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Destination **ddi**
Development **inc.**



Branding, Development, & Marketing Action Plan

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Introduction and scope of work



INTRODUCTION AND SCOPE OF WORK

Angels Camp, California, is a small town with a rich history located in the foothills of the western Sierra Nevada Mountains, 50 miles east of Stockton. Situated at the junction of Highways 49 and 4, Angels Camp is on a heavily traveled route to and from the higher Sierras. Highway 49 is a north-south arterial that meanders through the Sierra foothills for 317 miles, designed nearly 100 years ago as an all-weather road linking several gold rush era towns. Highway 4 is a major east-west arterial that originates in the Bay Area and crosses the Sierras. The highest elevations of this route are closed in the winter.

The population of Angels Camp is only 3,150, however, nearly 10 million people live within 100 miles of the community, and 14 million within 150 miles. These populations are expected to grow into the foreseeable future, providing Angels Camp a large market from which to draw.

The City of Angels Camp is interested in developing a special identity that will attract a portion of this significant neighboring population and revitalize the downtown into a place attractive to both local residents and visitors. The City has retained Destination Development, Inc. (DDI) to assist them in an evaluation of downtown Angels Camp's tourism potential and status as a visitor destination.

The primary goal of this effort has been to develop a comprehensive vision or "brand" for Angels Camp that maximizes its current assets and amenities. DDI has developed this detailed Action Plan, which provides the road map to accomplish this goal, through branding, product development, and marketing initiatives. The implementation of this plan will result in increased tourism spending in the community, increased overnight stays (overnight visitors spend three times that of day visitors), and a vibrant community that attracts local residents into the downtown during evening and weekend hours. As the plan title implies, it includes the brand direction — what you want to be known for; development — what you need to build or do so you "own" the brand; and marketing — how to tell the world. An action plan is a to-do list that involves many organizations since it "takes a village" to implement a successful effort. For each recommendation you'll find:

- A description of the recommendation.
- Who would be charged with implementation.
- The associated cost (if any).
- Possible funding sources.
- When the recommendation would be implemented.
- The rationale for making the recommendation.

The development of this plan was accomplished through the following scope of work:

Task 1. Community Assessment, Marketing Effectiveness and On-Site Assessment

Two people from the DDI team were assigned to assess the effectiveness of Angels Camp's marketing. These team members had no idea what community they were assessing and were instructed to plan a trip to the area without any preconceived notions about which communities to visit or stay in overnight. Using the Internet, AAA and private guidebooks, calling visitor information, requesting information, and asking specific questions, our team took a professional look at Angels Camp's marketing efforts to determine overall effectiveness.

Then, the DDI team made an initial visit to Angels Camp to view the community through the eyes of a first-time visitor driving into the area from the community's primary and secondary markets. The team took dozens of photographs, assessed the signage (both public and private), wayfinding (ease of getting around), gateways into the community (first impressions are lasting impressions), critical mass (shopping and dining options), customer service, attractions mix, amenities (parking, visitor information, public restrooms, etc.), branding efforts, beautification, pedestrian friendliness, attractions, seasonality, overall appeal, etc.

Task 2. Assessment Findings and Suggestions Workshop

Following the assessment process DDI presented a workshop where we showcased the findings. DDI noted shortcomings or drawbacks and provided suggestions on how to increase visitor spending in each area. The workshop also included community branding essentials to inform and educate the participants as to what branding is, the steps involved in branding a community, and how branding can benefit Angels Camp. Information obtained from

the assessment process was used to help develop specific recommendations in the plan.

Task 3. Stakeholder Interviews & Outreach

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

Task 4. Research Review

DDI conducted demographic research and used secondary segmentation research to determine primary and secondary target markets. DDI reviewed reports and studies that have been previously prepared for the city.

Task 5. Market Analysis

DDI reviewed existing marketing materials produced for Angels Camp, looked at tourism trends and neighboring community marketing brands and marketing materials. We also performed a competitive analysis of neighboring towns to determine whether there were niche markets not being used in the area that Angels Camp could pursue. We also looked at the size and profile of the larger regional market population for Angels Camp to gain insight into the viability of any brand we recommended.

Task 6. Brand Identification

DDI inventoried the downtown's attractions, activities and local amenities, classifying and differentiating them between diversions and primary lures, or attractors. Lures are the primary draw to a community, like Disneyland is to Anaheim, while diversions are secondary activities - things that the visitor could do closer to home, but will do while in the area. In Anaheim, diversions include golfing, shopping, dining, visiting museums, local events and even going to Universal Studios and Knott's Berry Farm. We looked for various possible brand development options to see if Angels Camp's possibilities could be classified as the "best" in the particular category, or truly unique in

the region (making Angels Camp worth a special trip over the same things the visitor can find closer to home).

We looked for existing resources that would create the most economical pathway to developing a tourism product that could become THE brand for Angels Camp. Which assets have the potential to deliver the greatest return on investment? Every branding effort requires product development so we looked for brand ideas that would leverage current assets. Each promising brand concept was measured against our brand "feasibility test questions" to see if it passed muster. Once a brand was selected for recommendation, DDI created graphic identities and slogans in support of the brand.

Task 7. Product Development

Brands are grounded in delivering on the promise, therefore before any marketing is done, the community must ensure that the visitor experience exists through adequate product development. DDI inventoried existing product that with repositioning and augmented with new product would deliver on the promise. We researched towns and areas that have similar brands and examined the mountain sports market before recommending specific product development that will support the brand, as well as more general product development not associated with the brand directly, that would make Angels Camp a great place to go for both local residents and visitors alike. This included the suggested retail mix of stores and places to eat, the amenities needed by visitors, beautification, and events.

Task 8. Marketing Planning

Telling the world about Angels Camp's new brand direction requires a sound marketing plan. DDI examined the existing promotional collateral, websites, events and other promotional efforts, and developed a series of recommendations specific to attracting local and regional visitors to Angels Camp because of the brand. These include key marketing messages, good graphics, a robust website presence, public relations, collateral materials, partnerships between the private sector and public sector and advertising.





The Angels Camp Brand



THE BRAND PROMISE CONCEPT

Branding is a perception people have of you, or your product. When people mention “Angels Camp,” what’s the first thing that comes to mind? What is their perception? What is the feeling they have when they hear the name of the city locally, in California, and throughout the west?

The branding portion of this Angels Camp Branding, Development & Marketing Action Plan is built around creating a unique view of Angels Camp, illustrated on the next page.

Everything Angels Camp does, in terms of downtown development, marketing, and community development, should reinforce the perception, or brand, you are trying to create in the minds of your residents and visitors. This will benefit the entire community, fostering a unique image of the community that will assist all economic development efforts.

Look at your websites, your marketing materials. Do they reinforce this statement? Do they say, “hip, trendy, outdoor sports” — “a place to base yourself for mountain sports” — some of the core values behind this brand? If not, then redevelop those marketing efforts and showcase the activities, the businesses, the photographs and other elements so that you “deliver on the promise.”

The recommendations in this plan have been carefully developed to reinforce this primary brand message and include the product that is necessary to deliver on that message. It is important to note that a brand must be “earned.” You never “roll-out” a brand until you can deliver on the promise. This brand promise is the perception we hope Angels Camp will earn over the next five to seven years as this plan is implemented.

THE BRAND PROMISE

Nestled in the golden foothills of the western Sierra Nevada Mountains, Angels Camp is the undisputed headquarters for mountain sports in the Sierras. Whether cruising the mountain trails by foot, bike, horse, or snowmobile, bagging that elusive rock face, carving fresh telemark turns through untracked powder, racing through Class IV rapids in a kayak or raft, taking a sweet ride on your wakeboard or attacking the slalom water ski course on New Melones Lake, reeling in a trophy trout from one of the many lakes and streams, flying over a canyon on a zip-line, or exploring the dark depths of ancient caverns and abandoned gold mines, Angels Camp provides the perfect home base for all types of mountain sports enjoyed in the region.

As a former trading post for gold prospectors during the California Gold Rush, Angels Camp knows a thing or two about outfitting adventurers. The historic Main Street retail district provides gear junkies, those who just want to pick up a few supplies, or anyone seeking a guided mountain sports adventure a selection of the best retailers and outfitters to be found anywhere. Angels Camp also provides a variety of comfortable lodgings, pubs, bistros, and other eateries, and trendy late-night entertainment to enjoy after a day of adrenaline pumping exploits in the mountains.

THE BRAND STATEMENT

Angels Camp is THE capital and place to be based for mountain sports in California's Sierra Nevada Mountains.



Strengths, Weaknesses, Opportunities & Threats



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Based on our reconnaissance of Angels Camp and the surrounding area, research, and personal interviews, we have identified and summarized the specific strengths, weaknesses, opportunities, and threats that have an impact on the community and community development related to the tourism industry. Strong consideration is given to the strengths of a city, which can become the foundation for a particular brand. Likewise, opportunities previously undeveloped often inspire strong branding ideas. Weaknesses are sometimes fatal to branding efforts, but many times they can be overcome. Threats represent potential possibilities and are generally uncontrollable by the community. However, both threats and weaknesses can often be mitigated through understanding the limitations and careful planning.

Strengths

1. Angels Camp is located within easy driving distance from a large metropolitan population.
2. Angels Camp's historic Main Street consists of architecturally interesting and historically significant buildings, which provide ambience. It is one of the few remaining California communities without a skyline riddled with "Big Box" stores.
3. A plethora of summer and winter outdoor activities are located near Angels Camp, particularly in nearby Stanislaus National Forest and New Melones Reservoir.
4. There is a strong, core group of citizens in Angels Camp that are very enthusiastic about developing the brand.
5. Angels Camp's location in the Sierra foothills boasts a moderate climate above the heat of the valley below but below the snow and cold of the mountains

Weaknesses

1. The retail mix on the historic main street in Angels Camp from a visitor destination perspective is weak.
2. Many of the historic buildings in the historic Main Street area need repair and some restoration, yet the market may not be able to sustain rents that provide for these capital improvements in the early stages of brand development.

3. Angels Camp possesses no primary "lure" that brings visitors to town on a regular basis. The annual Frog Jumping contest and its associated history is only one event in the year. What happens the rest of the year?
4. Angels Camp lacks good signage and wayfinding for drawing visitors to town, through the town, and for locating important destinations.
5. The old Utica Hotel, in the heart of the historic district, stands empty and in need of renovation.
6. Having a major highway channeled directly through the center of the downtown district presents a barrier to pedestrian traffic and sidewalk dining and entertainment options.

Opportunities

1. Millions of visitors pass through Angels Camp either driving scenic Highway 49 or traveling to/from Murphys and other areas up Highway 4.
2. They do not stop in Angels Camp because they perceive that there is nothing worth stopping to see or do.
3. When completed, the Highway 4 bypass will significantly reduce truck and other vehicle traffic in the historic center of Angels Camp, reducing noise and increasing safety.
4. The buildings in the historic district, particularly the area near Angels Creek, are ideal for a destination retail and outfitter center.
5. Well-established outfitters exist in and around the Angels Camp area that could be attracted to base their businesses in the historic Main Street area.
6. There is already an excellent example of a destination retail store in the historic district, featuring a wide selection of Western merchandise with an existing market as far away as the Middle East.

Threats

1. The Highway 4 bypass may discourage people from venturing to the Historic Main Street area. Good wayfinding, destination retail, and adequate parking will help to address this challenge.
2. Highway 49 is a major California highway. Changes to the historic Main Street area to make it more pedestrian friendly will be influenced by California State Department of Transportation regulations.
3. Commercial truck traffic on Highway 49 through the historic Main Street area may have a dampening effect on the creation of a pedestrian-friendly corridor in this area. The Highway 4 bypass may help with this situation.



Executive Summary & Brand Direction



EXECUTIVE SUMMARY

The purpose of this plan is to provide Angels Camp a guide for brand development, product development, and a three to five year marketing plan. This plan outlines a specific course of interrelated actions to brand Angels Camp as the place to hang out as a base for mountain sports in the Sierra Nevada. Much more than a logo or a slogan, a city's brand is the image and feeling that it portrays. It is a perception in people's minds; the promise of an expected experience. When that promise means an active experience that is unique and fun for visitors, such as finding a unique piece of outdoor gear or enjoying the only appealing nightlife to be found for miles, then the town becomes an attraction in and of itself.

We asked a variety of people in the target market area for Angels Camp about their impressions of the community. For native northern Californians, they associated Angels Camp with the Gold Rush of 1849, which every student in California learns about in their 4th grade history class. A few remembered something about a jumping frog and Mark Twain, but most did not. Those that remembered the jumping frog associated it with Calaveras County rather than Angels Camp. Many people we spoke with had visited Murphys and other communities east of Angels Camp on Highway 4, such as Arnold and Bear Valley. Most said they did not know what was in Angels Camp and had no reason to stop there. Clearly, Angels Camp does not currently have a strong identity as an interesting place to visit.

Every branding effort requires product development, but which brand niche can best succeed with the least amount of investment, and produce the fastest return? In many cases the answer lies in leveraging something that is already working in the community to capture and "own" a new brand identity-one not already being used by another community tapping into the same markets. In other cases, something entirely new is developed as the brand.

BRANDS CONSIDERED

We looked at a number of brand options keeping in mind the current assets of Angels Camp, the limitation on available funds for future development, the character of the town, the desire of the community to retain its neighborly

feel and small town qualities that attracted many of them there, and most importantly, the essential criteria by which successful brands are created.

Based on the assets found in Angels Camp and the surrounding area we considered the following brands:

- Gold rush theme/Western themes – Many towns along Highway 49 use either a gold rush theme or western theme, and don't provide anything to differentiate one from another.
- Antiques/Art – Angels Camp has a few antique stores, but these are generally second hand stores that don't provide a strong enough product mix to be used as a primary lure. In addition, nearby Murphys hosts several antique and art stores, offering a variety of high-quality antiques.
- Culinary- food/wine- Surrounding Angels Camp are a variety of wineries with tasting rooms. Nearby Amador County is also an area with several wineries and is becoming better known as a wine destination. However, the wine/food brand is well established in the Napa/Sonoma area, where there are over 400 wineries and very highly rated dining establishments. Murphys has developed a number of interesting dining options and is becoming known as a place to go for food and wine. We feel that Angels Camp would be better off to differentiate itself with another brand.
- Golf- With a beautiful golf course in Angels Camp and several others in the area, we considered developing a golf brand. However, there are many areas using the attraction of world-class golfing as a brand, particularly in several regions in California.
- Mountain Sports- Mountain sports includes a number of summer and winter activities, such as road and mountain biking, hiking, rock climbing, boating, caving, fishing, camping, white-water rafting, cross-country and alpine skiing, snowshoeing, snowmobiling, horseback riding, etc. The area surrounding Angels Camp is rich with these opportunities.

RECOMMENDED BRAND

We recommend that Angels Camp become the home base for mountain sports in this geographic region. In considering this brand, we tested it against specific criteria that need to be met for a successful brand. Using the following criteria, we determined that this brand would be a good fit for Angels Camp.

- **Narrow focus:** Good brands always begin with a narrow focus. Being all things to all people no longer works. This is the age of specialization and creating a niche that is unique within the marketplace is a winning formula. This does not mean that existing assets that bring current visitors to Angels Camp should be discounted or ignored. The more one has to offer, the better the destination. It does mean, however, that the brand becomes the single idea of what Angels Camp is known for, particularly to the more distant markets.
- **Extensions:** Good brands begin with a narrow focus but also have the potential to add additional features that add to the lure and the diversions that keep customers spending. For example, an initial focus on providing the base of operations for mountain sports could expand into providing outfitting services, mountain sports events, festivals, and even equipment shows.
- **Wide appeal:** While narrow in focus, the brand should have wide appeal within the market and have economic stability. Certainly, the regional market of nearly 10 million people within 100 miles of Angels Camp is a significant market. The socio-demographics of this market suggest a good percentage have an active interest in mountain sports.
- **Uniqueness:** Our research of the towns and regions in the Sierra Nevada Mountains shows that no other town has developed a brand as a home base for mountain sports. Many communities in the Sierra promote their outdoor recreation options, and certainly there are many places in the Sierra where one could base themselves for mountain sports. But not one community has focused their efforts on this brand. They are still trying to be all things to all people.
- **Existing assets:** Angels Camp has all sorts of assets for summer and winter mountain sports within its reach: trails for all types of uses, lakes, rivers,

caves, rock faces, back roads, and a downhill ski resort. At this time there is no one place in the area that is THE place to be based for these sports. The geographic location of Angels Camp is its primary asset, along with the historic Main Street area as the destination center. The retail mix in the historic Main Street will need to be rearranged and augmented, new businesses recruited, and those located outside this two block district moved into the area, but a critical mass of branded shopping, dining, and nightlife could well be organized.

- **New money:** Drawing from the surrounding region, this brand will introduce new money into Angels Camp, where it will be spent by local proprietors, with the potential to provide an economic multiplier effect in the local economy.
- **An environment for locals:** A collection of shops and restaurants in the historic Main Street will attract locals, in addition to visitors, particularly if evening hours are kept in the retail stores. This “place-making,” or providing opportunities for locals to come together to interact, visit and share ideas, has proven to be a significant quality of life factor in communities that have attempted it.

THE POPULARITY OF MOUNTAIN SPORTS

Mountain sports available within and surrounding Angels Camp are varied and include road and mountain biking, hiking/trail running, horseback trail riding, rock climbing, caving, whitewater rafting, kayaking, boating of all types, fishing, cross-country skiing, alpine skiing, snowmobiling, and snowshoeing.

These mountain sports attract large numbers of participants. The table on the following page shows mountain sports participation rates in the U.S. and California, based on 2005 data from the Outdoor Industry Foundation.

SPORTS PARTICIPATION IN CALIFORNIA IN 2005

Outdoor Sport	Participation in the U.S.	Participation in California	% of California Population
Bicycling (road and off-road)	60 million	7.5 million	28%
Trail Sports	56 million	8.9 million	34%
Camping	45 million	4.9 million	18%
Fishing	33 million	2.2 million	8%
Paddling Sports	24 million	3.0 million	11%
Snow Sports	16 million	2.3 million	9%

A significant percentage of Californians participates in these sports, in particular trail sports and bicycling. Opportunities for these sports abound in and around Angels Camp.

The Outdoor Industry Foundation also reports that participation in overnight backpacking has declined dramatically over the eight years they have been tracking this activity (22.5% decline), while trail sports, particularly snowshoeing and trail running, have increased significantly during this time (82% and 22% growth respectively).

Outdoor sports travel is seen as an area for growth. One in four Americans age 16 and older in 2005 took an outdoor sports vacation. In California, travel-related spending for outdoor sports totaled \$21.5 billion. In addition, Californians spent \$3.1 billion outfitting themselves with gear, clothing, and accessories, nearly \$25 billion in total spending related to outdoor sports.

Participants in outdoor sports have a tendency to participate in several outdoor sports. Americans 16 years of age and older participated in an average of 2.8 outdoor sports in 1998, which increased to an average of 3.6 sports in 2005.

SOCIO-DEMOGRAPHICS OF THE MARKET

DDI researched the segments of the market for an Angels Camp mountain sports brand. We used ESRI’s “Tapestry” LifeMode segmentation to understand the composition of residents in the Bay Area, Sacramento, and Central

Valley areas that are the primary markets for Angels Camp. “Tapestry” groups consumers by their life stage and lifestyle characteristics in order to illustrate their purchasing motivations.

The top ESRI “Tapestry” LifeMode segments in the Bay Area and Sacramento are shown in the following table. The largest concentrations of the potential markets are found in the Bay Area, making it the primary market for Angels Camp. The top three LifeMode group-Upscale, Solo Acts, and High Society-represent 70% of the households within 50 miles of San Jose, and 56% of households within 100 miles of San Jose. These three groups represent a well-educated, active population of above average income level. They travel and are involved in a variety of sports, including mountain sports.

ESRI “TAPESTRY” LIFEMODE SEGMENTS

LifeMode	50 miles*	100 miles*	Description
Upscale	28.4%	24.8%	Well educated, above average earnings, leisure activities include sports such as bicycling, running, hiking, golf, skiing, prefer organic.
Solo Acts	21.9%	14.6%	Well educated, single, working professionals, health conscious, buy organic, enjoy skiing, jogging, tennis, snowboarding
High Society	19.9%	17.1%	Affluent, well educated, financially secure, participate in a variety of sports, travel extensively, purchase sports apparel to look good
Global Roots	8.9%	10.6%	Ethnically diverse, young, modest incomes, travel to see relatives overseas.
Family Portraits	5.2%	6.3%	Young married couples with children, ethnically diverse, buy children’s apparel and toys, visit theme parks
Metropolis	2.8%	0%	Urban-oriented, diverse, well-educated to unemployed, single, married with children

** Miles from San Jose*

The Vision

The brand goal for Angels Camp is to become the mountain sports capital in the Sierra Nevada Mountains.

Imagine that Angels Camp is THE place in the Sierras that comes to mind when thinking about all types of mountain sports. The community is the overnight base for visitors, as well as the retail destination for anyone in the area needing gear, clothing, outfitting, or provisioning for their adventures.

A range of accommodations is available, from hotels/motels, bed and breakfasts, to resorts and lodges, and RV/campgrounds. The historic Main Street area is teeming with activity including pubs, bistros, cafes, coffee bars, and a few fine dining options. After hours entertainment is available such as live music and cafes that stay open to the later evening hours. The retail scene is vibrant, with shops catering to all types of mountain sports, offering everything from the latest gear and clothing, to lifestyle amenities. Outfitters offering single-day to multi-day adventures are also found in the historic Main Street area, offering visitors one-stop shopping for their activities.

Over time Angels Camp can extend the brand to include mountain sports events, such as a “mountain sports festival,” mountain sports triathlons, relays and other contests, outdoor gear shows, and classes or demonstrations.

The historic Main Street area will be the centerpiece of the brand. However, the benefits of this focus will encompass the entire town and Calaveras County by providing niche opportunities that will attract those new businesses and industries that will benefit from being located in an area that is a mountain sport capital, creating new jobs, economic diversity, more opportunities for retail spending, and more visitors. With downtown’s increased shopping and dining options, residents will be drawn there to spend money that they may otherwise spend outside the city, and visitors will be attracted to the activities and options available, spending time and money. There are several key components to making the brand a success:

1. The “Lure” is the thing that brings visitors from their home to the destination. It is usually the best of something or totally unique - something the visitor cannot get closer to home. It must be compelling enough for visitors to make the trip. One of the primary reason visitors come to the Angels Camp area is to participate in the mountain sports available in the region. There is no one place where a visitor can base themselves in the region to access these sports that provides the concentration of outfitters, lodging, dining, after hours entertainment, and specialized retail to meet the needs of this market. The “lure” will be the support services provided in Angels Camp that offers visitors “one stop shopping” for their mountain sports experience. The combination of these services must be distinctive and appealing to attract the market.

2. “Diversions” are the visitor experiences in the downtown that the consumer might find closer to home but choose to do in the destination because they are already there. For example, retail shopping, dining out, attending the movies, barhopping, and hanging out with friends. The most common diversions include shopping and dining - the activity done by more visitors than anything else.

3. The “Icon” is the photographic opportunity in the destination. When you take your picture in front of the single object that represents the downtown, it says, “I was here!” An example of an icon is the castle at Disneyland and

Disney World. The lure is the experience of the park and the icon is the castle. Angels Camp has long used the image of the jumping frog as an identity. Although the frog is integral to Angels Camp’s history, it is little known outside of Angels Camp. However, it is whimsical and different, and can be used as part of the mountain sports brand. It will become more widely known as the brand is developed. Plus, there are a number of high-quality decorated frogs placed throughout the downtown that make great photo opportunities. We think you should give this celebrated frog a name.

4. “Amenities” are the things in the destination that make the experience comfortable and simple. Great hotel rooms and good dining options are amenities. Good signage and wayfinding are amenities. So are convenient public restrooms, benches, free Wi-fi, parking, gathering places and shade trees. We recommend that these amenities be added in the historic Main Street area and along pedestrian areas of Highway 49.

5. “Ambience” is another visitor attractor. Ambience is the overall environment in which visitor experiences take place. Historic downtown buildings, public art, landscaping and flowers and water fountains are all ambience. We recommend that the architectural character of the downtown be preserved with retention and restoration of its most important buildings and that new architecture is compatible.

All of these are important, but none so important as the lure - that which brings the visitor and diversions - and that keeps them spending in the destination.

MARKETING THE BRAND

The stronger the product, the easier marketing the brand becomes. Creating a large critical mass of mountain sports retail stores, outfitters, and related activities, will make marketing of the brand more successful. The fact that the mountain sports brand will be unique in the Sierras is also a strong plus. A number of marketing tools are available for “telling the world” about Angels Camp’s new brand. Most important is the Key Message that you need to communicate.

The Key Message for the brand is: Angels Camp is THE place to be based for mountain sports in the Sierras, regardless of the season. The area around

Angels Camp offers the greatest variety of mountain sports to be found anywhere. Angels Camp provides everything you need to experience mountain sports in the area.

Second, Angels Camp offers this experience in a convenient, beautiful, pedestrian-friendly environment. The concentration of services related to mountain sports, including lodging, retail, dining, and outfitting more than justify the choice of Angels Camp as the place to stay.

Visitors will be attracted to Angels Camp through a variety of marketing initiatives, such as:

1. Angels Camp's website will attract visits with a robust section devoted to mountain sports, locations, and itineraries. Videos on YouTube, podcasts, photos, and blogs will help connect with the tech-savvy market.
2. Public relations and selected advertising will spread the word about Angels Camp through selected media, providing valuable third-party endorsements.
3. Development and distribution of brochures will provide detailed information to prospective visitors and help close the sale. The "Best of Angels Camp" will feature the best Angels Camp has to offer in terms of lodging, dining, and shopping. The "Mountain Sports Guide" will offer detailed itineraries using Angels Camp as a base.

DESTINATION RETAIL IDENTITY

Part of the marketing of the destination area is to create and identify the boundaries of the destination retail portion of the historic Main Street area and to give it a name. Doing this puts a stake in the ground and tells the consumer "you are here," "you have arrived." We recommend that the destination retail area be located at the southern end of the historic Main Street and be given a name, such as the "Angels Creek District." While the mountain sports brand is going to be readily apparent, the district name needs to be broader in appeal so it can be marketed to Angels Camp residents as a shopping, dining, and gathering place for them as well as out-of-town visitors. The area that we recommend for destination retail is adjacent to Angels Creek. In addition, we are recommending that the Angels Creek area in



downtown be developed into a public space, drawing further recognition of the name.

THE CITY BRAND LOGO

Every credible book on the process of branding will tout the fact that you never build brands or develop identities and marketing tag lines using focus groups. A focus group consists of a number of people sequestered in a single room and they discuss and look at identities and concepts as a group. When people “discuss” concepts and creative types “sell” the concept to those in the room, you end up with a watered down, generic, “all things to all people” identity and tag line, which often needs explaining.

Yet, when these marketing messages end up in ads in magazines, how would one explain to potentially millions of readers what the logo means?

This is an ineffective process, since readers, viewers, and others will size up the perception of the logo and tag line in mere seconds. The first impression, that first glance, has to “close the sale.”

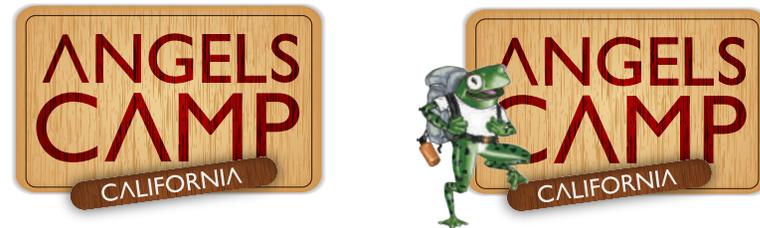
It is easy for people to get hung up on graphic images and text, yet it is important to remember that logos and tag lines are NOT brands. Brands are built on product, not logos and slogans. They are simply marketing tools used to support the brand. Additionally, brands must be earned. You never roll out a brand until you can deliver on the promise.

DDI has developed a new brand logo for Angels Camp that incorporates the use of the frog. The frog is integral to Angels Camp but has little meaning outside the community. Because the frog represents a core icon for the community, we did not want to abandon it. Therefore, we developed a new, updated and hip frog that is active in mountain sports to promote the mountain sports brand. The typeface and colors used to portray Angels Camp provide a mix of the modern and the historic. The logo can be used both with and without the frog icon.

We envision bringing the frog to life through a series depicting him mountain biking, kayaking, climbing, skiing, caving, etc. This series can be used where other graphics are needed, such as pole banners, ads, website, etc. We also believe that the next step in bringing the frog to life is to name

him, and the universally loved name amongst the DDI staff was “Jeremiah the Jumping Frog.” We envision “Jeremiah” taking on a life of his own for the community. Both the frog art and name should be trademarked at the federal and state level. A preliminary search at the federal level suggests that this name has not yet been trademarked.

The recommended brand logo developed by DDI is shown below.



TOP: 4: Marketing logos for various applications. Bottom 2: Business Association and City logos for municipal use.

THE BRAND SLOGAN

Similar to logos, slogans are a shorthand means of communicating the brand promise and thus the slogan often accompanies the logo in marketing materials. The suggested slogan for Angels Camp is:

“Angels Camp: Redefining the Rush”

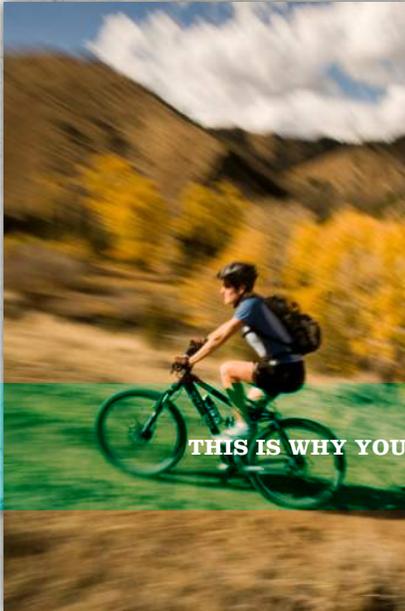
Once the basic brand logo is developed, it is critical to get every organization that markets the destination to embrace the brand and present them as a part of the brand. A singular clear and succinct voice is far more effective than a number of individual voices. This is the principal purpose of developing a destination brand in the first place. When everyone is communicating the same message the effort becomes both powerful and fun. When individual



Jeremiah, marketing mascot



Print Ad



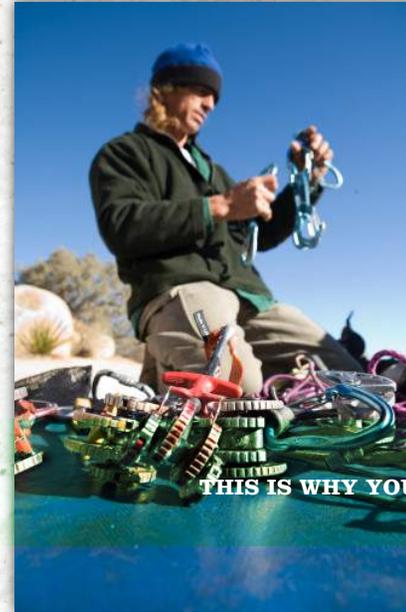
THIS IS WHY YOU BOUGHT IT. USE IT.

REDEFINING THE RUSH

Fusce vel enim. Donec nulla. Nunc et risus. Vestibulum erat. Quisque vitae ligula. Donec ornare adipiscing pede. Nullam vitae libero ut dolor pulvinar adipiscing. Morbi volutpat iaculis elit. Nunc consequat pulvinar erat. Ut posuere, metus et imperdiet porta, pede nulla elementum libero, sed dapibus www.mountainsportscapital.com



Print Ad



THIS IS WHY YOU BOUGHT IT. USE IT.

REDEFINING THE RUSH

Fusce vel enim. Donec nulla. Nunc et risus. Vestibulum erat. Quisque vitae ligula. Donec ornare adipiscing pede. Nullam vitae libero ut dolor pulvinar adipiscing. Morbi volutpat iaculis elit. Nunc consequat pulvinar erat. Ut posuere, metus et imperdiet porta, pede nulla elementum libero, sed dapibus www.mountainsportscapital.com



Print Ad

marketing organizations within a visitor destination use separate marketing messages and identities, it creates confusion in the minds of your prospects. Can you imagine what would happen if every Coca-Cola bottling plant designed its own cans, developed its own ads for Coke, and had its own logo for the product in that area? Coke would not exist as a brand.

People don't care about organizations; they care about the visitor experience. Yes, each entity should have its own identity or "point of distinction," but when it comes to marketing to the outside world there should be a unified voice cementing your brand to the people in your market area as THE place to be based for mountain sports in the Sierras. Using a single tag line among all marketing organizations will create stronger brand awareness.

The primary Angels Camp logo on page 24 is the foundation of all its derivatives. It will receive the most exposure and can be used in common by all organizations marketing the brand.

The City government will want to support the brand, but with a version of the brand logo that is suitable for application on municipal stationary, signage, vehicles and other official applications.

When people and organizations begin to work in unison, the branding and marketing effort becomes an enjoyable, rather than competitive process, with comparable results seen in the increased tax base returns.

The next section of this plan provides the detailed product and marketing recommendations for Angels Camp.

Recommendations



1 COMMIT TO THE BRAND PROMISE

DESCRIPTION:

Memorize and commit to the brand promise as the guiding principle and a means of staying on track with the brand development process. With many participants involved in the development of the brand, it is easy to become distracted or to focus too much on side issues. Understanding where you want to go helps keep everyone focused.

The brand promise is the CORE of this entire branding, product development and marketing program. It is what you want people to think of Angels Camp when they hear the name.

Because a brand is a “promise,” foremost to the effort is ensuring the community delivers on that promise. Again, a brand is never “rolled out,” but is earned.

If we dissect the brand promise, there are two primary components in it:

1. Positioning Angels Camp as THE place to be based for mountain sports in the Sierras. Destination retail, entertainment, and events will have to be developed far beyond what is currently available.

2. The focus of the brand is the southern end of historic Main Street area, which is the “centerpiece” of the brand experience. Although this is the centerpiece for the brand, the entire community will benefit through the increase of visitor spending, as well as the opportunities for new businesses and the creation of new jobs. The brand promise states that Angels Camp:

- a. Provides easy access to all types of mountain sports, including summer and winter sports.
- b. Offers more choices in one place of everything required for mountain sports than anywhere in the Sierras, including gear, supplies, and a selection of outfitters.
- c. Includes an attractive pedestrian setting, where visitors and residents can shop, dine, be entertained, and hang out after a day in the mountains.

d. Has the amenities that make the experience exceptional - great restaurants, ample parking, free Wi-fi, street landscaping, and a vibrant nightlife after six in the evening.

In order to deliver on this promise, much work has to be done and specific tasks are addressed in the numbered recommendations that follow. In committing to the brand, the following should happen:

1. Adopt the mountain sports brand for Angels Camp and the historic Main Street, including committing to the brand promise, and using new logos and tag lines.
2. Promote the businesses (specifically) that deliver on the promise of mountain sports – “signature” specialty shops and outfitters – your anchor businesses, exceptional eateries, quality lodging options and other elements that “prove” that Angels Camp is THE place for mountain sports. Always lead with your best products, not simply a list of everything.
3. Make the historic Main Street stunningly beautiful and inviting, starting with the destination retail area and expanding to the entire length of the historic area. We have included ten pages of photos, taken from all over North America, showing ideas on how to make a true destination in terms of gathering places, beautification, and merchants that portray the brand, “worth a special trip” curb appeal, something sorely lacking on the historic Main Street.
4. The City of Angels Camp, Angels Camp Business Association, the Calaveras County Visitors Bureau, the Calaveras Chamber of Commerce, and any other entities that market Angels Camp need to all use the same type of treatment and promotional efforts so that the effort drives a stake into the ground that Angels Camp owns the mountain sports brand.
5. Everyone marketing the town should begin using third-party quotes - the “two thumbs up” accolades that reinforce and substantiate the brand. Brands are what people think of you, not what you say you are. Success depends on third-party endorsements.
6. You build your brand using public relations, while advertising is used to cement your ownership position. A region-wide, exceptional, professional

PR effort is front and center to the brand, but this must be rolled out as the product to support it is developed. Do not sell an empty promise.

7. There MUST be activities after 6:00 pm. This includes shopping until 9:00 pm, restaurants open at least until 10:00 pm, and entertainment that lasts until after midnight. And not just on weekends. Successful downtown destinations don't close at 6:00 pm.

IMPLEMENTATION:

City of Angels Camp, Angels Camp Business Association, Brand Leadership Team.

TIMELINE FOR IMPLEMENTATION:

2008, gradually building over the next several years.

APPROXIMATE COST:

None, except in time.

POSSIBLE FUNDING SOURCE:

None required.

RATIONALE FOR THE RECOMMENDATION:

Brands are perceptions - what people think of you as a destination. But brands are built on product, while marketing is used to create awareness and prove you own the brand. Without a product to back it, the brand will die a quick death. That is why a great deal of this plan is built around the historic Main Street initiatives. The southern end of the historic Main Street is the CORE area for development in support of this brand. Angels Camp must deliver on the promise of a fun experience with the right mixture of "signature" shops, outfitters, exceptional eateries, nightlife, entertainment, and events, all in a beautiful, historic, natural setting.

It takes an entire community to develop a strong, winning brand. Ultimately, it will require every organization on the same page and pulling in the same direction. Once this happens, the effort will stick in the minds of visitors and can spawn incredible brand awareness. A classic case of this happening is Las Vegas. At one point, when 48 of 50 states legalized some form of gambling, Las Vegas decided to become a family destination with something for everyone. When that became an unfulfilled promise, they finally went back

to what they were known for: Sin City and the "playground for adults." This narrow focus was delivered with the most successful tag line in American history, "What happens here, stays here."

But, just like every other town, they still needed to deliver on the promise. They did that by developing a theater and selling out 740 Celine Dion shows, producing five Cirque d'Soleil shows, and creating memorable ads and promotions that solidified the brand.

It is important to note that logos and slogans are NOT brands. They are just graphic images and tag lines used to support the brand. Do not get hung up on these. In everything you do: advertising, websites, brochures, guides, billboards, press releases, etc., ask yourself each time: "Does this promote the brand perception - what we want people to know of us and do we deliver on that promise?"

These examples illustrate how Las Vegas has narrowed the focus of their marketing efforts, to become the "playground for adults."



2 CREATE AND EMPOWER THE BRAND LEADERSHIP TEAM

DESCRIPTION:

A Brand Leadership Team consisting of no more than seven to ten members needs to be formed. The Team should be comprised of those individuals committed to “championing” the brand, and making it happen.

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

The Brand Leadership Team, or “BLT,” should include key “shakers and movers” from the Angels Camp Business Association, downtown property owners and/or business owners, the City Council or staff and others who are good communicators and committed to the brand vision. The Mayor should appoint the team members.

The local organizations and city officials should read through this plan, and then decide whether or not they feel passionate about the objectives and projects detailed herein. Characteristics of a good BLT member include:

- A willingness to invest time (and in some cases, money);
- An ability to take a few hits along the way;
- Good speaking abilities;
- Enthusiasm;
- A willing doer, not someone who just wants to direct.

In addition, those that have something to gain with the implementation of the plan also make good BLT members. This entire effort will rest on the shoulders of the BLT. Without champions, the branding and product development process cannot succeed and nothing will come of this plan.

This is the most important decision of this entire program and often the most controversial.

Selected names should be given to the Mayor and ask that s/he appoint them, with Council approval, as the Brand Leadership Team. It would be their job to implement this plan, with the city’s assistance and support, where appropriate. Keep politics out of the appointments.

They will typically report to the Council twice a year with progress reports and what resources are necessary to progress with the work.

The team will act much like a Planning Commission. They would report directly to the City Manager and Mayor and have no status as an organization, other than that of an advisory committee. They will help set direction, will work with the city on various aspects of the program, but most importantly, they will be the voice of change to make something happen.

A brand cannot be built without investment, and the initiatives in the plan require both public and private investment, and therefore this team must be willing to take a stand and be the voice of reason.

Once the BLT has been selected, they would decide among themselves, working with the Mayor, on the necessary term length for team members. The Mayor would appoint new members to the team as needed.

While we recommend that the team be limited to between seven to nine individuals, this is not set in stone. The key is to have a small enough team that things can actually get done, since this is about implementation. There may need to be additional people on the team, or perhaps three different small committees within the BLT. For example, one group might be charged with “brand management,” watching over the use of identities, marketing messages, tag lines, creation of a Standards and Practices Manual (more on this later), and would work with graphic design and marketing professionals, as well as other local and regional organizations tapping into the brand. This group is often referred to as the “brand cop” to make sure the brand stays on point.

A second committee could be charged with the product development initiatives, all of which have a downtown focus.

The third committee could be charged with the outreach and marketing effort, including getting publicity and promoting events that help deliver on the brand promise. They would be charged with finding and promoting the businesses that most exemplify the brand in terms of quality and image, and therefore are the “anchor businesses.” Additionally, the more you have to offer, collectively, the further people will come and the longer they will stay.

If it is possible to develop a larger BLT without politics and personal agendas interfering in the way of progress, then the more people on the ground the more effective the effort will be.

Each person on the team should be assigned a recommendation or given an assignment that best suits him or her and that they are willing to take on. If they have something personally or professionally to gain from it, then by all means put them in charge of that item.

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

We recommend that the Brand Leadership Team consist of the following:

The City Mayor.

- 1 representative from the Angels Camp Business Association.
- 2 downtown property owners.
- 2 representatives that represent guides/outfitters.
- 1 representative of the Calaveras County Visitors Bureau.
- 2 downtown retail or dining proprietors.
- 1 representative of the local hotel industry.

IMPLEMENTATION:

Mayor of Angels Camp.

APPROXIMATE COSTS:

No specific costs are associated with this recommendation.

POSSIBLE FUNDING SOURCES:

None needed.

TIME FOR IMPLEMENTATION:

2008 forward.

RATIONALE FOR RECOMMENDATION:

Every branding effort requires pioneers and those who will tirelessly champion the cause. These champions should be primarily made up of people in the business community; those willing to spend time and money in bringing

the plan to fruition. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a “top down” effort ever yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of “we have something for everyone” are over and politics is the killer of any branding product. In this age of specialization you simply must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

Brands are built on product, while marketing is simply the way to tell the world who you are and why you are different than everyone else. That’s what makes you worth a special trip.

The Brand Leadership Team will be charged with implementing this plan, including the marketing elements, the overall brand direction, and the product that supports the brand. It will be their job to foster partnerships with the City of Angels Camp, local and regional marketing organizations, auxiliary organizations, downtown businesses and property owners, financial institutions (who will need to invest in the brand), Caltrans, the county, educational institutions, etc.

This group of people will become the voice of the brand. They will speak at Kiwanis, Rotary, and other business organization luncheons, at City Council meetings, at other organizational annual banquets, always promoting the brand.

As Ralph Waldo Emerson once said, “Nothing great was ever accomplished without enthusiasm.” This group of champions must “sell” the concepts in this plan while educating the community on why these recommendations are important. You will NEVER get everyone to agree, and so this group will also need to take the hits associated with developing the brand and the product to support it. This is not about winning popularity contests; it’s about importing new cash into Angels Camp and making it a desirable place to spend both time and money. And that means standing for something specific. We all want to get along, but the “group hug” mentality will get you right back to “Discover More” and other generic offerings that could fit any community virtually anywhere.

The Brand Leadership Team members will be the essential champions who reach out to sell the brand concept to all the organizations who are so necessary to its implementation. These individuals will do the work to see that the product is developed that will bring the brand to life, fulfilling the brand promise. The concerted effort by these individuals will be the force of the entire branding effort, keeping the brand image in focus, keeping the plan on track, and overseeing the successful development of Angels Camp's mountain sports brand. They are doers, not administrators.

3 PROMOTE PLAN ADOPTION BY THE COMMUNITY AT LARGE

DESCRIPTION:

The initial, and most important, project the Brand Leadership Team will undertake will include bringing other organizations to the table to adopt and implement the brand, logo, tag line, and plan. Implementing the brand and the product development recommendations needed to support the brand requires a community effort.

Most important to this effort is bringing in the business associations, downtown property owners and the retail shop proprietors within the community. This includes anyone who offers mountain sports products or services whether or not they are currently located on the historic Main Street. This might be somewhat of a challenge because many of these business people will see it as the BLT telling them what to do, which couldn't be further from the truth. The brand will not get developed without creating and marketing the critical mass of the right shops and services. The "pool" of attractions and activities, marketed collectively makes Angels Camp easily worth repeat visits and extended stays. But to do this will require a fundamental shift in the way Angels Camp is marketed.

This will not be an easy sell, but if the BLT can succeed in creating these partnerships, the destination retail district of the historic Main Street can easily become the region's place to go for mountain sports clothing, equipment, outdoor lifestyle purchases and simply as a cool place to hang out with friends.

The idea of this recommendation is to approach all partnering businesses and organizations, and those that can contribute to its success, to join forces as one loud voice, and have them adopt the plan in its entirety. By doing so they pledge to support it, and pledge to implement the items assigned to them.

A critical element of this recommendation is that the plan be adopted in its entirety. Like a puzzle, if you toss out some pieces and reshape other pieces, you end up with a puzzle that is incomplete and worthless.

It would be far better to redevelop the plan until you get one that everyone can buy into (without becoming generic so that the message doesn't get lost), and so that everyone is still behind the vision. A tremendous amount

of time, money, and research went into developing this plan and each piece intertwines with other recommendations, so that elements cannot be simply tossed aside without drastically reducing the effectiveness of the effort.

The BLT needs to work closely with others that are necessary to make the brand succeed, including:

- City of Angels Camp.
- Angels Camp Business Association.
- Calaveras County Visitors Bureau.
- Calaveras Chamber of Commerce.
- California Travel and Tourism Commission.
- Caltrans.
- Local museums and historical societies.
- Rotary, Kiwanis, and other auxiliary organizations.
- Local attractions and hoteliers.
- Higher education institutions.
- Arts organizations.
- Outdoor clubs.

In many cases it may not be a formal adoption, but a "yes, we're on board and will help where appropriate" will be sufficient. The idea is to gain support for the plan.

It is necessary, however, to have the City adopt the plan formally, since they play a large role in many of the recommendations, such as development of a wayfinding system, Main Street infrastructure initiatives, zoning, and parking.

In fact, the BLT should start with the City since it is such an important partner in the process, and since the Mayor with Council approval appoints the BLT.

IMPLEMENTATION:

The entire community and specifically the City Council by majority vote.

APPROXIMATE COSTS:

No specific costs.

POSSIBLE FUNDING SOURCES:

None required.

TIME LINE FOR IMPLEMENTATION:

Begin in 2008. Developing a branded destination takes years to complete.

RATIONALE FOR RECOMMENDATION:

Angels Camp has great potential to develop as the mountain sports capital of the Sierras. Now is the time to put a plan into action that will draw visitors to the community and more specifically to the destination retail district. When a plan of this nature is developed, territorial issues often arise creating a lobbying effort to discourage parts of the plan from being adopted. This plan is tightly integrated and will not be nearly as successful if it is dissected or dismantled into various elements. The sum of all its parts will make it a cohesive and successful program. Similar to building a car engine, without all the parts, it will not run or perform to its optimum potential.

As the plan is implemented, many of the recommendations will require approval by the City of Angels Camp, particularly those that are budget or capital projects.

It takes the whole community to create a successful brand, and that means everyone working together. The City, Angels Camp Business Association, retailers, outfitters, and property owners all have vital roles to play in the successful positioning, branding, and development of downtown.

4 HIRE A GRAPHIC DESIGN FIRM TO IMPLEMENT SELECTED RECOMMENDATIONS

DESCRIPTION:

In order to accomplish several of the recommendations that follow, Angels Camp should hire a graphic design firm to assist in the process. A graphic design firm is needed to:

- Develop the Standards and Practices Manual (see Recommendation #5).
- Develop variations of the Angels Camp icon- the frog. Variations include a bicycling frog, kayaking frog, climbing frog, skiing frog, etc.
- Develop modifications of the logo for other organizations promoting Angels Camp.
- Design and develop the “Best of Angels Camp Guide” and the “Mountain Sports Guide” (see Recommendation #13).

IMPLEMENTATION:

City of Angels Camp.

APPROXIMATE COSTS:

TBD by project.

POSSIBLE FUNDING SOURCES:

City of Angels Camp, grants.

TIME LINE FOR IMPLEMENTATION:

Begin in 2008 with the Style Guide.

RATIONALE FOR RECOMMENDATION:

To maintain the style and integrity of the Angels Camp brand and graphics, a professional graphic designer or design firm is essential. Angels Camp wants to have a high-quality image with professionally produced graphics and marketing materials. A professional design firm will provide the resources to maintain the quality of the Angels Camp brand, its graphics, and any materials that need graphic design, such as the guides.

5 DEVELOP A GRAPHICS “STANDARDS AND PRACTICES” MANUAL

DESCRIPTION:

A Standards & Practices Manual for Angels Camp’s new, branded logo for the City, and other entities that will use the logo, such as the destination retail district, needs to be developed. This document will contain graphic design standards for logo and slogan usage; templates for website development and the production of printed sales and marketing materials; as well as the proper use of key marketing, advertising, and promotional messages. The wayfinding system, a separate recommendation, will complement the guide with standards for wayfinding and gateway signage, streetscape enhancements, public art, pole banners, and other specific directional applications.

Continuity is critical in developing a strong branding program. The City departments, Angels Camp Business Association, Visitor Information Center, local organizations, and all other parties that represent Angels Camp’s identity to the public should use the Standards & Practices Manual. This will ensure a strong branding effort that creates top-of-mind awareness.

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

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

Web design templates should be illustrated showing the use of the logo, color palette, and structure. RGB and HTML colors should be listed. Examples of PowerPoint presentation with the logo should be incorporated. Examples of logo use should be provided for the following:

- Identities for the City and local organizations. The main logo and tag line is “Angels Camp: Redefining the Rush.” This will be used in marketing and advertising. “The City of Angels Camp” logo will be used for municipal letterhead, business cards, and official signage. The “Angels Camp Business Association” will be used by the ACBA throughout their organization.

- Vehicle graphics will be used on City of Angels Camp municipal vehicles.
- District graphics would include the signage for “Angels Creek District,” which could be the designation given to the southern end of the historic Main Street near Angels Creek.
- The Website should use all these graphics as appropriate.

Key to proper use of the logo and brand is the responsibility of the Brand Manager, who monitors the use and prevents unauthorized use.

If the Angels Camp brand is to become the place for all things related to mountain sports, then that needs to be communicated as the primary draw or lure to the city for visitors, and the accompanying diversions as the compelling reason for residents to come to the historic Main Street area. This can be accomplished through a unified, specific, and consistent set of communications to the public, mountain sports groups, and event organizers.

Angels Camp wants to buttress its position in the Sierras as the place to be based for mountain sports of every kind and there is always appealing shopping, entertainment, and events available. The Brand Leadership Team should work with all the marketing organizations that promote Angels Camp to attract visitors to Angels Camp through the shared mountain sports brand.

IMPLEMENTATION:

City of Angels Camp, Brand Leadership Team.

APPROXIMATE COST:

\$25,000.

POSSIBLE FUNDING SOURCES:

City of Angels Camp (TOT funds).

TIMELINE FOR IMPLEMENTATION:

2008 forward for the Manual development. Use the historic Main Street logos and tag line when the branded product is developed enough that the brand promise can be fulfilled.

RATIONALE FOR THE RECOMMENDATION:

Logo and branding design should 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 mind images of enjoying that community. Repetition helps to reinforce the viewer's perception, but consistency is the only means to ensure logo and brand recognition.

The manual 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 and brand to help maintain the integrity of the design.

The branding effort will be far more effective as one loud voice, rather than several lesser ones. Community buy-in for the brand is essential if it is to become successful. 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 attract visitors.
- those that offer secondary activities not directly associated with the brand.
- even local residents need to embrace the brand.

The Brand Leadership Team will have to champion the brand vision and reach out to the community, creating believers and advocates for this plan. This will require a series of meetings, speaking engagements, and media interviews to publicize the vision to all levels of the community. The Standards & Practices Manual will be helpful.



6 CONDUCT BRAND-BUILDING OUTREACH IN THE COMMUNITY

DESCRIPTION:

The planning process begins with understanding the brand promise, setting up the leadership team and bringing other organizations onboard. There are also several tools you should develop to create awareness of the process and the brand generally throughout the community.

1. Develop a PowerPoint presentation using information and graphics from the Action Plan, combined with a sense of the community organizations to which you will be talking. The presentation(s) would explain the purpose and strategies for plan development, with a special emphasis on how it will benefit the entire community through additional visitor spending, job income, new retail stores and restaurants, a revitalized downtown, a gathering place for the community, evening entertainment and shopping, a stronger tax base, etc. The presentations should be mostly graphics, not words, short and fast moving to retain interest and move the story along briskly. Presenting to organizations like school boards, Kiwanis, Rotary, historical and art societies and outdoor clubs will draw out interested individuals who can become advocates or “champions” of the brand, and doers who will volunteer their time to help make the brand a reality.

2. Develop an annual, collectible brand poster worthy of framing. This will create awareness of the branding initiative with the local citizenry. Several thousand of these posters can be printed and given away and sold. The poster should depict some element of the mountain sports capital brand and should include the year and the brand logo. These posters should be placed in the windows of retail establishments, restaurants, hotels, municipal and school buildings, county facilities, museums, etc. Local artists can develop the posters either by invitation or by competition. A limited printing of the posters on high quality paper, numbered and signed by the artist could be sold or auctioned off with the proceeds going to building the brand. The posters should keep to a standard size and shape, and be of enough value that they become collectible.

3. Develop a series of bookmarks that feature graphics or photography on one side and facts about a mountain sport on the other, such as the number of miles of mountain bike trails in the area. These should be numbered, so they too will be collected. Placement of the bookmarks strategically can help to move consumers around the town. For example, different bookmarks

appear only in certain key retail establishments or restaurants and this fact is made known, so that consumers will seek them out and in doing so, be guided to different stores.

4. Consider other giveaway items that will reinforce and promote the Angels Camp brand, such as carbiners, calendars, compasses, or water bottles.

IMPLEMENTATION:

Brand Leadership Team, City of Angels Camp.

APPROXIMATE COST:

PowerPoint: in-house labor only. Poster: \$5,000, Bookmarks: \$5,000.

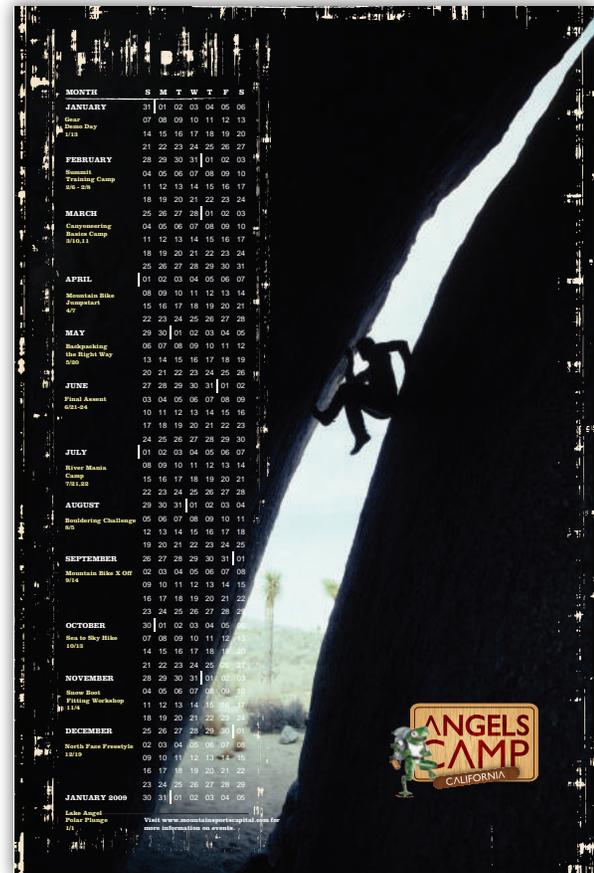
POSSIBLE FUNDING SOURCES:

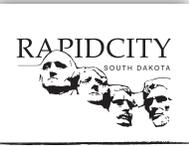
Angels Camp Business Association, City of Angels Camp.

TIMELINE:

Annually, beginning 2009.

Angels Camp could develop an events calendar/poster that fits the brand





DID YOU KNOW?
Presidential Fun Facts

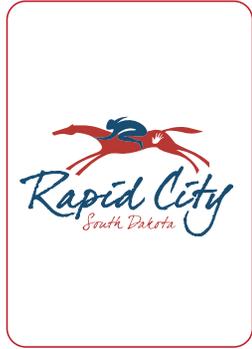
GEORGE W. BUSH is our 43rd president, but there actually have only been 42 presidents. Cleveland was elected for two nonconsecutive terms and is counted twice, as our 22nd and 24th president.

EIGHT PRESIDENTS were born British subjects: Washington, J. Adams, Jefferson, Madison, Monroe, J. Q. Adams, Jackson, and W. Harrison.

NINE PRESIDENTS never attended college: Washington, Jackson, Van Buren, Taylor, Fillmore, Lincoln, A. Johnson, Cleveland, and Truman. The college that has the most presidents as alumni (five in total) is Harvard: J. Adams, J. Q. Adams, T. Roosevelt, F. Roosevelt, and Kennedy.

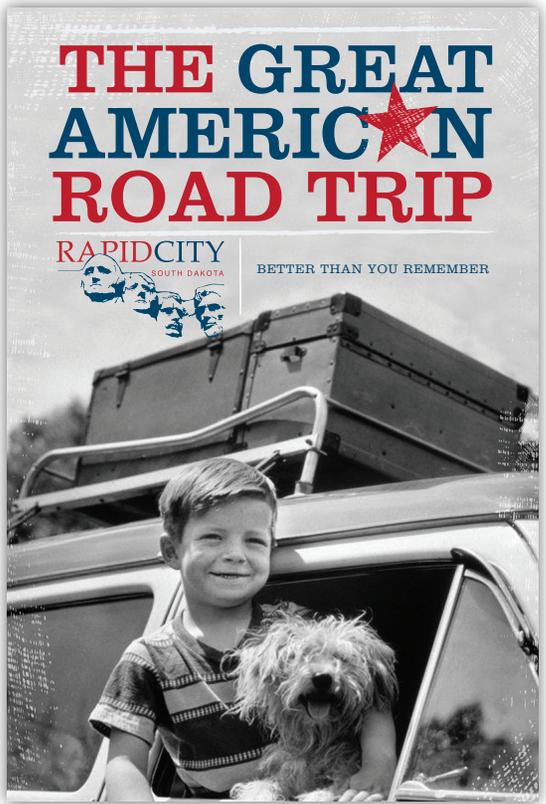
PRESIDENTS WHO would be considered "Washington outsiders" (i.e., the 16 presidents who never served in Congress) are: Washington, J. Adams, Jefferson, Taylor, Grant, Arthur, Cleveland, T. Roosevelt, Taft, Wilson, Coolidge, Hoover, F. Roosevelt, Eisenhower, Carter, Reagan, Clinton, and G. W. Bush.

THE MOST COMMON religious affiliation among presidents has been Episcopalian.



Far Left:
 Examples of annual collector posters from Salmon Days, in Issaquah, WA.

Left, Above, Right:
 Community brand outreach materials from Rapid City, SD.



7 DEVELOP A MAIN STREET PLAN

DESCRIPTION:

Create an integrated Main Street plan that links the area from the North Main Street junction with Highway 4 through the Historic Commercial District and the southern junction of Highways 4 and 49. This 1.5-mile stretch of Main Street is the heart of Angels Camp and needs a number of improvements in order to capture the interest of visitors. Because this is a main California highway, Caltrans will be a partner in the plan development and implementation. To accomplish this plan, it may be necessary to contract with an urban planning/design firm that specializes in the redevelopment of historic downtowns.

The plan will have several components. The following are the top plan priorities:

1. Creation of a downtown “destination retail” district with gateways.

The Historic Commercial District is designated along South Main Street from just north of Bragg Street to the southern junction of Highways 49 and 4, (approximately six-tenths of a mile), and encompasses the traditional downtown of Angels Camp. The area is rich in historic buildings and traditions.

Within this district Angels Camp should develop a distinctive “destination retail” district that will attract visitors and locals alike. Currently, the Historic Commercial District has a mix of local services with little retail that appeals to the visitor. Successful downtowns today retain the local services, but also concentrate destination retail around a theme or brand. By rearranging the retail mix the destination retail becomes a vibrant district with lots of activity during the day and as important, during the evening hours. Districts create a sense of arrival by constructing gateway signs at the entrances to the destination retail district and wayfinding signage to direct visitors to the district. This district becomes the focal point for the mountain sports brand.

While it may grow beyond its initial boundaries over time, we recommend that you start with the two-block area bounded by the Highway 4/49 junction on the southern end and the hill area just beyond Raspberry Lane on the northern end. Included in the destination retail district would be the historic buildings around the southern junction of Highways 49 and 4. The city land that is next to the Calaveras County Visitor Bureau is currently an

undeveloped space and could be expanded further up the hill to include a small stage and an artificial climbing wall. This would enhance the area and would be suitable for entertainment and events, such as a farmers market, music performances, sports demonstrations, etc. An outdoor climbing wall would be a natural draw for climbing contests, as well as a diversionary activity for visitors.

This district could be named “Angels Creek District” to give it a separate identity from the other retail along Highway 49 in Angels Camp. Angels Creek runs through the southern end of this district, and we recommend that the Angels Creek area be redeveloped as a public space along the creek (see Recommendation #8).

We also recommend that the destination retail district include zoning for destination retail on the ground floor and other commercial businesses and services on second floors (and above). Permitted uses for ground floor businesses in this zone should include primary brand stores as well as secondary services such as restaurants, bars, cafes, bistros, snacks, candy shops, small organic grocery, theaters (the current theater would stay as is), antiques, gifts, home accents, books, cards, and galleries. This would be a modification to the current zoning, which is specific regarding type of businesses, but not specific to ground floor versus upper floors.



2. Create linkages between northern section of Main Street and the downtown “destination retail” district.

In order to draw visitors to the new destination retail area from the busy northern junction of Highways 4 and 49, and from the hotels/motels found outside of the core downtown area, several things must occur. Critical pieces of this plan include signage and wayfinding (see Recommendation #12), and sidewalks along the highway to provide safe walking access. A bike lane should also be part of this plan, since biking is part of mountain sports and a bike lane would encourage bikers staying at the hotels/motels north of downtown to ride their bikes to the retail district rather than drive. It is a relatively short distance from Best Western and Gold Country motels (one mile and .75 miles, respectively), but it is not currently safe or inviting for someone to walk or ride their bike.

3. Provide plenty of parking opportunities.

The core historic area of Angels Camp includes parking along the street and a few large parking areas near this area, although not well marked. (A good signage program will remedy that). Over time, as the core destination retail area is developed and expands and more visitors come to Angels Camp, more parking will be necessary. It will be very important at these early stages to designate areas for future parking, most likely north of the core destination retail area, where visitors can park and walk into the downtown area. Many destinations think about parking AFTER the place becomes discovered and cars are parked willy-nilly throughout the community. By designating future parking areas now, Angels Camp can avoid that future problem. (We also recommend that street parking along the core destination retail area be removed and replaced elsewhere. See Recommendation #8 for further information).

4. Signage and Wayfinding

This is a critical component of the overall plan and extends well beyond the Main Street. Clear gateway signage announces to visitors that they have “arrived” at the destination. Additional signage helps direct them to where you want them to go. We mention signage in this section because it is so critical to the success of the brand, but we have also created a separate

recommendation that more fully explains a signage and wayfinding plan under Recommendation #12.

IMPLEMENTATION:

City of Angels Camp, CALTRANS.

APPROXIMATE COST:

TBD.

POSSIBLE FUNDING SOURCES:

City of Angels Camp, CALTRANS.

TIMELINE FOR IMPLEMENTATION:

2009, 2010, 2011.

RATIONALE FOR THE RECOMMENDATION:

One of the most important ingredients for a downtown’s success is to concentrate the branded shopping, attractions, and amenities within a pedestrian-friendly core. You want visitors to park, get out of their cars, and walk from shop to shop. This is precisely what happens in successful visitor destinations. The two-block long area along Main Street provides the ideal location for developing the “critical mass” of shopping, dining, and nightlife necessary to build the mountain sports brand. The most popular activity of visitors is shopping and dining in a pedestrian setting, and that’s also where most visitor spending takes place (mostly in the evening). In fact, research shows that as much as 70% of visitor spending takes place after 6:00pm.

Currently, there is no notable nightlife in the region. The addition of evening entertainment in this downtown core will attract visitors staying in Angels Camp, as well as visitors staying in other areas nearby, such as Murphys and Arnold. Angels Camp should become the place to hang out and where visitors spend money well into the evening hours.

Gateways provide people with a sense of arrival, they slow traffic, and they result in increased spending. They also help unify merchants in the district, who then tend to keep common hours and work together on curb appeal, marketing and other issues - as merchants do in a mall. It’s easy to see the significance of entryways in the lengths builders go to when constructing

gateways to their residential subdivisions. They create pride of ownership and increase the perceived value of the properties. The same is true for downtowns. Gateways should be designed to fit the town's brand or ambiance.

Classic examples of where the creation of a pedestrian-friendly shopping district 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; Cannon Beach, Oregon; and Woodstock, New York, to name a few.

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.

Linking the areas where visitors are lodged in Angels Camp with the destination retail district and providing convenient parking and easy access for visitors coming to the area for the day are essential elements to a successful downtown. The largest motels currently are north of the proposed destination retail district. Improved access from these areas for pedestrians and cyclists will encourage them to spend more time and money in the downtown.

8 DOWNTOWN DESTINATION RETAIL DISTRICT DEVELOPMENT

DESCRIPTION:

Implement the following development initiatives in the destination retail district:

1. Hire a professional planning firm with experience rehabilitating historic downtowns to develop a detailed plan for the destination retail district. This plan would address the following:

- Pedestrian facilities -wider sidewalks, crosswalk enhancements.
- Bicycle facilities- bike lanes, bike racks.
- Redistribution of parking from the Main Street to areas within one or two blocks of Main Street.
- Façade and other building improvements.
- Street landscaping, furnishings, lighting and beautification.
- Banners and other decorations.
- Public space development (see #3 below).

Standard sidewalk width is 10 feet, which allows pedestrians to pass one another comfortably. Wider sidewalks are desirable to accommodate larger volumes of pedestrians and sidewalk cafes. Because the Main Street is also a main California highway, Angels Camp will need to work with Caltrans to develop a plan to improve the sidewalks. Caltrans understands the value of main streets to the character of the community and has developed a variety of approaches to accommodating individual needs of small towns on major thoroughfares.

2. Encourage development of the vacant Utica Hotel. This property could become a core element to the destination retail district, as well as an important component in the overall district mix. The current financial environment makes it difficult for a developer to purchase the property and invest the dollars necessary to bring the hotel up to current standards. The BLT and the City should work together to encourage and support the private sector in the development of this property. Grants, public/private partnerships, and creative financing should be aggressively explored. A historic hotel in the heart of the destination retail district could be the crown jewel of the area.

3. Create public spaces within the retail destination district. Angels Creek is a beautiful asset located on the southern end of the destination retail district.

This district lacks gathering spaces, and this space would be ideal for people and families to picnic and hang out. Another idea is to expand the public area directly north of the Calaveras County Visitors Bureau. The addition of a small stage, an artificial climbing wall, and other amenities would make this an ideal location for farmer's markets, events, and festivals.

4. Encourage development of a flagship restaurant. Angels Camp would benefit from a flagship restaurant in the district. An ideal location is the white house on the eastern side of Highway 49 on Angels Creek. This house is a stunning piece of period architecture and would be an attractive restaurant on the ground floor, with the potential for a gallery or shop on the second floor. Dining could be both indoors and outdoors.

5. Install a Wi-fi system in downtown Angels Camp. Either the city or a non-profit corporation could install, operate, and maintain a Wi-fi network. Free Wi-fi is becoming increasingly common in communities across the country. Cities wanting to bring more business downtown are finding that offering free Wi-fi 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. See the Supporting Documents section for a description of two models for developing downtown Wi-fi.

IMPLEMENTATION:

Planning firm – Caltrans, City of Angels Camp.
Utica Hotel – City of Angels Camp, Brand Leadership Team, private business.
Angels Creek/City Park – City of Angels Camp.
Flagship restaurant – private business.
Downtown Wi-fi – City of Angels Camp, Angels Camp Business Association.

APPROXIMATE COST:

TBD.

POSSIBLE FUNDING SOURCES:

Planning firm – Caltrans, City of Angels Camp.
Utica Hotel – private business, grants, incentives from the City.
Angels Creek/City Parks – City of Angels Camp.
Flagship restaurant – private business.
Downtown Wi-fi – City of Angels Camp, Angels Camp Business Association.
Facade/Building improvement -- grants such as Community Block Development Grants.

RATIONALE:

The goal is to have people stop, stay, and spend in the community. To do this there must be not only a critical mass of retail and other diversions in the area, but there must be places where people can hang out and spend time. Wider sidewalks invite pedestrians to stroll and provide an opportunity for outdoor dining. The Utica Hotel has the potential to be a centerpiece in the destination retail area, providing accommodations and entertainment and another place to hang out. Public space and Wi-fi encourage people to spend time in Angels Camp.

Although the focus is on the historic downtown, this development will benefit the entire town and county through the increase of visitor spending and the opportunities for new businesses and industries that are focused on the brand, the tax revenues they will generate, and the creation of new jobs.





9 ADOPT HISTORIC COMMERCIAL DISTRICT ORDINANCES

DESCRIPTION:

Ordinances should be adopted that address (in more detail than the current zoning ordinances), the business mix and design guidelines for the Historic Commercial District. (See Recommendation #10 for business mix). Current City zoning ordinances reference the U.S. Department of Interior's Standards for Preserving Rehabilitating, Restoring and Reconstructing Historic Buildings. This is a good start. However, the redevelopment of the historic center of Angels Camp is so vital to the success of this plan that it needs its own set of ordinances. Good examples of ordinances for historic downtowns are available from many other communities. In addition, the planning firm (Recommendation #8) should be able to provide guidance in this area.

In addition to ordinances for business mix and design, other ordinances should be implemented that address signage, sidewalk dining, and street entertainment in the downtown district. (We've included three sample ordinances in the Supporting Documentation section of this report that can be modified and adopted by the City of Angels Camp: Retail Signage, Sidewalk Dining, and Street Entertainment.

1. An ordinance for sidewalk dining. Sidewalk dining adds considerable character to the assortment of any community's restaurants. Sidewalk cafés provide open-area dining on public sidewalks. Sidewalk cafés are not permanent installations. Virtually every popular downtown pedestrian destination provides for the ambience of outside dining.
2. Peer-driven retail sign ordinance. Establish a retail signage and outdoor display review board comprised of downtown property and retail shop owners. A peer-driven Sign Review Board should be created to protect the aesthetic integrity and maintain a consistent and complimentary design scheme for commercial signs within the downtown district. This board would be charged with reviewing and approving sign design, providing display guidance for other businesses, and enforcement.
3. An ordinance allowing and regulating street performers. Street performers provide a valuable public service that can enhance the character of any downtown and provide an immediate jump-start to help establish the animation of its pedestrian destination. Street performers may include acting, sing-

ing, playing musical instruments, pantomime, juggling, magic acts, dancing, reading, puppetry, and other activities that attract the attention of the public.

IMPLEMENTATION:

Angels Camp City Council.

APPROXIMATE COST:

No specific costs.

POSSIBLE FUNDING SOURCES:

No funding required.

IMPLEMENTATION TIMING:

2009.



10 RECRUIT BUSINESSES INTO DOWNTOWN DESTINATION RETAIL DISTRICT

DESCRIPTION:

Initiate an active effort to recruit businesses into the downtown destination retail district. A diversified mix of retail businesses that support the mountain sports brand and provide shopping, dining, and entertainment is needed in the downtown destination retail district. For Angels Camp, the downtown retail, dining, and entertainment is the lure to attract mountain sports enthusiasts to stay in Angels Camp, as well as the diversionary activities.

Angels Camp needs to “rearrange the furniture”- or adjust the business mix. This means separating “neighborhood retail” such as drug stores, insurance agencies, or second-hand stores, from “destination retail” such as bicycle, outdoor clothing, outdoor gear, mountain-related art and lifestyle, mountain sports bookstore, and other related shopping, dining, and evening entertainment.

In order to become a destination retail downtown (for both locals and visitors), Angels Camp needs to apply the Ten + Ten + Ten rule. Both visitors and residents are attracted to areas with an abundance of retail and dining options that are concentrated in a compact area, making it pedestrian-friendly. For example, you'll find that fast-food restaurants and gas stations congregate on all four corners of an intersection because they all benefit from the critical mass of many convenient choices in one spot. Another example is the advantage that antique malls have over a small antique store; the many competitors within the antique mall benefit from the quantity of antique vendors - they do ten times more business than a single store. Each auto dealership within an auto mall does seven times more business than a single car dealership. Like businesses congregated together are a greater draw. People will spend more money in a community if they don't have to drive from one shop to the next. This means that in the lineal blocks that comprise the downtown retail, you need the following mix:

1. A MINIMUM of ten destination retail shops, revolving around your central mountain sports theme. Destination retail shops are those that a local or visitor would go out of their way to frequent. In addition to outdoor clothing and gear stores, destination retail might include a bookstore, mountain lifestyle home accents, antiques, clothing and logo gear, an organic grocery with deli offering prepackaged lunches, and other specialty retail shops.

2. Ten dining and food-oriented businesses. These would include sit-down dining, coffee shops, bistros, a candy store, soda fountain, cafes, a bakery, and even food vendors. One or more restaurants should have an organic food theme, sustainable focus, and other “green” elements.

3. Ten things open after 6:00 pm at least four nights a week. People, particularly in the peak seasons, are looking for places to hang out. Outdoor dining, street vendors, public markets, street entertainers, other dining and shops, etc. all encourage visitors to stay longer and spend more money. Visitors are more likely to spend the night in towns or areas where there are things to do after 6:00 pm. It's simply not much fun to be cooped up in a hotel room watching TV.

With a minimum of ten destination retail shops, ten restaurants or food-oriented businesses, and ten places providing something to do in the evening, all within a two to three block area, a downtown has the critical mass necessary - the clustering of like businesses - to attract people from a distance. Overnight visitors spend three times that of day visitors, so creating the critical mass that makes them want to stay overnight is important.

In order to attract the necessary mix of businesses and amenities in the core destination retail area, it may be necessary to hire a professional RECRUITMENT SPECIALIST. A recruitment specialist will spend his or her time soliciting specific retail businesses into the destination retail district, including mountain sports specific businesses, such as outdoor gear and clothing stores, outfitters, restaurants, organic grocery, and other related businesses. The specialist will also work with Angels Camp's existing brand-related businesses that are not now located in the downtown core to entice them to relocate.

This will also require working with property owners in the destination retail district to find locations for the businesses needed downtown. There are already a few businesses directly related to the mountain sports brand in Angels Camp. None are in the destination retail district core except for the western shop while others are scattered in and around Angels Camp. These businesses, as well as others that are not in Angels Camp but would add greatly to the necessary mix of retail, must be recruited and located in this district.

There are a number of incentives that should be explored in “rearranging the furniture” in the downtown destination retail district, beginning with the property owners. Property owners control leases. If they have an incentive to not renew an existing lease and instead to attract a mountain sports brand related business, ultimately they will benefit from greater demand for their space and higher lease rates. But initially, they may need some financial incentives to remake their space suitable for a retail tenant, or to supplement the initially lower lease rate they might get from their retail tenant. An incentive might be necessary to require retailers to remain open for specific periods of the day.

To start the process of “rearranging the furniture,” Angels Camp should set up a Relocation and Recruitment Fund. Make the funds available to the Recruitment Specialist as they work with downtown property owners and retail business owners to remix the downtown retail environment toward the brand. Getting the right mix of businesses is critically important. It is what’s inside the shops that will drive traffic into the downtown. There are several ways in which the funds should be applied:

- Subsidizing the advertising of a property owner’s empty space in the downtown. This could be done individually or with a grouped number of properties. Ensure that the advertisement focuses on and appeals to the desired retail stores or the necessary supporting diversions. Use advertising in regional media, but also work with the trade media to run stories on Angels Camp’s new brand, with descriptions of the types of retailers that are being recruited, the types of store space that is available, the terms of leases, and what Angels Camp is prepared to do to promote the store specifically as well as the community brand.
- Use funds as a negotiating tool when bringing together branded retail currently outside the downtown and downtown property owners in order to put them together. This may require some funds for space improvements, or moving costs, or a month’s rent, or to compensate a broken lease agreement in the original property. For those businesses in Angels Camp but not in the destination retail district that have already been identified, the Recruitment Specialist should work with them directly. The recruiter should be armed with the right tools, including: printed copies of the Action Plan, a PowerPoint presentation of the Action Plan, printed sheets with information

on available downtown space, utilities, parking, terms of agreement, hours of operation, and specifically how Angels Camp will help market their store.

- Bring in a workshop presenter and consultant to educate retail store owners on interior displays that boost sales, window dressing, extending window displays effectively to the outside of the storefront and retail store signs that work harder (See Recommendation #10).
- Use the funds to negotiate with current downtown ground level businesses that offer unrelated services to move to a side street or to an upstairs office. Offer moving expenses, or financial assistance for upgrades to the new space, assistance in signage, and notification of existing customers. Financial assistance could be in the form of outright grants as a percentage of the total cost, or as low interest loans, or as forgivable loans if the retailer remains in the lease for a specific amount of time.
- Focus on creating, signing, advertising and reducing the cost of parking in the downtown. Parking will be one of the most important concerns of retailers you are trying to recruit. Customers need to know they can park nearby to reach the stores on South Main Street in the retail district. Work with retail storeowners and employees to have them park in safe locations off the main streets. Getting owners and employees to park away from their place of business means changing long-standing habits. Don’t penalize shoppers with short metered times because storeowners are undisciplined. Shoppers should have a four-hour parking window at the minimum.
- Offer the property owner an incentive to include in their tenant lease agreement a condition requiring specific store hours. The Recruitment Specialist would assist in establishing these hours. It does no good to have the correct mix of stores downtown if they are not consistently open when consumers want to shop. Most shopping occurs in the evening after work, so require retail to be open until at least 7 pm and restaurants to remain open until at least 10 pm.

The Recruitment Specialist would be an independent contractor 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 of-

office is appropriate for this position. The Recruitment Specialist would not be a city employee, but should report to the Brand Leadership Team.

A Recruitment Specialist is primarily an “outside sales” person, but would have access to city facilities (with staff permission) for meetings and related activities. A Recruitment Specialist would be hired on a three-year contract with renewable extensions if necessary. A quality recruitment effort should sunset within three years, at which time Angels Camp should reach critical mass for its downtown development.

By using a sub-contractor, Angels Camp will be able to find the individual best suited for 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.

IMPLEMENTATION:

Brand Leadership Team.

APPROXIMATE COST:

Typically an independent contractor with this type of expertise would cost \$85,000 to \$125,000 per year for two to three years. An alternative is to find someone who is retired or semi-retired in Angels Camp who has commercial real estate experience who may be able to do this on a part-time basis for around \$60,000 annually for two to three years.

POSSIBLE FUNDING SOURCES:

City of Angels Camp, Angels Camp Business Association, grants, such as Community Block Development Grants.

TIMELINE FOR IMPLEMENTATION:

2009-2012.

RATIONALE FOR THE RECOMMENDATION:

To create a vibrant, active, prosperous downtown that attracts visitors, it’s necessary to offer a “critical mass” of the types of retail shops, dining, and entertainment that people want. For critical mass, the minimum in a two-block area would be ten destination retail shops, ten places to eat, and ten businesses open after 6:00 p.m., including entertainment. This creates a very walkable, concentrated district with a lot of appeal, and a lot going on. However, this mix of businesses rarely just happens on its own. It often needs help from a Recruitment Specialist. The Recruitment Specialist will work with the local businesses and property owners to help rearrange the business mix, as well as recruit the other pieces so necessary for a vibrant downtown.

The focus of this recruitment effort is on the downtown historic district, but the effort will benefit the entire town and Calaveras County as a whole. New businesses and industries that are focused on the brand will be attracted to the area because it is a mountain sport capital. The brand will draw new businesses to Angels Camp, creating jobs and economic diversity. Visitors will be drawn to the town for the mountain sports and related amenities, spending time in downtown, frequenting the businesses, spending money in retail shops, restaurants, and lodging facilities. In addition, the creation of a vibrant, active downtown, with retail, restaurants, and entertainment, will provide an ideal community gathering area for residents, increasing community pride and slowing down the “leakage” of residential spending.

11 PROVIDE TECHNICAL ASSISTANCE FOR RETAIL

DESCRIPTION:

Many of the downtown merchants will require technical assistance as they incorporate the brand into their business and upgrade to meet the new standards of the destination retail district. Both group and individual assistance should be offered. Many will be reluctant to discuss their business in front of a group of their peers. An educational workshop should be organized for the downtown property owners in order to provide them with the dynamics of retail marketing that can have a role in increasing the value of their retail space over time through a branded cooperative development and marketing effort. This should be followed up with one-on-one assistance.

The workshop would cover the following issues:

1. Beautification

Merchants should be encouraged and supported to develop their own planters, hanging baskets and even containers of plants on their storefronts. A program could be developed that provided a discounted central source

for planter pots and annuals, as well as program for periodic watering and fertilizing of the plants during the growing season.

All of the most successful towns in America have undergone intensive beautification programs. Angels Camp 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 or Master Gardeners group adopt downtown beautification efforts associated with planting and maintaining annuals.

One of the most visible and effective programs involves planting. A local gardening club should be recruited to coordinate the following efforts:

- Replacing drab corners 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.

The local gardening club can also assist with advice on seasonal plantings so that the downtown can display a variety of plantings all year round.

2. Window and exterior displays

Another downtown initiative speaks directly to the importance of the retail mix and what is inside the buildings. The mountain sports brand is all about shopping for branded goods and services while the diversions focus on other shopping and dining. As attractive as what's inside the store may be, it's necessary for the consumer to be lured inside. Professional consulting should be provided to all shopkeepers who want the latest tips and tricks on creating beautiful and appealing window displays and advice on how to carry their merchandising outside their front doors to the entryway and sidewalk. The pedestrian scale of the downtown district offers many opportunities to intrigue the passerby with the attractive and the unusual. Drawing visitors inside is the first step in creating a sale.



3. Retail signage

Downtown retail signs should reflect the nature of the brand, protect the aesthetic integrity of the beautification, and maintain a consistent and complimentary design scheme for commercial signs within the downtown district. Guidelines should be developed for business and property owners with regard to size of signs, colors, materials and placement. See Supporting Documents for an example of a retail signage program that is peer driven.



4. Outdoor dining and gathering places for entertainment

Historic district planning should accommodate outdoor dining, including using a portion of the sidewalks in front of restaurants for outside tables. Sidewalk cafes are great attractors in good weather, providing places where people can see and be seen, and enjoy the ambience of the lighted trees and buildings. The Supporting Documents section contains suggested guidelines for sidewalk cafes. Because Highway 49 runs right through the downtown

district, the traffic noise and muffler smoke will need to be considered in the development of outdoor dining and gathering places



5. Lease rates

The creation of “critical mass” in a concentrated area will generate higher revenues for all businesses in the area. If downtown property owners embrace the vision of Angels Camp’s destination retail district, they are taking on the obligation of investing in the future, both with cash for initial improvements in their properties and lost rental income for several months. As the vision for the district comes to fruition and the district becomes vibrant and viable, the property owners will more than recoup their debt service and deferred lease income. In addition to their initial cost of building out their retail space, property owners will need “patient money” in the form of deferred return on their investment as the shopping district takes hold and traffic builds. Until a critical mass of branded retail exists in the district, the entrepreneur-renters may not be able to afford rents that support the landlord’s debt service. However, once the district becomes successful, demand for space in what

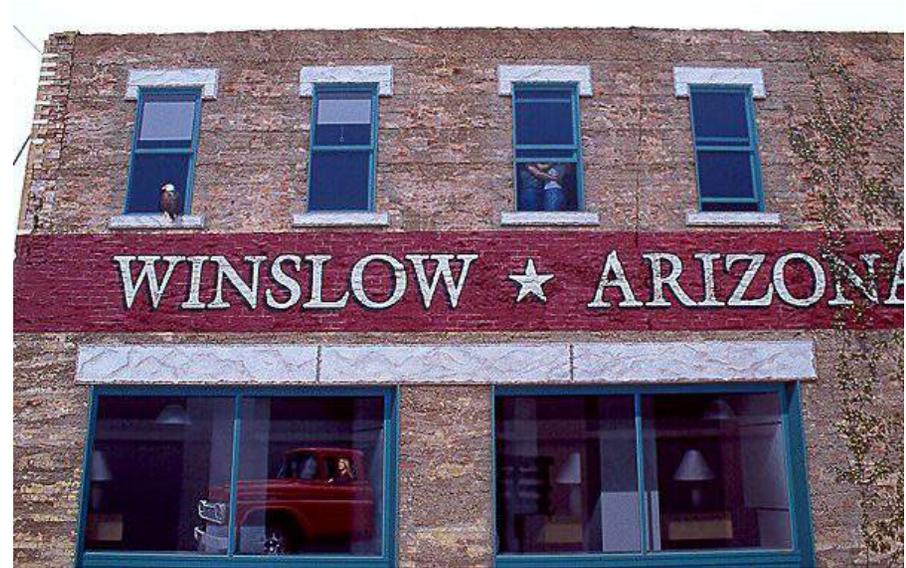
is a contained area will rise sharply, and profitable rents can be achieved to repay the investment.

If the going rate for leased space downtown is currently \$1 per square foot, property owners may need to be creative to attract the right mix of entertainment, retail, and dining. For instance, the landlord might provide a five-year lease with the first six months free, followed by six months at \$.50 per square foot. In year two, rates might be raised to \$.75 per square foot, in year three to \$1, and by year four up to \$1.25. After that, tenants would pay the market rate because business would be building during this period and they would be able to offset their rental increases.

Often banks will provide “community reinvestment programs” - creative financing for building and tenant improvements at reduced or deferred interest rates to help building owners absorb the initial development costs. There are dozens of case histories that can be used to demonstrate the return on investment, where property owners help subsidize rents in the initial building of critical mass and then see a tremendous return after just five years. Jackson, Wyoming, and Carmel, California, are two examples where rates have climbed to \$45 per square foot and higher, with both running at 100 percent occupancies.

6. Facades

Several buildings in Angels Camp’s historic district would benefit from improvements to their façades. Improvements to consider are water features, misters in the summer, planters, and trellises. Planters and trellises will provide refreshing greenery. Some buildings may be suitable for Trompe l’oeil. 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 historic architecture, such as Florence, Italy.



7. Open hours

It is important to ensure that businesses maintain consistent hours. 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.

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.

8. Vandalism

There are different ways in which to reduce vandalism and the workshop should cover alternatives. These include: lobbying for proactive pedestrian level community policing, e.g. cops on bicycles, downtown walking beats, etc.; engaging youth and students in the downtown; retail “phone trees” for alerting other merchants; installation of lighting and surveillance cameras, etc.

9. Bringing merchants into the brand

A destination retail downtown district should be thought of in the way a shopping mall functions. There are two or three anchor stores that lure the consumer to the destination. These should be related to the brand, such as a larger retailer and/or outfitter featuring a variety of mountain sports gear. Then the other stores benefit from the consumer who walks by. But malls function because each merchant sees themselves as a part of something bigger than themselves - a critical mass of shopping. For this reason, downtown merchants need to be coaxed into being a part of the whole - to see their actions as affecting the entire downtown. If only a third of the stores in a shopping mall were open at any given time, would you go there? If the mall were dotted with attorneys, insurance agents, appliance repair shops, stockbrokers and tattoo parlors, would you stay as long? Helping merchants to understand the value in working together is essential to creating a cohesive branded destination where consumers want to spend their time.

IMPLEMENTATION:

Brand Leadership Team.

APPROXIMATE COST:

Workshop/Training Costs: \$10,000; individual assistance: TBD.

POSSIBLE FUNDING SOURCES:

City of Angels Camp (TOT funds), grants, such as Community Block Development Grants.

TIMELINE FOR IMPLEMENTATION:

2008 forward.

RATIONALE FOR THE RECOMMENDATION:

Participation of retail merchants is vital to the creation of a downtown where the locals want to hang out and where visitors can't wait to return again and bring their friends. While each retail shop knows the importance of displaying a unique individuality, they may be less aware that creating a critical mass of attractive shops and restaurants will benefit them personally. Assisting them with individual consultations as well as informative workshops will go a long way to the success of the downtown.

Participation of property owners is essential to the success of this plan because they control what type of tenants are placed in ground floor storefronts, they can establish covenants that result in stores being open consistent hours of operation, and they determine what façade improvements are made to the exteriors of their buildings. If the brand succeeds, property owners will benefit from more stable tenants and higher lease payments. Property owners also take the initial risks in tenant improvements, and incentive based lease agreements that attract the right mix of retail and dining downtown. Educating property owners about how destination retail works, what it requires from them, and how to proceed is an important step in creating the historic downtown in Angels Camp as a destination retail success story.

12 DEVELOP COMPREHENSIVE WAYFINDING SYSTEM WITH A FOCUS ON MAIN STREET AND THE DESTINATION RETAIL DISTRICT

DESCRIPTION:

Once the mountain sports brand and logos have been adopted, the City should contract for a professional Wayfinding System Plan. The Plan should incorporate graphics, imagery, and colors that portray the mountain sports brand for Angels Camp.

The plan should include the following:

- Design and location of gateways for the city and for the historic Main Street retail destination district.
- Design and location analysis of directional signage.
- Wayfinding system: inventory of attractions, amenities, services; the placement on each sign; testing for readability at speed; fit; design.
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation.
- Decorative pole banner designs.
- Coordination with city, county and state for setbacks, restrictions, and construction standards.
- Design and placement recommendations for visitor information kiosks.

The Wayfinding Plan should stipulate the precise wording and exact location for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.

Visitor information kiosks should be designed to complement local architecture, as well as to enhance the mountain sports brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, visitor attractions, local services and amenities, lodging and dining options, and cross-sell regional attractions. They should have adequate lighting and include prominent signs indicating "Visitor Information."

We also recommend that Angels Camp have a brochure exchange program with other neighboring towns, such as Murphys, Arnold, Jamestown, etc.

IMPLEMENTATION:

City of Angels Camp.

APPROXIMATE COST:

\$60,000 for design of the System.

Approximately \$100,000 for fabrication and installation of the wayfinding system, depending on design.

\$4,000 per kiosk (May need six to eight kiosks).

\$5,000 to \$8,000 annually for maintenance of kiosks.

POSSIBLE FUNDING SOURCES:

Wayfinding System design and fabrication – Federal CDBG, Caltrans, City general funds.

Kiosks – TOT Funds, sponsorships.

TIMELINE FOR IMPLEMENTATION:

Wayfinding System Plan – 2009/2010.

Fabrication/installation – 2010/2012.

Kiosk construction – 2009.

RATIONALE FOR THE RECOMMENDATION:

Signage is critically important for any community, particularly to a historic downtown that has had a radical makeover, but even more so if that downtown happens to be at the convergence of multiple major highways.

The easier it is for visitors to find attractions and amenities, the longer they will stay, and the more they will spend. It can be difficult for locals, who already know how to get from "point A" to "point B," to see gaps and omissions in existing signage, so it's best to use the services of a professional wayfinding firm. Gateway signs are a key component of the plan and they need to make a powerful impression. Gateways create a sense of arrival and awareness of "place." A beautiful gateway can elevate the appeal of the community, increasing its perceived value and instilling pride in the community.

Providing plenty of well-marked visitor information kiosks makes it easy for travelers to learn all that your community has to offer. Only about 5% of travelers stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes it easy to cross-sell activities and help travelers find more to do.

13 CREATE TWO MARKETING BROCHURES: THE “MOUNTAIN SPORTS GUIDE” AND THE “BEST OF ANGELS CAMP GUIDE”

DESCRIPTION:

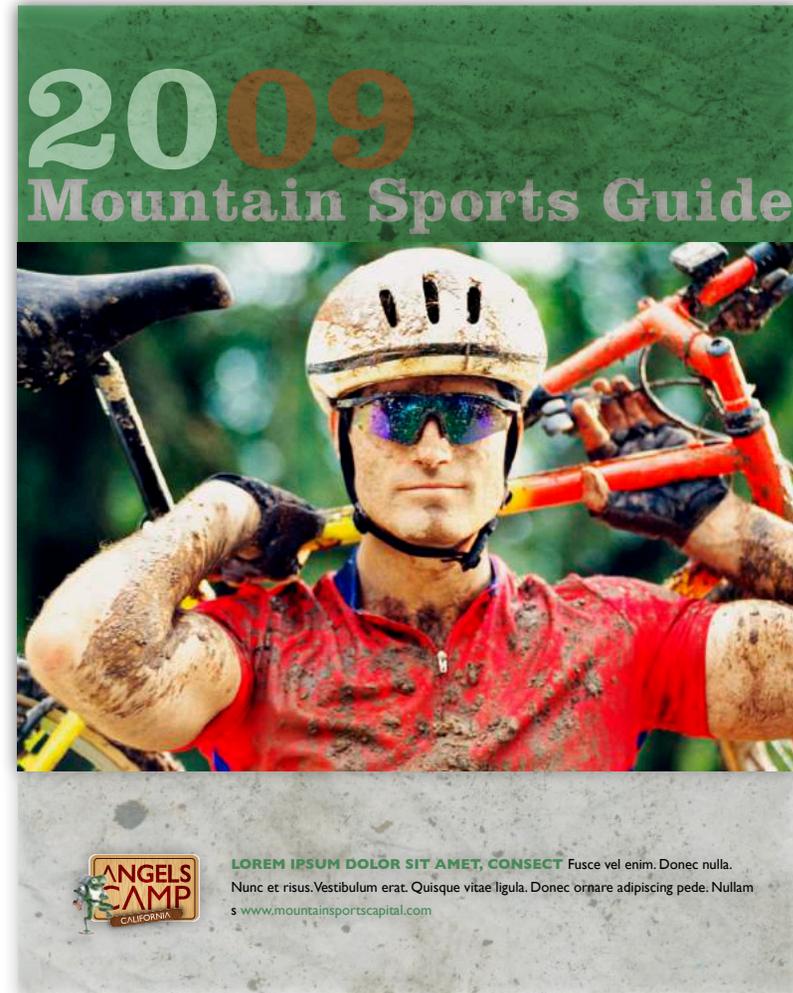
1. “Mountain Sports Guide”

Create a Mountain Sports Guide loaded with spectacular photography that will showcase the variety of mountain sports in the region. This guide will be the primary marketing piece to lure visitors to the area. This is not a marketing piece where everything and everyone is included. Only the unique “gems” of the destination should be included. Everyone will ultimately benefit, but the purpose of the piece is to lure the visitor to get something they cannot get closer to home.

This guide should include special places that are highlights of the area, such as hiking amidst the redwoods of Calaveras Big Trees State Park, rafting one of California’s wildest rivers (the Stanislaus), or spelunking in the nearby caves.

Itineraries should be created and included in the guide that feature what visitors can do in a one, two, and three day visit to the area based in Angels Camp. Details matter, so include lots of information such as driving distances to activities, how long it takes to hike or bike a particular trail, facilities for parking and restrooms, etc. Include a story or an anecdote about the areas featured, such as something historical.

It is extremely important that this guide be a high-quality and professional publication. It has to be an effective promotional tool that will help 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.



2. “Best of Angels Camp Guide”

Develop a new marketing brochure entitled “Best of Angels Camp” promoting the specific businesses and attractions in Angels Camp that showcase the best the city has to offer in products and services a consumer would enjoy when they visit Angels Camp. Special attention should be given to businesses that would be part of the mountain sports brand, such as outdoor gear shops and outfitters. This is the piece used to let visitors know what they can do and see in Angels Camp after their day in the mountains.

This guide should include retail stores as well as restaurants and lodging so that shoppers can plan to stay overnight. Other attractions should be added as they come online, such as additional retailers in the “Angels Creek District,” and the Utica Hotel should it be developed. Each participating retailer needs to meet certain criteria in order to be included. The brochure needs to promote the very best that Angels Camp has to offer. They should be recognized for their uniqueness or excellence, be open at least six days a week, including weekends, and be open until at least 7:00 p.m. They should also have good curb appeal.

The “Best of Angels Camp” Guide should feature something special or unique about each shop or restaurant. Details matter. If the outdoor gear shop not only sells, but also rents equipment and provides maps and suggestions for where to go, write about it. If a restaurant has a signature menu item, suggest that they order it. People like specifics, and the more interesting and unusual items you can mention, the better.

The Guide should be written in advertorial format - not just a series of ads. Details about each shop or restaurant should be provided in a way that would make a mountain sports enthusiast feel he or she **MUST** go to Angels Camp for all the unique shops. Sell the regional shoppers on what makes Angels Camp **THE** place to go. Sell them on the idea of having a fun couple of days in Angels Camp, shopping, dining, and enjoying the mountain sports in the area.

Use professional photography throughout the brochure to showcase each shop, restaurant, and location. Special displays should be designed and photographed, special food dishes should be staged, and in some cases, models



should be used in pedestrian settings. Feature the pedestrian setting of the shopping area, flowers, banners, outdoor dining, beautification, lighting, etc.

The Guide should contain several maps, including a map of the location of the City of Angels Camp, travel times from major metro areas, directions from Interstate 5, and Highway 99 to the downtown District, a walking map of the downtown showing the location of each retail storefront and dining location, and the location of other brand-related stores throughout the town. In addition to stores and places to eat, include other interesting features such as where to park, historical landmarks, hotels and motels, public parks or gathering places, location of public restrooms, etc.

Both the “Mountain Sports Guide” and the “Best of Angels Camp” brochures should be public/private partnerships, with each advertiser paying the costs for their own page. It is important that these brochures address activities, events and attractions in every season of the year. These brochures should also be both printed and available for download on the website.

Once completed, these two brochures should be distributed to regional visitor information centers, chambers of commerce, visitor information kiosks, hotels/motels, resorts, and B&Bs.

IMPLEMENTATION:

Cooperative venture: Angels Camp Business Association, Downtown retailers, other Angels Camp retailers, outfitters/guides.

APPROXIMATE COST:

Mountain Sports Guide Developmental Costs: \$15,000. Printing: \$25,000.
Best of Angels Camp Guide Developmental Costs: \$15,000. Printing: \$20,000.
Website version management: \$3,000 per year.

POSSIBLE FUNDING SOURCES:

Angels Camp Business Association, private retailers (shops, restaurants, outfitters).

TIMELINE FOR IMPLEMENTATION:

2009.

RATIONALE FOR THE RECOMMENDATION:

The days when it was sufficient to simply list all the activities, shops, restaurants, and attractions in your destination are over. Convenience is at the top of the list for visitors, and this includes the planning stages of their visit to your destination.

Potential visitors will want to know specifics about what mountain sports they can do near Angels Camp. Potential shoppers will want to know all the details of why they should visit or stay in Angels Camp on their trip to the mountains. They will want to know what kind of shops are there; what specific products and services are offered, particularly within walking distance of where they will park; and finally, what makes these shops different from others that they might find closer to home. They will want to know if they'll have a fun time while they're in Angels Camp, where they might eat or spend the night, and if this shopping experience will be a wonderful, memorable event.

These brochures, full of color photography, details and information, will make a compelling case and convince consumers that Angels Camp is the place to be based for mountain sports in the region. They will be powerful sales tools.

14 CREATE A NEW ANGELS CAMP WEBSITE FOCUSED ON THE MOUNTAIN SPORTS BRAND

DESCRIPTION:

The Brand Leadership Team should develop a specific Angels Camp website that is all about the brand. The current Calaveras County Visitors Bureau website features all communities within the county and provides lists of places to stay, where to eat, and things to do, and although there is information about Angels Camp, it is not found in one place. Further, we could not find any links to any organizations that featured information about visiting Angels Camp. This is a huge gap in the community that needs to be filled. Just as there is a Mountain Sports Guide that is designed as more of a motivational piece than as an inventory of what Angels Camp has, so must there be a compelling website that provides all the details that will close the sale with the consumer.

It takes a team to develop an effective tourism website. We like to think of the design and construction of a website much like the design and construction of a home. You need:

- 1) The architect - the person who builds the site map, how the information flows, and decides what content should be included.
- 2) The engineer- the person who develops the backbone of the site chooses the right software, and writes the code.
- 3) The interior designer- the person or persons who make the site graphically pleasing.
- 4) The builder and maintenance crew- the people who add new content, and update/refresh older content.

We suggest the architecture of the site be approached as follows:

- 1) The Home Page – this first look at Angels camp needs large and compelling photographs. Clear links are needed to:
 - a. What to do: Visitor experiences, not just passive attractions.
 - b. Where to eat: Focus on the best Angels Camp has to offer downtown.
 - c. Where to stay: Begin with the best hotels, write about them, then list the others.

d. Where to shop: Start with the best shops, unique shops, provide details such as unique items for sale, interesting displays. Include where to park.

e. Getting here: Start from the freeways and give specific directions, and again, where to park.

f. Photos and videos: Include both professionally created and amateur three-minute or shorter videos of visitors' experiences in the downtown, and events, dining outdoors, on the water, etc. Create a section on videos related to different mountain sports. Major name brands should jump at the chance to sponsor and produce these videos. Or, find a good brand that already has them produced and will post them.

g. Maps, Guides & Information: Printable maps for guidance are good but not enough. Include a good 3-D map of the core downtown area with street names, labels of specific sites, etc. Include a regional map showing directions to mountain sports areas, such as Stanislaus National Forest, Calaveras Big Trees, local caves, New Melones Reservoir, Stanislaus River.

h. Media and Trade: Sooner or later the media will pick up on what is going on and want to write about it. Be sure you have prepared the photography and written stories that they will be looking for. Public relations is the most important form of communication in building a brand. You cannot buy that kind of exposure.

i. The Mountain Sports Blog: Create a blog managed by interested mountain sports enthusiasts in Angels Camp, where people can get “local” information about where to go, what to do. The blog could link to various mountain sports retailers who could answer questions about equipment.

- 2) The “What to Do” link should lead you to a page where you can “pick your season”. Provide six seasons as follows:
 - a. Dec/Jan: Feature holiday events, winter sports.
 - b. Feb/Mar: Winter sports and events.
 - c. Apr/May: Winter mountain sports, spring opportunities.
 - d. Jun/Jul: First half of summer, and mountain sports available.
 - e. Aug/Sep: Second half of summer.
 - f. Oct/Nov: Fall activities, and preparing for winter sports.

g. Once a visitor picks their season, they can “Pick Your Passion” which leads them to a variety of experiences available that time of year. Some may be featured in every season, but some will only be showcased in their primary season or seasons, such as snow-based sports.

Focus on the different sports and provide ideas for how to enjoy each sport. Provide specific information with itineraries, don’t just list activities and events. Give details; what to do with a one-day visit, two-day visit, three-day visit, how long it takes to drive to specific areas, when and where to make restaurant reservations, where they can get further information on specific details, such as trail length, difficulty, etc. And don’t forget to tell them where to park.

Within each season the user can then “Pick Your Passion,” and there should be the following categories:

- Mountain Sports (Lead with mountain sports – this is your brand. Link to trail, water, biking, fishing, climbing, caving, etc.)
- The Arts (Performing, visual, public art).
- History (Museums, walking tourism landmarks).
- Events (Do not include local events that only residents would be interested in. Include mountain sports events. Each event should reinforce the brand perception and be worth a special trip.)
- Entertainment (Any professional entertainment should also be listed under Events. Others that would be included here would be movies, night-life, street musicians or artisans, local theater productions, for example.)
- Signature Shops (Best of downtown retail shops - shops unique to Angels Camp or with specialty items. You can link to the Angels Camp Business Association or the Calaveras County Chamber of Commerce for local malls and run of the mill stores.)
- Signature dining (The best dining experiences in Angels Camp only. No national chains or fast food restaurants.)
- Kids & Family (Children’s entertainment, educational recreation, etc.)
- Hidden Treasures (This would include unusual, off the beaten path places, or activities. Neat little places known by the locals.)

3) In the “Where to Eat,” “Where to Stay,” and “Where to Shop” sections ALWAYS promote the top-rated FIRST, once again, to support the brand perception first identified in this plan. If need be, have a third party help

determine these ratings. Do NOT just provide lists. For each there should be an interior photo, a paragraph telling the visitor what’s so special about each and then details: pricing (\$\$\$), hours, specialties, hotel features, etc.

4) “Getting Here” is one of the most important sections of the site. Show Angels Camp in relationship to other cities in California and primary free-ways. It’s fine to link to Mapquest or Google maps but there should also be a regional map that shows features Mapquest won’t have: drive times from various cities, distance in miles, the nearest commercial airports, train or bus connections to the Bay Area, Sacramento, and Stockton, etc. Include a good downtown map that shows clearly where there is public parking. Include the hours of parking operations and cost. Indicate if validated parking applies. Also include a “Road Conditions” section that is updated often so people can find trouble spots, construction areas, and seasonal considerations for driving.

5) “Photos and Videos” - Consumer expectations have gone beyond flash-driven slide shows on destination websites. Their experience with YouTube and Google video has created an expectation of cool videos covering a range of subjects about the destination. They want to see professionally produced vignettes of their special topics of interest, but they also want to see amateur videos which have greater credibility because they represent third-party assessment of what Angels Camp really has to offer. A combination of the good amateur videos and your own professional efforts is needed. Photos are also welcome, and some viewer-produced photos should be included. Be sure to get written permission from the authors of both video and photos. Creating a supply of videos and photos from which to choose can be done through local contests, where the winner’s efforts are acknowledged and featured on your website.

- 6) The “Maps, Guides & Information” section should include:
- Good maps showing the area and where mountain sports can be done.
 - The new “Best of Angels Camp Guide,” “Mountain Sports Guide,” printable event calendars. All online brochures should be downloadable PDF files as well.

- Reciprocal links to other organizations, local communities, attractions, and activity vendors, the state tourism site, airport, downtown, etc.
 - Local and regional contact information, including locations of visitor information centers, phone numbers, and operating hours.
- 7) The “Media & Trade” section would be home to:
- Online Press room (one of the best in the country can be found at www.exploreasheville.com and a good one to emulate).
 - Meeting and event planning resources.
 - Local media contacts and links.
 - Tour operators, guides, outfitters.
 - Resources for local partners (the business community, local organizations, regional marketing partners).

Other suggestions for the website:

- On the home page, focus on the highlights. Make a statement about the things you have that are the biggest, the best (by third party endorsement, and use quotes), and truly unique to the city.
- Each category should offer sample events or activities that can be experienced all or most of the time.
- Write the website focusing on specifics, not the generic.
- Include “Did you know” online post-it notes.
- Promote the best hotels first.
- Work to reinforce the image of Angels Camp as the best place to be based for mountain sports in the Sierra.
- Develop podcasts (both video and voice). Let visitors chose from many that might provide examples of what specific events or attractions have to offer. Podcasts could be developed for a score of attractions, shops or restaurants and would feature one to two minute segments about each of your anchor businesses downtown. An example of an excellent tourism website is the one produced by the Ashville, North Carolina CVB – www.exploreasheville.com. Read through the website to see some very good ideas; in particular the pressroom, the visitors guide, and the way the site portrays the city’s brand image.

In order to own the brand and capture website searches, Angels Camp will need to register several domain names. As a start, DDI has registered the following domains for Angels Camp:

- MountainSportsCapital.com/.org/.net/.info
- MountainSportsHQ.com
- AngelsCampMountainSports.com
- ACMtSports.com
- MountainSportsCenter.com
- TheMountainSportsCapital.com

The names are currently registered in DDI’s name. These names can be transferred to Angels Camp or to whoever will be the custodian of the website.

IMPLEMENTATION:

Brand Leadership Team.

APPROXIMATE COST:

Up to \$30,000.

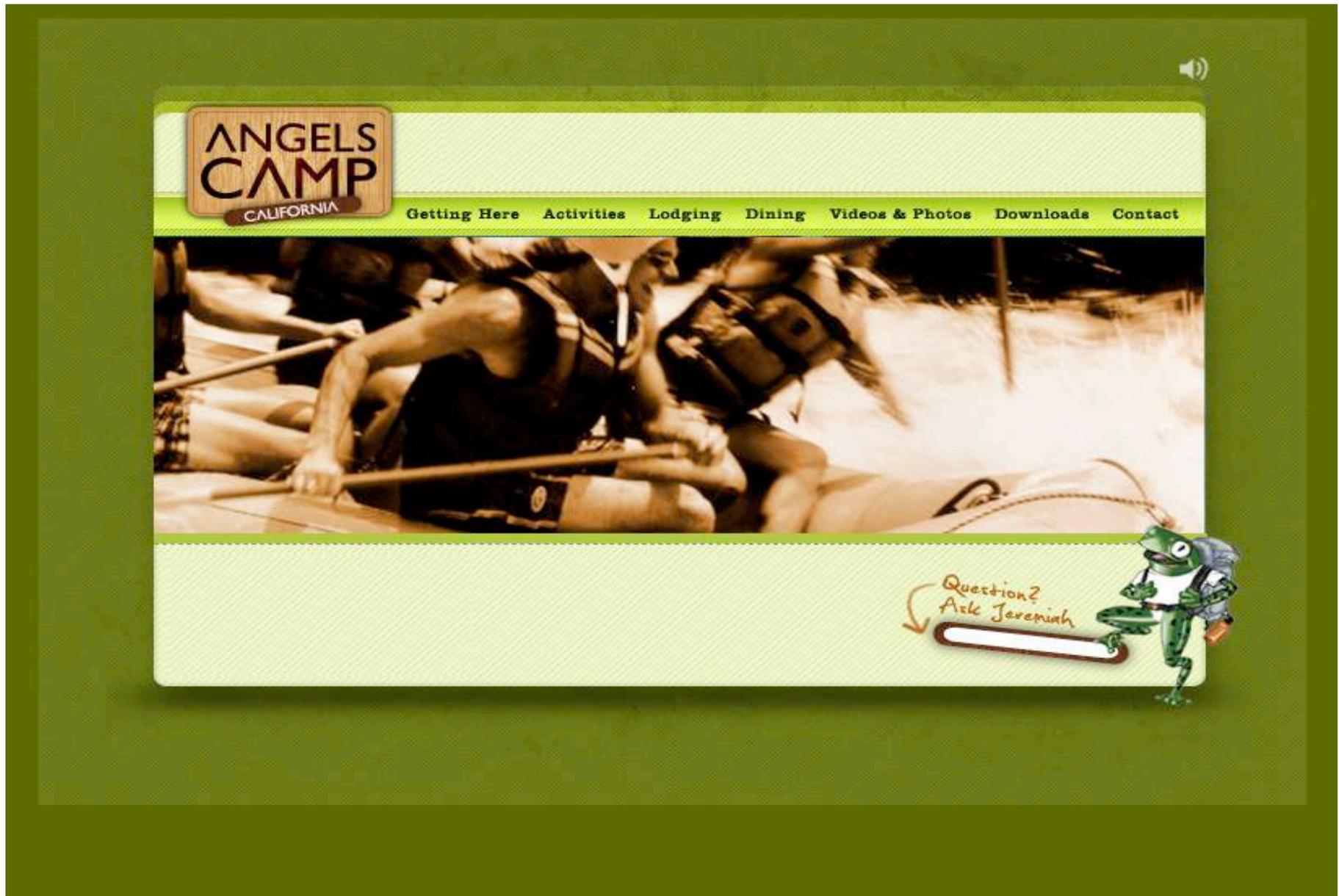
POSSIBLE SOURCE OF FUNDS:

City of Angels Camp (TOT funds).

TIMELINE:

2009 forward.

See the next page for a sample homepage.



15 DEVELOP PUBLIC RELATIONS RESOURCES AND PLACE ADVERTISING STRATEGICALLY

DESCRIPTION:

Angels Camp should hire a professional PR agency with community branding and repositioning experience. The focus of this PR effort should be to present the new mountain sports capital brand to the world. The effort should not begin until Angels Camp can deliver on the promise of the brand. Part of the PR contract should be to assist the city in developing the on-line “press room” mentioned in Recommendation 14. This is the place that contains resources, news, and assistance for the media. Cultivating the media is an important task, as you want them on your side in communicating the brand. The press can be cynical, particularly the local press, which will have covered all the pronouncements previously made that new things in Angels Camp are being planned. Delivering on the promise is as important for the media as it is for the consumer.

The website pressroom should have several pages, each of which are devoted to specific items that will make it easier for the press:

1. Public Relations contact page: List several contacts and include their photos. The press is generally under deadline, and if they cannot reach one person instantly, they need access to another. It may be your only chance to weigh in on an article they are writing, or to get free publicity for an upcoming event.
2. Story ideas page: Don't wait on the press, but write up your own story ideas as “prompts” for the press to pick up on. These can be about the mountain sports capital brand, individual mountain sports, local scene, food, entertainment, events, or other visitor experiences, for example. Make sure they know where to go on the website to download photos that go with each story idea.
3. Photo gallery page: A picture IS worth a thousand words, especially pictures involving action such as mountain sports, and providing great photography is extremely important. Don't just gather up amateur photos from all over town and post them. Think carefully about how you want to position each subject. You will need eventually to script a number of photos and hire professional photographers to go shoot them. Some photos should have “models” in them relevant to your target market. Others can be candid shots of events and visitors having fun, but shot by a professional who knows

how to frame them. All of them should be available in high-resolution digital format. Present the photos online in low-resolution and then have them register online for the high-resolution versions. This way you know who is receiving them, and they will agree to use them for editorial purposes only, assign proper credit and not be sold or used commercially elsewhere. The same should be done for your logo graphics. Be sure to group your photos by subject so they can be researched easily.

4. Press Kit page: This page should contain background materials that can be inserted into any story or article:
 - a. Interesting facts about Angels Camp.
 - b. History and statistics.
 - c. Climate and weather.
 - d. Six season variations information.
 - e. Other interesting information.
 - f. News release page: Include a running log of all news released that you convert into PDF format so they can be downloaded. Be sure to show the date of the release.
5. Full Fact Sheet page: More extensive than the “interesting facts” in the Press Kit, this page would contain an extended list of facts about every facet of Angels Camp, the brand as it develops and other local subjects. Here is where you also list historical facts about the community.
6. Press Trip page: Some out-of-town writers will want assistance in making arrangements to visit and write about Angels Camp or a special subject in Angels Camp. This page allows prospective writers to request help from the Angels Camp Business Association or Calaveras County Visitors Bureau in planning their trip, making the right connections with local stakeholders, or gaining access to particular events. They may also be looking for financial assistance or some in-kind consideration. This is the mechanism for them to make their requests.
7. Media Coverage page: This is where Angels Camp gets to post the media coverage they receive from the press. It allows the press to see what's been covered and in what manner. List the stories by year and month and if possible include links to the actual story source, and photos.

As progress is made in developing the amenities to build the brand, including new retail, beautification and facade improvements, send out press releases to let the world know about your progress.

Create partnerships with Subaru dealers in the Bay area and other retailers who embody the active outdoors (Eddie Bauer, Patagonia, REI, etc.).

Strategic Ad Placement

Public relations is much more effective at building your brand, but strategically placing advertisements is also effective and important. Generally public relations is used to build a brand (credibility is very important), while advertising maintains awareness. Ad placements are often required to “seed” advertorial sections of newspapers or vertical outdoor sports publications. Placing ads on the websites of outdoor-oriented websites can also drive readers to your own website.

When Angels Camp is able to deliver on the promise, place advertising in local and regional sports magazines, such as Singletrack, Adventure Cyclist, Bicycling Magazine, the Sierra Club, Sierra Heritage Magazine, and Climbing Magazine. More and more e-magazines are coming on line, such as Roadcarvin, as well, and these will be excellent for this type of targeted advertising.

Create a database of clubs and organizations that fit the brand, such as the California Mountaineering Club, the Southern California Rock Climbing Club, California Alpine Guides, the Sierra Club, the High Sierra Hikers Association, Adventure Cyclist. There are reference publications (found at your library) that list all these organizations. Send them press releases, specific itineraries, and travel articles for them to include in their newsletters to their members. Purchase advertising, where appropriate.

Create a database of high tech and other Bay area companies with a large, younger, workforce. For each of these, find out if they have an employee newsletter. Submit articles, promotions, or purchase ads for inclusion in those newsletters.

Contact Pure Mountains, an organization that plans mountain bike trips that has an e-newsletter. Provide them with detailed information about mountain

biking near Angels Camp and the town’s amenities and attractions, with the goal of having them feature Angels Camp in some of their trip planning.

IMPLEMENTATION:

City of Angels Camp, Angels Camp Business Association.

APPROXIMATE COST:

\$50,000 annually.

POTENTIAL SOURCE OF FUNDING:

City of Angels Camp (TOT funds).

TIMING FOR IMPLEMENTATION:

2009 for getting materials developed. 2010 for publicity and advertising.

RATIONALE FOR THE RECOMMENDATION:

Public relations is more effective than advertising during the early stages of brand development. It can provide valuable third-party endorsement. Readers consider published articles about a destination more credible than advertising about the same place. Editorial features are also read three times more often than ads.

Angels Camp is a few hours’ drive from large population centers. A well-executed PR campaign will convince Bay Area residents that it’s worth the drive because Angels Camp 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 retail establishments. That should be followed up in the second year - after Angels Camp is ready to deliver on their brand promise - with a targeted publicity campaign.

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 Angels Camp with the best bang for the buck and quick-start its branding initiative.

16 DESIGN AND SELL LOGO GEAR

DESCRIPTION:

Design and sell a line of logo gear using the new Angels Camp logo and tag line. The Angels Camp logo, tag line, and the frog icon have been designed to be easily adapted to logo gear, such as t-shirts, sweatshirts, ball caps, water bottles, bicycle jerseys, backpacks, and other items that could be sold or given away as promotions at events. We recommend that Angels Camp initiate a line of logo gear, beginning with t-shirts and ball caps, using only the Angels Camp logo without the tag line. Consider later on adding logo components that fit with the brand, such as winter hats and mufflers for skiers, socks for mountain bikers and hikers and sunglasses for those who forgot theirs at home.

The City of Angels Camp should trademark the logo and tag line. The City could produce this line of gear or they could license the use of the logo and tag line on logo gear to another entity, such as the Angels Camp Business Association. The ACBA could then contract with the Calaveras County Visitors Bureau to sell the logo gear. The profits from the sale of the logo gear can be used to fund further product development and marketing initiatives.

It will be important to clearly define when, where, and how the logo and tag line are used on logo gear. This can be done in the Standards and Practices Manual.

IMPLEMENTATION:

City of Angels Camp, Brand Leadership Team.

APPROXIMATE COST:

TBD.

POTENTIAL SOURCE OF FUNDING:

City of Angels Camp (TOT), Angels Camp Business Association.

TIMING FOR IMPLEMENTATION:

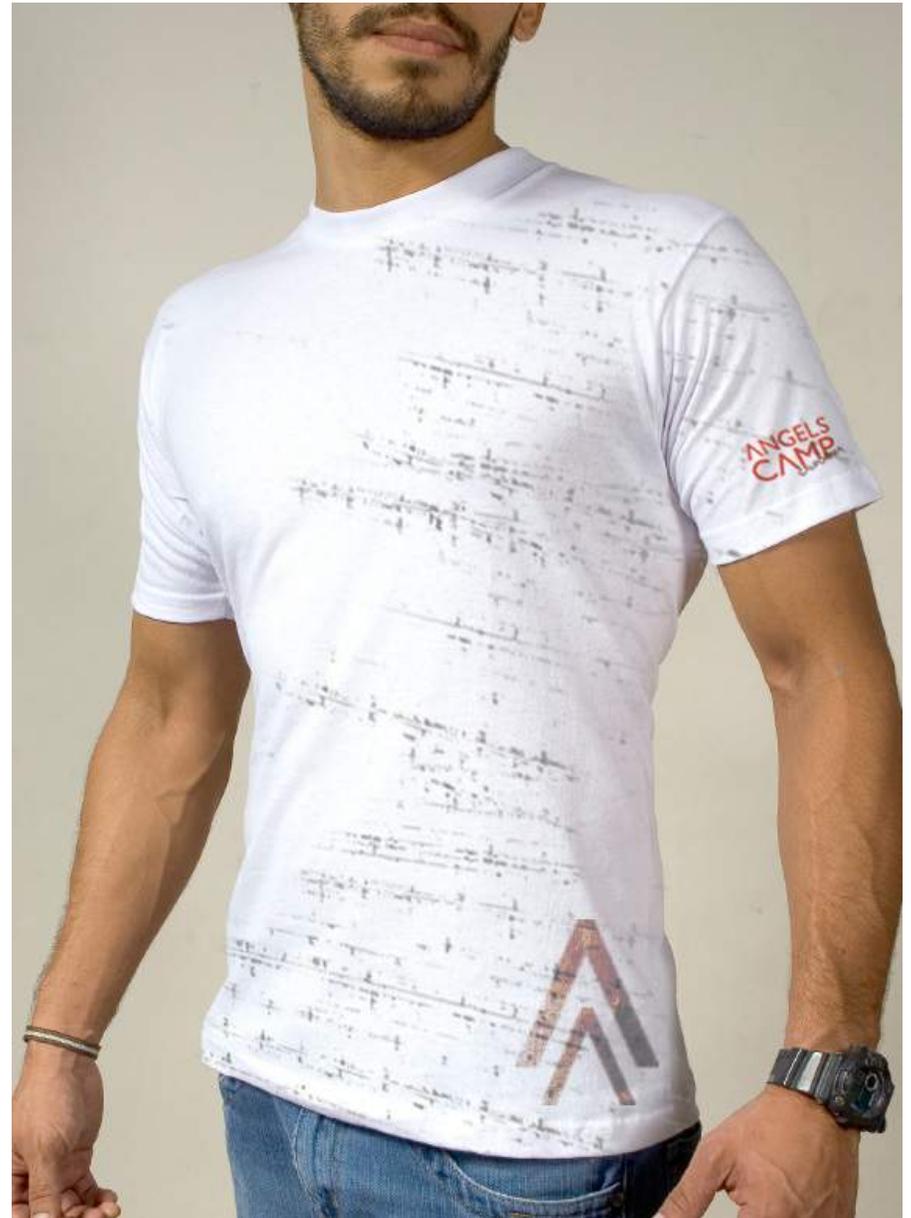
2009/2010/2011.

RATIONALE FOR THE RECOMMENDATION:

Developing and selling logo gear builds awareness of the Angels Camp name and brand. Attractive t-shirts, book bags and ball caps will be worn and used over and over again. This is free advertising at its best!

See the following 2 pages for tee shirt examples.





17 PERIODIC FACILITATION

DESCRIPTION:

Contract with an outside firm to provide facilitation services to assist with implementation of the plan quarterly for the first three years. The facilitator should meet with the Brand Leadership Team and stakeholders from all the organizations responsible for implementation of the different parts of the plan. During these meetings, participants would give status reports and report their successes and challenge areas. These meetings would assist the community to maintain forward progress and help alleviate any potential landmines, problem areas or lack of clarity in the brand implementation process. It may be that after the first or second year less frequent meetings would be required, depending on the progress toward the branding plans objectives.

IMPLEMENTATION:

Brand Leadership Team.

APPROXIMATE COST:

First facilitation meeting: \$7,500.

Subsequent visits: \$5,000 each.

POSSIBLE FUNDING SOURCES:

City of Angels Camp.

TIMELINE FOR IMPLEMENTATION:

2009/2010/2011.

RATIONALE FOR THE RECOMMENDATION:

With any long-term plan involving several different organizations, keeping on track can have challenges. Engaging an outside facilitator periodically throughout implementation will help keep the goals in focus and the end goal in sight. In addition, using an outsider for process facilitation can help alleviate the potential problems an individual from inside the community may have, given the political sensitivities of a branding plan.

The Angels Camp Downtown Idea Book



The samples on these pages are designed to provide an “idea book” of concepts that downtown property owners and merchants can adopt. Nothing sells like beautiful places. Studies prove that beautification increases retail sales and property values. Shown on this page, clockwise from top left: Banff, Alberta; Carmel, California; York, Pennsylvania (taken in November); Victoria, British Columbia; Turlock, California; Whistler Resort, British Columbia; Battle Creek, Michigan. Tip for street trees: every 30’, use shade canopy trees (bottom center).





Shown clockwise from top left: Storm Lake, Iowa; Solvang, California (three photos); Sisters, Oregon; Wickford, Rhode Island. The Peach Blossom in Storm Lake spent only \$100 on outdoor potted plants and the hanging elements. This modest investment increased the store's sales by nearly a third. These types of landscape enhancements do not need to be seasonal. The local garden club in Sisters, Oregon (bottom center) has adopted their downtown, which is now one of the most popular towns in Oregon even though it's situated in the Cascade Mountains several hours from Portland.



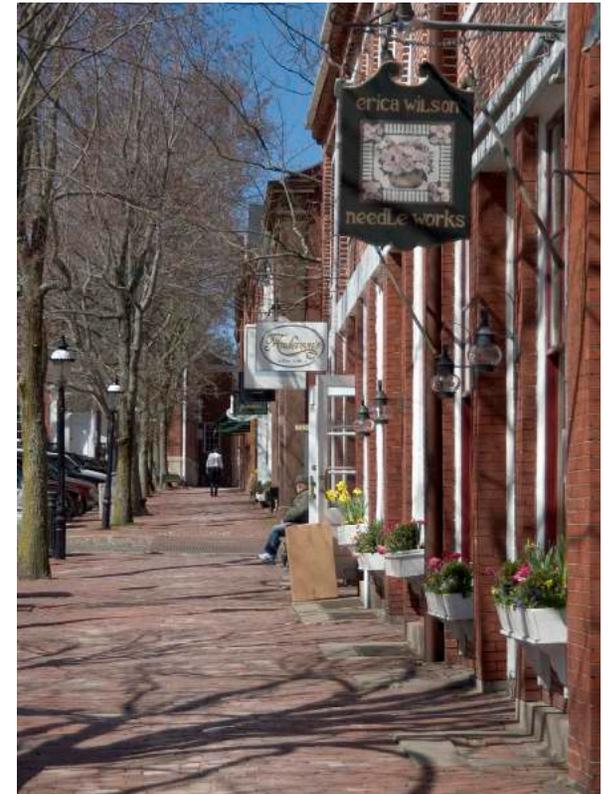


Shown clockwise from top left corner: Pittsburg, California (garden structures and water features are growing in popularity and create a sense of intimacy); The Pearl District in Portland, Oregon; downtown Oxnard, California; a retail shop in Pendleton, Oregon; a restaurant in Newport, Rhode Island; median landscaping (changed three times annually) including trees, annual color, decorative street lighting, and pole banners in North Adams, Massachusetts; a retail shop in Ottawa, Illinois.





Shown clockwise from top left corner: Nevada City, California where deer come into downtown and so the beautification is made up of non-food items; Nantucket Island, Massachusetts (taken during the winter months - both right photos); A downtown B&B in Marshall, Michigan; shops in rural Lancaster, New Hampshire. All of these examples show that, for little cost, merchants can make their shops inviting, while easily increasing the “perceived value” of not only the shops, but the entire downtown area.





Shown clockwise from top left: Marshall, Texas (in October); Manteca, California (top center and right); Lodi, California (center and bottom right); Marshall, Texas; Leavenworth, Washington.



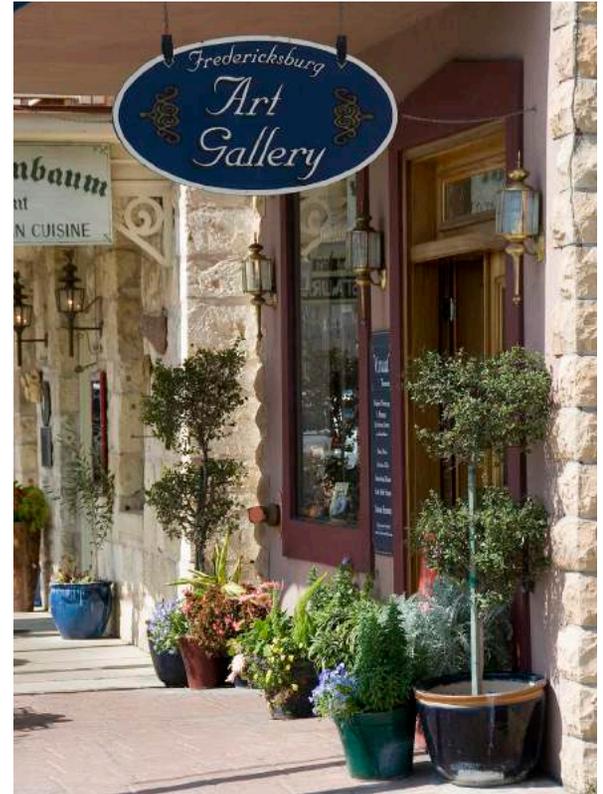


Shown clockwise from top left corner:
 Jonesborough, Tennessee (in October); Keystone,
 South Dakota; Jonesborough; Jackson, Texas
 (center and bottom right); Owen Sound, Ontario;
 Jonesborough (the oldest town in Tennessee). In
 every one of these examples the business took the
 lead in the beautification efforts you see. All have
 stated that the effort pays for itself in increased
 sales.





Clockwise from top left corner: Greenville, South Carolina showing the buffer between parking and sidewalks; Grass Valley, California (is this inviting or what?); Fredericksburg, Texas (next four photos - Fredericksburg is one of the most popular destination communities in Texas); a restaurant in Gatlinburg, Tennessee. Once again, in each of these cases, the businesses took the lead in the beautification efforts, which are year-round programs.





Clockwise from top left: Fallbrook, California; Fredericksburg, Texas; Fallbrook; Door County, Wisconsin; Ellensburg, Washington; Fredericksburg (bottom center and left).





Ellicottville, New York; Carmel, California; Cannon Beach, Oregon; Asheville, South Carolina (center and bottom right - showing the power of outdoor seating and dining areas); Blaine, Washington; Cambria, California. All of these places “look” upscale and inviting, and all are exceptionally successful and have a strong year round tourism industry. Their beautification efforts are also year round, not just seasonal.



Clockwise from top left corner: Asheville, North Carolina (top three photos and center right - showcasing outdoor dining areas); Cannon Beach, Oregon; Battle Creek, Michigan (bottom center and left); Banff, Alberta. In life we have a “First Place” which is our home, a “Second Place,” which is where we work, and the “Third Place” is where we go to hang out or to meet friends or family. Third Places are gathering places, frequently downtowns, and have key elements: after hours entertainment and activities, destination retail shopping, and beautiful surroundings.



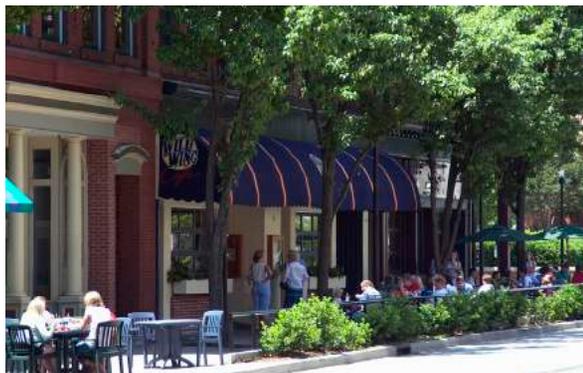


Clockwise from top left corner: Carmel, California (top left and center. Even though Carmel is home to one of America's most spectacular shorelines, for every person on the beach, there are an average of 150 people shopping downtown.) Covington, Kentucky (just over the river from Cincinnati, and an entertainment district - all three photos, right, and bottom center); Modesto, California; Cannon Beach, Oregon.





Clockwise from top left corner: The city of Fallbrook, California removed a dilapidated building and in its place (on a corner in downtown) developed a permanent home for a Farmers Market (top three photos); ambiance street lighting in Florence, Italy (center and bottom right), Greenville, South Carolina (last three photos showcasing buffer areas, photo opportunities, and plaza area dining. Whenever possible convert parks into public plazas, then bring them to life with activities and events.





The top left and large (lower left) photo showcase a small gathering area and stage in Lethbridge, Alberta. Stockton should have two or three places like this downtown. Modesto, California (top center and right) uses planters as a barrier between retail shops and restaurants and the street, without the use of curbs. Muskogee, Oklahoma (bottom right).





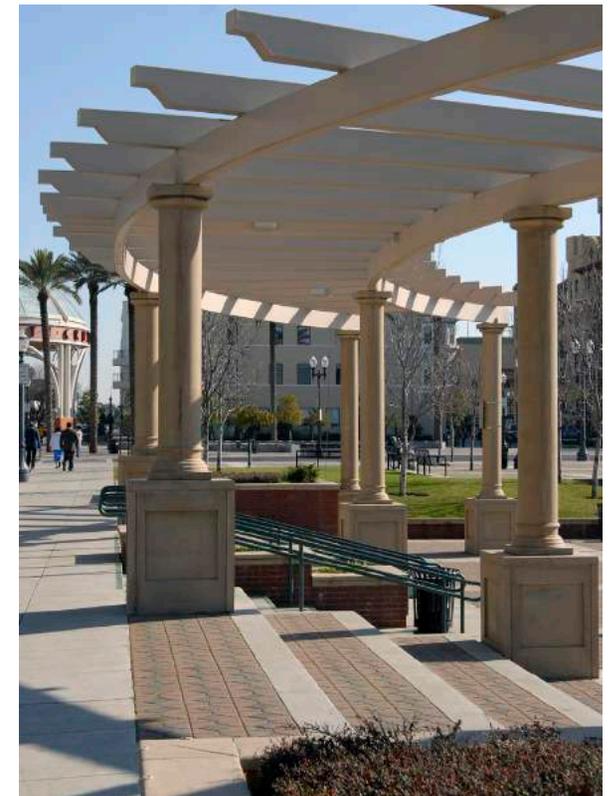
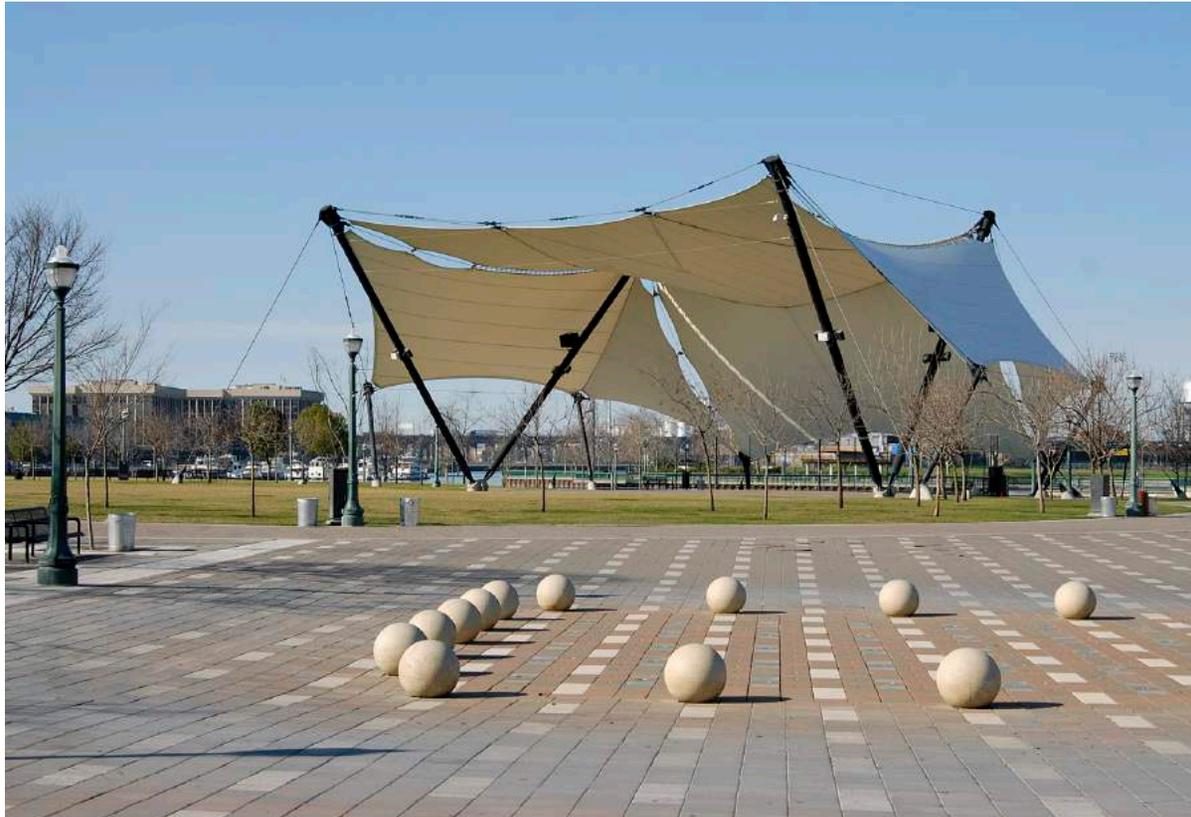
Clockwise from top left: Nelson, British Columbia where merchants put out temporary eating decks during the six month peak season, which are then removed and stored to make snow removal easier. Newport, Rhode Island (top center); Ojai, California; Olympia, Washington; Oxnard, California (bottom center and left); Pendleton, Oregon showing a small staging area downtown.



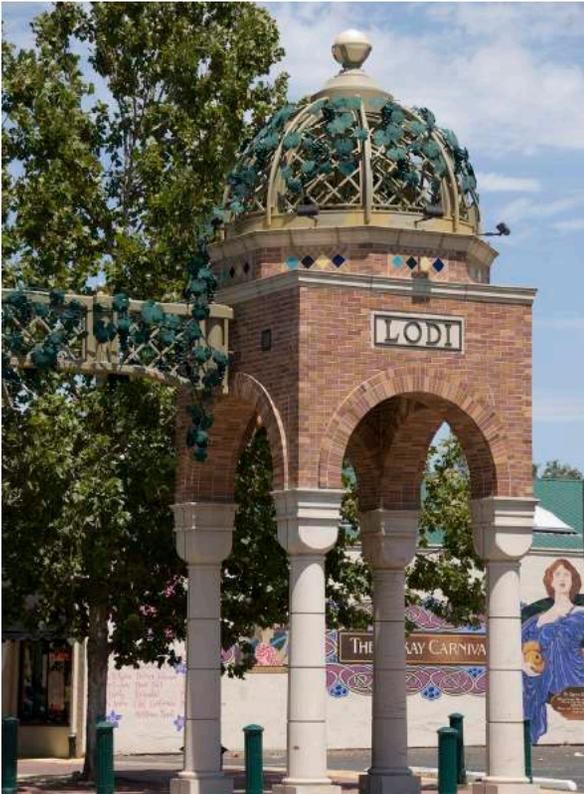


Clockwise from top left corner: Pittsburg, California; the use of bollards in Santa Monica and Stockton, California. The bollards in Santa Monica (top center) are remote activated and drop down to provide emergency or delivery access. Deliveries are limited to certain hours each day. In Modesto (top right) the bollards are manually removed for access to the plaza area. Sisters, Oregon; Solvang, California; shade cover seating in Stockton, California; outdoor dining in Santa Barbara, California and in Salem, Massachusetts.





The bottom left photo was taken in Turlock, California, while the other three are in downtown Stockton. The plaza area (top left) balls are actually fountains. The tented area is used for large concerts and events. The use of arbors, trellis and garden structures in downtowns is increasing and creates an exceptional environment and “sense of place.”

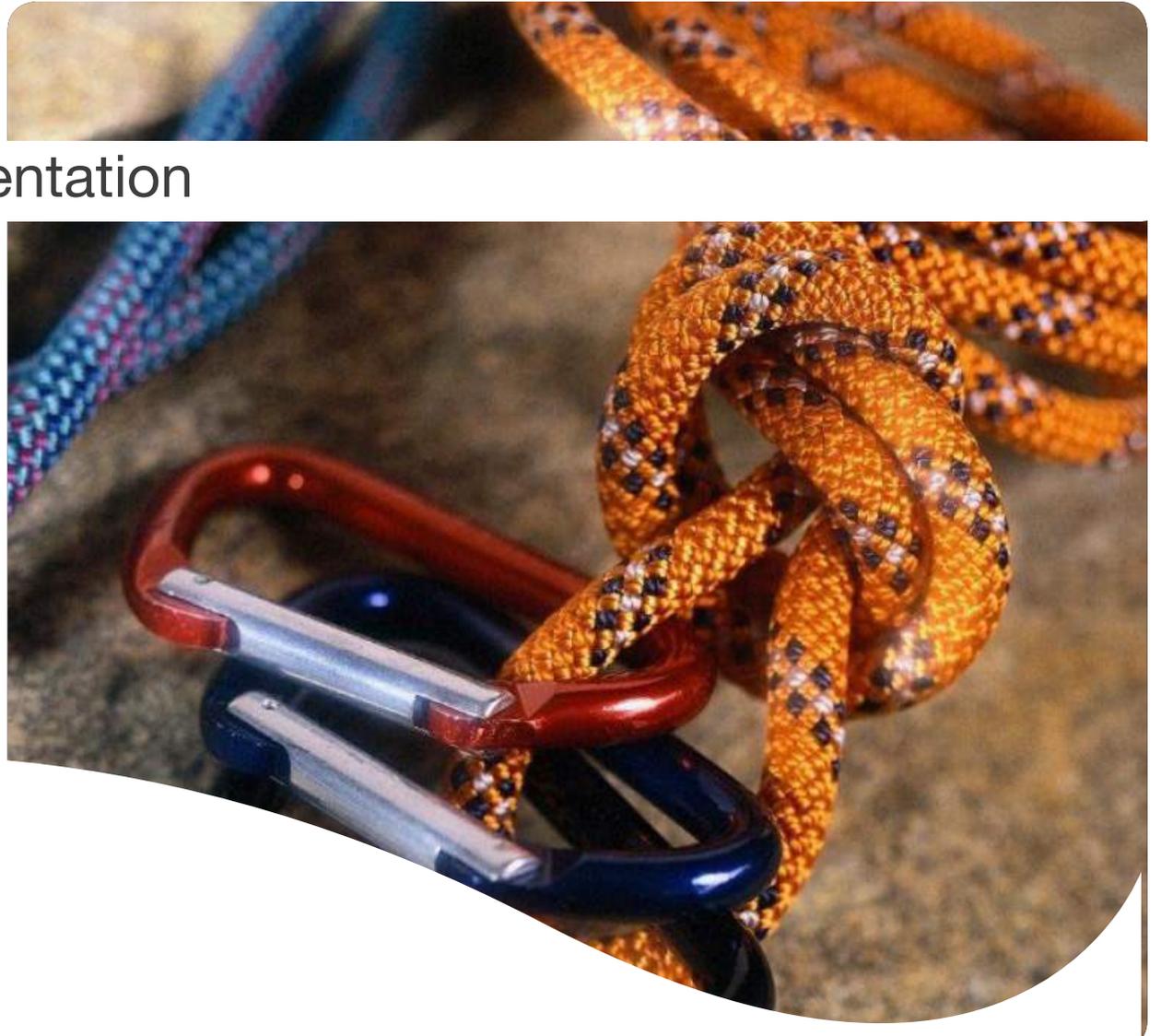


Clockwise from top left: Actual street in Stockton, with a conceptual drawing of how this street could be reconfigured. A restaurant in Whistler, BC; dining in Turlock, California; the gateway into downtown Lodi, California (bottom center and left); a village gateway in Woodlands, Texas approximately 30 miles north of Houston.





Supporting Documentation



Interview and Research Report from the City of Angels, California

The City of Angels, or “Angels Camp,” is nestled in the Sierra foothills east of San Francisco, California on scenic Golden Chain Highway 49. At an elevation of 1,380 feet, Angels Camp’s 3,150 residents enjoy moderate weather year round. The city’s claim to fame is being the home of Mark Twain’s famous tale, “The Celebrated Jumping Frog of Calaveras County,” the hilarious yarn about a wagering scam published in 1865. The Jumping Frog Jubilee, held annually in May, attracts 40,000 people to Angels Camp to cheer hopping bullfrogs.

As one step in the development of a Branding, Product Development and Marketing Plan for the city, Destination Development Incorporated staff interviewed 12 key community stakeholders over the course of three days in early February of 2008. Representatives from city government, the Angels Camp Business Association, the Calaveras Chamber of Commerce, community advocates and the Calaveras County Visitor’s Bureau were part of this process.

WHAT’S THERE TO DO HERE?

Visitors will discover more than hopping frogs in California’s central Mother Lode country. Though the pleasant towns of Angels Camp and Murphys along Highway 4 still evoke the boom times of the Gold Rush, they’re quieter now than they were in the 1850’s. A visitor can sample mountain wines from thirteen neighboring wineries, go spelunking, nose around art galleries and antique shops, even shout in the same saloons where gold miners slaked their thirst 150 years ago. You can go white-water rafting down the Stanislaus River or hike among the giant sequoias. Up Main Street, the Angels Camp Museum sprawls over three acres and boasts buggies, minerals, and an assortment of expected mining equipment. There’s also a model of the Angels Camp branch of the Sierra Railroad which once rattled up from Jamestown, a blacksmith shop, and a unique carriage house. And a case full of spittoons. And, of course, frogs.

Angels Camp boasts the Longest Walk of Fame outside of Hollywood, but these celebrities are the four-legged type - frogs, naturally. Other popular attractions include Moaning Caverns, an immense limestone miracle with a main cavern large enough to hold the Statue of Liberty, open to the public for trips and rappelling. The opening of Greenhorn Creek, home of WPGA winner and Hall of Famer Patty Sheehan, brought world class golfing to the area. The immense reservoir called New Melones Lake, the fifth largest in the state, offers exceptional fishing and all types of water sports off more than a hundred miles of shoreline.

WHO’S THE COMPETITION?

It’s nine miles up Highway 4 from Angels Camp to the neighboring mining town of Murphys, founded in 1848 and offering the greatest competition for Angel Camp’s tourism dollar. The diggings here were extraordinarily rich, and the town grew prosperous despite the usual cycle of devastating fires and rebuilding. Today, its streets are lined with oaks and sycamores; handsome mid-19th-century buildings house art and antique emporia; and a pretty little park, complete with a Victorian bandstand, sits beside the creek. An eclectic mix of restaurants draw Bay Area tourists and “foodies” for a wide array of culinary experiences.

Vying for Angels Camp’s retail dollar is the newly developed mixed-use town center being built in Copperopolis, CA, thirteen miles to the southwest of town. Castle & Cooke, the owner/developer of Copperopolis Town Square, has developed a lifestyle retail center consisting of 30 buildings with a total of 233,000 square feet of retail space in a pedestrian-friendly environment. Their targeted market includes the current population of 4,000, the near-term community plan population of 40,000, the 5 million vehicles traveling nearby Highway 4 per year and the 11 million residents living within a two-hour drive of town.

Therefore, Angels Camp, prominently located between these two cities of Murphys and Copperopolis, quickly becomes a “drive by” on the way to something grander for much of this vehicle traffic.

The paradox, though, is that it’s this very same bucolic nature and slower pace that attracts many of the residents to move to Angels Camp in the first

place. The tension between the polar opposites of growth and development versus stagnation and the retention of its historical past was represented in every interview I conducted. “WalMart syndrome,” the problem many other small rural communities across America have wrangled with, also divides this community. While the “Big Box” stores bring an added tax base to the city’s coffers, they also bring headaches that many in Angels Camp did not want to see imported to their small community.

SIGNIFICANT COMMUNITY ORGANIZATIONS

Calaveras County Tourism Bureau is funded primarily by its approximately 400 members, TOT taxes from the county and small retail sales at their location in downtown Angels Camp. The City provides their building at minimal cost as well as their utilities.

Angels Camp Business Association (ACBA) is the primary membership-based business association and has been responsible for several recent downtown improvements, including potted planters and outdoor building lighting. In addition, they sponsor several community events each year that promote the area and its resources.

The Calaveras Chamber of Commerce is also active in Angels Camp.

SIGNIFICANT ISSUES

A) Downtown Angels Camp

Recent efforts to beautify downtown, including planters and lighting, have enhanced the streetscape.

Rents are high for the downtown business volume and it has seriously hindered business growth. Several of the downtown property owners are absentee owners.

There is no design review process, thus “historical” is purely subjective and often haphazard.

Store opening hours are inconsistent and arbitrary. Most of the downtown is entirely closed on Tuesday and Wednesday. As a visitor, there was not one cup of coffee available in a one square mile of downtown.

A new bypass being built on Hwy 4 skirts traffic outside the downtown, yet leaves Hwy 49 traffic still going directly down the middle of the downtown corridor. This leaves a considerable amount of noise and exhaust in the district, not to mention an often life-threatening trip across the street to get to other stores.

The Utica Hotel, a historic 26 room hotel in downtown, has sat vacant and in disrepair since its closing in the early 1970’s. Every interview participant noted that the number one most significant enhancement to the downtown would be to bring this hotel back to life as a centerpiece. It was also noted often that the owner of this building owns several other real estate holdings in the community.

Several of the interviewees judged the creek running through the downtown area as a hidden gem that needed to be developed into a walking path area with park ambience.

Parking downtown is abundant but ill-marked and uninviting in appearance.

Several interviewees commented that ACBA needs to have a seat on the AC Planning Commission and to become actively involved to avoid working at cross purposes.

B) Angels Camp: The City

The city seems to be divided both north and south and east and west. The north/south division is between old business, those that have been there since the goldrush era, and the newer north division represented by what locals called the “Starbucks” part of town. Even within ACBA there seemed to be some tension regarding these two separate areas of the city. The second division was between the east side of town, the “aborigines,” those that had been there their entire lives and remembered the historical roots of the city as compared to the west side of town, the “Greenhorners,” those that have come in more recently with the new building developments. Although

several of the interviewees suggested these were separate factions, I found that in reality they all had unanimous interests in maintaining the integrity of their friendly city while coming into the modern age.

The dearth of restaurants and lodging represents one of the most immediate concerns to the city looking to attract the tourism dollar. Beyond the mere handful of fast food outlets, Angels Camp has nothing to offer in the casual dining class generally targeted at families such as Applebee's, Chili's or IHOP. There are only a few upscale dining offerings and these, too, have erratic hours of service similar to the downtown retailers.

The State of CA has passed state laws that would require the refurbishing of water and septic systems of cities in order to comply with current environmental standards. Because there are only 1,700 rate payers within the tax paying boundaries, the citizens of Angels Camp will be paying a prohibitively high amount of taxes over the next several years to bring their water systems up to speed. Because many citizens are retirees and living on fixed incomes, this may represent a significant barrier to future economic growth in the next decade.

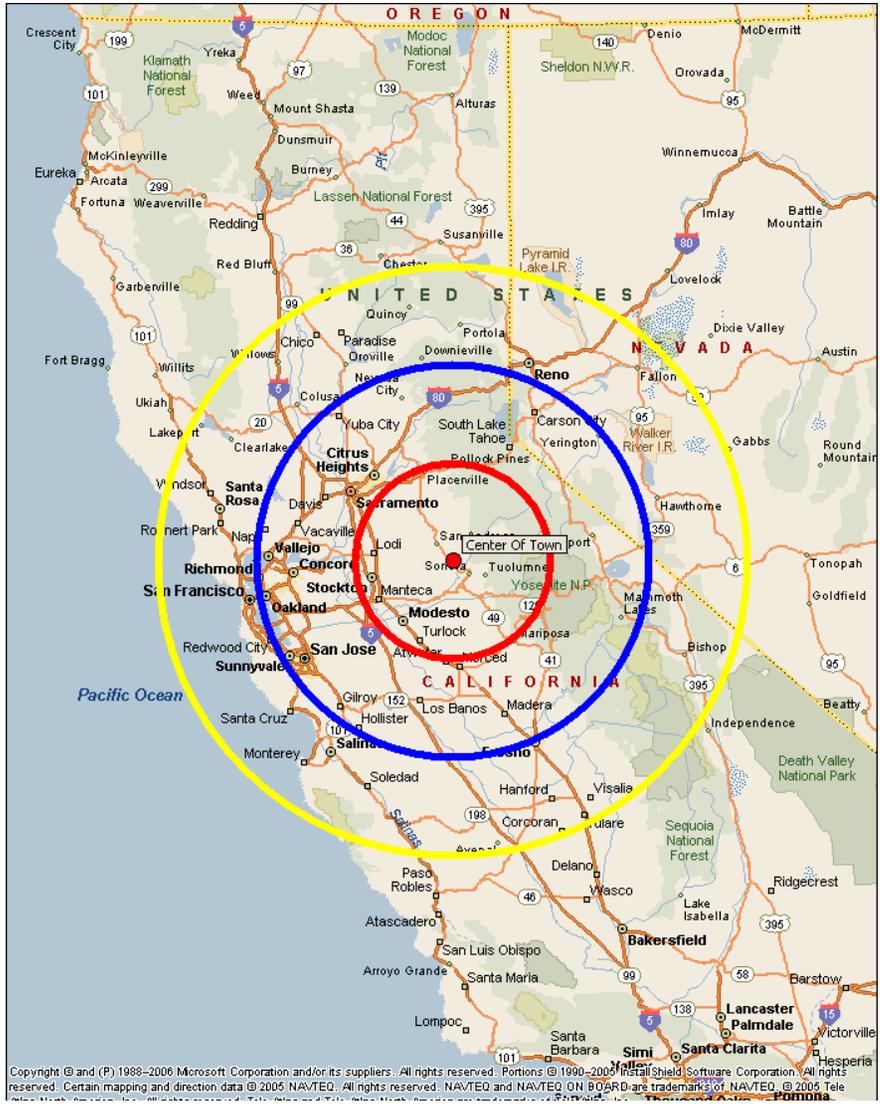
The greatest problem Angels Camp has as a community is its poor traffic flow and although steps are being taken to complete the Hwy 4 Bypass around town, traffic will remain difficult and provide limitations on growth and economic development as long as Hwy 49, controlled by Caltrans, continues smack through the center of town.

SUMMATION:

This incredibly friendly, rustic community in the enchanting foothills of California's Sierra Mountains is a diamond in the rough. Angels Camp's greatest resource is its residents, a proud population who, though mired in a historically significant era of America's past, express a remarkable desire to be proactive in creating the future vision of their community. Obstacles such as poor traffic flow, a narrow retail mix and costly infrastructure renewal represent considerable projects for a town this size, though growth opportunities abound as Angels Camp's moderate climate will continue to attract a steady stream of retiring Baby Boomers. Brand differentiation, building upon its

existing assets and setting itself as separate and unique from the surrounding area, will be essential to the next steps in the City of Angels growth process.

Claritas, Inc
Project # 3145948 - Prepared For Destination Development
Angels Camp, CA 50, 100 and 150 Mile Radii





**Project # 3145948 - Prepared For Destination Development
Center Of Town
Angels Camp, CA**

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			
2012 Projection	1,600,026	10,430,935	15,108,840
2007 Estimate	1,448,982	9,712,941	14,181,843
2000 Census	1,241,281	8,798,588	13,046,673
1990 Census	1,054,327	7,487,534	11,239,904
Growth 1990-2000	17.73%	17.51%	16.07%
Households			
2012 Projection	531,720	3,604,303	5,277,353
2007 Estimate	481,959	3,368,832	4,975,274
2000 Census	414,586	3,081,529	4,624,393
1990 Census	357,008	2,689,938	4,087,247
Growth 1990-2000	16.13%	14.56%	13.14%
2007 Estimated Population by Single Race Classification	1,448,982	9,712,941	14,181,843
White Alone	905,323 62.48%	5,566,235 57.31%	8,365,965 58.99%
Black or African American Alone	67,798 4.68%	676,107 6.96%	827,909 5.84%
American Indian and Alaska Native Alone	18,401 1.27%	93,623 0.96%	147,480 1.04%
Asian Alone	114,218 7.88%	1,527,010 15.72%	2,079,171 14.66%
Native Hawaiian and Other Pacific Islander Alone	4,609 0.32%	44,566 0.46%	60,840 0.43%
Some Other Race Alone	249,949 17.25%	1,227,039 12.63%	1,915,666 13.51%
Two or More Races	88,684 6.12%	578,361 5.95%	784,812 5.53%
2007 Estimated Population Hispanic or Latino	1,448,982	9,712,941	14,181,843
Hispanic or Latino	472,547 32.61%	2,459,982 25.33%	3,738,037 26.36%
Not Hispanic or Latino	976,435 67.39%	7,252,959 74.67%	10,443,806 73.64%
2007 Tenure of Occupied Housing Units	481,959	3,368,832	4,975,274
Owner-Occupied	315,068 65.37%	2,092,373 62.11%	2,989,149 60.08%
Renter-Occupied	166,891 34.63%	1,276,459 37.89%	1,986,125 39.92%
2007 Average Household Size	2.93	2.83	2.78



**Project # 3145948 - Prepared For Destination Development
Center Of Town
Angels Camp, CA**

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
2007 Estimated Households by Household Income	481,959	3,368,832	4,975,274
Less than \$15,000	63,028 13.08%	336,416 9.99%	515,795 10.37%
\$15,000 to \$24,999	54,994 11.41%	285,243 8.47%	433,806 8.72%
\$25,000 to \$34,999	54,576 11.32%	301,859 8.96%	454,027 9.13%
\$35,000 to \$49,999	75,783 15.72%	456,347 13.55%	679,084 13.65%
\$50,000 to \$74,999	96,270 19.97%	635,434 18.86%	933,290 18.76%
\$75,000 to \$99,999	58,381 12.11%	456,669 13.56%	655,746 13.18%
\$100,000 to \$149,999	53,972 11.20%	523,277 15.53%	748,987 15.05%
\$150,000 to \$249,999	17,903 3.71%	267,285 7.93%	385,844 7.76%
\$250,000 to \$499,999	5,331 1.11%	73,829 2.19%	113,842 2.29%
\$500,000 or more	1,721 0.36%	32,473 0.96%	54,853 1.10%
2007 Estimated Average Household Income	\$ 62,995	\$ 81,977	\$ 81,927
2007 Estimated Median Household Income	\$ 48,535	\$ 61,982	\$ 60,847
2007 Estimated Per Capita Income	\$ 21,325	\$ 28,745	\$ 29,139

**Claritas Data
San Jose, CA
50, 100, and 150 Mile Radii**





**Site #3405196 - Prepared for Destination Development
San Jose, CA
50, 100, and 150 Mile Radii**

Pop Facts: Demographic Quick Facts	San Jose, California, United States 0 - 50 mi	San Jose, California, United States 0 - 100 mi	San Jose, California, United States 0 - 150 mi
2007 Estimated Households by Household Income	2,291,016	3,806,666	4,587,986
Less than \$15,000	197,885 8.64%	368,337 9.68%	467,629 10.19%
\$15,000 to \$24,999	153,043 6.68%	301,420 7.92%	389,402 8.49%
\$25,000 to \$34,999	164,421 7.18%	320,161 8.41%	407,406 8.88%
\$35,000 to \$49,999	268,284 11.71%	495,248 13.01%	616,222 13.43%
\$50,000 to \$74,999	404,732 17.67%	704,933 18.52%	854,178 18.62%
\$75,000 to \$99,999	323,611 14.13%	518,204 13.61%	610,796 13.31%
\$100,000 to \$149,999	413,235 18.04%	616,800 16.20%	708,976 15.45%
\$150,000 to \$249,999	252,282 11.01%	334,544 8.79%	371,660 8.10%
\$250,000 to \$499,999	75,241 3.28%	98,383 2.58%	108,935 2.37%
\$500,000 or more	38,282 1.67%	48,636 1.28%	52,782 1.15%
2007 Estimated Average Household Income	\$ 96,926	\$ 86,936	\$ 83,471
2007 Estimated Median Household Income	\$ 72,353	\$ 64,830	\$ 62,097
2007 Estimated Per Capita Income	\$ 34,530	\$ 30,962	\$ 29,600



**Site #3405196 - Prepared for Destination Development
San Jose, CA
50, 100, and 150 Mile Radii**

Pop Facts: Demographic Quick Facts	San Jose, California, United States 0 - 50 mi	San Jose, California, United States 0 - 100 mi	San Jose, California, United States 0 - 150 mi
Population			
2012 Projection	6,746,035	11,410,743	13,926,137
2007 Estimate	6,502,586	10,825,261	13,111,678
2000 Census	6,272,891	10,154,548	12,128,428
1990 Census	5,552,030	8,891,665	10,512,221
Growth 1990-2000	12.98%	14.20%	15.37%
Households			
2012 Projection	2,361,607	3,992,303	4,851,337
2007 Estimate	2,291,016	3,806,666	4,587,986
2000 Census	2,241,486	3,611,957	4,288,271
1990 Census	2,044,642	3,250,782	3,815,454
Growth 1990-2000	9.63%	11.11%	12.39%
2007 Estimated Population by Single Race Classification	6,502,586	10,825,261	13,111,678
White Alone	3,379,282 51.97%	6,034,259 55.74%	7,575,364 57.78%
Black or African American Alone	426,319 6.56%	728,398 6.73%	804,555 6.14%
American Indian and Alaska Native Alone	42,723 0.66%	90,672 0.84%	126,635 0.97%
Asian Alone	1,485,173 22.84%	1,910,785 17.65%	2,039,815 15.56%
Native Hawaiian and Other Pacific Islander Alone	34,265 0.53%	52,859 0.49%	57,632 0.44%
Some Other Race Alone	774,901 11.92%	1,372,664 12.68%	1,765,590 13.47%
Two or More Races	359,923 5.54%	635,624 5.87%	742,087 5.66%
2007 Estimated Population Hispanic or Latino	6,502,586	10,825,261	13,111,678
Hispanic or Latino	1,561,928 24.02%	2,743,453 25.34%	3,453,685 26.34%
Not Hispanic or Latino	4,940,658 75.98%	8,081,808 74.66%	9,657,993 73.66%
2007 Tenure of Occupied Housing Units	2,291,016	3,806,666	4,587,986
Owner-Occupied	1,302,533 56.85%	2,230,862 58.60%	2,745,369 59.84%
Renter-Occupied	988,483 43.15%	1,575,804 41.40%	1,842,617 40.16%
2007 Average Household Size	2.78	2.78	2.79

Case History Research: Larimer Square, Denver

In the heart of Downtown Denver along the Cherry Creek River and between 14th and 15th Streets, is Larimer Square. Larimer Square's history is the history of Denver.

As the Mile High City's oldest and most historic block, its buildings tell vividly the story of the birth and early years of Denver. In 1858, news of gold in the pike streams of Pike's Peak spread east, groups of settlers headed to this area to stake their claim. After arriving from Kansas, General William H. Larimer Jr. liked what he found and immediately staked out a town for himself (jumping another group's claim who went east for the winter) renaming the town site Denver City after James Denver, the territorial governor of Kansas.

Soon false-fronted stores, hotels and saloons served gold-seekers and other pioneers. In 1860, the name of "Denver" was agreed upon to bring together Denver City and its rival Auraria (where Speer Boulevard crosses Larimer Street today) in a torch lit ceremony on Larimer Street Bridge.

In the mid-1870s, Larimer Street was the main street of the city. The city block of Larimer Square housed Denver's first bank, bookstore, photographer and dry goods store. The block was also the site of Denver's first post office as well as the site of the first theater.

By the 1930s, however, this part of Larimer Street had deteriorated so much that it had become a skid row of pawnshops, gin mills and flophouses.

Plans had been made to tear these structures down, when a group of investors lead by Dana Crawford purchased the entire block in 1965. The Larimer Square project became Denver's first major historic preservation effort as well as the first revitalization of a historic neighborhood in America. During a time when many of the historically significant areas of downtown Denver were replaced with skyscrapers and high-rises, the last champion of Denver's historic past was kept intact between 14th and 15th streets on Larimer Street. All 16 of the block's commercial buildings, constructed in the 1870s and 1880s, were renovated, providing space for street-level retail shops, restaurants and nightclubs, in addition to upper-story offices. A series of courtyards and open spaces were created, and in 1973 it was added to the National Register of Historic Places, the first in Denver's history. Larimer Square became the symbol of historic preservation and the undisputed focal point of downtown Denver for the decades to follow.

The Hahn Company of San Diego purchased Larimer Square in 1987 and moved forward with the substantial repairs and upgrades that were needed to enhance the district. Revitalization began with a master planning phase completed by Semple Brown Design. In 1989, the entire right-of-way of Larimer Street was reconstructed between 14th and 15th Streets. The four lane state highway was narrowed to provide two local traffic lanes with parking on both sides. Sidewalks were widened to create a pedestrian atmosphere suitable

for strolling, seating and dining so restaurants could expand with outdoor seating in the summer months. In 1991, The Hahn Company sold Larimer Square to the Larimer Management Group. Today, Larimer Square thrives and brands itself as the trendiest area in downtown Denver. It is part of the LoDo (short for "Lower Downtown") District, which consists of 25 square blocks north of Larimer Street between 14th and 22nd. There are 125 designated historic buildings in the LoDo area, making it one of the largest concentrations of Victorian and turn-of-the-century architecture in the nation. Since the opening of 50,000-seat Coors Field in 1995, the neighborhood has undergone a transformation. Many of the 12,000 new housing units in downtown Denver are located in this area and offer a mixture of eclectic new buildings and restored warehouse loft projects.

LoDo is also a transportation center for Denver. AMTRAK, the Ski Train, Light Rail and the free



16th Street Mall shuttle bus all come together at LoDo's Union Station, which will also be the hub for Denver's new \$4 billion, 120-mile Light Rail network, set to be completed in 2018.

Larimer Square is just three blocks from the Colorado Convention Center, two blocks from the Denver Performing Arts Complex, a short walk to the 16th Street Mall shuttle, across the street from the Pepsi Center and two minutes from Coors Field.

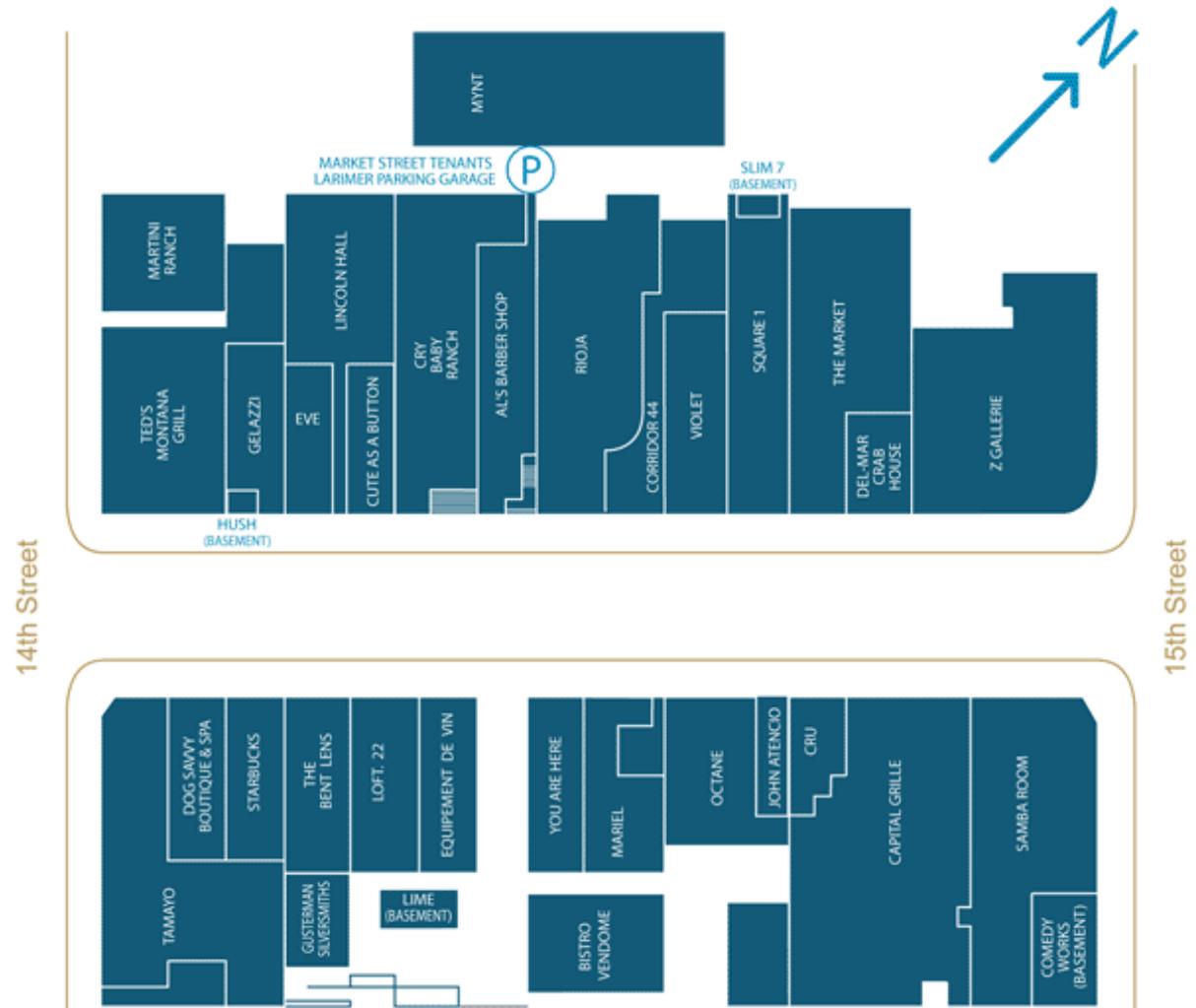
Larimer Square, with its historic buildings and cobble sidewalks, is Denver's urban shopping and dining district. Its Victorian buildings house specialty boutiques, salons and unique chef-driven restaurants. The one-of-a-kind stores feature distinctive fashion and exclusive offerings. Special events make it a vibrant atmosphere year-round. Larimer Square's shops pride themselves by lending an individualized and consultative hand to every customer. The 18 shops carry more than 200 discerning men and women fashion lines from the runways of New York, London, Paris and Milan making this a hip and trendy place to shop. Brands include Ted Baker, J. Lindeberg, True Religion, Morphine Generation, Tracy Reese and Vivienne Tam. Among the collection of clothing, jewelry and home stores are anchor store, Z Gallerie, known as a unique lifestyle retailer—one that is most attractive to urban loft dwellers, as well as Crybaby Ranch, known for its eclectic array of Western and Asian-influenced items.

The original Larimer Square tenant, Gushman Silversmiths has been creating precious-metal jewelry and objects since 1964. From the exclusive

to the unusual, the discerning shopper will enjoy Larimer Square.

With 10 full-service restaurants, Larimer Square is "staking its claim" as the dining destination of

the region and leading the charge to establish Denver as a culinary mainstay. From Ted Turner's classic American grill, Ted's Montana Grill, to the Mediterranean-inspired Rioja and French



Bistro Vendome, Larimer Square has a variety of restaurants with the best reputations in Denver.

The Market Deli and Restaurant at Larimer Square, has not only been in the center of Denver's most notable block, it has served as the quintessential meeting place for dignitaries, students, artist, businessmen and locals alike. Since 1983 Mark and Gary Greenberg have transformed a fledgling grocery into Denver's most recognizable deli and espresso bar. The Market was the first espresso bar between New York and Los Angeles, eighteen years before it became trendy to open a coffee house on every corner and several years before the fashionable Starbucks chain.

The clubs and lounges of Larimer Square feature scenes ripped from the latest lifestyle magazines and are gathering spots for hip and chic urbanites. There's Comedy Works, where such national comics as Rosanne Barr and Josh Blue got their start. Other spots include Cru - A Wine Bar, Corridor 44 and Martini Ranch. Larimer Square has become a serious late-night party district thanks to spill-over from the expanded LoDo neighborhood and Rockies fans flowing from the nearby baseball stadium.

Most shops in Larimer Square are open Monday-Friday 10 a.m. to 7 p.m.; Saturday 10a.m. to 6 p.m.; Sunday noon to 5p.m. Restaurant and nightclub hours vary (some stay open as late as 5 a.m.), and hours are slightly shorter during the winter.

Larimer Square hosts numerous special events including Oktoberfest in September. Modeled after Oktoberfest in Munich, Germany, Oktoberfest commemorates this world-famous and time-

honored tradition of German heritage. The festival with German food, beer and entertainment covers the entire block, and is one of the city's longest running festivals—one of the largest of its kind in the nation.

Over the course of two summer days, Larimer Square's expanse of asphalt is transformed into a colorful street museum during La Piazza dell'Arte,



an award-winning chalk festival that features the chalk and pastel work of 200 professional, amateur and student artists. 150,000 festival attendees enjoy Italian food and entertainment as they watch beautiful chalk pieces come to life.

“The best block in Denver for shopping (and late-19th-century architecture) is Larimer Square.”
--The New York Times

Information sources:

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

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

<http://www.frommers.com/destinations/denver/A22152.html>

<http://www.denvergov.org/TabId/37910/TopicId/957/default.aspx>

<http://www.denvergov.org/TabId/37910/TopicId/957/default.aspx>

<http://www.sbdesign-pc.com/l-square.htm>

Case History Research: Pearl District, Portland, Oregon

What was once an area of abandoned warehouses and railroad yards along the Willamette River has been transformed into a nationally renowned shopping, dining, cultural and urban living district—The Pearl District of Portland, Oregon. Its historic industrial buildings now house fashionable retail storefronts, restaurants, galleries, lofts and spas in what is called “Portland’s premier shopping and arts district.”

The Pearl District is located in Northwest corner of Portland adjacent to the downtown core and encompasses more than 100 city blocks. Its boundaries are West Burnside Road to the south; N.W. Naito Parkway to the north; N.W. Broadway to the east and N.W. 16th to the west. Starting with Burnside the street names are in alphabetical order moving north through the district.

HISTORY

This part of Portland adjacent to the downtown was once a marshland along the Willamette River, north of the emerging town. During the early 1900s the area was a transportation hub for the city with railroad yards and associated warehousing and storage facilities. Manufacturing and ancillary uses boomed, and the district prospered through the first half of the 20th century.

Starting in the 1950s, this area of Portland reflected the dynamics affecting central urban areas nationwide. As water and rail transportation patterns shifted to highways, interstates and air, the district was left vacant and marginalized. Low rents

attracted a diverse range of new tenants and users. The district became an “incubator” for start-up businesses, primarily for artists seeking inexpensive space with close proximity to the downtown and a casual environment.

In the early 1980s, the Pearl District became the focus of planning efforts to convert under-utilized warehouses and abandoned rail yards into a mixed use neighborhood. It started with an urban design study in the early 1980s, followed by the 1988 Central City Plan, which laid the foundation. The 1992 River District Vision Plan and 1994 River District Development Plan added more details. The efforts culminated in the River District Urban Renewal Plan, which was adopted in 1998 and provides tax increment financing for improvements within the district over the next 20 years.

WHAT’S IN A NAME

During the mid 1990s as redevelopment plans were being formulated for the growing area, local business owners wanted to find a name for the emerging district. Many artists had already called the area home as they lived and worked in the low cost lofts inside the warehouses. Names like “warehouse district” and “brewery district” were considered but the name that stuck helped tell the story of what was happening in the neighborhood. The story credits local gallery owner Thomas Augustine for the name when he compared the artists’ lofts and galleries “hidden” inside



the warehouse buildings to “pearls inside crusty oysters.” While not popular at first, an Alaskan Airlines writer borrowed Augustine’s phrase, and the rest as they say is history.

TODAY

Today the Pearl District is a marriage of modern culture and historic preservation. Art and design remain at its heart. The district contains nearly 30 art galleries; more than 50 restaurants, cafes, bars, brew pubs and coffee houses; nearly 60 home furnishing stores and antique shops; more than 60 boutiques, jewelers and specialty realtors and three public parks with two more being planned. Since 1994 when the first residential unit was erected in the Pearl District, more than 3500 lofts, condos and apartments have sprung up in the area.



A breakdown of the Walking Map of the Pearl District yielded the following information. There are eight listings in the Active Wear category; 19 listings in the Art Galleries and Services category; six listings in the Banks category; eleven listings in the Bars and Brew Pubs category; five listings in the Books, Music and Paper category; 26 listings in the Clothing, Jewelry and Specialty Retail category; 21 listings in the Condos and Apartments category; four listings in the Cooking Schools and Markets category; two listings in the Exercise and Fitness category; two listings in the Florists category; seven listings in the Health Care Providers category; 38 listings in the Home Furnishings category; two listings in the Hotel category; two listings in the Knittings and Fabrics category; four listings in the Mortgage and Title Companies category; four listings in the Non-profit Cultural category; 33 listings in the Restaurants category;

eight listings in the Salons and Spas category; eight listings in the Services category (i.e. travel agent, video rental and dry cleaner); four listings in the Shopping Centers category and a one toy store. There are three universities listed: The Arts Institute of Portland, Pacific Northwest College of Art and Willamette University. A quick survey of the retail shops showed most are open 7 days a week with hours of operation: Monday through Saturday, 10 am to 6 pm; Sundays, 11 am to 5 pm. A majority of the restaurants serve dinner until 10 pm and offer Sunday hours.

This dynamic neighborhood is known for its restored brick buildings, cobblestone streets, historic water towers in addition to numerous special events held throughout the year including monthly gallery walks, an annual arts festival, a summer concert series and a farmer's market. It is home to the Portland Center Stage, the Portland's premier professional theater company. Portland Center Stage presents a blend of classic and contemporary theater to an audience of more than 100,000 annually at its 599-seat main stage, The Gerding Theater, and a 200-seat black box theater.

EVENTS

First Thursdays—Sponsored by the Portland Arts Dealers Association, First Thursday, held during the evenings on the First Thursday of each month, is an art walk showcasing the Pearl District's

member galleries. Many of the district's retailers offer in-store events and extended hours. Restaurants, bars and lounges also offer specials to entice gallery goers.

Art in the Pearl—Art in the Pearl is the name of the annual arts festival held every Labor Day weekend in early September. The three-day event fills the Pearl District's North Park blocks with art, theater, music and hands-on activities for people of all ages. Over one hundred artists show and sell work ranging from fine wooden furniture to beautiful paintings to photography, glass, clay, metal and jewelry. In 2008, the festival will celebrate its 12th year.

Pearl Jam Concert Series—Sponsored by the Pearl District's largest development company Hoyt Street Properties, the "Pearl Jam Concert Series" is held during the summer in Jamison Square Park. The events are typically held once a month and attract families and music lovers of all ages who spread out picnic blankets to enjoy the events.



Portland Farmer's Market—Held in the Pearl District's EcoTrust Building, the Portland Farmer's Market is open each Thursday from June through September. Hours of the Market are 3:30 pm to 7:30 pm. The market features a wide variety of locally grown fruits and vegetables, cut flowers, grass-fed beef and lamb, seasonal fruits, baked goods, artisan foods and more.

Many of the activities are promoted by the Pearl District Business Association, a not-for-profit membership based organization. The organization produces the Pearl District Walking Map, a website—explorethepearl.com—and “Explore the Pearl” magazine, which is produced in cooperation with the Oregonian.

Transportation access is available through the Portland Streetcar and Tri-Met bus lines. The City of Portland maintain a fleet of seven electric Streetcars which run on a 4.8 continuous loop on a unique shallow 12-inch deep track slab design and accommodates curbside parking and loading. Public parking is available along the streets and in several parking garages located throughout the district.

The Pearl District has become an attractive tourist destination, a great place to live and a popular area to shop, dine and become immersed in art. It is one of Portland's true gems.

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<http://www.pdc.us/>
<http://www.travelportland.com/>
<http://www.tndwest.com/pearldistrict.html>



The Kids Internet.com
Protecting Your Children Online

Top Alley

1245 Pearl st
Lakeshore Fladron Athletic Club
1245 pearl 13th st entrance
Available
Boulder Cafe

Art Resource International
Peppercorns
The little Jewel
Parsec Time & Distance
1221 Pearl Offices
It's Your Move
Chicos
Wireless Importers
Playa
1209 Pearl Offices
Paradise Bakery
Ben & Jerry's
Lighthouse Books

Restrooms
M
W

Play Area

Phone P
Bus Stop
Kiosk K

Bottom Alley

Wells Fargo
Artmart
Fresh Produce
Peter Rosen Jewelers
Science Artworks
The Body Shop
Left hand Books
Broadway Basement
Hello Mommy
Broadway Suites
Abercrombie Fitch Co
1342 Broadway Offices

Streets: Broadway st, 13th st, Alley

Legend:
 - Businesses: Blue box
 - Residential: Purple box
 - Parking Garage: Yellow box
 - No Parking: Red box
 - Metered Parking: Yellow line
 - Bike Parking: Green line
 - Seating: Light green line
 - Landscaping: Dotted green line
 - Cab Stand: Yellow cross
 - ATM's: Orange circle
 - Kiosk: Circle with K
 - Bus Stop: Yellow and red circle
 - Phone: Purple circle with P
 - Water Fountain: Blue circle with W

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Case History Research: Bricktown, Oklahoma City

Located in the heart of downtown Oklahoma City, Bricktown, as it now stands, was once a warehouse neighborhood that has been magnificently restored into one of Oklahoma City's major entertainment and dining districts with a turn of the century charm.

Bricktown is located on the eastern border of downtown and is accessible from I-40, I-35 and I-235. Bricktown's boundaries are E.K. Gaylord Avenue on the west, Stiles Avenue on the east, Reno Avenue on the south and Main Street on the north. It encompasses approximately 15 city blocks.

HISTORY

For Oklahoma City, the railroad was the engine that provided the lifeblood of early economic development. From 1889 to 1904, four railroad companies—Santa Fe, Rock Island, Frisco and Katy—connected the land-locked prairie community to the rest of the world. Each of these railroad companies focused their freight operations east of the Santa Fe tracks in what is now Bricktown. As the industry developed, three generations of unique brick buildings were constructed. The first generation from 1898 and 1903, were typically one or two stories tall with arched windows and embellished door ways. The next generation, constructed between 1903 and 1911, were usually multi-storied with less ornamentation and fewer arches. The third wave of construction, from 1911 to 1930, was marked by even taller buildings with rows of rectangular windows and large graphics

signs. The common thread holding all together was the use of red brick.

After years of prosperity, several factors contributed to the decline of the Bricktown area in the 1930s to 1950s. First, the Great Depression brought a sudden halt to new construction and delayed needed repairs to older buildings. Then, World War II came. New resources and investments were needed in the war effort. Finally, post-war suburban sprawl followed along with the development of new industrial parks away from the old commercial centers.

By 1980, this area known as the crossroads of commerce was a graveyard of abandoned and under utilized buildings in desperate need of revitalization. Efforts at urban revitalization in the 1960s and 1970s largely ignored the area. However, Neal Horton, a developer who bucked the trends, saw new opportunities for the historic area. While his plan was unrealized due to the oil and bank crash of 1982 he was responsible for coining the name "Bricktown" that gave the old commercial district an identity.

TURNING POINT

In the early 1990s, Mayor Ron Norick and an army of leaders formulated a plan to resurrect the area. The city had lost a bid for a United Airlines maintenance facility and saw an opportunity to make their city competitive and attractive for future efforts. A visionary project was launched, one that forever changed the face of Oklahoma City. That plan was Metropolitan Area Projects (MAPS), an ambitious program that's one of the most aggressive and successful public-private partnerships

ever undertaken in the U.S. The amount spent in this public/private partnership exceeds \$3 billion.

MAPS was a visionary capital improvement program that included a series of nine public projects focusing on sports, recreation, entertainment, cultural and convention facilities. The projects included renovations to the Convention Center, Civic Center Music Hall and Oklahoma City fairgrounds, as well as construction of the 15,000-seat AT&T Bricktown Ballpark, the mile-long Bricktown Canal, the 20,000 seat Ford Center, the state-of-the-art Ronald J. Norick Downtown Library, the Oklahoma Spirit trolley system and a stretch of water transformed into river lakes with trails and recreational facilities known as The Oklahoma River.

MAPS was funded by a temporary one-cent sales tax approved by city voters in December 1993. The tax expired on July 1, 1999. During the 66 months it was in effect, more than \$309 million was collected. In addition, the deposited tax revenue earned about \$54 million in interest. The tax was extended by a vote of the people for six months to cover cost increases during construction. The tax is now complete, and the projects are all debt-free.

MAPS PROJECTS

The 12,000-seat AT&T Bricktown Ballpark, currently leased by the Oklahoma Redhawks, a Triple A team for the Texas Rangers, is constructed of brick and features a natural grass playing field that has a vintage appearance. The Redhawks season normal runs from March through September. The facility includes shops, luxury suites and a year-round,

sports-themed restaurant. The Park was completed in the spring of 1998 at a cost of \$34 million.

The Civic Center Music Hall is operated by the Oklahoma City Parks and Recreation Department. A complete interior renovation of the historic Civic Center included accommodations for major theatrical, dance and musical groups; a multi-story atrium; balconies, box seats and suites; excellent acoustics; and a hydraulic orchestra pit. Construction and renovation began in November 1998 and finished in September 2001 at a cost of \$53 million.

Renovation and expansion added more than 100,000 square feet to the former Myriad Convention Center, now the Cox Convention Center. A new 25,000-square-foot ballroom and a sandstone-and-glass grand staircase were added. A new convention hotel was adjoined. The grand opening was held in August 1999. Additional roof replacement, exterior refurbishing and roof truss work was completed in August 2000. The cost was \$60 million.

The four-story, 112,000-square-foot Ronald J. Norick Downtown Library was built by the City for the Metropolitan Library System and replaced the previous library that opened in 1953. Its completion in 2004 after 4 years of construction signaled the end of the MAPS construction program. The facility includes state-of-the-art information services and equipment, classroom space for students of all ages and traditional library resources. The cost was \$21.5 million

The 20,000-seat Ford Center, located south of the Cox Business Services Convention Center, was

built between 1999 and 2002 and is designed for major sporting events and can be quickly re-configured for concerts, shows and exhibitions. Major events for 2007 include the Big 12 Men's Basketball Tournament and concerts by Martina McBride, Alan Jackson and Eric Clapton. The MAPS Sports Arena became the Ford Center in an April 2002 naming agreement with Oklahoma Ford Dealers. That agreement produced \$8.5 million in revenue for the arena over 15 years, with an option to extend the agreement even further. Total cost for the project was \$87.7 million.

The mile-long Bricktown Canal links downtown, Bricktown and the river. The north segment extends east from the Santa Fe railroad, past restaurants and entertainment venues to the Bricktown Ballpark. As the canal turns south toward the river, it is highlighted by hiking and bicycle trails, water features and landscaped park areas. Water Taxi offers rides down the canal. The Canal is maintained by the Oklahoma City Parks & Recreation Department. It opened in July 1999 with improvements completed in Phase 2 and 3, 2003-2004. Total cost was \$23 million.

Oklahoma has also invested \$5 million in Trolley stop shelters that have been built along the routes. The Oklahoma Spirit Trolleys are part of the City's mass transit system and are administered by the Central Oklahoma Parking and Transportation Authority.

TODAY

The number of visitors to Bricktown is increasing every year as new developments continue to open. According to the Bricktown Association, the number of Bricktown visitors went from about 4

million in 1998 to more than 8 million in 2004. It estimates nearly 10 million people will visit the district this year.

In Bricktown you can stroll along the mile-long pedestrian canal, dine at some of Oklahoma City's best restaurants (over 4,000 dining seats available), take in a game or concert and dance to live music. Bricktown also includes rides in horse drawn carriages or relaxing views from the Water Taxi on the canal. The district is known for its diverse and often varied entertainment options.

Private investments in attractions of the Bricktown District include Bass Pro Shops, a visually appealing, high quality outdoor store with indoor aquariums and an extensive collection of outdoor equipment and clothing, and Harkin Bricktown 16, a 16-screen cinema with comfortable seating, complete food service and childcare facilities for patrons. The theatre features the largest movie screen in Oklahoma, the Ciné-Capri, measuring 70 feet wide. Bass Pro Shops opened in November 2003, and the Harkins Theatre opened in October 2004.

The dining and nightlife categories are anchored by Mickey Mantle's Steakhouse, Toby Keith's I Love This Bar and Grill and Abuelos Mexican Food Embassy in addition to Biting Sow, Bourbon Street Café, Brew Ha Ha, Bricktown Brewery Restaurant, City Walk, Coach's Restaurant, Daiquiri Zone Sports Bar & Grill, Falcone's, Hooter's, Lit-Bar, Gallery and Rooftop, Maker's Cigar and Piano Lounge, Nonna's Euro-American Ristorante and Bar, Raw, Skkybar Ultra Lounge, Tawerks Ale House & Café among others.

Hotels in Bricktown include the Colcord Hotel, Courtyard by Marriott, Marriot Renaissance, Resident Inn by Marriott, the Sheraton Oklahoma City and The Skirvin Hilton. A 10-story Hampton Inn & Suites with a price tag of \$20 million is set to open in the summer of 2008.

INTERESTING FACTS ABOUT BRICKTOWN
(OKC Chamber of Commerce)

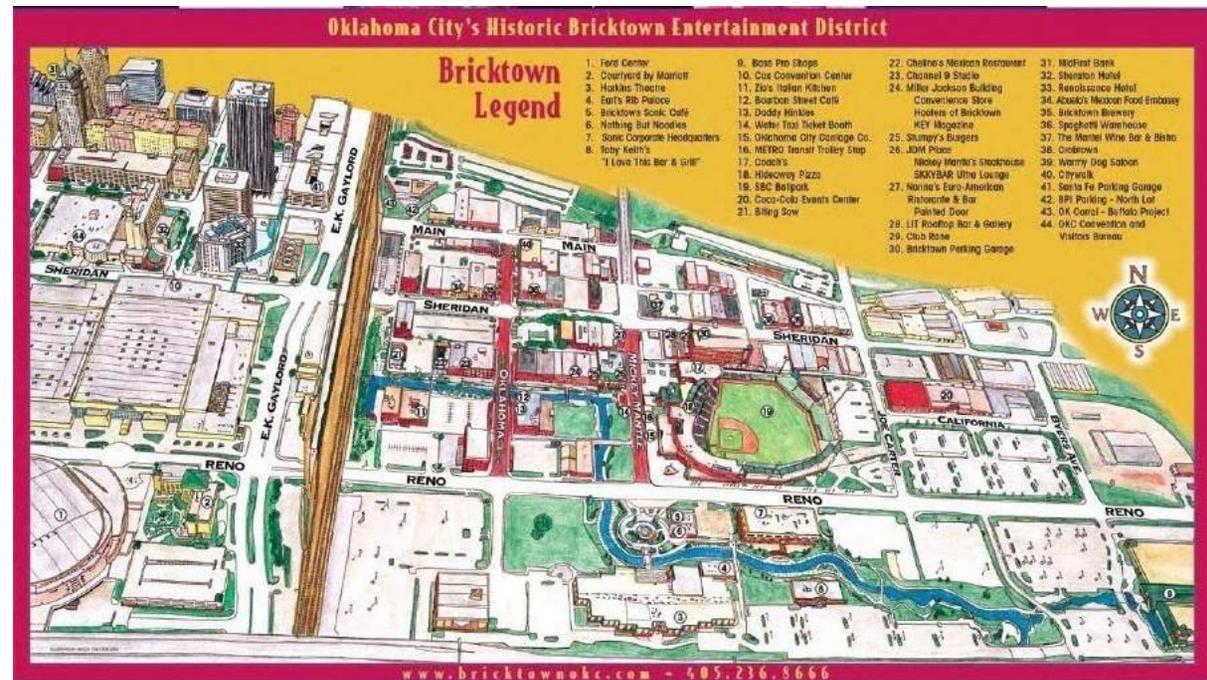
- Public and private capital investment in Oklahoma City's urban core since 1995 exceeds 3 billion dollars.
- Southern Living Magazine ranks downtown Oklahoma City as one of 5 best downtowns in the south.
- 231% increase in Bricktown (entertainment district) property values since 2001.
- 409% increase in downtown hotel capacity since 2000.
- 11% increase in downtown residents since 2000- and poised to grow another 13% by 2008.
- There were more than 8 million visitors to Downtown's attractions in 2006.

The Bricktown Urban Design Committee is implementing a new comprehensive wayfinding system, funded by a City General Obligation Bond Issue, to provide consistent, clear directions to various destinations, attractions and landmarks in the Downtown area. The system will eventually consist of 45 vehicular signs and 22 pedestrian signs

along with 27 kiosks for more detailed visitor information.

INFORMATION SOURCES:

- <http://www.bricktownokc.org>
- <http://www.bricktownokc.com>
- <http://www.okc.gov/maps/index.html>
- <http://www.downtownokc.com>
- <http://www.okcchamber.com>



Case History Research: Georgetown, DC

As one of Washington D.C.'s oldest neighborhoods, Georgetown has been a center of commerce since the 18th century. Located along the Potomac River, Georgetown served as a major port during colonial times and today is a charming historic area lined with Federal-style row houses, cobblestone streets, high-end shopping and fine-dining establishments. It is home to Georgetown University, the oldest Catholic university in the United States, historic attractions, picturesque parks, trails and the Chesapeake and Ohio (C & O) Canal. Georgetown's reputation as a center of style and affluence make it an attractive place for visitors and residents of our nation's capitol.

The Georgetown neighborhood is located in the Northwest quadrant of Washington, D.C., along the Potomac River waterfront. As outlined by the National Park Service, the Georgetown Historic District is roughly bounded by Reservoir Rd., NW and Dumbarton Oaks Park on the north; Rock Creek Park on the east; the Potomac River on the south; and Glover-Archbold Park on the west. Georgetown's primary corridors are M Street and Wisconsin Avenue.

HISTORY

Georgetown was formally established in 1751 when the Maryland Assembly authorized a town on the Potomac River on 60 acres of land belonging to George Beall and George Gordon. George Town was named in honor of King George II and flourished as a shipping center with European and West Indian trade. Tobacco was the lifeblood

of the community. By 1776, Georgetown was one of the largest communities in Maryland. During the Revolution, Georgetown served as a great depot for the collection and shipment of military supplies. The town was finally incorporated in 1789, and in 1791 Georgetown's character was profoundly affected by the establishment of the nation's capital to the east. While it was included in the new Federal District, Georgetown retained its own character.

Congress incorporated Georgetown as part of Washington City in 1871. After the Civil War, large numbers of freed slaves migrated to Georgetown, and the African American community flourished. With the bankruptcy of the C & O Canal Company in the 1890s due to severe flood damage of the C & O Canal, the area went into an economic decline. In a period after World War I, Georgetown gained a reputation as one of Washington's worst slums. With the New Deal in the 1930s the area began to rebound. Georgetown's reputation reached a high point when Senator John F. Kennedy resided in the neighborhood during the 1950s.

Most of Georgetown is occupied by residential areas whose regular streets and Victorian row houses set the tone for the entire neighborhood. A majority of the building stock was constructed after 1870. Various styles illustrate the national trend of architectural development from Georgian mansions and town houses through early Federal and Classical Revival houses to the ornate structures of the ante and post-bellum periods. The commercial corridors of Wisconsin Avenue and M Street as well as the waterfront areas are characterized by development from every era.

Georgetown's treasured institution is Georgetown University, which owes its existence to Fr. John Carroll, superior of the American Mission and a future bishop of Baltimore, who began planning for an academy in 1786. Its official founding is listed as 1789. Today, the oldest Catholic university in America, Georgetown University is a major international research university with a student population of 11,515. Famous alumni include former President William J. Clinton, Supreme Court Justice Antonin Scalia, broadcast journalist Maria Shriver and basketball star Patrick Ewing.

GEORGETOWN BUSINESS IMPROVEMENT DISTRICT (BID)

The Georgetown Business Improvement District (BID) was established in 1999 as a not-for-profit organization by the property owners and businesses of historic Georgetown to protect and enhance its unique character and public spaces. It is governed by a board of directors elected by its membership of approximately 1,000 businesses. BID programs include transportation, streetscape, marketing and special events. The Georgetown BID has played an important role in attracting exceptional retailers and restaurateurs to the area as well as ensuring residents experience a superior quality of life.

The area of the BID is bounded by Rock Creek Park on the East, Key Bridge on the West, the Waterfront on the South and Reservoir Road on the North.

TODAY

Today, Georgetown is a popular place to walk, eat and shop. Visitors can enjoy dinner on the waterfront at an outdoor bar or restaurant, peruse over 300 stores, walk, jog or bike along 180 miles of trails, take a tour boat or barge ride along the C & O canal, visit a historic home, garden, gallery or museum or stroll through Georgetown University's magnificent campus. The backdrop of historic architecture, shady streets and brick sidewalks along with the celebrated waterfront create an historic ambience with a European feel.

From high-fashion national retailers to charming local merchants, Georgetown offers over 300 places to shop for the best in antiques, furniture, original art and handcrafted accessories.

At the center of Georgetown's retail experience is The Shops at Georgetown Park. This four-level urban shopping mall features anchor tenants Anthropologie, H&M, J. Crew, Ann Taylor, Victoria's Secret, Dean & DeLuca and Talbot's among others. The mall, made up of 75 retail stores and 317,000 square feet of leasable space, opened in 1981 and has been expanded and renovated twice. The mall's hours of operation are Monday through Saturday, 10 am to 9 pm and Sundays 12 pm to 6 pm.

Georgetown is home to over a hundred of restaurants, cafes and nightlife venues. Serving cuisine ranging from authentic Italian and traditional Japanese to the finest French and new American, there is someplace to enjoy at any price level. For those on the go, there are also dozens of locally-owned cafes. For late night entertainment, Georgetown has a wide variety of clubs, bars and

music venues. On the GeorgetownDC.com website, a search of the dining options yielded 140 results.

The Georgetown area is known for its legendary hotels, specializing in the best services in the Washington D.C. area. There are 8 hotels including The Ritz-Carlton, Four Seasons Hotel and Georgetown Inn among others.

Georgetown also celebrates its wide array of salons and spas. In fact, 52 businesses are listed under this category on the GeorgetownDC.com website.

With over 49 listed attractions, visitors can enjoy a tour of a historic home or garden, visit a gallery or museum or stroll through the Georgetown University campus. There are 15 places of worship and 10 embassies that call Georgetown home. As the oldest building standing in Georgetown, the Old Stone House at 3051 M Street is owned and operated by the National Park Service and is open to the public. Georgetown is also home to Washington, D.C.'s oldest commercial structure, the City Tavern, at 3206 M Street. It was built in 1796.

Georgetown with its remarkable history and appealing shopping, dining and cultural amenities remains one of Washington's most prestigious and lively neighborhoods and a popular tourist destination.

INFORMATION SOURCES

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

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

<http://www.georgetown.edu/>

Sidewalk Cafe Design Guidelines and 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’.

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.

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.

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.”

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. 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, Carts

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. No alcoholic beverages may be stored or mixed in the sidewalk café. Equipment necessary for dispensing any other items is subject to review during the sidewalk café permitting process. 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. The city shall be named as an additional insured on a primary, noncontributory 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.

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.

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

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 Form

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:

- | | |
|---|---|
| <p>SITE PLAN</p> <ul style="list-style-type: none"> ___ 3 copies (8.5x11) ___ Legible ___ Scale ___ North arrow ___ Name, address of franchise _____ ___ Width of sidewalk adjacent to café ___ Name of adjoining streets, alley ___ Size of area proposed for café ___ Width of sidewalk adjacent to café ___ Shows building entries and exits ___ Location of existing improvements ___ Location, number of tables and chairs (utility poles, parking meters) ___ 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.) | <p>SEATING PLAN</p> <ul style="list-style-type: none"> ___ 3 copies (8.5x11) ___ Legible ___ Scale ___ North arrow |
|---|---|

Street Performers Ordinance

The City should encourage such performances, while at the same time recognizing that they draw crowds that may create safety problems. An ordinance should be adopted by the City that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to obtain a permit. Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance. A sample application is included at the end of the guidelines.

Street Performer Guidelines

No person shall perform in a public area without a permit from the city. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who 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:

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

- A signed permission slip from the property owner, if performance is to occur on private property.

Rules & Regulations

LOCATION:

Performances may take place in the following locations:

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

TIME:

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

CONTRIBUTIONS:

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

PROHIBITIONS:

No performer shall:

- a) Perform without first obtaining a permit issued by the city.
- b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.
- c) Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).
- d) Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.
- e) Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.

- f) Leave litter at his or her performance site.
- g) Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.
- h) Place any object on a public sidewalk that leaves less than a five foot passage for pedestrian traffic.
- i) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- j) Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.
- k) Display any sign other than the name of the performer(s) and the Street Performer Permit.
- l) Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

REVOCAATION OF PERMIT:

A Street Performer Permit may 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, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be

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

STREET PERFORMANCE APPLICATION

Name of Applicant _____
 Address _____
 Phone _____ Birth date _____
 Driver'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
- ____ Written permission of property owner if performing on private property

Peer-driven Retail Sign Ordinance

A downtown district is an economic asset. Signage consistency will help maintain the value of this asset. Following is a recommended framework for the establishment of Sign Review Board. The Mayor will appoint the Sign Review Board, 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 a 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. A 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, members of the Board will perform initial review of a sign permit application. 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. Any aggrieved party to the City Planner's decision may appeal. For item 4, any person or entity alleging that a sign within the Main Street district does not comply with the design standards can submit a complaint form. The sign owner will be notified of the complaint and if the sign is not removed, the Board will render a on 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.

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).

SEE FIGURES 1.1 to 4.1 on next page)

Sign Design Approval and Permit Application Form Checklist

Site Address: _____

Applicant:

- a. Completed Sign Permit Application
- b. Application Fee
- c. Sketch or photograph of sign (3 copies)
- d. Paint chips or color rendering of proposed colors
- e. Description of sign construction
- f. Description of type of attachment, if not free standing
- g. Description of sign materials
- h. Letter from property owner giving permission for installation and detailing square footage allotment
- i. If projecting over public right-of-way, signed and recorded Restrictive Covenant, Agreement, and Right of Way Use Permit
- j. SITE PLAN (scale 20' = 1", minimum size 8 ½ x 11) Indicate the following
 - a. Proposed sign locations
 - b. Property lines, streets, north arrow
 - c. Lineal footage of building façade containing a public entrance
 - d. Indication that the sign does not create a sight obstruction

Reviewer:

- a. Existing easements
- b. Total square footage of ALL SIGNS on the property
- c. Location of existing buildings, structures and all existing signs
- d. Building signs: show that signs do not extend higher than allowed
- e. Building signs: calculate and indicate sign-face area
- f. Blade signs: calculate size and extension from building
- g. Free-standing signs: required plans for ground-supported signs
- h. Free-standing signs: distances from the proposed sign(s) to property lines and buildings on the site
- i. Free-standing signs: foundation plan
- j. Pole signs: measurement from grade to all portions of sign for vehicle clearance
- k. Hanging or Projecting signs: distance from curb
- l. Hanging or Projecting signs: measure from grade to all portions of the sign

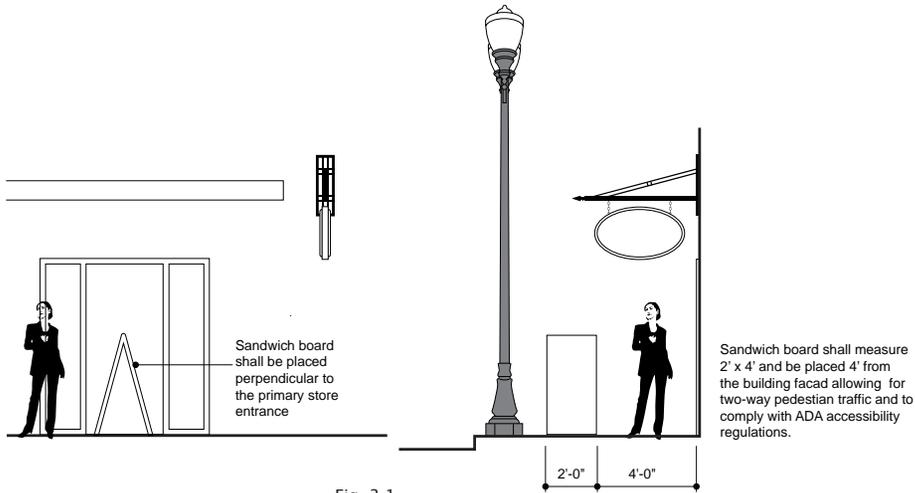


Fig. 3.1

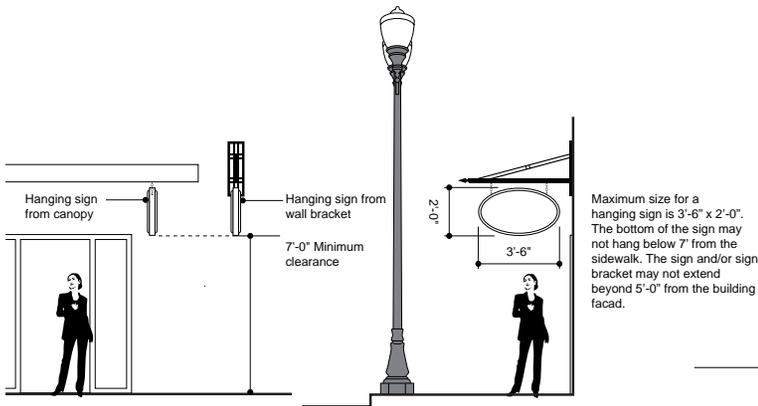


Fig. 2.1

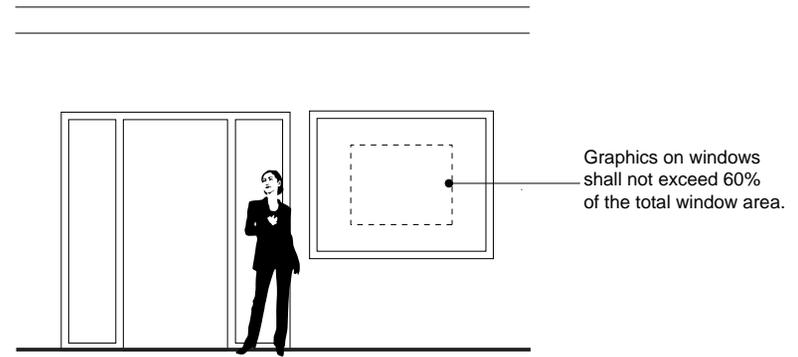


Fig. 4.1

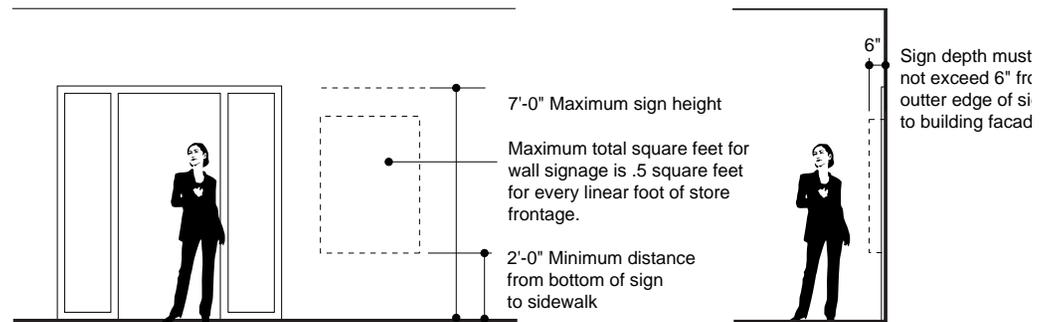


Fig. 1.1

WiFi Models

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.

One city that uses this model is Spokane WA. 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, coordinates and manages 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.



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