Destination
Development, Inc.

Community Branding, Development & Marketing Plan

Moses Lake, WA

August, 2007

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INTRODUCTION & SCOPE OF WORK

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Introduction and scope of work

Located approximately 175 miles east of Seattle and 110 miles west of Spokane, Moses Lake is the commercial hub of the Columbia Basin in Grant County, Washington. Settled by pioneering farmers attracted to the shores of the lake in 1910, the community's agricultural roots are still strong, while the city provides for the commercial needs of the surrounding area. State Highway 17 and Interstate 90 intersect at Moses Lake, offering easy transportation access to the metropolitan areas of the state, while the lake and rural environment offer a relaxed atmosphere and many recreational opportunities.

The City of Moses Lake is working hard to grow economically while maintaining its character as a friendly, livable, family-oriented rural community. Part of the City's economic development efforts include increasing visitor spending in the community, enhancing the tourism industry. Recognizing that the top activity of visitors is shopping and dining in a pedestrian setting, the City saw the advantages of revitalizing the downtown core area, to make it more attractive to both visitors and residents. With those goals in mind, the City issued a request for qualifications for creation of a tourism branding, development and marketing plan.

Destination Development, Inc. was selected to partner with the City to create the action plan that would develop a comprehensive vision for tourism in Moses Lake. The plan should maximize the City's current assets, identify hidden opportunities, and provide a road map to a sustainable and vibrant tourism economy through branding, product development, and marketing.

Overnight visitors spend three times that of day visitors, so increasing overnight stays is a top priority. In order to accomplish that, it's critical to offer plenty of activities to keep visitors occupied long enough to warrant an overnight stay. Visitors also will travel for experiences they can't get close to home; visitors want activities that are unique.

In order to meet the goals of the City of Moses Lake, DDI produced a Tourism Marketing and On-site Assessment as well as this Branding, Product Development, and Marketing Action Plan. The development of this plan was accomplished through the following scope of work:

Task I: Working relationships
DDI established a working relationship with the City of Moses Lake officials and the Moses Lake Business Association (MLBA), meeting with the City's project director, the MLBA Executive Director, Chamber of Commerce officials, and other marketing, advertising, tourism, and travel-industry leaders. Goals and objectives were defined, and a preliminary list of stakeholders and interested individuals was assembled for further contact.

Task II: Community outreach
DDI worked in collaboration with the City and MLBA to develop a community and visitor industry outreach program, allowing individuals and interest groups to express their thoughts and ideas about tourism in Moses Lake, and allowing DDI to distribute information about the planning effort to build support for the recommendations. Education has been an important part of this focus. Accomplishing this outreach effort included in-person interviews and producing a marketing and product assessment workshop and brand education workshops.

Task IIIa: Review of plans and studies
DDI reviewed plans already created for the community including strategic, comprehensive, and revitalization plans; transportation plans; economic development plans; business community efforts; and marketing programs. This has enabled DDI to understand earlier planning efforts while creating the present plan.

Task IIIb: Competitive analysis
DDI also performed a competitive analysis of regional communities and reviewed state and regional tourism marketing efforts, tourism trends, emerging opportunities, traffic growth patterns, and partnership opportunities.

Task IIIc: Tourism research
DDI reviewed existing tourism research reports from the state of Washington as well as other tourism statistics, trends, economic indicators, visitor-industry metrics, and traveler planning, spending, and activity patterns from a variety of sources including the Travel Industry Association of America (TIA).

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Task IV: Marketing effectiveness assessment
DDI performed a marketing effectiveness assessment - a review and analysis of current marketing and branding efforts by Grant County, the City of Moses Lake, local businesses, and other community organizations and agencies that play a role in the tourism industry.

Two DDI "secret shoppers" researched the Internet, guidebooks, and other visitor information services to determine the visibility of the region and its ability to close the sale with its marketing effort. A professional review of these marketing efforts was also performed.

Task V: On-site community assessment
DDI performed a community on-site assessment, conducting an inventory and analysis of tourism assets. The on-site assessment included a review of community attractions, events, critical mass, retail mix, branding, gateways and entries, signage and wayfinding, and visitor amenities and services. Beautification, overall appeal, pedestrian friendliness, and seasonality were also assessed. Scores of photographs were taken during the assessment to illustrate suggestions that the community should consider to help increase visitor spending.

The results of the marketing and on-site assessments were combined into a single report and distributed to the City of Moses Lake. It was also presented to the public in a workshop in Moses Lake.

Task VI: Meetings & interviews
The community visitor industry outreach effort also included meetings with local stakeholders regarding tourism and its role in economic development. Personal interviews, as well as phone and e-mail correspondence, were conducted with elected officials, city staff, planning department personnel, local organizations, downtown property owners and staff, lodging and dining establishment owners, attractions management, event organizers, and local residents. Open dialogue was encouraged in all interviews and group meetings.

Task VII: Recommendations development
DDI accumulated the findings from research, assessments, and interviews,

and applied its expertise to develop a recommendation and rationale for Moses Lake's brand. Additional research regarding the recommended brand-focus was performed. Conceptual brand identities and slogans were developed and tested in the marketplace.

Task VIII: Creation of the Action Plan
After assessing the current state of Moses Lake's tourism efforts and potential goals, DDI developed this Action Plan - a detailed "to-do list" of recommendations that will considerably increase tourism spending in the community. Each recommendation is individually numbered and includes:
• A description of the recommendation
• Which organization should be charged with implementation
• The cost of implementation (if known)
• Possible funding sources
• Timeline for implementation
• The rationale for making the recommendation

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STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

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Strengths, Weaknesses, Opportunities, & Threats

From our reconnaissance of Moses Lake, and our research review and interviews, we have summarized the particular strengths, weaknesses, opportunities, and potential threats for developing a stronger tourism industry. If a community has strengths that can become the foundation for the development of a product that supports a particular brand, then we consider them. Likewise, opportunities previously undeveloped can often become the sources for a strong branding effort. Weaknesses can be overcome, but some could become a "fatal element" in the design and implementation of the brand. Threats are potentialities, something to be considered for the future of the brand.

Strengths

1. The city's well-maintained sports and recreation parks are a stunning asset for visitors.
2. The Aquatic Center and new Flow Rider are a regional draw.
3. Centennial Theatre facility and performances are a draw.
4. Downtown Sculpture without Walls program adds ambiance.
5. Vision 2020 is a terrific community involvement program.
6. Activity trails are a great diversionary activity.
7. Convention and meeting facilities exist in two locations.
8. Some downtown merchants create attractive displays.
9. The Moses Lake Business Association is active and dedicated to improvement of the downtown.
10. The lake and its warm water are a natural asset of tremendous importance.
11. Moses Lake Museum & Art Center is a good diversion.
12. Potholes Reservoir is a nearby attraction of importance.
13. Sand dunes at the south end of the lake draw many visitors.
14. The Japanese Peace Garden is a good diversion.

Weaknesses

1. Neppel Landing's full potential is impeded by the railroad track.
2. It is not easy for visitors to use the lake.
3. Access to Moses Lake Park off I-90 is a challenge for eastbound travelers.
4. Signage and wayfinding throughout town are very poor.
5. Gateway signs are difficult to read and lead to nothing special.
6. Retail critical mass necessary to attract visitors (and many locals) does not exist.
7. Many downtown businesses have poor curb appeal.
8. Some businesses along Highway 17 near I-90 have the back of the building facing the street making a poor first impression.
9. Dozens of plastic banner signs are used around town creating a sloppy, cheap look.
10. Trash along the roadways makes a poor first impression.
11. Broken and temporary signs create a bleak impression.
12. Chain link fences in the downtown create a harsh, industrial feel.
13. Visitor information center is easy to miss and parking there is difficult.
14. Location of private convention center is away from restaurants, lodging, retail, and entertainment. Meeting facilities at Big Bend College are removed from downtown.
15. No rental cabins or cottages are available along the lake for summer visitors.
16. There are too few downtown activities after 6:00 p.m. to draw pedestrian traffic.

Opportunities

1. The lake is under-utilized and can accommodate additional on the water visitor activities if boating equipment is made convenient.
2. City parks on the Lake can be active gateways to lake activities.
3. Team sports parks are a visitor draw for families and overnight stays.
2. Park information kiosks already exist and can be used to promote and cross-sell attractions and events.
2. Downtown has great potential to become an intimate setting and gathering place.
3. Dull buildings can be changed with façade improvements and trompe l'oeil murals.
4. There is solid community support for revitalization.
5. Marketing to concert-goers at The Gorge for overnight stays.

Threats

1. There are no champions to create needed change in the community.
2. Long term continuation of the railroad spur along Neppel Landing inhibits a direct link between the downtown and lake.
3. Lack of private sector investment into the downtown.
4. Substantially higher gasoline prices in the Northwest.

EXECUTIVE SUMMARY

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Executive Summary

To be successful in tourism, an area must set itself apart from the many other communities offering similar activities and attractions. That art of differentiation helps create a unique image in the minds of visitors, making it a more attractive and desirable place to visit. People want activities that are unique. Finding a niche, developing it, and promoting it, are the keys to a successful tourism effort.

This Tourism Branding, Development and Marketing Plan, prepared for the City of Moses Lake, outlines a specific course of inter-related actions to create that unique image by implementing a comprehensive "Lake Sports" branding program in the community. The plan was developed after reviewing current facilities, resources, and marketing efforts; gauging community interest in the brand vision; and evaluating the potential for Moses Lake to develop a viable mix of events, retail tenants, and other visitor amenities to ensure success. It reflects an analysis of regional competition, as well as the community's marketing strengths, weaknesses, opportunities, and threats. Numerous community residents, civic leaders, and business people were interviewed during the course of this research. Their opinions were invaluable.

The Vision
The City of Moses Lake has long recognized the value of the natural resource for which it is named. Water is a precious commodity in central Washington for agricultural, commercial, and recreational purposes. The "Lake Sports" brand is an obvious choice for Moses Lake, and presents the best opportunity for the community to capitalize on a full-fledged revitalization, product development, and marketing effort to attract more overnight visitors. The "Lake Sports" brand is not only the most natural choice, but it is the most economically feasible as well. The goal of this plan is to make Moses Lake a true destination, thereby attracting significant numbers of new visitors who will bring more revenue into the local economy.

The fact that Moses Lake is surrounded by water is not the only factor. Equally important is the temperature of that water. Warm water is rare in the Pacific Northwest and represents a valuable lure, especially for those who are attracted to water for recreation. An important aspect of the "Lake Sports" vision is directly tied to warm water, namely, that Moses Lake is a great place to become introduced to new water sports. Whether learning to water ski, surf, ride a jet ski, or roll a kayak, it's a lot more pleasant in warm water than cold. Most of the large population centers in the Pacific Northwest are located on the west side of the Cascade Mountains, where icy rivers and lakes and frigid marine waters are the norm. Moses Lake is in a good position to attract a great many of these people across the mountains to enjoy their favorite activities in warm water for a change.

The key to the "Lake Sports" brand is offering a wide variety of water activities in a convenient location. The vision is to create more animation on the lake, make it easy for someone to decide to stop and rent watercraft, get something to eat, shop and be entertained, and enjoy a wide variety of activities.

Visitors will travel to a destination if there are enough activities that appeal to them that will last four times longer than the time it took to travel there. To attract visitors from Seattle, Moses Lake will need to offer at least twelve hours of activities that cater to them (4 x the 3 hour drive). Getting visitors to stay overnight is the primary goal since they spend three times the amount of money as a day visitor.

The shape of the lake makes it very suitable for having specific areas informally designated for specific water sports. Water skiing and jet skiing can be offered in certain areas, while paddleboats, canoeing, and kayaking can be offered in quieter locations. Dragon boats can be used in a different spot. Other lake activities can include swimming, wakeboarding, boardsailing, and fishing. Moses Lake can be the perfect place for people to come to learn any or all of these water sports, in a sunny location with warm water.

The water park is an excellent piece of the whole water sports package - offering still more, and different, water-based activities close to downtown.

Visitors to Moses Lake are not going to spend all of their time on the water. Typically, the average visitor will spend four hours a day with their primary activity (lake sports), then ten to twelve hours with diversionary activities: shopping, dining, other recreation, nighttime entertainment, events, markets, etc. The number one activity of visitors is shopping and dining in a pedestrian setting. For that reason, it is important to revitalize the downtown

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core to make it more aesthetically attractive and pedestrian-friendly, and to provide the services, attractions, diversions, and amenities that tourists want. Once these resources are developed to a critical mass, visitors will want to return again and again. We believe that the "Laketown Landing" identity for the downtown district is a perfect complement for the "Lake Sports" brand, and it suggests a certain cachet that will appeal to upscale visitors.

A good, complementary slogan helps communicate and promote the brand. It, too, was an obvious choice. There's no better way to invite visitors to experience a warm water destination like Moses Lake than by simply stating "Jump In!" The slogan instantly conveys water. It suggests carefree abandon, a willingness to go for the gusto, a desire to seek out new challenges and adventure. This is what many visitors hope to experience while they're on vacation. On another level, the slogan implies that there's a wealth of activities, events, and attractions available for every visitor. That's a tall order to live up to. It's critically important to be able to deliver on the promise. Therefore, before making the promise, you have to develop the product.

Product Development
In addition to several new branding and marketing products, this plan calls for the development of new facilities and the upgrade of others in the city's parks and downtown core.

Central to these efforts is providing new services and facilities that will transform the city parks into the main activity points for the "Lake Sports" experience. With its variety of waterfront parks and expansive lake surface, Moses Lake is in an enviable position to offer a wide variety of water sport options. By concentrating water sports facilities and activities in these parks, they can be developed into the primary lure for attracting more overnight visitors.

One key development will be the creation of a lake-wide water taxi service that connects the downtown and the far-flung park activity centers. This will require construction of a boathouse, ticket office, and new dock facilities.

Private rental concessions also need to be recruited for the parks. These should offer everything from canoes and pedal boats to ski boats and jet skis.

Other water entertainment features as well as food and beverage concessions need to be available at the parks. Establishing a regular float plane service from Seattle should also be explored to provide a steady stream of visitors who will rely on these concessions.

At the same time, downtown Moses Lake needs to be developed into the primary diversionary destination for visitors. Downtown revitalization efforts already begun need to be expanded, a diverse dining district needs to be established, and a more vibrant mix of destination retail needs to be made available to satisfy the expectations of discerning visitors.

In order to generate more visitor expenditures, Moses Lake needs to diversify its downtown retail mix. We recommend zoning the downtown district for destination retail and contracting with a recruitment specialist to attract specific retail businesses and restaurants.

The top priority should be creation of a downtown dining district. Good food, curb appeal, attractive interiors, great service, reasonable prices, and multiple choices are the ingredients for a successful dining district. At least ten spots downtown should feature some evening entertainment.

At least ten destination-oriented retail shops, which offer goods for both visitors and locals, should also be open evening hours. These retailers should be unique "mom and pop" establishments that offer goods and services not found in shopping malls.

Beach and lakeshore improvements, building restoration, streetscaping, landscaping, facade improvements, banners, gathering places, and water features will contribute to the ambiance of Moses Lake, reinforcing the "Lake Sports" brand, and creating a unique destination that visitors and residents will enjoy over and over again.

One of the most important factors influencing a visitor's decision about a destination is convenience. This begins with the ease of planning the trip, and extends throughout the actual experience. With Moses Lake, the brand needs to be supported by amenities that make the visitor's experience easy and enjoyable. This would include:
1.   New signage and wayfinding

2. Gateways into the downtown district "Lakefront Landing"
3. Visitor information kiosks
4. Downtown Wi-fi
5. Convenient parking
6. Convenient public restrooms

The heart and soul of any community, besides its people, is its downtown. But if locals don't "hang out" downtown, neither will visitors. Moses Lake's downtown area has great potential. Older main streets and downtowns are being renovated in approximately 6,000 U. S. communities, mostly rural and smaller towns. After a hiatus of nearly 50 years, mixed-use town centers are now emerging as the wave of the future. The forces that have led to this transformation include changing market demands, shifting public policy, new urban design ideas, creative financing solutions, and cultural changes that are occurring as the tastes of the Depression-era generation yield to those of baby-boomers, echo-boomers, and beyond, particularly to their "quest for community," and creation of gathering places.

The elements most commonly identified as missing by younger generations are what sociologist Ray Oldenburg has referred to as "third places." Third places are the traditional gathering places found outside the home (our "first place") and the workplace (our "second place"). Third places include cafes, pubs, town squares, small retail shops, village greens, and entertainment venues. The need for these "third places" is exemplified by the Gen-xers hanging out at the mall and seniors using them for morning walks. Creating a "third place" can put a community on the map and give it a focal point, a heart, an identity.

Can a redeveloped downtown Moses Lake compete with existing shopping malls and big box stores? Dead and dying malls exist throughout the nation's suburbs. "Lifestyle centers," including renovated downtowns, are stealing business away from the competition, particularly enclosed indoor malls. Retail developers are rediscovering older main streets and downtowns and are actively seeking them out. Even traditional malls have discovered the power of gathering places.

For Moses Lake, what needs to be developed is a downtown that doesn't revolve around neighborhood retail, but is instead driven by destination retail, entertainment, events, and an active nightlife, all located in a compact, intimate, and beautiful setting. A true gathering place. A place residents enjoy and feel safe. A place where downtown workers have a variety of dining and shopping options. A place where both residents and workers can congregate after business hours for dining and entertainment.

Downtowns will only succeed if they follow the same principles used by the best major lifestyle retail developers to satisfy consumer demands:

- Great storefront design with exciting visual appeal (exterior displays, beautification, alcoves, etc.)
- Traffic patterns that guide people to stores
- Strategic tenant mix
- Inviting, clean, beautiful, and secure shopping environment
- Ample convenient parking
- Regular and generous shopping hours
- High-quality marketing, advertising, and management

What brings people back is the casual public setting that town centers provide for meeting, mingling, strolling, and people watching. What fuels the commercial success of town centers is the right mix of tenants, customers, and foot traffic. This is not just about tourism. If a downtown can't attract residents, it won't attract visitors.

The other component of successful downtown redevelopment is to provide experiences. Experiential attractions can be theater, artists in action (art studios, arts incubators), street vendors and entertainers, farmers' markets, and themed restaurants and retail shops. The recommendations made in this plan will achieve these goals, but results require patience. The average revitalization program takes 10 to 30 years to complete.

These new product development efforts will require funding from the private sector and the formation of public/private partnerships.

Following are the primary infrastructure-related recommendations:

1. Develop water-based rental concessions as well as food and beverage concessions in the city parks.

2. Build docks and other facilities to support both a water taxi service and float plane service.
3. Develop gateways to downtown "Laketown Landing" district.
4. Create more off-street parking.
5. Build additional public rest rooms.
6. Develop public gathering places, including a permanent venue for an outdoor market.
7. Develop visitor information kiosks.
8. Install decorative crosswalks and intersections.
9. Plant shade trees and install more decorative street lights and banner poles.
10. Encourage residential condominium and apartment development.
11. Recruit a waterpark hotel.
12. Develop a water-based public arts program.

HOT funds will need to be redirected toward these product development efforts. The services of a professional business recruiter will also be required to attract the right developers and bring this vision to fruition.

Branding Development
This vision requires a major branding program for Moses Lake with new logo, downtown district identity, slogan, and marketing materials. Community buy-in of this branding effort is critical to its success. What needs to be developed in Moses Lake is a thriving downtown driven by destination retail, entertainment, events, and an active nightlife. With these diversions in a compact, intimate, and aesthetically landscaped urban environment, Moses Lake can become a true destination.

Marketing Direction
Marketing efforts will need to be redirected to support the new "Lake Sports" brand. Marketing materials should be redeveloped from the ground up. This includes a new website, collateral materials, professional public relations program, visitor information kiosks, and recruitment of more water-related events. HOT funds also need to be redirected to support these initiatives.

Reorganization
Two new organizations should be created. The Brand Development Com-

mittee will control the brand and spearhead the community's product development efforts. The Design Review Board will regulate signage within the downtown district. To bring new businesses downtown, the City should contract with a professional recruitment specialist. To revitalize the downtown district and make it more attractive to visitors, ordinances should be adopted to permit sidewalk dining and street performers.

Timing
The process of branding a community and transforming it into a tourism destination takes several years to fully implement. A number of initiatives can be undertaken at little or no cost immediately. Others, particularly new capital construction and infrastructure renovation, will take much longer. In the meantime, it will be important to not promote the brand before it can be delivered.

This plan looks at the big picture: not just at current marketing efforts. In order to become a vibrant community with a thriving downtown that attracts visitors for overnight stays, the Moses Lake community will need to work together, collectively, on implementation of many of these recommendations.

Plans fail when they are implemented piece-meal. It's important to look at the plan as a jigsaw puzzle. Without all the pieces, the puzzle is incomplete, and doesn't make a total picture. It falls apart. Missing pieces of the plan may also lead to an unsuccessful effort. For a successful effort, we recommend implementation of the plan in its entirety.

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RECOMMENDATIONS

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BRAND RECOMMENDATIONS

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Recommendation #1:
Adopt the "Lake Sports" brand for Moses Lake.

Description:
The most popular destination communities have become gathering places for visitors and locals alike. By developing a "Lake Sports" brand, it's obvious what the primary attraction is in Moses Lake. It provides an irresistible lure for tourists.

Our recommendation is to develop a "Lake Sports" brand with the lake and waterfront parks serving as the focus. This brand differentiates itself from other Washington locations by virtue of the characteristics of the lake. Moses Lake has warm water in summer, warmer than perhaps any other major lake in the state, and is conducive to enjoyable water experiences – perfect for the beginner, the small child, the family outing, multi-generational groups and team events. The concept can be condensed in one phrase "spills without chills." Moses Lake is under-utilized as a recreational lake and has significant capacity for increased use. A key to the success of this brand will

be the development of specific areas of the lake dedicated to recreation, training and competition for one or more sports – water skiing, jet skiing, wakeboarding, kayaking, canoeing, and swimming. The brand differentiates Moses Lake from every other town in the region. An important aspect of any brand is the brand promise. Visitors will rightly expect that if the brand is "Lake Sports," then some form of lake sports will be available whenever they choose to visit.

Lake Sports as a brand has a wide appeal to attract a large tourism audience from outside the community, as evidenced by the large number of participants in Washington who engage in waterskiing, jet skiing, kayaking, etc. (See lake sport individual profiles in the supporting documentation section of this plan.) Our recommended focus is on lake sports because the target market is large enough. Even attracting a small percentage of the market is enough to sustain rental concessions and generate adequate visitor expenditures. We recommend a critical mass of rental concessions, retail shops, eating establishments, nighttime entertainment, and special events that will generate overnight stays. Ultimately, the events will need to draw visitors who live so far away that overnight stays will be required.

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If carefully developed, "Lake Sports" can meet the brand criteria to make Moses Lake a successful regional tourism destination. Perhaps even a national one eventually.

An important note is that dozens of communities in Washington have facilities for one or more water sports. While water sports related facilities are not unique to Moses Lake, the variety and convenience of sports and the comfortable setting are what will make "Lake Sports" a major draw and primary lure for the community.

The key to the success of the brand will hinge on developing the facilities for each sport, including places to learn and to compete, successfully recruiting concessionaires at each location, and creating diversionary shopping and dining options downtown.

Imagine a panorama of activity on the lake: seven areas around the lake designated for water skiing, jet skiing, kayaking, paddle boats, canoes, and swimming; three parks with equipment rentals and food concessions; a

dragon boat club housed at McCosh Park; and a water taxi running from Neppel Landing to each of the concessionaire venues. Imagine a lively downtown with street musicians, sidewalk dining, and an interesting mix of shops, dining, and entertainment options – places that are engaging, delightful, and worth a special trip.

Implementation:
City of Moses Lake

Approximate costs:
No specific funds are required to implement this recommendation.

Possible funding sources:
No funds are required to implement this recommendation.

Timeline for implementation:
2008 forward

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Rationale for recommendation:

To attract visitors, a destination has to offer a primary draw. The warm waters of Moses Lake provide just that. What better place to learn a new water-sport than where the water is warm? The brand "Lake Sports" is concise and unmistakable.

While Moses Lake offers all types of lake-related recreation (boating, fishing, sightseeing, etc.) so does every other lake in the Northwest. To succeed you MUST narrow the focus so that you "own" the brand.

In surveying dozens of Western Washington residents, we asked them to list the lakes they most frequently spend time at, or would like to visit. The list, in order, was as follows:
• Lake Washington
• Lake Chelan
• Lake Coeur d'Alene
• Lake Sammammish
• Lake Roosevelt
• Lake Tapps (near Puyallup)

• Banks Lake (Steamboat Rock State Park)
• Sun Lakes
• Lake Entiat
• Potholes Resevoir

Moses Lake is overlooked by nearly every other major recreational lake in Washington/Idaho and why branding is so important to putting Moses Lake "on the map" as a destination, and not just a pass-through community.

Specializing in Lake Sports fulfills a niche, rather than trying to be all things to all people. Additionally, the idea is not to overrun the lake trying to compete with the lakes listed above, but to find that niche that will cater to a select audience, ensuring a good time for all, and ensuring that Moses Lake residents will not see the lake become a traffic jam of boaters.

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We considered potential visitor experiences that might be the seeds of a brand for Moses Lake based on the resources, amenities, and attractions that the community already has. We considered a variety of themes, several of which were suggested by the dozens of comments we received from the citizens of Moses Lake.

1. Sports (team sports, individual sports).
2. Outdoor adventure (hiking, boating, fishing, etc.) Specifically, it was suggested that the Sand Dunes off-road recreational vehicle (ATV) experience could be further developed.
3. Lake activities.
4. Eco-tourism. Moses Lake citizens suggested this as a potential brand, because of Potholes Reservoir and the existing birding, hiking, fishing, photography and boating resources it provides.
5. Performing arts. Expand performances at Centennial Theatre in McCosh Park.
6. Visual arts (museums, art galleries, artisans in action, public art, themed art such as Mexican-American Art.) The Moses Lake Art Center was cited as a resource for this brand.
7. Equestrian brand.
8. Small town brand. Some felt the small country town feeling evident in Moses Lake lent itself to development.
9. Transportation. Moses Lake's large airport and Port District suggested transportation as a potential brand.
10. Events as a brand.

The Brand Feasibility Test

Brands must be selected on their economic feasibility merits, not on sentimentality. The history of a town often yields clues to a good brand for a community, but not always. The feasibility of a brand is far more important than a town's history. For example, Battle Creek, Michigan, is the cereal manufacturing capital of the United States, but when a cereal museum and

visitor center was built in town, it failed. Why? Because it's impossible to make cereal a meaningful visitor experience. Community legacies are good visitor brands only when they can be made interactive with the visitor. For example, towns with a railroad history work only when they still have railroad buildings, rolling stock, working engines, rides, and good historical storytellers.

We considered each of these potential brands and subjected them to our feasibility test questions:

1. Is this something the primary and secondary markets can't get, or do, closer to home?
2. Will it extend our season?
3. Is it experiential? If it were in Centralia, Washington, would you go there?
4. How much will it cost and when will we see a return on investment?
5. Can the community buy into it over time?
6. Will and can the private sector invest in the brand?
7. How wide an audience will it attract?
8. Is it expandable? Can we start with a niche, and later add brand extensions?
9. Are there individuals in the community who will tirelessly champion the cause?
10. Can we make it obvious and pervasive throughout the community?

The Challenges of the Potential Moses Lake Brands

Team Sports: Existing sports park facilities in Moses Lake are very good, and work well for local and regional competitive events, but Moses Lake is pretty far from major population areas where most sports teams reside. We felt that this is a niche brand that should be encouraged, but is not unique enough to be a community brand.

Outdoor Adventure: This general brand area would have to be narrowed down in order to be unique. For example, the ATV brand would be possible, but it's a narrow niche market and may not appeal to a large enough audi-

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ence. It also may not extend the seasons and it's questionable whether the community would buy into this brand given recent history of incidents at the sand dunes area.

Eco-tourism: This brand would be dependent upon the Potholes area outside of Moses Lake and regulatory considerations not under the city's control. Getting Potholes visitors to also come to Moses Lake to dine, shop, and stay overnight would be a challenge. How the private sector would be motivated to invest in what is largely a public resource is questionable.

Performing Arts: Moses Lake would have to develop a point of differentiation or niche to compete with existing Northwest towns that have mature performing arts facilities and events. Performing arts facilities require substantial financial investment to be developed from scratch, and we found no existing indoor facilities in downtown Moses Lake that could be rehabilitated.

Visual Arts: Like music and performing arts, many regional towns already offer visual arts as a visitor experience including Bellingham, Kirkland, and Tacoma. We did not think the Moses Lake Art Center was strong enough to be the foundation for an arts program.

Equestrian: Our research did not find any particular community affinity for horse events. Several well-appointed equestrian centers already exist elsewhere in Washington.

Transportation: The Moses Lake airport – one of the largest runways in the U.S. - suggested an aviation theme. It would be difficult and expensive to build diversions that appeal to this upscale market. It would also be out of character for the community.

Events: Events can be a strong lure for a destination, but they are generally of limited duration, so a considerable number of them would be required – at least 40 per year – with each spanning several days. One challenge is to create events that are large enough and important enough to attract visitors who will stay two or more days. Another challenge is the fatigue factor within the community. Events are labor intensive and expensive to produce. One solution used by some destinations is to create superior venues, then invite outside groups to come to town to actually put on the events. Most brands incorporate events into their branded theme, rather than trying to make the events themselves the brand.

The concept of "Lake Sports" meets our criteria for a good brand.

1. Whether participants are learning a new sport, improving their skills, or competing, they cannot find the same variety of water sports in this kind of setting anywhere else in Washington.

2. Comments we received from the community during the development of this plan suggest that many residents are receptive to this brand and will champion it.

3. The brand builds on existing assets in town: the lake, Cascade Park, Neppel Park, Moses Lake City Park, Peninsula Park, and McCosh Park as activity gateways to the Lake.

4. No other town within the region has a similar brand. While many communities we researched offer some lake-oriented sports, none have adopted the brand on a citywide basis, and none offer a combination of warm water, activities, equipment, convenience, shopping, and dining as we propose here.

5. This brand extends the current tourism season with more events and activities.

6. The private sector has already demonstrated its interest in revitalizing the downtown and expanding activities on the lake

7. Water sports have a broad appeal. The key will be availability of high-quality and consistent product.

8. The brand is expandable. It can begin with one sport and grow to include many more.

9. We have identified several champions within the community who are excited about the brand and eager to make it succeed.

10. The brand can be made pervasive throughout Moses Lake - especially downtown and in the parks - by directional signage, banners, gateways, kiosks, new websites, etc. The entire community will notice the brand's presence.

Recommendation #2:
Adopt the new brand identity, or logo, representing the "Lake Sports" brand.

Description:
Moses Lake needs to use an identity or logo that will enhance the "Lake Sports" brand. The logo represents fun, sun, and water.

Implementation:
City of Moses Lake

Approximate costs:
Included

Possible funding sources:
No funds are required.

Timeline for implementation:
2007

Rationale for recommendation:
As with any branding effort, the "brand mark" or logo is a key ingredient to promoting the brand. You won't see Nike products without the Nike swoosh, or Ford products with the Ford logo. Even though each car may have its own logo, they will all bear the Ford oval.

The Brand Standards and Practices Guide outlines all the details regarding the use of the logo.

Recommendation #3:
Adopt a slogan and key marketing messages that communicate the Moses Lake brand "Lake Sports."

Description:
The vision for Moses Lake is to become the "Lake sports capital of Washington." The key marketing message for that brand is that Moses Lake is THE place to go for lake sports.

The slogan is a shorthand way to communicate the key marketing messages, and after testing many potentials, we recommend adopting the tag line **"Jump In!"**

Implementation:
City of Moses Lake

Approximate costs:
No cost associated with this recommendation

Possible funding sources:
No cost associated with this recommendation

Timeline for implementation:
2008-10

Rationale for recommendation:

Key brand messages must be delivered first to the producers and promoters of lake sports, and then to the community at large. The local residents must be aware of, accept and promote the brand in a thousand ways, both large and small. If key messages are not understood by the local community, they will not be successfully conveyed to visitors.

The vision is for Moses Lake to become the "Lake sports capital of Washington." Developing this brand will take time because product will have to be developed, including piers, docks and equipment rental vendors at the parks, as well as supportive amenities and attractions. Retail outlets including dining, shopping, and nighttime entertainment will also have to be developed.

The key message to be delivered is "Moses Lake is THE place to go for lake sports." This message is delivered through the creation of exceptional facilities, the flawless hosting and execution of competitive events, and ancillary resources such as local restaurants, bars, and retail stores.

Tourism brands are built through visitor experiences and the "touch points" between the visitor and the brand. This includes everything - their planning experiences prior to arrival, local facilities, services, and interactions with local residents.

Lastly, the brand message is delivered beyond the destination through reputation, word of mouth, and public relations efforts.

"Moses Lake is the lake sports capital of Washington." There are other towns in Washington that offer lake sports, but none with the variety of activities, warm water, convenience or easy access that can be found in Moses Lake.

The brand promise: "Moses Lake – spills without chills." Come for the lure, stay for the diversions. Learn a new sport, participate or watch competitions, and end your day relaxing with friends in comfortable and enjoyable surroundings.

The Moses Lake Slogan
We considered a number of slogans – shorthand ways of communicating the key marketing messages:

- Make a Splash
- Splash
- Make a big Splash
- Come Out and Play
- Play at the Lake
- Got Lake?
- It's at the Lake
- Come to the Lake
- Find yourself at the Lake
- It's Happening at the Lake
- More than Meets the Eye

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- A Lake For All Seasons
- Magic is in The Lake
- Walk on Water
- There's more beneath the Surface
- A Speed For Every Pace
- Find your Inner Splash
- Splash City-USA (Beach Boys, Surf City-USA)
- Go Jump in the Lake
- The Lake is calling

We tested these potential slogans among a small target market audience to see which ones communicate the essence of the "Lake Sports" brand best. The group ranged from CVB directors to leisure travelers who have participated in water-related activities in Moses Lake. They ranged in age from 20 to 60 years old, and live throughout the U.S., with most concentrated in the Puget Sound area.

Here are some basic rules when testing a marketing slogan:

- Slogans should be no more than two to four words.
- Slogans are NOT the brand but they should reinforce it.
- It should instantly say what the community is about, without explanation.
- It should never be generic. If it can fit any community, then toss it.
- It should bring a picture to mind.
- It should be specific, but be flexible enough to fit other applications.

The ones that tested best were:

- Splash!
- Jump In!

Our recommendation is to adopt the primary tag line "Jump In!" It works especially well with the city name: **Moses Lake, Washington - Jump In!**

We also considered other advertising tag lines that reinforce the water theme and could be used for special occasions, events, or niche activities in Moses Lake:

1. Main Theme "Splash!" - the obvious water connotation as well as the metaphor "to make a splash."

2. Splash down - could be used for para-sailing or float planes arriving in Moses Lake.

3. Splash Town – occasional use with regard to the downtown core - replete with lots of interactive fountains, water themes to the shopping and dining, etc.

4. Splash for Cash - competitive sports events with prizes

5. Splash Bash - a weekly/monthly event

6. Splash & Dash – competitive swimming, kayaking, dragon boat racing, Jet skis, etc.

7. Shopping Wet! – What to do downtown

8. 100 shops - no wading!

9. Dine and Splash – take off on dine and dash

10. Wet your appetite! – obvious take off on whet your appetite, for dining

11. Dive In – drive-in dining

12. Wake Up! (as in surf's up) logo would feature a boat/Jet ski with a rooster tail wake

13. Leave'm in your wake!

14. Do the Wave

Recommendation #4:
Adopt "Laketown Landing" as the identity for the downtown district. Adopt "Surf 'n Slide Water Park" for the water park.

Description:
The designation "business district" has no appeal for anyone. "Laketown Landing" on the other hand, defines a unique identity for a compact area. It instills a sense of community pride in local residents, and generates interest among visitors who will want to investigate and discover what downtown has to offer.

Implementation:
City of Moses Lake

Approximate costs:
No funds are required

Possible funding sources:
No funds are required

Timeline for implementation:
2008 forward

Rationale for recommendation:
To satisfy visitors' expectations, a downtown needs to be more than a collection of buildings and businesses. Successful downtowns have adopted a name, making their downtown a destination and gathering place. Communities around the country are working hard to cultivate specific identities for their downtowns. Here are a few examples:
- Gaslamp District – San Diego, CA
- Old Towne – Sacramento, CA
- Third Street Promenade – Santa Monica, CA
- Bricktown – Nashville, TN
- Baker Street – Nelson, BC
- Crockett Street – Beaumont, TX
- Pearl District – Portland, OR
- Pioneer Square – Seattle, WA

However, a new name alone is not enough to attract more visitation. Moses Lake also needs to create product that support the primary lure, and more diversions or secondary activities downtown. Shopping and dining in a pedestrian setting is the number-one activity for visitors. This will be addressed in further recommendations.

Giving the downtown core its own name and identity also helps create a mall mentality among businesses in the district. They begin to view themselves as part of a collective effort, rather than as competitors.

With increased visitation comes more visitor expenditure. This improves cash flow, creating a multiplier effect that results in increased sales-tax revenues. Improving the local economy is what it's all about.

Naming the Downtown District
We also considered various names for the downtown.

- Lake Center Shopping District
- Lakeside Center
- Lakeside Shopping District
- Middle Lake Center
- Middle Lake Shopping District
- Lake shore Center
- Lake shore Shopping District
- Moses Lake City Shopping District
- Parker Horn to Pelican Horn
- Neppel Landing
- Parker Horn Landing
- Third Landing
- Horn Crossing or landing
- Shore to Shore
- Between the Lakes
- Between the Shores
- Neppel Quarter
- Lake Quarter
- Third Quarter
- Water Quarter
- Aqua Quarter

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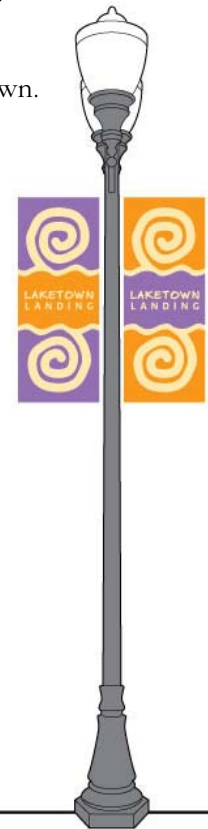
- The Quarter
- Shore Quarter
- Peninsula Place
- Crosswater Landing
- Lakeside Center
- Watertown
- Laketown Landing
- Watertown Place

We tested the downtown names with nearly 50 people and "Laketown Landing" was the clear winner.

Naming the Water Park
Finally, we tested several names for the expanded water park:
- Surf 'n' Slide
- Surf 'n' Soak
- Wave World

Surf 'n' Slide was the easy winner. We elected to use "Surf 'n' Slide Water Park" to distinguish it from other city parks.

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Recommendation #5:
Make the city's parks the activity points for the brand, and downtown the primary diversionary destination.

Description:
The parks in Moses Lake need to be developed into the primary lure that attracts visitors. These are where a variety of different water sports facilities and activities need to be concentrated. At the same time, the downtown core needs to expand the revitalization efforts already begun, establish a diverse dining district, and offer a more vibrant mix of destination retail to satisfy the expectations of discerning visitors.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake General Funds

Timeline for implementation:
2008-10

Rationale for recommendation:
Moses Lake is blessed with a variety of excellent waterfront parks providing easy public access to inviting warm waters. In fact, Moses Lake is home to some of the most stunning parks in the State of Washington, and probably the most overlooked. They represent a valuable and under-utilized resource to importing new cash into Moses Lake. These parks need to be developed and marketed into more comprehensive and distinctive activity centers that fulfill the "Lake Sports" brand promise.

A top priority will be to promote the parks in all marketing materials and on the website(s) promoting the area. The overall perceptions of Moses Lake are that it's a pit stop along I-90, and not a very attractive town. Nearly every person we showed photographs of the Moses Lake parks to in Western

Washington were stunned by what they saw. They had no idea that "behind the scenes" Moses Lake is quite stunning. And this does not just need to include waterfront parks. By promoting the Japanese Gardens, sports facilities, and other parks and public areas in Moses Lake, perceptions of the community will undoubtedly change.

Likewise, the downtown core needs to offer more secondary activities for visitors when they're not on the water. The average visitor is active about 14 hours each day, but is unlikely to spend more than three or four hours engaged in water-based sports. Does Moses Lake have enough facilities and attractions to keep them entertained the rest of the time? Shopping and dining in a pedestrian setting is the number-one activity for visitors. It's not the main reason they go to a particular town, but it's the top activity once they get there. Moses Lake needs a more compelling variety of destination retail to keep visitors downtown longer, so they spend more.

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PRODUCT RECOMMENDATIONS

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Recommendation #6:
Identify different areas of the lake for brand-specific uses.

Description:
In order for the brand to succeed, Moses Lake needs to designate specific areas of the lake for various sports. The designations would be informal, and not enforceable by law, but would "direct" folks to different parts of the lake to minimize conflict between different activities, particularly between motorized and non-motorized activities. The vision is to create more animation on the lake, make it easy for someone to decide to stop and rent water craft, get something to eat, shop and be entertained, and to have a variety of activities so families will come and stay for several days.

The "Lake Sports" brand needs to be all-inclusive, providing water-related activities for all visitors to Moses Lake. To avoid potential conflict, we recommend that motorized watercraft be restricted to larger outlying portions of the lake. Non-motorized watercraft, on the other hand, can be permitted on smaller portions of the lake and those located closer to residential development.

We recommend the following designations for preferred use of the lake:

1. Northern main lake from headwaters to Connelly Park:
   Ski boats and Jet skis.

2. Main lake from Connelly Park to Moses Lake City Park:
   Ski boats, Jet skis, kayaks, and paddleboats. Water ski course buoys should be laid out on the west side from Mae Valley Road NE north to Road 4 NE.

3. Main lake from Moses Lake City Park to Lakeview Island:
   Mixed use (motorized and non-motorized)

4. Parker Horn:
   Non-motorized watercraft exclusively (except for Water Taxi)

5. Lewis Horn from Cascade Park to Lakeview Island:
   Mixed use (motorized and non-motorized)

6. Pelican Horn from I-90 to McCosh Park:
   Dragon Boats

7. Main lake and Pelican Horn south of I-90:

Ski boats, Jet skis, paddleboats, canoes. Jet ski course to be laid out south of outlet to Potholes Reservoir west of Galleys Island north of the dunes.

Implementation:
Water District, Moses Lake Parks and Recreation Department

Approximate costs:
Signs and Courses costs unknown

Possible funding sources:
Moses Lake Irrigation and Rehabilitation District

Timeline for implementation:
2009

Rationale for recommendation:
It is important that all water sport enthusiasts attracted by the "Lake Sports" brand enjoy good experiences during their visits to Moses Lake. If they do, they will provide valuable word-of-mouth recommendation. To ensure

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Water Skiing and Jet Skiing.

Water Skiing, Jet Skiing, Inshore kayaking and paddleboats

Mixed Use

All non-motorized watercraft

Dragon Boats

Ski boats, Jet Skis, paddle boats, canoes

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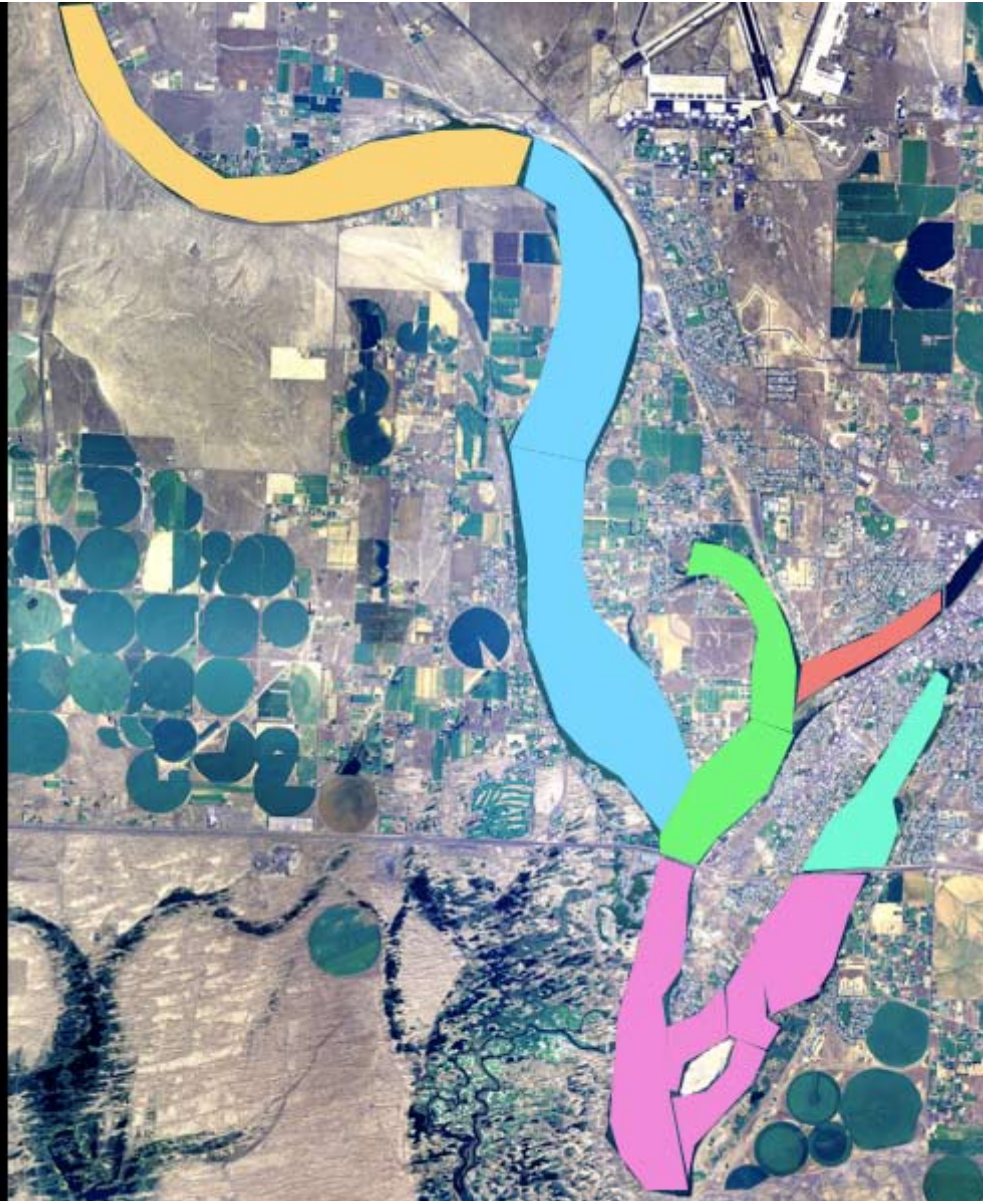
good visitor experiences, steps should be taken to avoid conflict of interest. For users of motorized craft, speed is what it's all about. They require large open areas of water where they feel unrestricted and don't feel like they are inconveniencing others. Users of human-powered craft, on the other hand, typically want a quieter and more relaxed experience. They don't appreciate the noise and wake created by motorized craft. Neither do lake shore residents. Suggested areas of the lake need to be adopted stipulating which portions of the lake are suitable for different activities so folks are encouraged to go there.

Areas of the Lake
Area 1: Northern Main Lake from headwaters to Connelly Park
Area 2: Main Lake from Connelly Park to Moses Lake City Park
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 4: Parker Horn
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Area 6: Pelican Horn from I-90 to McCosh Park
Area 7: Main Lake and Pelican Horn south of I-90

Water Skiing
Area 1: Northern Main Lake from headwaters to Connelly Park
Area 2: Main Lake from Connelly Park to Moses Lake City Park
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Ski boat rentals - Cascade Park, Moses Lake City Park, Peninsula Park
Course Layout - west side of lake from Mae Valley Road NE north to Road 4 NE

Jet Skiing
Area 1: northern Main Lake from headwaters to Connelly Park
Area 2: Main Lake from Connelly Park to Moses Lake City Park
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Area 7: Main Lake and Pelican Horn south of I-90
Jet ski rentals - Moses Lake City Park, Peninsula Park
Course Layout - south of Outlet to Potholes Reservoir west of Galleys Island and just north of the dunes

Paddleboats
Area 2: Main Lake from Connelly Park to Moses Lake City Park
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 4: Parker Horn
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Area 7: Main Lake and Pelican Horn south of I-90
Boat rentals - Cascade Park, Moses Lake City Park, Peninsula Park

Canoeing
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 4: Parker Horn
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Canoe rentals - Cascade Park, Peninsula Park

Kayaking
Area 2: Main Lake from Connelly Park to Moses Lake City Park
Area 3: Main Lake from Moses Lake City Park to Lakeview Island
Area 4: Parker Horn
Area 5: Lewis Horn from Cascade Park to Lakeview Island
Kayak rentals - Cascade Park

Dragon Boats
Area 6: Pelican Horn from I-90 to McCosh Park
Rentals and boathouse - Montlake Park

Other water sports and activities include: fishing, swimming, wakeboarding, and boardsailing.

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Recommendation #7:
Build docks, small buildings and sports equipment moorage at specific parks to accommodate concessionaire requirements

Description:
Cascade Park, Moses Lake Park and Peninsula Park all are recommended to house water sports equipment offered by concessionaires. Docks and moorage for this equipment will have to be built and maintained by the Parks Department so that they become the primary activity centers. In addition, food concessionaire will need space, as well the water taxi main depot at Neppel Landing. Finally, the dragon boat club will need a place to store their equipment.

Implementation:
Parks & Recreation Department

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake capital budget

Timeline for implementation:
2007- forward

Rationale for recommendation:
Both sports equipment and food concessionaires will need a small building to house supplies, equipment, and other needs. The City will have to build these and amortize the cost from concessionaire fees.

1. Cascade Park.
    Concession for: Ski boats, canoes, kayaks, paddleboats. Capital Investments: City – additional docks and dock office. Concessionaire – boats, canoes, kayaks and paddleboats.
    Food concession: hamburgers, hotdogs, cold drinks, chips, ice cream. Capital Investments: City – Concession stand with electricity, water and sewer. Food vendor – building contents and supplies.

2. Neppel Park. (when pedestrian access is allowed)

Concession for a Lake-wide Water Taxi Service. Boat may be electric or gas. Connect to: Cascade Park, Moses Lake City Park, Peninsula Park on hourly schedule from 11 am to 6 p.m. Thursday through Sunday. Capital Investments: Secure dock, power, fuel supply. Concessionaire – boats, necessary common carrier permits.

3. Moses Lake City Park.
    Rental Concession for: Ski boat, jet skis, paddle boats. Capital Investments: City – additional docks and dock office. Concessionaire – boats, jet skis and paddleboats.
    Food concession: hamburgers, hotdogs, cold drinks, chips, ice cream. Capital Investments: City – Concession stand with electricity, water and sewer. Food vendor – building contents and supplies.

4. Peninsula Park.
    Rental Concession for: Float Plane dock (commercial service from Seattle), Jet Skis, ski boats, paddle boats, canoes. Capital Investments: City – additional docks and 2 dock offices. Concessionaire – boats, jet skis, paddleboats, canoes.
    Food concession: hamburgers, hotdogs, cold drinks, chips, ice cream. Capital Investments: City – Concession stand with electricity, water and sewer. Food vendor – building contents and supplies.

5. Montlake Park.
    Home of a Dragon boat Club. Capital Investments: City – dock and small boathouse. Dragon Boat Club – boats, paddles, life vests, etc. (crew rowing might also be included.)

Another suggestion is to rename some of these parks so they reflect the activities offered there. Things need to be made as obvious as possible for visitors. They're on vacation. They expect convenience and don't want their time wasted. One means of accomplishing this is to make sure that names and signage instantly telegraph an unmistakable message. This doesn't necessarily mean that every park has to get an entirely new name. For instance, Neppel Park could be renamed as Neppel Landing. This implies a commercial place where people and/or goods can be loaded and off loaded from a boat or ship.

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Recommendation #8:
Contract for a feasibility/engineering study regarding development of water-based resources.

Description:
In capturing the "Lake Sports" brand, it will be critically important to develop a variety of water-based activities, services, and facilities. To implement viable business plans for such resources, the City of Moses Lake will first need to hire an independent contractor to conduct feasibility and engineering studies.

Implementation:
City of Moses Lake

Approximate costs:
$100,000

Possible funding sources:
City of Moses Lake, Moses Lake Irrigation and Rehabilitation District, State Department of Natural Resources, Grant County.

Timeline for implementation:
2008

Rationale for recommendation:
Providing appropriate water-based resources is key to attracting more visitors to Moses Lake. The parks will be the activity centers for the "Lake Sports" brand, and this is where the resources need to be developed. They represent the anchor for the branding effort.

The feasibility study should include all aspects related to the development of these resources: conceptual designs, size and location of venues, competitive analysis, potential user estimates, itemized development costs, funding sources, and projected revenues generated by the new facilities, operations, and management.

The Feasibility Study will also include a "business plan" with regards to concessionaire agreements, lease rates, maintenance, condo-sales of facilities, insurance, access, etc.

Lakeside facilities will vary depending on the dedicated use of each area of the lake.

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Recommendation #9:
Facilitate a new Dragon Boat club and invite competitions.

Description:
Dragon boat racing is an ancient paddling sport that originated in China. Over the past 25 years, the sport has spread beyond Asia to North America. It has become particularly popular in the Pacific Northwest, where it is one of the fastest growing team water sports. Moses Lake has the natural resources to get in on the action, and dragon boat racing is a perfect fit with the "Lake Sports" brand concept. We recommend that McCosh Park become the home of a future dragon boat club in Moses Lake. This will require construction of a boathouse.

Implementation:
Moses Lake Parks & Recreation Department

Approximate costs:
$25,000 for a boathouse

Possible funding sources:
Private donations

Timeline for implementation:
2009

Rationale for recommendation:
Dragon boat racing is an exciting and colorful event for both competitors and spectators. Dragon boats are flat water racing canoes that can attain speeds up to 15 mph. The boats are long and narrow, typically decorated with a traditional Chinese dragon head design on the bow and with a large drum onboard to set the racing tempo. In 1986, the Hong Kong Pavilion at Expo 86 donated four teak dragon boats to the city of Vancouver, British Columbia. Vancouver community leaders recognized the potential for a multicultural event and soon established the Canadian International Dragon Boat Festival (now known as the Alcan Dragon Boat Festival) that takes place every June. In just 20 years, it has grown to become the largest and oldest dragon boat festival outside Asia. The original boats donated to Vancouver were loaned to other cities including Victoria, Seattle, Portland, and Los Angeles, helping to quickly spread the popularity of modern dragon boat racing throughout North America.

With its abundant, warm and protected waters, we recommend that Moses Lake investigate establishing a local dragon boat club. Eventually, the City could host its own dragon boat festival, inviting other clubs from throughout the Pacific Northwest to participate. McCosh Park, with its outdoor amphitheater, would be a perfect venue for such an event. By virtue of their interest in water sports, dragon boat competitors and spectators would be genuine supporters of the "Lake Sports" brand concept, and McCosh Park's proximity to downtown ensures that they would be exposed to it.

For additional information, contact the sport's governing body: the International Dragon Boat Federation (http://www.idbf.org/) or North America's largest operator of dragon boat festivals: GWN Dragon Boat (http://www.gwndragonboat.com), which operates over 40 festivals per year in various communities around North America.

HOW A NEW INDUSTRY IS WORKING TO TURN A 2,000-YEAR-OLD CHINESE TEAM SPORT INTO THE NEXT BIG THING

Racing the Dragon

■ BY AMANDA BOWER SAN FRANCISCO

▲ Racing last month in Tampa Bay, Fla.; 70 cities will have dragon-boat festivals this year

▼ Campbell turned a passion for paddling into a business, organizing festivals for a fee

Until she stepped into a dragon boat, Kathy Pollonais-Britt was most emphatically not a team player. The veteran marathon runner loved the solitude of pounding the pavement, not the egoism and pressure of team sports. "I'd never been a groupie," she says. But when her employer, the health-care company Kaiser Permanente, sponsored the San Francisco International Dragon

Boat Festival last year, the social worker was intrigued. In dragon-boat racing, a 2,000-year-old Chinese sport traditionally held on the fifth day of the fifth lunar month, paddlers race to a drummer's beat in a long, narrow boat decorated at bow and stern with a dragon's head and tail. Pollonais-Britt, 52, climbed aboard with 21 co-workers for what she thought would be a few practice sessions and one pleasant day on the water. Fast-forward nine months, and she is helping lead the Kaiser Permanente Dragon Healers' weekly training runs as the team prepares to race in at least three festivals this year. "Our first day back on the water this season was in February, with hail, rain, freezing cold," says Pollonais-Britt. "And 27 people showed up. It was amazing."

That just one dragon-boat festival could turn a loner athlete into a committed groupie is no surprise to Jeff Campbell. He watched his first dragon-boat festival in Portland, Ore., in 1993 and left transformed. "[It] has this visceral feel that appeals to everyone," Campbell says. "The beat of the drums, the spray of the water from the crashing bow of the boat, and 20 people working as one to breathe life into the dragon."

Campbell, who had previously played golf and beach volleyball, eventually raced on the U.S. national team at two world championships. After leaving a career in corporate security, he decided to devote himself full time to organizing dragon-boat festivals. He is now one of a handful of dragon-boat diehards—race

PHOTOGRAPHS FOR TIME BY JOHN LOOMIS—REDUX

TIME **INSIDE BUSINESS** JULY 2006   A19

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Recommendation #10:
Implement the Signage, Wayfinding, and Gateway Plan.

Description:
A comprehensive Signage, Wayfinding, and Gateway Plan has already been developed for the City of Moses Lake. It includes the precise wording and approximate locations for every new sign needed throughout the community. Fabrication and installation bids should be solicited from regional sign makers so this program can be implemented in a timely manner.

Implementation:
City of Moses Lake

Approximate costs:
$240,000 for fabrication and installation.

Possible funding sources:
City of Moses Lake general funds

Timeline for implementation:
2008

Rationale for recommendation:
Signage is critically important to any community, particularly one looking for increased overnight visitation. The easier it is for people to get around, the

longer they will stay – which translates into additional spending. This is one of the easiest ways to increase visitor spending in Moses Lake.

The new system incorporates graphics and slogans that support the "Lake Sports" brand. The entire system has consistent design, style, and sizing to create continuity throughout the community.

Gateway signs are a very important component of the plan and need to make a strong impression. They should be positioned at four key entry locations to the downtown core, built as pairs on both sides of each street to establish true gateways into the "Laketown Landing" district of downtown Moses Lake. (These should be free-standing, not arched over the streets so they can be moved as the district expands.)

Gateways are critical to create a sense of arrival and awareness of place. Have you ever noticed the money that residential developers put into the entrances of new housing subdivisions? Why do they spend hundreds of thousands of dollars for outstanding entrances? Because they elevate the appeal of communities, increase the perceived value of homes and lots, create a true sense of place, and prompt potential buyers to think "this looks like a nice place to live." These same principles apply to a community. If done properly, gateways help slow traffic, identify places for visitors to spend money, instill community pride, and increase the perceived value of the community.

The complete program can be implemented over a three-year period, although a savings of approximately 20 percent will be realized if it is implemented in a single phase.

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Recommendation #11:
Develop visitor information kiosks.

Description:
Contract with an architectural firm to develop new visitor information kiosks for Moses Lake to cross-sell recreation areas and other attractions and serve as distribution points where printed literature about the area can be obtained.

We recommend kiosks for the following key locations:

Cascade Park, Neppel Landing, Moses Lake City Park, McCosh Park (at Surf 'n Slide Water Park and Centennial Theatre), Peninsula Park, Sinkiuse Square, Chamber of Commerce, Big Bend Community College, the Moses Lake Convention Center, the Moses Lake Airport, Grant County International Airport, Grant County Fairgrounds, Don Marden RV Park, ORV Park, Moses Pointe Golf Resort, Paul Lauzier Athletic Complex

Implementation:
City of Moses Lake (fabrication)
Chamber of Commerce (on-going maintenance)

Approximate costs:
$5,000 for initial construction of each Kiosk
$5,000 annual/on-going maintenance

Possible funding sources:
Lodging Tax funds

Timeline for implementation:
Begin in 2008 and add new kiosks each year as funding permits.

Rationale for recommendation:
Visitors don't just travel Monday through Friday during business hours. Visitor information needs to be available 365 days a year, 24/7. Kiosks should display simple maps of the area, a calendar of events, must-see attractions, plus lodging and dining options, and other local services. Each kiosk should also have a weatherproof brochure rack where visitors can pick up maps and an Activities Guide. The panels should be updated at least once a year to reflect changes or additions.

We recommend seeking bids from local contractors for construction of the kiosks. Bids should include design and fabrication, as well as installation, landscape enhancements, and power (where applicable – photocell driven lights are also an option). The kiosks should be designed to complement the branding theme, and all should be of a similar style to ensure continuity.

Each kiosk should have four panels to display visitor information. They should have adequate lighting so they can be read at night and easily seen by passing motorists and pedestrians. The kiosks should include prominent signage indicating "Visitor Information."

For sites located on private property, the City will need to obtain permission for kiosk construction. Preliminary designs should be drawn up and taken to the various locations for input and approval.

All kiosks should identify primary visitor attractions and amenities including:

- Public rest rooms
- Wi-fi hotspots
- Airport
- Hotels & restaurants (listings and map)
- Medical facilities

Maintaining kiosks takes time and effort. Ideally, kiosks located near private attractions will be maintained by staff at those facilities. This can be as simple as occasional sweeping or as involved as year-round landscaping. A Chamber member volunteer program should be instituted to make sure each kiosk is continually stocked with literature and up-to-date information.

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Recommendation #12:
Move auxiliary organization signage from primary entries.

Description:
While we applaud the efforts of local auxiliary organizations and community volunteers, we recommend that signage promoting these organizations be removed from the main entries into Moses Lake to new locations downtown.

Implementation:
Auxiliary Organizations

Approximate costs:
$5,000

Possible funding sources:
Auxiliary Organizations

Timeline for implementation:
2008

Rationale for recommendation:
Well-meaning civic groups, such as Kiwanis and Lions Clubs, frequently develop signage promoting their organizations without realizing the negative effect that such visual clutter can have on visitors. First impressions are lasting impressions, and it's important not to make a bad one. We recommend that this signage be moved from the primary gateways into Moses Lake to three or four downtown locations. Our suggestion is to display each organization's logo on a vertical pole, with small signs between logos that indicate the meeting dates and times for each group. In addition to cutting down on the visual clutter encountered by visitors, this kind of display also conveys the information more effectively. Viewers have a much better chance of reading the signs as downtown pedestrians than as passing motorists. Additionally, they are more likely to actually visit the organizations.

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Auxiliary signs should always be placed where visitors can stop, pull over, and note when and where these organizations meet. Gig Harbor placed it's signs in an easy-to-find convenient location (top left) that is both attractive, organized and useful. Baker City, Oregon (bottom left) placed its auxiliary signs at the visitor information center.

Another idea would be to create a decorative pole in five or six Moses Lake locations that would have organizational logos and meeting times/placed listed vertically on the pole.

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Recommendation #13:
Improve signage at the I-90 freeway exits both east and west exits to Moses Lake.

Description:
Identify which exits on I-90 provides the most attractive route to downtown Moses Lake, then coordinate with the Washington Department of Transportation to supplement existing signage at that exit to include "Laketown Landing."

Implementation:
City of Moses Lake, Grant County, WDOT

Approximate costs:
Unknown

Possible funding sources:
WDOT

Timeline for implementation:
2008

Rationale for recommendation:
There are several exits to Moses Lake from Interstate-90, but nothing that indicates which is best to take to get downtown. Designate the most aesthetic route, even if it isn't the most direct. For most visitors to Moses Lake, their first impression will be determined by which exit they take off the freeway. Make sure it's the best approach. First impressions are lasting impressions.

Instead of "City Center" replace with "downtown."

Add to the sign (2nd from top) "Downtown" or "Laketown Landing."

Instead of "Grant County International Airport" consider "Laketown Landing" or simply "Downtown Moses Lake." (Third from top)

Once again, instead of "City Center" replace with "Downtown."

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Recommendation #14:
Facilitate the private development of a larger RV park on the water.

Description:
The existing RV park in Moses Lake is too small and lacks water access. The City should facilitate the private development of a larger, state-of-the-art, waterfront RV park.

Implementation:
Private developer

Approximate costs:
$2-3 million

Possible funding sources:
Private funds

Timeline for implementation:
2008 forward

Rationale for recommendation:
One of the fastest-growing segments in the tourism industry is RV travel. Moses Lake needs to capitalize on this trend by encouraging the development of better facilities for visitors arriving in recreational vehicles. The RV park should be located directly on the water so visitors can take advantage of the community's "Lake Sports" experience. An ideal location is the undeveloped space immediately north of Moses Lake State Park.

Despite higher gasoline and diesel prices, the RV market continues to grow. It is driven largely by the baby-boom generation, with sufficient disposable income to support the lifestyle.

The RV park must be first-class and have at least the following features:

- Full hookups – water, electricity, sewer, and cable TV
- Wireless Internet access
- Lodge or club house for meeting space
- Convenience store, laundry facilities, and showers
- 50, 30, and 20 amp power

- Pull-through and back-in spaces for all sizes, be "Big Rig" friendly
- Destination look with landscaped grounds, shade trees, and paved pads
- Gated with year-round on-site management
- Picnic and play areas

Terrible's RV Park in Pahrump, Nevada is a destination in itself and runs nearly 80% occupancy year round. RV travel continues to increase, even with record high fuel prices, and RV'ers spend at the top of the market, often paying more, per night, for a quality RV spot than local motels charge.

The RV park should include wireless internet access, full hookups, water features, laundry facilities, showers, a clubhouse, and leveled asphalt or concrete pads, and with landscaped buffers between sites.

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Recommendation #15:
Paint water towers to promote the brand.

Description:
Moses Lake has more water towers than most communities. These present large and highly visible "billboards." We recommend that each one be repainted with designs that reinforce the community's "Lake Sports" brand vision.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake general funds

Timeline for implementation:
As repainting becomes necessary

Rationale for recommendation:
The community needs to take advantage of every opportunity to promote the new brand. Its many water towers are a good example. It's rare to have a promotions opportunity that's as visible, cost-effective, or makes as many daily impressions. The water towers closest to Interstate 90 can be especially effective since they are seen by an average of 9,200 motorists each day. It's a way for Moses Lake to make a positive impression even on passers-by. If it's creative enough, the water tower design will come to mind for some of those passing motorists the next time they start to think about a water-related getaway.

Recommendation #16:
Establish the boundaries of the downtown "Laketown Landing" district.

Description:
The "Laketown Landing" district should initially be restricted as outlined in Recommendation #17. It is important to showcase a smaller "demonstration project" first, then add to it one block at a time. As the program gains momentum, the boundaries of the district can be expanded. Eventually, "Laketown Landing" should encompass that area of Moses Lake between Parker and Pelican Horns, bounded by N Balsam Street on the northeast and S Dogwood Street on the southwest.

Implementation:
City of Moses Lake

Approximate costs:
No cost associated with the designation.
Gatways and Wayfinding costs are covered in other recommendations.

Possible funding source:
No funds are required to implement this recommendation.

Timeline for implementation:
2008-2011

Rationale for recommendation:
The most popular tourist activity is shopping and dining in a pedestrian setting. Classic examples of where this has been successfully executed are Disney World in Orlando (Downtown Disney), the Navy Pier in Chicago, and Mall of America in Minneapolis. The same is true for many smaller towns that have applied the same concept successfully: Eureka Springs, Arkansas; Leavenworth, WA, Cannon Beach, Oregon; and Woodstock, New York, to name a few.

Key to the success of Moses Lake's tourism promotion efforts is the development of attractions and amenities in a concentrated downtown core where visitors will want to spend their time when they're not on the water.

New businesses will establish themselves where it suits them, but we recommend that emphasis be given to those locating within the district to ensure that recruited businesses are within close proximity of one another as they come online. This will reinforce the perception of a destination, even during the early stages of development. The map (below) shows the eventual boundaries of the "Laketown Landing" district.

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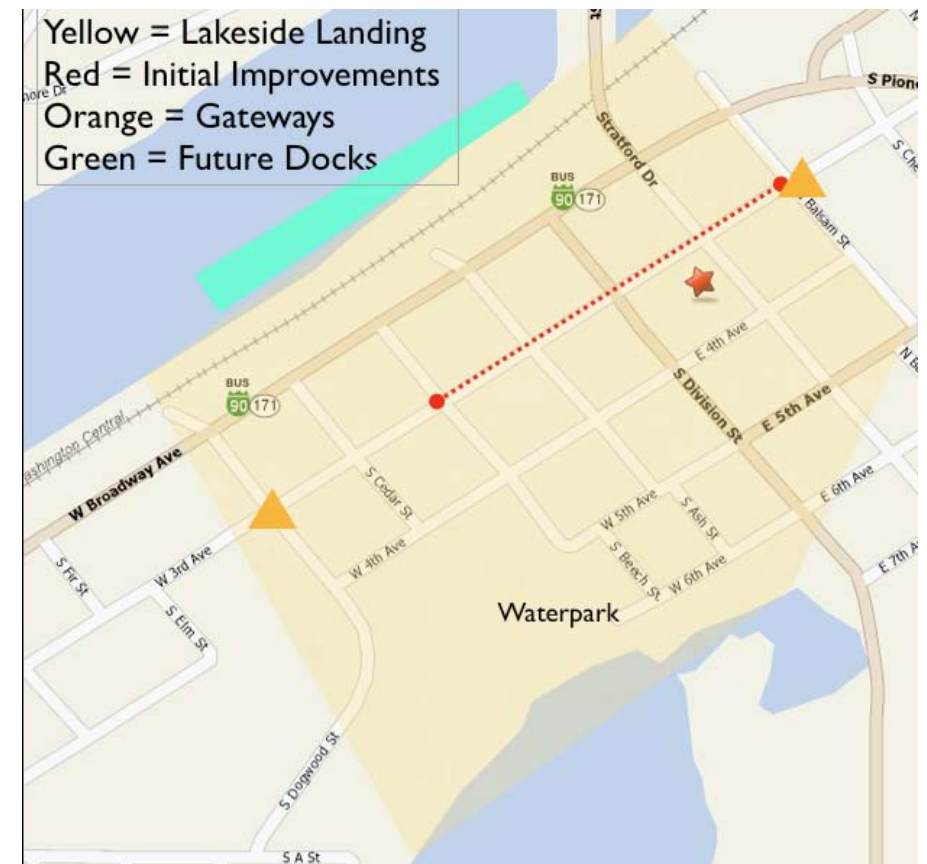
Recommendation #17:
Start with a two-block "demonstration project" on West Third Avenue.

Description:
It will take time for the "Laketown Landing" identity to become established in the minds of Moses Lake residents and visitors. Initiating the program over too large an area would be both a daunting task and likely result in a diluted effort. We recommend that initial development be confined to the 100 and 200 blocks of West Third Avenue between Division and Beech Streets.

Implementation:
Moses Lake Business Association, private land owners

Approximate costs:
Costs associated with this recommendation include private sector investment in upgrading of existing retail space, and in recruiting the right tenant mix. Gateways and Wayfinding costs are covered in other recommendations.

Possible funding source:
Moses Lake Business Association BID Funds

Timeline for implementation:
2008

Rationale for recommendation:
Popular tourist destinations – including those in Washington State such as Leavenworth, Winthrop, and Friday Harbor – do not develop overnight. It takes several years and a concerted community effort. Moses Lake has both the natural resources and human resources to make it happen. It's important however, to not "bite off more than you can chew" during the initial phase of the plan's implementation.

We recommend that development associated with the special downtown district remain concentrated initially. It's important to keep the effort focused, so activity is more visible, and visitors don't have to walk as far between venues, attractions, and diversions. Dispersed too widely, the "showcase" effect will be diluted, less likely to gain traction, and take longer to yield results.

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Recommendation #18:
Contract with professional planning services to develop a Master Develop-
ment Plan for downtown Moses Lake.

Description:
A strong connection between downtown Moses Lake and its water-based
resources is critical to the success of this Action Plan. The "Lake Sports"
brand vision needs to permeate the entire downtown area of Moses Lake
between Parker and Pelican Horns. We recommend contracting for the
development of a Master Development Plan for downtown Moses Lake that
would include all public and private projects as well as the public/private
partnerships outlined elsewhere in this plan. A prototype of such a Master
Development Plan follows.

Implementation:
City of Moses Lake

Approximate costs:
$120,000

Possible funding source:
Grant funds, general city funds

Timeline for implementation:
Contract for services in 2007, implementation 2008-2009.

Rationale for recommendation:
The city will need professional help with the infrastructure development
recommendations in this Action Plan. The firm would coordinate funding
for large capital projects, establish the necessary public/private partnerships,
and negotiate property leases, trades and exchanges. These efforts would be
closely coordinated with those of the agency recruiting new business and
other development to downtown Moses Lake.

The heart and soul of any community, besides its people, is its downtown.
The most powerful recruitment tool in attracting private investment is a road
map or master plan that illustrates the full vision and potential. Moses Lake
certainly has tremendous potential, but to date it has been largely unrealized.
There are a myriad of public/private opportunities that would make down-
town a hub of activities: a great place to live (upper floor lofts and condos),
and a great place to stay (flagship waterpark hotel). But this effort must start
with a plan - a vision demonstrating the possibilities and then turning those
into actual development projects.

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PARKER HORN

MOSES LAKE

MOSES LAKE

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The following pages show some of the sites and water features we used as inspiration for the conceptual downtown Master Development Plan.

The idea is to make downtown a model community that would make Moses Lake a major destination for new industry, tourism, and residential development.

The basis of the concept plan is to create a downtown that stretches from "water-to-water" or "horn-to-horn" and incorporate water between the two, creating and outstanding destination for locals and visitors.

Please keep in mind the photos on the following pages are simply being used as inspiration. It does not mean that some of the huge water features are included in this plan, but perhaps might be incorporated in smaller versions or to illustrate concepts.

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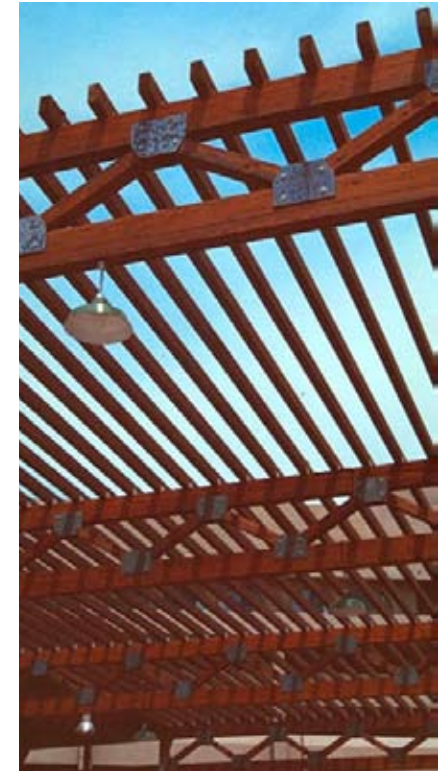
Recommendation #19:
Develop Gateways into "Laketown Landing."

Description:
New Gateways into the downtown "Laketown Landing" district as outlined in the "Brand Style Guidelines for Moses Lake" should be developed to support the new branding effort.

Implementation:
City of Moses Lake

Approximate costs:
To be determined. Gateways can be simple or extravagant.

Possible funding sources:
City of Moses Lake general funds

Timeline for implementation:
2009

Rationale for recommendation:
The primary objective of the revitalization effort is to develop a gathering place for local residents and visitors to the community. A place that people are drawn to, are proud of, and where they can spend money. This requires making downtown Moses Lake a destination. Like any destination, it starts with the creation of boundaries and gateways that identify the core area and establish a "sense of place." It also gives visitors a sense of arrival.

The gateways should be built at strategic locations around the perimeter of the "Laketown Landing" district. They should occur in pairs and be placed on both sides of each street to create true gateways. They also need to be constructed in such a manner that they can be easily moved as the district expands.

One of the most important benefits of an attractive gateway is that it instills a mall-mentality among downtown businesses. They become part of an identifiable destination, recognizing the value of establishing common operating hours and sharing common goals and efforts regarding marketing, signage, parking, and public amenities.

Fabricated (steel or aluminum square tube) four sided structures are placed on either side of the street. A powder-coated sign (Laketown Landing) is held within a steel frame. Panels with the swirl graphic occupy three sides of the upper part of the structure. Inside the vertical part of the gateway frame are three or more 6" wide colored banner strips attached to a swivel at the top of the structure and reach to the ground level. They move and flutter in the wind. They loosely represent the flow of water.

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Recommendation #20:
Develop destination retail zoning for "Laketown Landing" district.

Description:
In order to generate more visitor expenditures, Moses Lake needs to diversify its downtown retail mix, creating more diversions and secondary activities. We recommend zoning the downtown district for destination retail for ground floor businesses. Permitted uses for ground floor businesses in this zone should include restaurants, bars, candy shops, soda fountains, cafes, coffee shops, bistros, snacks, theaters, outfitter retail, florists, antiques, gifts, home accents and furnishings, galleries, museums, tour operators, watercraft rental, books, cards, and music retail. Permitted second floor (and above) would be other commercial, business and services, as well as residential.

Implementation:
City of Moses Lake

Approximate costs:
None

Possible funding sources:
None

Timeline for implementation:
2008-9

Rationale for recommendation:
The strategy for destination retail zoning helps orchestrate future development of the downtown district. The intent is to create a lively shopping and dining district downtown that is attractive to both residents and visitors. In a limited downtown area, use of all the available first floor retail space for destination retail is very important in order to achieve critical mass. The more there is to offer visitors in a pedestrian-friendly area, the longer they will stay, and the more they will spend. If first floors are filled with service businesses or resident retail (such as grocery stores or insurance agents), there won't be room for enough destination retail to attract visitors.

Second floors should be available for all other retail and service businesses, as well as residential.

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Recommendation #21:
Develop architectural standards for new capital projects.

Description:
Standards are necessary so that new projects within the "Laketown Landing" district have continuity with one another and enhance the overall ambiance of downtown Moses Lake.

Implementation:
City of Moses Lake

Approximate costs:
One-time – $150,000

Possible funding sources:
City of Moses Lake general funds

Timeline for implementation:
2008

Rationale for recommendation:
The new "Lake Sports" brand and "Laketown Landing" identity should be reflected in proposed new and renovated buildings and other structures listed in these recommendations. While the architecture of some older cities (e.g. Paris, France; Bath, England; Williamsburg, Virginia) exhibits a high degree of uniformity, we are not suggesting that all buildings in Moses Lake must look alike. They should, however, have continuity so visitors intuitively understand the cohesiveness of the downtown district and recognize elements of the branding theme throughout the city. This is important to visually reinforce the critical mass of the facilities that reinforce the brand.

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Recommendation #22:
Create more off-street parking downtown.

Description:
The City of Moses Lake should purchase at least two downtown lots and develop them for public parking. The sites need to be no more than three blocks from Third Avenue.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
Municipal land swap. General Funds, Federal Transportation grants

Timeline for implementation:
2009

Rationale for recommendation:
As the "Laketown Landing" district is revitalized, offering more attractions to both locals and visitors, adequate downtown parking will become a significant issue. We recommend that the downtown core area become much more pedestrian-oriented, with narrower streets and reduced street-side parking. This will create a need for more parking areas.

Parking is a major issue in every successful downtown, and the cities that have the most successful downtown areas have provided designated free public parking areas within a block of the downtown core. A major challenge in Moses Lake, is to get downtown employees to park in designated parking areas rather than throughout the downtown core.

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Recommendation #23:
Develop additional public rest rooms downtown.

Description:
In addition to the planned rest rooms at Sinkiuse Square, Moses Lake needs two other new public restroom facilities downtown. Ideally these should be located on or near Third Avenue at its intersection with Balsam and Dogwood Streets.

Implementation:
City of Moses Lake

Approximate costs:
$90,000

Possible funding sources:
City of Moses Lake General Funds

Timeline for implementation:
2008

Rationale for recommendation:
One of the most fundamental visitor amenities is the availability of clean public rest rooms. They are particularly important in pedestrian-oriented downtown areas. We recommend that the City develop new rest rooms as part of its downtown revitalization project. The rest rooms should be identified by prominent street signage.

If free-standing, the rest rooms should be developed in an architectural style that is complementary to the brand. They should include multiple private stalls, infant changing tables, exterior lighting, and landscaping.

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Recommendation #24:
Develop more gathering/event plazas like Sinkiuse Square.

Description:
The City of Moses Lake should consider developing four additional locations as public gathering areas and as venues for outdoor-based performances. Neppel Landing, for instance, would be far more useful as a plaza rather than just a park.

Implementation:
City of Moses Lake

Approximate Costs:
Unknown

Possible Funding Sources:
Private funding

Timeline for implementation:
2010

Rationale for recommendation:
Moses Lake needs more centrally located gathering places where performances and other events can take place in the same vicinity as where pedestrians shop and dine.

We recommend small venues that can accommodate 75-100 individuals, with seating on sloped grass or stone steps. The more venues the downtown has to offer, the more activity can occur and the longer people will remain. Longer stays translate into more spending.

The town of Fallbrook, California redeveloped a small corner block into a Public Market or "Market Square." Open every weekend, the market changes seasonally from farm fresh produce to arts and crafts fairs, entertainment, artists in action, antiques shows, etc.

The Square has become a draw to downtown and has created a hub of activity downtown, something previously missing.

See Recommendation #19 for more information.

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The City of Kalamazoo, Michigan took a blighted block downtown and developed Arcadia Creek Festival Place (top and both photos right), with a 20' x 50' stage, room to host a variety of shows and events, and covered areas (bottom right) that provide shelter and create secondary performance or gathering areas. The park is so successful that the city developed a second park downtown (below left) that hosts a variety of entertainment and events. Creation of these types of plaza areas will make Moses Lake a natural place to recruit outside events, clubs, and organizations to the city. You provide the stage, the customer produces and markets the event.

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Stockton, California (left photos) has done an excellent job creating festival areas downtown. The shelters provide both shade and shelter and now host some of the most successful events in California's Central Valley area.

Greenville, South Carolina, a city Moses Lake should visit, has created stages in city parks (top right) and a number of gathering areas (right) making it one of the most popular communities in South Carolina. It's downtown revitalization efforts have been a model for many other communities throughout the U.S. and even abroad.

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Gathering places do not need to be large, to be effective. In Greenville, SC the city created small alcoves in various places throughout downtown (top left) for artists, musicians and street vendors.

Battle Creek, Michigan has created a number of plazas in its downtown (other three photos this page) for weekend markets, entertainment, street vendors and staging areas for competitive sports events, what they are hoping to develop into their brand.

Catalina-style umbrellas (middle right) add a tremendous amount of ambiance to any downtown and should be developed as part of the plaza areas developed by the city.

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Recommendation #25:
Create a permanent venue for a downtown outdoor market.

Description:
Outdoor markets are a popular attraction with visitors and locals alike. We recommend that a permanent venue be established for a monthly outdoor market in downtown Moses Lake. When more downtown visitation becomes evident, the market should be held on a weekly basis.

Implementation:
City of Moses Lake

Approximate costs:
No specific funds are required to implement this recommendation.

Possible funding sources:
No funds are required to implement this recommendation.

Timeline for implementation:
2008

Rationale for recommendation:
In this age of mass consumerism, designer labels, and hi-tech supermarkets, outdoor markets provide a refreshing alternative to crass commercialization. They provide distinct character to any community and are popular with both locals and visitors.

Genuine farmers markets specialize primarily in produce. Three rules typically apply to farmers markets: 1) Producers should come from within 30 miles of the market. 2) Participants can only sell their own produce. 3) Stall-holders have to be the producer, a close family member, or a direct employee. These rules ensure that by buying from a farmers market, you help the local economy and know exactly what you're getting.

Other outdoor markets sell commodities such as clothes, flowers, arts and crafts, antiques, and pet supplies, in addition to produce. A good example is the Saturday Morning Market in Missoula, Montana. In that community, it

is one of the social events of the week and keeps getting bigger every year. Lots of families participate, on both sides of the tables. Street performers, including face-painters, balloon artists, and jugglers often intermingle.

Once "Market Square" has been developed, contract with a small business to operate it. It should be open four days a week (typically Thursday, through Sunday) from May 1st through September.

Activities at the market can change by weekend, event, or by season. Uses: Artists in action, antique shows, food shows, "how to" demonstrations fitting the brand, entertainment, theater, and street vendors.

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Recommendation #26:
Institute a façade improvement program for existing downtown buildings.

Description:
Several buildings in the downtown core of Moses Lake would benefit from improvements to their façades. Improvements to consider are water features, misters, planters, trellises, and Trompe l'oeil. Water features will reinforce the "Lake Sports" brand. Planters and trellises will provide refreshing greenery. Trompe l'oeil is an art technique involving extremely realistic imagery in order to create the optical illusion that depicted objects actually exist instead of being mere two-dimensional representations. A common example is painted architectural detail that realistically simulates genuine three-dimensional features. The technique is widely used even in places with renowned architecture, such as Florence, Italy.

Implementation:
Moses Lake Business Association, Moses Lake Art Center

Approximate costs:
Unknown

Possible funding sources:
Business Improvement District

Timeline for implementation:
2008 forward

Compared with structural architectural modifications, the addition of water features, planters, Trompe l'oeil, etc. are cost-effective ways for downtown property owners to improve building façades.

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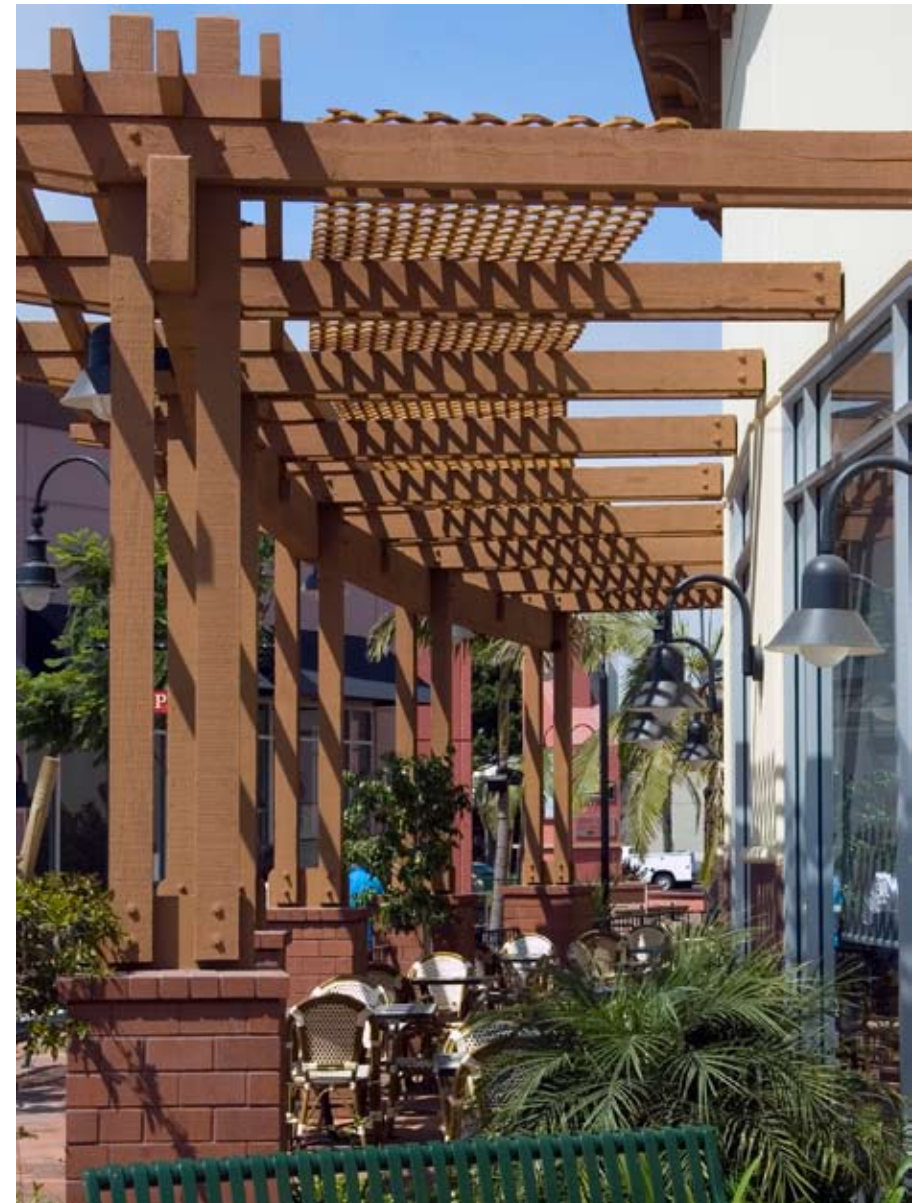
Private interests in Oxnard, California have developed trellis's in two areas of downtown (above and left, previous page) which soften the transition between buildings and sidewalks. They create shade, provide a structure for mounting misters, hanging baskets, and blade signs, and provide boundaries for outdoor dining and additional gathering areas. While it can take ten to 15 years for shade trees to develop, trellis's can immediately soften the look of mediocre facades, and create a visually stunning downtown. Combined with water features (bottom left) and outdoor seating (lower right) these structures create outstanding downtowns.

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Recommendation #27:
Foster a public arts program based upon water-related art and water features.

Description:
To support its "Lake Sports" brand, the community of Moses Lake needs to encourage a public arts program that will yield a variety of art pieces, creative fountains, and other water features. These works of art should depict water-related subject matter to help locals and visitors alike associate this theme with Moses Lake and thereby reinforce its brand. Installations should be concentrated in the pedestrian-heavy "Laketown Landing" district. Existing public art pieces not related to the brand should be moved to the new art center when it is developed.

Implementation:
Moses Lake Museum and Art Center

Approximate costs:
$50,000 - $100,000

Possible funding sources:
Private donations

Timeline for implementation:
2009-12

Rationale for recommendation:
Public art adds considerable character to a community. For example, Beaver Creek, Colorado, is widely known for its outstanding collection of monumental bronze sculptures. Moses Lake already has some impressive public art of its own, unfortunately it lacks a central unifying theme. The community should take advantage of its abundant water supply and commission a series of creative fountain projects

Water features can should be interactive, whenever possible. Shown here are two examples, one in Atlanta (top) and the other in Olympia, WA. The Olympia water feature is downtown's greatest local attraction. The circle is 70' across and can be used for staging events and markets when the fountain is not in use. While these examples are large, water features and art can be as small as a sculpture with running water, or a small water garden. People are always drawn to the sound and ambiance of water.

and other water-related public art to help reinforce its "Lake Sports" brand.

Public art is a natural gathering spot for visitors, and provides great photo opportunities for tourists to remember their visit to Moses Lake.

Examples shown here include (clockwise from top left): Whistler Resort, BC: Mateca, CA; Whistler Resort, Mateca and Whistler Resort village.

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Water is a powerful attraction. Clockwise from top left: examples of larger water features include Navy Pier, Chicago; Neenah, WI; WaterWall, Battle Creek, MI; Children & Water, Neenah, WI.

The water features in Moses Lake should be colorful, fun, and vibrant.

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Recommendation #28:
Change downtown murals to water-related themes.

Description:
Moses Lake has some nice murals downtown, even if they don't have a consistent theme. With the possible exception of the one for the Monte Holm House, we recommend replacing these murals with new ones that support the "Lake Sports" brand. This can be done gradually, over a period of time, first replacing those in the worst condition and in the most visible locations.

Implementation:
Moses Lake Museum and Art Center

Approximate costs:
Unknown

Possible funding sources:
Private donations

Timeline for implementation:
2007 forward

Rationale for recommendation:
Drab and expansive walls on downtown buildings do a disservice to the community. Mural art is a cost-effective way to disguise them. The existing murals in downtown Moses Lake perform this job admirably. However, murals are most compelling when all of them in the same community are unified by a consistent theme. An outstanding example is the series of Bavarian murals in Leavenworth, WA. In the case of Moses Lake, the central theme needs to be its new "Lake Sports" brand. Consistency is critically important in brand positioning. Every opportunity to reinforce this theme should be considered. Murals are a highly visible means of doing just that.

Our recommendation is that the Monte Holm mural remain, but that other murals be changed to fit and promote the brand, including the one shown below. Public art should also be placed in the Art Center and replaced with art that promotes and reinforces the brand.

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Recommendation #29:
Initiate additional downtown beautification projects.

Description:
All of the most successful towns in America have undergone intensive beautification programs. Moses Lake has already taken steps in this direction, but more needs to be done. Vigilance is required to continually enhance, revitalize, and maintain a community's aesthetic charm. We recommend that a local gardening club should adopt downtown beautification efforts associated with planting.

Implementation:
Local gardening clubs

Approximate Costs:
Unknown

Possible Funding Sources:
Moses Lake Business Association BID funds

Timeline for implementation:
2010

Rationale for recommendation:
The heart and soul of any community is its downtown. It needs to be beautiful, creating an ambiance that attracts people and makes them want to linger. Specific beautification projects are included in other recommendations in this Plan. One of the most visible and effective programs involves planting. A local gardening club should be recruited coordinate the following efforts:
- Replacing drab corner junipers with colorful splashes of annual flowering plants
- Creating an annual buying cooperative
- Providing a watering tractor for downtown planting
- Designing more planting for landscape buffers between sidewalks and traffic lanes
- Encouraging merchants to display hanging baskets

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Nothing provides a greater return on investment than beautification. The most successful downtowns in the world are also all known for their beautification efforts. On the previous page (top) is Sisters, Oregon, and (below) Solvang, California. On this page clockwise from top left, Solvang, CA; Leavenworth, WA; Cambria, CA; Rapid City, SD; Victoria, BC.

Beautification not only translates to increased sales, but also generates positive publicity, stronger community pride, and private investment into downtowns.

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Work with local garden clubs, Washington State University Extension office, regional garden clubs, and local auxiliary organizations that can adopt corners and streetscapes. Make sure they work together to create continuity in their beautification efforts. Pick one color (red is best) and make it prevalent throughout downtown. Clockwise from top left: Greenville, SC; Taylor, BC; Whistler Resort, BC; Wickford, RI. All of these examples have stunning year round beautification efforts - not just seasonally and most have extreme climate changes, like Moses Lake.

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Coeur d'Alene Resort (bottom left) uses red geraniums, which create a stunning ambiance for the resort. Fallbrook, CA (top left) worked with their garden clubs who adopted several blocks downtown. Look at the two photos (right). Which set of shops would you be drawn to? While the city can concentrate on street trees, local businesses MUST take the lead on beautification, which starts where buildings touch the sidewalk. A big part of the effort is creating transitions between facades and concrete, often referred to as "softscapes."

Destination Development, Inc.

Recommendation #30:
Develop decorative crosswalks and intersections.

Description:
Pedestrian safety is an important consideration for any busy downtown. Crosswalks need to be easily identifiable. By creating decorative crosswalks and intersections, not only are they made more visible, they also become more aesthetically pleasing. We recommend that a consistent decorative pattern, incorporating both crosswalks and intersections, be considered for the downtown district where newly installed brick does not exist.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake Street Maintenance budget

Timeline for implementation:
2008

Rationale for recommendation:
Nothing is more important in a busy downtown than pedestrian safety. Less tangible is the benefit of artistically accomplishing this goal. Nevertheless, it has been demonstrated that decorative crosswalks and intersections help to slow traffic, thereby contributing to pedestrian safety. Ideally the design for Moses Lake will also help reinforce its "Lake Sports" brand theme.

StreetPrint has worked with communities throughout North America, creating decorative crosswalks and intersections that fit the brand and create outstanding gateways into the community.

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Destination Development, Inc.
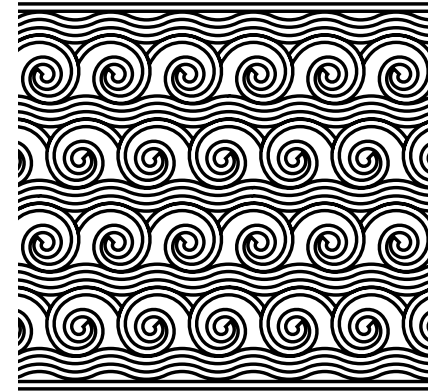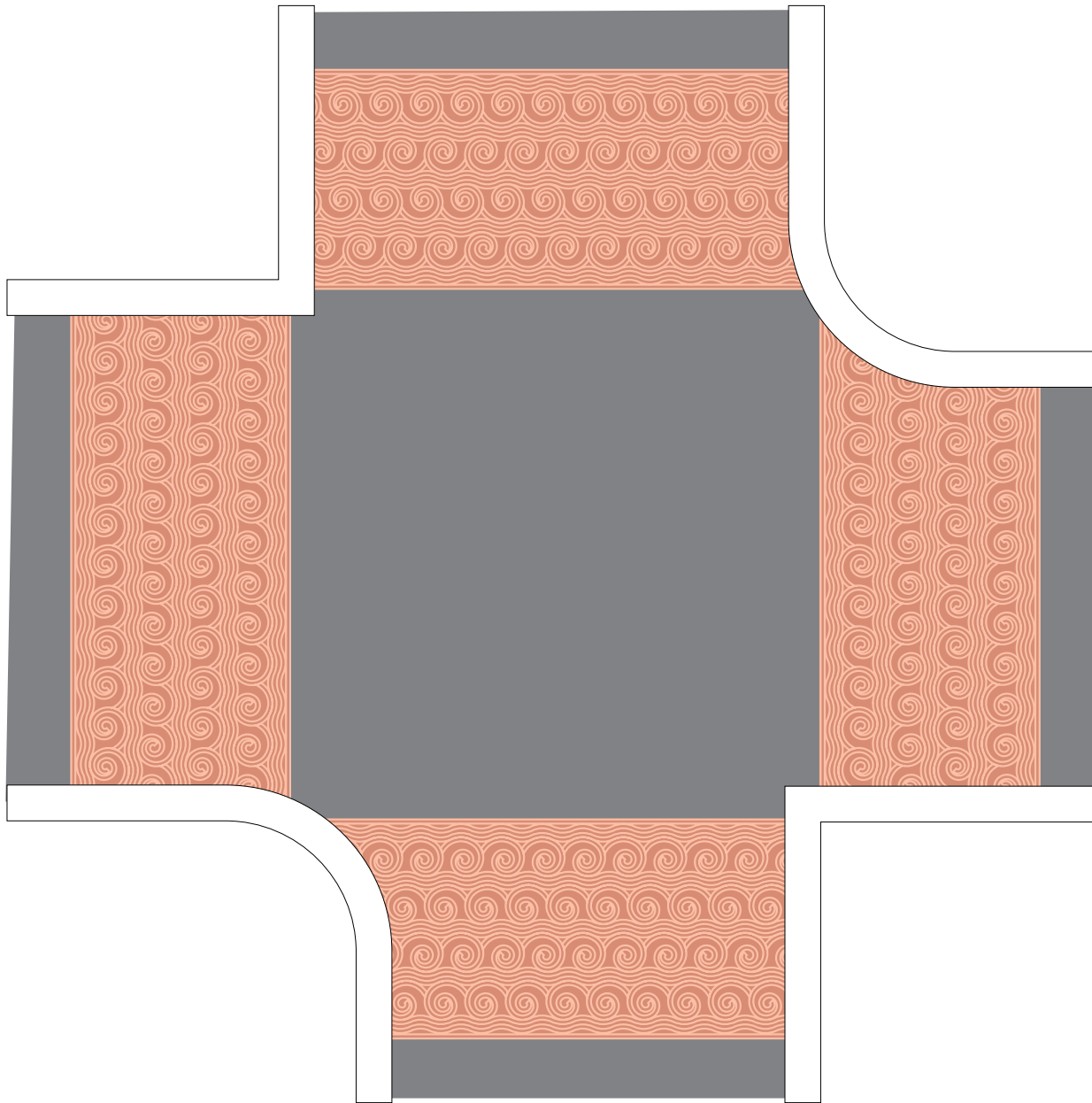
Recommendation #31:
Plant shade trees and add light poles with double-sided banners along Third Avenue.

Description:
Third Avenue is the "main street" of Moses Lake and needs to make a great first impression with visitors. It should be beautiful and welcoming. We recommend planting canopy trees on both sides of the street. Trees should be planted every 30 feet, and alternate with existing light pole standards. Additional poles without lights should be added as needed to maintain 30-foot intervals. Every pole, whether lighted or not, should display double-side banners. This will be an important first step in the community's beautification effort.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake general funds

Timeline for implementation:
2008

Rationale for recommendation:
Trees provide soothing greenery and refreshing shade, particularly in communities like Moses Lake that are subject to intense solar radiation during peak summer visitation months. Decorative light pole standards with colorful double-sided banners also add vibrancy to the scene. Both create an inviting ambiance.

Shopping and dining in a pedestrian setting is the number-one tourist activity, but no one likes strolling around in the hot sun for very long. Trees make it a much more inviting experience and colorful banners make it more festive, attracting more people downtown.
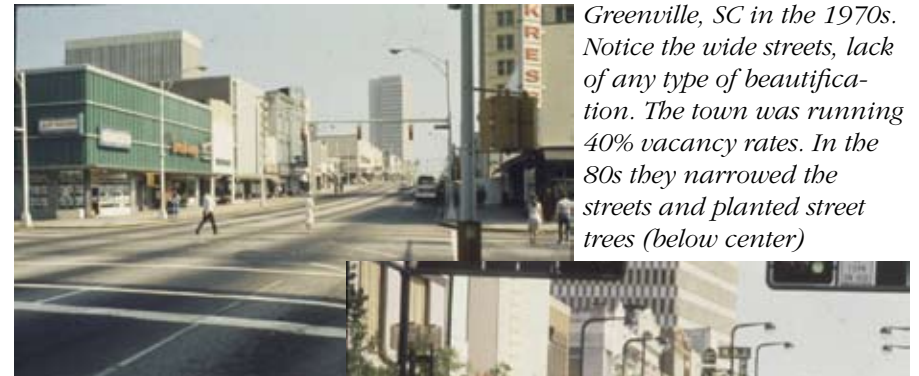
Greenville, SC in the 1970s. Notice the wide streets, lack of any type of beautification. The town was running 40% vacancy rates. In the 80s they narrowed the streets and planted street trees (below center)

This is Greenville (same location) today (below). The tree canopies and intimate setting has made this community one of the most popular in the state. Commercial properties now run close to 100% occupancy.

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Recommendation #32:
Have the Washington Department of Transportation transfer ownership of Broadway to the City of Moses Lake.

Description:
Broadway Avenue is controlled by the State, but it is vital to the development of a visitor-friendly shopping and dining district. It is also in need of beautification. In order to achieve these goals, the City needs to convince the WDOT to relinquish ownership so it can manage the necessary development.

Specific recommendations for Broadway include:

• Making it an eventual gateway to the "Laketown Landing" district Narrowing the street to create landscape buffers and a pedestrian-friendly environment
• Widening sidewalks to accommodate outdoor dining, trees, water fountains, wayfinding signage, merchant-driven outdoor displays, and other visitor amenities
• Replacing concrete sidewalks with decorative pavers
• Installing decorative street lamps
• Encouraging more use of perpendicular blade signage by merchants
• Displaying more hanging baskets on street lamps and poles
• Building more benches and decorative trash receptacles for pedestrians
• Requiring permits for temporary signage and limiting display to two weeks
• Requiring permits for plastic signage and limiting display to two weeks

Implementation:
WDOT – Transfer of Broadway
City of Moses Lake – Beautification of Broadway

Approximate Costs:
Unknown

Possible Funding Sources:
City of Moses Lake general funds

Timeline for implementation:
2010

Rationale for recommendation:
Broadway Avenue is a major arterial through downtown Moses Lake and needs to make a good first impression on visitors. First impressions are lasing impressions. Managing the development of Broadway Avenue to create a vibrant and visually aesthetic visitor experience will be an investment that yields long-term returns.

Currently Broadway creates one of the poorest first impressions found in any of the communities in the state. Local ownership can lead to landscape buffers, sidewalks, landscaped islands, restrictions of plastic banners, temporary signs, removal of dilapidated signs, reduction in the use of barbed wire and chain link fencing, etc.

Sign clutter, like this example, needs to be addressed along with weed abatement. In this case there are nearly a dozen signs within 150'. Businesses should be limited to no more than two signs per business, which should be on-premise signs. Plastic banners and temporary signs should only be allowed, by permit, for two weeks for promotion of special events or sales.

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While the Moose Lodge is a great community asset, one permanent sign and five plastic banners makes it an eyesore as do the signs shown bottom left and right.

Temporary signs (top right) should only be allowed for two weeks, during special sales events. The Business Route 90 (Broadway) is the "front door" to all of Moses Lake. Our secret shoppers, during the assessment process, gave up on downtown before they even arrived in the core district. First impressions really are lasting impressions. Poor signage, chain link fencing, an abundance of weeds, lack of landscaping, and poor architectural appeal present a less than desirable picture of Moses Lake.

Destination Development, Inc.

Recommendation #33:
Work diligently on vacating the rail line along the waterfront.

Description:
The rail line running alongside Broadway Avenue and Parker Horn is a real impediment to pedestrian traffic between the downtown district of Moses Lake and its shoreline. To promote its "Laketown Landing" identity, the City should actively support the decommissioning of this rail line, thereby connecting the downtown with its best asset.

Implementation:
City of Moses Lake

Approximate costs:
No funds are required to implement this recommendation.

Possible funding sources:
No funds are required to implement this recommendation.

Timeline for implementation:
As soon as possible.

Rationale for recommendation:
Pedestrian traffic between the downtown district of Moses Lake and the shoreline of Parker Horn should be encouraged, not discouraged. Any community fortunate enough to be located on the water has a tremendous advantage in attracting visitors. Moses Lake needs to pursue this unrealized potential and take advantage of it.

Neppal Landing is ideally situated as a public gathering place. It has considerable potential as both an outdoor plaza for events and as a hub for water transportation to other attractions in the area (see recommendations # 63).

Particularly in communities like Moses Lake, where it can get uncomfortably hot during the summer, an evening stroll along the waterfront is a refreshing and favorite tourist activity. No other single recommendation will go as far in accomplishing the "Laketown Landing" vision for downtown Moses Lake as the elimination of the rail line.

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Recommendation #34:
Move the downtown clock to a public gathering place, perhaps to Centennial Theater or another park in downtown. An ideal location would be the "new" Market Square or Plaza.

Description:
The antique clock located at the intersection of Third Avenue and Ash Street is quaint memorabilia, but it is in a prime location that does nothing to support the new "Lake Sports" brand.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
City of Moses Lake Street Maintenance budget

Timeline for implementation:
2008

Rationale for recommendation:
Branding decisions have to be based upon economic feasibility, not sentimentality. We believe that the "Lake Sports" brand, if executed properly, will bring additional revenue to the City of Moses Lake. Unfortunately, the antique clock does not support the brand and is therefore counterproductive. This is especially true considering its highly visible an important location. We recommend moving the clock to a public gathering place, such as the site of the new outdoor market.

The beautiful clock, before it was moved to the middle of the intersection.

Destination Development, Inc.

Recommendation #35:
Create a downtown wireless zone.

Description:
Install a WiFi system in downtown Moses Lake with either the city or a non-profit corporation installing, operating, and maintaining the network.

Implementation:
City of Moses Lake or Non-profit organization

Approximate costs:
Unknown

Possible funding sources:
Moses Lake Business Association

Implementation timeline:
2008

Rationale for recommendation:
Free WiFi is becoming increasingly common in communities across the country. Cities wanting to bring more business downtown are finding that offering free WiFi is a good incentive. In addition to attracting new business, a wireless zone also allows downtown workers to work outside, spurs the development of sidewalk cafes and coffee shops, and facilitates city functions such as parking enforcement with the use of hand-held devices.

There are two basic WiFi models to consider. One model involves the city buying, setting up, and maintaining the wireless network, then providing free service within a specific area. Anyone in the vicinity can pick up the signal and have free Internet access, whether from a park bench, in a coffee shop, or even at home if they live within the hot spot.

In this model, the city owns and operates the system, and pays for the equipment and monthly Internet access fees. Many cities are utilizing a portal site, which loads automatically when a user logs onto the network. Some cities – like Long Beach, California – sell advertising on their portal site to help offset costs.

Another city that uses this model is Spokane. The city set up a wireless network over a 100-block area, creating a hot zone where any user can log onto the network free for up to two hours each day. Subscription plans are available for users who need more time on a regular basis. The system in Spokane cost approximately $75,000 to install.

In the second model, the city or a non-profit corporation, coordinate and manage the network, while individual venues pay for their own equipment and monthly fees. In this model, the city does not own the entire system per se, but acts as a centralized channel to promote and coordinate the free WiFi network.

Austin, Texas is an example of a city successfully using this model. Austin Wireless, Inc. is a non-profit corporation set up to improve the quality and availability of free public WiFi in the area. It promotes the managed network, coordinates the installation of hot spots, monitors the network, and provides support to venues and users.

The venues, such as restaurants and coffee shops, pay for installation of the necessary equipment and pay a monthly fee for broadband access. In turn, they provide free WiFi to their customers. The cost for equipment and installation is around $385 for each business, and they also pay about $30 per month for Internet access. Some Austin businesses that were able to demonstrate financial need were eligible for free installation and equipment donations.

Since starting the WiFi program in downtown Austin, business at cafes and restaurants has increased during off-peak hours. Presuming that one hour of Internet use translates roughly into one cup of coffee and a bagel, or one beer and a sandwich, then the 115,500 hours of Austin's free WiFi service in 2004 represents $500,000 of additional revenue pumped into those businesses that offered the service.

Whichever model is used, people appreciate easy access to the Internet and their email. Providing free WiFi is a great way to add value for locals and visitors alike and is guaranteed to make your downtown more appealing.

Destination Development, Inc.

Recommendation #36:
Install a downtown music system.

Description:
A sound system that broadcasts music throughout downtown should be purchased and controlled by the Moses Lake Business Association.

Implementation:
Moses Lake Business Association

Approximate Costs:
Unknown

Possible Funding Sources:
Moses Lake Business Association BID funds

Timeline for implementation:
2010

Rationale for recommendation:
Music adds a lot to the visitor experience, even if it is only subliminal. It creates peace of mind and acts as a deterrent to urban hustle and bustle that many big city residents are trying to escape when they visit a smaller community like Moses Lake. During events, specific themed music can be played to establish the right frame of mind for participants and spectators alike. It has also been demonstrated that music can act as a powerful controlling agent. Several communities have broadcast classical symphonic music in areas prone to teen loitering and vandalism and discovered that it was effective in preventing groups from gathering in those areas. They dispersed because they didn't like the music. Problem solved.

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MARKETING RECOMMENDATIONS

Destination Development, Inc.
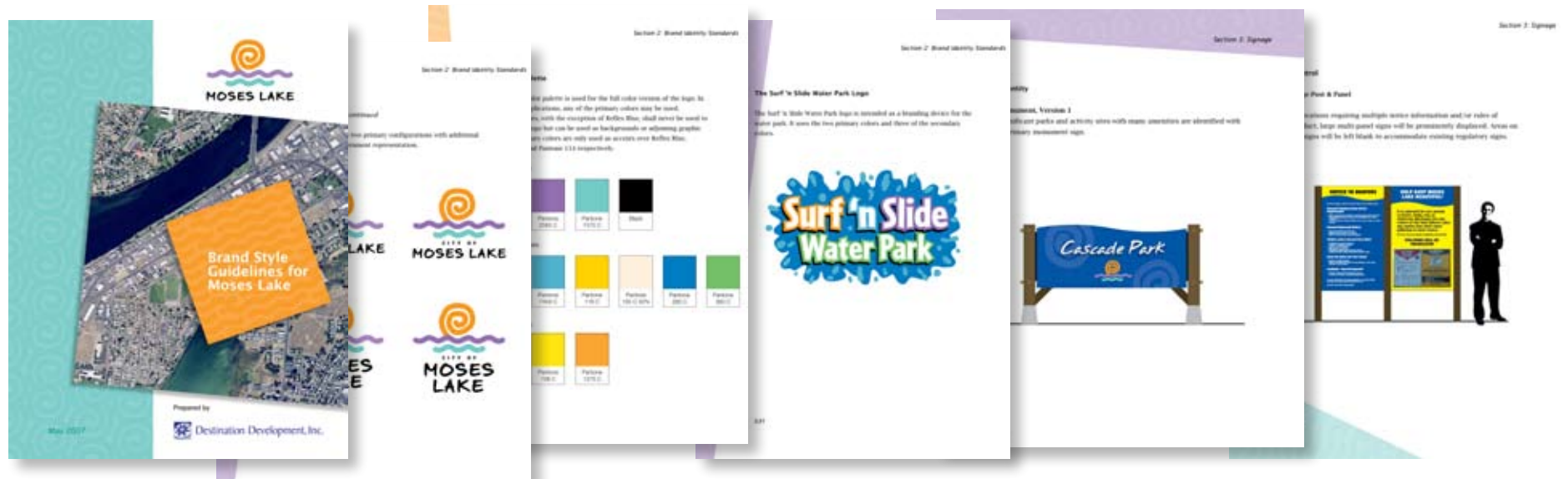
Recommendation #37:
Adopt the Brand Standards and Practices Guide.

Description:
Adopt the style guide for the Moses Lake brand logo, slogan, and downtown identity that has been developed. This document contains graphic design standards for logo and slogan usage; templates for website development and the production of printed sales and marketing materials; and guidelines for the proper use of key marketing, advertising, and promotional messages. (The Wayfinding System – a separate recommendation – will complement this style guide with standards for wayfinding and gateway signage, streetscape enhancements, public art, pole banners, and other specific applications.)

Continuity is critical in developing a strong branding program. The style guide will be the primary reference tool used by the Brand Development Committee, City, Chamber of Commerce, local organizations, and all other parties that represent the Moses Lake brand to the public. This will ensure a strong branding effort that creates top-of-mind awareness.

Implementation:
City of Moses Lake and all local organizations charged with marketing Moses Lake to visitors, business interests, etc.

Approximate costs:
No funds are required to implement this recommendation.

Possible funding sources:
No funds are required to implement this recommendation.

Timeline for implementation:
2007

Rationale for recommendation:
Logo and branding design is intended to give a community an easily recognizable identity – a symbol and message that represents the community and the experience it has to offer. Whenever the logo is used, it should bring to the viewer's mind images of enjoying that community. Repetition helps to reinforce the viewer's impression, but consistency is the only way to guarantee logo and brand recognition.

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The style guide contains a system of coordinated visual elements that make up the community's graphic identity. It provides specific rules about proper use of the logo, brand, and slogan to help maintain the integrity of the design.

Examples of approved usage of the logo and brand are provided in the guide. This includes dimensions and minimum sizes, fonts, and colors. Logo colors are identified as specific Pantone colors and/or as percentages of the four process colors: cyan, magenta, yellow, and black (CMYK). Guidelines for reproducing the logo in black & white and in a single color are also included.

Wrong usage of the logo – in structure, color, or fonts – is spelled out. For instance, combining the logo with other logos or branding elements should never be permitted.

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

Proper use of the logo and brand is the responsibility of the Brand Development Committee that monitors the use and prevents unauthorized use.

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Recommendation #38:
Concentrate initially on a regional market.

Description:
The first-priority market should be those who live within a 100-mile radius of Moses Lake. This area has a population base of 1,200,000, the bulk of whom live in the greater Spokane area. This area encompasses about 420,000 households, with an average household income of $54,500. Eventually expand to the three-state region of Washington, Oregon, and Idaho, as well as the province of British Columbia.

Implementation:
City of Moses Lake, Chamber of Commerce, Grant County Tourism

Approximate costs:
See specific marketing recommendations

Possible funding sources:
 Lodging Tax Funds

Timeline for implementation:
2008 forward

Rationale for the recommendation:
The market base for the new "Lake Sports" brand should begin with the population closest to Moses Lake. They are the ones who will visit most often, use facilities the most, and spend the most on shopping and dining. Although many do not live far enough away to stay overnight in local hotels, they form the foundation for the plan's success. They will create daily animation of the facilities and downtown district. Later, the City can expand its PR efforts to attract visitors from farther away, including the greater Seattle metro area. The ultimate goal is to create additional overnight stays in local hotels and increased spending in the community.

Marketing efforts should be concentrated toward water-sports enthusiasts, including the growing number of Dragon Boat racers. An important component of this marketing effort will be attracting Dragon Boat clubs and other boating competitions to hold their events in Moses Lake.

iXPRESS   Page 1

Claritas, Inc
Project # 2296731 - Prepared For: Destination Development
50, 100, and 150 Mile Radii

Pop Facts: Demographic Quick Facts	Center of Town 0.00 - 50.00 mi	Center of Town 0.00 - 100.00 mi	Center of Town 0.00 - 150.00 mi
Population			
2010 Projection	123,690	1,212,400	4,543,062
2005 Estimate	116,965	1,151,577	4,319,652
2000 Census	110,514	1,092,771	4,099,929
1990 Census	82,884	907,261	3,398,569
Growth 1990 - 2000	33.34%	20.45%	20.64%
Households			
2010 Projection	39,641	434,396	1,735,191
2005 Estimate	37,922	414,938	1,652,849
2000 Census	36,434	397,062	1,571,872
1990 Census	29,011	340,160	1,308,831
Growth 1990 - 2000	25.59%	16.73%	20.10%

Destination Development, Inc.

Recommendation #39:
Redevelop marketing materials using the new brand identity.

Description:
Developing a new brand requires a new look and feel to all marketing materials for the City of Moses Lake. They must be professionally written, designed, illustrated, and executed to deliver a consistent message and make a positive impact.

Implementation:
Brand Development Committee

Approximate costs:
See itemized costs below

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2007 Forward

Rationale for recommendation:
Continuity and consistency are critical to developing and sustaining a brand. Current marketing materials for Moses Lake exhibit a wide range of style and quality with very little consistency. A key tenet of successful promotion is repetition. However, if marketing messages are inconsistent, the value of their frequency is undercut. In order for the "Lake Sports" brand to be successful, it must continually be reinforced with high-quality and consistent marketing materials. Following is a list of those that need to be developed and approximately how much each will cost:

1. Website: ($20,000 initially, $15,000 annually)
   Website development: Includes copy writing, design, key messages, and other technical considerations such as keyword optimization and search capability. An E-marketing program including database development, can be instituted in the second year with help from a local college.

Brochures for attractions, facilities, group tours, etc.: We recommend shifting many printed pieces to the website. Currently, there are too many print pieces and most are largely ineffective at increasing overnight visitation. Our recommendation is to create one printed Activities Guide, then develop online promotional materials for specific attractions that are also available for downloading.

Writing and developing specific itineraries for various niche markets: This includes the creation of maps, writing itineraries, testing them, placing them online, etc.

2. Public Relations: ($30, 000 in 2008 and $60,000 each subsequent year)

   Professional photo library:

   Press kit: (also available on-line).

   Develop several maps based on attractions, facilities, and diversions for both online and print application.

   Video clips to promote the brand and pull people into the website. These should be scripted and humorous, ideally narrated by a celebrity. There should be one video clip for each main attraction with more added as new products are developed.

3. Activities Guide: $30,000 annually. This should be a 4x9-inch book of about 36-pages (50,000 copies). Most of its production cost can be offset with advertorial partnerships.

4. Advertising ($100,000 annually beginning in 2010)

   Use targeted niche-market ads. This will permit development of about 10 ads in two different sizes to be placed in club newsletters and magazines and catering to various niche groups.

   Standard print ads

5. Trade show ($20,000 annually beginning in 2010)
   Booth design and construction: Needs to be interactive and cutting edge rather than the typical pop-up display with brochure rack.

   Trade show handouts: These should be promotional items, not brochures. DVDs or CDs with video clips make good handouts.

Destination Development, Inc.

stay **wet** have **fun**

MOSES LAKE

learn how to **kayak** on Moses Lake

MOSES LAKE

learn how to **waterski** on Moses Lake

MOSES LAKE

Jump In!

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MOSES LAKE

Destination Development, Inc.

Recommendation #40:
Develop an Activities Guide promoting specific businesses and activities.

Description:
Create a Moses Lake Activities Guide loaded with spectacular photography. The guide should be a true public/private partnership, rather than a privately funded piece. It needs to be an effective promotions tool that will "close the sale." The Activities Guide should be distributed at visitor information kiosks and lodging facilities and also available as a downloadable PDF file from the City of Moses Lake website.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
$20,000 for initial design, printing and production
$30,000 annually ongoing

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
Design/develop 2007.
Production 2008 forward.

Rational for recommendation:
Creating a cooperative Activities Guide that showcases various attractions and activities will more effectively promote Moses Lake by providing specific information that will "close the sale." It should be a 4x9-inch full-color, glossy publication with advertorial instead of advertising. Each attraction should each have its own page with photos and text that sell the experience.

An Activities Guide is an essential marketing tool. Along with a quality website, it is one of the most important pieces in a successful marketing program. Not only is an Activities Guide much more likely to close the sale than a typical brochure, but it is the primary marketing piece to lure visitors to the area. It will give potential visitors the specific information they need to

plan their trip and showcases all the area has to offer.

A single, cohesive booklet is more cost effective to create, produce, and distribute than several separate brochures for individual attractions and organizations in the area. In tourism, you will always be much more effective as one loud voice rather than several smaller ones. Showing visitors the variety of activities there are to do in the entire area will make them stay longer, translating into more sales, and more money spent.

It is extremely important for the Activities Guide to be a high-quality and professional publication. It has to be good enough to "close the sale." The graphic look and feel should reflect the community's brand and be consistent with other marketing tools, such as the brand logo and the website. The piece will also be placed on the website as a PDF so users can print all or part of the guide at their leisure.

Once the Activities Guide has been developed, it is important to distribute it to regional visitor information centers, local chambers of commerce, area visitor information kiosks, and regional hotels, resorts, and B&Bs. This means that a database of distribution outlets also needs to be created. Each of these outlets should be contacted once a month, either by phone or e-mail, to make sure they have an adequate supply of guides to disseminate. Volunteers can be used for this purpose. Ideally, the guide will be placed in every hotel room.

Destination Development, Inc.

Recommendation #41:
Contract for a professional public relations program.

Brief Description:
The new "Lake Sports" brand for Moses Lake will require a whole new branding and product development effort that will require a professionally executed public relations effort. We recommend that the Chamber of Commerce hire a professional PR agency with community re-branding and repositioning experience.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
$55 - 60,000 a year retainer

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
Begin in 2007, continue through 2009.

Rationale for recommendation:
Public relations will be more effective than advertising during the early stages of this program. Public relations provide valuable third-party endorsement. Readers consider published articles about a destination far more credible than advertising about the same place. Editorial features are also read three times more often than ads.

One of the problems for Moses Lake is that it's a long way from large population centers. However, located 175 miles from Seattle and 100 miles from Spokane, this is not insurmountable. A well-executed PR campaign will convince residents of these cities that it's worth the drive because Moses Lake provides something that can't be found closer to home.

The first year of the program should be spent "getting ready" by creating all new marketing materials, making staff adjustments, and upgrading facilities.

That should be followed up in the second year with a targeted publicity campaign.

We recommend locating other businesses and organizations in central Washington that are also looking for PR assistance, then banding together to hire the best PR firm available. Ideally, the community will consider a firm in Seattle or Spokane that has the skill and talent to "deliver" their market to Moses Lake.

For every dollar invested in public relations, there is typically a three-dollar return in "earned media" (the equivalent of the cost if you had to pay for the space). That's why we think public relations will provide Moses Lake with the best bang for the buck and hopefully quick-start its "Lake Sports" branding initiative.

Destination Development, Inc.

Recommendation #42:
Target niche publications, clubs, and organizations to gain momentum for the brand.

Description:
Rather than trying to reach the general public via mass consumer media (such as Sunset magazine), the City needs to focus on niche publications and club newsletters whose readership is a good match for its "Lake Sports" brand concept. PR efforts are likely to bear fruit much sooner in this type of publication. Despite their limited circulation, niche titles also represent a better value as advertising vehicles since they target a very specific market.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008 Forward

Rationale for recommendation:
The more specific a niche market is, the easier it is to target. A targeted effort is always more effective than one that's scatter shot. Mass consumer publications have impressive circulation numbers, but you have to consider how many of their readers will actually be influenced by the "Lake Sports" concept. Niche publications, such as Canoe & Kayak and Paddler magazines, on the other hand, have a readership that is highly receptive to this vision. For example, according to Canoe & Kayak's media guide, 81% of its readers took a paddling trip in 2005, and 58% went specifically to a destination they had read about in the magazine. That's the kind of delivery that Moses Lake wants its marketing efforts to achieve. More information about Canoe & Kayak and Paddler magazines is available on their website:
www.canoekayak.com   www.paddlermagazine.com

Many clubs and organizations also publish monthly or quarterly newsletters and they are always looking for editorial content about places and activities that cater to their members. Coverage in such publications provides credible third-party endorsement. It amounts to free publicity, but it's actually invaluable.

We recommend targeting the following niche markets:

Rowing clubs

Dragon boat clubs

Fishing clubs

Competitive Athletic teams

Car clubs

RV'ers

ATV'ers

Art guilds

Destination Development, Inc.

Recommendation #43:
Develop brand extensions.

Description:
Moses Lake currently has important events and attractions not related to the "Lake Sports" brand. These efforts should be continued and sub-branded in direct marketing campaigns to their respective niche markets.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008 Forward

Rationale for recommendation:
While the lion's share of Moses Lake's marketing effort needs to be focused on promoting the "Lake Sports" brand, its other attractions cannot be ignored. Rather, they should be actively promoted. The goal is to increase overnight visitation, so all visitors are important. Some of these attractions exist outside of town, but participants can be lured into downtown Moses Lake during part of the visit if the bait is compelling enough.

We recommend that the following sub-brands be adopted in order to promote the specific attractions or facilities associated with them:

Off road vehicles: Grant County ORV area, sand dunes
Food & wine tourism: Food Festival
Hunting and fishing: Potholes recreation area

Destination Development, Inc.

Recommendation #44:
Work with Grant County to change marketing focus.

Description:
The City of Moses Lake should convince Grant County officials that the activities, not the county, are a tourist destination. As Moses Lake develops its visitor experiences, the city should work with Grant County to market activities, not the "county".

Implementation:
Moses Lake City Council, Grant County Council

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2007 Forward

Rationale for recommendation:
No one travels anywhere to visit a specific county, yet many – including Grant County – continue to promote themselves as tourist destinations. It's activity that attracts people, not geography. The visitor offerings need to include shopping and dining in a pedestrian setting, because that's how tourists spend most of their time. It may not be what attracts them in the first place, but it's the number-one activity they participate in during their visit. Yes, geological features are a worthy attraction, but they represent diversions that most tourists will want to see on a side trip while staying and spending most of their time in a community that provides many different kinds of events, entertainment, and activities. Lure them to Moses Lake. Make that their "base of operations". Let them know about the attractions in Grant County they might also want to see during their visit.

Destination Development, Inc.

Recommendation #45:
Develop specific visitor itineraries.

Description:
Create half-day, full-day, and two-day sample itineraries for visitors. These can include driving tours, historical tours, shopping and dining circuits, and combinations of activities and events. Include detailed maps to make it easy for visitors. These can also be posted on the website and used in direct marketing efforts.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Unknown

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2009

Rationale for recommendation:
Besides giving visitors good ideas about places to see and things to do, specific itineraries help potential visitors imagine themselves in Moses Lake. That's the first step in deciding to actually make a visit. Letting potential visitors know that they can experience a variety of activities and sites in a specific time frame increases the likelihood that they will come.

Include detailed maps to make it easy. The itineraries must include very specific information: names of shops, restaurants, streets, etc. By way of example, which of these itineraries do you find more interesting?

1.   Sleep in until 9:00 a.m. and head out to a local restaurant for a full breakfast. Then, take a drive along one of our scenic roads to visit some of our historic churches. There are many excellent restaurants and delis where you can enjoy lunch. After lunch, take a walking tour through town to see some of our lovely architecture. While walking, be sure to visit several of our unique shops.

2.   Head to The Golden Onion for their world-famous eggs Benedict or blueberry pancakes with homemade maple syrup. The coffee's always hot at The Golden Onion. When you finish breakfast, take the scenic drive out of town on Maple Tree Lane. As you pass the red farmhouse on the right, you'll find yourself driving through a rolling, green countryside. About a half hour outside of town, you'll come to a dirt road – Knobler's Gulch Road. Turn right and drive through a stately maple forest before arriving at the Gulch – one of the most beautiful spots in the entire state. Night-time visitors often report hearing an owl in the largest maple. Right behind the tree is the trail head for a winding and leisurely one-mile walk to the edge of the gulch. The trail loops around and brings you back to your car. By this time, you're probably ready for lunch. Head back to town, and make a stop at the Roasters' Deli. They make the best roast beef sandwiches in town. Get them to go and be sure to include their fresh-brewed iced tea. Spread out your lunch on one of the picnic tables near the fountain in Railroad Plaza. It's the perfect spot for people-watching. While in Railroad Plaza, take a peek in the nearby shop, Cranberry Sisters, where you'll find eclectic jewelry and pottery by local artists.

Destination Development, Inc.

Recommendation #46:
Generate community buy-in.

Description:
Broad-based community support is critical to realizing quick results from the "Lake Sports" branding effort. The City needs to develop a speaking engagement circuit as an outreach program to the community to introduce and explain the new brand and its benefits to the residents of Moses Lake.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008 forward

Rationale for recommendation:
A branding campaign will not succeed if the community is skeptical about the concept. There are bound to be vocal nay-sayers. It's human nature for people to offer criticism more readily than to voice support. We are confident that the "Lake Sports" vision is something that will instill pride in the majority of Moses Lake residents and significantly boost overnight visitation. The City and Chamber need to take any and all steps to motivate its citizenry to become active participants in helping the vision succeed.

Destination Development, Inc.

324 S. Pioneer Way • Moses Lake, WA 98837

Jump In!

Vern Hellewell
President

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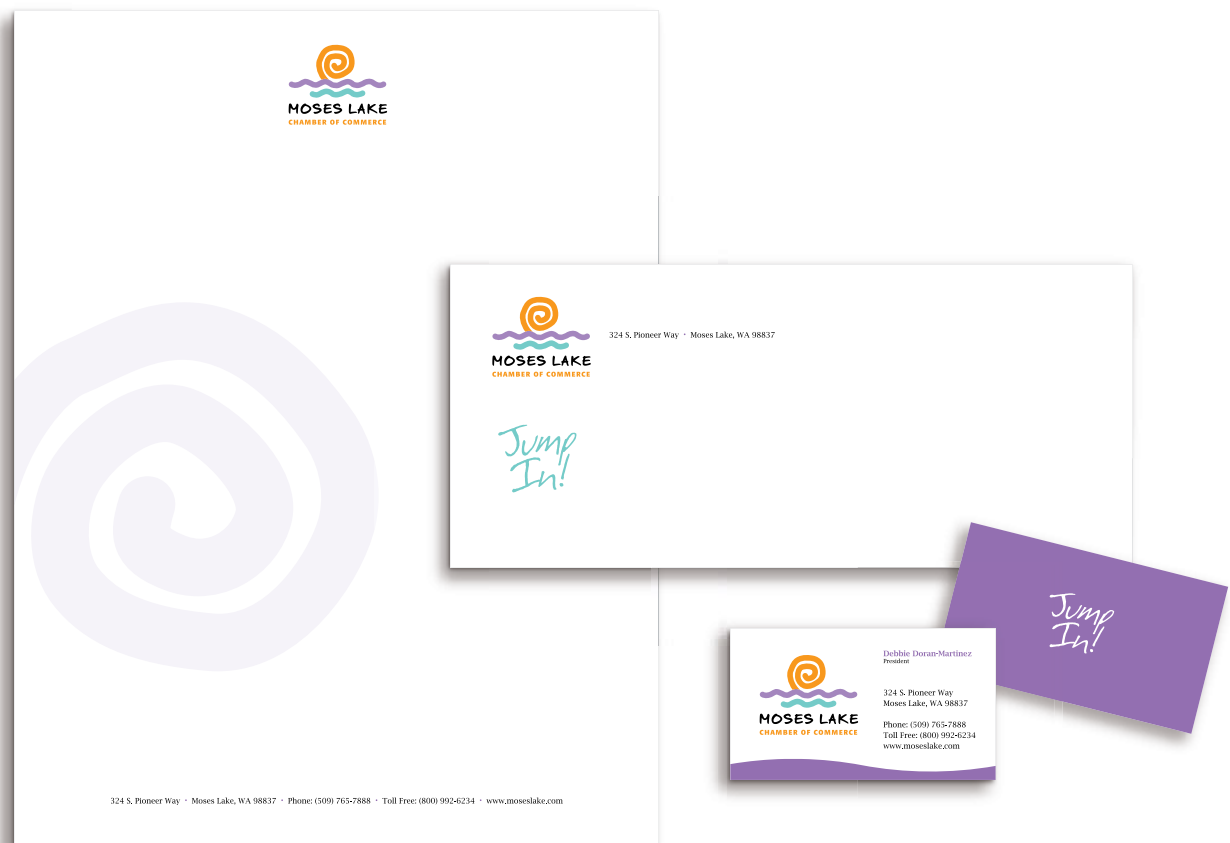
Recommendation #47:
Promote the Surf 'n' Slide Water Park extensively.

Description:
Since the Surf 'n' Slide Water Park is the only one in the Northwest that includes wave generation, this specialized feature should be heavily promoted as a place where people can learn to surf.

Implementation:
Chamber of Commerce

Approximate costs:
No specific costs associated with this recommendation

Possible funding sources:
No specific costs associated with this recommendation

Timeline for implementation:
2007 Forward

Rationale for recommendation:
While the City Parks Department will promote the Surf 'n Slide Water Park locally to residents, the flow rider will also appeal to potential visitors, and tourism advertising should take advantage of this fact.

An important component of the "Lake Sports" brand concept is introducing new participants to various water sports. The Surf 'n' Slide Water Park is a perfect example. What better place to learn how to surf than in a controlled environment with warm water? Surfers in the northwest are forced to learn the sport in the frigid waters of the Pacific Ocean because they have no alternative other than traveling to distant locations with warm water. The water park in Moses Lake provides a compelling alternative. Naturally those who already surf are not likely to be attracted, but a lot of them would probably prefer to teach the sport to their kids in a controlled environment before advancing them to the open ocean. Few people in the Seattle, Portland, and Vancouver metropolitan areas realize this alternative even exists. Moses Lake needs to get the word out about this valuable resource.

Destination Development, Inc.

Recommendation #48:
Develop new websites for the City of Moses Lake and the Chamber of Commerce.

Description:
Develop more contemporary and user-friendly websites for the City of Moses Lake and the Chamber of Commerce, with links to one another on the home page of each site. Next to word of mouth, the Internet is the most-used resource when it comes to travel planning.

Implementation:
City of Moses Lake, Chamber of Commerce

Approximate costs:
$20,000 for initial redesign and development of both sites. Maintenance and updating should be budgeted annually in an ongoing website and e-marketing program.

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2008 for initial development, annually for updates.

Rationale for recommendation:
The most important element for any community's marketing program is its website. Currently, 68% of all households have Internet access and of these people, 94% use the Internet as their primary travel resource.

With a new website coming on line an average of every three seconds, it is critical to have a website that can be easily found, draws potential customers in, provides all the necessary information they need, and effectively closes the sale. Shortcuts should not be taken on this project to save money. With tens of thousands of tourism-oriented community websites online in the United States, there is plenty of stiff competition.

Your website's "splash page" is the introductory page designed to pull in visitors. It should grab their attention with spectacular photography and make them want to see more. Not only must your website be attractive enough to pull visitors in, it also needs to be engaging, informative, easy to use and navigate, up-to-date, and able to compete with other communities vying for tourism dollars.

This project will require a team of three skilled individuals: a tourism professional, a graphic design professional, and a web-based database professional to develop the E-marketing portion of the site.

After the splash page, the site should include the following elements:

- A directory home page to make the site easy to use
- A page for each attraction listed by category
- An Activity Guide, available as a download in printable PDF format
- Maps, driving directions, and distances from other metro areas
- Area weather, climate, and topography
- Forms page for visitors to request more information
- Sign-up form for E-marketing
- Links to area attractions
- Pressroom and photo libraries (slide show)

It is extremely important that the website not become a "been there, done that" marketing tool. Website updates should take place monthly to keep the site fresh and to accommodate seasonal activities, attractions, and events. The maintenance of the website should be at the same professional level as when it was built. Unless "frames" allow in-house staff to update the site without compromising its quality, be sure to leave it to the professionals.

Destination Development, Inc.

Home   Chamber   Government   Things to do and See   Event Calendar   Area Map   Resources

**What's New
at Moses Lake?**

**Take a
Virtual Tour**

**Business
Opportunities**

Search:

Pick Your Season

Welcome!

The only place better to visit then Moses Lake, Washington is the Moses Lake website. Although the town of Lorem ipsum dolor sit amet, consectetuer adipiscing elit. Morbi co[...] pharetra gravida, orci magna rhoncus neque, id pulvinar odio lorem non tu[...] enim. Suspendisse id velit vitae ligula volutpat condimentum. Aliquam erat [...] Nulla facilisi. Nulla libero. Vivamus pharetra posuere sapien. Nam consecte[...] eget euismod ullamcorper, lectus nunc ullamcorper orci, fermentum biben[...] ipsum. Donec porttitor ligula eu dolor. Maecenas vitae nulla consequat libe[...] magna enim, accumsan eu, blandit sed, blandit a, eros.

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Moses Lake – Jump In!

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Home   Chamber   Government   **Things to do and See**   Event Calendar   Area Map   Resources

**What's New
at Moses Lake?**

**Take a
Virtual Tour**

**Business
Opportunities**

Search:

Pick Your Season

Things to do and See

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Dragon Boat Races
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Holiday Concerts
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Destination Development, Inc.

Recommendation #49:
Use Internet keyword marketing

Description:
For Moses Lake's websites to appear near the top of an Internet search, we recommend purchasing "keywords" on the major search engines.

Implementation: City of Moses Lake, Chamber of Commerce

Approximate costs:
Included in the initial website development cost - $20,000 and maintenance each year thereafter.

Possible funding sources:
City of Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2008 forward

Rationale for recommendation:
With a new website coming online every three seconds, getting noticed is just as important as having an effective website. Nearly 70 percent of all Internet users never go past the first two pages of search results. If your site is listed beyond the second page, chances are slim that it will ever be seen.

Google and Yahoo! are the two most popular Internet search engines and both have pay-per-click advertising programs. These programs allow you to bid on keywords so your site will come up among the sponsor links on the search page. As an example, type in the words "tourism consultants" on either Google or Yahoo! and you'll see a listing for Destination Development, Inc. If you click on that link it'll take you directly to the Destination Development website. The company will pay a one-time charge for that click, costing DDI about $0.15. That's a lot cheaper than the cost of a brochure, stamp, and envelope. Plus the potential customer gets immediate information – something we've come to expect in this Internet age.

Google's pay-per-click program can be found at www.adwords.com. For

Yahoo! go to www.overture.com. It also covers other search engines such as AOL, AltaVista, and Lycos.

The beauty of the program lies in the benefits:

1. You only pay for keywords that get used and you only pay when a potential customer goes to your site.
2. You can limit the monthly amount of charges. You pre-pay for a fixed amount (anywhere from $20 – the minimum – to $1,000 or higher) and if you reach the limit the company will ask if you want to authorize more charges. If not, your listing will be removed.
3. When you sign up for new keyword listings, you get to add the teaser text – what you want to tell the customer that will get them to link to your site. On normal search engine listings, the search engine simply grabs the first line or two of text from your home page, which isn't necessarily what is going to pull users in.
4. You can review monthly reports to see which keywords are working and which ones are not. You can add, delete, edit, or change your key words and teaser text at any time.
5. If the Activities Guide, brochures, and other marketing materials are online, these keyword sponsorships are far more cost effective than paying for the printing of brochures and envelopes, the cost of postage, and the labor required to send them out.

When you sign up, you can enter your preferred keywords and you'll see a list of other websites already using them. You'll see what those sites pay and how much you'll have to bid. It's not necessary to be number one on the list. If you're in the top five, you'll do just fine.

When selecting keywords, it is important to think like web users who typically search for activities or specific places rather than for organizations or by using industry buzz words. It is important to test keywords before purchasing them. If your website already comes up among the first five to ten in search results, there is no need to pay for that particular keyword (or words).

This is a powerful and cost effective way to ensure that your website will be found by potential customers. Creating a website that is good enough to "close the sale" is the first priority; but after that, you need to make sure people can find it.

Recommendation #50:
Create an online facilities and events marketing kit.

Description:
The online facilities and events kit would be similar to the online press kit, but focused specifically on facilities and amenities to help attract events to Moses Lake.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Included in Public Relations budget

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2008-9

Rationale for recommendation:
An important tool for recruiting more events to Moses Lake will be a top-notch online facilities and events marketing kit. It should contain all the information and specifications needed by event planners: an annual calendar of existing events, contact information, schematics and capacity of all facilities, related costs, permit requirements, equipment rental availability, catering resources, transportation firms, media contacts, and lodging and dining facilities available in the area. The kit should also include a bullet-point list of compelling reasons why event planners should choose Moses Lake, professional photography of all facilities, and testimonials from principals engaged in the production of current events in Moses Lake.

The more convenient and compelling it is for event planners to choose Moses Lake, the more likely it is that they will.

Destination Development, Inc.

Recommendation #51:
Develop an online press kit and photo library.

Description:
With the new branding effort, there will be a major shift away from generic marketing and advertising to a more targeted public-relations effort. Public relations builds a brand, while advertising helps to maintain position. One of the first steps in this process is to develop a professional and up-to-date online press kit and photo library.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Included as line items in the Public Relations and Website budgets

Possible funding sources:
Moses Lake and Grant County Lodging Tax funding

Timeline for implementation:
2008-9

Rationale for recommendation:
One of the most important ways to build a brand is through public relations, and the press kit is the lifeblood of any successful public relations effort. Public relations are an important part of building the Moses Lake brand and making the community a better-known destination. A successful public relations program entails far more than just writing and sending out press releases. Getting publicity is a contact sport. Less than one in a hundred press releases ever gets used. Direct contact with publications and media sources is critical to getting noticed. A PR program will provide a solid return on investment if implemented correctly.

Advertising is still an important part of the mix, but advertising is used to maintain position. Articles get three times the readership of ads and represent a third-party endorsement, which offers more credibility. It's always better to have someone else tooting your horn than tooting it yourself.

We recommend the creation of a first-class online press kit and photo library. The press kit will promote the brand, set the tone and ambiance of the community, and include photography and other teasers to attract new businesses and visitors. Copies of favorable previously published articles should always be included in the press kit.

The press kit should contain general information about the area, contact information for media, and a series of pre-written teasers describing the primary attractions in Moses Lake, plus a summary of secondary activities and diversions. These need to be specific and can be easily developed for the press kit at the same time as the Activities Guide.

Nothing promotes tourism better than world-class photography. Evoking emotion is a powerful concept in promoting tourism. Every photo should have "wow" appeal, making visitors want to go there. The photos need to be stunning, but don't restrict them to scenery only. Whenever possible, the photography should showcase activities, giving people the opportunity to imagine themselves in the scene. Visitors are looking for things to do, not just places to see.

There are several ways to go about developing a photo library:

1. You can send out letters to regional photographers requesting photos of the area. They will typically show you what's in their existing collection. Often times, if you provide a list, they will actually shoot those specific photos, hoping that you will license them.

2. You can also commission a photographer to take the specific photos needed to effectively market what Moses Lake has to offer. Either way, be sure to have the photos taken digitally in high resolution.

Photographers always own their photos, while you license their use. They can be licensed for unlimited use, one-time use, or for a particular publication. To reduce costs, consider making it a cooperative arrangement. In exchange for reduced licensing fees, you can include a credit line in small print with the photographer's name, business name, and/or website whenever his or her photos are used. Another big cost-saving measure is to buy non-exclusive use of the photo, allowing the photographer to sell it again

to others. You may want exclusive use of some truly iconic photos, but for others it's not important. In fact, you may want others to use the same photos to extend their exposure.

Unlike traditional press kits that are sent out to specific publications, editors, or freelance writers, an online press kit is available to anyone who visits your website. It should include story ideas, contact information, and PDF files and low-resolution sample photos that can be downloaded (include information about obtaining high-resolution images). A password-only pressroom can also be set up on the website for editors or writers to find information you don't want available to the general public.

Recommendation #52:
Develop an E-marketing program

Description:
E-marketing is, by far, the most cost-effective way to reach potential visitors. By providing them with targeted information tailored to their specific needs, it is also the best way to "close the sale." Recipients chose to receive E-marketing messages.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Included in website development costs

Possible funding sources:
Moses Lake and Grant County Lodging Tax funding

Timeline for implementation:
2008 forward

Rationale for recommendation:
The Internet is the primary source of travel-related information for 94% of all web users. The number-one marketing initiative in this plan is the development of a first-class website. It must be good enough to instantly captivate viewers when they see its splash page, engaging enough to hold their interest, and easy enough for them to find the information they need to close the sale.

E-marketing is the creation of an interactive web-based data system. Viewers can go to the website and request that periodic e-mails be sent directly to them (usually on a monthly or quarterly basis) about areas of specific interest. Those who take advantage of this service must be assured that their e-mail address and personal information will not be shared with anyone, and that they can cancel the service at any time.

The database can be used to determine where your customers are coming from and what their interests are. E-marketing is a powerful permission-marketing program. Except for periodically writing the messages to be distributed via e-mail, it is mostly automated. Managing an e-marketing program can take as few as eight hours a month, providing a huge return on a very modest investment. The periodic e-mails should be concise and specific, and include direct links to other pages where more detailed information can be found.

Recommendation #53:
Develop an online water-sports technique section for the Moses Lake website to foster its reputation as a center for "Lake Sports."

Description:
Technical water-sports information should be made available online for those visiting the Moses Lake website. It should include a series of "How-To" techniques for various water activities: how to roll a kayak, how to canoe in a straight line, how to waterski, etc. Ideally it should include video tutorials as well as basic reference material to distinguish different kinds of boats, paddle strokes, tricks, etc.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Included in the cost of producing a new website

Possible funding sources: Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2008-9

Rationale for recommendation:
Nothing conveys a sense of authority like giving technical advice. By providing this kind of information on its official website, the City of Moses Lake will help instill its reputation as a center for water activities, thereby reinforcing its "Lake Sports" brand vision. Though the information is serious, we recommend that the presentation should be fun and entertaining. After all that's the kind of experience we want for all visitors.

Destination Development, Inc.

Recommendation #54:
Create annual framed posters to promote and reinforce the brand.

Description:
A major focus of the marketing effort will be promoting the "Lake Sports" brand for Moses Lake. A 24x30-inch full-color poster featuring professional photography or artwork and the new brand identity should be created to foster community pride. The poster should be suitable for framing. It can either be sold or given away to local residents and businesses, and be available for sale to visitors at locations throughout the community.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
$4,500

Possible funding sources:
Chamber funds or proceeds from the sale of posters

Timeline for implementation:
2010

Rationale for recommendation:
A cost-effective way to develop and promote the new "Lake Sports" brand for Moses Lake is by creating and distributing a high-quality poster to hang in local restaurants, offices, hotel rooms and lobbies, retail shops, and other places of business. This reinforces the image and branding message among local residents, workers, and visitors alike.

Five thousand posters should be created and distributed to Moses Lake businesses. For local residents and businesses, they should be free, or cost no more than $1 each. The primary purpose of the poster is to build community pride. A secondary benefit is having an inexpensive item that tourists can purchase as a reminder of their visit to Moses Lake. The poster should be redesigned every year, creating collector's editions. Local artists should be invited, or a competition of local artists should be held each year to select the poster image.

Destination Development, Inc.
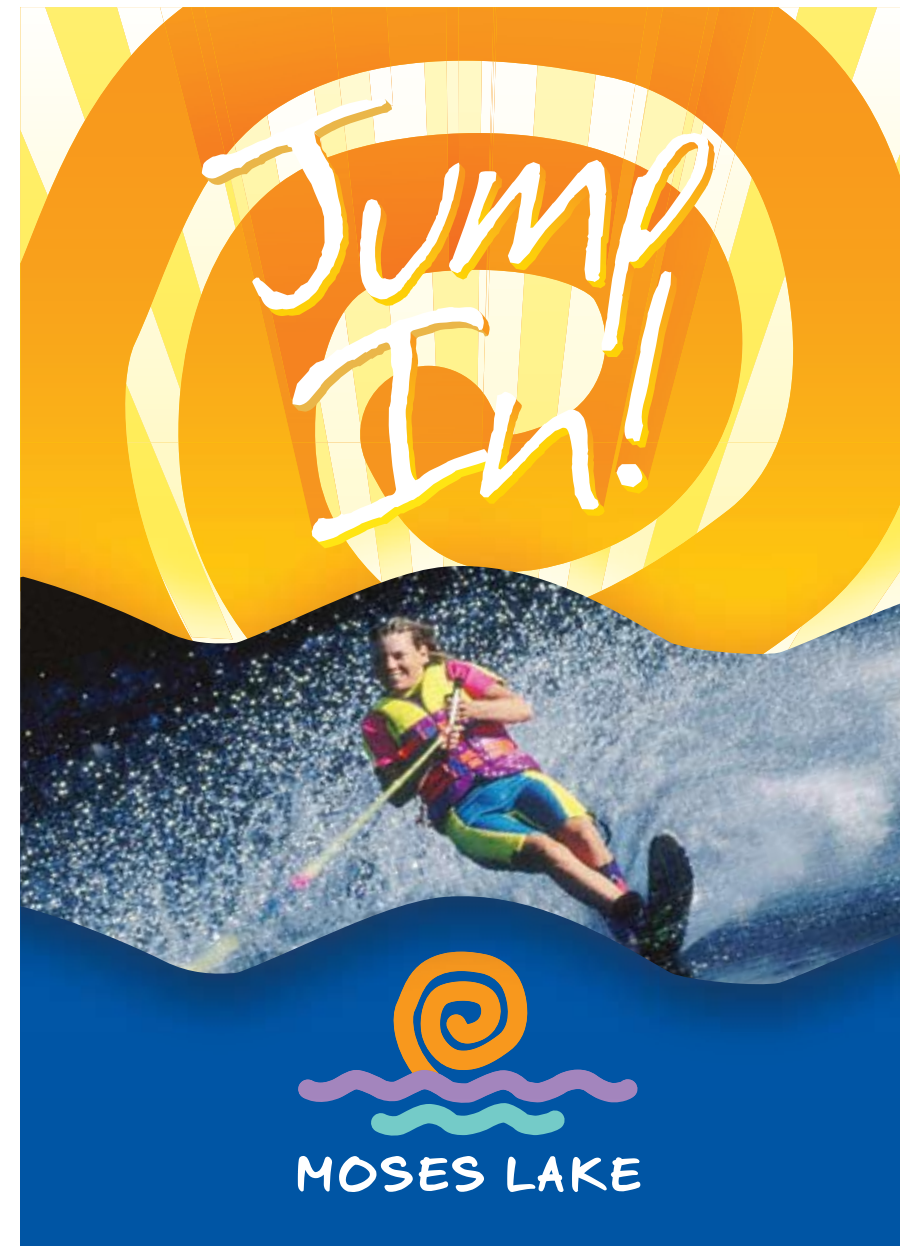
Recommendation #55:
Contract with professional agencies to bring more events to
Centennial Theater.

Description:
The Centennial Theater at McCosh Park is an excellent venue in a great
location. We recommend contracting with professional agencies to recruit
more entertainment events to this facility, thereby providing important visitor
diversions on a regular basis.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
Moses Lake and Grand County Lodging Tax funds

Timeline for implementation:
2008 Forward

Rationale for recommendation:
Recruiting quality events requires a concerted effort. It's rarely effective as
a part-time venture by local civil servants, regardless of best intentions. To
attract first-rate performers, we recommend establishing relationships and
contracting with booking agencies, concert promoters, and other profession-
als in the entertainment industry.

Destination Development, Inc.

Recommendation #56:
Tap into Gorge Amphitheater events.

Description:
The Gorge Amphitheater in Grant County attracts major performers and big crowds every summer. It seats 22,000 people and holds about ten major concerts each summer. That's nearly a quarter of a million people, just 40 miles away from Moses Lake. With few lodging facilities located near the Gorge Amphitheater, this represents an opportunity for Moses Lake to become "the" place to stay before or after a concert.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Unknown

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation: 2008 forward

Rationale for recommendation:
The Gorge Amphitheater is arguably one of the most beautiful and popular places to watch an outdoor concert anywhere in North America. It has been voted the nation's best major outdoor concert venue in nine out of the past ten years. Every summer it hosts some of the biggest names in rock music. Moses Lake should try to tap into this market.

Consider promotions that will make concert-goers from Spokane pull off the freeway to spend a night in town before or after the concert. Motels and restaurants could offer reduced rates to anyone who could produce a concert ticket. They could also partner with a local radio station to offer a free room or meal to anyone willing to be interviewed about the concert or to sing along with the Gorge performer's music karaoke-style. Radio DJs are always looking for offbeat material and people willing to make fools of themselves on-air. On a bigger scale, the City should make every effort to become joined at the hip with Gorge event sponsors and concert promoters. Imagine if a performer could be lured into making an appearance in town.

Destination Development, Inc.

Recommendation #57:
Create billboards for Interstate-90.

Description:
To lure more travelers off Interstate-90 and into downtown Moses Lake, highway billboards promoting the community should be developed and installed for both east-bound and west-bound traffic about 10 miles outside of town.

Implementation:
Moses Lake Chamber of Commerce

Approximate costs:
Unknown

Possible funding sources:
Moses Lake and Grant County Lodging Tax funds

Timeline for implementation:
2010

Rationale for recommendation:
The annual average traffic volume on Interstate-90 as it passes through Moses Lake is 9,200 vehicles per day. That's a lot of potential visitors passing immediately south of Moses Lake each and every day.

An undisputed rule of marketing states: "put your bait out on the highway." Billboards are most effective when they offer something that travelers need or want, even if it's just "the facilities." One of the biggest mistakes that communities make is not telling potential visitors why they should stop.

In order to be effective, highway signs must be eye-catching. There are four keys to success:

1. Use the right words.
2. Make it brief.
3. Keep the design simple.
4. Keep the sign maintained.

People traveling at highway speeds have about four seconds to read your message. If there's too much to read or it appears too cluttered, your sign will simply be ignored by the vast majority of motorists. The best signs contain fewer than ten words. Make sure they are action words and not worn-out and meaningless clichés like "welcome," "discover," or "we have it all."

Highways are a community's front door. You want to welcome them and make a good first impression. A well-designed billboard can do just that.

Destination Development, Inc.

RECRUITMENT RECOMMENDATIONS

Destination Development, Inc.

Recommendation #58:
Contract for a recruitment specialist to recruit destination retail into downtown.

Description:
To diversify the mix of retail businesses, promote residential development, and establish new visitor services in Moses Lake, a recruitment specialist needs to be hired who would report to the Brand Development Committee.

The recruitment specialist will spend his or her time soliciting specific retail businesses and residential development to downtown Moses Lake, as well as establishing visitor services such as a water taxi and regular service with Kenmore Air.

Implementation:
City of Moses Lake

Approximate costs:
$90,000 annually for two years

Possible funding sources:
Moses Lake general funds

Timeline for implementation:
2008-9

Rationale for recommendation:
Moses Lake currently lacks a retail mix that satisfies the needs of downtown workers as well as the expectations of overnight visitors. Tourists will not go where locals are not present, so it's important to make sure that downtown workers are active, engaged, and highly visible. How many times have you looked for a place to stop and eat in an unfamiliar town, only to pass by several fine-looking restaurants just because there didn't appear to be many locals inside?

Priority number one should be the creation of a downtown dining district. Good food, strong curb appeal, attractive interiors, great service, reasonable prices, and multiple choices are the main ingredients for a successful dining district. With the addition of the dining establishments in the following list, Moses Lake will be able to reach critical mass. Regardless of the nature of the business, it is preferable that as many of the destination retailers as possible are unique "mom and pop" establishments that offer goods and services not found in nearby shopping malls.

Specific business should be recruited for Laketown Landing:
• Pizza restaurant (not just ake-out)
• Soda fountain or juice bar
• Candy shop or factory
• Cafes (3)
• Coffee shop/internet cafe
• Bistro
• Upscale bars with music/entertainment (2)
• Watercraft rental storefront (craft located at docks)
• Outfitter store
• Home accent/furnishing stores (2)
• Antique/collectible stores
• Tour operator
• Kite/windsock store

The job would be a contracted full-time position and the individual selected must have a business license and be responsible for his or her own taxes, benefits, and overhead. Working from home or a remote office is permissible for this position. The recruitment specialist would not be a city employee, but should report to the Brand Development Committee administered by the City.

This position is primarily an "outside sales" effort, but would have access to city facilities (with staff permission) for meetings and related activities. The recruitment specialist would be hired on a three-year contract, with a renewable extensions if necessary. A quality recruitment effort should sunset within three years, at which time Moses Lake should reach critical mass for its downtown development.

By using a sub-contractor, the city will be able to find the individual best suited to the job.

The following are desirable traits to look for in selecting a recruitment specialist:

• Excellent track record in commercial real estate sales (this is a sales position)
• Well spoken with excellent writing skills
• Experience dealing and negotiating with small businesses
• Has a strong understanding of the real estate and development industries and markets
• Has extensive contacts in the development and business industry
• Understands public/private finance, land use, zoning, and other issues that need to be addressed during the recruitment process
• Is self-motivated, a strong leader, and results-oriented.
• Understands commercial finance, incentive programs, etc.

Destination Development, Inc.

Recommendation #59:
Recruit residential condominium and apartment development in downtown Moses Lake.

Description:
Attracting residential condominium and apartment projects downtown will establish an active, populated community to support dining and retail businesses that are open during evening hours.

Implementation:
Moses Lake Business Association

Approximate costs:
Unknown

Possible funding sources:
Private developers

Timeline for implementation:
2008 forward

Rationale for recommendation:
A residential presence downtown is essential to create a vibrant and lively town center. Urban residential living is gaining in popularity across the country. An important aspect of downtown living that is not offered in suburbs is the charm of older, often refurbished historical settings. Rustic loft conversions satisfy only a portion of the demand. Downtown renters and purchasers are looking for urban ambiance combined with the amenities associated with suburban settings: up-to-date layouts, convenient parking, telecommunications, and a sense of safety and security. Despite skepticism of real estate professionals, there is strong demand for housing above retail shops and offices.

There may be some challenges associated with the mix of residential apartments and retail establishments open at night. Some noise will be generated as a result of having created a bustling and vibrant gathering place downtown. In all the cities we've researched, this was not a major problem.

People are moving back into downtowns like never before. This move is being fueled by a baby-boom generation in the peak of its earning period. These people are downsizing and expect a very high quality residential living environment. Loft apartments and condos are bringing downtowns back to life across the country.

Destination Development, Inc.

Recommendation #60:
Recruit a downtown waterpark hotel.

Description:
To support its "Lake Sports" water-theme brand, the City of Moses Lake should recruit a waterpark hotel downtown. A new hotel would attract more visitors to provide additional business for downtown merchants and encourage conventions and trade shows to the community.

Implementation:
Recruitment – Contract Recruiter to the City
Development – Private developer

Approximate costs:
Unknown

Possible funding sources:
Private financing for development

Timeline for implementation:
by 2012

Rationale for recommendation:
Success with any business venture revolves around attracting customers. The more people that are living, staying, and working in downtown Moses Lake, the more successful its redevelopment effort will be.

One of the biggest needs is the development of a hotel with indoor water-slide facilities. It should be a "3-star or better" hotel of 75-100 rooms, with approximately 15,000 square feet of meeting space that can accommodate 300 or so guests in a banquet setting, and 700 in a theater-seating configuration. Given the variety of new downtown dining businesses recommended elsewhere in this plan, the hotel can be a limited-service facility (no restaurant). The type of hotel that would fit well in downtown Moses Lake would be a Marriott or Embassy Suites or similar type of property.

Whether they are tourists or conventioneers, hotel guests prefer not to be cooped up in their rooms at night. Overnight visitors spend three times that of day visitors and could represent the primary driver of a vibrant nightlife in downtown Moses Lake. It is important that a downtown hotel property be developed within the "Laketown Landing" district.

Recommendation #61:
Recruit specific water-based concessions for the city parks.

Description:
To fulfill its "Lake Sports" brand promise, Moses Lake needs to develop more water sports related activities for visitors. Rental concessions at city parks are a good means of providing this service. Motorized watercraft such as ski boats and Jet skis should be available for rent, and directed to designated areas where their noise and wake will not annoy other park visitors. Parks nearer downtown should rent human-powered watercraft such as canoes, kayaks, and paddle boats. For those who prefer swimming more than boating, other water entertainment features should also be provided. Some of these are identified later in this recommendation. Additionally, food and beverage concessions should be encouraged for the convenience of those visiting the city's parks whether or not they are using the water sports facilities.

Concession services should be available at a minimum during the peak visitor attendance months of May through September. Concessions operators should have the option to provide service during other months too, but not required to do so.

We recommend the following concessions at these Moses Lake parks:

- Cascade Park
    Rental concessions – Ski boats, canoes, kayaks, paddle boats
    Food concessions – hamburgers, hotdogs, cold drinks, chips, ice cream

- Moses Lake City Park
    Rental concession – Ski boats, Jet skis, paddle boats
    Food concessions – Hamburgers, hotdogs, cold drinks, chips, ice cream

- Peninsula Park
    Rental concession – Ski boats, Jet skis, paddle boats, canoes
    Food concessions – Hamburgers, hotdogs, cold drinks, chips, ice cream

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
Private retailers

Timeline for implementation:
2008 forward

Rationale for recommendation:
The following non-motorized products are recommended as prospective water entertainment concessions to increase the recreational opportunities available to Moses Lake visitors. All products are manufactured by WMS Aquatics in Ellensburg, Washington (http://www.wmsaquatics.com).

Rogue River Canoe
This 14-foot-long canoe is made of durable "rotomolded" construction. It tracks well and turns easily.
Rogue River Canoe $393
Set of 2 Paddles $32

Dimension Sport Kayak
A versatile recreational kayak made from tough polyethylene with a hull designed for optimum tracking and turning. Includes shock-cord deck rigging and onboard storage.
Dimension Sport Kayak $300
Kayak Paddle $31

Sun Slider Pedal Boat
The Sun Slider is a versatile pedal boat that converts from sitting to reclining positions for on-water lounging. Includes recessed drink holders, built-in cooler compartment, and fishing rod holders.
Sun Slider $473
Seat Cushion Set $133

Aqua Jump
The Aqua Jump is an inflatable floating trampoline that can be anchored or tied to a dock. Available in two sizes:
Aqua Jump (15 ft. diam.) $2152
Aqua Jump (20 ft. diam.) $3277

Aqua Launch & Super Launch
Attach to Aqua Jump to work like a catapult. One person sits on edge while another leaps from Aqua Jump, launching the flyer into the water.
Aqua Launch (4-ft high) $605
Super Launch (8-ft high) $2808

Aqua Slide
The Aqua Slide mounts on top of the Aqua Jump, turning it into a floating activity platform. Users bounce on and slide into the water.
Aqua Slide $605

Inflatable Icebergs
These giant inflatable icebergs have three sides for climbing and one for sliding back into the water. Available in two sizes:
8-foot-tall Iceberg $2339
14-foot-tall Iceberg $5620

Moses Lake Concessions Guidelines

Introduction

Food and beverage concessions and rental concessions add to the variety of dining and recreational opportunities available in a community. The City of Moses Lake encourages concession services and is committed to providing a high level of customer service to its visitors while generating maximum revenue. Concession services should be available at a minimum during the peak visitor attendance months of May through September. Concessions operators will have the option to provide services during other months, but will not be required to do so. Prospective concessions operators are encouraged to visit specific venues prior to submitting a proposal. To submit a proposal, please provide the information requested in Sections 5-8.

Section 1: General Specifications

Moses Lake is soliciting proposals from individuals, community organizations, and private firms interested in providing concessions at the following locations:

Food ConcessionsRental Concessions
Cascade Park: Hamburgers, hot dogs, chips, Ski boats, canoes, kayaks, and cold drinks, and ice cream. paddle.boats.

Neppel Park: Electric or gas lake-wide
water taxi service.

Moses Lake City Park:Hamburgers, hot dogs, chips, Ski boats, jet skis, and paddle boats.
cold drinks, and ice cream.

Peninsula Park: Hamburgers, hot dogs, chips, Ski boats, jet skis, canoes, and cold drinks, and ice cream. paddle boats.

Concession contracts are advertised and awarded as they become available, and may be renewed for up to five years. All concessions must be operated from established structures. Any modifications or improvements to concession areas shall be at the sole expense of the concession operator, and will require advance written approval from the city.

Section Two: Fees

INITIAL FEE: An initial fee of $100 is due at the beginning of the concession contract.

ANNUAL FEE: In consideration for concession rights and privileges, concession operators must agree to pay the City of Moses Lake an annual payment equal to 10 percent of net yearly receipts. Payment is due on or before the date of November 15th each year. Concession operators are also required to submit with each payment a signed statement attesting to the total gross and net receipts for that year. The city of Moses Lake reserves the right to conduct audits and inspections without advance notice. Concession operators must

agree to provide copies of all receipts and relevant documents if requested.

LATE FEE: A late fee of $100 will be assessed for payments not received by the 15th of November. Late payments may also result in suspension and/or termination of concession contract.

Section Three: Pricing
Rental prices submitted in proposals shall be fixed for the first 90 days of the permit. Concession operators may submit a request for price change to the city, along with documentation to substantiate need. Written approval of rental price changes must be granted by the city of Moses Lake before changes are implemented.

Section Four: Insurance
Concession operators are required to furnish proof of comprehensive general liability insurance in the amount of $1,000,000 or more per occurrence and at least $2,000,000 general aggregate, for bodily injury, property damage, and product liability. Acceptable proof shall include a certificate of insurance naming the City of Moses Lake as an additional insured.

Section Five: Proposal Requirements
Proposals must include the date and applicant's name, mailing address, phone number, and company or organization name. An e-mail address is useful, but not required.

Section Six: Concession Award Criteria
All proposals must address the following issues. Please answer the following questions and points will be awarded accordingly.

1. DAYS AND HOURS OF OPERATION
Maximum 20 points
How many days per week and during what hours do you intend to operate the concession? What date will you open and what date will you close?

2. PRODUCTS OR SERVICES TO BE OFFERED
Maximum 20 Points
What product(s) or rental services do you intend to offer? At what price(s)?

3. CONCESSION EXPERIENCE/BUSINESS REFERENCES
Maximum 20 Points
Please list at least three references who will support, document, or verify your performance in providing concession services and/or operating a business. Include name, business name, address, phone number, fax number, e-mail address (if available) and nature of your relationship (former employer, supervisor, etc.).

4. QUALITY OF SERVICE TO BE OFFERED
Maximum 20 Points
Please describe employee service level expectations, appearance standards, training, and safety concerns including an SOP (Standard Operating Procedure) for any emergencies.

5. PAYMENT FOR SERVICES OFFERED
Maximum 10 Points
How do you propose compensating the city of Moses Lake for permission to operate a concession facility? An initial flat fee of $100, plus a percentage (minimum 10%) of net receipts is required.

Section Seven: Authorized Signature
Please sign and date your proposal.

Section Eight: Confidential Proprietary Information
Submitted proposals will be treated as confidential to the extent allowed by law. Applicants must clearly designate any confidential or proprietary information contained in the proposal. Marking the entire proposal as proprietary is not acceptable. In such an instance the city will deem none of the materials submitted as confidential or proprietary. No part of a proposal submission can be disclosed until a successful applicant is selected and a concession agreement is awarded and executed. The city of Moses Lake will exercise due diligence to keep proprietary information confidential. However, if a request is made to inspect any applicant's proposal, the city will comply with Washington's Public Disclosure Laws, chapter 42.17 RCW.

The City of Moses Lake reserves the right to consider historic information, credit and background reports, and other information, whether gained from

the applicant's proposal, inquiries, references, or any other sources, in the evaluation process. The applicant understands and agrees that by submitting a proposal, he/she permits the city of Moses Lake to solicit such information, and also understands and agrees that he/she permits those with such information to release such to the city of Moses Lake.

The applicant is cautioned that it is the applicant's sole responsibility to submit information related to the evaluation categories and that the city of Moses Lake is under no obligation to solicit such information if it is not included with the applicant's proposal. Failure of the applicant to submit such information may cause an adverse impact on the evaluation of the applicant's proposal. The applicant is reminded that all information submitted or otherwise gathered in the course of the evaluation automatically becomes a matter of public record after the contract is awarded.

Please complete and return the Authorization for Release of Information form below and return to the City of Moses Lake with your application package.

Authorization for Release of Information

TO WHOM IT MAY CONCERN:
This is to certify that I authorize the city of Moses Lake, or any authorized representative thereof bearing or furnishing this release, or a copy thereof, within one year of its date, to obtain any information in your files pertaining to arrests, charges, and disposition of such charges. I hereby direct you to release such information upon request of the bearer. This release is executed with full knowledge and understanding that the information is for official use of the city of Moses Lake to furnish such information as described below, to third parties in the course of fulfilling its official responsibilities. I hereby release you, as custodian of such records, law enforcement officer, agency, or court, or other repository of records, including its officers, employees, or related personnel, both individually and collectively, from any and all liability for damages, which may result to me, my heirs, family or associates because of compliance with this authorization and request to release information, or any attempt to comply with it.

Name _____

Date of Birth_____

Address _____

City _____   State _____
Zip Code _____

Phone _____
E-mail Address _____

Driver's License No. _____
Social Security No. _____

Signature _____

Recommendation #62:
Recruit a water taxi service.

Description:
The outstanding city parks in Moses Lake should be developed as the activity centers for its "Lake Sports" brand vision. Unfortunately, these parks are widely separated and traveling between them by car is somewhat challenging. A water taxi service would solve this problem. We recommend that the hub for this service be located in Neppel Park. In addition to connecting the city parks, the water taxi would also provide a fun transportation alternative between hotels, restaurants, and the downtown "Laketown Landing" district.

Implementation:
Private sector

Approximate costs:
Unknown

Possible funding sources:
Private sector

Timeline for implementation:
2008

Rationale for recommendation:
Its downtown waterfront location between Parker and Pelican Horns is Moses Lake's greatest asset. Nearly all of the most successful communities are water-based: Seattle, Portland, San Francisco, Victoria, and Coeur d'Alene, to name just a few. Water is a natural magnet for dining, shopping, hiking, boating, and outdoor recreation. A water taxi service provides an enjoyable and practical means of taking advantage of this natural resource.

The water taxi service that operates in Victoria's inner harbor is one of its most popular tourist attractions. People on vacation enjoy pedestrian activities and love it when they can leave their cars behind. A water taxi service linking the best attractions of Moses Lake will allow visitors to do just that.

Destination Development, Inc.

Recommendation #63:
Recruit Kenmore Air to provide regular service between Seattle and Moses Lake during the summer.

Description:
Kenmore Air, based in Seattle, is one of the leading float-plane operations in the world, providing regular service to the San Juan Islands, Port Angeles, Vancouver Island, and other destinations. Moses Lake should develop a feasibility study to present to Kenmore Air, demonstrating that its new brand plan will attract enough Seattle-area visitors to justify regular service during the summer months. To provide for this service, we recommend that a float plane dock be established at one of two locations: at Peninsula Park, or adjacent to Moses Lake Park if a proposed RV park development there materializes.

Implementation:
Recruiter under contract

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008

Rationale for recommendation:
Kenmore Air, established in 1946, has operations on both Lake Washington and Lake Union in Seattle. Each year, thousands of Seattle-area residents book a flight for a quick getaway, often on the spur of the moment. Why shouldn't the warm waters of Moses Lake, particularly with convenient boat rentals, water taxi service, and a pedestrian friendly downtown district be just as attractive to the same affluent market?

Since the federal government changed regulations requiring air passengers between the U.S. and Canada to have passports, the number of Kenmore Air customers traveling between Seattle and Victoria (its most popular destination) has dropped significantly. Perhaps Kenmore Air is eager to explore new markets. After all, it has 26 aircraft, 52 pilots, and more than 250 employees to keep busy.

Destination Development, Inc.

Recommendation #64:
Recruit "artisans in action" into downtown.

Description:
In addition to the primary lure of the "Lake Sports" brand, Moses Lake needs to provide more downtown diversions and secondary activities for visitors when they are not on the water. Arts and crafts are always popular with tourists, particularly being able to watch artisans in action. We recommend recruiting resident artists and providing incentives for them to establish studios within the "Laketown Landing" district for this purpose.

Implementation:
Moses Lake Business Association

Approximate costs:
No specific costs are associated with this recommendation

Possible funding source:
No specific costs are associated with this recommendation

Timeline for implementation:
2008 forward

Rationale for recommendation:
Communities across the country are working hard to increase their tourism revenues. Visitors will be drawn to Moses Lake to take advantage of its "Lake Sports" brand promise. They will be looking for places to eat, shop, and be entertained – all diversions that are critically necessary to the success of the program.

Imagine painters, sculptors, potters, glass blowers, and other artists working in different studios throughout the downtown "Laketown Landing" district where tourists can watch them in action. This might not be what attracts visitors to Moses Lake in the first place, but it's guaranteed to get their attention when they go downtown.

Once established, these same artists should be encouraged to offer classes – single-day instruction for visitors, and longer-term classes for locals. Artists could also play a role in downtown events. Imagine Third Street closed to traffic so ceramic artists can set up their potters' wheels in the street, providing demonstrations and selling their art to the public. Tourists love to purchase local artwork as a reminder of their visit. Consumers are four times as likely to purchase art when they meet the artist.

This activity will help downtown Moses Lake with its revitalization efforts, making it a real destination. At the same time, it will help local businesses increase revenues and remain viable.

Destination Development, Inc.

Recommendation #65:
Recruit weekend street performers and other small performing groups into downtown on a consistent, year-round basis.

Description:
Street performers and small performing groups provide a valuable public service that would enhance the character of Moses Lake. Performances might include acting, singing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry, and other activities that attract the attention of the public. These acts should be recruited to perform year-round in specific outdoor venues located in downtown Moses Lake.

Implementation:
Moses Lake Business Association

Approximate costs:
Unknown

Possible funding sources:
Arts groups, Big Bend Community College, private donations.

Timeline for implementation:
2008-9

Rationale for the recommendation:
Tourists enjoy the ambiance of street performers and other small performing groups. Recruiting such performers should be done in concert with the designation of specific downtown outdoor venues suitable for small audiences. Initially, performances should be restricted to weekends only, but they should be available year-round. The goal is to attract more people downtown and to keep it animated and interesting for visitors.

Destination Development, Inc.

ORGANIZATIONAL RECOMMENDATIONS

Destination Development, Inc.
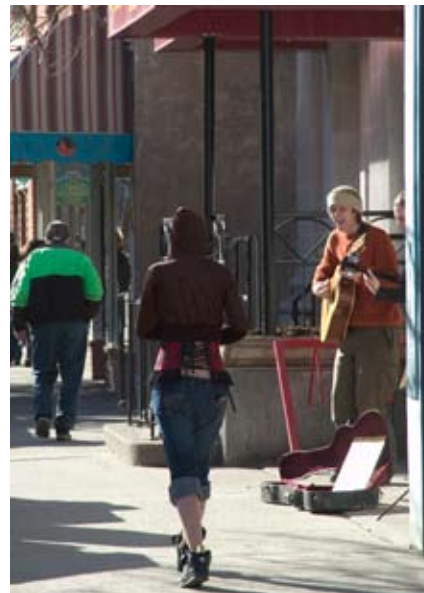
Recommendation #66:
Install a Brand Development Committee.

Description:
Once the Action Plan is adopted, a Brand Development Committee consisting of no more than seven members needs to be installed. The Committee should be comprised of those individuals committed to "championing" the brand, and making it happen. The committee should focus on product development rather than marketing.

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

• The City Mayor
• 2 downtown property owners
• 2 individuals associated with water recreation product development

Implementation:
Mayor and City Council

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Time for implementation:
2007 forward

Rationale for recommendation:
The "Lake Sports" brand for greater Moses Lake, and the "Laketown Landing" identity for its downtown district are important economic and cultural assets for the City. All kinds of 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 diversion activities not directly associated with the "Lake Sports" brand. All stakeholders are invested. It will be up to the Brand Development Committee to champion the vision and make it succeed. There must be a

concerted effort to reach out to businesses, industries, local community leaders, and citizens to create believers and advocates for the branding campaign.

Contracts associated with the brand development should be negotiated by the Brand Development Committee and report back to the City Council.

Destination Development, Inc.

Recommendation #67:
Foster and develop a community-wide branding program.

Description:
To succeed, the "Lake Sports" branding effort needs enthusiastic community buy-in. One loud voice in the marketplace is far more effective than several weak ones. Many different 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 more visitors to Moses Lake; and those that offer diversionary activities not directly associated with the "Lake Sports" brand. Once this Action Plan is adopted, a Brand Development Committee needs to be formed to regulate use of the brand and to develop product in support of it (See Recommendation #67).

Implementation:
The City of Moses Lake

Approximate costs:
No funds are required to implement this recommendation.

Possible funding sources:
No funds are required to implement this recommendation.

Timeline for implementation:
2007-2009

Rationale for recommendation:
All Moses Lake stakeholders will need to champion the "Lake Sports" brand in order for it to succeed. There must be a concerted effort to reach out to local businesses, industries, community leaders, recreation directors, civic organizations, and citizens to create true believers and passionate advocates for the vision. This will require a series of meetings, speaking engagements, and media interviews to publicize the branding effort, its rationale, and potential benefits to all constituents of the community.

Partnerships need to be created to help leverage the brand. Obviously these must include the City of Moses Lake, the Chamber of Commerce, Moses Lake

Business Association, Grant County, the Parks and Recreation Department, hotel & motel owners, downtown property owners, retail business owners, civic organizations, and others.

Roles need to be defined for each group:

1. The Private Sector. This is the group that needs to take the lead.

2. The Brand Development Committee. The job of this small group of "champions" is to market the community and further develop the brand. This means attracting events; promoting specific businesses including hotels, B&Bs, restaurants, and attractions; developing and maintaining a top-notch website; managing logo and identity usage; and managing marketing and public relations programs.

3. The City of Moses Lake. The City would be charged with infrastructure development, primarily marinas, public right of way improvements, rail line removal, and implementing the wayfinding and gateway plan. The City would also help secure grants and develop utilities that support the brand. The City should be a facilitator and partner, but should NOT lead the effort.

4. The Moses Lake Chamber of Commerce. Moses Lake needs businesses that will support and grow the brand. This requires new and improved retail, and the Chamber's role should be to help them become established. The Chamber is also the logical organization to help champion the brand throughout Grant County.

5. Downtown Moses Lake Business Association. This group should take the lead in developing merchant-driven programs and contracting for the recruitment of destination retail businesses.

6. Civic organizations. The Rotary, Kiwanis, and Lions Clubs, could be instrumental in assisting the City with the wayfinding and gateway program as well as maintaining visitor kiosks and handling developing specific events in the community.

7. The consortium of government agencies that manage the lake. These

agencies need to set speed limits, develop courses, and grant permits for on-water facilities and signage to develop water areas for specific sports and activities.

8. Parks and Recreation Department. City Parks needs to keep expanding water park and dockside facilities.

9. School District. Schools can play an important role in the development of the "Lake Sports" brand by providing more water-sports education and training in the district's curriculum.

Recommendation #68:
Create a business improvement district (BID) for funding capital projects.

Description:
While many grant programs are available for downtown improvements, all efforts will require matching funds and private investment. We recommend the formation of a BID for the revitalization efforts of downtown Moses Lake. This is one of the most effective and frequently used tools for this purpose.

Implementation:
City of Moses Lake

Approximate costs:
Unknown

Possible funding sources:
General fund revenues or grant funding (CDBG or other sources)

Timeline for implementation: 2008

Rationale for recommendation:
There are several ways to develop a BID: property tax levy; levies based on square footage, type of business, number of employees, annual revenues, etc.

We recommend a variety of methods. It is important to note that we recommend 100% of funds generated from the BID be invested into product development. This means the city would shoulder the cost of professional services contracts (architecture, landscaping, engineering, etc.) while the business community, through the BID, concentrates on retail mix, building and façade improvements, beautification, etc.

This type of partnership will be imperative to the redevelopment of downtown Moses Lake and its transition into a viable and inviting "Laketown Landing."

A word about revitalization: The city and property owners can spend millions of dollars creating a stunning downtown, but it's what's inside each building that will make a successful downtown and add to the city's tax base.

Destination Development, Inc.

Recommendation #69:
Create a Sign Review Board for the "Laketown Landing" district.

Description:
A Sign Review Board should be created to protect the aesthetic integrity and maintain a consistent and complimentary design scheme for commercial signs within the "Laketown Landing" district. This board would be charged with reviewing and approving sign design, providing display guidance for other businesses, and enforcement.

Implementation:
Mayor and City Council

Approximate costs:
No specific costs associated with this recommendation

Possible funding sources:
No specific costs associated with this recommendation

Time for implementation:
2007 forward

Rationale for recommendation:
The "Laketown Landing" district is an economic and cultural asset for the City of Moses Lake. Signage consistency will help maintain the value of this asset. Following is a recommended framework for the establishment of Sign Review Board.

The Sign Review Board will be appointed by the Mayor, with confirmation by the City Council. It will consist of five voting members and one ex officio member. Voting members will be two commercial property owners and three representatives of commercial tenants from within the district. The Ex officio member will be the City Planner.

Voting members will be appointed for a term of three years with the terms of initial appointment as follows: One commercial property owner appointed for two years and one commercial property owner appointed for three years.

One commercial tenant representative appointed for one year, one commercial tenant representative appointed for two years, and one commercial tenant representative appointed for three years.

Thereafter, all appointments shall be for a term of three years. Any person appointed to fill an unexpired term shall serve for the remainder of that term.

The board shall elect a chairman and other officers it deems necessary. Each officer's term will be for one year.

The City Planner shall serve as executive secretary of the Board and be responsible for all records, keeping minutes, and providing public notice of meetings and sign permit applications. The City shall provide the Board with necessary administrative support and expense budget to perform its functions.

The Mayor, with the concurrence of a majority of the City Council, shall have the authority to remove, replace or terminate any Board members. Meeting times shall be established by the City Council with the provision that special meetings may be scheduled to accommodate workload or ensure that the cost to applicants and the City are as low as possible.

The Sign Review Board reviews the following:

1. Changes required for compliance of existing signs
2. Alternations to previously approved signs
3. Design and installation of new signs
4. Allegations concerning signs in violation of the design standards

For items 1, 2 , or 3, after the pre-application process is completed, initial review of a sign permit application will be performed by members of the Board. If a majority of Board members finds that the proposed sign is consistent with the design standards, no further review by the Board is necessary.

The City Planner shall issue a written administrative decision within ten days of receipt of the Board's recommended findings and conclusions. This decision shall incorporate any Board recommendations, except for any condition that is contrary to law or the applicable design standards.

Destination Development, Inc.

Any aggrieved party to the City Planner's decision may appeal.

For item 4, a complaint form can be submitted by any person or entity alleging that a sign within the "Laketown Landing" district does not comply with the design standards. The sign owner will be notified of the complaint and if the sign is not removed, the Board will render a determination.

Suggested Design Guidelines

A. Permissible Sign Types
  1. Wall signs
       a. Wall signs may be located near the primary entrance of a retail storefront as a secondary identity, menu board or thematic message or tag line.
       b. They should be well integrated with the existing or proposed building architectural features.
       c. The size and form must follow the guidelines illustrated in figure 1.1
  2. Projecting Signs
       a. Projecting signs may hang from a canopy frame or incorporated with an ornamental metal bracket secured to a store front wall.
       b. The size and form must follow the guidelines illustrated in figure 2.1 (next page)
  3. Sandwich Boards
       a. Double sided sandwich may be located directly in front of a storefront, within 10 feet of the primary storefront entrance.
       b. They may include a branded logo, theme graphics, tag line, products/services list and menu items (for restaurants and food service retailers).
       c. They may not project more than 42" from the storefront into the sidewalk or more than 42" from the street curb into the sidewalk.
       d. The size and form follow the guidelines illustrated in figure 3.1
  4. Window Signs
       a. Window signs may be applied directly to the inside surface of a window as a vinyl or screen printed application.
       b. It may include a branded logo, thematic message or tag line.

  c. Hours of operation, and credit card logos may be placed directly to the inside surface of a glass entrance door.
  d. The size and placement must follow the guidelines illustrated in figures below and next page.

B. Materials
  1. Durable, high quality materials should be employed, compatible with the design and materials of the building.
  2. Carved or dimensional wood signs are strongly recommended
  3. Plastic materials may be employed if used in combination with higher quality materials, or as part of individual internally lit letters or symbols.
  4. Live potted around the base of a sign is recommended to enhance the sign and the image of the business.

C. Colors
  1. Signs should employ materials, colors and typefaces that complement the primary architectural style of the building.
  2. Signs utilizing light-colored letters against a dark background are encouraged.

D. Illumination
  1. Directly illuminated signage should be from a series of gooseneck or similar extended arm fixtures, which direct light to the façade and are compatible with the design of the building.

E. Form Guidelines
  1. (Scaled drawings of various suggested sign forms go here).
  2. (Sample photographs of existing desirable signs).

6"
Sign depth must not exceed 6" from outter edge of sign to building facade.

7'-0" Maximum sign height

Maximum total square feet for wall signage is .5 square feet for every linear foot of store frontage.

2'-0" Minimum distance from bottom of sign to sidewalk

Fig. 1.1

Hanging sign from canopy

Hanging sign from wall bracket

7'-0" Minimum clearance

2'-0"

3'-6"

Maximum size for a hanging sign is 3'-6" x 2'-0". The bottom of the sign may not hang below 7' from the sidewalk. The sign and/or sign bracket may not extend beyond 5'-0" from the building facad.

Fig. 2.1

Graphics on windows shall not exceed 60% of the total window area.

Fig. 4.1

Sandwich board shall be placed perpendicular to the primary store entrance

2'-0"   4'-0"

Sandwich board shall measure 2' x 4' and be placed 4' from the building facad allowing for two-way pedestian traffic and to comply with ADA accessibility regulations.

Fig. 3.1

Destination Development, Inc.
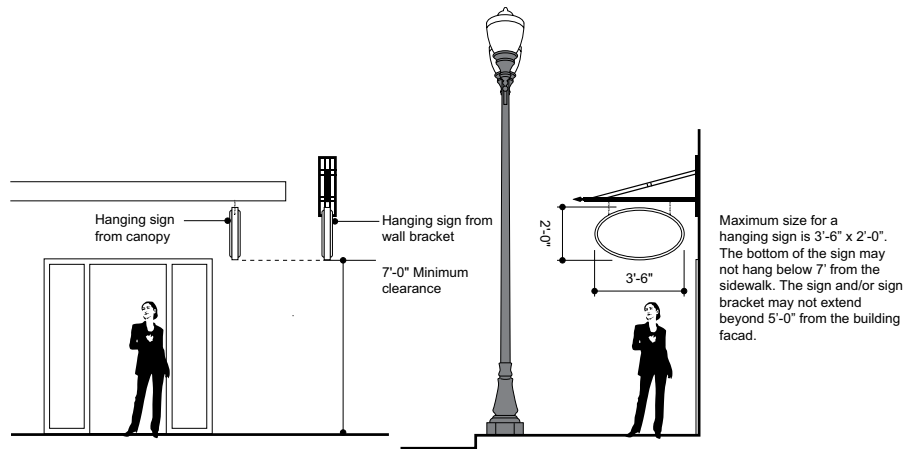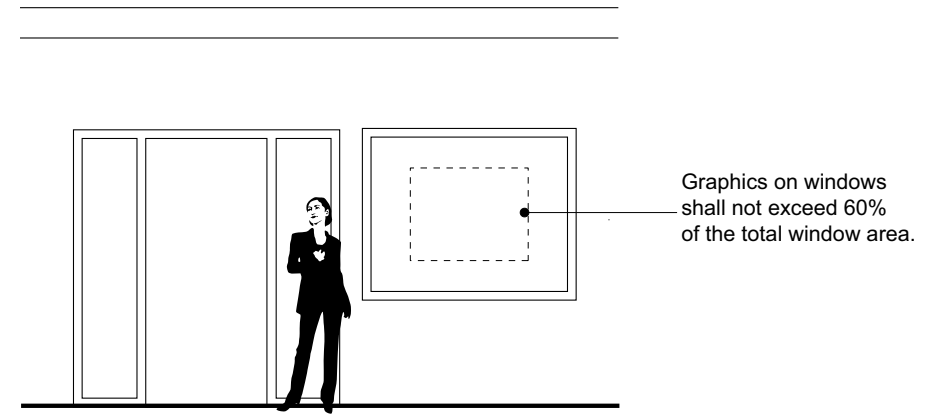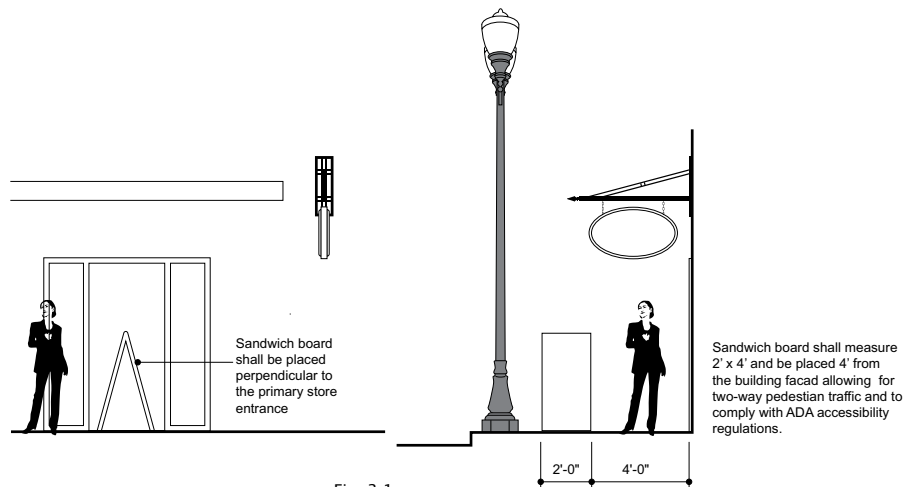
"Laketown Landing" District Sign Design Approval and Permit Application Form Checklist (indicate "NA" for items which do not apply)

Site Address: _____

Applicant	Reviewer	
		Completed Sign Permit Application
		Application Fee
		Sketch or photograph of sign (3 copies)
		Paint chips or color rendering of proposed colors
		Description of sign construction
		Description of type of attachment, if not free standing
		Description of sign materials
		TENANTS: letter from property owner giving permission for installation and detailing square footage allotment
		If projecting over public right-of-way, signed and recorded Restrictive Covenant, Agreement, and Right of Way Use Permit
		SITE PLAN (scale 20' = 1", minimum size 8 ½ x 11) Indicate the following
		Proposed sign locations
		Property lines, streets, north arrow
		Lineal footage of building façade containing a public entrance
		Indication that the sign does not create a sight obstruction
		Existing easements
		Total square footage of ALL SIGNS on the property
		Location of existing buildings, structures and all existing signs
		Building signs: show that signs do not extend higher than allowed
		Building signs: calculate and indicate sign-face area
		Blade signs: calculate size and extension from building
		Free-standing signs: required plans for ground-supported signs
		Free-standing signs: distances from the proposed sign(s) to property lines and buildings on the site
		Free-standing signs: foundation plan
		Pole signs: measurement from grade to all portions of sign for vehicle clearance
		Hanging or Projecting signs: distance from curb
		Hanging or Projecting signs: measure from grade to all portions of the sign

Approval by Sign Design Board _____

Recommendation #70:
Adopt an ordinance for sidewalk dining.

Description:
Sidewalk dining adds considerable character to the assortment of any community's restaurants. Sidewalk cafés provide open-area dining on public sidewalks. Food and beverages are provided by established restaurants located on adjacent property. Sidewalk cafés are not permanent installations. Only temporary structures are allowed in sidewalk rights-of-way. The City of Moses Lake should adopt an ordinance permitting restaurants to operate sidewalk cafés in the "Laketown Landing" district, thereby improving its downtown dining ambience.

Implementation:
City of Moses Lake

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008

Rationale for recommendation:
Moses Lake needs more variety and vibrancy in its dining options to both satisfy the needs of downtown workers and provide an enjoyable diversion for visitors. By their very nature, sidewalk cafés are highly visible, allowing customers and passers-by alike to enjoy a favorite urban past-time: people watching. Open-air (alfresco) dining is a logical and enjoyable addition to sit-down restaurants. The following Sidewalk Café Guidelines stipulate design standards, as well as rules and regulations that apply to restaurants wanting to provide sidewalk dining. With very little modification, these guidelines can be used as the basis for drafting an ordinance in Moses Lake.

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SIDEWALK CAFÉ GUIDELINES

Design Standards

1. **Space and Clearance**
Sidewalk cafés are permitted only on sidewalks with a minimum width of 10 feet from the property line to the curb face. The area designated for the sidewalk café shall be considered an extension of the franchise, therefore the location of the sidewalk café must be directly in front of the franchise. In the interest of public safety, if a traffic lane occurs adjacent to the sidewalk, a sidewalk café will be permitted only if the minimum sidewalk width is 15 feet.

Sidewalk cafés must maintain a clear pedestrian path of at least five feet at all times. On sidewalks with an adjacent traffic lane, the clear pedestrian path must be 10 feet wide. This clear area must be free of any obstructions such as trees, parking meters, and utility poles to allow adequate pedestrian passage.

Sidewalk cafés shall not interfere with any utilities or other facilities such as telephone poles, fire hydrants, parking meters, mailboxes, or signs located on the sidewalk and in the public right-of-way.

Sidewalk cafés may not impinge on required clear distances for maneuvering around entrances or exits. The outdoor dining area must be accessible to disabled patrons and employees.

When a sidewalk café is located at a street corner, vision clearance requirements shall be in accordance with city ordinance. These regulations may also apply if a sidewalk café is adjacent to an alley or driveway.

2. **Furniture and Other Elements**
Tables, chairs, umbrellas, awnings, and any other elements associated with a sidewalk café must be of quality design, workmanship, and materials to ensure the safety and convenience of patrons as well as to enhance the visual and aesthetic character of the "streetscape" and adjacent neighborhood. All sidewalk café elements will be reviewed as part of the sidewalk café permitting process. Sidewalk café tables and chairs must be placed inside the area designated for sidewalk dining only. Table size should be kept to a minimum to avoid crowding. Appropriate density of tables and chairs will be reviewed.

Permanent structures are not permitted in sidewalk cafés. Elements cannot be attached permanently to sidewalks or public rights-of-way. The permit holder is responsible for the restoration of the sidewalk or public right-of-way if any damage is caused by the sidewalk café.

Temporary physical barricades to separate sidewalk cafés from pedestrian traffic are allowed if they are constructed of finished quality materials including wrought iron chains, rope stanchions, picket fencing, planters, etc. Physical barriers are required if liquor is sold at a sidewalk café. No signs shall be placed on barricades.

Paper products for the consumption of food or beverages are not permitted.

3. **Overhead Structures**
Umbrellas and other temporary overhead structures are subject to approval during the sidewalk café permitting process. No portion of any umbrella shall be less than seven feet above the sidewalk. Umbrellas and overhead structures cannot interfere with street trees, must be weather resistant, and designed to be secure during windy conditions.

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Electrical wires are not permitted within the sidewalk café. Acceptable tabletop lighting includes candles and low-wattage battery-operated fixtures. Additional lighting may be attached to the adjacent franchise provided that approval is obtained from the city.

6. Outdoor Heaters
Outdoor heaters for sidewalk cafés are subject to approval during the sidewalk café permitting process.

7. Vending Machines, Cars
Vending machines, carts, or other objects for sale are prohibited.

8. Service and Use
All services provided to sidewalk café patrons as well as all patron activity (waiting, sitting, dining, etc.) must occur within the designated sidewalk café area and not impinge on pedestrian traffic at any time.

Awnings, either permanent or temporary, are subject to approval during the sidewalk café permitting process. Awnings shall have no support posts located within the public right-of-way, and no portion of an awning shall be less than eight feet above the sidewalk.

No alcoholic beverages may be stored or mixed in the sidewalk café. Equipment necessary for dispensing any other items are subject to review during the sidewalk café permitting process.

4. Signage
Signs advertising the sale of goods or services at a sidewalk café are prohibited. This includes sandwich boards, banners, and signs on furniture or umbrellas. Menus are restricted to a maximum size of 9x12 inches. A sign must be posted in a visible location at every sidewalk café that states: "It is unlawful to consume alcoholic beverages not purchased at the permit holder's establishment or sidewalk café or to remove alcoholic beverages from the sidewalk café."

The franchise must provide supervision of the sidewalk café to ensure that operations and the conduct of patrons are in compliance with this document at all times.

9. Insurance Requirements
Every sidewalk café permit holder must furnish a certificate of insurance proving commercial insurance coverage of at least $1,000,000 for bodily injury, death, disability, and property damage liability. The policy shall provide for 30 days' prior written notice to the city if coverage is substantially changed, cancelled, or not renewed.

5. Lighting
Lighting for sidewalk cafés is subject to approval during the sidewalk café permitting process. Lighting must complement the existing building and sidewalk café design and shall not cause a glare to passing pedestrians or vehicles.

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Rules and Regulations

1. A sidewalk café permit is valid for one year from the date of issuance.

2. Sidewalk cafés shall not operate earlier than 7:00 a.m. or later than 11:00 p.m., unless the hours of the franchise are more restricted, in which case the more restrictive hours apply.

3. All sidewalk café employees must comply with all requirements and standards for a retail food establishment.

  a. Patrons must wear shoes and shirts at all times.

  b. All sidewalk cafés must have an opening for ingress and egress at all times.

  c. At all times, sidewalk cafés must adhere to size, design, and other requirements approved by the city.

  d. Strict adherence to hours of operation, approved layout, and clear space for pedestrians is mandatory.

The city shall be named as an additional insured on a primary, non-contribtory basis for any liability arising directly or indirectly from the operation of a sidewalk café. The permit holder shall indemnify, defend, and hold the city harmless from any loss that results directly or indirectly from the permit issuance or operation of the sidewalk café.

If alcoholic beverages are served at the sidewalk café, the permit holder shall provide proof of liquor liability insurance for the sidewalk café with limits not less than $1,000,000 in such type as shall be acceptable to the city.

Each permit holder shall maintain the insurance coverage required during the permit period. The certificate(s) of insurance shall be presented to the zoning administrator prior to the issuance of a permit. Failure of the permit holder to maintain the insurance required by this document shall result in the revocation of the sidewalk café permit.

4. All areas within and surrounding a sidewalk café must be maintained in a clean, neat, and sanitary condition and policed routinely by permit holder to ensure removal of all wrappings, litter, and debris. Daily sanitary cleaning is required. Sidewalks within and adjacent to a sidewalk café must be washed down on a daily basis. The permit holder shall not wash garbage cans or other containers on the sidewalks. All cleaning must be performed in accordance with city regulations.

5. Sidewalk cafés are prohibited from playing amplified music, whether live or recorded. No speakers, microphones, televisions, or other audio or video devices are permitted.

6. The operation of the sidewalk café must be clearly incidental to the associated franchise. The seating capacity of the sidewalk café cannot exceed 50 percent of the establishment's interior seating capacity.

7. Sidewalk café tables, chairs, and other elements must be removed immediately after the close of daily operations. Stacking or storing of

tables,
    chairs, heaters, or any other element in the public right-of-way is
    prohibited.
8. City code enforcement officers will monitor sidewalk cafés after permits
    have been issued and cafés are in operation. Any violations of the
    provisions of these rules and regulations, or any deviation from approved
    plans will result in citations being issued and/or permit being revoked.
9. Any permit holder, or his or her employees, who violate or resist
    enforcement of any provisions of this document may be subject to
    immediate permit revocation by the city and subject to a fine provided
    that each day that such violation continues shall be deemed a separate
    and distinct offense. The fines shall be in addition to any expenses
    incurred for restoration or repair of the public right-of-way, which shall
    be the responsibility of the permit holder.
10. Permit holders shall be required to maintain a current city business
    license.
11. Permit holders shall be required to abide by all federal, state, and

    local laws.
12. If a permit is issued, the permit holder is required to pay an annual rental
    fee in the form of certified funds in the amount of $_____ per
    square foot.

Permit Application
In order to receive a permit for a sidewalk café on a public right-of-way, the
applicant must demonstrate that the provisions of these guidelines will be
met. Documentation demonstrating compliance with these guidelines must
accompany the application in order to receive a permit. A sidewalk café
permit will not be issued until the zoning administrator and fire marshal have
conducted a site inspection of the proposed sidewalk café and all elements
to be placed therein to ensure that the sidewalk café is in compliance.

The city will send an invoice to renew the sidewalk café permit annually. If
the permit is not renewed or does not conform to the original conditions of

the permit, a new permit may be required.

Sidewalk Café Application

Name of Franchise _____

Address _____

Owner/Proprietor _____

Owner/Proprietor Address _____

Owner/Proprietor Phone _____Mobile _____

Anticipated period of use each year _____

Proposed hours of operation _____

Total area of public right-of-way to be used for sidewalk café (in square feet) _____

Will liquor be sold or consumed in the sidewalk café?   ____ Yes   ____ No

Application must include both a site plan and seating plan with the following information:

SITE PLAN
____ 3 copies (8.5x11)
____ Legible
____ Scale
____ North arrow
____ Name, address of franchise
____ Width of sidewalk adjacent to café
____ Location of existing improvements (utility poles, parking meters, etc.)
____ Location and dimensions of sidewalk area proposed for café and sidewalk width remaining for public access (min. 5 feet)
____ Location and dimensions of any proposed improvements associated with sidewalk café (awnings, planters, barricades, etc.)

SEATING PLAN
____ 3 copies (8.5x11)
____ Legible
____ Scale
____ North arrow
____ Name of adjoining streets, alley
____ Width of sidewalk adjacent to café
____ Size of sidewalk area proposed for café
____ Shows building entries and exits
____ Location, number of tables and chairs

Recommendation #71:
Adopt an ordinance for street performers.

Description:
Street performers provide a valuable public service that can enhance the character of Moses Lake. The City should encourage such performances, while at the same time recognizing that they draw crowds and that such crowds can create safety problems. An ordinance should be adopted by the City that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to obtain a permit.

Implementation:
City of Moses Lake

Approximate costs:
No specific costs are associated with this recommendation

Possible funding sources:
No specific costs are associated with this recommendation

Timeline for implementation:
2008

Rationale for recommendation:
Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance. With very little modification, these guidelines can be used as the basis for drafting an ordinance in Moses Lake. A Street Performer Application is included at the end of the Guidelines.

Street Performer Guidelines

Street Performer Permit
No person shall perform in a public area without a permit from the city. The permit must include the name and address of the performer, term of

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

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

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

Rules and Regulations

Location:
Performances may take place in the following locations:
   a) On private property, with the written permission of the owner or other person in control of such property.
   b) In public areas designated by the city.

Time:
Hours during which performances may occur are determined by the city.

Contributions:
Performers may accept, but not verbally solicit, contributions from audience members.

Prohibitions: No performer shall:
   a)Perform without first obtaining a permit issued by the city.

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

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

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

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

f) Leave litter at his or her performance site.

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

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

i) Place his or her instruments, props, equipment, or other items un-attended on a public sidewalk or right-of-way.

j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.

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

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

Revocation of Permit

A Street Performer Permit my be revoked by the city if the city clerk has reason to believe that a performer has:

a) Violated any provisions of this document or any city or state laws.

b) Made a false statement in the application.

c) Conducted a performance adverse to public safety or prevailing community standards of public decency.

Complaints and Appeals

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, to present evidence in his or her behalf, and to respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified. If a permit is denied or revoked by the city clerk, or if a written complaint is certified, the permit holder may appeal to a hearing before the city manager. After presentation by the permit holder and investigation by the city clerk, the city manager shall make a final written determination. If the city manager decides in favor of the city clerk, the action of the city clerk will be sustained and the applicant may appeal the decision to a court of jurisdiction.

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_____ Written permission of property owner if performing on private property

Street Performer Application

Name of Applicant _____

Address _____

Phone _____

Birthdate _____

Diver's License or ID Number _____

Proposed hours of performance _____

Proposed location(s) of performance _____

_____

(note: written permission of property owner required if on private property)

Describe the subject matter and method of performance _____

_____

_____

_____

Have you ever been convicted of a felony?   _____ Yes   _____ No

Applicant must include the following:

_____ 2x2 inch color photo of head and shoulders

_____ Driver's license or other photo ID

Recommendation #72:
Create a cooperative open hours initiative for downtown merchants.

Description:
It is important to make sure that businesses are open consistently. Visitors expect it. We recommend that downtown merchants adopt a cooperative program to ensure that at least some businesses remain open seven days a week and during evening hours. As business grows, operating hours should be gradually extended.

Implementation:
MLBA

Approximate costs:
No funds are required to implement this recommendation.

Possible funding sources:
 No funds are required to implement this recommendation.

Timeline for implementation:
2007 and forward

Rationale for recommendation:
As lease agreements are negotiated with new downtown merchants, operating hours should also be agreed upon. The eventual goal is for all destination retailers in the downtown core to remain open at night, seven days a week. Initially, merchants should consider a cooperative program in which they agree to remain open for extended hours on a rotating basis. There are a number of other programs designed to assist retailers in covering the personnel costs of remaining open for extended hours. One is a job-share program, where part-time workers move from business to business to cover lunch hours and errands. Having the right mix of businesses downtown will fail if most of them are closed during evening hours or on certain days of the week. Achieving critical mass means that businesses must be open consistently.

Destination Development, Inc.

SUMMARY OF RECOMMENDATIONS

Destination Development, Inc.

Brand Development & Marketing Action Plan

BRANDING RECOMMENDATIONS

#	Recommendation	Responsible Party	Cost	Funding Source	Timeline
#1	Adopt Lake Sports brand	City of Moses Lake	No specific costs	None	2008 forward
#2	Adopt Lake Sports logo	City of Moses Lake	No specific costs	None	2008 forward
#3	Adopt slogan	City of Moses Lake	No specific costs	None	2008 forward
#4	Adopt "Laketown Landing"	City of Moses Lake	No specific costs	None	2008 forward
#5	Make city parks the "lure"	City of Moses Lake	Unknown	General funds	2008-10

PRODUCT DEVELOPMENT RECOMMENDATIONS

#	Recommendation	Responsible Party	Cost	Funding Source	Timeline
#6	Lake zones	Water District, Parks	Unknown	City Capital Budget	2007 forward
#7	Build docks	City Parks	Unknown	City Capital Budget	2007 forward
#8	Feasibility study for resources	City of Moses Lake	$100,000	City, MLIRD, WDNR, County	2008
#9	Dragon boats	City Parks	$25,000	Private donations	2009
#10	Signage Program	City of Moses Lake	$240,000	General funds	2008
#11	Visitor information kiosks	City, Chamber	$5,000 per	Lodging taxes	2008 forward
#12	Move auxiliary signs	Auxiliary organizations	$5,000	Auxiliary org.	2008
#13	I-90 signage	City, county, WDOT	Unknown	WDOT	2008
#14	RV Park	Private developer	$2-3 million	Private funds	2008 forward
#15	Water towers	City of Moses Lake	Unknown	General funds	When repainted
#16	Boundaries for downtown	City of Moses Lake	No specific costs	None	2008-2011
#17	Demonstration project	MLBA, private	Unknown	BID	2008
#18	Master development plan	City of Moses Lake	$120,000	Grants, general funds	2007-2009
#19	Gateways to downtown	City of Moses Lake	TBD	General funds	2009
#20	Destination retail zoning	City of Moses Lake	No specific costs	None	2008-9
#21	Architectural standards	City of Moses Lake	$150,000	General funds	2008
#22	Parking	City of Moses Lake	TBD	Grants, General funds	2009
#23	Public rest rooms	City of Moses Lake	$90,000	General funds	2008
#24	Gathering/event plazas	City of Moses Lake	TBD	Private funding	2010
#25	Outdoor market venue	City of Moses Lake	No specific costs	None	2008
#26	Facade improvement	MLBA, Art Center	TBD	BID	2008 forward
#27	Public arts program	ML Museum Art Center	$50-$100,000	Private donations	2009-12
#28	Downtown murals	ML Museum Art Center	TBD	Private donations	2007 forward
#29	Downtown beautification	Gardening clubs	Unknown	BID	2010
#30	Decorative crosswalks	City of Moses Lake	Unknown	ML Street Maintenance	2008
#31	Shade trees, banners	City of Moses Lake	Unknown	General funds	2008
#32	Ownership of Broadway	WDOT, City	Unknown	General funds	2010
#33	Vacate rail line	City of Moses Lake	No specific costs	None	ASAP
#34	Move clock tower	City of Moses Lake	Unknown	ML Street Maintenance	2008
#35	Downtown wireless zone	City of Moses Lake	Unknown	BID	2008
#36	Downtown music system	MLBA	Unknown	BID	2010

Destination Development, Inc.

Brand Development & Marketing Action Plan

MARKETING RECOMMENDATIONS

#	Recommendation	Responsible Party	Cost	Funding Source	Timeline
#37	Adopt Brand Standards	City of Moses Lake	No specific costs	None	2007
#38	Regional market	City, Chamber, County	No specific costs	None	2008 forward
#39	Redo marketing materials	Brand Development Committee	Itemized list	Lodging taxes	2007 forward
#40	Activities guide	Chamber	$20-$30,000	Lodging taxes	2008
#41	Public relations	Chamber	$55-$60,000	Lodging taxes	2007-9
#42	Niche markets	Chamber	No specific costs	None	2008 forward
#43	Brand extensions	Chamber	No specific costs	None	2008 forward
#44	Grant County focus	City, County	No specific costs	None	2007 forward
#45	Visitor itineraries	Chamber	Unknown	Lodging taxes	2009
#46	Community buy-in	Chamber	No specific costs	None	2008 forward
#47	Water Park	Chamber	No specific costs	None	2007 forward
#48	Websites	Chamber, City	$20,000	Lodging taxes	2008
#49	Internet marketing	Chamber, City	Included	Lodging taxes	2008 forward
#50	Online marketing kit	Chamber	Included	Lodging taxes	2008-9
#51	Online press kit	Chamber	Included	Lodging taxes	2008-9
#52	E-marketing	Chamber	Included	Lodging taxes	2008 forward
#53	Water sports guide	Chamber	Included	Lodging taxes	2008-9
#54	Posters	Chamber	$4,500	Chamber funds	2010
#55	Recruit events	City of Moses Lake	Unknown	Lodging taxes	2008 forward
#56	Gorge Amphitheater	Chamber	Unknown	Lodging taxes	2008 forward
#57	Interstate-90 billboards	Chamber	Unknown	Lodging taxes	2010

RECRUITMENT RECOMMENDATIONS

#	Recommendation	Responsible Party	Cost	Funding Source	Timeline
#58	Recruitment specialist	City	$90,000	General funds	2008-9
#59	Residential recruitment	MLBA	Unknown	Private developers	2008 forward
#60	Downtown hotel	City, private developer	Unknown	Private financing	2012
#61	Park concessions	City	Unknown	Private retailers	2008 forward
#62	Water taxi	Private sector	Unknown	Private sector	2008
#63	Kenmore Air	Recruiter	No specific costs	None	2008
#64	Artisans	MLBA	No specific costs	None	2008 forward
#65	Street performers	MLBA	Unknown	Art groups, private donations	2008-9

ORGANIZATIONAL RECOMMENDATIONS

#	Recommendation	Responsible Party	Cost	Funding Source	Timeline
#66	Brand Development Committee	Mayor, City Council	No specific costs	None	2007 forward
#67	Community-wide branding	City	No specific costs	None	2007-9
#68	Business Improvement District	City	Unknown	General funds, grants	2008
#69	Sign Review Board	Mayor, City Council	No specific costs	None	2007 forward
#70	Sidewalk dining	City	No specific costs	None	2008
#71	Street performer ordinance	City	No specific costs	None	2008
#72	Open hours initiative	MLBA	No specific costs	None	2007 forward

Destination Development, Inc.

Brand Development & Marketing Action Plan

CITY OF MOSES LAKE

#1,2,3	Adopt Lake Sports brand, logo	No specific costs	None	2008
#4	Adopt "Laketown Landing"	No specific costs	None	2008
#5	Make city parks the lure	Unknown	General funds	2008-10
#6	Lake zones	Unknown	City Capital budget	2007 forward
#7	Build docks	Unknown	City Capital budget	2008-10
#8	Feasibility study	$100,000	City, MLIRD, WDNR, County	2008
#9	Dragon boats	$25,000	Private donations	2009
#10	Signage program	$240,000	General funds	2008
#11	Visitor info kiosks	$5,000 per	Lodging taxes	2008 forward
#13	I-90 signage	Unknown	WDOT	2008
#15	Water towers	Unknown	General funds	When repainted
#16	Boundaries for downtown	None	None	2008-2011
#18	Master development plan	$120,000	Grants, general funds	2007-2009
#19	Gateways to downtown	Unknown	General funds	2009
#20	Destination retail zoning	None	None	2008-9
#21	Architectural standards	$150,000	General funds	2008
#22	Parking	Unknown	Grants, general funds	2009
#23	Public restrooms	$90,000	General funds	2008
#24	Gathering, event plazas	Unknown	Private funding	2010
#25	Outdoor market venue	None	None	2008
#30	Decorative crosswalks	Unknown	ML Street Maintenance	2008
#31	Shade trees, banners	Unknown	General funds	2008
#32	Broadway	Unknown	General funds	2010
#33	Vacate rail line	None	None	ASAP
#34	Move clock tower	Unknown	ML Street Maintenance	2008
#35	Downtown wireless zone	Unknown	BID	2008
#37	Adopt brand standards	None	None	2007
#38	Regional market	None	None	2008 forward
#44	Grant County focus	None	None	2007 forward
#48	Websites	$20,000	Lodging taxes	2008
#49	Internet marketing	Included	Lodging taxes	2008
#55	Recruit events	Unknown	Lodging taxes	2008 forward
#58	Recruitment specialist	$90,000/year	General funds	2008-9
#61	Park concessions	Unknown	Private retailers	2008

MARKETING ORGANIZATIONS

#37	Brand standards	None	None	2007

COUNTY

#13	I-90 signage	Unknown	WDOT	2008
#38	Regional market	None	None	2007 forward

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CHAMBER OF COMMERCE

#38	Regional Market	No specific	Lodging Taxes	2008 forward
#11	Visitor kiosks	$5,000 per	Lodging taxes	2008 forward
#40	Activities guide	$20-30,000	Lodging taxes	2007-8
#41	Public relations	$55-60,000	Lodging taxes	2007-9
#42	Niche markets	Included elsewhere	Lodging taxes	2008 forward
#43	Brand extensions	No specific costs	None	2008 forward
#45	Visitor itineraries	Unknown	Lodging Taxes	2009
#46	Community buy-in	No specific costs	None	2008 forward
#47	Water Park	No specific costs	None	2007 forward
#49	Internet marketing	Included	Lodging taxes	2008-9
#50	Online marketing kit	Included	Lodging taxes	2008-9
#51	Online press kit	Included	Lodging taxes	2008-9
#52	E-marketing	Included	Lodging taxes	2008 forward
#53	Water-sports guide	Included	Lodging taxes	2008-9
#54	Posters	$4,500	Chamber funds	2010
#56	Gorge Amphitheater	Unknown	City and County Lodging taxes	2008 forward
#57	Interstate billboards	Unknown	City and County Lodging taxes	2010

MLBA

#17	Demonstration project	Unknown	BID funds	2008
#58	Retail Mix Recruitment	$180,000	BID funds	2008-9
#72	Retail open hours	No specific funds	None	2007 forward
#26	Façade improvements	Unknown	BID funds	2008 forward
#36	Music downtown	Unknown	BID funds	2010

PRIVATE SECTOR

#17	Demonstration project	Unknown	BID funds	2008
#14	RV Park	$2-3 million	Private funds	2008 forward
#60	Downtown hotel	Unknown	Private sector	2012

ART CENTER

#26	Façade improvements	Unknown	BID funds	2008 forward
#27	Public Art	$100,000	Private donations	2009-12
#28	Downtown murals		Private donations	2007 forward

GARDEN CLUB

#24	Beautification	Unknown	BID funds	2010

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WSDOT

#	Recommendation	Cost	Funding Source	Timeline
#27	Transfer Ownership of B'way	Unknown	General funds	2010
#33	I-90 signage	Unknown	WDOT	2008

ENTIRE COMMUNITY

#	Recommendation	Cost	Funding Source	Timeline
#1	Adopt the plan	No specific costs	None	2007 forward

AUXILIARY ORGANIZATIONS

#	Recommendation	Cost	Funding Source	Timeline
#32	Move auxiliary signs	$5,000	Auxiliary org.	2008

WATER DISTRICT

#	Recommendation	Cost	Funding Source	Timeline
#36	Lake zones	Unknown	Moses Lake IRD	2009

PARKS

#	Recommendation	Cost	Funding Source	Timeline
#36	Lake zones	Unknown	Moses Lake IRD	2009
#38	Build docks	Unknown	City Capital Budget	2007 forward
#39	Dragon Boats	$25,000	Private donations	2009

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SUPPORTING DOCUMENTATION

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WHY TOURISM, LOCAL SPENDING, DEMOGRAPHICS

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Benefits of Tourism

The benefits of tourism as an economic activity are widely recognized. Its ultimate goal is to import more cash into a community than is exported. Tourism is the fastest growing industry in North America. It is one of the top three industries in 49 out of 50 states and in every Canadian province.

Tourism helps diversify local economies. It creates entry-level jobs as well as business opportunities for entrepreneurs. Tourism is the front door to non-tourism economic development efforts. After all, anyone contemplating a new business or a move to your community will first arrive as a visitor. Is Moses Lake a place where they would want to live? Where their employees would want to live? Is it a place with a great workforce or the quality of life to attract a workforce?

For the first time in U.S. history, quality of life is leading the charge in attracting small businesses - the lifeblood of America. Quality of life is most apparent in downtowns. In fact, besides its people, we believe that the heart and soul of any community is its downtown. Is it attractive? Do local residents hang out there? Does it have a variety of activities, both recreational and cultural? Is it vibrant, alive, and entertaining?

While this plan focuses on tourism, its implementation will reach far beyond tourism. It will touch and benefit Moses Lake's economic development efforts, downtown revitalization efforts, and most of all, increase community pride and slow leakage - when locals spend their money in other towns.

To take advantage of the potential benefits that increased tourism brings to a community, it is necessary to first understand why people travel. The number-one reason for travel is to visit friends and family. This kind of tourism exists without any special effort by the community. However, it can be enhanced if local residents have a strong sense of community pride and know about its local attractions. That way, when friends and family visit, they are more likely to act as goodwill ambassadors, encouraging their guests to experience all the community has to offer.

Another important group to consider are those who travel for business. This includes corporate meetings, conventions, conferences, and educational activities at colleges and universities. As with visiting friends and family, a community also receives a certain amount of tourism from this segment without any special effort.

Most tourism efforts target a third kind of traveler: the leisure traveler. This group travels specifically for experiences that cater to them and which can't be found closer to home, and they spend the most amount of money. Every true "destination" community caters to this group of travelers.

The Three Phases of Tourism

1. Get 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 make people stop?

2. Become the hub for area attractions and activities. This makes your community an overnight destination. Overnight visitors spend three times that of day visitors. Are there enough attractions in your surrounding area to keep tourists interested and willing to spend the night?

3. Become the destination. This is the best of all worlds. People come, stay with you, and spend all their time and money in your community alone. The ultimate goal of any tourism program is to work toward becoming a true "destination."

Know Your Audience

As with many other aspects of our society, participation by the baby-boom generation is critical for any successful tourism effort. They account for 80 percent of all travel spending. This generation, born between 1946 and 1964, includes 85 million people.
Every month, 350,000 Americans turn 50 years old, and this trend will continue for another seven years.

Baby boomers are in their peak earning years and currently control 70 percent of North America's wealth. They are bound to control even more in the future by virtue of a corresponding inheritance boom. It is estimated that the boomer generation will inherit $10.4 trillion from their parents – the single greatest transfer of wealth in history. Where are they spending their money? Primarily on second homes and travel.

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The baby-boom generation expects quality and requires activities that are truly unique and exciting. They demand comfort, convenience, and easy access. They are pre-occupied with self-absorption (what's in it for me) and maintaining youthfulness late into their lives. Their mantra is, "We may be aging, but we are NOT growing old."

It is important to understand travel trends being driven by baby boomers. These include a preference for complete and pre-planned itineraries, as well as all-inclusive resorts. Boomers are more likely to travel during April, May, September, and October – months that have historically been called "shoulder seasons." They like experiential-based adventures, albeit cushy by most standards. More boomer travel is geared around specific interests, including culinary tourism, art and education, genealogy, gardening, and open-air markets. There is widespread use of the Internet for travel-planning among this group. Web-enabled boomers go online for trip-planning 94 percent of the time. They are also more likely to plan regional trips less than three weeks before departure, or even on the spur of the moment.

The next-most important group of travelers are Echo-boomers. Born between 1977 and 1985, these are the children of the baby-boom generation. There are 80 million echo-boomers, making them nearly as numerous as baby-boomers. They appreciate many of the same aspects of travel as their parents and have a strong preference for gathering places, entertainment, excitement, and nightlife. They are the driving force behind destinations such as Las Vegas. Music and entertainment are major draws. Echo-boomers also like extreme adventure sports such as kayaking, mountain biking, and rock climbing.

Regardless of their generation, the same rules apply.

At all times, bear in mind the Five C's of tourism:

1. **Convenience:** Easy-to-find information, easy-to-plan activities, easy-to-get-to destinations.
2. **Control:** Flexibility with, and control over, itineraries.
3. **Comfort:** Beds are a key selling point. The top 15 percent of lodging facilities command 80 percent of the market.
4. **Cost:** Thanks to the Internet, pricing is transparent. Travelers look for the best value available.
5. **Connection:** More than ever, travelers are looking to connect with their heritage, each other, family, and the environment.

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THE ART OF BRANDING A COMMUNITY

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Branding a Community or Downtown
This plan is broken into three primary categories:
• The brand: what you are (or want to be) known for.
• Product development: What you need to build or enhance, so you "own" your brand.
• Marketing: How to tell the world, so they know Marshall for its primary lure.

Of all of the concepts in the development process, the most misunderstood is the rule of branding. The following should quickly shed some light on what branding is, what branding isn't, and how to develop a successful brand.

WHY BRANDING?
Your brand is a marketing tool. It's 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.

POINT #1 • Marketing overkill
The average person is exposed to 3,000 marketing messages a day – far more than the mind can absorb, so we filter out everything not specifically appealing to us. "We have something for everyone" doesn't work any longer. "We want something that appeals to us." The days of generic marketing are over.

POINT #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 Marshall, 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

POINT #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 visual impressions of the community or business. If visitors expect one thing and see something else, it changes their perceptions – repositioning your community in their minds.

POINT #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 wouldn't. You travel for a specific type of recreation, something that caters to you. We don't go places where there's 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, one message. This focus enables the community to put a sharp point on the marketing effort that quickly drives it into the 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 an annual $1.7 billion industry

POINT #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?

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WHAT ISN'T A BRAND?

POINT #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.

POINT #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 Grand Canyon - totally unique)
- 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, but not a sustainable brand. Have you ever gone anywhere because they were the capital of a fruit or vegetable?
- Scenic vistas are not a brand. They are part of the ambiance.

POINT #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 Kan (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?

POINT #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.

POINT #10 • A best 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

POINT #11 • Find your niche
- Leavenworth, Washington - Washington's Bavarian Village
- Battle Creek, Michigan - The competitive biking capital of the midwest (step one in becoming the competitive sports capital)
- 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 -   Shoot out 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't get closer to home?
- What makes you worth a special trip and an extended stay?

POINT #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.

POINT #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.

POINT #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.

POINT #15 • The primary lure cannot 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.

POINT #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.

POINT #17 • A brand doesn't have to be sexy
A brand doesn't have to be sexy to be effective. Take the case of Bullhead City, Arizona. It can't compete with its neighbor, Laughlin, Nevada just across the Colorado River. What Bullhead City has, that Laughlin doesn't have - is a Wal-Mart. So, "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, river tours, etc. Wal-Mart may not be sexy, but in this case, it's the primary lure.

BRANDING GONE BAD

POINT #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.

POINT #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 a wasted $400,000
> • No buy-in from the industry or even local residents, businesses
> • It was the sixth slogan in just ten years

POINT #20 • Don't 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's an empty shell, people won't come back and they'll tell people there was nothing to do or see in your town that supported the effort.

> Hawthorne, Nevada - America's Patriotic Home
> • They put up billboards before there was anything developed

POINT #21 • Don't 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
POINT #22 • The five major steps to branding
1. Determine the brand (who are we?)
2. Create the icon (the photo opportunity)

3. Create the activities and facilities that will reinforce and grow the brand (experience)
4. Create the identity and key marketing messages (logo and slogan)
5. 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't deliver on the promise: they don't have the icon, the facilities, and the experiences that cement a brand position.

POINT #23 • The 25 detailed 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't 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 (don't 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.

POINT #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.

POINT #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, rest rooms, etc.), and ambiance (scenic vistas, historic downtowns, beautification, etc.). Historic downtowns are not a draw, they are part of the ambiance. It's what's 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.

POINT #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.

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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'll 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.

POINT #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)

POINT #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.

POINT #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't 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. Don't 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 time lines
   - 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.

POINT #30 • Branding often requires a recruitment effort
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.

POINT #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 your 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'll 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.

POINT #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.

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THE BRAND MESSAGE: SLOGANS AND LOGOS

POINT #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.

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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.

POINT #34 • Notes about brand identities (your logo)
Use ONE simple graphic. Don't 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't 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.

POINT #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:
1. Differentiate
2. Collaborate
3. Innovate
4. Validate
5. Cultivate

VISITOR STATISTICS AND INFORMATION

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Visitor Statistics and Information

Washington State

Visitors to the State of Washington were estimated to total 12.5 million in 2006. Of these visitors, they accounted for approximately 123.3 million visitor days, with an average stay of 2.4 days.

Of these visitors, 3.7 million stayed in hotels, motels, or B&B's; 800,000 stayed in campgrounds, 2 million stayed in private homes, 200,000 stayed in vacation homes, and 5.8 million were day visitors.

Average daily spending of all the visitors was approximately $279 per travel party, or $97 per person. Visitors who stayed in hotels, motels, or B&B's spent an average of $162 per person per day; those staying in campgrounds spent $39 per person per day; those staying in a private home spent an average of $64 per person per day; those staying in a vacation home spent $45 per person per day; and day visitors spent an average of $101 per person per day.

Washington State travel exceeded the U.S. travel industry in terms of spending, employment, and air travel in 2006. Travel spending in the U.S. was expected to increase by 2.5% in 2006; while in Washington State, it was expected to increase 4.1%, after adjusting for inflation.

Direct travel impacts in Washington State for 2006 include:

Spending	$13.8 billion
Earnings	$4.0 billion
Employment	$146 thousand
Local tax receipts	$281 million
State tax receipts	$627 million
Federal tax receipts	$782 million*

*Dean Runyan Associates, Longwoods International, International Trade Administration.

Grant County

Total travel spending in Grant County amounted to $161.5 million in 2005. This was an increase from $142.7 million in 2004. Grant County has seen a steady increase in travel spending since 2001.

Visitor spending by type of traveler accommodation in Grant County in 2005:

Hotel, motel	$64.4 million
Private campground	$29.8 million
Public campground	$7.9 million
Private home	$22.3 million
Vacation home	$5.1 million
Day visitor	$31.5 million

Visitor spending by commodity purchased:

Accommodations	$26.3 million
Food & Beverage services	$37.3 million
Food stores	$11.0 million
Ground transportation & fuel	$45 million
Arts, entertainment, recreation	$20.5 million
Retail sales	$20.8 million

Industry employment generated by travel spending (jobs):

Accommodations and food service	1,280
Arts, entertainment and recreation	670
Retail	300
Auto rental and ground transportation	10
Other travel	10

Tax receipts generated by travel spending in Grant County in 2005:*

Local tax receipts	$2 million
State tax receipts	$9.3 million

Distributions of hotel/motel taxes in 2005 (2% rate):

Ephrata	$21,000
Grand Coulee	$8,000

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Moses Lake	$150,000
Quincy	$7,000
Soap Lake	$10,000
County	$163,000

Distributions of state-shared hotel/motel taxes in 2005:**

Ephrata	$21,000
Moses Lake	$150,000
Soap Lake	$10,000
County	$157,000

*Dean Runyan Associates. **Washington State Deptartment of Revenue

The Economic Impact of Grant County Tourism, prepared for the Grant County Tourism Commission, November 1, 2002. This survey was conducted along Highway 17 using tourism venues in Othello, Warden, Moses Lake, Ephrata, Coulee City, and Coulee Dam between July and October, 2000. Of those who responded, 70 percent were traveling away from home and staying overnight in Washington State and 34 percent were staying overnight along Highway 17.

Of those "overnighting" along Highway 17, one third were between the ages of 35 and 54. The average age was 42. Average household income (year 2000) was $69,789, and 51 percent were traveling with children. Nearly percent were international travelers, with almost 80 percent of these being Canadian.

The average length of stay on Highway 17 was 3.6 nights. Half of those spending the night were camping, and two out of three campers were using an RV.

The travelers came primarily from Washington State (54%). Most from the following counties: King (27%), Snohomish (15%), and Pierce (11%). California visitors amounted to 5%. Oregon visitors amounted to 3%. Visitors from other states did not represent significant numbers. In fact, more travelers came from Canada than from states outside Washington.

Multiple reasons were usually given for visiting Grant County, among them outdoor recreation (46%) and historic/cultural site visits (45%). Another 40% responded "tour Highway 17", and 21% said to view wildlife, while 14% came for business purposes.

Overnight visitor activities included sightseeing (73%), historic/cultural sites (54%), shopping (36%), hiking (35%), wildlife viewing (31%), water sports (28%), fishing (22%), boating (19%), festival/event (17%), bird watching (13%), golf (10%), cycling/mountain biking (9%), and hunting (4%).

Visitors were influenced to change their travel plans by information along their routes. 59% changed their itinerary because of a brochure picked up along the way. 50% stated word of mouth influenced their choices; 44% stated visitor centers influenced their activities. Other influences included family and friends (34%), the Internet (24%), a chamber of CVB (15%), State Tourism (13%), direct mail (8%) and TV, newspaper, and magazines (5%). Use of the Internet has grown for travel planning with 71% reported getting information for their trip there, and 45% reported getting rates and making reservations online.

Moses Lake

Approximately half ($150,000) of the annual expenditures of Moses Lake hotel/motel taxes were originally earmarked for construction of a city conference center. When a private individual opened a convention center at the old college campus site, the city suspended their efforts to build one. Those funds have since been used on a case-by-case basis for capital construction projects that qualify under the requirements of the law. They have been used as partial funding for the Kvamme Soccer Complex, the Lauzier Athletic Complex, and the Moses Lake Municipal Ice Rink.

The remaining half of the funds ($150,000) is divided three ways: Approximately 1/3 for general tourism marketing through the public relations firm Burke Marketing, approximately 1/3 to the summer concert series at the city owned performing arts venue, and approximately 1/3 to the Moses Lake Museum and Art Center (city owned).

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Moses Lake Monthly Hotel/Motel Tax Receipts

Month Received	Sales Period	2004	2005	2006	YTD Change
Jan	Nov	15,583	15,214	15,409	01.28%
Feb	Dec	13,897	15,705	19,379	12.51%
Mar	Jan	13,093	13,268	19,129	22.02%
April	Feb	15,910	14,748	17,146	20.58%
May	Mar	22,531	20,370	21,728	17.00%
June	April	21,107	21,941	23,031	14.40%
July	May	27,406	27,555	32,588	15.22%
Aug	June	34,139	35,115	38,378	13.95%
Sept	July	39,740	42,167	41,952	10.99%
Oct	Aug	30,081	37,314	27,000	05.07%
Nov	Sept	38,570	32,927	46,799	09.49%
Dec	Oct	22,432	23,062	23,806	09.00%
Totals		294,490	299,386	326,345	

Visitor Attendance figures for Potholes State Park:*

Calendar year 2003:	2003	2004	2005
Overnight utility sites:	22,756	23,093	21,095
Overnight standard:	14,824	14,881	12,364
Day use:	276,216	279,319	189,598

*Public Affairs Office, Washington State Parks and Recreation Commission

Annual average daily traffic volume on I-90 at SR 17 in Moses Lake:*

	2001	2002	2003	2004	2005
Both directions	9,896	10,313	10,647	10,612	10,527
Eastbound	4,892	5,133	5,201	5,198	5,153
Westbound	5,003	5,216	5,401	5,408	5,425

*State of Washington, Department of Transportation

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Competing Waterparks
We researched towns that have significant water park facilities that might compete with the expanded Surf 'n' Slide Water Park in Moses Lake.

ENCHANTED VILLAGE/WILD WAVES
www.sixflags.com/parks/enchantedvillage
Federal Way, Washington
253/661-8000

Water-related Rides:
• Zooma Falls – Shoot the rapids
• Lumberjack Falls – 50-foot-tall splash coaster
• Pirate Ship – Rocks back and forth and almost over

Other Rides:
• Timberhawk - wooden roller coaster
• Klondike Gold Rusher – Adventure Ride
• Gambler and The Wild Wagon – Roulette wheel lifts passengers to 45 degrees
• Ring-of-fire – Super looping roller coaster
• Dangler – spin while suspended
• 1906 Antique Carousel – restored carousel
• Enchanted Railway – kid's ride
• Red Baron – High flying children's ride
• The Timber Axe – 360-degree thriller shoots passengers into the air and flips them upside-down.
• Giant Sack Slide – sack slide race
• Wild Thing Roller Coaster – super fast steel looping roller coaster
• Kiddie Coaster – a very slow ride, so they are not frightened
• Space Racer – for kids
• Ferris Wheel
• Octopus – Twisting, turning, round and round
• Paratrooper – Float through the tall fir trees like a skydiver.
• The Tip Top – spinning until you puke!
• Dodge'ms Bumper Cars
• Hang Gilder – facedown flying
• The Scrambler – circular motion, back and forth journey

• Tree Topper
• Kiddie Combo
• Miniature Car Ride
• Falling Star – fall from the sky like a shooting star
• I-5 Sky Dive – 125-foot plunge

Season:
End of May until end of October
2006 Season Pass cost $84.99

Age and Size of Park:
Built in 1970s. The park is nearly 100 acres.

Visitation:
8,000 to 10,000 people on a good day

Future plans:
No plans for expansion

Other Activities:
Summer Concert Series, nine dates ranging from the music of "Looking Glass" to "Electric Church."

SILVERWOOD THEME PARK
www.silverwoodthemepark.com
Athol, Idaho
208/683-3400

Water-related Rides:
Rumble Falls – consists of four separate slides:
H2 Uh-Oh
Boca Loca Chute
Pioneer Plunge
Sidewinder

Boulder Beach Bay – a 22,000 square foot wave pool

Velocity Peak - High-speed body slides. The complex features a "roller

coaster" style slide that slings riders over two large bumps as they drop 266 feet. An enclosed aqua tube snakes 328 feet in total darkness, and the "ultimate experience" slide is a free fall plus measuring 254 feet in length with a 62 foot drop, where riders will travel at the breathtaking speed of 55 mph reaching the bottom in just two seconds. The slides are called:
Lightning Falls
Rolling Thunder
Undercurrent

Rides at the Polliwog Park (for little kids):
• Tiny Toot Shoot
• Fawn Falls
• Polliwog Plunge
• Beaver Trail Run
• Silver Streak
• Slippery Gulch

Other Rides (Low Intensity):
• Antique Cars
• Carousel
• Elephant Ride
• Kiddie Helicopters
• Kiddie Wheel
• Red Baron
Other Rides (Medium Intensity):
• Bumper Boats
• Roaring Creek Log Flume
• Thunder Canyon - Raft a raging, thunderous white-water river
• Tilt-A-Whirl
• Tiny Toot Coaster

Other Rides (High Intensity):
• Tremors – wooden roller coaster
• Corkscrew Coaster – roller coaster
• Krazy Kars
• Trabant
• Round Up
• Scrambler

• Sky Diver
• Timber Terror – smaller roller coaster
• Panic Plunge Drop Tower - new in 2007

Season:
Early May until the first weekend of October.
Waterpark open June 10 – September 4 (2006). Season Pass costs $129.

Size:
200 acres

Visitation:
Not available

Future plans:
Would not release information, although website provides information about the addition of the Panic Plunge .

Other Activities:
They have entertainment although a schedule was not listed. Choose from incredible magic and illusions, a dazzling ice show, and live stage performances. Garfield and Odie are mascots.

May:
Night of the Stars – anyone that is permanently physically or mentally challenged or has a terminal illness, gets free admission, food, entertainment for the "star" and one guest.

Physics & Science Days - Measuring, creating, discovering and learning… Physics and Science classes and departments from throughout the region spend a fun-filled day participating in Science competitions and experiencing thrill rides.

American Hero's Day – honoring veterans, etc.

June:
Girl Scout Day – girl scouts get a discounted admission

July:

Fireworks Extravaganza
Toyota Tuesdays – anyone who drives to Silverwood in a Toyota gets in free.

August:
Boy Scout Day – Boy Scouts get a discounted admission

September:
Coaster Classic – Nostalgic cars line main street for car show. Hosted by the Inland Empire Lake Great Chevy Club. In the evening, there is a dance with 50s & 60s tunes.

October:
Canadian Thanksgiving - Visitors from Canada will receive at-par admission into the park when paying with Canadian currency or credit card

Other Waterpark Information
Wisconsin Dells, Wisconsin – Waterpark Capital of the World – is home to 18 waterpark hotels including:
• Atlantis Waterpark Hotel & Suites – one outdoor and two indoor water parks
• Chula Vista - 80,000 sq. ft. indoor, 30,000 sq. ft. outdoor, live 50s show
• Copa Cabana Resort – Indoor & outdoor
• Grand Marquis – Indoor & outdoor
• Great Wolf Lodge – 40,000 square feet indoors, and 60,000 square feet outdoors
• Kalahari Resort –America's largest indoor waterpark, 125,000 square feet
• Mount Olympus – Indoor & outdoor
• Polynesian Resort – 38,000 square feet indoors, 200,000 square feet outdoors
• RainTree Resort – Indoor & outdoor
• Skyline Hotel – Small indoor
• Wilderness Hotel – America's largest waterpark resort, three indoors and three outdoors
• Wintergreen Resort – Indoor & outdoor

THE WORLD WATERPARK ASSOCIATION
8826 Santa Fe Drive #310
Overland Park, Kansas 66212
913/599-6300

Fax: 913/599-0520
memberservices@waterparks.org

The WWA is an international not-for-profit organization started in 1982. Its primary purpose is to promote safety and profitability in the waterpark industry

The WWA is governed by a volunteer Board of Directors consisting of 12 waterpark owners, operators, suppliers, and developers. The term of each board position is 2 years. A Governance Committee comprises the chairman, vice chairman, treasurer, and secretary.

A staff of paid employees work year-round for the WWA. This includes an executive director, president, communications director, staff director, member development, production manager, director of supplier memberships and trade shows, supplier membership assistant, finance and member services director, and art director.

There are approximately 1000 members of the WWA. The members fall in one of two categories: Park Members or Supplier Members. Park Members are members who own, operate, or manage water-leisure facilities. Park Members can also be prospective park developers who plan to build and/or operate a waterpark in the future. Supplier Members are members who supply products or services to waterpark facilities or developers. The Park Member category has two price points for membership dues: $295 annually for facilities with an annual attendance below 250,000 and prospective park developers; $495 annually for facilities with an annual attendance of 250,000 or more; $525 annually for the Supplier Membership category.

The WWA is host to an annual symposium & trade show, which takes place in a different city each year. The trade show features 250+ exhibit booths. The symposium features more than 50 seminars and workshops on core industry issues, as well as personal and professional development. Special workshops are dedicated to specialized topics.

For more information about the WWA, contact Gina Kellogg at (913) 599-0300 or gkellogg@waterparks.org.

YOUR TOWN, ONLINE

Destination Development, Inc.

Your Town, Online - 25 Tips for Creating and Marketing an Effective Destination Website

FORWARD

This section of the Marshall 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:
• A 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.
• A whopping 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

TIP #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 attracting influence 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 cooperative spirit, and promotes economic development.

TIP #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.
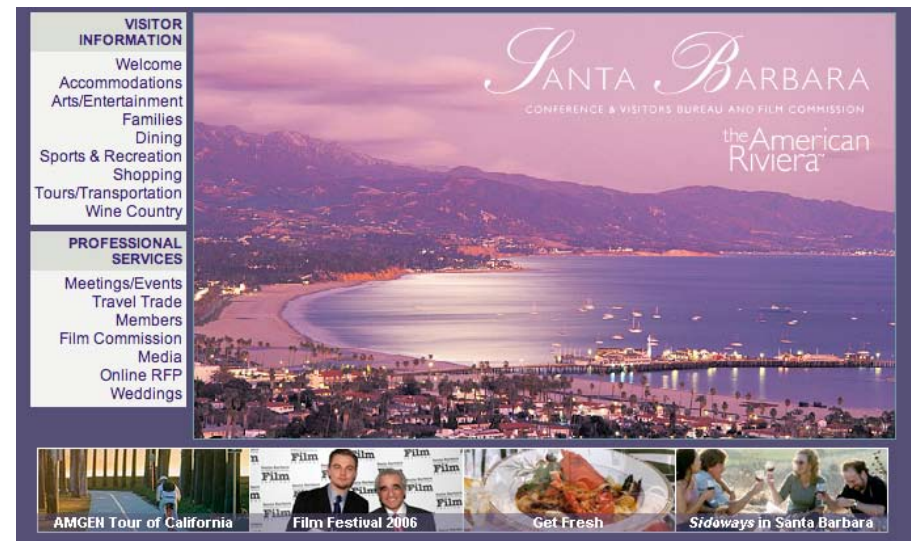
Sonoma County, California, has also done a good job with a splash page slide show at www.sonomacounty.com. The photos not only show the beauty of the county's vineyards, ocean, and rivers, they show people actively enjoying themselves. Your home page needs to portray your town in the best possible light, making visitors want to continue looking through the Website, and making people want to visit.
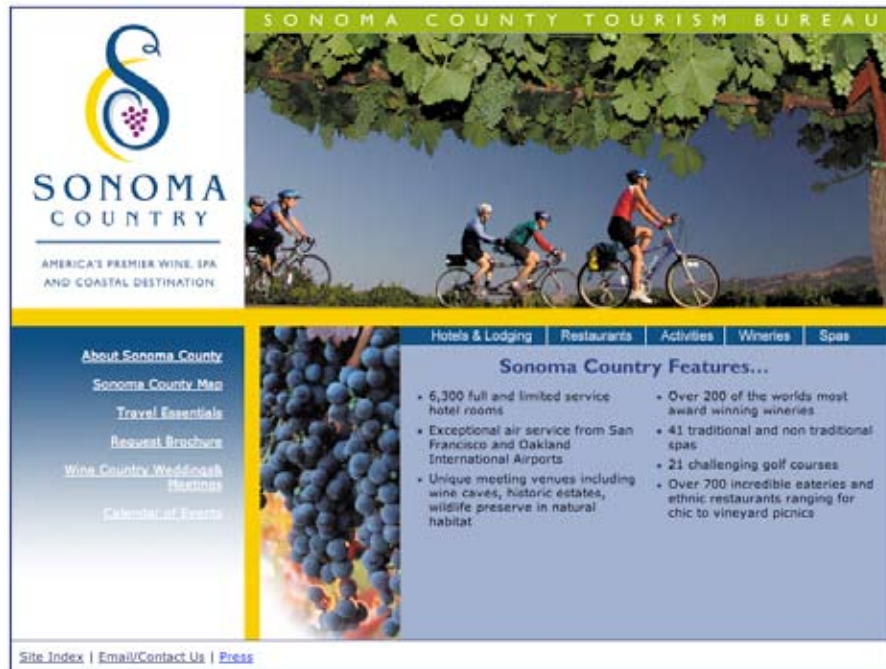
TIP #3: CREATE A SINGLE FRONT DOOR

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

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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.

TIP #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 (next page). 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.
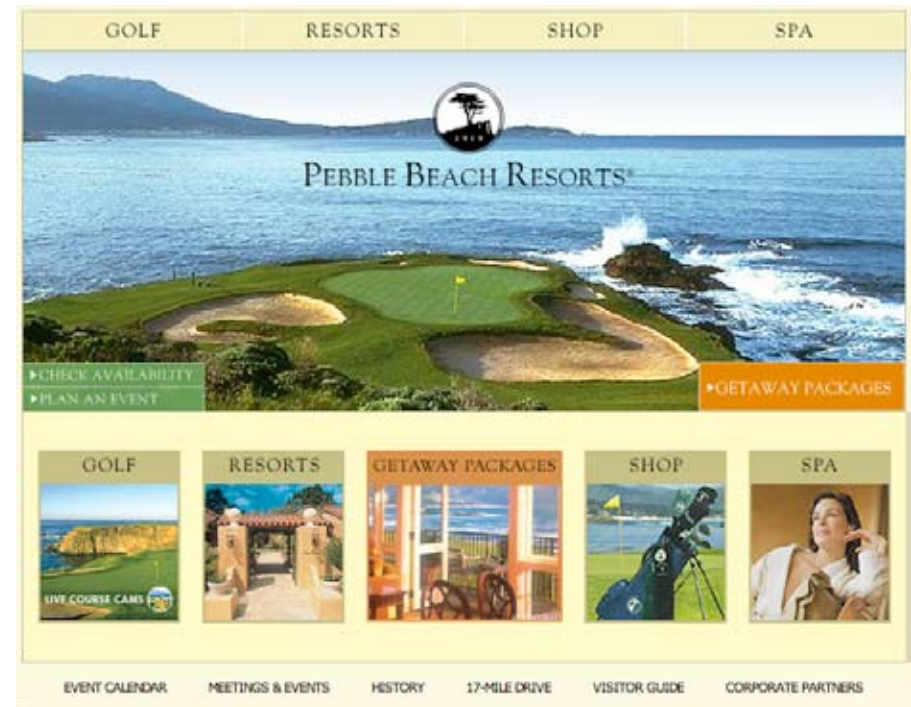
TIP #5: PHOTOGRAPHY IS KING

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.

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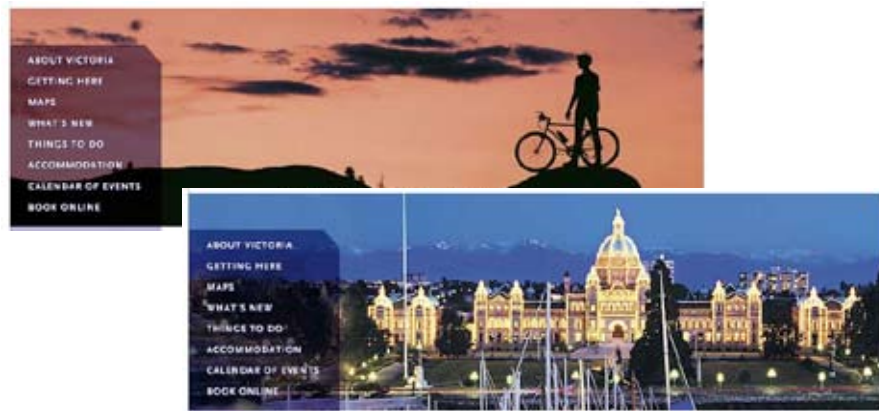
The Portland, Oregon Visitor Association's Website, www.pova.org, shows changing photos of downtown Portland on its home page, giving viewers a good feel for the city. When a viewer clicks on the Visitor link, he can see several photos of people enjoying different parts of the city: shopping downtown, 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.

TIP #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.

TIP #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.

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TIP #8: SELL THE 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."

TIP #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 can'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.

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.

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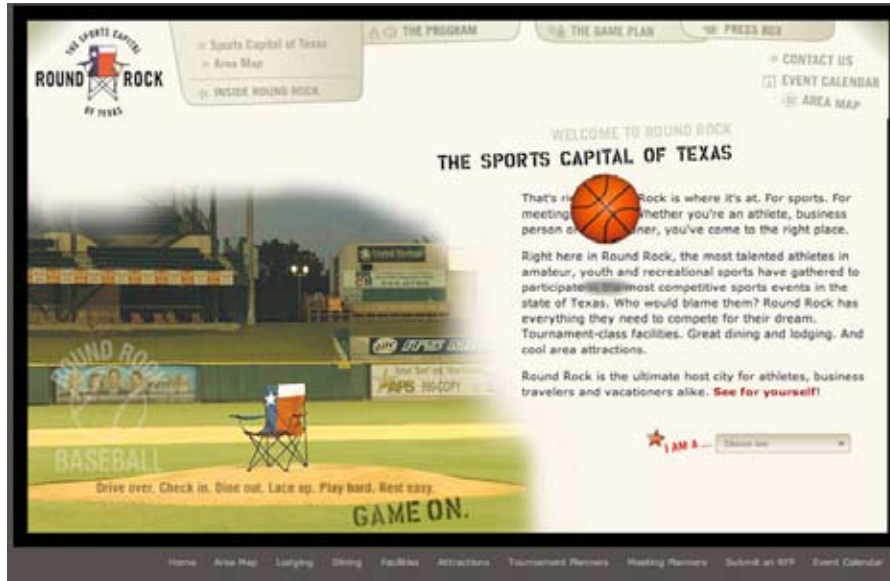
TIP #10: SPREAD THE BRAND AROUND

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.

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TIP #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 some-time" 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 pro-mote 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 custom-ers 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.

TIP #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 num-ber 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 address-es 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.

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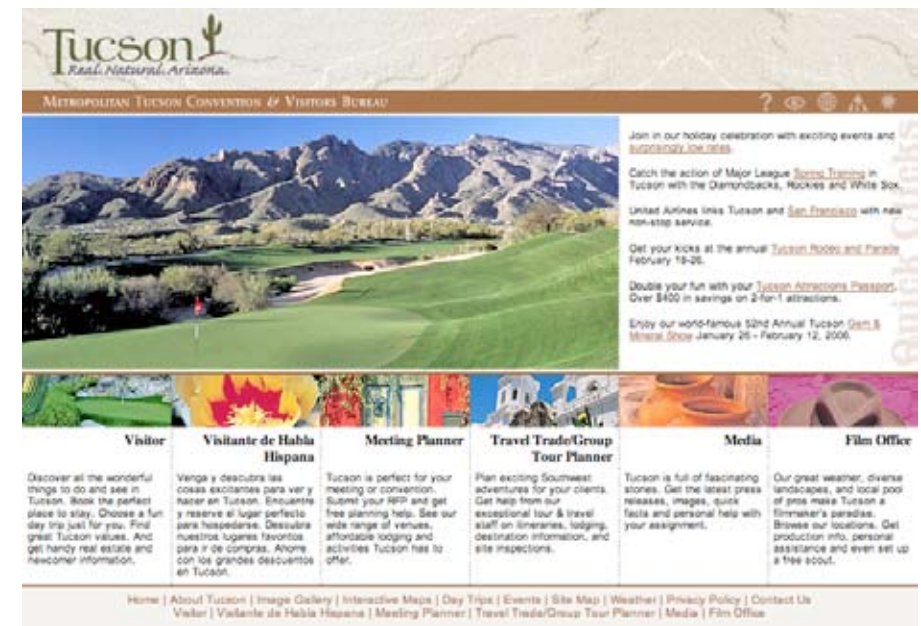
TIP #13: DOWNLOADS AND ONLINE VIEWING SAVE MONEY, INCREASE SALES

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.

TIP #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.

TIP #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.

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TIP #16: SIZE MATTERS

Laptop computer sales are quickly gaining on desktop systems, as are note-pad 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..

TIP #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.

TIP #18: COMPARE YOURSELF TO YOUR 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 e-mail 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.

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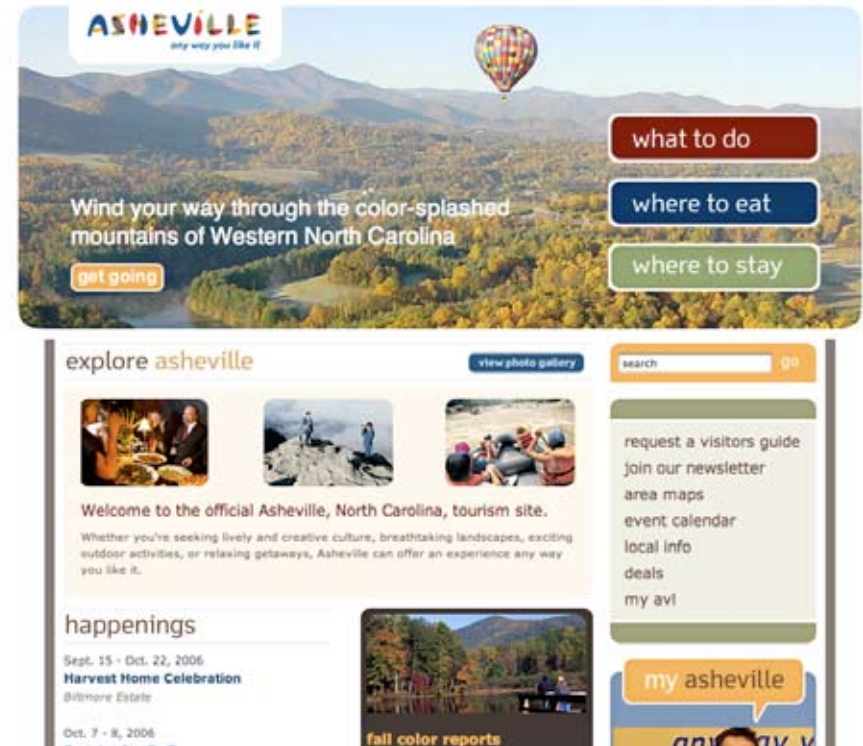
Part II. Make your town stand out in the crowd – Marketing your Website

TIP #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.yosemitethiswinter.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.

TIP #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.
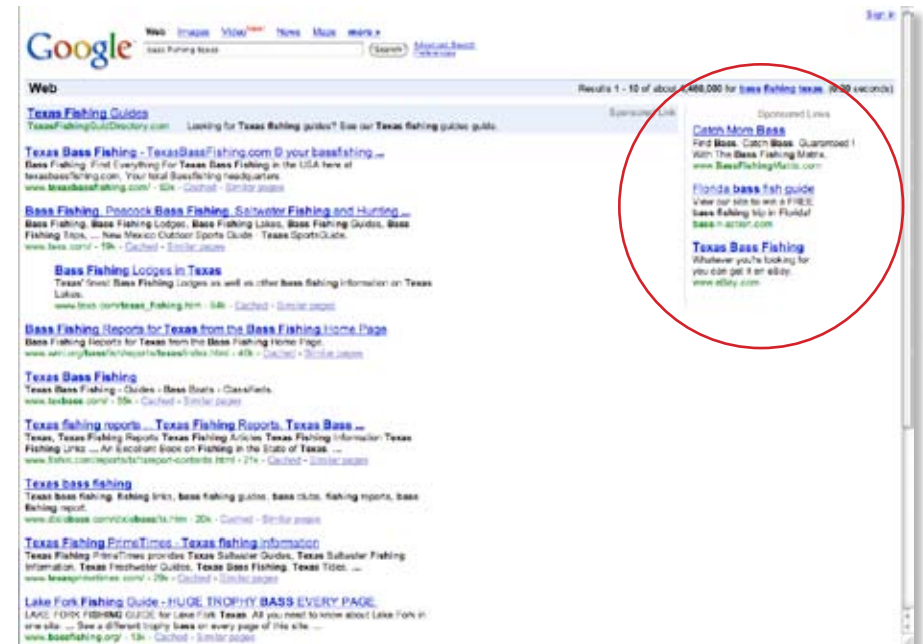
A company will pay a one-time charge for each click, costing as little as 10¢, and on up to more than $1, depending on how much other companies or communities bid for the keyword. That's a lot cheaper than the cost of a brochure, a stamp, and an envelope, plus the potential customer gets immediate information – 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.

TIP #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)

TIP #22: LEVERAGE THE VALUE OF 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.

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.

TIP #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.

TIP #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.

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.

TIP #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, Linex.). 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.

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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, km)
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

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

SITE FOOTER
- Copyright info
- About the site link (browsers, webmaster info)

SPORTS DESCRIPTIONS

Destination Development, Inc.

Boardsailing

The sport or activity of riding a sailboard.

Types of Players

Individuals

Types of Play/Tournaments:

VMG Events – Hood River

vmgevents@earthlink.net

http://www.vmgevents.com/gc/courses.htm

Scoring & Racing Instructions – from VMG Events http://www.vmgevents.com/gc/rules.htm

1. Any changes to be made in the sailing instructions will be made at the skippers' meeting before the races begin. Skippers' meeting is at 10:00 or TBA.

2. All competitors must have a sail number to race.

3. Course and marks will be reviewed at the skippers' meeting.

4. We will be using a 5 minute starting sequence (as outlined by the ISAF) When the race committee is in place the postponement flag will be raised. There will be multiple horn blasts when the postponement flag is lowered. 1 minute after it is lowered the first 5-minute se quence of the day shall begin. 5 min. CLASS FLAG up with one sound signal. 4 min. P, I, Z, Z with I, or BLACK FLAG up with one sound signal 1 min. PREP FLAG down with one long sound signal START: CLASS FLAG down with one sound signal
Times will be taken from the flags and a failure or mistiming of a sound signal must be ignored.

5. Over early: 1; Individual recall will be displayed by an 'X' flag (a white square- shaped flag with a blue cross on it), 2; General recall will cause the committee to display the 'First Substitute' flag (a blue and yellow pennant flag) and three sound signals. One minute after the 'First Substitute' is lowered, a new 5 min. starting sequence will begin.

6. The committee may postpone, abandon, or cancel a race before the starting signal for any reason. The committee may abandon or cancel a race after the start for any reason affecting the fairness of the competition. The 'Answering Pennant' flag will be displayed when the start of a race is POSTPONED. The 'N' flag (black and white squares) will be displayed if a race is ABANDONED. FIVE min. after the 'Answering Pennant' or 'N' flag is lowered, a 5 min. starting sequence will begin.

7. Each racer will sail the course so as to round or pass each mark on the required side in the correct sequence. The time limit will be 30 min. after the first finish. The 'Z' flag will be displayed until the time limit is over. The race committee may decide to lengthen the 30 min. time limit for reasons such as light wind conditions or length of course. When all racers have finished or the time limit has been reached, the 'Z' flag will be lowered. Five min. after the 'Z' flag is lowered the next 5 min. sequence will begin or the Postponement flag (Answering Pennant, red and white stripes) will be raised.

8. The courses will be discussed at the skippers' meeting. The course that is sailed the FIRST race shall be used for all races UNLESS the race committee displays the 'L' flag (yellow and black squares). This flag means "come within hail" and the new course will be indicated on the official race board on the beach. Information at the race boat is not reliable.

9. All events shall be scored by fleet using the "100 point" method. This is a low-point scoring method that weighs the scoring based upon the number of entrants per fleet. The number of entrants in each fleet is divided into 100 to come up with a per finishing position scoring factor. For example if there are 10 entrants in the First Fleet then 1st place gets 10 points, 2nd gets 20 points, 3rd gets 30 points, etc. If there are 25 entrants in the First Fleet, then each place is worth 4 points. This system rewards success in a large fleet and reduces the

significance of dominating a small fleet. Positions will then be awarded in each class (Open Men, Women, Masters, Sport, etc.) based on the overall scoring/finishing. The finishing score for DNF is 105 points. The finishing score for non-entry, DNS, or DSQ is 110 points.

10. Each race will be scored separately. One race will be thrown out per 4 completed. Two races will be thrown out per 7 races completed. If a tie exists, the higher place finisher will be determined by 1) who has the most firsts, seconds, and 3rds. 2) who beat who the greater number of times 3) who has the better score including throw-outs.

11. All racers will sail together and be scored together by fleet, and will be separated for awards at the end of the series: 1st, 2nd, 3rd, open, Masters, Gr. Masters, Women, Juniors, etc.

12. If you wish to protest you must follow this procedure:
    1) Notify the racer being protested by hail at the first opportunity after the incident.
    2) Notify the committee as soon as possible after the finish of the race.
    3) Remind the person you are protesting to meet with you and the committee following the days' races, and set a time.

13. A racer who acknowledges infringing a rule may exonerate himself by making a 360 degree turn (with no requirement for a tack or a gybe) per rule B2.1(c).

Sailing Resources
Moses Lake, Potholes Reservoir, Banks Lake and Roosevelt Lake

Competition within 150 miles
Lakes: Banks Lake, Billy Clapp Lake, Lake Chelan, Cle Elum Lake, Conconoully Lake/Reservoir, Easton Diversion Dam, Kachess Lake, Keechelus Lake, Omak, Priest Rapids, Rimrock Lake, Scootney Reservoir and Spectacle Lake.

Rivers: Columbia, Snake, Yakima, Pend Oreille, Sokane, Skagit, Skykomis, Methow, While Salmon and Wenatchee.

Market Size/Profile of Frequent Users (from SGMA reports)
- There are 418,000 Boardsailing participants in the U.S.
- There are 62,000 frequent (5+/year) Boardsailing participants in the U.S.
- Males account for 60% of all Boardsailing participants; 68% of frequent (5+/year) Boardsailing participants are male.
- 82% of all Boardsailing participants are under 45 years old and 76% of frequent (5+/year) Boardsailing participants are under 45.
- 49% of all Boardsailing participants have a household income of less than $75,000 per year.
- 57% of all Boardsailing participants reside in a market size of 2,000,000+.
- 50% of all Boardsailing participants have a college degree or higher.

Cross Participation Rates with other Sports (from SGMA reports)
Compares the % of boardsailing participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

33% of all Boardsailing participants also participated in surfing, 42% in sailing, and 16% in ice hockey.

Index of Cross Participation with other Activities
1. Sailing 2578
2. Wakeboarding 1764
3. Kayaking 1290
4. Water Skiing 1237
5. Rafting 1210
6. Jet Skiing 1037
7. Swimming 212

Statistics for Washington State

Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Boardsailing	564,000	10,000	0.2	74
Jet Skiing	9,476,000	226,000	3.8	104
Kayaking	6,011,000	205,000	3.4	148
Rafting	4,397,000	155,000	2.6	153
Sailing	4,900,000	142,000	2.4	126
Swimming (recreational)	94,788,000	2,089,000	34.9	96
Wakeboarding	3,114,000	105,000	1.8	147
Water Skiing	7,821,000	252,000	4.2	140

Facility Requirements
Open water

Potential Market

Northwest Boardsailing Association - http://home.mindspring.com/~nwba/
The Northwest Boardsailing Association organizes windsurfing events in the Puget Sound region and vicinity.

Columbia Gorge Windsurfing Association
http://windsurf.gorge.net/cgwa/
202 Oak Street, Suite 150
PO Box 182
Hood River, OR   97031
541-386-9225
Fax: 541-386-2783
www.cgwa.net
Comments/Suggestions: cgwa@gorge.net

The Columbia Gorge Windsurfing Association is one of the largest and most successful windsurfing associations in the United States. Members from across the nation, Canada, and Europe who love the sport of windsurfing and want improved access along the shores of the Columbia River (in both

Washington and Oregon) join CGWA.
The Association is a nonprofit 501(c)(3) corporation with an elected 15-member Board of Directors. The office in Hood River is operated on a daily basis Monday through Thursday by the full-time paid Executive Director. The CGWA was formed in 1987.

U.S. Windsurfing Association - http://www.uswindsurfing.org/ - Chelsea, Michigan.
USW is an organization dedicated to making the whole experience of windsurfing a more positive one for those that choose to windsurf in the U.S.A.

International Windsurfing Association - http://www.internationalwindsurfing.com/
The International Windsurfing Association (IWA) was formed to unite the sport of windsurfing and provide a focal point for information and central administration for all classes to use.
Windsurfing Direct – America's Local Windsurfing Shop-
http://windsurfing-direct.com/usa/
Offers entry level recreational packages, board, sails and rigs, masts, booms, accessories and testimonials.

Windsurfing Magazine - http://www.windsurfingmag.com/index.jsp
Windsurfing magazine is the source for latest on the sport, the pros, equipment, step-by-step instruction, upcoming events, clinics, and travel.

Other Information
The 10-Step Guide to Windsurfing - http://socrates.berkeley.edu/~wprinz/windsurfing/windindex.html
This guide was written for beginning windsurfers in the California Sailing Club. Includes information regarding selecting your equipment, carrying the rig, up-hauling the sail, start up sequence, stance and sail control, steering, tacking and sailing downwind.

Rentals:
All Surf Industry-Windsurf Shop
532 SE Clay

Portland OR 97214
503/239-8973

Gorge Performance
7400 SW Macadam Avenue
Portland OR 97219
503/246-6646

Gorge Surf Shop
13 Oak Street
Hood River OR 97031
800/957-4978

Urban Surf-Sales & Lessons
2100 N Northlake Way
Seattle WA 98103
206/545-9463

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Jet Skiing

Jet skiing involves using a personal watercraft (PWC) to glide across a body of water. PWC are considered by the U.S. Coast Guard to be inboard boats under 16 feet in length. They are powered by either a 2-stroke gasoline engine (the same basic engine type which is found in most outboard motors), or by a 4-stroke gasoline engine, the same engine type used in cars.

Types of Players
Individuals or 2 riders.

Types of Play/Tournaments
All kinds of information on Jet Skiing - http://www.jetski.com/
Jet Ski information with technical news including clubs, JetSki Forums, Jet Ski parts, pwc models and specifications. Also, pwc classifieds, ride spots, parts and accessories. manufacturers products like Kawasaki Jet Ski, Yamaha Waverunner, Sea Doo, BRP and Honda.

 Sample race course - http://www.apbaracing.com/racecourse.html

Sample Closed Course Race Course (opposite) is a diagram of a sample closed course race course. Endurance/Offshore race courses are much larger with fewer turns. Closed Course races normally have a split start (depending on location) in which there are two first turns (an inside and an outside split).

Types of Racing Events – http://www.apbaracing.com/get_started.html#

Watercross
Similar to motocross on the water, closed course racing is handle bar-to-handle bar competition that pits rider and machine in a personal watercraft battlefield. Reaching top speeds of over 75 mph, closed course-racing features a buoy-marked, 1/2- to 3/4-mile track that is designed to keep the competition tight and fans close to the action. Each race begins with one of the most gut-wrenching experiences in motor sports - the side-by-side gated start. Similar to horse racing, a PWC racing start features 20 riders exploding off the line, each thinking to themselves I'm going to be the first one to that buoy. Surviving the first-turn is just the beginning. Speed, technique and racing ability will all come into play over the next 20 minutes, as the riders

Once you have passed the 1st turn buoy you then may move into the inside lane.
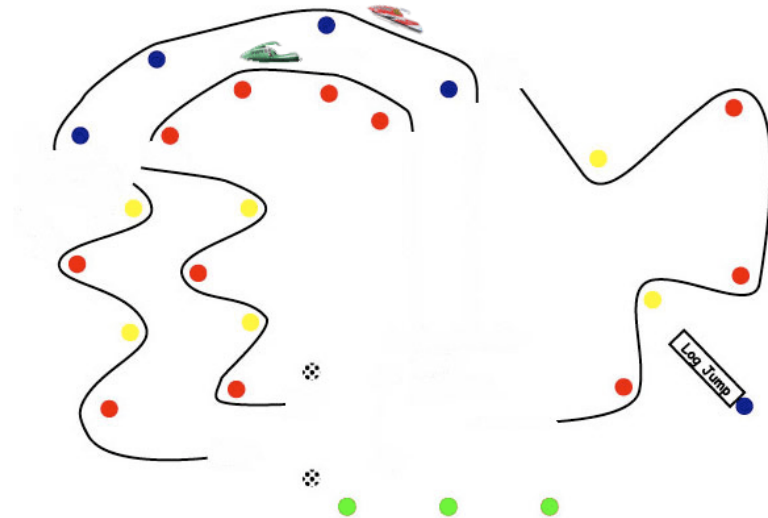
begin to negotiate a series of left- and right-hand turns - and one must not forget the man-made log jumps.

Endurance
Also referred to as "offshore racing", endurance events are long-distance races that test both the stamina of the rider, and the reliability of his/her equipment. Racers compete head-to-head, in either a point-to-point race, or a race of multiple laps, around a designated course. The length of time for each endurance race varies and the race may allow pit stops for refueling. Because there is little on no contact with endurance racing, it is appealing to a large number of watercraft enthusiasts.

Freestyle
Each event features a Freestyle segment that highlights the acrobatic abilities of these highly specialized athletes and their watercraft. One of the truly extreme sports, freestyle features some of the most gifted athletes on the beach,

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performing two-minute routines in an Olympic-style format for a panel of seven judges. Competitors routines are made-up from a series of choreographed tricks that are performed to music. Freestyle is the crowd favorite, as spectators get a chance to interact with the competitors before, during and after the competition. Some of the more popular tricks and catch phrases include: Aerial Barrel Roll; Yellow Submarine; Hollywood Corkscrew; Kilowatt Flop; Ride Em Cowboy; Bull Doggin; and many other eye catching tricks.

Racing - http://www.jetski.com/section.cfm?id=20
This page lists the various tournaments/races in the U.S.

Jet Skiing Resources
Moses Lake, Potholes Reservoir, Banks Lake, and Roosevelt Lake

Competition within 150 miles
Lakes: Banks Lake, Billy Clapp Lake, Lake Chelan, Cle Elum Lake, Conconoully Lake/Reservoir, Easton Diversion Dam, Kachess Lake, Keechelus Lake, Omak, Priest Rapids, Rimrock Lake, Scootney Reservoir and Spectacle Lake.

Rivers: Columbia, Snake, Yakima, Pend Oreille, Sokane, Skagit, Skykomis, Methow, While Salmon and Wenatchee.

Market Size/Profile of Frequent Users (from SGMA reports)
•There are 7,972, 000 Jet Skiing participants in the U.S.
•There are1,491,000 frequent (15+/year) Jet Skiing participants in the U.S.
•54% of all Jet Skiing participants are male; 57% of frequent (15+/year) Jet Skiing participants are male.
• 57% of all Jet Skiing participants are over 24 years old and 54% of frequent (15+/year) Jet Skiing participants are over 24.
•63% of all Jet Skiing participants have a household income of less than 475,000 per year.
•49% of all Jet Skiing participants reside in a market size of 2,000,000+.
•36% of all Jet Skiing participants have a college degree or higher.

Cross Participation Rates with other Sports (from SGMA reports)

Compares the % of jet skiing participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

14% of all Jet Skiing participants also participated in wakeboarding, 29% in water skiing, 10% in scuba diving and 13% in snowmobiling.

Index of Cross Participation with other Activities
1.Wake Boarding - 1246
2.Water Skiing – 1098
3.Boardsailing - 1068
4.Rafting - 555
5.Sailing - 378
6.Canoeing - 793
7.Kayaking - 363
8.Swimming – 218

Statistics for Washington State

Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Boardsailing	564,000	10,000	0.2	74
Jet Skiing	9,476,000	226,000	3.8	104
Kayaking	6,011,000	205,000	3.4	148
Rafting	4,397,000	155,000	2.6	153
Sailing	4,900,000	142,000	2.4	126
Swimming (recreational)	94,788,000	2,089,000	34.9	96
Wakeboarding	3,114,000	105,000	1.8	147
Water Skiing	7,821,000	252,000	4.2	140

Facility Requirements
Open water

Potential Market

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State Jet Ski clubs - http://www.jetski.com/article.cfm?id=148

Jet Ski club in Washington State -
Swell Guy JS Club
Mt Vernon, WA
360/424-5879

Other Information

Jet Ski Rentals

Pro Touch Auto Detail & Jet Ski Rentals
725 W Broadway Avenue
Moses Lake WA 98837
509/765-1030

Westside Motorsports
4201 S. Grove Road
Spokane, WA 99224
509-747-1862

Frank's Rentals
625 Okoma Drive
Omak Washington
Mail: PO Box 661
Omak Washington 98841
509/322-6895

From the Jet Ski web site under "Jet Ski Ride Area's"
http://www.jetski.com/article.cfm?id=164#wash
I live near the Columbia River in Colville Washington. We jet ski on the Columbia, it is also known as Lake Roosevelt (named after you know who). It costs $40 bucks a year for a jet ski/boat launch pass. The water during the summer months is almost 70 degrees! Perfect for cooling you off! There are literally hundreds of miles of boat free-people free places to ride. The River is several miles wide and plenty of campsite places. There are even some islands you can camp out on - they even have picnic tables on them! Most of

the time the water is like glass. But on occasion the water will be chop mostly big and gentle waves. Perfect for getting big air! This summer there were a couple weeks of awesome waves. On occasion you will find a log or two that doubles as a jump. If you yearn for big open space and nobody bugging you about your ride this is the place to go! You can even ride through the border into Canada! Or rent a house-boat and tow your skis for that leisure weekend retreat!

General Information on Jet Skiing - http://sportsvl.com/water/jetski.htm
About the sport, rules, history, improve forums, equipment, international, national and district and racing.

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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

Moses Lake, Potholes Reservoir, Banks Lake and Roosevelt Lake.

Pool sessions are opportunities to practice stationary kayaking skills, such as eskimo rolling and self-rescue, in a swimming pool. Pools in Moses Lake include: Moses Lake Aquatic Center and Moses Lake High School.

Personal Testimony regarding Banks Lake and the Columbia River – from the page, Paddling in Washington on www.paddling.net
In October 2005 a couple from Spokane took a kayaking day trip on Banks Lake. They reported that for the northwest paddler, not many places can compare to Banks Lake for its ready accessibility, rugged beauty, and proximity to home. As a touring kayak destination, many coves, private beaches, and hidden locations add an element of discovery to an otherwise well known lake. They also stated that it was a fantastic trip and would highly recommend it.http://www.paddling.net/places/showReport.html?1237

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, Suiattle, Tieton, White Salmon, Wenatchee and Yakima.

Market Size/Profile of Frequent Users (from SGMA reports)

• 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 (from SGMA reports)

Compares the % of Kayaking participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

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.Boardsailing 1319
2.Sailing 817
3.Rafting 555
4.Water Skiing   522
5.Wakeboarding 471
6.Jet Skiing 362
7.Swimming 205

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Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Boardsailing	564,000	10,000	0.2	74
Jet Skiing	9,476,000	226,000	3.8	104
Kayaking	6,011,000	205,000	3.4	148
Rafting	4,397,000	155,000	2.6	153
Sailing	4,900,000	142,000	2.4	126
Swimming (recreational)	94,788,000	2,089,000	34.9	96
Wakeboarding	3,114,000	105,000	1.8	147
Water Skiing	7,821,000	252,000	4.2	140

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.leavenworthmtnsports.com/
LMS rents paddles and kayaks.

Washington Kayak Club - http://www.washingtonkayakclub.org/
Web site for the Washington Kayak Club. 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 Trails.com 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. To find a great paddling trip near you just click below on any state whitewater paddling section. Then browse by selecting a specific region or "Top Trail" from the list, or by simply clicking on the interactive state map.

Other Information

Oregon River Games - http://www.oregonrivergamesinc.org/
In their first year (2004) Oregon River Games (ORG) was the largest Whitewater 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 – Providing White Water Recreation to Washington, Oregon, Idaho and British Columbia since 1982
http://www.riverrecreation.com/adventures.aspx
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. Our 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. Our standard Novice Kayaking Class is a 2- or 3-day introduction to the sport, while our 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.

Rentals
Costless Tool - Kayaks & Canoes
545 Basin St NW
Ephrata, WA 98823 - 1631
509/754-8665

Destination Development, Inc.

Swimming
To propel oneself in water by natural means.

Types of Players
Individuals and teams. Youth, teen and adult.

Types of Play/Tournaments
Swim meets include the four competitive strokes: butterfly, backstroke, breaststroke, and freestyle.

There are seven different age group classifications recognized by USA Swimming (the governing body of the sport): 8-Under, 10-Under, 11-12, 13-14, 15-16, 17-18, and Senior (high school/college level). The Masters Program is for senior citizens and anyone out of college.

Swimming Resources
Moses Lake High School Pool
Moses Lake Aquatic Center
Moses Lake, Potholes Reservoir, Banks Lake

Competition within 150 miles
Lakes: Banks Lake, Billy Clapp Lake, Lake Chelan, Cle Elum Lake, Conconoully Lake/Reservoir, Easton Diversion Dam, Kachess Lake, Keechelus Lake, Omak, Priest Rapids, Rimrock Lake, Scootney Reservoir and Spectacle Lake.

Rivers: Columbia, Snake, Yakima, Pend Oreille, Sokane, Skagit, Skykomis, Methow, While Salmon and Wenatchee.

Market Size/Profile of Frequent Users
• There are 95,267,000 Swimming (recreational) participants in the U.S.
• There are 13,589,000 frequent (52+/year) Swimming (recreational) participants in the U.S.
• 53% of all Swimming (recreational) are female; 57% of frequent (52+year) Swimming (recreational) participants are female.
• 58% of all Swimming (recreational) participants are under 35 years old & 62% of frequent (52+/year) Swimming (recreational) participants are under 35.

• 56% of all Swimming (recreational) participants have a household income of at least $50,000 per year.
• 48% of all Swimming (recreational) participants reside in a market size of 2,000,000+.
• 32% of all Swimming (recreational) participants have a college degree or higher.

Cross Participation Rates with other Sports
Compares the % of swimming participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

7% of all Swimming (recreational) participants also participated in artificial wall climbing, 13% in ice skating, 9% in scooter riding and 7% in jet skiing.

Index of Cross Participation with other Activities
1. Jet Skiing - 271
2. Wakeboarding – 212
3. Water Skiing – 211
4. Kayaking – 205
5. Sailing – 201
6. Rafting – 193
7. Boardsailing 188

Statistics for Washington State

Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Boardsailing	564,000	10,000	0.2	74
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Wakeboarding	3,114,000	105,000	1.8	147
Water Skiing	7,821,000	252,000	4.2	140

Facility Requirements
Pool

Potential Market
Moses Lake Aquatic Center & Moses Lake High School Pool

Moses Lake, Potholes Reservoir, Banks Lake

Washington State Swim Clubs - http://www.usaswimming.org/USASWeb/
DesktopDefault.aspx?TabId=503&Alias=Rainbow&Lang=en
Web site to locate swimming clubs in a particular area.

Local swim club –
Moses Lake Swim Team – The Manta Rays have their own web site.
www.mlmr.org

Spokane Area Swimming/YMCA – information on swimming in the Spokane
Area.
http://www.usaswimming.org/IE/SAS.club
http://www.spokaneareaswimming.com

Wakeboarding

A form of waterskiing where both feet are attached to a board that resembles something in between a water ski and a kneeboard. The rider stands on the board with the feet pointing off to the side of the board. Riders like wakeboarding because wakeboards allow lift off the wake, making a multitude of tricks possible.

Another Definition: http://www.adventuresportsholidays.com/activities/wakeboarding.php
Wakeboarding is a relatively new board sport, created from a combination of water skiing, snow boarding and surfing techniques. As in water skiing, the rider is towed behind a boat, or a cable skiing setup, but typically at slower speeds (18-24mph).

Types of Players
Youth, teen and adult.

Types of Play/Tournaments
http://www.prowakeboardtour.com/article.jsp?ID=32765

Wakeboarding is the fastest-growing water-sport in world -- increasing over 100 percent in participation over the past three years. It is a combination of surfing, skateboarding, snowboarding and water skiing. A wakeboard looks like a fat snowboard with a pair of bindings attached to it. The wakeboarder carves turns with body leans and by rocking the board. During competition, wakeboarders do flips and spins and other acrobatic stunts in the air and on the water. These tricks are spectacular to witness -- some athletes go as high as 25 feet in the air while doing a maneuver.

In 2005, the Pro Wakeboard Tour will be comprised of five events, each with roughly the same format. Some modifications will be made at each contest site to accommodate the differences in the body of water. Three pieces of apparatus will be placed on the course for riders to "hit" in addition to their wake tricks.

Riders will be judged on the difficulty and proficiency of the moves executed, how big they are going, variety of moves performed, and on the creativity and fluidity of the routine. A maximum of 100 points can be earned for the routine. The judges will score the contestants in each of the following three categories:

One "wake" judge looks at the proficiency of the rider on tricks using the wake only.

One "slider" judge looks at how the rider performs in terms of the use of apparatus.

Three "composition" judges score on the overall composition of the run in terms of the rider's ability to perform a variety of maneuvers (wake and sliders) in a flowing creative sequence.

A rider's final placement is averaged from 3 scores: the "Wake" judge, the "slider" judge and the average of the three "composition" judges. The maximum score for any rider is a 97 signifying first place on all judges sheets.

Wakeboard Tricks
One example is the scarecrow. Technically speaking, the scarecrow is a "toeside" front roll with a "frontside" 180. I guess you could describe the scarecrow as a front flip with a half-twist. This is probably the easiest invert with a 180 that you'll learn. There are many different styles of scarecrows. There is the "whip-around" style, the "roll-over" style and a mix of the two.

The whip-around is when your board whips away from the boat, almost appearing to go out kind of like an air Raley. Usually whip-around scarecrows stretch your body out and cause your arms to extend above your head. Whip-around crows almost look like some weird, twisting barrel-roll instead of a front roll with a 180. The whip-around is almost impossible to grab and just looks sloppy. Technically speaking, these are scarecrows, but we are going to try to stay away from this style of crow…"real far away."

The roll-over style scarecrow is when you roll your shoulders straight forward off of the wake and do a "toeside" front roll (without any twisting or spinning) for the first half of the trick. Once upside down, you let the boat naturally pull you 180 degrees on the way down. This type of scarecrow looks better and can be grabbed in several different ways with either hand.

There are many other tricks demonstrated on the WakeWorld website –

http://www.wakeworld.com/TrickList/TrickTips.asp. A few of these include:
• The Perfect Wake
• Indy Tantrum
• Basic Grab Guide for Regular-Footers
• Basic Grab Guide for Goofy-Footers
• Whirlybird
• The Blind 180
• Getting Started Made Easy
• Wakeboarding for Dummies

Wakeboarding Resources Nearby
Moses Lake, Potholes Reservoir, Banks Lake and possibly Roosevelt Lake (approximately 75 miles north of Moses Lake)

Moses Lake Aquatic Center

Competition within 150 miles
Lakes: Banks Lake, Billy Clapp Lake, Lake Chelan, Cle Elum Lake, Conconoully Lake/Reservoir, Easton Diversion Dam, Kachess Lake, Keechelus Lake, Omak, Priest Rapids, Rimrock Lake, Scootney Reservoir and Spectacle Lake.

Rivers: Columbia, Snake, Yakima, Pend Oreille, Sokane, Skagit, Skykomis, Methow, While Salmon and Wenatchee.

Market Size/Profile of Frequent Users (from SGMA reports)
• There are 2,843,000 Wakeboarding participants in the U.S.
• There are 453,000 frequent (15+/year) Wakeboarding participants in the U.S.
• Males account for 64% of all Wakeboarding participants; 69% of frequent (15+/year) Wakeboarding participants are male.
• 63% of all Wakeboarding participants are under 25 years old & 60% of frequent (15+/year) Wakeboarding participants are under 25.
• 71% of all Wakeboarding participants have a household income of less than $75,000 per year.
• 43% of all Wakeboarding participants reside in a market size of 2,000,000+.
• 22% of all Wakeboarding participants have a college degree or higher.

Cross Participation Rates with other Sports (from SGMA reports)
Compares the % of Wakeboarding participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

48% of all Wakeboarding participants also participated in waterskiing, 10% in surfing, 38% in jet skiing and 29% in snowboarding.

Index of Cross Participation with other Activities
1. Waterskiing 1851
2. Jet Skiing 1248
3. Sailing 585
4. Rafting 511
5. Kayaking 470
6. Swimming 215

Washington State Average Participation
????????

Facility Requirements
Open water

Potential Market
World Wakeboarding Association - http://www.thewwa.com/index.shtml
The only wakeboarding association supported exclusively by the wake boarding industry. The web site offers amateur events, pro events and rankings. The U.S. National Wakeboarding team is a part of the World Wakeboarding Association.

Wake Boarder Magazine - http://www.wakeboarder.com/
Web site for Wakeboarders – information includes tricks, gear (wakeboards, bindings, clothes), product reviews, discussion forums and events.

Wake Boarding Magazine - http://www.wakeboardingmag.com/index.jsp
Another Wake Board Magazine Web site that features gear, boats, instruction, classifieds and events.

Tournaments – This website lists 2006 Tournament and Event Schedule Waterskiing, and Wakeboarding nationally and internationally. For example, in May 2006, there is a Wakeboarding Pro Tournament Stop in Atlanta, Georgia. http://waterski.about.com/od/tournamentsandev/a/schedule.htm

Wakeboarding Camps/Schools – This website lists links to wakeboarding camps/schools. One school in particular in Louisiana, Bennett's Waterski and Wakeboard School, also lists area attractions, boats for sale and tournament news. http://www.wakeboardingmag.com/links.jsp?categoryID=225

Other Information
Pro Wakeboard Tour – This website lists the Pro Wakeboard Tour stops. The Company, World Sports & Marketing, is the clearinghouse for Pro Wakeboard Tour coordination and information concerning scheduling, television, global sponsorships, public relations, venue evaluation and event selection. http://www.prowakeboardtour.com/article.jsp?ID=563

Wakeboarding Frequently Asked Questions – this web site answers questions about wakeboarding. http://www.wakeworld.com/FAQ/
Sample question –
Q. I weigh xx pounds/kilograms and my skill level is xxx. What kind of board do you recommend?
A. WakeWorld had developed a sophisticated database, called the Board Wizard, to help you find the right board for you. Go to http://www.wake-world.com/wizard, give the wizard your statistics and he will return a list of boards that will work for you. Remember to always test ride a board before you make your purchase if possible. 75% of board selection comes down to personal preference.

Wakeboard Rentals Nearby
Sports Outlet
1602 N Division St
Spokane, WA
(509) 325-1620

Wintersport Ski Bike & Board
3220 N Division St
Spokane, WA 99207 - 1945
(509) 328-2030

Destination Development, Inc.

Waterskiing
A ski used in planing over water while being towed by a speed boat.

Types of Players
Youth, teen and adult.

Types of Play/Tournaments
Tournaments – general information
http://waterski.about.com/od/tournamentsandev/a/schedule.htm

Tournaments – This website lists 2006 Tournament and Event Schedule Waterskiing, and Wakeboarding nationally and internationally. For example, in June 2006,the U.S. Water Ski Team Trials will be held in Florida.

• USA Water Ski - web site
http://www.usawaterski.org/pages/divisions/3event/main.htm

Tournament Competition includes slalom, tricks and jumping

• Slalom Buoy
http://www.usawaterski.org/pages/divisions/3event/Comp.Sldim.html
AWSA Official Slalom Course

• Tricks
http://www.usawaterski.org/pages/divisions/3event/Trick%20Description%20and%20Point%20Values.pdf

Tricks are used in competition and given a point value. Waterskiing tricks include toehold, stepover, somersault forward, somersault backward, wake double flip and ski line.

• Jumping
http://www.usawaterski.org/pages/divisions/3event/Comp.Jpdim.html

Waterskiing Resources
Moses Lake, Potholes Reservoir, Banks Lake and possibly Roosevelt Lake (approximately 75 miles north of Moses Lake)

Competition within 150 miles
Lakes: Banks Lake, Billy Clapp Lake, Lake Chelan, Cle Elum Lake, Conoully Lake/Reservoir, Easton Diversion Dam, Kachess Lake, Keechelus Lake, Omak, Priest Rapids, Rimrock Lake, Scootney Reservoir and Spectacle Lake.

Rivers: Columbia, Snake, Yakima, Pend Oreille, Sokane, Skagit, Skykomis, Methow, While Salmon and Wenatchee.

Market Size/Profile of Frequent Users (from SGMA reports)
• There are 6,835,000 Water Skiing participants in the U.S.
• There are 854,000 frequent (15+/year) Water Skiing participants in the U.S.
• Males account for 60% of all Water Skiing participants; 51% of frequent (15+/year) Water Skiing participants are male.
• 59% of all Water Skiing participants are over 25 years old & 61% of frequent (15+/year) Water Skiing participants are 25 and over.
• 62% of all Water Skiing participants have a household income of at least $50,000 per year.
• 46% of all Water Skiing participants reside in a market size of 2,000,000+.
• 39% of all Water Skiing participants have a college degree or higher.

Cross Participation Rates with other Sports (from SGMA reports)
Compares the % of waterskiing participants by group who also participate in another given sport to the % of the total U.S. population who participate in that sport.

20% of all Water Skiing participants also participated in wakeboarding, 33% in jet skiing, 11% in scuba diving, 11% in snowmobiling and 28% in downhill skiing.

Index of Cross Participation with other Activities
1.Wakeboarding 1847
2.Boardsailing 1256
3.Jet Skiing 1100
4.Sailing 567
5.Rafting 530
6.Kayaking 521
7.Swimming 212

Statistics for Washington State

Sport	Total U.S. Participants	Washington Participants	Participants per 100 people	Index (based on 100)
Boardsailing	564,000	10,000	0.2	74
Jet Skiing	9,476,000	226,000	3.8	104
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Swimming (recreational)	94,788,000	2,089,000	34.9	96
Wakeboarding	3,114,000	105,000	1.8	147
Water Skiing	7,821,000	252,000	4.2	140

Facility Requirements
Open Water

Potential Market
Washington Water Ski Clubs - http://www.usawaterski.org/pages/clubs/regiondetail.asp?type=s&name=WA#refM
USA water ski web site lists state clubs. These clubs include:

Tri City Water Ski Club - http://www.cbvcp.com/tcwsc
c/o Pete Voordepoorte – nomis6@charter.net
509/547-7300
Richland, Wash.
Club Site: Bateman Island

Finley Ski Team
c/o James Simpson
509/946-1948
Club Site: Finley Lagoon

Other Information
American Water Ski Association - www.usawaterski.org/
The national governing body for organized water skiing in the United States. The web site includes membership information, events, competition services, marketing, shopping and U.S. water ski resources.

International Water Ski Association - http://www.iwsf.com/
Located in Switzerland, the International Water Ski Association web site includes general information, rules, world championship links, directories and other water ski information.

Boat Dealers/Rentals
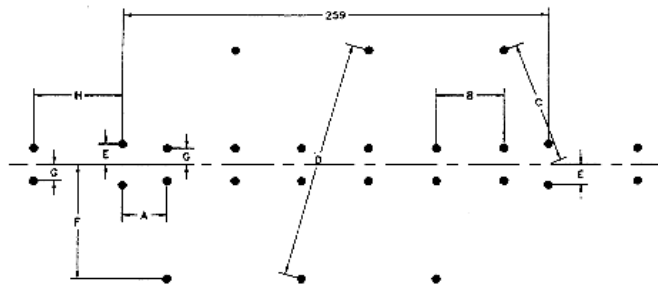Moses Lake Powersports
509/765-1925

Cascade Marina
Moses Lake
509/765-6718

Alpine Haus Ski & Marina
509/927-2505 – Spokane

AWSA Official Slalom Course

METRIC		ENGLISH	
DIMENSION	RANGE	DIMENSION	RANGE
259m	258.353 - 259.648	849' 8 7/8"	847' 7 38" - 851' 10 3/8"
A = 27m	26.865 - 27.135	88' 7"	88' 1 5/8" - 89' 1/4"
B = 41m	40.795 - 41.205	134' 6 1/8"	133' 10 1/8" - 135' 2 1/4"
C= 29.347m	29.200 - 29.494	96' 3 3/8"	95' 9 5/8" - 96' 9 1/8"
D = 47.011m	46.776 - 47.246	154' 2 3/4"	153' 5 3/8" - 155' 1/8"
E = 1.25m	1.188 - 1.313	4" 1 1/4"	3' 10 3/4" - 4' 3 3/4"
F = 11.5m	11.385 - 11.616	37' 8 3/4"	37' 4 1/4" - 38' 1 3/8"
G = 1.15m	1.035 - 1.265	3' 9 1/4"	3' 4 3/4" - 4' 1 3/4"
H = 55m	54.725 - 55.275	180' 5 3/8"	179' 6 1/2" - 181' 4 1/4"
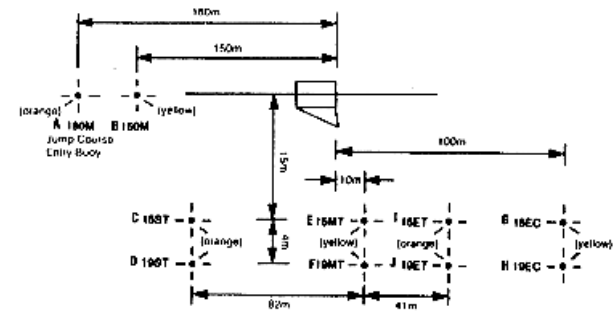
Jump Course Dimensions and Tolerances

JUMP COURSE DIMENSIONS AND TOLERANCES		
DIMENSIONS	TOLERANCES	RANGE
180m (590' 6 1/2")	1%	178.2 - 181.8m (584' '7 3/4" - 596' 5 1/2")
150m (492'1 1/2")	1%	148.5 - 151.5m (487' 2 1/2" - 497' 1/2")
100m (328' 1")		90 - 102m (301' 8 1/4" - 334' 7 3/4")
82m (269' 1/4")	0.50%	81.59 - 82.41m (267' 8 1/4" - 270' 4 1/2")
41m (134' 6 1/4")	0.50%	40.795 - 41.205m (133' 10" - 135' 2 1/4")
4m (13' 1 1/2")	2.50%	3.9 - 4.1m (12' 9 1/2" - 13' 5 1/2")
15m (49' 2 1/2")		
- to ramp	1%	14.85 - 15.15m (48' 8 3/4" - 49' 8 1/2")
- to 150m, 180m	+/- .5m	14.5 - 15.5m (47' 6 3/4" - 50' 10 1/4")
10m (32' 9 3/4")	2%	9.8 - 10.2m (32' 1 3/4" - 33' 5 1/2")

Moses Lake Interview Summary

The City Government

The City of Moses Lake is in good financial condition. The City has a very stable, diversified employment base, with many firms contributing to the available jobs. No one company dominates local employment. New jobs are being created every year, but at a pace that can be absorbed without significant in-migration. New and expanding businesses in Moses Lake and in nearby Quincy will be creating significant construction jobs over the next few years, and some of these workers might chose to relocate to Moses Lake.

The county collects property taxes, and the City gets a set amount. The County funds the schools. There is a city hotel tax, and the city follows the state regulations and guidelines on the hotel tax use and does not apply any further restrictions at the city level. Moses Lake is a class 2 city.

The City is close to "maxing" out on property tax rates, but the value of property is rising, and in the next couple of years the City is going to annex several industrial properties (including REC chip manufacturing) and the property tax benefits will be evident in 2008 or 2009. There is also new housing being developed but some of that is outside the city limits.

There are plans for the city to build a new council chambers building and new home for the Museum next to the existing city hall.

The City and the County have a good working relationship at the departmental levels. They coordinate on the execution of projects that involve both city and county. Some policy level decisions at the commissioner level have created differences of opinion, however, including the density of development as it relates to the State Growth Management Act.

Major capital improvements are underway: a new covered (but not heated) skating rink at Larson field, new features at the water park, the downtown "streetscape" project. The city at this time can only afford a block and a half of the downtown street project.

There has been discussion of the City of Moses Lake taking over responsibility for the downtown portion of Broadway from the State. This would allow greater flexibility in managing it for signage, beautification, traffic speed, etc.

There is a Museum and Arts Center owned and operated by the city on 3rd avenue that was started when an amateur cultural anthropologist donated his early native artifacts collection to the city in the '50's. The Moses Lake Museum and Arts Center is in a retail store front on 3rd avenue and has a museum type interior for artifacts, art work and gift shop. The list of donors is not large but is loyal. The City wants to build a new home for the museum when they build the new council chambers on the city owned land next to the current city offices.

There are several master gardeners in Moses Lake, but there is some feeling that they are not consulted by the city before landscaping and community gardens are installed, and as a result, some plants don't work and have to be replaced at additional expense.

The Port of Moses Lake

The Port of Moses Lake has about 5,000 acres of industrial park located at the airport and of the existing buildings they have a 95% occupancy rate. They are building some additional 10,000 square feet warehouse space as that leases quickly. One issue is whether they spec build for businesses that may or may not come. Sometimes they will lose out because facilities are not already built and available.

The Ports focus is on aviation and railroad. They do nothing in marine transportation and very little in highway transportation. The rail spur that goes through downtown delivers about 100 cars a year. They have already done a $2mm study on relocating the spur to the SW of town and linking up again near the airport. It is estimated to cost $25-20 million and take 3-5 years to complete.

The Port can apply for grants that private companies cannot ask for and they sometimes do that, but its probably not going to help the downtown, as the grants are mostly industrial. The Port also runs a foreign trade zone.

The Port has its own taxing district and is currently taxing at 43 cents per thousand of property value – this includes ALL property, both residential and

industrial. The top limitation of taxing without a vote is 45 cents per $1000. They have never considered a vote to increase taxes. They would be limited to a 10% increase over the current taxing level in any given year. The current income from taxes is $795,000 per year. The Port derives considerable additional income from rents, and other operations, about $1.7 million per year.

Grant County Government
Grant County is not in as good a financial shape as the city and their fiscal options are more restricted.

The Fairgrounds (county owned) needs new water and sewer and could receive it from the city if it were to be incorporated into the city (a requirement of all recipients of city utilities). Currently there is resistance from the county to let the city incorporate the fairgrounds.

The Fairgrounds on the edge of the city boundary, is extensive in size with lots of buildings and arenas, but many of the buildings are old and in need of updating.

Grant County department heads are elected rather than appointed by the commissioners. Some believe this has affected the county's ability to achieve the plans of the commissioners. Only six counties in Washington have this form of county government. There is currently a grass roots effort to have the county form of government changed by rewriting the county charter.

The Chamber of Commerce
The Moses Lake Chamber of Commerce endorses the current tourism planning effort, the downtown redevelopment, beautification, retail recruitment, "streetscaping," etc. The Chamber contributed to the funding of the current planning effort by Destination Development, Inc.

The Moses Lake Chamber of Commerce receives funding from the City for tourism promotion.

Vision 2020
Vision 2020 is a "grassroots" planning effort organized by the Moses Lake Chamber but open to all citizens. Vision 2020 began the current downtown

revitalization effort.

Vision 2020 has no funding but the City Council seeks their opinion about city planning matters. Although there is no overall structured plan, Vision 2020 uses the Leland/Stasny/Brun "Plan and Strategies for Downtown Revitalization" selectively.

The annual "spring clean-up" is an effort of Vision 2020.

Moses Lake Business Association
In addition to the Moses Lake Chamber of Commerce, there is also a Moses Lake Business Association that focuses more directly on downtown retail issues.

The MLBA is a dues based organization with a minimum dues and then donations on top of that from larger members.

MLBA does not have a retail business recruitment plan and have done nothing in that regards. MLBA is using a Washington Department of Community, Trade and Economic Development program that allows a 75% tax credit for donations to community programs. The MLBA is trying to raise $100,000 and has had some success in that regard.

MLBA has about 130 members; about 40 are active. Their discussions are about festivals, downtown revitalization, finances, and city council decisions. The city usually asks them for their opinion before making decision concerning business.

Tourism has not come up much as a topic at their meetings. It's only an issue to about four members of MLBA.

The Moses Lake Business Association sponsors several events to improve the downtown: a citywide clean up, a mini quilt walk, chalk art, motorcycle review, among others.

3rd Avenue and Broadway Downtown
Under the current configuration of the sidewalks along 3rd avenue down-

town, the awnings are interfering with the trees. That is one reason some of the trees are columnar rather than shade trees. The planned widening of the sidewalks should allow for a new type of tree that will provide more shade.

There is widespread concern from 3rd avenue shop owners as to how they are going to conduct business during the construction period this summer. There is an impression that the shop owners have not been organized in mitigating the effects, and that the city has not been as communicative as they could in detailing the circumstances of the construction.

Several individuals expressed concern about the clock being placed in the middle of the new "streetscape." It was felt that it would cause vehicle accidents, and also that it restricted access to the street of parade events.

The current orientation of Broadway street businesses away from the lake front is a result of the historically industrial nature of the railroad right of way between the businesses and the lake. This is likely to change when and if the railroad is rerouted away from downtown and the property is taken over by the city.

Some believe that the railroad spur along Broadway will be removed within five years, however, the Port of Moses Lake believes it will take $25-$20 million to reroute the railroad to serve the businesses currently using the existing spur.

There are some in the community that would like to see the rail spur along Broadway converted into additional walking and biking trails that connect existing trails at either end.

Beautification of the downtown is a goal of many citizens, with additional landscaping, open spaces, art works, and retail façade improvements.

The concept of a city ordinance that would restrict the kinds of business that could operate at the street level along 3rd avenue between Balsam and Dogwood is something that has been discussed as a way of building a critical mass of retail shops and dining in the core of the downtown.

An opinion was expressed that there were several decent restaurants in the downtown. Those mentioned specifically included Dana's, Griffins, Azteca, The Tree, Michaels, and Da Vinci's.

Ownership of the buildings along 3rd avenue mixed. One individual owns some blocks and other blocks are broken up. Some of the landlords are absentee and these tend to have less interest in maintaining or improving their properties.

Many of the retail shops along 3rd avenue need help in improving their curb appeal including window decorating. In the past, consultants have assisted some of the shops but they quickly reverted back to their former look.

It was noted that on 3rd avenue (and Broadway and other streets) the shops are not kept open at regular or consistent hours of business, and virtually none are open in the evenings. One reason for this is the cost of labor or finding competent employees for the pay offered, and another reason is that some of the shop owners are doing it as a hobby, and not as a source of livelihood.

A couple of the shop owners observed that being adjacent to another business brings in more traffic to both businesses than being alone, even if they offer some of the same items.

Many of the shop owners on 3rd avenue do not maintain a clean storefront or sidewalk.

Downtown shops are not visited by a large number of Moses Lake residents. Some never go downtown.

While some residents complain about problems with parking downtown, it's not apparent why this is the case. Perhaps it's that they want to park directly in front of their destination and this may be a result of no critical mass in the downtown.

An opinion was expressed that the downtown needs a waterfront hotel on Broadway.

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Visitor Attractions

The city parks, particularly those with athletic fields and sports facilities are considered an important asset for attracting visitors, through organized team competitions, individual competitive sports, and general recreation.

Currently, visitors are coming to Moses Lake for the water: fishing, waterskiing, and swimming. The water is shallow and therefore it gets warm in the summer. Not may lakes do that. There are also several baseball and softball tournaments at the various parks in the city. Some visitors are attracted by the summer concerts in the park and theater performances by the Allied Arts Group. Other annual events that attract people from out of the local area include the Potato Conference, the County Fair, and scheduled Farmer's Markets.

Big Bend Community College attracts some out of town visitors. One example is the ATEC (Advanced Technology Education Center), which is funded by a number of public and private sources: REC, the city, county, state, and other private firms. The facility has flexible meeting rooms, rear projection screen, Wi-Fi, video conference capabilities, office space, ITV classrooms, a gallery/art display, reception space, small group meeting spaces, private dining room, and the college library, a dining commons, a Starbucks, catering facilities, and a technology services center. They host a wide variety of events: adult education, conferences and meetings, wedding receptions, banquets, government meetings, clinics, clubs, socials, etc. In the last 18 months, over 142,000 people have used the center. The ATEC facilities include a large main room of 5,000 square feet, three breakout rooms of 600-800 square feet, a full college library, and an anteroom capable of receptions.

The Local Economy

The new Yahoo! And Microsoft server farms in Quincy will add a couple hundred jobs, and local residents will be trained for most of these positions.

REC silicon expansion is $600 million. Guardian Industries will build a new fiberglass plant. Specialty Chemicals -sand and glass stuff is coming in. These will provide 225 new family-wage jobs.

Real estate in Moses Lake is, of course, cyclical, and is growing at a modest

rate right now. Waterfront residential property values have gone up considerably in the past few years and will probably slow down. There is a difference of opinion as to whether or not Moses Lake Point will see substantial growth and development in the near future.

The Grant County EDC has broad goals of what they are to achieve but not a specific list of businesses or types of businesses that they are trying to recruit. Their annual objectives are to recruit 5 agriculture businesses each year that will generate 500 jobs over five years, and 5 manufacturing businesses that will do the same. The EDC does not go after retail or services but will assist if one of them wants help. The EDC does not help small mom and pop businesses, and directs them to the Big Bend Community College for help. EDC has not been proactive in recruitment lately because they have been busy reacting to the several businesses that want to locate in Moses Lake or expand.

EDC has no pot of money to give or loan out; the state is not competitive with other states because of its constitutional law that prohibits spending funds in support of individual businesses. However they can do public infrastructure.

EDC thinks there would be a demand for multi-unit housing in the downtown for both new singles and retirees - probably with Household incomes of $65k+.

Wayfinding

It is clear to just about everyone that signs on the freeway, and way-finding signs around the city are very inadequate, and that this is an issue in need of immediate improvement.

Branding

Several opinions were expressed with regard to what assets Moses Lake currently has that could form the foundation of a tourism "brand" for the city. These include:

1. Aviation – as is available through the Moses Lake International Airport. The large landing strip, the Big Bend Community College aviation training, the airport facilities, the consistent sunshine, were all mentioned as

worthy attributes of the local aviation scene. It was noted that Euphrata has a significant gliding program, and Walla Walla has a hot air ballooning event.

2. Geology of the area
3. Migratory birds
4. Agricultural crops
5. The city aquatic center
6. Team sports at the City Parks
7. The local constant wind may offer a solution.
8. Develop a large event venue to attract concerts, etc.

The Trail System
There are several city owned trails for walking and biking but they are not connected and many are part of existing highways and roads. A goal of the city is to connect the trails into a more extensive and unified system and also to separate the trails from roads for both safety and aesthetic reasons.

The Neppel trail goes from the I-90 bridge across Moses Lake in the west end of town through the downtown across Parker Horn bridge and out to the fairgrounds. Another trail leads from the International Airport terminal to Highway 17. There are plans to connect the two. Most of the trails are "activity paths" – extended sidewalks. The main purpose for the desired expansion is to allow residents to get around town in non-motorized vehicles. It is hoped that some day the downtown rail spur will add another 5 miles to the trail system.

Associated with the trail system is a State Department of Health- sponsored pilot project funded at $50,000 a year for 5 years called "For a Healthy Community. The objective is better nutrition and physical activity. The city is in its 4th year of the 5-year project.

Historically the county has not participated as much in development of the trail system but recently they have put more money into the effort along with the city. The county commissioners have representation on the trails committee.

Two recent examples of trail use are the "My First Tri" triathlon which used

the trails for the bike ride portion of the event – it brought in visitors, and the Bike Rodeo, which was a more locally focused event.

One problem with the trail system is that they do not run through very scenic or aesthetic areas. There is also a need to have better maps and better availability of maps.

The Potholes and Dunes Area
The Potholes area south of town is either owned by the Bureau of Land Reclamation and managed by Grant County, or is privately owned. The sand dunes area which begins just south of town recently went "dry" because the large weekend and holiday parties were getting way out of hand with drunkenness, nudity, piles of garbage eight feet high, injuries requiring hospital care, etc.

There was some difference of opinion regarding the value in trying to tie in Moses Lake with the Potholes recreation area visitors – whether they were accessible as tourists for the downtown or of value.

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Publications Reviewed

Activity Trail Master Plan
Moses Lake
2005

In 2001 Moses Lake was selected for a pilot program promoting physical activity, combating obesity and recommending good nutrition – the Healthy Communities Project – with funding from the Washington State Department of Health by way of the Centers for Disease Control and Prevention. As a result, the TPT or The Trail Planning Team was formed. This initiated the planning of a bicycle and pedestrian trail system for the City of Moses Lake.

The Trails Planning Team became a permanent committee to coordinate all further action, partnerships and funding on the Moses Lake Activity Trail-Plan. These design elements became primary after a community survey: Lake shore Trails, Trails That Connect Parks and Schools, Multi-Use Paths, and Activity Trails That Form Loops.

Moses Lake Vision 2020
Rebuilding The Heart Of The Community
October 1, 2002

This assignment is a strategic plan for downtown Moses Lake to identify short and long-term, public and private, strategies and projects to strengthen tourism and livability. The process includes: the plan, stakeholder agendas definitions, design week, the blueprint, revisions to the plan and partnerships. Big ideas to be considered are: Civic Campus, Main Street (specifics – Sinkiuse Square and Demonstration Block), Waterfront, Urban Housing and Other Actions. Performance Guidelines will assist in prioritizing projects and then implementing them.

Recommended Comprehensive Plan
Moses Lake Planning Commission
September 11, 2001, revised November 12, 2002

Chapter 1: Introduction
A Comprehensive Plan
A broad statement of community goals and policies to direct the physical development of the city into the future, a guideline for designating land uses and infrastructure development and a functional document that will guide Moses Lake's development for the next 20 years. Plan characteristics include elements: comprehensive, long-range and flexible. Plan function and purpose: promote the general welfare, encourage coordination, identify and review City goals and policies, and communication goals and policies. Growth Management Act (GMA) – passed 1990, makes the Comprehensive Plan the legal foundation for all subsequent planning and zoning and requires concurrency (appropriate public facilities and services must e in place, or funds committed for their provision with six years to serve new development). Designation of Urban Growth Areas (UGA) or areas and densities sufficient to accommodate urban growth expected to occur in the City over the next 20 years. Mandatory elements for each plan – land use, housing, capital facilities, utilities and transportation. Requires regulations to protect critical areas and resource lands and direction to counties to prepare and adopt county-wide planning policies with their cities.

Chapter 2: Vision Statement 2015
A community based participation approach that becomes that basis for goals and policies of the plan. Consider Land Use – residential, commercial and industrial growth. Continue to increase tourist visits and expenditures. Enhance as the major shopping area within the city or Central Business District. Provide employment for a growing population; insure new jobs and a stable tax base. Focus on Community Values and Character/people and family environment. Develop ways for people to live in harmony with nature without further denigration of the environment. Provide quality public and private schooling options. Provide a range of housing prices and types. Use public funds to meeting growing transportation needs. Provide a venue to regular informal discussions between citizens, business people and local government.

Chapter 3: Land Use Element
Identify current and future land uses for all areas within the City's incorporated limits and unincorporated UGA. Adopt a county-wide planning policy

to ensure that the city and county comprehensive plans are consistent. Land Use Element to provide guidance and context for land use decisions via zoning specifications and development related regulations based on a land use field inventory conducted in 1994 and updated through 1997. Depict preferred long-range growth pattern and coordinated development. A 3.0% projected population growth consistent with past findings and stable trends through 2020.

Additional residential lands were added as a result of Genie Industries, Inc.'s location adjacent to the southern corporate limits and creation of new jobs. A recommendation is made to covert 98 acres of agriculturally zoned land lying west of SR-17 and east of the high-school property to a commercial designation. However, evaluate environmental implications of the plan on: wetlands, critical areas, shoreline, surface water, open space and historical and cultural resources.

Chapter 4: Housing Element
Increasing population diversity will increase the demand for more housing of all types, especially for low to moderate-income households. The goal is to maintain housing stock and is in a safe a sanitary condition. With housing prices having risen over the last decade, the shift to an increased supply of rental units and rising vacancy rates should reduce the "affordability" gap at least for renters. Current strategies should encourage development in residential use zones and revitalize existing neighborhoods.

Chapter 5: Utilities
To improve the quality of utility services provided to Moses Lake, the GMA will encourage coordination and integrated planning between the city and the majority of utilities, which are non-city managed. This will be accomplished by identifying issues, policies and regulatory changes that are needed to ensure utilities are coordinated to keep up with land use/development increases as well as align with local goals and governmental regulations. Utilities include: wastewater facilities, water supply systems, solid waste management, electrical power supply, natural gas supply and telecommunications.

Chapter 6: Transportation Element
Traffic impact should be considered in terms of collective traffic impacts

from the multiple/incremental development projects. Transportation related improvements can prove costly and the physical constraints of the lake itself must be taken into consideration. The only dramatic increase will be for the Port of Moses Lake after the hangars near the airport are converted to manufacturing, light industrial and related uses to increase employment. Pedestrian and bicyclist supportive measures will be incorporated for new development and shall encourage transit. Planning and land use will minimize the demand for travel and also take into account non-motorized transportation.

Chapter 7: Capital Facilities Element
Adequate public facilities will be provided to support anticipated growth. Capital facility investments will be prioritized, required for adequate long-term growth support and have standards that meet community expectations. Capital facilities covered include those of: parks and recreation, municipal, police services, fire services, transportation, wastewater, water, library and schools. Service standards will be defined by state law, recommendations of national professional associations or local/community preferences.

Chapter 8:   Essential Public Facilities
Create a process for siting essential public facilities such as: schools, water transmission lines, sewer collection lines, fire stations, hospitals, jails, prisons, solid waste transfer stations, highways and storm-water treatment plants. Local governments should take their fair share of essential public facilities, distributed among different neighborhoods or communities.

Chapter 9:   Roles and Responsibilities
Natural and built environments create a mandated and historic social responsibility for the city that can be encouraged by public/private partnerships. This responsibility dictates early public notice of land use applications, clear and well-documented administrative processes for all community members. The city hall will be the location for all such information.

Chapter 10: Maintenance of the Plan
Land use and public facilities plans should be developed in an integrated effort and continual evolution over the next 20 years to deal with unanticipated changes in development, local needs and community values. State Statute WAC 365-195-630 (1) calls for a periodic update to ensure internal and

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inter-jurisdictional consistency with amendments allowed to be initiated by property owners, citizens, the City Council or the Planning Commission. The GMA states that amendments to the plan will only be considered once a year, except for emergency or to amend the shoreline master program. Amendments will have costs, a fee of $500.00 and necessary application due from applicants.

Chapter 11: Glossary and Appendixes

Park, Recreation, and Open Space Plan
Moses Lake, Washington
December 2001

Chapter 1: Introduction
The last park, recreation and open space plan was dated 1986, with amendments made in 1991 and completion in 1994. Proposed development strategies are the result of analysis and focus where needs are most critical and the city most effective.

Chapter 2: Community Setting
North, east, south and west boundaries are established for the Moses Lake planning area. Considerations include: climate, geography, wildlife habitats, unique and threatened species, wildlife habitat concerns, land use implication, historical development as well as population projections.

Chapter 3: Existing Facilities
Moses Lake owns 25 properties for public parks, recreation and open space use and has defined other public accessible properties.

Chapter 4: Opportunities
Lands and soils within the system, that are not appropriate for urban uses, can provide preserves, habitats, cultural and historical associations. Inventory is taken of environmental features and other strategic public and privately owned properties that can provide park, recreation and open space opportunities: environmental resources, pubic ownership, private ownership and private facilities.

Chapter 5: Land and Facility Demand
Land and facility demand can be estimated using population ratios, participation models, level-of-services (LOS), and /or questionnaire survey methodologies. Moses Lake provides 18.93 acres (NRPA standard is 34.45) of all types of parkland per every 1,000 persons in the population. Facility requirements include: picnic tables and shelters, waterfront access, ice rink, fishing/boating, tent and vehicle camping, multipurpose trails, "streetscapes"", parkways, gateways, day hiking trails, off-road bicycle trails, on-road bicycle touring, horseback riding trails, off-road vehicle trails, rail trails, playgrounds, skateboard courts/ramps, playing fields, game courts, pools, indoor recreation areas, golf course, nature centers, museums, gun & archery ranges and support facilities. Population is expected to increase to 25,809 persons by the year 2020 – a 69.7% increase from 2001.

Chapter 6: Finance
General governmental expenditures come from general funds, debt service and enterprise funds. Future capital needs revenue prospects may be derived from an increased general levy rate referendum on statutory limits of 6.0%, seeking state enabling legislation authorizing new or special revenues, unlimited general obligation bonds, user fees and charges. Capital improvements have greatly increased. Revenue sources to consider are: special revenue funds, state grants, federal grants and creative revenue sources.

Chapter 7: Strategies
Issues concerning a comprehensive service approach are: feasibility, duplication and capacity. A limited, focused approach to park, recreation and open space service should be considered to provide developments with specific types of facilities, even though drawbacks still exist: balance, representation and opportunity. Moses Lake could perform a strategic role and approach to services and assume responsibility for those functions no other organization can provide, becoming the coordinator of first resort and provider of last resort. Moses Lake should assume responsibilities: environmental conservation, outdoor facilities, special facilities, indoor facilities and recreation programs.

Chapter 8: Goals and Objectives
Ecological features and resources should be incorporated into the park sys-

tem to preserve habitat, and support unique, threatened and local wildlife. Enhance environmental resources and features with a diversified park system. Preserve significant historical opportunity areas and features. Develop quality, multipurpose park trails and corridors. Create a high quality, diversified indoor and outdoor recreation system that caters to all ages, interest groups and segments of society. Increase community awareness, attendance and participation with cultural arts facilities and programs. Account for long-term costs and benefits with safe and accessible facilities that distribute ramifications to public and private interests. Employ, train and support staff that serves the community as outlined.

Chapter 9: Plan Elements
Detailed proposals for improvements for each major type of plan element include: resource conservancies/environmental concerns for existing and future habitats, resource conservancies/historical via acquisition of the rights for these properties, resource parks with the purchase of now private lands to develop more outdoor activity options, multipurpose trails improvements, "streetscape" updates, on and off-road bicycle touring routes development, horse trail extensions, water trail accessibility, ORV riding areas incorporation, maintain existing railroad trains and non-motorized trail use, recreational playgrounds, courts & fields consideration, build more community centers and provide for indoor activities, obtain special use facilities that may require a fee, and ensure maintenance/support facilities.

Chapter 10: Public Opinion
Telephone survey conducted July 2001, with 200 households also sent a questionnaire. Participants rated recreational program priorities and program cost options. Highest ranking project proposals included rest rooms, swimming pool, walking and hiking trails, campgrounds and picnic tables. Lowest ranking were horse trails, rail trail and off-road vehicles. Telephone survey results indicate that city residents will support user fees, growth impact fees, general obligation bonds, joint venture projects and regional organizational approaches.

Chapter 11: Implementation
Moses Lake must generate $7,067,456 - $11,067,456 in the six year period of 2002-2008 to implement the composite 20-year PLOS additions. Three alternatives are outlined for generating these funds.

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Claritas, Inc
Project # 2296731 - Prepared For: Destination Development
50, 100, and 150 Mile Radii

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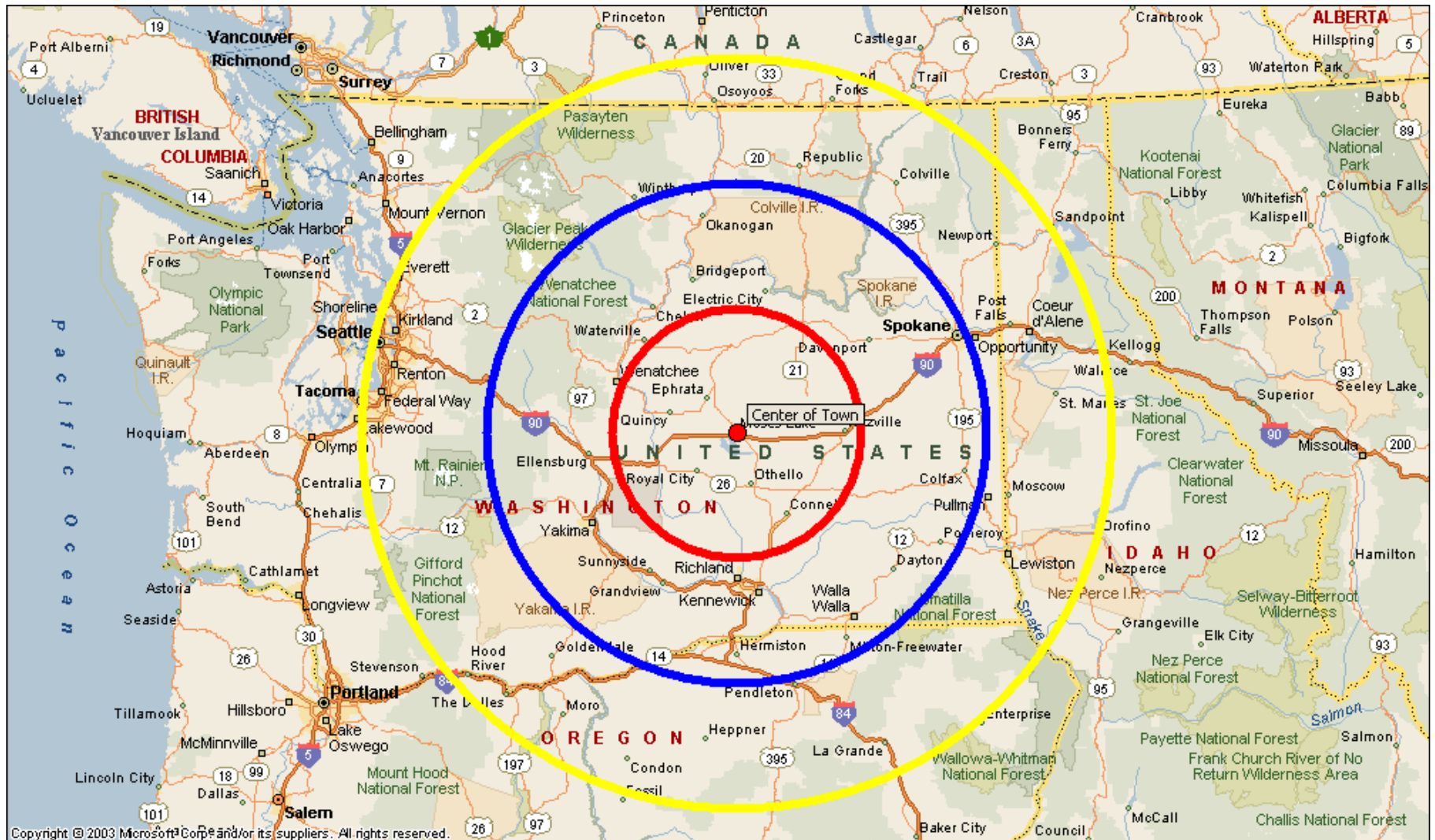
Project # 2296731 - Prepared For: Destination Development
Center Of Town
Moses Lake, WA

Pop Facts: Demographic Quick Facts	Center of Town 0.00 - 50.00 mi		Center of Town 0.00 - 100.00 mi		Center of Town 0.00 - 150.00 mi	
Population						
2010 Projection	123,690		1,212,400		4,543,062	
2005 Estimate	116,965		1,151,577		4,319,652	
2000 Census	110,514		1,092,771		4,099,929	
1990 Census	82,884		907,261		3,398,569	
Growth 1990 - 2000	33.34%		20.45%		20.64%	
Households						
2010 Projection	39,641		434,396		1,735,191	
2005 Estimate	37,922		414,938		1,652,849	
2000 Census	36,434		397,062		1,571,872	
1990 Census	29,011		340,160		1,308,831	
Growth 1990 - 2000	25.59%		16.73%		20.10%	
2005 Estimated Population by Single Race Classification	116,965		1,151,577		4,319,652	
White Alone	86,170	73.67%	907,838	78.83%	3,391,201	78.51%
Black or African American Alone	1,076	0.92%	14,675	1.27%	155,426	3.60%
American Indian and Alaska Native Alone	1,066	0.91%	27,896	2.42%	66,863	1.55%
Asian Alone	1,029	0.88%	16,794	1.46%	289,843	6.71%
Native Hawaiian and Other Pacific Islander Alone	125	0.11%	2,195	0.19%	18,263	0.42%
Some Other Race Alone	24,024	20.54%	148,148	12.86%	233,835	5.41%
Two or More Races	3,475	2.97%	34,031	2.96%	164,221	3.80%
2005 Estimated Population Hispanic or Latino	116,965		1,151,577		4,319,652	
Hispanic or Latino	41,205	35.23%	240,097	20.85%	432,215	10.01%
Not Hispanic or Latino	75,760	64.77%	911,480	79.15%	3,887,437	89.99%
2005 Tenure of Occupied Housing Units	37,922		414,938		1,652,849	
Owner Occupied	25,719	67.82%	271,811	65.51%	1,062,122	64.26%
Renter Occupied	12,203	32.18%	143,127	34.49%	590,727	35.74%
2005 Average Household Size	3.03		2.70		2.55	

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