.com/stores/seattle/index.html>
65 foot tall realistic four story rock sculpture with routes ranging from 5.4 to 5.11. Gear and belay is provided by the store staff.

- **Stone Gardens, Inc.**

- 2839 NW Market St.
Seattle, Washington 98107
(206) 781-9828
www.stonegardens.com
14,000 square feet of climbing walls. Over 100 quality routes from 5.5 - 5.13

- **Vertical World** (Seattle)

- 2123 West Elmore St.
Seattle, Washington 98199
(206) 283-4497

www.verticalworld.com/

- **Tacoma**

- **Edgeworks Climbing wall**

- 6102 North 9th Street, Suite 200
Tacoma, Washington 98406
253-564-4899
<http://www.edgeworks-climbing.com>
9,500 square feet of vertical climbing surface area. Second floor viewing area with lounge/party facilities.

- **Vashon**

- **Burton Adventure Recreation Center**

- 10500 SW 228th Street
Vashon, Washington 98070
(206) 463-9602

Market Size/Profile of Frequent Users

- There are 7,659,000 Artificial Wall Climbing participants in the U.S.
- There are 445,000 frequent (15+/year) Artificial Wall Climbing participants in the U.S.
- Males account for 51% of all Artificial Wall Climbing participants but only 42% of frequent (15+/year) Artificial Wall Climbing participants are male.
- 75% of all Artificial Wall Climbing participants are under 25 years old & 86% of frequent (15+/year) Artificial Wall Climbing participants are under 25.
- 50% of all Artificial Wall Climbing participants have a household income of at least \$50,000 per year.
- 47% of all Artificial Wall Climbing participants reside in a market size of 2,000,000+.
- 18% of all Artificial Wall Climbing participants have a college degree or higher.

Cross Participation Rates with Other Sports

9% of all Artificial Wall Climbing participants also participated in mountain/rock climbing, 23% in scooter riding, 12% in gymnastics, 14% in archery, and 14% in trail running.

Index of Cross Participation with other Activities

1. Mountain/Rock Climbing 1130
2. Roller Hockey 706
3. Mountain Biking 541
4. Kayaking 534
5. Bicycling (BMX) 527
6. In Line Skating 466
7. Rafting 424
8. Horseback Riding 409
9. Recreational Bicycling 290

Facility Requirements

Varies, but to attract outside participants probably a 60' high by 100' wide wall.

Potential Market (associations, teams, leagues, in the region)

See competition within 150 miles above.

Other Information

Technical Terms Defined

Belay: a rope management technique used to ensure that a fall taken by a climber can be quickly arrested; belay techniques are also used for additional safety/control in rappelling, raising and lowering systems, and for mountain stream crossings

Lead Climber: (aka "Ropegun", "Climbing with the Sharp End of the Rope") A system of climbing from the ground up wherein a climber ascends while belayed from below by a partner, trailing a rope and clipping it through intermediate protection points; when the leader reaches the end of a pitch, he or she will anchor the rope and belay up the second climber on a top-rope; the process is then repeated until the top of a climb is reached

Belay Slave: Someone that volunteers for, or is tricked into, repeated belaying duties without partaking in any of the actual climbing.

Carabiner: An oblong metal ring with a spring clip; used in climbing to attach a rope to a piton or to connect two ropes.

Dyno: Short for "dynamic," a gymnastic upward leap for a distant hold.

Levels of Challenge

1. Easy: 2-4 hours of light walking along rough ground with slight elevation gain
2. Tougher than a 1, but easier than a 3
3. Moderate: hiking 4-5 hours along uneven ground with some substantial elevation gain
4. Tougher than a 3, but easier than a 5
5. Vigorous: 6-7 hour treks along uneven ground with severe elevation changes and / or with a heavy pack

The National Governing Board of Competition Climbing

<http://www.usaclimbing.org/>

USA Climbing is the national governing body for multiple disciplines of competition climbing: Sport Climbing, Bouldering and Speed. USA Climbing receives sanctioning and is recognized by: The American Alpine Club, The International Council for Competition Climbing (ICC), a division of the Union Internationale Des Associations D'Alpinisme (UIAA), the International Olympic Committee (IOC) and the United States Olympic Committee (USOC).

Indoor Climbing

Web site – www.indoorclimbing.com

Shows climbing areas world wide along with how to build a climbing wall, climbing training and competition.

USA Climbing Coaches Committee

<http://www.usaclimbing.org/coaches.html?region=pnw>

Washington State Coach Tyson Schoene, Div. 1 Coaches Committee Head, (425) 881-8826

What is a USA Climbing coach?

A USA Climbing coach is a supporting member of USA Climbing and is someone that wants to see the very best for all of climbers at the local and national level. He or she has vast knowledge in training techniques and strives to continue to learn. Every coach is committed to helping all USA Climbing competitors.

BMX Biking (bicycle motocross)

Racing on sandy and hilly tracks. BMX races are sprint races on purpose-built off-road single lap racetracks. Starting gate, groomed serpentine dirt race-course made up of various jumps, banked and flat corners, and a finish line. Medal sport starting at 2008 Olympics. Sanctioning bodies are Union Cycliste Internationale, American bicycle Association, and National bicycle League (part of the UCI.)

Types of Players

Separated by age group and skill level. Point system over racing season. Average racer is 9-10 years old. Professionals are 18-21. Men and women. Individual and Team.

Types of Play/Tournaments

Freestyle Competitions

- Street riding
- Skate park use by BMX
- Vert – pipe/ramp tricks
- Trails – dirt jumps
- Flatland – tricks on a flat surface

Resources/Competition within 150 miles

- **Bakerview BMX** - Mt. Vernon, WA - www.bakerviewbmx.net
<http://sports.groups.yahoo.com/group/BakerviewBMX/>
- **Chimacum BMX** - <http://www.chimacumbmx.com/>
- **McCullum Park BMX** - Everett [http://mccollumparkbmx.com/word press/](http://mccollumparkbmx.com/wordpress/)
- **Moses Lake BMX** – web page not available
Contact: William Rutherford 509-771-0305 - moseslakebmx@genext.net
- **Peninsula Indoor** - Port Orchard, WA - <http://www.gobmx.com>
- **Port Angeles BMX** - <http://www.pabmx.com/>
- **North SeaTac BMX** - <http://www.seatacbmx.org/>
- **River Valley BMX** –Sumner - <http://rivervalleybmx.com/home.html>
- **South Prairie Indoor BMX**
<http://www.phpbb88.com/genesbmx/viewtopic.php?t=1495&mforum=genesbmx>
- **Yakima Valley Indoor BMX** - <http://www.yakimavalleybmx.com/>

Market Profile

- There are 2,642,000 Bicycling (BMX) participants in the U.S.
- There are 673,000 frequent (52+/year) Bicycling (BMX) participants in the U.S.
- 69% of all Bicycling (BMX) participants are male; 62% of frequent (52+/year) Bicycling (BMX) participants are male.
- 54% of all Bicycling (BMX) participants are under 18 years old and 69% of frequent (52+/year)
- Bicycling (BMX) participants are under 18.
- 88% of all Bicycling (BMX) participants have a household income of less than \$75,000 per year.
- 41% of all Bicycling (BMX) participants reside in a market size of 2,000,000+.
- 10% of all Bicycling (BMX) participants have a college degree or higher.

Cross participation rates with other sports

30% of all Bicycling (BMX) participants also participated in skateboarding, 35% in baseball, 18% in tackle football, 16% in mountain biking, and 28% in paintball.

Index of Cross Participation with other Activities

1. Mountain Biking 802
2. Roller Hockey 592
3. Artificial Wall Climbing 528
4. Mountain/Rock Climbing 559
5. In Line Roller Skating 505
6. Kayaking 333
7. Recreational Bicycling 235
8. Rafting 181
9. Horseback Riding 109

Facility Requirements

- Fencing – property, and track
- Dirt – 2500 yards
- Track length – 900-1200 feet
- Registration, scoring and announcing tower
- Restrooms

- Water system
- Sound system
- Bleachers
- Lights
- Starters Platform
- Staging lanes and lane assignment device
- Signs and landscaping
- Stagers building with PA system
- Snack bar

Potential Market

American Bicycle Association – <http://www.ababmx.com/>

- 60,000 members
- 270 local facilities
- 11,000 sanctioned events
- 23 national races/ 3 regional championships
- Local, district, State, regional and national events
- (Liability for local tracks)

National Bicycling League

NBL - <http://www.nbl.org/nbl/hidethis/frameset.htm>

BMX started in the 1970's and has grown into an internationally recognized sport. The NBL is the only recognized sanctioning body for BMX racing in the United States. The NBL is a non profit organization that has been promoting BMX racing on national, regional state and local levels since 1974.

Adventure Cycling Association - <http://www.adv-cycling.org/>

The staff of Adventure Cycling has bicycled through many of North America's communities, large and small, and has strong opinions about what makes an exceptional cycling city. Adventure Cycling has a list their staff's 10 favorite cities and towns for cycling in the U.S. and Canada. One of the ten is Seattle. The emerald city has lots of commuters, great bike paths and lanes, and large, dedicated bicycling clubs. The King County Parks System has over 175 miles of trails for biking, hiking, and walking. Sammamish River and Burke-Gilman Trails are fabulous corridors connecting communities to the city.

USA Cycling – www.usacycling.org

USA Cycling promotes road, mountain, track, cyclo-cross and BMX bicycling.

Other Information

BMX On Line Magazines

BMX Plus - <http://www.bmxplusmag.com/>

Ride BMX - <http://www.bmxonline.com/bmx/>

BMX League - <http://www.bmxl.org/home.html>

First new BMX Sanction in America in over 20 years.

BMX Riders Organization - <http://bmxweb.com/bro/home.cfm>

The BMX Riders Organization (BRO) is a broad-based group of riders from the various disciplines of BMX. BMX freestyle is not only a valid sport, but an art form. Their goal is to protect, preserve and promote the sport of BMX and form of expression.

Bike Rentals/Sales

Spokemotion Cycles – Monroe – 360/794-4522

<http://www.spokemotioncycles.com/aboutus.htm>

Alltrack Express Bicycle Rentals – Snohomish – 425/397-8020

Redmond Cycle – Redmond – 425/885-6363

<http://redmondcycle.com/index.cfm>

There are 11 bike dealers in and around the Monroe area.

Some include:

- Angle Lake Cyclery – SeaTac

- Harvy's Bike Shop – Lynnwood

- Bicycles West – Tukwila-Lynnwood-Burien

- Bikesport – Seattle

- Elliott Bay Bicycles – Seattle

- Center Cycle - Renton

Equestrian Sports

Dressage - tests the horse's physical ability, suppleness, responsiveness, balance and obedience - where horse and rider should seem as one as they perform a series of complex movements. Jumping. Endurance Riding. Reining, Vaulting. Driving. Eventing.

Types of Players

Mostly individual competitions. Any number of competitors at one event.

Types of Play/Tournaments

Dressage Teams, Western Teams, Hunt Seat Teams, Show Jumping Teams, Eventing Teams.

Equestrian Resources

Washington State Equestrian Network - <http://www.raineyvalleyfarm.com/wshis/trails.html>

Lists trails throughout Washington and Oregon

Eagle Creek Trails – Leavenworth, Washington
<http://www.eaglecreek.ws/>

Horse Riding In Washington & Equine
<http://www.horserentals.com/washington.html>

Peace Arch Equestrian Center – Blaine, Washington
<http://www.peacearchequestrian.net/>

Competition within 150 miles

- **Saddle Soar Ranch** – Puyallup - <http://www.saddlesoarranch.com/>
Specializing in teen and adult beginning riders.
- **Central Washington Dressage Society** - <http://www.centralwashingtondressage.org/dressagelinks.html>
- **Backcountry Horsemen of Washington** - <http://www.bchw.org/>
A state-wide, not-for-profit organization dedicated to keeping trails open on public lands for all users; educating horse users in Leave-No-Trace practices; and providing volunteer services to resource agencies.

- **Washington State Horse Council**

<http://www.horsemansyellowpages.com/washhrscncl/>

An umbrella organization acting as a unified voice for equestrians to protect and preserve the rights and interests of equestrian sports and recreation in the state.

- **Backcountry Horsemen of Pierce County** - <http://www.pccbchw.org>
Equestrian organization formed to promote enjoyment of trail riding and equestrian sports in Washington State. Membership information, schedule of events and rides, and links.
- **Pounding Hooves 4h Club** – www.poundinghooves4h.20megsfree.com
Events schedule and club photos in Pierce County.

Market Size/Profile of Frequent users

- There are 14,695,000 Horseback Riding participants in the U.S.
- There are 2,486,000 frequent (25+/year) Horseback Riding participants in the U.S.
- 64% of all Horseback Riding participants are female and 68% of frequent (25+/year) Horseback Riding participants are female.
- 64% of all Horseback Riding participants are under 35 years old; 64% of frequent (25+/year) Horseback Riding participants are under 35.
- 70% of all Horseback Riding participants have a household income of under \$75,000 per year.
- 44% of all Horseback Riding participants reside in a market size of 2,000,000+.
- 29% of all Horseback Riding participants have a college degree or higher.

Cross Participation Rates with other Sports

11% of all Horseback Riding participants also participated in archery, 12% in artificial wall climbing, 10% in overnight hiking, and 21% in ice skating.

Index of Cross Participation with other Activities

1. Mountain/Rock Climbing 522

2. Rafting 424
3. Artificial Wall Climbing 408
4. Kayaking 363
5. Mountain Biking 305
6. In Line Skating 275
7. Roller Hockey 273
8. Recreational Biking 223
9. BMX Biking 109

Facility Requirements

200+ acres

Potential Market

- United States Eventing Association - <http://www.useventing.com/>
- American Endurance Ride Conference - <http://www.aerc.org/>
- Ride and Tie Association - <http://www.rideandtie.org/about.html>
- United States Hunter Jumper Association - <http://www.usjha.org/>
- United States Dressage Federation - <http://www.usdf.org/Menu/index.asp>
Founded in 1973, the United States Dressage Federation is a nonprofit, tax-exempt corporation that consists of more than 45,000 memberships, 33,000 members, and 129 affiliated organizations. USDF was established for the purpose of promoting and encouraging a high standard of accomplishment in dressage throughout the United States, primarily through educational programs.
- Intercollegiate Horse Show Association
http://www.ihsa.com/section.asp?GroupID=3§ion_id=7
IHSA, Inc. was established in April 1999 with the purpose of promoting competition for riders of any skill level regardless of financial status. Students compete individually and as teams members at both Regional and National levels. For all who take part, these IHSA competitions develop sportsmanship, team enthusiasm and horsemanship.

Inline Skating (racing)

USA Roller Sports – (USARS) is the national governing body of competitive roller sports in the US. Covers figure skating, speed skating and roller hockey. Indoor races are held at roller skating rinks on coated wood floors and are common primarily in the United States, which has a long tradition of roller skate racing at rinks. The track is about 100 m in circumference. Events, or meets, are typically structured so that members of numerous age groups race in three or four distances. At the shortest distances, there may be a number of heats. To some extent, indoor inline races are similar to short track speed skating.

Indoor speed skating uses a 100 meter oval track. Outdoor skating uses a 200 meter track with banked sides or 300 meter track for world class men's speed records.

Hardball Hockey – (see roller hockey)

Types of Players

Individual and team.

Types of Play/Tournaments

Race Formats

- Time Trials
- Sprints
- Elimination races
- Points races
- Points-elimination races
- Relays
- Criterium races
- Distance races

Roller Skating Resources

Skate Northwest - <http://www.skatenw.com/>

Informational hub for those skating around the Pacific Northwest.

Resources/Competition within 150 miles

- **Alaskan Way Trail** - Seattle

Length: 3 miles. The Alaskan Way Trail runs along Seattle's waterfront from Myrtle Edwards Park at Pier 70 to Safeco Field and points south.

The surface is fairly good, but there are numerous obstacles (intersec-

tions, train tracks, tourists, etc.) that require good stopping skills. This trail is flat and very scenic.

- **Alki Beach** - West Seattle

Length: 3.5 miles. The Alki trail is flat and smooth with great food, incredible scenery, and beautiful sunsets. Be cautious of trail traffic right around the main beach area during the summer.

- **Apple Capital Loop Trail** -Wenatchee

Length: 13 miles. This trail is excellent for bikers and skaters. It's a beautiful trail and especially nice because it's a loop. You can start wherever you want and end up never having to see the same thing twice!

- **Burke-Gilman Trail/Sammamish River Trail** - Redmond to Ballard
Length: 27 miles. The Burke-Gilman/Sammamish River Trail is a series of linked trails which start at Marymoor Park in Redmond and run around the north end of Lake Washington, past the UW, to 11th Avenue NW in Ballard. Two major skating events are held on the Burke annually -- the Solstice Skate in June, and the Seattle Skate for MS (formerly the Seattle Super Skate) in August. The Burke has varied terrain, from extremely smooth to a little rough. There are a few small hills and street crossings which may prove a little challenging for beginners, but over all, the trail system has a lot to offer skaters of all skill levels.

- **Cedar River Trail** - Renton

Length: 11 paved miles. The Cedar River Trail has been extended to 11 miles and has a fantastic new surface. The only challenging part is a tight spiraling hill which turns into a tunnel.

- **Centennial Trail** - Snohomish to Lake Stevens

Length: 17 miles. The Centennial Trail is nicely paved and mostly flat which makes it a great place for skaters of all skill levels.

- **Foothills Trail** - Orting

Length: currently 7 miles + 1.8 miles. The Foothills Trail currently has 8.8 paved miles available for use beginning at Orting City Park. There are plans to extend the trail up to 26 miles which will run from McMillan through Orting and South Prairie to Wilkeson and Carbonado.

Don't miss the incredible views of Mt. Rainier.

- **Green Lake** - Seattle

Length: 2.8 miles. Greenlake is surrounded by a beautifully paved trail which, on nice days, is packed with people enjoying the view, the food, and the fresh air. It is a great place for beginner and social skaters, but not so great for those interested in skating faster than 15 mph due to the heavy foot traffic. Greenlake is also the home of the Seattle chapter of the National Skate Patrol. The red-shirted patrollers can often be spotted on the weekends during the summer giving mini skate clinics, patching up scraped knees, and promoting trail etiquette. Be sure to stop and say hi.

- **Green River Trail** – Tukwila to Kent

Length: 12 miles. The Green River Trail follows the Green River. It starts in Fort Dent Park in Tukwila and winds its way south to just east of Hwy 167 in Kent. At the bridge there is a path that connects to the Interurban Trail. King County has stated plans to connect the Green River Trail all the way up to Alki.

- **I-90 Trail** – Seattle to Bellevue

Length: 6 miles. The I-90 trail runs from Bellevue Way on the east side, across Mercer Island, to Rainier Avenue South on the west side. The surface is asphalt in places, and otherwise textured concrete, but has several large expansion joints. There are usually a lot of cyclists and runners, so be aware. Strong braking and maneuvering skills are required for this trail. One of the more popular starting points is at the Metro Park & Ride Lot on Mercer Island. From either way on I-90, take the second Mercer Island exit. The Park & Ride is on the north side of the exit intersection.

- **Interurban Trail** - Everett to Mountlake Terrace

Length: 15.4 miles. This trail winds its way from South Everett to NW Mountlake Terrace, ending 1-1/2 miles North of the King County border. There are a lot of street crossings and areas where sidewalks/roadside bike paths are used as well as a few continuous sections without any crossings that are each about 3 miles long. The overpass across I-5, just North of the Alderwood Mall, doesn't have much of a path and is a

bit challenging.

- **Interurban Trail** - Pacific to Tukwila

Length: 14 miles. The Interurban Trail intertwines with the Green River Trail and, when completed, the two systems will cover 46 miles. The King County website lists access points.

- **Myrtle Edwards Park** - Seattle

Length: 1.25 miles. Myrtle Edwards Park is located on the Seattle water front with excellent views of Elliot Bay and Mount Rainier.

- **Point Defiance Park** - Tacoma

Length: 5 miles +. Point Defiance Park is an extremely difficult skate and is not suited for anyone lacking confident and advanced control on hills and in traffic. The main road (5 Mile Drive) is a long hilly park road with no level areas and some steep fast downhill. There are a few side tracks worth taking. One bonus is that 5 Mile Drive is closed to motorized traffic every Sunday until 1 p.m.

- **Ruston Way Trail** - Tacoma

Length: 2.5 miles. The Ruston Way Trail is located on Tacoma's north west waterfront and is a great recreational trail.

- **Seward Park** - Seattle

Length: 1 km. Seward Park has a windy road which circles around a hill through parking areas. It is a great skate, but should only be attempted by those with good control on hills and in traffic and those who want a good uphill cardio workout. The views are incredible.

- **Soos Creek Trail** - Kent

Length: 4 miles. This is an extremely fun and scenic trail that consists of several gentle uphill and downhill slopes. Please note that many of the hills have corners and turns so please make sure that you have decent hill and braking control before setting out. There are a few road crossings to watch for, but they are not difficult. The last quarter mile at the south end should only be attempted by advanced skaters with expert hill control. It consists of 4 steep drops with a 90 degree turn and a bridge. If you can handle it, it is a great rush. It is highly recommended that you have people stand watch at the corners to help avoid collisions

Individual Sports Profiles

with oncoming trail traffic.

- **Volunteer Park** - Seattle
Length: 1 km. Volunteer Park has a hilly park road that is suitable for skating. It is newly repaved and can be fun. Just be aware of the hills and traffic
- **Monroe Board & Blade Park**
http://www.concretedisciples.com/skateparksdb/skateparks_display.php?id=861
- **Washington Inline-Skating Clubs:**
Seattle Trail Skaters - <http://www.seaskate.org/>
- **Auburn Skate Club** – <http://www.auburnskate.com/?seskate.com>
Rink: Auburn Skate Connection
- **Skate King** –Bellevue
<http://www.bellevueskateking.com/?seskate.com>
- **Skagit Skate** - Burlington
<http://www.skagitskate.com/?seskate.com>
- **Pattison's West** - Federal Way
<http://www.pattisonswest.net/?seskate.com>
- **Lynnwood Bowl & Skate** - Lynnwood
<http://www.bowlandskate.com/skate.html>
- **Skateland** - Olympia
<http://www.skatelandolympia.com/?seskate.com>
- **Tiffany's Skate Inn** - Puyallup
<http://www.tiffanysskateinn.com/index.html>
- **Tiffany's Speed Team** - Puyallup
<http://www.skatenorthwest.com/speedskate.html>
Rink: Tiffany's Skate Inn

- **Bremerton Bullets**
<http://www.bremertonspeed.org/>
Rink: Skateland
- **Southgate Speed Team** – Seattle
web site not available
Rink: Southgate Roller Rink
- **Station Speed** - Tacoma
<http://pages.prodigy.net/mbruland/TACOMA.htm>
Rink: Skatenstation
- **Team Extreme** - Federal Way
<http://www.cyberskate.com/pattisons/speed.asp>
Rink: Pattison's West
- **Team Lightning Inline Speed Team** - Lynnwood
<http://www.team-lightning.net/>
Rink: Lynnwood Bowl & Skate
For people who are just beginning indoor speed or for those who are interested in indoor speed for fitness.

Market Size/Profile of Frequent Users (includes figure skating)

- There are 17,348,000 In-line Roller Skating participants in the U.S.
- There are 3,992,000 frequent (25+/year) In-line Roller Skating participants in the U.S.
- 52% of all In-line Roller Skating participants are female but only 44% of frequent (25+/year) Inline Roller Skating participants are female.
- 72% of all In-line Roller Skating participants are aged under 25; 77% of frequent (25+/year) Inline Roller Skating participants are under 25.
- 79% of all In-line Roller Skating participants have a household income of less than \$75,000 per year.
- 44% of all In-line Roller Skating participants reside in a market size of 2,000,000+.
- 19% of all In-line Roller Skating participants have a college degree or higher.

Cross Participation Rates with other Sports

4% of all In-line Roller Skating participants also participated in roller hockey, 27% in scooter riding, 20% in skateboarding, and 28% in ice skating.

Index of Cross participation with other Activities

1. Roller Hockey 1002
2. BMX Biking 507
3. Artificial Wall Climbing 466
4. Mountain/Rock Climbing 462
5. Kayaking 316
6. Recreational Bicycling 313
7. Mountain Biking 276
8. Horseback Riding 275
9. Rafting 274

Facility Requirements

Paved indoor/outdoor rink or flat-surface. For professional skate racing, rinks are to be no smaller than 125 meters or no longer than 400 meters in length.

Potential Market(for competitions in Monroe)

Monroe Board & Blade Park - http://www.concretedisciples.com/skateparksdb/skateparks_display.php?id=861

Washington Inline-Skating Clubs:

Seattle Trail Skaters - <http://www.seaskate.org/>

Auburn Skate Club – <http://www.auburnskate.com/?seskate.com>

Rink: Auburn Skate Connection

Bellevue – Skate King –

<http://www.bellevueskateking.com/?seskate.com>

Skagit Skate - <http://www.skagitskate.com/?seskate.com>

Burlington

Federal Way - Pattison's West - <http://www.pattisonswest.net/?seskate.com>

Lynnwood - Lynnwood Bowl & Skate - <http://www.bowlandskate.com/skate.html>

Olympia – Skateland - <http://www.skatelandolympia.com/?seskate.com>

Puyallup - Tiffany's Skate Inn - <http://www.tiffanyskateinn.com/index.html>

Tiffany's Speed Team - <http://www.skatenorthwest.com/speedskate.html>

Rink: Tiffany's Skate Inn - Puyallup

Other Information

Aggressive Skaters Association - <http://www.asaskate.com/index.html>

ASA Events is the largest and most versatile action sports event and television production company in the world. Each year, ASA Events develops, manages, and executes more than 200 events and 100 television programs featuring skateboarding, freestyle BMX, inline skating, freeskiing, music and freestyle motocross.

Skating Equipment & Supplies

Gregg's Greenlake Cycle – Seattle

Auburn Skate Connection – Auburn

Gravity Sports

Highland Ice Arena – Shoreline

Nana's Skate Shop – Graham

National Skate Dist. Inc. – Tacoma

Olympicview Arena Pro Shop – Mountlake Terrace

Pattison's West Skating Center- Federal Way

Play It Again Sports – Lynnwood

Rain City Skate Park - Seattle

Revella - Tacoma

Kayaking

An Eskimo canoe made of a frame with a small opening in the center and propelled by a double-bladed paddle. There are four broad categories of kayaks: General Recreation, Touring, Whitewater and Racing.

Types of Players

Individuals and teams. Youth, teen and adult.

Types of Play/Tournaments

Slalom on whitewater and sprints on flat water.

Solo Events - (M/F) ICF K-1, ICF C-1, Marathon C-1, Outrigger OC-1, Trainer K-1

Tandem Events - (M/F) ICF K-2, ICF C-2, Marathon C-2

Tandem Mixed Events - ICF K-2, Marathon C-2

Large Boat Events - Outrigger OC-6, Outrigger OC-6 mixed, Voyageur Canoe VC-10 Mixed.

Kayaking Resources

One of the most popular versions involves kayaking the backwaters and sloughs of Snohomish County during winter. Three main sloughs on the lower Snohomish River, — Ebey, Union and Steamboat — follow miles of shoreline and several islands. Grassy, shallow marshes with muddy bottoms provide excellent places for wildlife and kayakers.

Pool sessions are opportunities to practice stationary kayaking skills, such as eskimo rolling and self-rescue, in a swimming pool.

- **Washington Kayak Club** (Dedicated to all forms of kayaking around the Northwest) P.O. Box 24264 Seattle WA 98124
- **Kayak School** – Desert Kayak Instruction – www.desertkayak.com. Offering ACA certified whitewater kayaking lessons for all skill levels to the Tri-Cities and Columbia Basin Region of Eastern Washington State. Kayak Classes - <http://www.wetplanetwhitewater.com/pages/KayakCourses/courses.htm> Lists various kayak classes and costs from a pool session at \$45 to a beginner for \$295.
- **Sea Kayaking on the Lower Columbia River and beyond**

Tours and lessons) for all levels. They offer one day or multi-day tours. <http://www.columbiariverkayaking.com/>

Competition within 150 miles

Rivers: Columbia, Cispus, Elwha, Green, Hoh, Klickitat, Methow, Nisqually, Nooksack, Sauk, Skagit, Skykomish, Snake, Tieton, White Salmon, Wenatchee and Yakima.

Wave Trek - www.wavetrek.com

The Outdoor Adventure Center offers sea kayak touring, hiking, and biking in the San Juan Islands and other locations throughout the Cascade region; especially near Index, Washington. Together, Wave Trek & Outdoor Adventures provides a greater variety of adventures including multi-sport and multi-day trips to meet the needs of individuals and groups.

Market Size/Profile of Frequent Users

- There are 6,147,000 Kayaking participants in the U.S.
- There are 592,000 frequent (15+/year) Kayaking participants in the U.S.
- Males account for 52% of all Kayaking participants; 69% of frequent (15+/year) Kayaking participants are male.
- 56% of all Kayaking participants are under 35 years old & 53% of frequent (15+/year) Kayaking participants are under 35.
- 69% of all Kayaking participants have a household income of at least \$50,000 per year.
- 53% of all Kayaking participants reside in a market size of 2,000,000+.
- 45% of all Kayaking participants have a college degree or higher.

Cross Participation Rates with other Sports

9% of all Kayaking participants also participated in snowshoeing, 14% in cross-country skiing, 13% in sailing, and 35% in canoeing.

Index of Cross Participation with other Activities

1. Mountain/Rock Climbing 595
2. Mountain Biking 566
3. Rafting 555
4. Artificial Wall Climbing 531

5. Horseback Riding 363
6. BMX Biking 328
7. In Line Skating 318
8. Recreational Biking 252
9. Roller Hockey 159

Facility Requirements

Lengths of course vary but for whitewater about one mile is desired.

Potential Market

Kayaking in Washington State

<http://www.kayakonline.com/washington.html>

The web site includes finding a great paddling route, a kayak outfitter or store, kayaking school, rental shop or tour guide.

Leavenworth Mountain Sports

<http://www.leavenworthmntnsports.com/>

LMS rents paddles and kayaks.

Snohomish County Kayaking Club (NSSKA)

The North Sound Sea Kayak Association is based in Everett and it promotes the enjoyment and safety of sea kayaking through lectures, trips, training and information exchange.

Washington Kayak Club - <http://www.washingtonkayakclub.org/>

The WKC holds General Meetings on the fourth Friday of the month from September to May.

Membership includes:

- Whitewater and Sea Kayaking trip schedules, with organized trips March through December
- The WKC bulletin, published 10 times a year with information on current events, safety, conservation, boating techniques, and updates to the trip and pool schedules
- The membership roster
- Discounts on pool sessions
- Access to training and clinics
- 10% of your yearly dues goes directly to conservation efforts
- Access to WKC Members-only area of the website — on-line roster, direct

links to trip leader contact information and more!

Columbia River Gorge Sea Kayaking

<http://www.trails.com/activity.asp?area=12022>

In the whitewater paddling section you will find whitewater runs and paddling routes for canoeing, kayaking, and rafting on fast-flowing rivers and steep creeks throughout North America. We have everything from easy one-day trips to extreme adventures on all kinds of waterways and rapids – something for whitewater paddlers of all abilities and experience levels. Each of the river running trips is a complete chapter from a paddling guidebook and includes a detailed route map, driving directions to the put-in, and a clear description of the run, all produced by well-known outdoor guidebook publishers. Every whitewater trip is also linked to USGS topographic maps from the trip overview page, and many offer a host of additional features like photos, class ratings, river gauge locations, minimum and maximum water flows, and interesting information on the geology and natural history of the region.

Other Information

Oregon River Games - <http://www.oregonrivergamesinc.org/>

In their first year (2004) Oregon River Games (ORG) was the largest White-water Rafting Event on the West Coast. Racers participate in inflatable kayaks or rafts. The Largest Whitewater Kayaking event in the Pacific Northwest (Bob's Hole) has become an event of Oregon River Games. New rafting events for 2006 included the Armed Forces Cup which is being held with the cooperation of the Recruiters from all branches of the service. The Games will be a hosting guide school training camp to prepare the young high school athletes for competition. This training camp will be sponsored and conducted by High Desert River Outfitters and a cadre of experienced river guides. The 2006 Games may very well be the largest non-motorized paddle sport event in the United States. There are more whitewater enthusiasts in the Pacific Northwest than anywhere on Earth. Over the next couple of years, Oregon River Games hopes to create the largest event of this kind in the world.

River Recreation – <http://www.riverrecreation.com/adventures.aspx>

Providing White Water Recreation to Washington, Oregon, Idaho and British

Columbia since 1982. River Recreation offers trips for inflatable kayaks as well as the hard shell kayak.

Good basic information on kayaking- **Zoar Outdoor**, The Northeast's Leader in Outdoor Recreation

<http://www.kayaklesson.com/index.htm>

Paddling is a lifetime activity. You can start kayaking or canoeing at almost any age, and your progress is limited only by your adventurous spirit. Their paddling instruction program is set up to offer a variety of ways to enter the sport and a number of paths to follow once you are a whitewater kayaker or canoeist. And their standard Novice Kayaking Class is a 2 or 3-day introduction to the sport, while the 5-day Intensive Kayaking Class is for gung-ho novices who want to grab the whitewater bull by the horns! `Classes offered include kayaking, canoeing, rescuing and kids.

Professional Kayak Coaching - <http://www.fluidskills.com/index.html>

This web site shows the various methods/skills this coach possesses in order to teach kayaking.

Sales/Rentals

Aqua Trek Sea Kayaking Adventures – Edmonds

Costless Tool - Kayaks & Canoes - Ephrata

Exotic Aquatics Scuba & Kayaking – Bainbridge Island

Moss Bay Rowing & Kayaking Center – Seattle

Mountain Biking

The sport of riding bicycles off paved roads. It requires endurance, bike handling skills and self-reliance. It is an individual sport performed on dirt roads, fire roads, access roads, park trails and mountain trails. There are aspects of mountain biking that are more similar to trail running than regular bicycling. Riders must learn to repair their broken bikes or flat tires to avoid being stranded miles from help. This reliance on survival skills accounts for the group dynamics of the sport.

Mountain biking can be done anywhere from a back yard to a gravel road, but mountain bikers often prefer to ride trails they call singletrack, a narrow trail that winds through forest or fields.

Types of Players

Normally an individual sport, but club rides and other forms of group rides are common, especially on longer treks.

Types of Play/Tournaments

Downhill is generally racing bikes downhill as fast as possible. Obviously it would still be downhill if it were not in competition, but most people would consider that to be leaning more towards freeride. In general, it is the custom to either be shuttled to the top in a vehicle, walk the bike (hike a bike), or carried by a ski lift as opposed to pedaling to the top of the trail.

Freeride is basically anything you want it to be. Some people believe that freeride is more of a marketing term than anything. It can be anything from hucking (jumping) your bike off huge drops, to just going out and messing about on your bike.

Street/Urban riding consists of riding in urban areas, riding on ledges and other man made obstacles. Riders will do tricks as well as stalls and grinds.

Dirt jumping is jumping the bike over large man made dirt jumps and then doing tricks while they are in the air. The jumps are built close together so that the rider will go over about six or so jumps in one run. Also, having a flow to give them more speed to do a bigger jump.

Cross Country is just going out and riding your bike up and down hills. It's the least extreme form of mountain biking, but most XC riders will be very fit, and go on long rides. XC riders generally prefer to keep at least one wheel on the ground.

Trials is considered to be part of mountain biking, although the bikes look

almost nothing like mountain bikes. They use either 20" or 26" wheels and have very small, low frames. Riders will hop and jump their bikes over obstacles, generally urban. This requires an excellent sense of balance.

Mountain Biking Resources/Competition within 150 miles:

Washington State Mountain Biking Trails –

http://www.mbronline.com/mbr_html/wa/wa_map.htm

Lists mountain biking trails in:

- **Mt. Baker** – Canyon Ridge
- **Winthrop** – Lightning Creek, Blue Buck Trail
- **Lake Chelan** – Boiling Lake, Safety Harbor, Uno Peak, Lake Creek, Devil's Backbone and Klone Peak
- **Wenatchee** – Alder Ridge, Chikamin Creek, Mad Lake, Devil's Gulch, Red Mountain and Mission Ridge.
- **Issaquah** – Tiger Mountain
- **Cle Elum** – Teanaway Ridge, Frost Mountain, Taneum Ridge, Taneum Creek and Lookout Mountain
- **Olympic Peninsula** – Tahuya State Forest, Gold Creek and The Foothills.
- **Mt. Rainier** – Dalles Ridge, Sun Top, Skookum Flats and Crystal Mountain Ridge.
- **Capitol Forest** – Capitol Peak 1, Capitol Peak 2 and Rock Candy.

Market Size/Profile of Frequent Users

- There are 5,334,000 Mountain Biking participants in the U.S.
- There are 1,165,000 frequent (25+/year) Mountain Biking participants in the U.S.
- Males account for 76% of all Mountain Biking participants and 84% of frequent (25+/year) Mountain Biking participants are male.
- 67% of all Mountain Biking participants are 25 years old and over & 66% of frequent (25+/year) Mountain Biking participants are 25 and over.
- 62% of all Mountain Biking participants have a household income of at least \$50,000 per year.
- 50% of all Mountain Biking participants reside in a market size of 2,000,000+.
- 41% of all Mountain Biking participants have a college degree or higher.

Cross Participation Rates with other Sports

8% of all Mountain Biking participants also participated in snowshoeing, 9% in wakeboarding, 8% in BMX bicycling, and 19% in trail running.

Index of Cross Participation with other Activities

1. BMX Bicycling 805
2. Mountain/Rock Climbing 753
3. Roller Hockey 592
4. Rafting 580
5. Kayaking 568
6. Artificial Wall Climbing 538
7. Recreational Bicycling 335
8. Horseback Riding 304
9. In Line Roller Skating 274

Facility Requirements

Terrain Parks in the city or specific, mountain bike single-track trail development on public lands (United States Forest Service, Bureau of Land Management, etc).

Potential Market

Backcountry Bicycle Trails Club – Seattle

<http://www.bbtc.org/home/index.php>

BBTC's goal is to make Washington one of the best places in the country to ride a mountain bike.

Best Mountain Biking in Washington

<http://www.trails.com/toptrails.asp?area=10033>

- Black Diamond Coal Mine – Black Diamond - 20 miles
- The John Wayne Pioneer Trail: North Bend to Idaho
- Tolt MacDonald Park – Carnation – 15 miles
- Beaver Lake – Issaquah – 6 miles
- Devils Gulch – Cashmere – 6 miles
- Iron Horse State Park – North Bend – 66 miles
- Capitol Forest – Larch Mountain Loop – Tumwater – 20.5 miles
- Rattlesnake Lake – North Bend – 13.2 miles
- Wallace Falls Loop – Goldbar – 19.5 miles
- Tokul Creek – Fall City – 30 miles

Dirt World - <http://www.dirtworld.com/trails/traillist.asp?id=47> – also lists and rates Mountain Bike Trails in Washington State.

Trail Source - <http://www.trailsources.com/scripts/three.asp?TYPE=BIKE&STATENAME=Washington> – lists Mountain Bike Trails in Washington State.

Other Information

Mountain Bike Rentals

Mountain Bike Outfitters

703 S Central
Kent WA 98032
253/854-7487

Mountain Bike Specialists

5601 University Way NE
Seattle WA
206/527-4310

Spokemotion Cycles – Monroe – 360/794-4522
<http://www.spokemotioncycles.com/aboutus.htm>

Alltrack Express Bicycle Rentals – Snohomish – 425/397-8020

Redmond Cycle – Redmond – 425/885-6363
<http://redmondcycle.com/index.cfm>

Gregg's Greenlake Cycle Inc

7007 Woodlawn Ave NE
Seattle, WA 98115 - 5432
206/523-1822

About Bike & Ski

3615 NE 45th St
Seattle, WA 98105
206/524-2642

Enumclaw Ski & Mountain Sports

240 Roosevelt Ave E

Individual Sports Profiles

Enumclaw, WA 98022
360/825-6910

More Bike Rental/Sales information at http://www.cascade.org/Community/Bike_Shops.cfm

Rafting

A flat structure for support or transportation for conveyance by water.

Types of Players

Individuals and groups/teams -Youth, teen and adult.

Types of Play/Tournaments

Types of Competition include:

- **Sprint** – race against the clock
- **Slalom** – through many gates
- **Downriver** – just like it sounds – and it's the most demanding

International Rafting Federation - Race Rules

http://www.intraftfed.com/Sport_&_Comp/RaceRules.htm

Rules include:

- Teams and Competitors
- IRF International Rafting Competition Calendar
- Minimum entries
- Race format
- General Competition rules
- Scoring System
- Rafts and equipment
- Bibs and flags
- Safety at/on the river
- Officials and duties of officials
- Protest
- Judges
- Doping
- Prize giving and awards
- Invitations, entries and confirmations

Rafting Resources/Competition within 150 miles

- **Down Stream River Runners Inc.** – Monroe
<http://www.riverpeople.com/>
Trained and dedicated in providing a unique and satisfactory rafting experience.
- **Wave Trek** – Index – www.wavetrek.com
Rafting on the Skykomish River is their specialty. Nestled in Washington's North Central Cascade Mountains, there is no better way to spend a day

than rafting the Main Skykomish River.

- **Chinook Expeditions** – Index, Washington
<http://www.chinookexpeditions.com/>
Since 1974 Chinook Expeditions has provided specialized river trips on the Skykomish and Skagit Rivers. Enjoy year-round wildlife viewing, natural history tours, whitewater rafting, canoeing and fishing trips. Chinook Expeditions' signature trip is the Cascade Loop Tour.
- **River Riders Inc.** – Leavenworth – www.riverrider.com
River Riders offers whitewater rafting opportunities in Washington State and Oregon. A gourmet lunch is provided on each trip.
- **Osprey Rafting Co.** – www.ospreyrafting.com
With over 8 years in the business and experienced guides, Osprey will take you down either the Wenatchee, Methow, Tieton or the Skykomish Rivers. Wet suits, booties, life jackets, splash jackets and lunch provided. Also rent inflatable kayaks.
- **North Cascades River Expeditions** – Arlington
<http://www.riverexpeditions.com/index.html>
North Cascades River Expeditions paddles the finest rivers in Washington.
- **Blue Sky Outfitters** – Pacific – www.blueskyoutfitters.com
No one knows river rafting in Washington State better than Blue Sky Outfitters. With over 20 years experience, they say their trips are truly the best in the state.
- **Wildwater River Tours** – Federal Way - <http://www.wildwater-river.com/>
Wildwater River Tours Inc. offers whitewater river rafting and float trips in Washington State. The whitewater rafting trips are on the: Skagit River, Wenatchee River, Tieton River, White Salmon River, Toutle River and Skykomish River. Our family friendly float trips are on the: Nisqually River and the Skagit River Eagles.
- **Orion Expeditions** – Seattle - <http://www.orionexp.com/>
Orion's mission is to bring people together – families, friends, youth groups, companies and organizations – to enjoy the beauty of the Pacific Northwest.
- **Alpine Adventures/Wild & Scenic River Tours** – Seattle
<http://www.alpineadventures.com/yakima.html>
Offering rafting trips on the following rivers: Wenatchee, Skykomish, Methow, Nooksack, Sauk, Skagit, Tieton, Cispus, Green and Yakima.
- **Gorge Explorer** - http://www.gorgeexplorer.com/Rafting_Guides.htm
The Gorge Explorer lists guides that can take you on rafting trips in the Klickitat, White Salmon and Deschutes Rivers.

- **The Pacific NW Float Trips** <http://www.pacificnwfloattrips.com/> is another web site that offers trips in the Upper Skagit River and the Wenatchee River. The web site offers information on how to choosing a raft company/outfitter along with frequently asked questions.

For example –How big are the rapids?

All rivers are different. Rivers are rated on the International Scale of Whitewater I-VI. Class I is “moving water”, Class II is “splashes”, Class III is “wet and fun”, Class IV is “big drops”, Class V is “violent rapids”, and Class VI is considered “unrunnable”. Our float trips on the Skagit are Class I & II. The Upper Skagit River has Class II & III, while the Wenatchee is Class III & IV.

Market Size/Profile of Frequent Users

- There are 4,209,000 Rafting participants in the U.S.
- There are 396,000 frequent (10+/year) Rafting participants in the U.S.
- Males account for 58% of all Rafting participants; 59% of frequent (10+/year) Rafting participants are male.
- 73% of all Rafting participants are under 45 years old & 64% of frequent (10+/year) Rafting participants are under 45.
- 63% of all Rafting participants have a household income of less than \$75,000 per year.
- 48% of all Rafting participants reside in a market size of 2,000,000+.
- 38% of all Rafting participants have a college degree or higher.

Cross Participation Rates with other Sports

27% of all Rafting participants also participated in canoeing, 17% in jet skiing, and 13% in kayaking.

Index of Cross Participation with other Activities

1. Mountain Biking 576
2. Kayaking 555
3. Horseback Riding 422
4. Artificial Wall Climbing 422
5. Mountain/Rock Climbing 340

6. In Line Skating 274
7. Recreational Biking 252
8. BMX Biking 176
9. Roller Hockey 137

Facility Requirements

Rushing river with crashing waves and swirling rapids.

All rivers are different. Rivers are rated on the International Scale of Whitewater I-VI. Class I is “moving water”, Class II is “splashes”, Class III is “wet and fun”, Class IV is “big drops”, Class V is “violent rapids”, and Class VI is considered “unrunnable”. Rivers are graded on a scale of one to six. (Basically, Class I is like swimming pool and Class VI is a one-way ticket to your maker. Class IV is considered to be quite challenging without being exceedingly dangerous to the novice rafter. Class V requires some previous river experience).

Potential Market

Oregon and Washington White River Rafting Information - <http://www.wetplanetwhitewater.com/pages/raftingTrips/riverTrips.htm>

Wet Planet Whitewater offers some of the finest Washington and Oregon whitewater rafting adventures available. All of their river adventures begin at the headquarters in the magnificent Columbia River Gorge, just one hour and fifteen minutes outside of Portland, Oregon. They have trips for all levels and ages of rafters.

Pacific NW Float Trips - <http://www.pacificnwfloattrips.com/>

This company is located in Burlingame, Washington and offers float trips in the Wenatchee and the Skagit Rivers.

Rill Adventures - <http://www.rillsonline.com/>

Rill Adventures is located in Thorp, Washington on the scenic Yakima River only 45 minutes from Yakima, 90 minutes east of Seattle and 90 minutes west of Moses Lake. They offer Upper Canyon and Lower Canyon trips.

Upper Canyon - The rafting adventure begins off Scenic Highway 10 east of Cle Elum. The river drops right out of the foothills of the Cascade Mountains with faster flowing, more rough water than the Lower Canyon. Rafters need to be able to paddle and keep themselves off the banks. One portion of the Upper Canyon float has Class 2 rapids on one side of the river.

Lower Canyon - The Lower Canyon float starts right at Thrall Road at the northern mouth of the Yakima River Canyon. The water flow is slower in the Lower Canyon than the Upper Canyon because of the closer proximity to the Rosa Dam. The float follows the Yakima River Canyon Road most of the way. Rafters will enjoy dramatic scenery of rock face canyon walls and sagebrush covered or desert hills.

Zoller's Outdoor Odyssey - <http://www.zoraft.com/>

Zoller's is the original white water rafting company of the White Salmon and Klickitat Rivers in the Columbia Gorge and possibly the longest running family ownership river company in the Northwest. Counting professional experience only, Zoller's river guides average almost 10 years experience. Zoller's river guides lead more river trips on the White Salmon River than any other guides from the other White Salmon river companies.

White Water Rafting information on the Wenatchee River

<http://www.destination360.com/north-america/us/washington/white-water-rafting.php>

Aside from and the quaint Bavarian town of Leavenworth, the Wenatchee river is the reason many tourists come to the area. Visitors that are new to white water rafting in Washington will enjoy going on the Wenatchee. Some of the most thrilling and enjoyable scenic spots for white water rafting Washington are on the Wenatchee

Other Information

Book - **The Complete White Water Rafter** by Jeff Bennett http://www.amazon.com/gp/reader/007005505X/ref=sib_dp_pt/002-2301316-9196801#reader-link. The book offers information on "The Evolution of Rafting, Equipment, Assembling your Gear and Crew and River Morphology – The Dynamics of Running Water."

Paddler Magazine – www.paddlermagazine.com

The Paddler Magazine offers information on Canoeing, Kayaking and Rafting lovers.

USA Rafting Federation - <http://www.usaraftassociation.com/>

The United States Rafting Association (USRA) is the governing body of raft racing in the United States. It works with the International Rafting Federation

and other national governing bodies throughout the world to make sure the United States is represented in international competition. The USRA also strives to promote the sport of raft racing in the United States from a local level to a national level. Teams selected through the Whitewater Cup represent the United States in international competition.

International Rafting Federation – www.intrafted.com

The International Rafting Federation is an assembly of national associations and organizations with the goal of harmoniously developing, organizing and assuring rafting's future and that of international competition

Rentals

Rill Adventures Raft & Gear Rentals – Thorp
Aardvark Rivertrips & Rentals - Asotin

Recreational biking

It involves riding bicycles. As a sport, it is governed internationally by the Union Cycliste Internationale in Switzerland (for upright bicycles) and by the International Human Powered Vehicle Association (for other HPVs). Can be practiced anywhere, on asphalt, gravel, and dirt.

Types of Players

Individual, group, young and old.

Types of Play/Tournaments

Many cycling clubs hold organized rides and races varying that bicyclists of all types compete in. The typical organized race/ride starts with a large group of riders. This will thin out over the course of the ride. Many riders choose to ride together in groups of the same skill level to take advantage of drafting practices.

Most organized rides include registration requirements and will provide information either through the mail or online concerning start times and other requirements. Rides usually consist of 25, 50 and 100 mile routes, each with a certain number of rest stops that usually include refreshments, first aid and maintenance tools.

Monroe Recreational Biking Resources/Competition within 150 miles:

- **Trails Web site** – www.trails.com has the most comprehensive collection of trail descriptions and trail maps available on the Internet, now totaling over 30,000 trails. Each trail comes with a detailed route description, driving directions, guidebook-quality trail maps, photos, and trail ratings and reviews from its members.
- **Best Road Bike Rides in Washington**
<http://www.trails.com/stateactivity.asp?area=10322>
Seattle Trail Ramble, Seattle, WA
Vashon Island Ramble, Vashon, WA
Chilly Hilly Ramble, Seattle, WA
Lake Sammamish Ramble, Redmond, WA
Daffodil Cruise, Orting, WA
Lake Tapps Challenge, Orting, WA
McClinchy Mile Challenge, Monroe, WA
Mount Si Ramble, Snoqualmie, WA
Chuckanut Drive Cruise, Bellingham, WA

Mount Vernon Cruise, Mount Vernon, WA

Market Size/Profile of Frequent Users

- There are 52,021,000 Bicycling (recreational) participants in the U.S.
- There are 13,570,000 frequent (52+/year) Bicycling (recreational) participants in the U.S.
- 55% of all Bicycling (recreational) participants are male; 64% of frequent (52+/year) Bicycling (recreational) participants are male.
- 60% of all Bicycling (recreational) participants are under 35 years old and 74% of frequent (52+/year) Bicycling (recreational) participants are under 35.
- 53% of all Bicycling (recreational) participants have a household income of at least \$50,000 per year.
- 46% of all Bicycling (recreational) participants reside in a market size of 2,000,000+.
- 30% of all Bicycling (recreational) participants have a college degree or higher.
- Frequent participants (52x a year) in Region – 2,729,000. Participation is higher than the national average (124 index).

Cross Participation Rates with other Sports

14% of all Bicycling (recreational) participants also participated in scooter riding, 21% in in-line, roller skating, 10% in skateboarding, and 9% in artificial wall climbing.

Index of Cross Participation with other Activities

1. Mountain Biking 335
2. Roller Skating (in-line) 313
3. Artificial Wall Climbing 291
4. Roller Hockey 273
5. Kayaking 252
6. Rafting 249
7. BMX Bicycling 238
8. Mountain/Rock Climbing 231
9. Horseback Riding 223

Facility Requirements

Designated circuit of bike paths in the city (paved) and trails in the countryside (paved dirt or gravel) of at least five miles.

Potential Market

Bike Clubs in Seattle and around Washington State

<http://www.cascade.org/Community/Contacts.cfm>

- Apple Bicycle Club** – Wenatchee
- Backcountry Bicycle Trails Club** – Seattle
- Bike Wenatchee Velo** – Wenatchee
- B.I.K.E.S. Club** – Everett
- Boeing Employees Bicycle Club** – Maple Valley
- Capital Bike Club** – Olympia
- Dead Baby Bikes** – Seattle
- Different Spokes** – Seattle
- Evergreen Tandem Club** – Seattle
- International Christian Cycling Club** – Bothell
- Marymoor Velodrome Association** – Seattle
- Mt. Baker Bike Club** – Bellingham
- Redmond Cycling Club** – Bothell
- Seattle Bicycle Club** – Seattle
- Seattle Bicycling Touring Club** – Seattle
- Seattle International Randonneurs** – Seattle
- Seattle Triathlon Club** – Seattle
- Single Track Mind** – Milton
- Skagit Bicycle Club** – Burlington
- South Sound Triathletes** – Dupont
- Squeaky Wheels** – Bainbridge Island
- Tacoma Wheelmen's Bicycle Club** – Tacoma
- West Sound Cycling Club** – Olalla

Other Information

The League of American Bicyclists - <http://www.bikeleague.org/about/index.php>

Their mission is to promote bicycling for fun, fitness and transportation and work through advocacy and education for a bicycle-friendly America.

National Center for Bicycling & Walking (NCBW)

<http://www.bikewalk.org/>



Their mission is to help create bicycle-friendly and walkable communities across North America by encouraging and supporting the efforts of individuals, organizations and agencies.

Adventure Cycling Association - <http://www.adv-cycling.org/>

The staff of Adventure Cycling has bicycled through many of North America's communities, large and small, and has strong opinions about what makes an exceptional cycling city. Adventure Cycling has a list their staff's 10 favorite cities and towns for cycling in the U.S. and Canada. One of the ten is Seattle. The emerald city has lots of commuters, great bike paths and lanes, and large, dedicated bicycling clubs. The King County Parks System has over 175 miles of trails for biking, hiking, and walking. Sammamish River and Burke-Gilman Trails are fabulous corridors connecting communities to the city.

More Bike Rental/Sales information at http://www.cascade.org/Community/Bike_Shops.cfm

Bike Rentals

Spokemotion Cycles – Monroe –
360/794-4522
<http://www.spokemotioncycles.com/aboutus.htm>

Alltrack Express Bicycle Rentals –
Snohomish – 425/397-8020

Redmond Cycle – Redmond –
425/885-6363
<http://redmondcycle.com/index.cfm>

Gregg's Greenlake Cycle Inc
7007 Woodlawn Ave NE
Seattle, WA 98115 - 5432
206/523-1822

About Bike & Ski
3615 NE 45th St
Seattle, WA 98105
206/524-2642

Enumclaw Ski & Mountain Sports
240 Roosevelt Ave E
Enumclaw, WA 98022
360/825-6910

Roller Hockey

“Short” Stick Game (Traditional Roller Hockey -- Ball & Cane Hockey)

- smaller net than ice hockey.
- played with a hard ball and a stick like field hockey.
- many countries use box roller skates (4 wheels, 2 side by side), instead of in-line skates.
- four players and one goalkeeper on the floor per team.
- maximum of 10 players per team.
- wear shin guards, knee pads, elbow pads - no helmets.
- a slightly smaller playing surface than ice hockey.

“Long” Stick Game (In-Line Roller Hockey)

- played with a roller hockey puck and ice hockey stick.
- nets could be slightly smaller than ice hockey, depending on where you play.
- in-line skates are used.
- four players and one goalkeeper on the floor per team.
- maximum of 14 players per team.
- wear helmet with face protection, wear shin guards, knee pads, elbow pads.
- same size of playing surface as ice hockey. May be played on cement or plastic (roll-on or sport court) floors.

Types of Play/Tournaments

Team competitions. local, regional and national. Local level tournaments are managed by local leagues or tournament organizers. Regional championships for 8 & under, 12 & under, 14 & under, 16 & under, 18 & under. Also college and adult championships.

World Championships, NARCh Championships, Global Inline Festival (World Inline Cup), USA Hockey In Line Cup, Female Inline Hockey Awards. Also A, AA, and AAA divisions.

Resources/Competition within 150 miles

- **Greater Seattle Hockey League**
- **Puget Sound Hockey Center** – Tacoma
- **Seattle Junior Hockey** – Mountlake Terrace
- **Sno-King Amateur Hockey Association** – Kirkland
- **Tacoma Sabercats** – Tacoma
- **Play It Again Sports**, Lynnwood

- **Arena Sports** – Redmond
- **Auburn Skate Connection** – Auburn
- **Highland Ice Arena** - Shoreline
- **Kent Valley Ice Center** – Kent
- **Lynwood Ice Center**
- **OlympicView Arena Pro Shop** – Mountlake Terrace
- **Pattison’s West Skating Center** – Federal Way
- **Puget Sound Hockey Center** - Tacoma
- **Seattle Skating Club** – Mountlake Terrace
- **Sk8town, Inc.** – Gig Harbor
- **Skate Deck Everett** – Everett
- **Skate King** – Bellevue
- **TLC Skate-N-Fun Center** - Kent

Market Size/Profile of Frequent Users

- There are 1,788,000 Roller Hockey participants in the U.S.
- There are 557,000 frequent (25+/year) Roller Hockey participants in the U.S.
- Males account for 72% of all Roller Hockey participants and 98% of frequent (25+/year) Roller
- Hockey participants are male.
- 71% of all Roller Hockey participants are under 25 years old & 60% of frequent (25+/year)
- Roller Hockey participants are under 25.
- 81% of all Roller Hockey participants have a household income of less than \$75,000 per year.
- 46% of all Roller Hockey participants reside in a market size of 2,000,000+.
- 20% of all Roller Hockey participants have a college degree or higher.

Cross participation rates with other sports

25% of all Roller Hockey participants also participated in ice hockey, 21% in indoor soccer, 23% in tackle football, and 27% in skateboarding.

Index of Cross Participation with other Activities

1. Roller Skating (in-line) 1000

2. Mountain/Rock Climbing 717
3. Artificial Wall Climbing 703
4. BMX Bicycling 606
5. Mountain Biking 605
6. Recreational Bicycling 280
7. Horseback Riding 264
8. Kayaking 167
9. Rafting 137

Nana's Skate Shop – Graham
National Skate Dist. Inc. – Tacoma
Olympicview Arena Pro Shop – Mountlake Terrace
Pattison's West Skating Center- Federal Way
Revella - Tacoma

Facility Requirements

Dimensions of the rink surface may vary between 70 to 90 feet in width and 160 to 210 feet in length. It is recommended that the corners be uniformly rounded in the arc of a circle with a radius in proportion to the length and width of the playing surface.

Potential Market

National Inline Conference Championships (Mid America Conference)

In Line Hockey Central - <http://www.inlinehockeycentral.com/> - source for inline hockey news and information.

USA Hockey Inline – National association headquartered in Colorado Springs, CO.

National Collegiate Roller Hockey Association - <http://www.ncrha.org/>

The NCRHA is the national governing body of collegiate roller hockey in the United States, featuring over 250 teams stretching from Maine to Hawaii.

Tournament of Roller Hockey Series - <http://www.torhs.com/index.htm>

TORHS North American series lists qualifiers, regionals, and national championships. Offers schedules, entry forms, photos, rules and results.

USA Roller Sports - Lincoln, Nebraska - www.UsaRollerSports.org

Other Information

Skating Equipment & Supplies

Gregg's Greenlake Cycle – Seattle
Auburn Skate Connection – Auburn
Gravity Sports –
Highland Ice Arena – Shoreline



Introduction

- Tourism is an economic development activity.
- The goal is to import more cash into your community than you export.
- Tourism is the fastest growing and one of the top three industries in 49 of 50 states and in every Canadian province.
- Tourism diversifies the local economy.
- Tourism creates jobs and business opportunities: entry level and entrepreneurs. It is the number one industry for small businesses.
- Tourism promotes new business development, particularly in well-branded communities.
- The industry boosts community pride.
- Tourism is your front door to your non-tourism economic development efforts. After all, anyone contemplating a new business or a move to your community will first arrive as a visitor.

Tourism travel

- The number one reason for travel is to visit friends and family.
- The number one activity is shopping and dining in a pedestrian setting.
- Overnight visitors spend three times that of day visitors.
- If you can't get passers-by to stop, you'll have a tough time becoming *the* destination.

The three primary reasons for travel are:

1. Visiting friends and family

If you did nothing, you will have tourism. But when friends and family come to visit, is your dining room table a concierge desk? Do your residents know what you have to offer and where it's located?

2. Business travel.

This includes corporate travel, conventions, conferences and meetings, educational travel (colleges, universities), etc. If you did nothing, you will still have tourism from this segment as well. But do your front-line employees do a good job of providing these visitors with things to do in their down time?

3. The leisure traveler

This group spends the most amount of money and travels to you specifically for things that cater to them that they can't get closer to home. Every true "destination community" caters to this group of travelers.

The three phases of tourism are:

1. Getting passers-by to stop. If you can't get them to stop, you can't become a destination community. What do you have that will get people to stop?

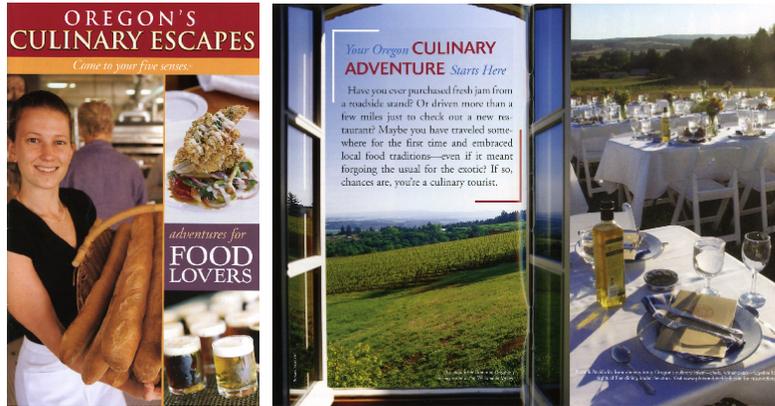
2. Becoming the hub for area attractions & activities. Becoming a hub makes you the overnight destination. Overnight visitors spend three times that of day visitors. But during the day, you may have to send them "out" to area attractions.

3. Becoming the destination. This is the best of all worlds. People come, stay with you, and spend all their time in your community - and that's where they spend nearly all of their money. The ultimate goal of any tourism program is to work towards becoming "the destination."

Know your audience

- The baby boom generation accounts for 80% of all travel spending. This generation (born between 1946 and 1964) includes 85 million residents.

Trends and Demographics



- There are 350,000 Americans turning 50 - every month. And this trend will continue for another seven years. The oldest boomers turn 60 in 2006.
- Boomers control 70% of North America's wealth.
- They are becoming the "inheritance boom" - the boom generation will inherit \$10.4 trillion from their parents, the greatest transfer of wealth in history. Where are they spending the money? Second homes and travel.
- Boomers are in their peak earning years and are looking for quality. They want things that are truly unique and exciting.
- Currencies embraced: Time, comfort, easy access. The mindset: Emphasis on youth, self absorption (what's in it for me).
- Trend: "Downshifting" - itineraries, entire trips planned, all-inclusive resorts
- Trend: The peak travel months for empty-nesters are April, May, September and October. What to do? Extend your seasons. Get out of the "summer vacation" mode. Those days are gone.
- The boomers mantra: "We may be aging, but we are NOT growing old."
- Top boomer travel trends:
 - Culinary tourism and education
 - Artists in action, learning various forms of art
 - Gardening is the fastest growing hobby: education is huge, tours of gardens, arboretums, beautiful homes
 - Open air markets: farm fresh, arts & crafts, entertainment
 - Experiential-based activities, albeit cushy adventure

- Genealogy is another fast-growing hobby
- Web-enabled boomers use the internet 94% of the time in planning trips.
- 70% of all regional trips are now planned less than three weeks before departure.
- Echo Boomers (kids of the baby boom generation born between 1977 and 1985) are driving places like Las Vegas. They like gathering places, entertainment, excitement, nightlife.
- There are 80 million echo-boomers, nearly as numerous as their folks.
- Hot tourism trends include "culinary adventure," learning experiences, artists in action, event tourism, public markets, cultural experiences. Music and entertainment are major draws to echo-boomers.
- Echo boomers want extreme adventure. Rock climbing is the fastest growing sport among this age group. Extreme biking is also popular.
- Check out Cyclo-cross.

The Five C's of tourism are:

- **Convenience:** Easy to find information, easy to plan, easy to get to.
- **Control:** Control and flexibility with itineraries, places to stay, etc.
- **Comfort:** That's why beds are such a big selling point. The top 15% of lodging facilities command 80% of the market.
- **Cost:** Because of the internet, pricing is transparent. Travelers look for the very best at a bargain basement price.
- **Connection:** More than ever before, travelers are looking to connect with their roots, each other, family, and the environment.



WHY BRANDING?

Your brand is a marketing tool. It is all about cash. The goal is to import more cash than you export. As a resident, there are times you spend your earned income outside the community. This is commonly referred to as “leakage,” and every community has it. The most successful communities import more cash than they export, usually through tourism. Competition is fierce, as every community is trying to import new cash. But to become a destination, you must offer something the visitor cannot get closer to home; something that helps you stand out from all other competing communities. This is where branding comes into play. It’s the art of differentiation.

1 MARKETING OVERKILL

The average person is exposed to 3,000 marketing messages a day – far more than the mind can absorb and we filter out everything not specifically appealing to us. “We have something for everyone” no longer works. We want something that appeals to us. The days of generic marketing are over.

2 ABUNDANT CHOICES

Our purchasing choices have multiplied. Every year another 2,000 communities in North America are diversifying into tourism. With so many options available, the only way to stand out from the crowd is to specialize. This is the age of niche marketing.

In order to be successful, you must be worth a special trip, and that means being different or the best. What sets you apart from your competition? Why should I travel to Rock Springs, if I can enjoy the same things closer to home?

The specialists have the biggest successes:

- The Limited: Upscale clothing for working women
- The Gap: Casual clothing for the young at heart
- Victoria’s Secret: Sexy undergarments
- Foot Locker: Athletic shoes
- Branson, MO - The music theater capital of the world
- Las Vegas, NV - The adult entertainment playground
- Nashville, TN - The country music capital of the world
- Memphis, TN - Home of Elvis Presley and Graceland
- Orlando, FL - Kids and family (DisneyWorld)
- Williamsburg, VA - Colonial America
- Victoria, BC - The world’s garden city

3 REPOSITIONING MAY BE NECESSARY

If perceptions of your community are negative, you may need to develop a repositioning program. Frequently that starts with “curb appeal” – the first visual impressions of the community or business. Visitors expecting one thing and see something else will reposition your community in their minds.

4 SPECIFIC MARKETING AVOID THE FOLLOWING WORDS AND PHRASES IN YOUR MARKETING EFFORTS:

- Discover
- Explore
- We have it all
- Something for everyone
- Best kept secret
- The four season destination

- Outdoor recreation
- Center of it all
- Historic downtown
- So much to see and do
- Experience
- Gateway

There are 425 counties in the 11 Western States. Almost every one promotes “outdoor recreation,” which can mean almost anything. Just about everyone can find recreation close to home. Three hundred and eighty of these communities promote outdoor recreation as the primary draw. How far would you travel for generic outdoor recreation? You would not. You travel for a specific type of recreation, something that caters to you. We do not go places where there is something for everyone. We go places where there is something for me. None of the words listed above are a brand.

Because communities are so generic in their marketing, is it any wonder that 97 percent of all community-based advertising is ineffective?

The more variations you attach to a brand, the more the customer loses focus. Gradually, the brand comes to mean nothing at all. The specialist, however, can focus on one thing and one message. This focus enables the community to put a sharp point on the marketing effort, quickly driving it to mind.

Take a look at the following opening paragraph to a typical Visitor’s Guide. Could it fit your community?

“Discover the wide open spaces, gracious people, and picturesque landscapes that characterize [insert your town here]. Each season holds the promise of a new adventure and an incredible



memory. Come join us in [your town] and discover the scenic and recreational opportunities that await you.”

To succeed you MUST jettison the generic. Welcome to the “Era of the Brand”; the art of setting yourself apart from everyone else.

WHAT IS A BRAND?

A brand is specific and experiential:

- **Las Vegas, Nevada** - America’s Adult Playground “What happens here, stays here”
- **Ashland, Oregon** - Home of the Oregon Shakespeare Festival, 460,000 annual visitors who stay an average of six nights
- **Oatman, Arizona** - Home of wild burros and Western shoot-outs on Main Street
Population: 200, Visitors: 500,000 a year
- **Mt. Airy, N. Carolina** - Mayberry, USA
Get arrested by the sheriff in a Barney Fife outfit
- **Asheville, N. Carolina** -Where fine culture meets counter culture “Unscripted” - a funky arts and entertainment town

Tourism is an annual \$1.7 billion industry

5 A BRAND IS A PERCEPTION

This is the most important, most talked about, and most misunderstood rule in the tourism and downtown redevelopment industry. A brand is what people think of you - NOT what you say you are. It is a perception.

In a society that is information rich and time poor, people value feeling more than information. A

brand is the “feeling” a potential visitor has about you. When someone mentions Disneyland, what is the perception - the feeling - that comes to mind? Your brand should evoke emotion or an image. When you hear the words Napa County and then Napa Valley, which one brings an image to your mind? A picture of what it’s like there?

WHAT ISN’T A BRAND?

6 LOGOS AND SLOGANS ARE NOT A BRAND.

They are just tools used to promote the brand. They are exclamation points on your key message. Do you go to Disneyland or Disneyworld because its slogan is “The Happiest Place on Earth”? No, you go there because of your perception of Disneyworld and what you know or have heard about it. The slogan simply reinforces what you have come to believe is true about a trip to Orlando or Anaheim.

7 THESE ARE NOT BRANDS

- **Historic downtowns** - brands are activity-based
- **Slogans and logos** - they just reinforce and promote the brand
- **Geography** - unless you’re the very unique, Grand Canyon
- **Gateway** - something you pass through to go somewhere else
- **Unique** - the most overused word in tourism that has come to mean nothing at all
- **Fruits and vegetables** - are not a brand, they are part of the ambiance
- Scenic vistas - are not a brand, they are part of the ambiance
-

8 ICONS ARE NOT BRANDS

An icon is the photo opportunity that (hopefully) reinforces your brand. How far would you travel to see the world’s biggest lava lamp (Soap Lake, Washington), Gas Can (Gas, Kansas), Catsup Bottle (Collinsville, Ohio), or the world’s biggest garden hoe (Dog River, Saskatchewan)? Would you go to Seattle to see the Space Needle, then head back home? Of course not. The primary lure, or another reason such as visiting friends and family, would bring you to Seattle, and the Space Needle would be a must-see diversion while visiting the city.

WHAT MAKES A SUCCESSFUL BRAND?

9 BE WORTHY OF A STANDING OVATION

You have two choices: You can be different or first in a new category, or you can be the best. If you are the best at something, people will skip over the same activity closer to home to experience the best. Think skiing and Vail, Colorado or Whistler Resort in British Columbia.

The challenge with being the best is that people are always gunning for you, trying to topple you off your throne. Being different is a much better road to travel, if you can come up with something totally unique to you.

10 BRAND REQUIRES THIRD-PARTY ENDORSEMENTS

Being the best in your category cannot be self-proclaimed. Brands are built around word of mouth and perceptions, not from advertising. Advertising is used to maintain your position, once



you own the brand. Just like a slogan, advertising reinforces the brand.

Self-proclaimed brands are rarely effective unless you have a bottomless pocketbook and you can saturate the market with your brand message until people come to believe it.

Use third-party quotes appearing in guide books and magazine articles to elevate your status as being the best.

- **Okanogan County, Washington:** “Rocky Mountain powder in the Northwest? Go ahead, pinch yourself, you’re in the Methow Valley.” -Gorp.com
- **Door County, Wisconsin** “One of the top ten vacation destinations in North America.” -Money Magazine
- **Kootenay Rockies, British Columbia:** “The hot springs capital of the Rockies.” - British Columbia Magazine

11 FIND YOUR NICHE

- **Leavenworth, Washington:** Washington’s Bavarian Village
- **Battle Creek, Michigan:** The competitive biking capital of the mid west
- **Carson City, Nevada:** Home of the famous “Divine Nine” (golf)

Be known for something:

- **Hershey, Pennsylvania** - Chocolate
- **Gettysburg, Pennsylvania** - Civil War
- **Lancaster, Pennsylvania** - Amish, Pennsylvania Dutch
- **Washington, DC** - Government

- **Hollywood, California** Movies and stars
- **Salem, Massachusetts** - The 1692 witch trials
- **Tombstone, Arizona** - Shootout at the OK Corral

This applies to businesses as much (if not more so) than communities:

- **Stew Leonards groceries:** Farm fresh produce and dairy
- **The Ventana Inn, CA:** “No kids, be kids”
- **Westin Hotels:** Heavenly beds (they now sell them)

What are you known for?

- What sets you apart from everyone else?
- What do you have that I can not get closer to home?
- What makes you worth a special trip and an extended stay?

12 EVERYONE MUST BE ON THE SAME PAGE

A brand must have continuity with everyone contributing. Once you get local organizations on board, the process becomes fun. You must define the roles, and everyone plays a role. This is NOT a top-down effort.

13 PRODUCT DEVELOPMENT NEVER ENDS

You can never rest on your laurels. Product development MUST be a major part of your branding effort. Branson, Missouri, the “Music Theater Capital of the World” now has 49 theaters and this town of just 6,500 residents hosts some 7.5 million visitors annually. The more you have to offer in

your brand, the further people will come and the longer they will stay.

In Victoria, British Columbia, “The World’s Garden City,” the beautification budget is \$4.5 million annually. \$1 million is spent annually to make it even better (capital projects). The city hangs more than 1,000 baskets a year. It has the highest ratio of parkland per capita of any city in North America.

14 PROMOTE THE PRIMARY LURE

Always promote the primary lure, not the diversions. Diversions are things I can do closer to home, but are not what brings me to your town. However, I will do them while visiting you. Diversions include golf, shopping and dining, visiting local museums, attending community events, recreational activities, visiting historic downtowns, etc.

15 THE LURE CAN’T SUCCEED WITHOUT DIVERSIONS

The average overnight visitor is active 14 hours a day, yet spends just four to six hours with the primary lure. Visitors then will spend eight to ten hours a day with diversionary activities. 80 percent of all visitor spending takes place with diversions.

16 IT’S TOUGH TO MAINTAIN YOUR POSITION

People are always gunning for number one. Wine has become the most oversaturated tourism branding effort in North America, yet Napa Valley still “owns” the title “Wine Capital of America.” However, Napa has to always work hard to maintain its position as dozens of other “wine countries” have entered the fray.



17 A BRAND DOESN'T HAVE TO BE SEXY
 A brand does not have to be sexy to be effective. Take the case of Bullhead City, Arizona. It can not compete with its neighbor, Laughlin, Nevada just across the Colorado River. What Bullhead City has, that Laughlin doesn't have - is a Wal-Mart. They say, "For all your personal needs, head to Bullhead City, just across the bridge." When visitors head to Bullhead City for toothpaste or other personal items, those visitors see restaurants, antique shops and river tours. Wal-Mart may not be sexy, but in this case, it is the primary lure.

BRANDING GONE BAD

18 POLITICS IS THE KILLER OF ANY BRANDING EFFORT

Once you have the brand determined, THEN bring the public on board. It takes a village to develop the brand, but only a pioneer and champions to determine the brand.

19 JUST SAY NO TO FOCUS GROUPS

NEVER use a focus group to decide on a brand. Ask your customers - they're better at telling it like it is.

Washington State - "Say WA" campaign

- Died after only six months and wasted \$400,00
- No buy-in from the industry or local residents, businesses
- It was the sixth slogan in just ten years

20 DO NOT SELL IT UNTIL YOU CAN DELIVER

Resist the urge to market the brand until you can deliver on the promise. Hawthorne, Nevada was

so gung ho on their brand as "America's Patriotic Home" that the community rented and posted billboards along major interstates promoting the brand. The problem? The community had little to show for it. A brand must be obvious to everyone who lives there and visits. If it is an empty shell, people won't come back and they will tell people there was nothing to do or see in your town that supported the effort.

21 DO NOT COPY OTHERS

Kellogg, Idaho worked hard to develop a Bavarian or Alpine theme for its downtown but its primary market includes Vancouver, BC, Seattle, WA, and Portland, OR - a population base of approximately 7 million people. The problem? Leavenworth, Washington, "Washington's Bavarian Village," is far closer and already complete. So why drive to Kellogg?

Never copy another brand unless you are in an entirely different market. Leavenworth got the Bavarian idea from Solvang, California, a Danish town along the central California coast, located in an entirely different market.

HOW TO BUILD A BRAND

22 THE FIVE MAJOR STEPS TO BRANDING

- Determine the brand (who are we?)
- Create the icon (the photo opportunity)
- Create the activities and facilities that will reinforce and grow the brand (experience)

- Create the identity and key marketing messages (logo and slogan)
- Develop the publicity machine (brand building)

Notice that the logo and slogan were number four on the list. Most communities put this first and most of their efforts fail because they can not deliver on the promise: they do not have the icon, the facilities, and the experiences that cement a brand position.



23 THE 25 STEPS TO BRANDING A COMMUNITY

Here are the individual steps, in order:

1. Get professional help (The Task Force hired DDI)
2. Determine your primary and secondary markets
3. Inventory your activities (attractions)
4. Inventory similar activities in your major and secondary markets
5. Educate the community about branding
6. Ask the community. What is our brand or what should it be?
7. Run the ideas through the feasibility test
 - Is this something the primary and secondary markets can not get (or do) closer to home?
 - That no one else in the market is already working on?
 - Will it extend our seasons?
 - Can it be developed to a nine-month plus season?
 - Is it experiential?
 - If it were in a community 150 miles away, would you go there for it?
 - How much money will it take to develop and “own” the brand?
 - Where will the money come from? And how long will it take to see a return on investment
 - Can the community buy into it over time? You will never get everyone to agree. Not many cities could easily buy into becoming the next Las Vegas, or Sin City. While the public does not decide on the brand, they are important to developing it and telling the world.
 - Will and can the private sector invest in the brand?
 - How wide an audience will it attract?
 - Does it have legs? Can we start with a niche and add extensions?
 - Is the brand expandable? Does it have legs? Can you attach “brand extensions” to it? For instance, you may decide to become the mountain biking capital - can you add street biking? A velodrome? BMX courses? Cyclo-cross? Then can you add cross-participation sports like rock climbing?
 - Do we have those who will tirelessly champion the cause? (Every branding effort requires pioneers)
 - Can we make it obvious and pervasive throughout the community?
8. Develop the brand perceptions and vision statement
9. Create the key marketing messages

10. Develop identity concepts
11. Work to obtain public buy-in (Note: everyone won't buy in)
12. Test identities and slogans with customers, not locals. If you are going for a team sports brand, then test the key messages and logos with sports organizations - the “customers” you hope to attract.
13. Develop a niche-market plan, and then an expansion plan (in sports you might start with softball, then expand to soccer, then basketball, etc.)
14. Develop the “Graphics System:”
 - Gateways
 - Wayfinding system
 - Monument signage
 - Interpretive signs and displays
 - Information kiosks
 - Pole banners
 - Streetscapes, plaza areas, façade improvements
 - Naming of downtown districts, other facilities to reinforce the brand
 - Marketing materials
 - Crosswalks
15. Create the product development plan
16. Define the roles of local organizations
17. Get the brand champions and pioneers on board
(Your Brand Development Committee)
18. Incorporate the brand into the fabric of the community
19. Sell the community (do not ask for permission, sell them)
20. Keep the focus narrow
21. Recruit and promote specific supporting businesses
22. “Rearrange the furniture” - the business mix to develop the critical mass
23. Implement the PR program
24. Review and revisit the plan every year or two so the brand doesn't stray
25. Never give up

The first 17 of these steps, with the exception of the creation of the Graphics System, are included in this plan. The additional items are part of the actual branding implementation.



24 BRAND FEASIBILITY IS WHAT COUNTS

To succeed you must promote businesses and attractions that support and grow the brand. If culinary tourism is your primary lure, you must promote the dining experiences that deliver on the promise (Sorry Arby's, you're the diversion, not the lure).

This is why creating a successful brand is never a public process. Feasibility is what determines a successful brand, not sentiment, not memberships, not political clout, and not trying to make everyone happy. This is a critical distinction that separates emotion from the fact. This is about revenues - importing cash into the community or business.

25 EDUCATION IS IMPERATIVE

Educate locals on the difference between the lure (what you have that no one else has, and makes you worth a special trip), the diversion (secondary activities once the visitor is there), the icon (the photo opportunity, but not the reason to go there), amenities (supporting infrastructure like parking, visitor information, restrooms, etc.), and ambiance (scenic vistas, historic downtowns, beautification, etc.). Historic downtowns are not a draw, they are part of the ambiance. It's what is in the buildings that creates the draw. Eventually, everyone needs to be a spokesperson for the brand. Support is imperative to maintaining a strong, successful brand.

26 START SMALL. NARROW YOUR FOCUS.

It is far better to be a big fish in a small pond (then increase the size of the pond), than to be a small fish in a big pond. You won't be noticed.

Narrow your focus. Then narrow it some more. Take the case of Kellogg, Idaho where visitors will find hundreds of miles of pristine biking trails. Unfortunately, there are thousands of places with hundreds of miles of pristine biking trails. But there is no place in North America where you will find the "Route of the Hiawatha," a 15-mile trail that passes through ten tunnels and over seven high trestles, and is best known for the Taft Tunnel which burrows 1.66 miles under the Idaho/Montana state line. This trail has no competitors and is a national attraction drawing visitors from all over North America. While there, visitors shop, dine, visit historic Wallace, participate in other recreational activities, visit nearby Coeur d'Alene, and other bike trails. Narrow your focus and then narrow it some more.

27 BRANDING REQUIRES A PIONEER

Every branding effort requires a tireless pioneer. Who is your pioneer? Who will work with the pioneer (or pioneers) to champion the cause? Pioneers are those that invest in the brand. 95 percent of the time the pioneers are from the private sector, not the public sector. (see Point #28)

28 BRANDING IS A BOTTOM-UP EXERCISE

Branding is very, very rarely a top-down effort. The business community must take the lead. The local government is there to assist, wherever possible.

29 CREATE THE "BRAND DEVELOPMENT COMMITTEE"

1. Develop a small "brand development committee." This small group should include both public and private sector stakeholders who are bent on making something happen for the community and who won't let politics kill the effort. Typically this committee should have no more than seven or so "players."

2. This committee would act as a steering committee in hiring outside expertise to develop the Action Plan. Select your consulting firm using a Statement of Qualifications (SOQ), as opposed to a Request for Proposals (RFP) process. Hire the best, then negotiate the fees and scope of work. If you can not reach an agreement, go to number two on your list of finalists. Hire a team that understands what it takes to develop a community or downtown brand. Do not get hung up on the sex appeal of logos and slogans. These are merely a minor part of the branding effort, NOT the brand itself.

3. You will work with your Brand Development Consultant through the process - educating locals as to what branding is, requesting ideas and options from the public. Then, the consultant team will take these ideas and will run them through the feasibility analysis, as described earlier. Once a brand emerges, the Action Plan will be developed. It should include:

- The overall brand and any sub-brands
- Product development that will grow and support the brand
- Roles of various local organizations
- Private investment roles and supporting businesses
- Funding of every recommendation



- Benchmarks and timelines
- Brand identities, sub-brand identities, graphic standards, brand style guide, wayfinding and gateway design, key marketing messages, and slogans.
- Public relations plan (brands are built through PR, not advertising)
- Community-outreach planning

4. During this process the “brand development committee” may change to a new group or additional members that will be champions for the brand. If the brand revolves around team sports, the champions would be those that are professionals in the sports industry: coaches, sporting organizations, sports retailers and businesses, sports marketing organizations, etc. This brings credibility and private investment to the branding effort and gives the brand a voice in the community. This group will be charged with promoting the brand locally, getting buy-in from the community, and overseeing implementation of the action plan.

5. Locals should not make the final decision on the logo(s), slogans and key marketing messages. You will never reach a consensus using public input, which usually results in a watered down, generic brand and messages. Instead, the “customers” are used to decide the outcome of this effort.

For instance, Battle Creek, Michigan is beginning the work of becoming the “Competitive Sports Capital of the Midwest.” They will start with competitive biking as the initial brand (The Competitive Biking Capital of the Midwest). You have to “earn” a brand. In this case, logos, slogans, and key marketing messages were designed, but the final four options were sent to customers – competitive biking organizations, race organizers,

sports marketing professionals, and event planners – people they want to attract to Battle Creek. They were sent the various options (no group meetings or focus groups - they were tested individually) and asked, “Which would most appeal to you as a destination?” This is marketing, so why not ask the customers to make the final decision? This also takes the politics out of the process.

6. Once the brand has been set and a draft plan developed, the committee and consulting team need to “sell” it to local leaders, and participating organizations. Make sure that whoever you hire has some top-notch sales ability. They will be your initial voice in promoting the brand.

7. Let your local leaders, particularly elected leaders, take ownership of the brand. It’s okay if it’s their idea - ownership is not an issue; getting something done is. Do whatever it takes to make things happen. There may end up being revisions to the draft plan as a result, but that may be necessary to get total buy-in for the final plan.

NOTE: Cities or counties are often the lead organization in getting the plan developed. Once it has been developed, it’s not up to the governing agency to implement it. They are the conduit in developing the plan, which will be handed over to the business community and other local organizations for implementation. The city, after that point, acts in a supporting role, particularly when it comes to infrastructure or publicly-owned facilities that need to be developed or enhanced in order to capture a successful brand.

8. The Brand Champions will stay involved for years. Branding is a process and not a one-time event. It needs to be nurtured, promoted, and grown. Members may come and go, but all need

to be active in the process, not just in advisory roles. Typically this committee would be independent of any organization, but sometimes may be a committee of the city (or county), or work under a destination marketing organization, downtown (Main Street), or Chamber of Commerce. The consulting firm would determine this as part of their process.

30 BRANDING OFTEN REQUIRES RECRUITMENT

Recruit supporting businesses that can help grow the brand and cement your position so you own it. The Route of the Hiawatha could not succeed without supporting businesses - hotels, restaurants, bike rentals, tour operators, bike repair shops, and transportation to and from the trail.

31 START WITH A PLAN

Every community should create a community (or downtown) Branding, Development & Marketing Action Plan. This is NOT a strategic plan, which offers general strategies, goals, and objectives. This is a to-do list for just about every local organization. Everyone participates in the branding process. Start with a plan that will help define the roles for each organization. This way people are pulling in the same direction. That makes it fun. Each key organization should have a member sitting on the Brand Development Committee. Each has a to-do list, and every time they meet the discussion revolves around “how are you doing on your list?”

Always decide on the brand direction using an outside facilitator. If you ask 20 people what your brand should be, chances are you will get 20 different answers. When you eventually pick one, you’ve alienated 19 of your future stakeholders.



You need everyone on board to promote and develop the brand.

Everyone will have an idea, and understandably, each will be somewhat self-serving. You must take the politics out of the branding effort. After all, this is about cash, not sentiment.

32 YES, YOU CAN DEVELOP SUB-BRANDS

Chevrolet doesn't run ads stating "Buy a Chevy. We have cars for everyone." Instead they market the Geo Metro to its specific audience, the Suburban to a different audience, and the Corvette to yet another niche audience.

THE BRAND MESSAGE: SLOGANS AND LOGOS

33 FOUR RULES TO CREATING A GREAT SLOGAN

A slogan is simply an exclamation point on your key message. It's not the brand; it just reinforces it.

The following was adapted by an article written by Kim T. Gordon, author of *Bringing Home the Business*.

Finish the following phrase: "You're in good hands with..."

If you immediately recognized this motto as belonging to Allstate Insurance, then all the marketing muscle and millions of dollars the company

has invested in the slogan are paying off by firmly establishing its brand name.

Now try to identify the company that uses this phrase: "It's everywhere you want to be."

Did you instantly think of Visa, or did you wonder whether the slogan might belong to MasterCard?

To win the name game in the marketing world, you must make sure your prospects and customers do more than recall your slogan – they have to associate it with your community, not your competitor's. To make sure your slogan or tag line hits home, follow these four tips:

1. Evoke your key benefit

Great slogans not only are built around a brand's core promise—they also establish an exclusive connection in customer's minds. You and your marketing staff or advertising agency must create a slogan that evokes your key benefits and reflects the unique experience your community (or business) delivers.

For example, back when Burger King introduced its "Have it your way" slogan in 1974, the company was battling the cookie-cutter image of assembly-line fast-food burger restaurants. It positioned itself as the chain where burgers were made to order and focused on diner's ability to customize their burgers by asking counter staff to "hold the pickle, hold the lettuce." Burger King's focus on that flexibility was directly reflected in this memorable slogan.

2. Test with prospects and customers

Qualitative research is essential before putting

your marketing resources squarely behind a newly developed slogan. It's important to speak to potential customers as well as existing ones to avoid skewing the outcome. If you only query your current customers, you may never figure out how to appeal to those who never considered your previous marketing messages compelling. Phone surveys and customer focus groups can be used to test proposed slogans. They can also uncover or verify information about the benefits your prospects and customers expect to realize when they use your product or service.

3. Include your community name

Evidence suggests slogans fare better when it comes to customer recall, if they incorporate the company or product name. Wolf Group New York, an ad agency with such clients as Häagen-Dazs and Miracle-Gro, tested consumer recognition of 19 tag lines that were part of successful, long-running advertising campaigns backed by hundreds of millions of dollars. Each of the top-five brands in the survey included the product or advertiser's name, while none of the bottom 10 did. For example, Visa's slogan, "It's everywhere you want to be," was familiar to 70 percent of respondents, but only 15 percent could correctly identify who the advertiser was. On the other hand, the tag line "Like a good neighbor, State Farm is there," experienced practically universal recognition.

4. Stick with it

Never adopt a new slogan as a quick fix or as part of a temporary campaign. Success requires committing to a slogan or tag line for several years, perhaps even decades, and incorporating it into all your marketing materials as a part of the company logo. If you want to protect your business's



marketing investment in the new slogan, you should consider trademarking it. At the U.S. Patent and Trademark Office Web site, you can fill out a trademark application, search the trademark database and research general information about trademarks.

Whatever you do, just remember that a great slogan is like a partner in a happy marriage—it will share your company’s name and be your marketing partner for many years to come. So please consider your options carefully.

34 NOTES ABOUT BRAND IDENTITIES (YOUR LOGO)

Use ONE simple graphic. Do not try to be all things to all people. Pictures, instead of graphics, are too hard to identify as a “brand mark.” The most overused community identities include mountains, water, trees and sun. Just about every community has these. So what makes you special?

Develop a Branding Style Guide so that you have continuity in all your marketing materials even from other local organizations. Everyone should adopt the brand and design standards. What would happen to Coca Cola if every bottling plant developed its own Coke cans, bottles, ads, etc? It would be a dead company.

Your logo should look good in full color, two colors, in black and white, on signs, banners, and when reduced to about 3/4” in the corner of an ad or on a business card.

The simpler the logo, the better it looks on “logo gear” - things you sell to promote the brand

and have it promote itself. Also, can the logo be stitched on shirts and jackets?

The most memorable logos are the simplest logos. Do you know what Nike’s logo looks like? The “swoosh” is one of the world’s most recognized brand marks. It’s not, by the way, a picture of a tennis shoe.

THE FINAL WORD

It takes a village to create a successful brand, but it starts with just one person, one event, one business. Remember that branding takes time; you can not build a brand overnight.

LOCAL POLITICS IS THE KILLER OF THE TOURISM INDUSTRY.

Visitors spend more money on diversions than the primary draw, which is often a “loss leader.” Trying to please everyone is a recipe for an ineffective branding and marketing program.

Finally, implementation of nearly every rule outlined in the book *The 25 Immutable Rules of Successful Tourism* should take place AFTER the brand has been developed. Your wayfinding signage, gateways, visitor information kiosks, downtowns, business mix, critical mass, marketing materials, should all reflect the brand. Build the foundation first - and a strong one at that - and that will foster a successful branding effort.

35 SUGGESTED READING

While these books are geared more to products than communities, they will provide you

with clear insights as to what it takes to develop a winning brand.

- The 22 Immutable Laws of Branding by Al Ries and Laura Ries
- The Brand Gap by Marty Neumeier
- The Tipping Point by Malcolm Gladwell
- Positioning: The Battle For Your Mind by Al Ries and Jack Trout

Perhaps Marty Neumeier summed it up best in *The Brand Gap* when he provided the five keys to a successful brand:

- Differentiate
- Collaborate
- Innovate
- Validate
- Cultivate



Your Town, Online

Forward

This section of the plan is for all those charged with promoting the new brand to increase tourism spending, revitalize downtowns, or for economic development reasons.

When local earnings are spent outside the community, this is leakage. But when outside dollars come back into the community, that's economic development. A successful community imports more cash than it exports. As communities are forced to operate like businesses, they are finding that sales and promotion are critical aspects of a community's life.

Whether you are a Chamber of Commerce, an economic development office or destination marketing organization, downtown revitalization (Main Street) manager, or city/county staff charged with marketing your community, you already know how important a role the internet plays in marketing and branding your community.

While there are dozens, if not hundreds, of books on the subject, this book cuts to the chase and outlines what you can do to develop a Website that's good enough to close the sale. You'll see dozens of examples, and key things to keep in mind as you develop a stronger, more effective Website.

Introduction

"The new phone book's here! The new phone book's here!" yelled Navin Johnson, as he danced around the gas station grounds.

"Well, I wish I could get so excited about nothing," replied his boss Harry, the gas station owner. Nothing? Are you kidding?!" Navin shouted back. "Page 73, Johnson, Navin R! I'm somebody now! Millions of people look at this book every day! This is the kind of spontaneous publicity, your name in print, that makes people! I'm impressed! Things are going to start happening to me now!"

Navin, played by Steve Martin in the comedy *The Jerk* (1979), was finally somebody. His name was in print. He was listed in the phone book with hundreds of thousands of other somebodies. What are the chances that his name was spotted by the millions of people who use the phone book? Well, slim, but at least he was somebody.

- How would this scene apply to the Internet? Consider the following:
- new Website goes on line an average of every three seconds. In fact, more than 64 million domain names have been registered in the U.S. alone – so far. Can you imagine a phone book with 64 million names listed in the white pages?
- The Internet is fourth to only electricity, the automobile, and television in its influence among daily American life. Not bad for a technology few even knew existed less than 20 years ago.
- Eighty-eight percent of all Americans say that the Internet plays a major role in their lives, surpassing television for the first time.
- Seventy-five percent of all Americans use the Internet regularly, and sixty-eight percent have immediate access to the web either at home or work.

- New Internet users are growing at the alarming rate of nearly ten percent – per month!
- Ninety-five percent of U.S. car buyers do research on-line.
- Ninety-four percent of all Internet users plan their travel using the web.

Website use for travel planning has grown quickly and varies little by age and income or gender. Surprisingly, older Americans are using the Web for travel planning as often as younger Americans. This means that the highest potential travelers (those older, retired consumers with the greatest disposable income) can be effectively reached via the Internet. According to one study by Stanford University, Internet users spend 5% of their online time researching travel sites.



So, how excited were you when your Website went live? And now that you have a Website, have you ever considered why you have it? What is your Website's purpose?

Many communities will state that the Website is simply an information source for local residents, businesses, and community leaders. But the real power of the Internet lies in its power to promote.

It's rare to find a community that isn't looking for some form of economic growth: residential, business, industry, or tourism. The Internet is the most powerful and cost effective way to market your community.

There are two major challenges with a Website: Is it good enough to close the sale? And can your customer even find it?

Consider this. If Navin Johnson had a book listing the 64 million registered domain names instead of phone numbers, his name would be listed on page number 12,066 of the 313,725 page book. With 28,000 new Websites coming on line every day, the phone book would grow by 4,235 pages per month!

Part I. Make your town shine – effective web-site design for destinations

1 TOURISM IS YOUR FRONT DOOR

Tourism is the fastest growing industry in all fifty states, and nothing promotes a community like tourism. Because visitors see the quality of life – culture, history, activities, attractions, amenities,

etc. – tourism is a primary attractor for non-tourism economic development efforts. Business people who decide to relocate have always visited the new community first – as tourists.

Your Website should promote the community's quality of life, and the best way to show that is by using great photography. Show off what your community has to offer visitors, residents, and businesses. Showing your community's assets doesn't just attract tourists. It also builds community pride, fosters a sense of co-operative spirit, and promotes economic development.

2 PULL YOUR CUSTOMERS INTO THE SITE

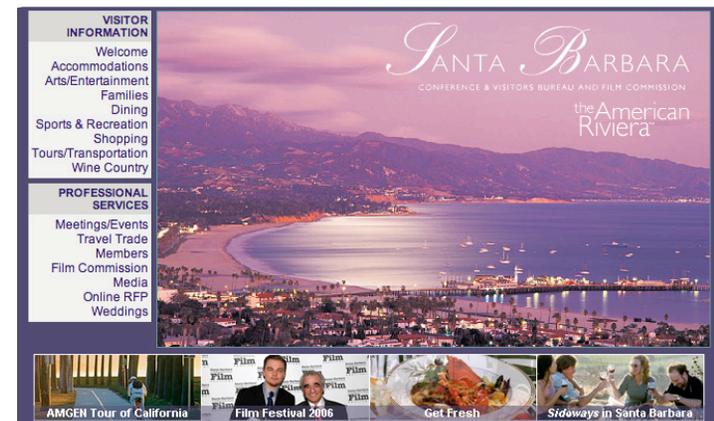
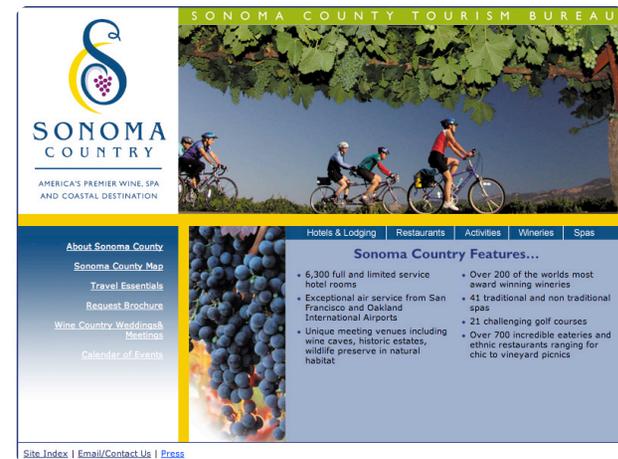
Your home page should be like your front door: attractive, clean, and inviting. To sell your community, use knock-out pictures and introductory text. Just like a novel or magazine article, the first line or paragraph must be powerful enough to grab the reader's attention. And too much clutter distracts your visitor. Too many links and topics are confusing. Make it clean, easy to understand, and a pleasure to view.

Think of the splash page or home page as the front door to your community. Santa Barbara, California's Conference and Visitors Bureau's home/splash page, www.santabarbaraca.com, is a beautiful example.

The stunning slide show illustrates the beauty and activities in the area. Site visitors are mesmerized and watch the

entire introduction, which only takes a few seconds.

Sonoma County, California, has also done a good job with a splash page slide show at www.sonomacounty.com. The photos not only show the beauty of the county's vineyards, ocean, and rivers, they show people actively enjoying themselves. Your home page needs to portray your





3 CREATE A SINGLE FRONT DOOR

Many destination marketing Websites have twenty, thirty, or forty (or more) links on the home page with no central focus, making the experience confusing right from the start. Seventy percent of web searches are met with frustration when the visitor has trouble finding the information they are looking for. Statistics show that visitors who can't easily find what they're looking for will move on after only twenty seconds.

Think about your Website as if it were your home. You walk up to the front door, finding beautiful curb appeal (your splash page). That sets the tone for a good experience and shows visitors who you are. Once through the front door, you can choose which direction you'd like to go. This can be as simple as two choices: the city section, or the chamber (or visitor) section.

The small Washington State town of LaConner did a great job bringing the city and chamber together, with their home page offering a choice between entering the Town site, and entering the Chamber site. More effective than multiple Websites – and less expensive. Even through keywords they've created a partnership: LaConner, Washington: the town and visitor information. What a concept!

Options could include a series of links:

- The community
- Doing business here
- Visitor information
- Links and resources
- City hall or Chamber info
- Website contents

If a visitor to the site is looking for visitor information, they will click on that link which will

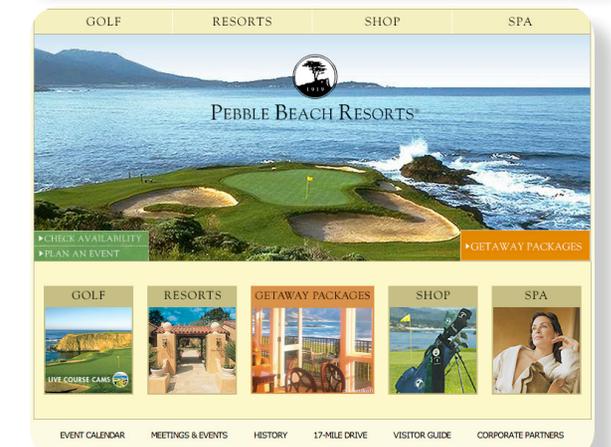
give them more options. If they're looking for the minutes to the last City Commission meeting, they'll click on the city hall info link. Make it easy, logical, and progressive.

4 KEEP IT SIMPLE AND IT WILL SELL

Navigating your Website should be simple, answering the following questions: Where do I find the information I want? Where am I? Where can I go next? Where is the home page? Your links should be the same on each page, offering visitors the opportunity to go back to the home page, or select a different option at any time. Including a back button is also a good idea. Don't force visitors to go through too many links to find the information they want – each additional link is an opportunity to lose the visitor.

Look at the Truckee, California Website (www.truckee.com). Notice how easy it is to navigate? The links remain consistent no matter what page you're visiting. Besides having sub-links for each category, there's also an introductory text. It's engaging, informative, and easy to use. Truckee, a town of 16,000, was our clear winner when picking a community in this region to visit. That's the power of a Website that's good enough to close the sale.

Another excellent Website can be found at www.pebblebeach.com. It's easy to navigate, well written (using little text), uses world-class photography, endorsements and accolades to sell the experience, and makes it easy to plan an escape to Pebble Beach. The 17-Mile Drive page is an interactive map that gives specific information in an easy to follow format. Simplicity sells.





5 PHOTOGRAPHY IS KING

Most communities wouldn't dream of producing a brochure with no photos to promote their town. They know very few visitors would even give that brochure a second look. So, why do so many communities skimp on photography on their Websites?

Nothing sells like a good picture. Outstanding photography – photography that sells the experience – can do more to market your community than anything else.

Show people having a great time in your community: shopping, dining, riding bikes, picnicking, any activity a visitor would want to do in your town. People are looking for things to do, and you want your photos to get the potential visitor excited – to have them say, “Wow. I want to go there – that looks like fun!” Potential visitors want to know what your community looks like. If you have a great historic downtown shopping area, show them photos of people shopping there. If you have beautiful parks, show photos of people playing in those parks. If you have outstanding restaurants, post photos of those restaurants on your site. Give viewers a good image of your community. If you want people to spend the night with you, let them see what you look like first.

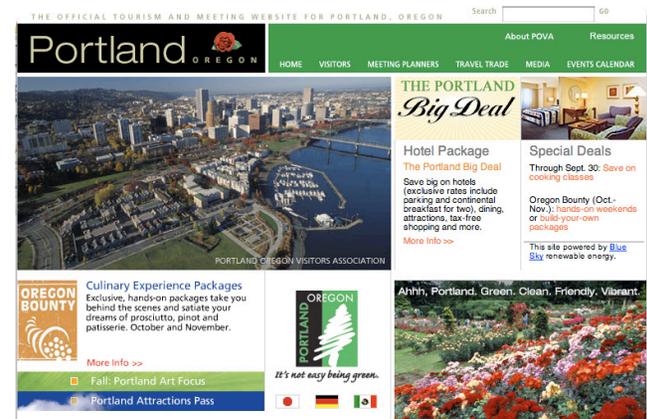
A good example of the use of outstanding photography can be found on Tourism Victoria's Website, www.tourismvictoria.com. The home page has changing photos, showing, in turn, kayakers, people walking on the beach with the mountains in the background, sailboats in their harbor, the fabulous Victoria skyline, the Empress hotel lit at

night, and a bicycle rider. The photos are so stunning and show such a wide array of the beauty and activities a visitor can find in Victoria, that they make the sale.



The Portland, Oregon Visitor Association's Website, www.pova.org, shows changing photos of downtown Portland on its home page, giving viewers a good feel for the city. When a viewer clicks on the Visitor link, he can see several photos of people enjoying different parts of the city: shopping downtown, strolling in a park, and enjoying the rose garden (Portland is known as the City of Roses.)

Let Website viewers see what a great town you have; make them want to visit and have fun there too. Nothing can make the sale better than outstanding photography.





6 DYNAMIC TEXT IS QUEEN

Journalists know the all-important rule that states if you can't engage readers by the end of the first paragraph, chances are you've already lost them.

You want to turn web-site visitors into customers. That means you have to get them engaged almost immediately. If outstanding photography is king in making the sale, dynamic text is queen. Know what you're trying to say and communicate it with friendly, informal, and jargon-free language.

Research shows that most Website viewers don't read thoroughly – they scan the page. That means you need to use a special approach in writing for your Website. Use clear, meaningful titles that give a good idea of the content of the page. Make your first sentence a summary of the content, and use headings to make major points. Bulleted items are a clean way to present information, particularly if they are hot links to other pages. And remember, big words are not necessarily better; long sentences are more difficult to understand; and passive voices are boring. That doesn't mean you should include jokes and puns, though. One man's humor is another man's insult, so be careful.

Your content should inform the reader, letting them know what benefits they'll enjoy by visiting your town. What's in it for them? Use the benefits to entice the reader to want to read more. Then, give your visitor detailed information about what you have to offer.

Don't break up one article into several pages. People scanning the article will usually stop at the end of the page, and you'll lose readers.

Finally, always spell check your writing. And go one step further – proofread. Spell check doesn't find every error. Have someone else proofread your work as well; it's easy to miss your own mistakes. Writing good content takes time and effort. Proofread, tighten, edit, and correct. You want your Website to convey exactly what you want to say, and you can do that with dynamic, brief, descriptive content that convinces your reader that, of all the places they can visit, they need to choose your town.

7 DON'T PROVIDE LISTS, PROVIDE DETAILS

Far too many Websites promote lists of things to see and do, places to shop, eat or spend the night. A list does nothing to entice a visit to the community or business. Nothing can close the sale like professional photography and text that gives the details.

Listing the Compass Rose, a gift shop in Olympia, Washington does not do much for you does it? There are literally thousands of gift shops out there, and just about every community has many of them. But if I told you that the owners of this truly unique shop travel the world picking up one-of-a-kind pieces of art and furnishings from African and Asian countries, you might have an interest. The Compass Rose, in fact, features some fascinating pieces of art hand carved out of ebony, and even stone. You'll find wooden giraffes nearly seven feet tall, a four-poster bed from India, and



a selection of African masks that will enhance any home. Whether you're interested in this type of art or not, it certainly sounds more interesting than just a listing for The Compass Rose. Now imagine a whole collection of interesting stores and dining experiences complete with photography and descriptions. It doesn't take long before you've got a new customer on the way.

One note: Always promote the unusual and truly unique things you have to offer. If your customer can do the same thing closer to home, then pick something else as a key lure, and include photos and text that will make your customer want to go there.

The Rexburg, Idaho Chamber of Commerce has done an excellent job promoting specific activities. If you go to www.rexcc.com and click on things to see and do, then click on local attractions (we recommend just using the word attractions,) it



will list the various attractions, providing a teaser for each. These teasers could be better written to pull the visitor in, but provide the right idea. If an attraction grabs your attention, like Yellowstone Bear World, you can click on a link that takes provides you with more details, links, videos, etc.

Do NOT just link to the attractions' Website unless you know it's good enough to close the sale, but offer it as an additional link, AFTER you've done what you can to close the sale for them. Details, details, details. If visitors can't get specific details, chances are you'll lose the sale.

For instance, if you promote the fact that you have the best bass fishing in the U.S. (that sets you apart from everyone else), then tell me about the details: Where is the best fishing spot? Is a license required? Are there fishing guides or boat rentals? Docks and fish cleaning facilities? Are there seasonal considerations? Bass tournaments? What about the weather? Provide maps, directions, distances (miles and kilometers), resources, contact information, best time of day for the biggest catches, etc.

8 SELL EXPERIENCES, NOT GEOGRAPHY

Visitors are far more interested in things to see and do than in places: cities, counties, regions, or even states. Travelers are looking for activities, experiences, things to see and do. You must always provide a potential customer with reasons WHY they should visit. They are far more interested in Disneyland than in Anaheim. Going a step further, while we all know that Disneyland is "the happiest place on earth" (a good reason in itself to go there), the park still promotes the activities in all of its advertising: The Matterhorn, Splash Mountain, Pirates of the Caribbean, the Indiana



Jones Adventure, or even meeting Mickey or Minnie. If you visit the Disneyland Website (www.disneyland.com) you'll note that they let the visitor "choose and experience." A lot can be learned by looking at the best.

If you browse through the Disney site, or any site that does a great job of promoting experiences, you'll notice that the photography is professional, and shows people having a great time (the purpose of any experience). The photos make you want to go there. Does your site do the same thing? Every time you add an item to your site,

regardless of whether it's an attraction, activity, lodging, dining, shopping, etc., ask yourself: do the photos and text I used make me want to go there? Will it make my customer want to go there? We as human beings tend to be territorial. We are charged with marketing our community or area, so that's what we focus on: marketing the geography within our boundaries. But as visitors, we're not looking for geography. That's secondary to looking for activities. We are looking for things to see and do that cater to our specific interests. This is perhaps the biggest mistake destination marketing organizations make. Instead of focusing



on cities, counties, regions, and geographic areas, consider building your site using the words “Pick Your Season” followed by “Pick Your Passion.”

This way you start with WHEN the guest would like to visit, followed by the activities available that time of year. If you pick the winter season in Door County, Wisconsin, the activities might include snowmobiling, snowshoeing, the areas dozen or so Christmas shops, and spa facilities and lodges. During each season, the experiences change.

Always sell the reason WHY someone should visit before you dig in with lodging, dining and diversions. All too often communities miss this step. Sell experiences, not geography, not your boundaries. People want to travel for the experience, so build the anticipation for a fun time, then tell your visitor why you are the best place to experience it. Welcome to the “experience economy.”

9 BUILD THE BRAND

Branding is the art of differentiation – the community’s unique image in the minds of its visitors. More than just logos and slogans, a community’s brand is pervasive. It is a promise to visitors of what the community has to offer. The more distinctive the brand, the more attraction it holds.

Branding requires continuity in all that you do: your product offerings, claim to fame, marketing, logo, slogan, and the look and feel of your marketing materials – particularly your Website. A first glance at your Website should tell visitors who you are and what sets you apart from everyone else.

The Napa Valley town of Calistoga has branded itself as a wellness center, and portrays that theme effectively on the chamber’s Website.

The branding focus doesn’t mean that is all you have to offer, but it promotes the town’s image, which should reflect its primary lure - what you have that the visitor acan’t get closer to home. To win the customer you must ALWAYS first promote what sets you apart.

The key is to promote who you are: why you are different and worth a special trip, and THEN the “other things” your visitors can do while in the area. Your brand should revolve around your primary lure. Don’t try to be all things to all people.





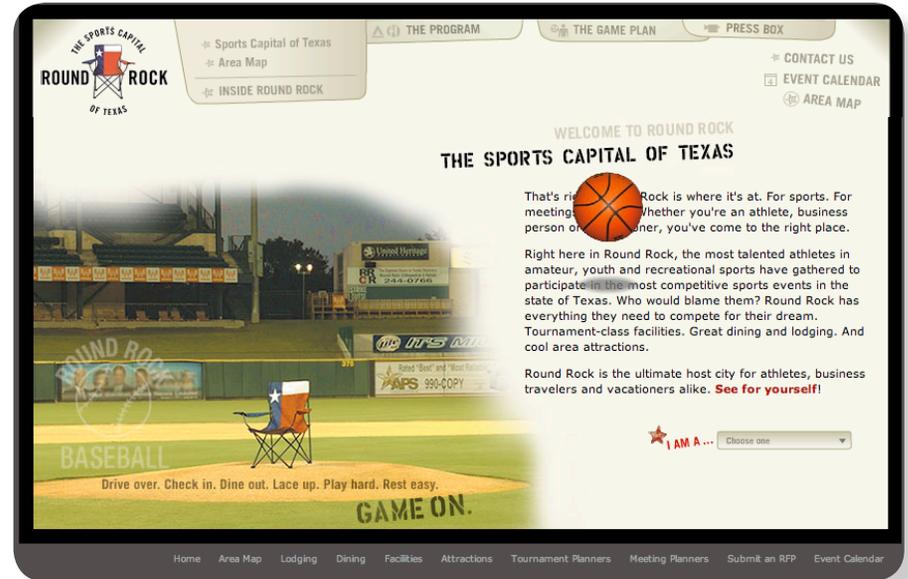
10 SPREAD THE BRAND AROUND

Building a strong brand requires a consistent message, a consistent look for the entire community. Can you imagine how Coca Cola would be perceived if every Coca Cola bottling plant produced its own Coke logo, own colors, and their own Coke commercials? The brand (and Coke) wouldn't be in existence today. It's the same with every community or region. The trick is to get everyone pulling in the same direction with a consistent look, feel, key messages, and identities.

Once you develop an outstanding splash page with the right logo and the layout and design promoting the ambiance and essence of the community, spread it around.

The city, chamber, convention and visitors bureau, and other local organizations should all use the

same style or "look" on their front doors as well. This continuity helps build the brand, imprinting the brand image in the minds of visitors and residents. Round Rock, Texas is working hard to become "The Sports Capital of Texas," based on the community's 500-acre sports park. If the city and other local organizations all introduced Round Rock as the sports capital on their Websites, the brand could become even more powerful. "Welcome to the Sports Capital of Texas, and thanks for visiting the Website of the Round Rock Garden Club."



Charleston, South Carolina, promotes its outstanding history, and you can see that brand image of "history" carried through to various organizations' Websites in Charleston.

When a consistent message, look, brand image, is used throughout the community, the brand becomes more powerful. A good, powerful brand attracts visitors, businesses, and investment to the community.

11 CREATE A CALL TO ACTION

If you've ever purchased a new car you know that the sales person will do everything he or she can to get you to buy right then and there. They know that if you leave, even if you say you'll be back, the chances of you really coming back are less than 3 percent. It's that way in every sales effort whether in a car lot, a retail store, or a Website.

Create a Call to Action - something that will entice the Website visitor to take action. Having a potential customer think, "Gee, I'll have to go there sometime" is nice, but only 3 percent of the time will that translate to a real sale. Sweeten the pot by including a Special Deals section on your site - and promote prices, not percentages. Customers want bottom-line costs, not the usual hyperbole of "30 percent off." Thirty percent off what? Give it to them straight.



Other calls to action can be a “Request for Information” form on the site that they fill out. While the brochure is available as a download, some customers would rather have the real thing. There’s certainly nothing wrong with that. After all, in a few days they will be reminded about you when it arrives in the mail. In this case, your brochure needs to be good enough to close the sale. And it should have the same look and feel (overall design) as your Website so that it creates a connection in the mind of the prospect.

Special events are another good call to action. If they only happen once a year, you create a “don’t miss it” reminder in the mind of the customer.

12 MAKE IT EASY TO GET MORE INFO Many organizations are so concerned about receiving spam that they refuse to include contact information on their Websites which, in essence, punishes the customer who is looking to spend time and money in the community.

Some viewers will want to write or call on the phone. It’s amazing how many destination Websites do not provide an address, phone number, or even an e-mail address. Be sure to include all three, with your toll-free number if you have one. A “Contact Us” page makes it easy for viewers to find that information if you don’t want to include it on your home page. Not only must you include contact information, you should also provide:

- An online request for information page with a list of publications and/or resources that can be sent them.
- Links to more detailed information and other resources.

The Metropolitan Tucson Convention and Visitors Bureau has created a well-designed and easy to navigate site, starting with a focused home page that includes a single link to the visitor section of the site, and then a “send me info” link. It includes options for different materials and doesn’t ask too many questions. Too many questions to answer makes many visitors decide to not fill out the form at all. The site also includes phone numbers, e-mail addresses is this form isn’t sufficient, and even names of contact people.

Ninety four percent of people with internet access use it for travel planning. Even so, visitors often have specific questions or want materials sent to them. Providing an easy way for visitors to contact you will ensure that visitors get all their questions answered, helping to make the sale.

13 DOWNLOADS AND ONLINE VIEWING SAVE MONEY, INCREASE SALES Convenience is one of the most important factors of any marketing program. Your customers want - and expect - instant gratification. Since most people do their travel planning during the evening hours in the comfort of home, they need the information readily available. Less than 5 percent



of Website visitors will write down a phone number (if they can find that) and then wait till the next day to call to get more information. ALL of your marketing materials should be available on-line in PDF format and formatted so that when downloaded, they can easily be printed on standard 8.5” x 11” paper. If you’ve developed a tri-fold rack brochure, unfolded it would measure 12” wide by 9” tall. While this can be reduced to print on a standard sheet of paper, the text will likely be too small to read. Instead, break the brochure up into a series of 4” x 9” panels and the customer can print the panels, or the whole brochure as needed.

Don’t forget to make available maps of your destination - its attractions, amenities, and its relationship to highways, airports and Amtrak. Travelers love maps, whether it’s a link to a Mapquest.com



version of your destination, or an elaborate schematic of your downtown, resort, trails, or wine country. These should be downloadable as well.

Meeting planners, event planners, editors, writers, and others are purging their file cabinets of press and conference planning kits and are now expecting that everything they will need will be online.

By creating an easy-to-find Downloads section of your site, you will give your customers what they want: instant information, and you will save a substantial amount of money in printing, postage, and envelopes, and time. Make it easy. Make it convenient. As an extra courtesy, you may want to identify the “byte” count of each download, or the download time on a standard 56k modem. Many Internet users are reluctant to begin downloading files unless they know what they are getting.

14 START WITH THE SITE MAP (CONTENTS)

The last couple of pages of this book contain a sample “site map,” or contents, for an effective tourism Website. Whether you are a community or business, you must make it easy to plan a visit. The easier you make it, the more likely you are to close the sale. Include your site map as a link for visitors to use – it helps to have this as a table of contents.

Every community and business is different, and so your site map may vary from the one provided below. But this can provide you with a starting point. Just remember, you must make your site friendly enough that Grandma can easily navigate through it. Do so through a few steps. Don't include more than seven choices on the home page - with all

seven links in one location. Sites with links all over the page have no clear focus and are confusing.

15 DEVELOP PARTNERSHIPS

The more you have to offer collectively, the further people will travel and the longer they will stay. It's the Four Times Rule. People will travel to a destination if you have attractions, that appeal to them specifically, that will keep them occupied four times longer that it took them to get there. So, if a visitor travels two hours to reach you, do you have eight hours worth of activities that cater to them?
(2 hours x 4 = 8).

You will be far more effective as one loud voice as opposed to a number of individual small voices. You still need to have a primary lure that sets you apart, but you must also have plenty of diversions or secondary activities - all of which translate to increased tourism spending.

Be sure to include information and links to nearby attractions, towns, amenities, that might appeal to visitors. Have reciprocal links. But don't just link to the other sites, or to partners. You need to make the sale on your site, then link the customer over for additional information. Some search engines use the number of links on a Website as one of their criteria in determining the popularity of that site, and the more links, the higher the ranking of that site.



16 SIZE MATTERS

Laptop computer sales are quickly gaining on desktop systems, as are notepad computers and other small-screen internet devices.

Make sure you develop your site to be approximately 600 pixels wide (8.5”) by approximately 400 pixels tall (5.5”). Each “home page” of a new section of the site should adhere to this size. Follow-up pages should still remain the same width, but can be longer, only requiring the customer to scroll down. You NEVER want your customers to have to scroll side to side.

Developing a site that takes up a whole screen can leave lots of empty space, takes longer to load, and is often awkwardly configured. Also make sure you have your site automatically centered on the screen. The goal is to make the site attractive, easy to view, navigate, and use..



17 PUTTING TOGETHER THE TEAM

Website designers are a dime a dozen. Having the technical ability to write HTML does not equate to the talent to build an effective Website. Just about everyone over the age of 12 with a computer can design-build a Website. But having a Website does absolutely nothing for you if it can't close the sale.

Consider building your Website like you were building a home. It's highly unlikely that you'd have the architect actually design the house, build it, furnish it, and decorate it. When it comes to a tourism Website, you will need the "architect" - the tourism professional that will develop the site map and how the site flows. Then you'll need the "finish carpenter" - the graphic designer that makes the site beautiful, easy to read, and sets the ambiance and character of the site. In a home the finish carpenter adds the nice touches - wainscoting, wood accents, tile and other elements that bring together the overall feel and ambiance of the home. Then you need the interior designer - the person who writes your headers and body copy. This part of the site also includes professional photography. The other player is the "engineer" - the professional that creates the "backbone" of the site: the infrastructure. This includes optimization of the site, compatibility, scripts and forms, databases for visitor registrations and opt-in marketing, downloadable files, JavaScript and Flash components (motion elements), etc.

While most Website design firms say they have all these disciplines in-house, check other industry-related sites they've developed. Are they good enough to make you want to go there or buy the product?

Always hire the best, then negotiate the price - consider phasing the project, if you have to. If you can't come to terms you move onto the second best - still very qualified and good. Your Website is like making a movie: You have to have a good story (the experience), a good script (the dialogue that captivates you), a good cinematographer, good actors, and a strong supporting cast. Look at the development of your site in the same way. You're the executive producer.

18 COMPARE YOURSELF TO COMPETITION

Make sure you stack up well against your competition. A potential visitor, undecided about where to stay, might check into all nearby towns. Or a family wanting to go on a kayaking adventure might look into any location that offers that activity. The point is that travelers these days, with access to so much information on the internet, can compare your town to any other town in the world online. You want to be sure you're still in the running.

After you identify your competitors, take the time to analyze their Websites. Look at their layouts, their use of photography and text, and the features they present. How friendly are their Websites? Are they attractive and compelling? Do they provide enough information? Do they offer special deals? And do they invite the viewer to subscribe to an email newsletter? Compare your features with theirs, and make sure you haven't forgotten something your competition is promoting.

If you are looking to relocate or vacation in one of the towns in California's Gold Country, chances

are you'll start by doing some web research. You'll find the towns of Truckee, Angel's Camp, Nevada City, San Andreas, Copperopolis. Where would you go? Looking at their Websites, comparing them, most people are attracted to Truckee, because their Website is so compelling. The outstanding photography, ease of navigation, and text that sets the tone for a great experience makes Truckee the first choice. Comparing the different town's Websites is a great exercise in seeing what makes a good site work.

Keep up to date with your competition - what they're offering, and how they present themselves. You'll be able to maintain your competitive edge by knowing how you stack up against the competition.

Part II. Make your town stand out in the crowd - Marketing your Website

19 MAKE YOUR URL MEMORABLE

Your URL is your internet address, and it should be both relevant and easy to remember. A shorter URL is usually better than a very long one; on the other hand, if it is too abbreviated, it won't make sense and might be difficult to remember. Keep it as simple as you can, while still making sense.

You can create additional URLs as part of specific marketing efforts, and have them link directly to your Website. For example, to encourage visitors to Yosemite National Park during the winter, they began an ad campaign: "Yosemite This Winter," highlighting the winter sports and beauty to be



experienced in the park. As part of the campaign, they purchased the URL www.yosemitehiswinter.com, which linked directly to the winter in Yosemite landing page on the Website.

Use memorable URLs as one more tool in your marketing efforts, and you'll see results with more hits to your Website, and more visitors to your town.

20 PURCHASE YOUR WAY TO THE TOP If bass fishing is the number one draw to your community, searching those words on Google (the most popular search engine), will yield 1,490,000 results. Since 70 percent of all web users don't look past the first page of search results, and percent don't look beyond the first two pages, your site isn't going to be an effective marketing tool if it's listed on page 994.

Now you know why Google and Yahoo!, both with free search services, sell keyword listings. You bid for the keywords, with the highest bidder taking top honors on the first page of results, under "sponsor matches." Keyword bidding is referred to as "pay per click" – a powerful and cost-effective way to market whatever you're selling.

Google's keyword program can be found at www.adwords.com. Yahoo!'s program, which also covers Alta Vista, AOL, and other search engines, can be found at www.overture.com.

A company will pay a one-time charge for each click, costing as little as 10¢, and on up to more than \$1, depending on how much other companies or communities bid for the keyword. That's a lot cheaper than the cost of a brochure, a stamp, and an envelope, plus the potential customer gets

immediate information – something we expect in the Internet age. You can easily monitor which keywords are most effective or not used at all. You can make changes anytime, and you control the cost by setting limits. You even get to write the "teaser text" under your listing, whereas in normal search engines, text from the first page is simply displayed – not always the text that will pull customers to your site.

After the customer gets to your site, you want to be sure the site is good enough to close the sale.

21 TAP INTO Website TOOLS While purchasing key words is important, over time you hope to have your site listed at no charge AND on the first page of results. One of the best tools around for Search Engine Optimization (SEO) is NetMechanic's Search Engine Power Pack. For \$99 a year, this is a major bargain. It can assist you in optimizing your site by analyzing each page for problems, compatibility, and will let you know how to properly emphasize keywords using Power Pack resources such as the Keyword Popularity Tool. (www.netmechanic.com)

22 LEVERAGE VALUABLE META-TAGS When consumers search the internet using key words or phrases, some search engines use a special section of computer HTML language in Websites called meta-tags to find the appropriate sites. Some search engines give the meta-tags more importance than the actual content of the page when searching. Many engines use a combination of techniques including meta-tags to find the Websites they are looking for.

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Show Off Your Site Excellence This Site is a NetMechanic Star Performer!

Boost your visitors confidence. Display a Star Performer award on your site.



Google Web images Video News Maps more

Web Results: 1 - 10 of about 4,400,000 for **bass fishing texas** (0:28 seconds)

Texas Fishing Guides
TexasFishingGuideDirectory.com. Looking for Texas fishing guides? See our Texas fishing guide directory.

Texas Bass Fishing - TexasBassFishing.com
Texas Bass Fishing - Find Everything for Texas Bass Fishing in the USA here at TexasBassFishing.com. Your Total TexasBassFishing Headquarters.

Bass Fishing - Peacock Bass Fishing, Saltwater Fishing and Hunting...
Bass Fishing, Bass Fishing Lodges, Bass Fishing Lakes, Bass Fishing Guides, Bass Fishing Tips... New Mexico Outdoor Sports Guide - Texas Sports Guide.

Bass Fishing Lodges in Texas
Texas' finest Bass Fishing Lodges as well as other bass fishing information on Texas Lakes.

Bass Fishing Reports for Texas from the Bass Fishing Home Page
Bass Fishing Reports for Texas from the Bass Fishing Home Page.

Texas Bass Fishing
Texas Bass Fishing - Guides - Bass Boats - Classifieds.

Texas fishing reports... Texas Fishing Reports, Texas Bass...
Texas, Texas Fishing Reports, Texas Fishing Articles, Texas Fishing Information, Texas Fishing Links... An Excellent Book on Fishing in the State of Texas...

Texas bass fishing
Texas bass fishing, fishing links, bass fishing guides, bass clubs, fishing reports, bass fishing report.

Texas Fishing Crime Times - Texas Fishing Information
Texas Fishing Crime Times provides Texas Saltwater Guides, Texas Saltwater Fishing Information, Texas Freshwater Guides, Texas Bass Fishing, Texas Tides...

Lake Fork Fishing Guide - HUGE TROPHY BASS EVERY PAGE
LAKE FORK FISHERY GUIDE for Lake Fork Texas. All you need to know about Lake Fork in one site... See a different trophy bass on every page of this site.



There are two main types of meta-tags recognized by search engines: “description” and “keywords.” These tags need to be placed in the “head” section of your HTML document. Several engines look for agreement between the “description”, “keyword,” “title” and “body text.” Using the same keywords in each field will help the search engine locate your site.

If you open up a Website in Internet Explorer, for instance, you can go to a page, then from the menu go to View>Source. You’ll see the HTML that was used to build the page, including the meta-tags.

Wisconsin Dells, the Waterpark Capital of the World, has done a good job with the use of meta-tags, using waterparks, resorts, attractions, hotels, motels, campgrounds, restaurants, festivals, dells, family, and more, to help search engines locate their site when potential visitors are searching for any of those keywords.

When you develop, or redevelop your site, it can take up to six months for search engines to find and list your keywords, or meta-tags. Smart communities will use both meta-tags and pay-per-click programs. Once your site appears on the first page of search results as a result of your good use of meta-tags and content, you can drop the pay-per-click listing of those particular search words.

23 CREATE LINK EXCHANGES

Link exchanges can boost your listing positions on major search engines, and create marketing partnerships. Throughout your site you should provide links to other sites - but don’t rely on those sites to close the sale. That’s for you to

do. The other sites will just provide additional information about the experiences you’re selling. Make sure you “exchange” links: “If you link to me, I’ll link to you.” Reciprocal links are a terrific way to increase the visibility of your site at little, if any, cost. Some search engines will boost your standing in the search pages based on the number of other Website that link to your Website.

NOTE: Make sure you check the links on your site once a month. There’s nothing more aggravating than clicking on old and/or broken links. Visitors don’t have much patience for this inattention to detail.

24 PERMISSION MARKETING - CREATING TOMA

There is no better way to create “Top of Mind Awareness” or TOMA than through “permission marketing” through periodic newsletters or notes fitting a specific category, such as “special deals” or “special events.”

Include a page on your Website for visitors to “sign up.” Offer specific categories or topics that might be of interest to visitors to your area, such as “special weekend getaways,” or “family activities.”

Once a month or so, write and send out the newsletter. Keep it brief. Never use more than two paragraphs, then add links so a viewer can get more information. Be sure the information you send is newsworthy – not just advertising. You want the reader to feel that your newsletter has value.



Wisconsin Dells is the “Waterpark Capital of the World,” yet their Website (below) didn’t reflect that in its overall appeal. It was very corporate looking, in fact. A redesigned Website (left) sells the experience, is family-friendly, and outright fun. Always sell the experience - and make it obvious what you’re about.

By



getting the quick and easy update every month or so, the reader is always reminded you exist. So when it comes time for a getaway, what's the first destination to come to mind? Hopefully yours.

Make it easy for subscribers to opt out at any time. Providing this option makes it easier for visitors to decide to sign up. And don't ask them too many questions about themselves on the sign-up page. That discourages readers. It's more important to get the newsletter out to as many readers as possible than to get detailed demographic information on only a few.

The island of Bonaire, in the Caribbean, does a great job of this. Every two weeks, the Bonaire Tourism Board sends out its "Quick 'n Easy Tourism Updates." Quick and easy are the operative words. E-marketing programs are one of the most effective sales tools in the U.S. They create "top of mind awareness," bringing visitors back to your Website – and your community – time and again.

Part III. INVEST WISELY – The Importance of Your Town, Online

Too many communities think nothing of spending \$20,000 or more on a brochure, while they spend \$5,000 on a Website. 94% of all potential visitors (especially those with money to spend) will use the internet, while less than 5% will call or stop by a visitor information center. So how should you spend your money? Spending \$20,000 for a Website good enough to close the sale is a very good investment. Spending another \$10,000 a year to keep it fresh, updated, and changing (to bring customers back), is well worth the cost. Investing

in an e-marketing program, keeping the newsletters timely and relevant, can have a profound effect on your visibility and tourism sales.

25 YOUR WEBSITE IS FOR YOUR CUSTOMER

Don't make the mistake of building your Website for you, the City Commission, or anyone else's vanity. The only purpose of your Website is to meet the needs of your potential customers. Don't do anything that gets in the way of the sale, like making visitors sit through an animated presentation when they are trying to get to another page. Make sure your Website works on a variety of operating systems (Windows, Mac OS, Linux.). Make the home page representative of what your unique feature is. The viewer should be able to tell what your Website is about in less than five seconds. And as important as the mechanics are to the web designer, the bottom line is, "Does the Website increase visitor traffic to your destination?" Evaluate this regularly, and consider changing your site if it is not producing.

CONCLUSION

The real-life Navin Johnson, our enthusiastic "somebody" introduced at the start of this section, went on to fame and fortune after inventing Opti-grab eye-glasses. The little handle for spectacles sold ten million units in a few short months. American Time News Magazine published an article about him which stated, "Mr. Johnson, you've become a millionaire overnight. Who are you?" In 1979, the internet hadn't yet been invented, otherwise no one would have needed to ask who Navin Johnson was.



SAMPLE SITE MAP

The following is a sample site-map or “contents” for an effective community-oriented Website. This site map is simply a sample, but may give you a starting point if you’re hoping to redevelop your site into a powerful marketing machine. Make it easy to navigate, just like walking into a home, starting at the front door.

INTRO PAGE

- Welcome text
- Flash slide show (four or five photos)
- Skip intro button
- “Pick Your Season”

HOME

- “Pick Your Passion” - (activities by season)
- Link to site search page
- Link to contacts (site map)
- Link to contact info page
- Primary buttons to categories below and next pages

VISITING (intro text)

- Primary Attractions (intro)
 - Historical
 - Cultural
 - Urban
 - Entertainment
 - Environmental
 - Recreational
 - Activity vendors
- Day Trips and Other Attractions (intro)
 - Within an hour’s drive
 - Local diversions (secondary activities)
 - Quaint escapes
- Events (intro)
 - Major events (visitor-oriented events - not local events)
 - Events by month
- Quick Facts (intro)
 - Legends and claim to fame

- Elevation and geography
- Population, demographics
- Did you know...
- Photo Gallery (intro)
 - Send a postcard
 - Photos by attractions category w/descriptions
 - Photographer credits/links
- Getting Here - Maps and Directions (intro)
 - National
 - Region (multi-state)
 - State map
 - Region/area map
 - Distances chart (miles, k/m)
- Weather and Seasons (intro)
 - Typical weather patterns
 - Current weather and forecast (link from weather site)
 - Best activities by season
- Visitor Services - Lodging, Dining and Shopping (intro)
 - Lodging (sort by location, type, price)
 - Dining (sort by type, style, location - featured restaurants)
 - Shopping (sort by type, location - featured retailers)
 - Services (sort by location, type of service)
- Transportation (intro)
 - Driving conditions
 - Travel by RV
 - Travel by boat
 - Airports and services
 - Tours (individual and groups)
 - Rentals, other
- Group Information (Intro)
 - Venues: outdoor
 - Venues: indoor
 - Reunions and personal gatherings
 - Conferences, meetings and trade shows
 - Tours, group services
 - Sporting events, venues
- Trip Planner (Intro)
 - Suggested itineraries
 - Resources



Travel Links (Intro)

- State tourism info
- Local chamber offices
- AAA, travel clubs
- Services

SITE FOOTER

- Copyright info
- About the site link (browsers, webmaster info)

LIVING (Intro)

- Community info
- Community links, events
- Real estate
- Doing business

HISTORY (Intro)

- Pioneer/Native Americans
- Modern times
- Historical attractions (link to attractions)
- Historical resources

SPECIAL DEALS (Intro)

- Packages
- Seasonal discounts

DOWNLOADS (Intro)

- Activities Guide
- Meeting Planners Guide
- Video clips

RESOURCES (Intro)

- Press room
 - Press releases (sort by topic)
 - Backgrounder
 - Events
 - Photo library (thumbnail with contact info)
 - Press contacts, resources
 - Press downloads
- Articles about the area
- State government offices, links



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