



Branding, Development & Marketing Action Plan

January 1, 2023



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PREFACE

This Johnstown Branding, Development and Marketing Action Plan was developed through a collaborative process between Roger Brooks International, Inc. (RBI), Visit Johnstown, and volunteer members of the “Johnstown Brand Development Team.”

We would like to thank the Johnstown volunteers and others who have participated on the Brand Development Team and the upcoming “Destination Johnstown,” as well as the many business and property owners, residents, and others who contributed their time and valuable input of ideas, resources, and feedback for the many hours devoted to the process of developing this Plan.

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

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

RBI has provided Visit Johnstown with the native InDesign files for this Branding Plan, so Visit Johnstown has the ability to make future changes, additions, and edits to the Plan if needed.

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Amazing shops and eateries

OMG. Who knew? Some of the best shops and eateries you'll ever find - anywhere - are right here in the heart of historic downtown Johnstown. Make sure you visit Classic Elements (pictured here), George's Song Shop; America's oldest record store, Stone Bridge Brewing Company and Craft Modern Kitchen, Balance Restaurant, incredible views and food at Asiago's Tuscan Italian restaurant at the top of the Inclined Plane, Coney Island - a local institution. For the complete list logon to

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Welcome to downtown!

INTRODUCTION

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

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

Welcome to Johnstown 3.0, the "next generation".

Johnstown 1.0 was born as a steel and iron-based industry town, and, at one point, was home to some 60,000 residents.

Johnstown 2.0 became the renaissance city due to the resilience of the citizens after the catastrophic 1889 flood and two subsequent flooding events.

Johnstown 3.0 proves that Johnstown is truly THE Renaissance City: now forging new pathways in the performing and visual arts, the creation, development and marketing of outstanding recreational assets, and a beautiful historic downtown, working to become a Pennsylvania showcase. Welcome to Johnstown 3.0.

A BRAND IS A FEELING...

The "brand" is the feeling someone has about your city when you mention where you live, work, or play. On this, the Introduction page, and following pages, you'll see concepts that illustrate the feeling you'd like to communicate about Johnstown when working to attract new residents, businesses, or visitors.

These are concepts only and, other than the photo to the left, use stock photography. These would NOT be used as "final art," and all stock photography would be replaced with actual photography of people immersed in local activities during the various seasons.

One of the key recommendations in this plan is developing a top-notch professional photo library that can be used for Community Development, Economic Development, and Tourism Marketing.

Once again, these examples are only meant to portray the feeling you'd like to communicate when attracting new residents and visitors, AND will also help build stronger community pride: Getting locals to think better of Johnstown or the community they call home.

WHY DO THIS?

Johnstown has a couple of issues – not insurmountable – but problematic none the less. The first is that communities, like businesses, must import (or earn) more money than they export (or spend). The challenge is that a great deal of the money earned in Johnstown is spent in nearby Pittsburgh and the surrounding areas. This is referred to as "leakage."

Perhaps more important is the negative "image" or perception the general public has of Johnstown. Even though Johnstown has not experienced flooding in decades, too many businesses still use "Flood City" in their names or in their marketing, keeping a long-past negative image, or "brand" alive.

Additionally, Johnstown is perceived as a "not-so-safe" place to live, start a business or visit. While this is largely untrue, the



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The first whitewater park in Pennsylvania, rafting the Stonycreek River Canyon is a not-to-be-missed adventure. Featuring one of the longest stretches of continuous set of rapids in the Eastern United States it provides an amazing thrill. For how to best experience the Canyon, log onto

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perceptions still exist. To combat those, Johnstown needs to tell a different story.

The purpose for the creation and implementation of this plan is fivefold:

1. To increase the population of Johnstown.
2. To put Johnstown “on the map” as a desirable place to live, visit and raise a family.
3. To differentiate Johnstown from the other 1,100 communities in Pennsylvania and in neighboring states so that Johnstown stands out from the crowd.
4. To slow the leakage of locally earned money being spent in Pittsburgh and other communities.
5. To make downtown Johnstown a vibrant, active gathering place and a Pennsylvania showcase.

The recommendations outlined in this Action Plan will accomplish these five goals. It starts with making Johnstown, particularly its downtown, an area full of life and vibrancy with at least 250 days of activity each year. A place that the city’s 20,000 residents and the 132,000 people that call Cambria County home will enjoy spending time in.

To do this, a grassroots team of local citizens, downtown property owners, businesses, the City of Johnstown, Visit Johnstown, Cambria Regional Chamber of Commerce, the Redevelopment Authority, the Community Foundation, Johnstown Downtown Partnership, and other partners put together a top-notch “Brand Team” to develop a list of recommendations that include:

- BRANDING** (what it is you want to be known for as a community),
- PRODUCT DEVELOPMENT** (such as a revised wayfinding system, a programmed plaza), and
- MARKETING** (how to tell the world)
- ACTION PLAN** (the to-do list)

The following are the individuals and organizations they represent that helped develop this plan:

- **Mike Artim:** The Balance Restaurant
- **Amy Bradley:** Cambria Regional Chamber of Commerce
- **Richard Burkert:** Johnstown Area Heritage Association
- **Brad Clemenson:** Volunteer extraordinaire
- **Jenna Cramer:** City of Johnstown
- **Renee Daly:** Redevelopment Authority of Cambria County
- **John Dubnansky:** City of Johnstown
- **Cliff Kitner:** Cambria County Conservation & Recreation Authority
- **Melissa Komar:** Johnstown Redevelopment Authority
- **Katrina Perkosky:** Community Foundation for the Alleghenies (And primary funder of this plan)
- **Melissa Radovanic:** Discover Downtown Johnstown Partnership
- **Sherri Rae:** University of Pittsburgh at Johnstown
- **Lisa Rager:** Visit Johnstown
- **Shanna Murphy Sosko:** Cambria County Planning Commission
- **Mike Tedesco:** Vision Together
- **Melody Tisinger:** Bottle Works Ethnic Arts Center
- **Lauren Thompson:** Johnstown Area Regional Industries

These dedicated folks contributed a tremendous amount of time to this effort, which was not an easy process, and provided invaluable input into the brand direction, the look and feel of the brand, and the product recommendations that back it up.

This was NOT a focus group. When it came time to develop a new logo, six concepts were created, and the Team voted individually for the one the one they most liked or that they feel best represented Johnstown. There were those who thought



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No matter what your skill level is, Johnstown, PA in the western slopes of the Alleghenies, is THE place to ride to heart's content. With a dozen incredible trails through historic tunnels, under the famous Stone Bridge, to Hinckston Run Waterfall, and the national recreation Ghost Town Trail, you can forge your own trail through history, art, on land and on water. To learn more log onto

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Johnstown should totally move away from its steel heritage, others who wanted to embrace that heritage, others who wanted to see more of an arts-community focus, and those who wanted to focus totally on recreation.

While Johnstown has all of the above, you simply can't be all things to all people and succeed. Something has to be front and center in your marketing and product development efforts – that one thing that sets you apart from everyone else.

Needless to say, this was a tall order for the Brand Development Team. There were no “wrong answers” or positions that were unfounded. The Brand Development Team met every couple of weeks for several months, did a tremendous amount of homework, and then during a week-long “Brand Week,” they met with the RBI team every afternoon for several hours, sometimes stretching well into the evening hours.

There were meaty debates, new ideas were presented and hashed out, others set aside – it was a lively, sometimes contentious process – but every single person there kept in mind their sole focus: How can we make Johnstown even better? Will this do that?

In the end there was no “happy medium” or “group hug” consensus. The brand direction was chosen through feasibility, not through “what will make everyone happy?” When the latter happens, you end up with a watered down “We have something for everyone” brand that doesn't set Johnstown apart from anyone else and will be doomed to failure. A successful brand needs to have a narrow focus. Determining a brand through feasibility makes it much more likely to be successful.

ACTION PLAN VS. STRATEGIC PLAN

The days of Strategic Plans are largely over. Instead, this is an “Action Plan” – or “to do list.” Every recommendation in this plan is placed in chronological order of implementation and includes:

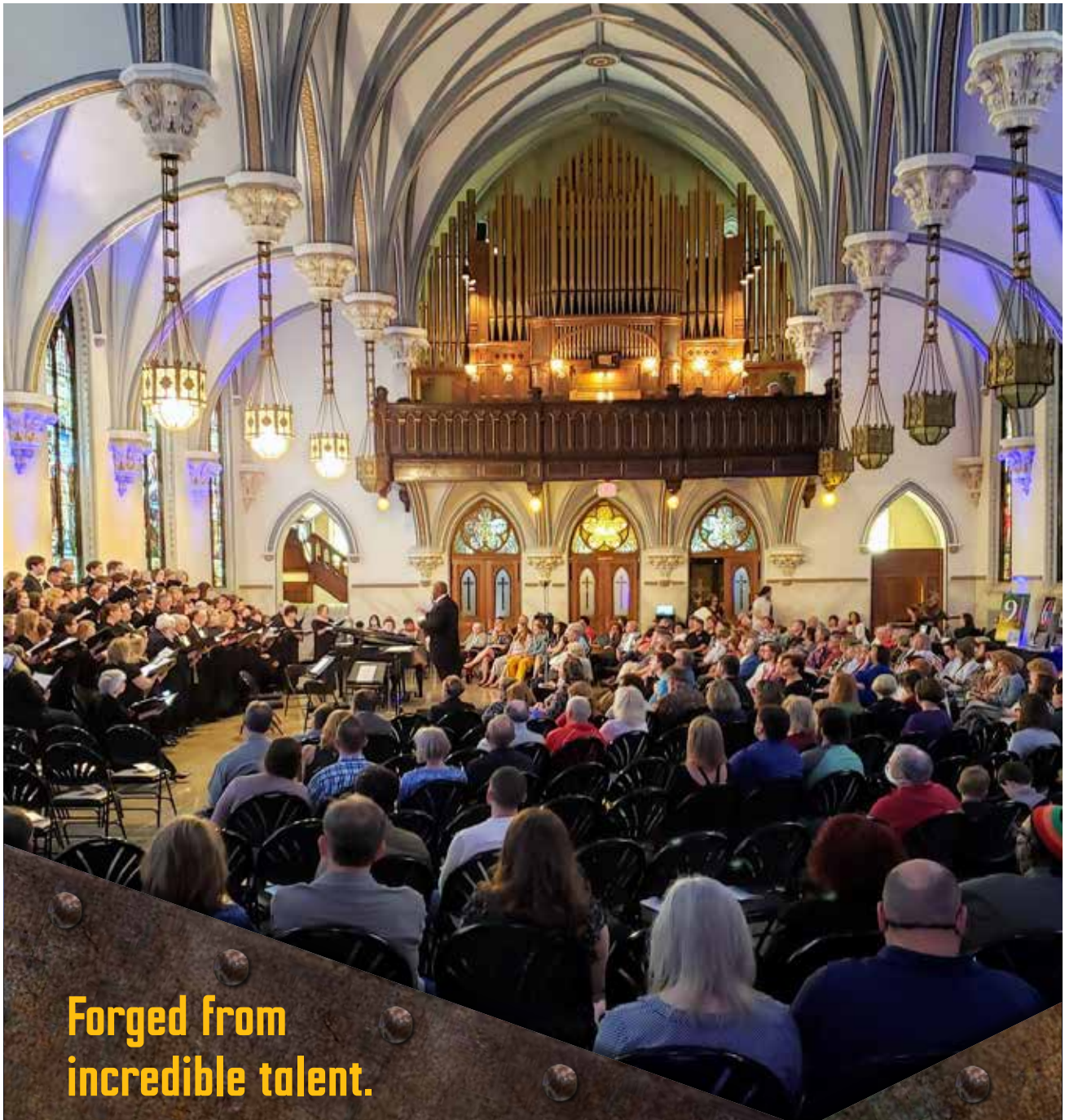
- Timeline
- A title for the recommendation
- A brief description
- Who would be charged with implementation (it takes a village and everyone can play a role)
- Approximate cost of implementation
- Possible funding source
- The rationale for making the recommendation
- Particulars or how-to details for implementation

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

This plan is a three-year plan, and it is meant to sit on your desk, not on a shelf gathering dust. This plan should be reviewed every few weeks (at least once a month) and should be updated every year. As you cross off recommendations, add the next set, so you end up with a working plan, not just a report. Every three years you'll go through the plan and then develop the “next” three-year Action Plan. This plan will begin its implementation right after the beginning of 2023 and provides recommendations through 2025 --with a couple of longer-range recommendations.

WHY BRANDING?

The word “branding” is perhaps one of the most misunderstood words in the American dictionary. A “brand” denotes ownership, and it's also a point of differentiation, going back to the days of branding cattle and livestock. These same two



Forged from incredible talent.

Who knew? It's quite likely that there are no small cities in America with as much cultural depth as you'll find right here. Home to the Band of Brothers Shakespeare Company, Johnstown Concert Ballet, the amazing Johnstown Symphony Orchestra, Bottle Works Ethnic Arts Center (awesome!), the Community Arts Center of Cambria County, Venue of Merging Arts, the Arcadia Theater, plus incredible and popular Johnstown Polka Fest, and a great array of live performances at the Peoples Natural Gas Park. For the complete list logon to

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principles apply to Johnstown and the other communities in Cambria County as much as they do to the ranching industry.

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

1. **DIFFERENTIATION – Finding your Unique Selling Proposition**

Branding is the art of setting yourself apart from everyone else. What sets Johnstown apart from Pittsburgh? From the other 1,100 cities and towns in Pennsylvania? Being a place that has “something for everyone” can be found anywhere and says nothing about who you are or even who you aspire to become, so the focus needs to be narrow.

2. **IT’S A PERCEPTION – A FEELING**

A brand is a perception, that is, what people think of Johnstown when they hear the name mentioned. It’s also a promise that the city will deliver on the perception. In Johnstown’s case we know that part of this effort is “repositioning” or “rebranding” the community: bringing quality of life to the forefront with a focus on an amazing revitalized downtown, the creation of public assembly spaces, and the recreational assets that call Johnstown home.

3. **LOGOS AND SLOGANS ARE NOT BRANDS**

Logos and slogans are not brands. They are just marketing messages and graphic images used to support and reinforce your ownership position. After all, brands are about “owning” your niche in the marketplace.

4. **YOU NEVER USE FOCUS GROUPS**

You never use focus groups for brand development unless you want a watered down, generic brand that can fit just about anyone, anywhere. Johnstown’s Brand Development Team and subsequent Destination Johnstown are not focus groups, but a group of local businesses and organizations whose primary purpose is to develop this plan to reinforce and support the perception and the promise being developed and marketed.

5. **A BRAND EVOKES EMOTION**

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

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

All successful brands are built on product, not marketing. You can develop new advertising, graphics, websites, mobile apps, signs, and posters, but if the product doesn’t change or improve, what have you accomplished? Any increase in sales will not be sustainable.

7. **YOU NEVER “ROLL OUT” A BRAND**

A brand is earned – good or bad. The good news for Johnstown is that the community already has a strong foundation on which it can build its brand including a top-notch foundry, amazing performing and visual arts (the Symphony and Bottle Works, for example), and the development of “Renaissance Square” (plaza) downtown – all of which need to be enhanced, redeveloped and preserved.

8. **TOP-DOWN BRANDING DOESN’T WORK**

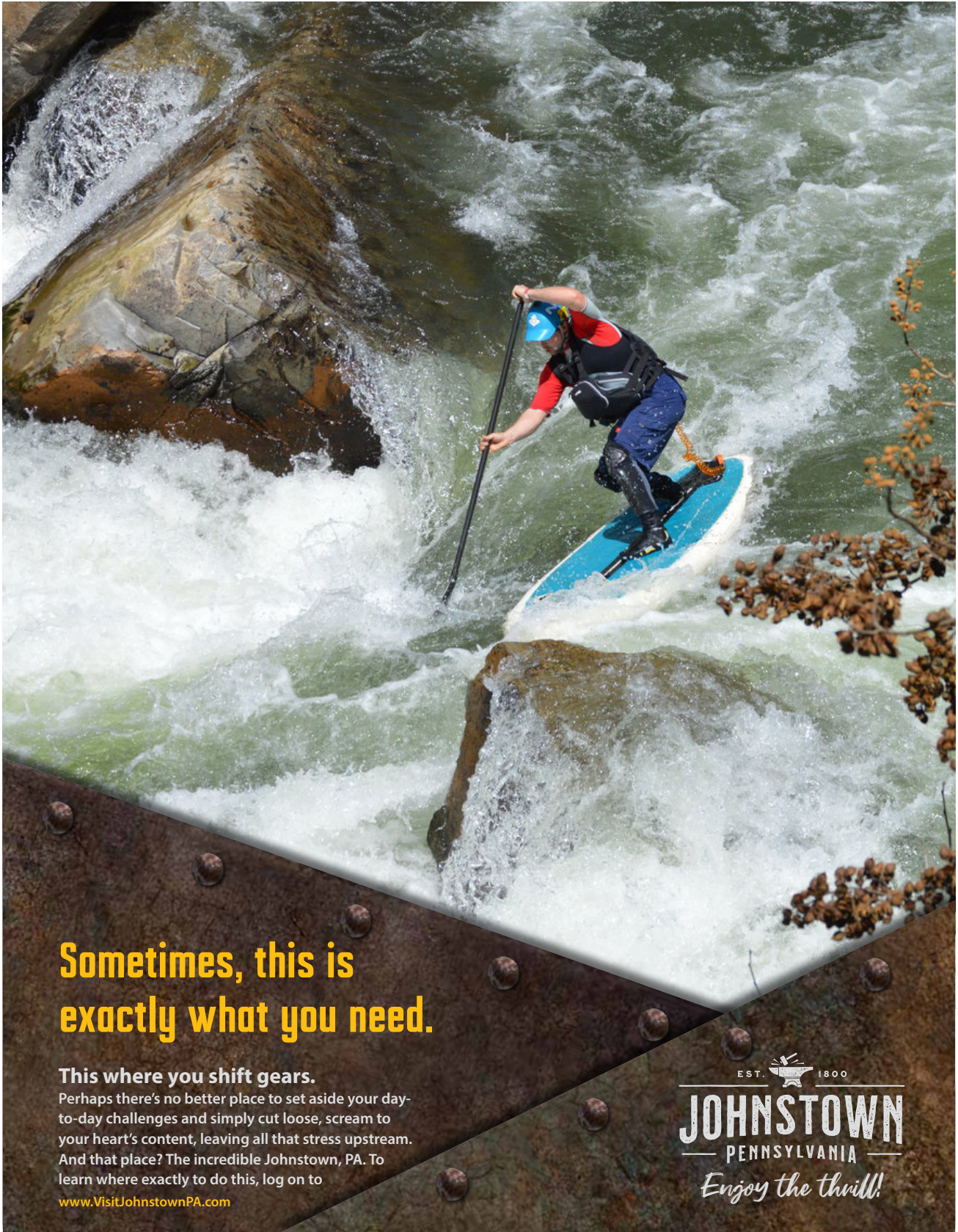
You cannot do branding by public consent. Yes, this process asked local area residents to weigh in on the brand direction, but in the end, the idea found to be most feasible is the brand direction developed and detailed in this plan. This has been a grassroots effort.

9. **BRANDS MUST BE FEASIBLE**

You build the brand on feasibility, not just local sentiment. Typically, the most feasible brand direction is built on a foundation already there. In the case of Johnstown, that foundation is the downtown revitalization work being facilitated, and the re-use of former foundry assets, a burgeoning arts community, and outstanding recreational activities. Now it’s time to monetize these efforts.

10. **PUBLIC RELATIONS**

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



Sometimes, this is exactly what you need.

This where you shift gears.
Perhaps there's no better place to set aside your day-to-day challenges and simply cut loose, scream to your heart's content, leaving all that stress upstream. And that place? The incredible Johnstown, PA. To learn where exactly to do this, log on to www.VisitJohnstownPA.com

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THE BRANDING PROCESS

Visit Johnstown, the marketing organization promoting tourism for Cambria County, knew that Johnstown needed a “brand” – a Unique Selling Proposition. And they knew that Johnstown requires some “re-branding” or “repositioning” to change the overall perceptions of the city and the area. To accomplish this, the Community Foundation stepped forward with the funding to perform a “Destination Assessment” of Johnstown and the Cambria County communities, followed by the development of this plan.

The Destination Assessment was performed during the summer of 2021. It was a look at Johnstown and Cambria County through the eyes of a first-time visitor. The Roger Brooks team secret-shopped the county, with a focus on Johnstown. The ten-day process culminated with an “Assessment Findings & Suggestions” workshop and report: a photographic look at the county prior to any local input – discovering the area just as any potential resident, investor or visitor would.

During that workshop, 78 “suggestions” were made: ways to make the area an even better, stronger destination. Because this was a secret-shopping experience, there were no recommendations; the assessment provided ideas (suggestions) that could be implemented with input from local stakeholders and stakeholder organizations.

Many of those suggestions have since become “recommendations” and are included in this plan. The assessment creates a baseline of where you are today, though the eyes of the people you’re hoping to attract as residents, investors, new businesses, and leisure travelers.

The Assessment Findings & Suggestions Report is a great companion to this plan. It laid the groundwork and baseline from which this plan was developed.

Once additional funding had been secured, Roger Brooks International was retained to facilitate the creation of this Branding, Development & Marketing Action Plan using a 13-step branding process that has seen nearly a 100% success rate.

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

When a community has a somewhat negative “brand” or perception, you must showcase a different story that overrides the old perceptions. You must show the community in a different light.

BUT when the people you’re going to attract actually arrive, all traces of those old perceptions must be gone. Businesses need to replace the “Flood City” naming, signs and advertising with something more current. The city’s website should help “sell” Johnstown as a great place to live, invest in and visit, and THEN help people dig into local services. Partnering organizations should all have similar messaging, photography, and brand elements tying them together into a cohesive collective.

Every website and social media channel should showcase individuals from Johnstown presenting the depth of talent found in Johnstown and in Cambria County. These can feature artists, craftspeople, musicians, heralded chefs, and those with a great



Don't limit your challenges, challenge your limits.

Forging your way down the incredible - and formidable - Inclined Plane Trail is a bucket-list bike ride for the ages. It is one of the most breathtaking mountain bike challenges in America. When you've conquered the hill, you'll be a minute away from an ice cold beer in beautiful downtown Johnstown. For the complete guide, log onto

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story to tell: Their own renaissance and how they found it in Johnstown.

YouTube should show the myriad of sports facilities, trails, lakes and recreational assets – focusing on the “extreme” first, and then offering additional experiences to be found within a 45-minute drive of Johnstown.

All of these efforts will greatly assist in changing the negative perceptions of Johnstown.

A WORD ABOUT PRODUCT DEVELOPMENT

Marketing will bring people to you once. That’s it: Just once.

The ONLY thing that brings them back is your product. And that includes:

- The **primary experience** (activity) that attracted them to Cambria County and/or Johnstown in the first place
- The **complementary activities** (what else you have to offer while in the area: shopping, dining, other activities)
- Your **amenities** (visitor info, public parking, restrooms, lodging, etc.)
- The **people** they interact with

In the end, you will be judged by your product, not your marketing. All successful brands are built on product and the promise that you put out there. You MUST deliver on that promise. Today, in the age of social media, your reputation – or brand – can be either enhanced or demolished in short order.

Product sells itself. Just ask the folks at Apple. Or Instagram. Or Lancaster’s Amish community.

Finally, it’s a whole lot easier and less expensive to bring people back time and again than it is to always try to attract that elusive one-time visitor. You want to avoid becoming a “been there, done that” destination.

This plan has five primary product development initiatives:

1. A programmed year round plaza in downtown Johnstown
2. A redeveloped wayfinding system (vehicular, trails, pedestrian)
3. Redeveloped business mix in downtown
4. Downtown curb appeal enhancements, maintenance
- 5.. Redevelopment of downtown properties (already underway through current initiatives)

These key investments will also greatly change the perceptions of Johnstown, changing the story to that of a vibrant, active, forward thinking community with a fantastic “community living room” in downtown: Renaissance Square (plaza).

WHO ARE WE TRYING TO ATTRACT?

The key to this effort is answering the question, “What will it take to attract Millennials and their families to Johnstown?” This is the target demographic market for this effort – and for the future of Johnstown.

The Millennial generation is the largest in U.S. history, the most diverse (and they embrace it), the best educated, and the most civically-minded generation in American history. Consider this: There are more mayors under the age of 40 in the U.S. today than any other point in time in U.S. history.

This generation is largely in their 30s and early 40s; they are starting families in their late 30s, with fathers spending twice as much time with their kids as the Boomer generation did.



This group, largely due to the pandemic, is also looking for rural areas not too far from the urban amenities, but where they can get fresh air, have an abundance of recreational activities, enjoy a vibrant night life (a downtown full of activities, not the bar scene), and can enjoy safe neighborhoods, good schools, and be a part of the solution in making the neighborhoods and cities they call home better.

In 2021, Forbes, Liveability.com, Niche.com, Bloomberg and others polled thousands of Millennials to find out their priorities in deciding where to live, work, and raise a family. The following is in order of priority, and it is a major shift from previous generations where “Jobs” was at the top of the list.

What Johnstown needs to do is focus on these areas, in order of priority, and market the assets where it can “deliver on the promise:”

1. Safety (particularly for kids)
2. Good educational system and child care
3. An engaged community: sense of belonging (downtown a focus)
4. Cultural depth: visual/performing arts | education | food | gathering areas
5. Life (activities) after 6:00 (downtown alive with activities)
6. Top-notch recreation (surpassing other areas or where they currently live)
7. Health care (especially for kids), clean air, good water, farmers markets
8. Transportation: For kids getting to and from school | trail systems | bike lanes | public transportation options
9. Affordability and quality: Not just cheap, but affordable quality in housing | office rents | retail, etc.
10. Secure jobs OR entrepreneurial opportunities

For the first time in U.S. history, jobs are going where the talent is or where the talent wants to be. This is a HUGE shift that is sweeping across the country. This means that for the very first time, quality of life or community development is leading both economic and tourism development.

The first eight items on the Millennial “desirability list” focus on quality of life. If you create the place they want to be, they will come, and they will then find a way to make a living.

When it comes to tourism marketing, the focus will still be placed on the Millennial generation for the next ten years or so, and as they get more established in their communities, then the focus will gradually shift to the Generation Z population, now just exiting high schools and heading to or already attending colleges and universities.

The good news: If you cater to the Millennials, you’ll get the Boomers. In fact, retirees are now leaving their home towns and moving to where their kids live. In previous generations the “kids eventually came back home,” but now Boomers are going to where their kids have decided to live, raise their families and eventually retire.

It’s also very important to note that tourism is the front door to your non-tourism economic development efforts. Why? Because nothing promotes quality of life better than tourism. Tourism promotes your downtowns (when full of vibrancy and activity), your recreational activities and assets, your sports fields and facilities, your seasons, shops and eateries, and festivals and events.

This is why tourism has taken the lead in this effort.

Finally, this effort greatly considers women’s preferences. Women account for 80% of all retail bricks and mortar shopping, 70% of the travel decisions (where we want to go this weekend, or for a vacation), and 70% of the decisions on where to live and raise a family.

THE JOHNSTOWN VISION

This is the first day of the rest of your life, and this plan may be one of the most important initiatives ever undertaken by the people of Johnstown and Cambria County. Dozens of businesses, community organizations, non-profit entities, and the city all contributed to this grassroots effort.

People want downtowns more than ever before. Downtowns can be vibrant public gathering spaces. Called “Third Places”, these are the lively places to go after work and on weekends. Creating a “community living room” downtown is what will keep the young people in the area and attract the next generation, which is nearly as large as the boomer generation.

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

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

This plan represents the turning point in Johnstown’s future, which begins the moment of implementation of the recommendations made in this Action Plan. Johnstown is an amazing place to live, raise a family, invest in and visit, but there are some things that need to be done to help the citizens of Johnstown have more pride in their own community, and the amenities, services, and businesses there to keep them spending more time – and money – in their own city.

This plan will accomplish that.

For more than two years this effort has taken shape with a public outreach effort where more than 1,600 area residents weighed in on Johnstown’s future through an online questionnaire. Dozens of people were interviewed, a multi-day Brand Camp was held, and a Brand Development Team spent hundreds of hours helping craft the brand – what Johnstown wants to be known for and developing the story and activities that will demonstrate that brand vision.

The vast majority of these volunteers represent the private sector through their organizations: economic development, downtown revitalization, chamber of commerce, tourism, and redevelopment, making this a true grassroots effort. They should be commended for the amount of time and energy they put into crafting this brand direction, its look and feel, and this plan.

This team went through a 13-step process that included public outreach, determining who it is we want to attract to Johnstown, what we want the community to be known for, the product that backs up the claim, what the marketing looks and feels like, and this detailed Action Plan that will get the community to accomplish the five major goals outlined on page 9.

The number one goal has been, from day one, to make Johnstown an even better place to call home for the 20,000 residents of Johnstown, and for the other 110,000 Cambria County residents who often do their shopping in Johnstown. The number one reason people travel is to visit friends and family. When they visit, where do your residents take them? Every dining room table is, in essence, a concierge desk. Included in this mix are students attending the University of Pittsburgh in Johnstown, and those who work in Johnstown but commute from other cities and towns.

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

Down the road, Johnstown will become a vibrant destination for those living in neighboring cities and towns. (Wouldn’t it be nice if they came to Johnstown rather than you going there?)

One of the goals of this effort is to get people who work in Johnstown to actually move to Johnstown, not because they feel they have to, but because they want to.

Secondly, when people look to relocate to the greater Pittsburgh area, the goal is to make sure these folks also look at Johnstown as an option.

And finally, this branding and product development effort is geared to people looking for a family-centric, activity driven downtown, in a rich hill-country environment with cultural depth and great recreation. This plan is geared to attracting young families and entrepreneurial spirits with an interest in the arts, recreation, and in being on the ground floor of creating an amazing place to call home.

When the Brand Development Team reached out to the general public, the response was amazing, with more than 1,600 people weighing in. While they were asked ten different questions, when it came to “what do you want Johnstown to be known for” the top responses included:

- Recreation (with specific elements such as the Incline Trail)
- Festivals and events
- History | Heritage | Authentic | Traditions
- Artists | Makers | Creators | Innovators
- Resilience

As these ideas were put through the Feasibility Testing process, it was narrowed down to three:

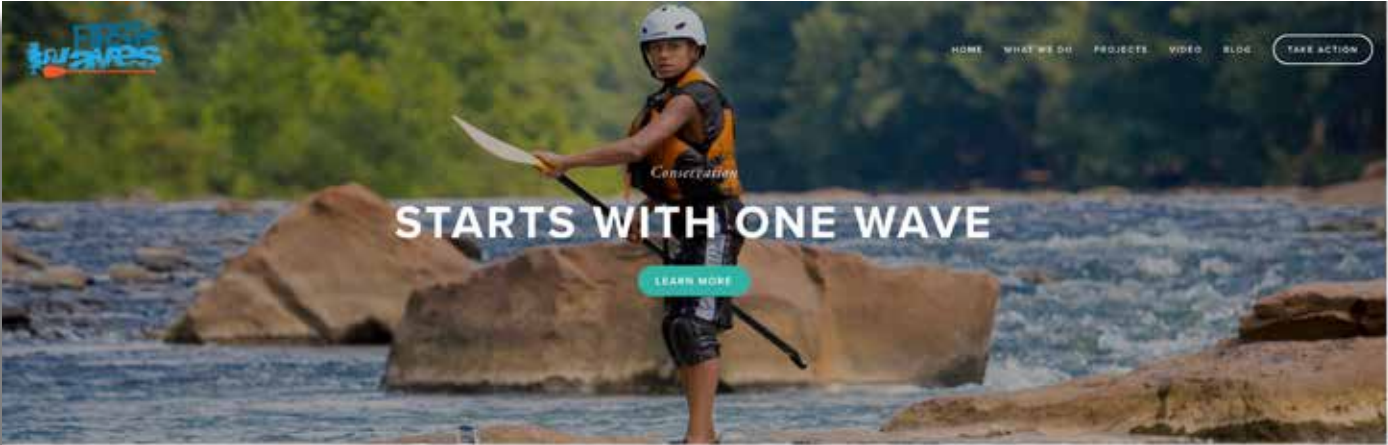
- Recreation (with enhancements)
- Festivals and events, which Johnstown is well known for
- An International theme representing the various cultures, foods and traditions that have called Johnstown home since its beginning.

After much research and debate, as great as Johnstown is at hosting festivals, it would be difficult to out-compete major metro areas including nearby Pittsburgh. While the International theme would be a fun brand to pursue, other than architecture (primarily the Eastern European churches in Cambria City) most of the cultures, over the years, have dissipated and there are not enough ethnic restaurants, festivals, and other elements to make it THE most feasible brand direction.

That leaves recreation. There’s not a single place in Pennsylvania that doesn’t have outstanding recreational assets and activities. In order to make Johnstown’s recreation the brand focus, it would need to have a major twist:

- Boots, pedals and paddles: Johnstown has all three in spades: biking trails, hiking trails, and waterway trails, whether on the river or a lake. And these trails connect locals and visitors to downtown Johnstown, meaning you don’t have to leave town in order to enjoy them.
- Trails Through History and Art, from the flood of 1889 to the Iron to Arts Corridor, which connects Johnstown’s history to the modern art (and artisans) that call Johnstown home.
- Recreation with a focus on environmental stewardship.
- Using recreation to inspire and engage the community’s youth.

A perfect example of environmental stewardship, inspiring and engaging the community’s youth is what the First Waves project of the Watersmith Guild is all about (FirstWaves.org). Since 2014, Ian Smith and the First Waves team has empowered underserved youth with education, adventure, and mentorship that promotes watershed conservation and recreation. By using paddleboarding and river surfing, First Waves offered a unique approach that attracted, inspired, and retained youth participants while providing an education in filmmaking, digital media, and watershed sciences. It’s an amazing program and a great story to be told – with a fantastic twist on the recreation-oriented brand. Just watching a couple of films featuring the



We inspire conservation in unconventional ways

First Waves uses standup paddleboarding (SUP), the art of filmmaking, and digital media as a catalyst to inspire conservation of local waterways and mentorship for at-risk youth.



May 23, 2022

In Our Own Backyard - A First Waves Film

NEWS, Press

The First Waves Team was back in Johnstown with a whole new cast of youth participating in the project for the first time. In total, more than 20 students from the Greater Johnstown Schools took part with activities ranging from river surfing, the art of filmmaking, and watershed conservation sciences. The students also completed a riparian improvement along a Class-A Wild Trout Stream as part of the project.

[Read More](#)

First Waves program totally changes the perception of Johnstown while focusing on the natural beauty of the rivers and the top-notch recreational assets Johnstown has in spades.

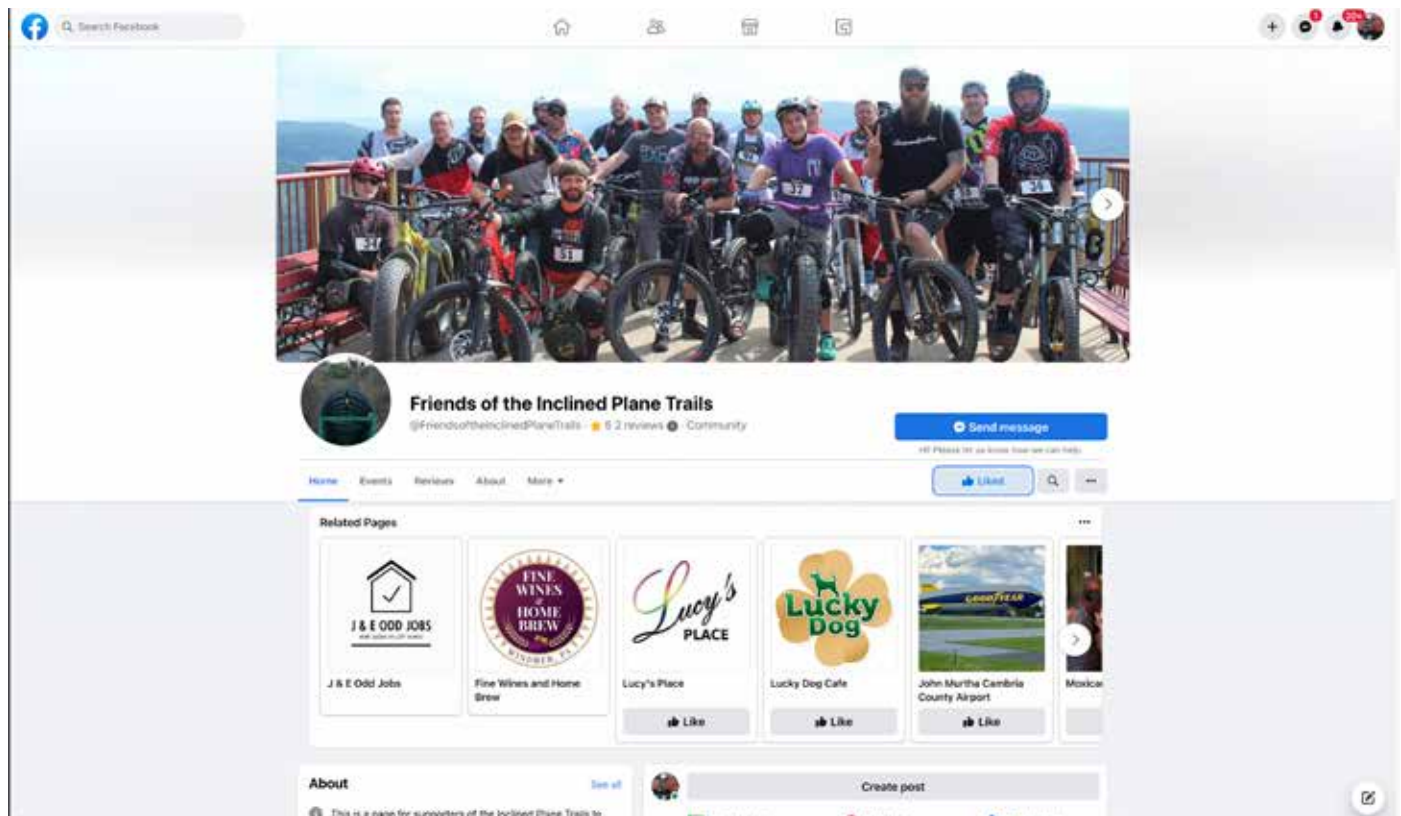
Another perfect example is that of Hope Cyclery in downtown Johnstown. Jarrod Bunk and his business partner, David Lane, have created a “one of a kind” bike shop that’s much more than just a bike shop. Hope Cyclery is both a space and idea for people to connect over bikes, being a positive tool for change.

Over the past several years, Jarrod and David have given away hundreds of bikes to underserved youth and families. Once again, this is recreation with a twist and a great story that can be shared. Just take a minute or two and Google “Hope Cyclery Johnstown” and look at the perfect five-star Google reviews.

And a third example would be the continued development of one of the country’s best (and most extreme) short-run mountain biking trails: The Inclined Plane Trails. Mike Cook has almost single-handedly built the Inclined Plane Trail from a vision to an amazing attraction. He has invested thousands (no exaggeration) of hours developing the trail, and with a team of volunteers, maintaining it. He and his volunteer crew are now developing Rolling Mill, another trail that will connect directly into downtown Johnstown. We urge you to check out the “Friends of the Inclined Plane Trails” Facebook page and watch a few of Mike’s video updates.

Watching the video of a rider coming down the Inclined Plane Trail will evoke emotion (fear, panic, excitement...) so much that it will be the one thing that perhaps Johnstown is best known for other than the actual Inclined Plane next door. In fact, extreme cyclists are already making tracks to Johnstown from across the country just to ride the Inclined Plane Trail. It’s certainly not for the faint of heart, as Mike can share with you when he nearly killed himself coming down that trail.

And on the water, meet Chad Gontkovic who, with his wife Jill, founded Coal Tubin’ Adventures based in Johnstown. Offering white water rafting and tubing, river floats, kayaking, and biking adventures, they easily showcase the incredible recreation that is found in Johnstown and Cambria County. Their excursions are not only exciting and fun, (for every skill level) they really put Johnstown on the map as one of Pennsylvania’s top recreational destinations. Remember that a Millennial priority is “top



notch recreation surpassing other areas” and with these champions, they firmly put Johnstown in that realm of world-class recreation.

Ian, Jarrod, Mike and Chad are just four of the champions the “Recreation with a Twist” brand is built around. And they are key to being a part of the Brand Leadership Team that will push the brand forward.

While recreation is the top focus, there are other champions that also play an important role in Johnstown’s future. Every visitor (and local resident) needs to spend time in the Bottle Works Ethnic Arts Center in Cambria City. Not only does it feature a gallery of art works (of all types) featuring more than 60 local artisans, but it holds classes in a variety of mediums for the artist that lives in everyone. And if the opportunity arises, make sure you meet Melody Tisinger who manages the center and its programs. Another great success story to be shared and one that totally embraces the resilience and resolve of the people of Johnstown.

There’s also Eric Reighard, the Executive Director of the Johnstown State Theater Foundation who spends just about every hour of every day working to restore the 48,000 square foot 1920’s State Theater into an IMAX theater that will feature concerts and a variety of live performances along with perhaps a top-notch restaurant and some lodging.

On the food and beverage front, it will be important to promote Johnstown’s anchor tenants: those businesses that make Johnstown worth a special trip. The Tap 814 Speakeasy, Balance Restaurant, Boulevard Grill, and Asiago’s Tuscan Italian Restaurant (what a view!) are a few headliners. Showcasing “The Very Best of Johnstown” to include these top restaurants, eateries, breweries, trails, waterways, and retail shops like Classic Elements will vault Johnstown as a top-tier destination: As a place to live, work and visit.

What really sets Johnstown apart is these “Dreamers Turned Doers” like Ian, Mike, Jarrod, Melody, Chad, and Eric, and so many others who really tell the Johnstown story and showcase the city as perhaps America’s best “Renaissance City.” These are the people who never take “No” for an answer and will do everything they can to make Johnstown a better, thriving place to live, work, invest in and visit.



While the brand focus is on recreation, the brand and the stories will feature all five of the “brand direction ideas” that came from the public outreach effort: The Arts (performing, visual, culinary), Recreation, Resilience, Johnstown’s festivals, and Johnstown’s storied history.

Speaking of Johnstown’s storied history, top billing will also go to the Center for Metal Arts and The Forge School. Pat Quinn and his instructors teach students from around the world the art of the forge. Watching students craft incredibly beautiful and intricate knives and other works of art in this 150+ year old steel-works building is nothing short of amazing. It really brings Johnstown’s roots to a modern focus on the arts and recreation. In fact, Pat is an avid biker and the recreation when he’s not at The Forge is what makes Johnstown so special to him, his crew, and the students.

I’m Roger Brooks, and for the past 40 years I have had the privilege of working with hundreds of cities and towns around the world as they try to determine what it is they want to be known for and how to boil that down to a few words to use as a tagline. Or how to define the brand in a few seconds in a television spot or magazine ad.

This is a departure from what I usually convey as I write up an Action Plan, as I usually try to remove my personal feelings from the vision and planning process. This plan comes from the people of Johnstown, not from us as outsiders. Yet the Johnstown team we worked with throughout the process is relying on us to help craft the final message that defines Johnstown in a few words.

We started this process with an Assessment – secretly shopping Johnstown. On our second day, we found Bottle Works, and we were awed by the amazing artwork on the building itself. When we entered the gallery we saw just about every form of art from dozens of talented local artisans. As we were walking through the displays a gal saw us, welcomed us, and she noticed the big camera I was lugging around. She introduced herself, not knowing who we were or why we were there, and said “I have something you should see.”

We followed her up a set of stairs to a stunning rooftop patio and garden. From there she showed us what had been an ugly jersey barrier atop the river that had been transformed into beautiful works of art. She showed us the garden across the street, and told us about the plans to build a plaza there as well. Melody Tisinger was the first person we “met” and we were already loving the enthusiasm, the big hopes and dreams she expressed for the Bottle Works and the arts.

Over the next several months, and culminating with the Brand Week at the end of April 2022, we had lunch with Mike Cook and heard his story and the story behind creating the Inclined Plane Trail. We spent time with Jarrod (Hope Cyclery), toured the shop, and met his business partner. We spoke with Ian via phone (First Waves) and his enthusiasm hooked us, and we fell in love with his vision and mission. We toured the State Theater with Eric as he talked about his hopes and dreams of turning the facility into a major draw for Johnstown, giving everything he has to realize that dream. We watched videos of Chad (Coal Tubin’) and loved how he was able to sell Johnstown as a premier recreational destination, hands down. We met Pat at The Center for Metal Arts and his passion for creating art from steel. Watching the video created by Intuit, featuring Melissa Komar, brings tears to the eyes of not only our team, but to many who watch that two and half minute video. The folks from Intuit asked her to close her eyes and tell them what she thinks when they mention Johnstown. Three things came instantly to mind: Strength, Resiliency, and Hope. Her family worked the steel mills in Johnstown so they’ve lived through the years of floods and the loss of the industry locally.

So how is it possible to boil down a brand based on recreation, without bringing in the arts (culinary art, brewery art, performing arts, metal and glass art, painting and other visual arts)? And without bringing in the history that showcases a resilience rarely found anywhere? What was most profound to us were the people we met, worked with, and their desire – above everything else – to make Johnstown better.

While there for the Brand Week at the end of April, we were never able to come up with one catchy, catch-all tagline that really captured the spirit of Johnstown. We decided we’d use different tags depending on what we were promoting. You can see those under the logo on the marketing concepts throughout the first pages of this plan.

Over the months of May, June and July I have struggled to come up with that magical phrase. Then it came time to write up this plan – and in particular, this “vision” or way to portray Johnstown. I went to Facebook and started watching Mike Cook’s

updates as he worked on the Inclined Plane Trail and the new Rolling Mill trail. Simply incredible.

I re-watched the Intuit video featuring Melissa. Incredible and heartwarming.

I went through the FirstWaves.org website and watched the videos. It was wonderful to see the transformation on the faces of these kids as they all learned how to ride a stand-up paddleboard. Simply amazing.

I watched (as did our audience when we presented the plan) as a bike mounted camera came down the Inclined Plane Trail at breakneck speeds. The entire audience was on a roller coaster ride of emotions watching that ride. Epic. Simply incredible.

To relive and follow the “Path of the Flood” story and how resilient the town was after losing more than 2,000 lives in a matter of minutes, was simply incredible. And then again twice more before the city actually became flood-proof. Incredible.

Having Pat at the Center for Metal Arts introduce us to a craftsman there from Ireland who was obviously loving this craft as he was forging a stunningly beautiful kitchen knife was incredible.

All in all, what sets Johnstown apart from every other place we’ve ever worked was the people. That mix of dreamers turned doers. The people who are giving it everything they’ve got to make Johnstown an amazing place where anyone can realize their dreams with a boatload of fortitude, resiliency, and enthusiasm.



Of course, a tagline is never used without context. So adding “Simply Incredible” is a great way to add an exclamation point when promoting the Inclined Plane itself, or its namesake Trail. Or the First Waves program, or whitewater rafting with Coal Tubin’, or seeing the look on a youngster’s eyes as they are given a bike from Hope Cyclery. Or seeing people learning a new craft at Bottle Works or The Forge School. How many small cities the size of Johnstown can boast of being home to a first-rate professional symphony? Simply incredible.

Putting the tagline in quotes gives it a third-party endorsement feeling. Of course, we want people to actually use those words on Instagram and other posts so that it truly is used as a third-party endorsement of these activities.

In the end, the tagline is NOT the brand. Neither is the logo. Have you ever gone anywhere because they had a great logo? Have you avoided a place because you thought their logo wasn’t appealing? Of course not. You choose places to visit or live based on what you know of the city or town. On what you’ve heard, seen or read. The logo is simply a “brand mark.” It should portray a feeling or look that fits the destination, but that’s all. The tagline is the exclamation mark at the end of your message.

When you “tag” your ad for the Inclined Plane with “simply incredible” you elevate Johnstown above the competition. And if that’s “simply incredible,” what else does Johnstown have that fits the bill? How about the Inclined Plane Trail? The river rafting and outstanding biking trails? How about the arts? Bottle Works is simply incredible.

And who knew that Steve Ditko, the co-creator and artist depicting Spider-Man, was a home grown local from Johnstown?

The list of luminaries from Johnstown is impressive. Check out the names, the movies, and the mentions Johnstown has received over the years on its Wikipedia page. Impressive and simply incredible.

A tagline like “Simply Incredible!” is a promise. In fact, every brand is a promise, and to win, you must deliver on that promise. The people and the activities we’ve noted to this point can deliver on that “simply incredible” promise. But what about the “complementary activities” – the other things we’d do while visiting Johnstown?

While the brand will hang its hat on those experiences that are truly incredible (including great food or micro-brews), it will be of critical importance to make sure the rest of Johnstown lives up to this new high standard.

And that brings us to downtown Johnstown. The trails (water and land) start and/or end in downtown, which is an advantage few communities have. If visitors stay at a hotel downtown, how and what will their experience be like?

Here are five reasons why downtown Johnstown is a top priority in this plan:

1. The number one activity of visitors – not the reason they come, but the top activity once they arrive – is shopping, dining and entertainment in a pedestrian-friendly, intimate setting. This is where 80% of the non-lodging visitor spending takes place. This is why there is a Downtown Disney next to each of its resorts. To get that 80%.
2. Downtown is the litmus test for site selectors, venture capitalists, new businesses, and potential residents. For site selectors and investors, the health of a downtown, economically, showcases the health of the entire community – fair or not.
3. Downtown should always be “the Community Living Room” – full of life and activity, especially after work and on weekends. It’s the place where locals, and their visitors come to spend time. This is where your cultural depth will always be on display:



music, artisans in action, food trucks, and a variety of activities. A perfect example is Bryant Park in Manhattan. Go check it out.

Remember that quality of life, or community development, is now leading economic development. Additionally, the focus of every elected official is to improve the quality of life for its citizens. Downtown should be a very top priority for the city, its local organizations, and the property owners who control the future of their buildings and land downtown.

4. A top priority of Millennials is “Life after 6:00 pm.” And this is not about the bar scene. This is why downtowns are gravitating to become the place we go after work and on weekends.

5. Downtown is the heart and soul of every community, besides its people.

So what comes first when revitalizing a downtown? Getting people downtown on a consistent basis. If you can bring 300, 400 even 500 people downtown at least 250 days of the year, particularly after work and on weekends, retailers will follow. People want downtowns more than ever before. In fact, the days of suburban malls are coming to a close. No suburban mall has been developed in North America for more than 25 years and counting.

Now is the perfect time to bring Johnstown’s downtown back to life, and to do that, the two biggest, most expensive projects are the development of what we are calling in this plan “Renaissance Square” – a programmed plaza – and a redeveloped wayfinding system that includes vehicular, pedestrian, and trail signage throughout downtown and into the suburban areas of Johnstown.

Imagine a redeveloped Central Park, turning it from not just a pretty park, but a central gathering spot full of activities. Imagine having a 10,000 square foot ice rink that would operate approximately 120 days a year, and then a 10,000 square foot splash pad that will operate during the summer months – another 120 days a year. Imagine Monday Night Movies on the Square, which will draw crowds of perhaps two or three thousand residents every Monday evening for 12 to 16 weeks, and then add in concerts, shows, exhibitions, vendors, street musicians, and a host of other activities. Every one of the 130,000 residents that live within the county will be spending time in downtown Johnstown.

To develop everything in this plan other than marketing, the total cost would be about \$12 million dollars. This includes redevelopment of Central Park into a people-centric activity center, the entire wayfinding system (pedestrian, vehicular and trail head signage), sidewalk and street improvements, beautification, and the other product development recommendations made in this plan.

There are millions in federal grants currently available for all of these projects, and so 2022 is a great year to move these initiatives forward.

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

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

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

So, put on your running shoes and make this happen. And never take “no” for an answer. Make sure you do it right – no cutting corners diminishing the success of this plan and program. Here’s to Pennsylvania’s premier gathering place, and home to a simply incredible destination to call home!

BRAND PROMISE:

If there was ever a place where you can try something new, achieve more than you thought possible, turn dreams into reality, this would be it. Welcome to Johnstown.

To continue: This is who the people of Johnstown are and have always been. Big dreamers, high achievers.

The four pillars of the brand include:

1. **Pushing your limits (achieving more).** "Push Your Limits" would also be a great tagline. This is about stepping out of the comfort zone and trying – and achieving – something you thought you'd never be able to accomplish. This creates pride and an attitude of "I can do anything!" (within reason, of course).
2. **Lowering the barrier to entry for recreational activities.** Like the SUP lessons taught kids through the First Waves program.
3. **Stewardship of the environment.** Taking care of and embracing the recreational opportunities to keep it pristine.
4. **Mixing art and recreation:** Artisans in action | Art installations along the trail systems and at trail heads. Historic and arts interpretive panels along trail systems | With art: Culinary, brewery, distillery, visual (glass, steel, textiles, paint, etc.), and performing arts





2023 Recommendations

January through June is the “getting Ready” period dedicated to getting the “Destination Johnstown” team in place, contracting for marketing assistance, applying for grants for an updated vehicular wayfinding system with the addition of pedestrian wayfinding downtown and trail-head and trail intersection signage, creating a Brand Style Guide, trademarking the new brand identity and more.

It will be a busy six months, but this is the time to begin laying the groundwork for a world-class marketing and product development initiative that will greatly assist Johnstown and Cambria County in attracting new residents, new investment and increased visitor spending.

1. Dedicate a full-time person to manage the implementation of this plan

Description – This plan is geared to changing any negative perceptions of Johnstown and Cambria County, increasing tourism spending throughout the county, and enticing new residents and increased investment into Johnstown. The entire community, and just about every stakeholder organization, has a role to play to bring this about. It is easily worth hiring or contracting with a professional to manage the implementation of this plan.

Timeline for implementation – Immediately: January 2023

Taking the lead – Brand Leadership Team

Approximate cost – To be determined

Funding idea – A combination of general funds (county), foundation grants, lodging tax funds, and other funding ideas

Rationale and implementation details - Managing the implementation of this plan is easily a full-time job. Tasking existing personnel with implementing this plan will likely be problematic: Generally speaking, local stakeholder organizations are already understaffed, so adding the implementation of this plan to already full plates would reduce the ability to fully implement this plan in a timely manner and make it more difficult to implement each recommendation.

The contractor, or new hire, will need to be ultra-organized, a go-getter, be easy to work with, and be able to work with partnering organizations through this process to make sure recommendations are implemented according to the timelines outlined in this plan, which are aggressive.

Responsibilities for this position include:

- They will help form the “Destination Johnstown” team and organize Team meetings: often bi-weekly and at least monthly. These meetings are key to keeping the Team intact and moving forward. They will also manage the meetings and assignments so that each meeting is about “making something happen” rather than general discussions.
- They will work with the city and other stakeholder organizations on applying for federal and state funding for many of the recommendations in the plan. This includes looking for new grant opportunities, filing deadlines, and then managing (and often writing) the funding requests.
- They will coordinate and manage agreements as third-parties are contracted for a variety of recommendations, from the development of a comprehensive county-wide wayfinding system, to Brand Style Guide development, marketing and advertising, photography, videography, the building of an updated website and YouTube channels, trademarking the new Johnstown brand mark, printing and distributing printed materials, etc.
- This person will also be charged with keeping this plan at the top of the list of many other efforts taking place in Johnstown and throughout Cambria County, so that it doesn’t get set aside for other “more pressing” projects.

- This position will also write a monthly e-newsletter to all participating stakeholder organizations, keeping them abreast of meetings, deadlines, and successes along the way. In essence, they would be a Public Information Officer for this re-branding and positioning effort.

- While this hire will generally be charged with managing the implementation of this plan, there may be recommendations that they can implement directly. For instance, one of the recommendations is to invite outside clubs and organizations to Johnstown to hold their events in the community (or in the county): from quilt shows, to classic car shows, to biking clubs, fishing derbies, and others.

This includes creating a database of clubs and organizations, then inviting them to Johnstown. This recommendation, alone, would most likely consume at least one or two days a month — and could be handled “in house” without the need for outside services.

- Another responsibility would be working with the various other communities in Cambria County on identifying their “anchor tenants” — the businesses, attractions or activities that make them worth a special trip. This would include working with local teams in those communities to identify their primary draws, and then work with them to develop marketing content so that visitors will see each of these communities as a “must visit” destination while in the area.

- This new hire needs to be enthusiastic and 100% behind the implementation of this plan. Ralph Waldo Emerson once said that “Nothing great was ever achieved without enthusiasm.” This person will keep the Team moving forward and help keep enthusiasm at a very high level.

- Finally, this person could be a contracted entity, or could be an employee of one of the primary stakeholder organizations: Visit Johnstown, the Community Foundation, Redevelopment, or another entity.

Chances are that this person is already working for a local stakeholder organization and would be a perfect fit for managing this effort, and then their current jobs be re-assigned to a new hire or contracted services.

While this is a three-year plan, as you enter into the beginning of the third year, work will begin on the following three-year action plan, so this position could be an ongoing position, rather than end when this plan is fully implemented.

Important skill levels:

- An excellent writer: Grant writing | E-newsletter | Email communications | Spoken communications

- A take-charge leader or go-getter: Organizing meetings and presentations, leading those meetings with a “cut to the chase” style, pushing partnering organizations on completion of recommendations specific to them.

- Enthusiastic about Johnstown, Cambria County, and implementation of this plan.

- A hard worker that needs no supervision.

- Able to bring diverse groups together for the common good — a great personality that can keep the enthusiasm high.

- They should have some public communications, public relations, and management of social media channels experience.

2. Form the Brand Leadership Team: “Destination Johnstown Team”

Description – This is the group of local champions who will take the lead in implementing this plan and championing the cause of making Johnstown a Pennsylvania showcase destination.

Timeline for implementation – Immediately: January 2023

Taking the lead – Brand Leadership Team

Approximate cost – None

Funding idea – None required

Rationale and implementation details - This is the most important recommendation of the entire effort. Without strong champions, this effort cannot succeed. After working with more than two thousand communities around the world, we have seen this first hand. The only time an effort like this has failed is when strong champions weren't in place to move the action plan forward. “Destination Johnstown Team,” as this team will be called, must be composed of doers – not simply directors. Even though you've already taken this initial step, please review the following to make sure you have the right champions in place.

The “Destination Johnstown Team” is not just about tourism. This entire movement is about making Johnstown a top “destination” as a place to live, start, grow or move a business, invest in, raise a family, retire AND to visit.

The Destination Johnstown Team should be comprised of those individuals committed to “championing” the brand and making it happen. This means that even in the face of some adversity, they will push the agenda forward, they will not take “no” for an answer, and they will continue to “sell” the brand — with a focus on recreation — hoping to attract additional champions to the cause.

The best branding efforts in North America were grassroots efforts and include Nashville’s country music brand, Napa Valley and wine, Orlando and Disney World, Branson, Missouri and music theater, Hershey, Pennsylvania and chocolate, Lancaster and Amish, and many others.

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

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

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

Keep the Team to 13 or fewer people, making sure that more than half represent the private sector. Top down branding doesn't work. The bigger the committee, the less likely you are to get things accomplished. This is about making something happen. Typically you'll find 13 great champions, but after a month or two the “real” champions stand out after the initial enthusiasm has waned, and between five and seven true champions will work to bring others onboard – acting as “pied pipers” for the brand.

Local organizations and city officials should read through the Action Plan and then decide whether or not they feel passionate

about the objectives and projects detailed therein.

Characteristics of a great Team member include:

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

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

- Any person or company dedicated to recreation in Cambria County, with direct connections to Johnstown
- Downtown property owners
- Downtown businesses: particularly retailers, restaurant and entertainment venues
- Event producers, caterers, audio/visual companies, marketing firms, event management firms and individuals
- Hoteliers and tourism industry operators

Our initial recommendations for the Team:

RECREATION

- Ian Smith, First Waves
- Mike Cook, Inclined Plane Trail (and other trail development)
- Jarrod Bunk, Hope Cyclery
- Chad Gontkovic, Coal Tubin' Adventures
- Cliff Kitner - Cambria County Conservation & Recreation Authority

THE ARTS

- Melody Tisinger - Bottle Works Ethnic Arts Center
- Pat Quinn - Center for Metal Arts

DOWNTOWN

- Mike Artim - Balance Restaurant (or a representative from another downtown restaurant or brew house)
- Melissa Radovanic - Discover Downtown Johnstown Partnership

FUNDERS | MARKETING | PRODUCT DEVELOPMENT

- Lisa Rager - Cambria County Tourism | Visit Johnstown
- Melissa Komar - Johnstown Redevelopment Authority
- Katrina Perkosky - Community Foundation
- A Johnstown City Council representative

While this might make up the core Team for the Destination Johnstown Team, this is not set in stone. Just make sure at least two-thirds of the team are integrated into recreation, the arts, and downtown – the three primary pillars to successfully implementing this plan.

Additionally, others can and should be invited to the meetings as they play an important role either in product development or marketing of the brand. For instance, you want the Cambria Regional Chamber of Commerce (Amy Bradley) involved as this effort MUST be supported by the business community. Johnstown's history will also play a role. In fact, everyone involved in this effort will have further roles to play and should be invited to meetings, where appropriate, particularly when it comes to implementing recommendations in this plan that pertain to their work and efforts.

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

- Number and frequency of meetings. Some teams meet every other week for the first six months as assignments are fleshed out and implemented, then they reduce the schedule to one meeting a month – and additional meetings as needed for consultant selection or other special to-do items.
- Assignments:
 - Have one person take minutes and act as the Destination Johnstown Team secretary.
 - One would organize and remind members of meeting times and dates.
 - Another would be charged with setting up the speaking engagement calendar: Developing a list of organizations, contacting them with times during the year they'd like to see what's happening. This person would hand out assignments to fellow members – such as which event they would individually speak at.
 - A team member would be charged with the PowerPoint and graphics so that everyone is using the same resources. A unified message is very important.
 - One would work with the city or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process.
 - The Destination Johnstown Team “Chief of Police” would be the lead “brand cop,” gathering marketing pieces created by partnering organizations and materials generated using the Brand Style Guide, and then presenting them to the Team for approval.
- If a member misses more than two meetings in a six-month period, they are removed from the team. This effort, particularly in the first year, requires a commitment to be a doer – including attending meetings and playing an active role in the effort.
- Generally, Destination Johnstown Team members would serve for two years, and then among themselves would invite new members to come in as needed. So the entire Team is not changed over at the two-year mark; there will be some natural attrition. What you don't want is the Team to think their job is finished at the two-year mark. This could result in the disbanding of the Team. So the two-year rule is simply a guideline. Some champions would stay for the long haul, and as long as the enthusiasm doesn't wane, bring them on!

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

The key is to have a small enough team so that things can actually get done, since this is about implementation. There may need to be additional people on the team – it's good to allow some flexibility.

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

With a strong implementation program, once the brand starts moving, it will take on a life of its own. Generally, the idea is to have the Team work itself out of a job after five to seven years. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop and another take on product development, etc.

The life of an organization such as the Destination Johnstown Team typically ranges between five and twenty years. As the

brand takes hold, meetings can be less frequent. In some cases, the team becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort.

It is important to point out that branding is never done. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just think about Napa Valley. How many wine regions in California alone are looking to topple Napa as the wine capital? Likewise, Disney doesn't remain static, but adds new attractions and events all the time. Winners can never rest, so this is not something you start and then walk away from. There will always be a need for champions of change.

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

1. Local politics
2. Lack of champions
3. Lack of money, both public and private

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

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

The importance of the Destination Johnstown Team with committed brand champions cannot be overstated. We surveyed 400 well-branded towns in North America, and in 397 of those communities, development of the brand was a grassroots effort. Rarely will a top-down effort yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of "we have something for everyone" are over. In this age of specialization, you must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

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

3. Destination Johnstown Team assignments

Description: This is where the team creates committees or “teams” to tackle specific recommendations. And a key assignment is spreading the word locally. After all, successful brands start within the community.

Timeline for implementation – January 2023

Taking the lead – Destination Johnstown Team

Approximate cost – None

Funding idea – None required

Rationale and implementation details: Set a regular schedule for the Destination Johnstown Team to meet. Perhaps once a month, perhaps every couple of weeks to start. Here are the topics to cover in this first meeting:

Set up two committees:

- a. The Marketing Team would handle all brand-related marketing from brochures, website makeovers, and approvals of all things brand related when it comes to graphics – including wayfinding signage design.
- b. The Product Development Team would be charged with pushing the development of initiatives including wayfinding, downtown plaza, as well as working to recruit various retailers and businesses as outlined throughout this plan. They would also tackle programming of downtown activities, beautification, attracting volunteers, etc.

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

Once the Brand Style Guide and initial video content is created (coming up), starting in the spring of 2023, the Team will be able to showcase the new “look and feel” of the Johnstown brand to local, regional and state organizations. This will accomplish two things:

1. It will educate locals on the brand direction and new messaging for the city and area, and will help boost community-pride, which has been lacking somewhat over the past several years.
2. It will educate state agencies (Dept. of Commerce, Dept. of Tourism, and others) on how to best promote Johnstown and Cambria County, and will start to change the perception of Johnstown in neighboring cities, counties and regions Johnstown hopes to pull new residents, investment and visitors from.

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

Here’s a starter list:

- Local school boards
- Hospital boards
- Chamber of Commerce (board and general membership meetings)
- Auxiliary organizations including Kiwanis, Lions Club, Rotary, and others
- City of Johnstown
- County Commissioners
- Vision Together board
- Johnstown Area Heritage Association

- Redevelopment Authority of Cambria County
- University of Pittsburgh Johnstown
- Cambria County Planning Commission, and other planning commissions
- Johnstown Area Regional Industries
- Economic Development (local and county-wide)
- Downtown Partnership
- Performing and visual arts groups
- Regional and State tourism officials and representatives
- Your local legislators
- State Tourism Office
- Local clubs and organizations. The best way to recruit new events is to ask local club members to encourage their groups to host events in downtown Johnstown.

Don't just keep it within Johnstown or even within Cambria County. If you can find opportunities to speak to clubs and organizations in the greater Pittsburgh area, or in Harrisburg, then by all means go there! Think of statewide organizations, such as Main Street Pennsylvania, rural development and economic development.

Finally, create a yearlong calendar, pick your four or five or six BEST Destination Johnstown speakers and then schedule them to speak at the various events, monthly meetings, annual retreats and board meetings. Remember, "nothing great was ever achieved without enthusiasm."

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

We left you with the PowerPoint/Keynote presentation that can be redeveloped or edited to fit the time limit (usually 20 to 30 minutes) and the speaker's style.

The idea of this is to "sell" as many people as possible on the brand direction. You want to hear their ideas on how to make it happen and new ways to make the brand even stronger and more successful. For example, if people belong to a local classic car club, would they consider having that organization host a car show in Johnstown once Renaissance Square (the plaza) has been developed? How about quilt shows? Do they know local artisans who would love to host a show in downtown Johnstown?

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

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

- Two minutes to let the audience know that branding is more than logos and slogans. It's the essence of what Johnstown is, and what it wants to be known for.
- Three minutes to explain why branding is important: We have every city and town in Pennsylvania at our fingertips (there are more than 1,100 in the state) via the web, so what sets Johnstown apart from the other 1,099? Why should someone live, establish a business, or visit the city? What sets you apart and makes you the destination of choice? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Johnstown and Cambria County. This is about tax base and community development.
- Two minutes about the process: More than 1,600 locals weighed in and the brand direction was founded on feasibility, not just local sentiment.
- Ten minutes selling them on the product that backs up the brand:

- o The amazing recreational activities, headlined with the Inclined Plane Trail.
 - o Development of an amazing downtown through establishment of a programmed plaza – a showcase for the entire Northeast.
 - o The amazing art scene: Bottle Works, Symphony, Culinary and brewery arts, Center for Metal Arts, and more
 - o Downtown redevelopment with an orchestrated business mix
- And then just three minutes showing them the look and feel of the brand. Do NOT concentrate on logos, but show them the concept ads, pole banners, wayfinding signage, so they can see what the brand looks and feels like.

You should also, on the last slide, place a URL where the audience can sign up for your free monthly e-newsletter that will showcase upcoming events in downtown Johnstown. This is an easy way to create “top of mind awareness” and to start building your database.

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

The result is to end up with 2023 and 2024 calendars filled with speaking engagement opportunities to promote the brand direction. The most successful branded communities are more than skin deep; the brand is the soul of who they are, and that means a dedicated public outreach effort is necessary to achieve ultimate success.

Finally, assign one person to follow-up with members of the Destination Johnstown Team to make sure they are contacting their assigned organizations, that presentation times are set, and that other members of the Team are aware and can show up to offer additional support. Maintain a list of organizations that have been shown the brand direction.

Down the road, develop a list of statewide conferences where you can share your branding experience with large audiences, telling them what you’ve done to revitalize downtown Johnstown and to showcase your key recreational activities that really set Johnstown apart from everyone else. You will also be selling them on why they MUST pay a visit to the city. Once they visit, chances are they’ll be back to see your progress. While this takes time, it’s free and will spread the word throughout the state.

4. Secure professional graphic design, public relations, and marketing service expertise

Description – While the most powerful and successful brands are built on product, not marketing, marketing is still vitally important and starts with the “look and feel” of the brand, the key marketing messaging, and the ability to portray the “brand story” so that it sets Johnstown apart from the other 1,100 cities and towns in the State.

Timeline for implementation – February 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

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

Funding idea – None required

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

This business or person will be charged with the creation of a Brand Style Guide, design of marketing materials and templates for partnering organizations, posters, give-away items, logo gear (down the road), billboards, radio, television, video content, photography, key marketing messages, website content, etc.

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

The key areas where there needs to be continuity would include the City of Johnstown, Visit Johnstown, the Downtown Partnership, Economic Development, and the Chamber of Commerce. Each of these do not have to have the very same logo design, but there should be color schemes, typography, and other elements that make it very clear and easily identifiable as part of Johnstown.

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

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

- Creation of the Brand Style Guide (Recommendation #5)
- Brochures and printed marketing pieces
- Website design
- Logo gear and collectibles
- Billboards, water tower designs, and outdoor advertising
- The look and feel of videography and still photography
- Pole banners

- Ads (radio, print, television in the future)
- Anything and everything that portrays the Johnstown brand

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

- Community-based promotion (public sector marketing)
- Experience promoting downtowns, tourism, chambers of commerce, and economic development organizations
- Depth of experience with print advertising, design and production of promotional materials
- Style Guide creation experience
- Copy writing expertise. Ads must command attention. You must jettison the generic. If what is written can fit any other community, toss it. The written word is just as critical, if not more so, than the overall look and feel (graphic design). They would be charged with tagline development, developing key marketing messages, writing call-to-action marketing text, headlines and ad headers, etc. They **MUST** offer expert writing experience.
- Talent (the most critical element. Look at the work they've done: Does it make you want to go there? To buy the products they are promoting? If not, go to the next one.)
- Range of talent (an art-focused brand, or a recreation-focused brand, looks a whole lot different than someone promoting rail history, for example. Do they have range with their designers?)
- Social media expertise (setting up a YouTube channel, Facebook Page, Twitter account, website landing pages, etc.)
- Editorial photography – the type of photos you'll use to promote your key messages. With this brand, photography, including videography, will be critically important. This team would be charged with assisting with assignment photography and the creation of a great photo library.

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

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

They should be hired on a per-project basis and would bid each project with a not-to-exceed cost so that you can work with tight budget restraints. But **DO** spend the money to bring in professional graphic design expertise. It's important in everything you do. Once the Style Guide has been developed (Recommendation #5) they will be able to do projects for Destination Johnstown, the Chamber, Economic Development, the City, Visit Johnstown, and other organizations, creating continuity. You will also save money through this cooperative buying agreement; perhaps a half dozen "clients" in exchange for a reduction in the normal prices by 25% or so.

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

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

For every dollar spent on public relations, you should see a three dollar return in the form of "earned media" – what it would

cost had you purchased the time on television, or the space in a regional or local news publication or magazine.


While the primary public relations work would take place a year or two down the road, having this expertise on hand in the early stages can be VERY beneficial. Especially when the Inclined Plane finally re-opens. It's the best and easiest way to attract investment and for potential investors "hear" about what's taking place in Johnstown and throughout Cambria County. Most investors DO keep an open eye and ears to projects that sound like they'd have an excellent return on investment – and that is accomplished through public relations.

The Destination Development Association (DestinationDevelopment.org) has "The Vault," which includes a number of ten to 20-minute videos covering branding, marketing, graphic design, advertising, public relations and more. It would be good to have Destination Johnstown watch some of these with the agency you pick to make sure they understand what branding actually is (most think a brand is a logo) and how to most effectively market a destination.



BRANDING 7
Branding Bloopers & Blunders



Yikes! 

BRANDING 8
Three Branding Case Histories
You've Got to See






BRANDING 9
Developing Umbrella Brands



For marketing multiple destinations 


MARKETING 1
Why You Need a Brand
Style Guide



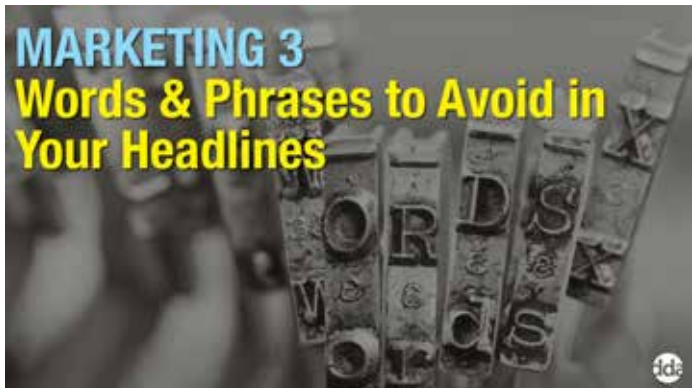
And who should be using it 

MARKETING 2
How You Should Allocate Your
Marketing Dollars



The breakdown 

MARKETING 3
Words & Phrases to Avoid in
Your Headlines



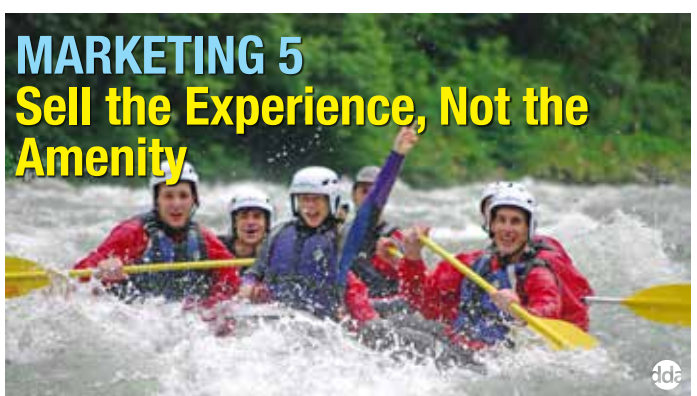


MARKETING 4
Words & Phrases That Work
Every Time





MARKETING 5
Sell the Experience, Not the
Amenity





MARKETING 6
Tell Me Why - Not Who, What or Where



dda

MARKETING 7
Creating Video Content: Part I



dda

MARKETING 8
Creating Video Content: Part II



dda

MARKETING 10
The Five Rules of Photography



That Will Close the Sale dda

MARKETING 10
Promoting Your Top Three, Top Five Activities



And why this is important dda

MARKETING 11
The Five Rules of Third-party Reviews



And which ones to concentrate on dda

MARKETING 12
Why Clear is More Compelling Than Clever



And when it's ok to be clever dda

MARKETING 13
Claiming Your Business On Google



The step-by-step tutorial dda

5. Contract for the creation of a Brand Style Guide

Description – This is the “bible” in terms of continuity and the proper use of Johnstown’s brand graphics.

Timeline for implementation – February 2023

Taking the lead – Destination Johnstown Team (and other partners such as the City and Tourism). Other potential partners could include the Chamber of Commerce, Cambria County Conservation & Recreation Authority, Johnstown Redevelopment Authority, and the Discover Downtown Johnstown Partnership.

Approximate cost – \$15,000. Perhaps \$5,000 from the city, \$5,000 from Visit Johnstown and \$5,000 from the Chamber of Commerce or some variation of these.

Funding idea – From each organizational marketing or general funds.

Rationale and implementation details: Before people start redeveloping brochures, websites, new letterhead and business cards, social media landing pages, etc., the top priority is to create a community-wide “Style Guide” or “Brand Standards and Practices Manual.”

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

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

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

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

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

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

Sample Table of Contents:

- Brand Overview
- The Brand Identity for each partnering organization
 - o Clear space and sizes
 - Proper uses
 - Color schemes (reversed, standard, screened variations)

- Improper uses
- Sub logos
- Tag lines
- Brand fonts and colors
- Business cabinet (Business cards, envelopes, labels, letterhead, etc.)
- Printed material concepts (brochures, guides, rack brochures, trail maps, etc.)
- Signage and pole banners
 - Vehicular wayfinding signage design
 - Pedestrian wayfinding signage design
 - Trail head and trail intersection signage design
- Electronic media | Social media landing pages and graphic elements
- Photography styles and examples
- Usage guidelines and sample usage agreement

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

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

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

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

A Brand Style Guide costs approximately \$15,000 to develop and you can have it done locally by a qualified graphic design firm. It includes:

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

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

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

If you decide to take this out to bid, we advise you issue a Request for Qualifications, not an RFP. Find the very best, then negotiate a deal, scope of work and timeline with them.

You may end up with several vendors, who would need to work together to create a cohesive marketing effort. Often the photography and videography will come from one vendor, while the graphic design from another, and copy writing and public relations/social media expertise from a third.

In this case, it's critically important that they all get to know each other and work together for consistency. Perhaps the lead marketing organization can sub-contract with the others so that you are only dealing with one agency.

6. Trademark the Johnstown brand identities

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

Timeline for implementation – March 2023

Taking the lead – Destination Johnstown Team

Approximate cost – \$6,000 per organization

Funding idea – City of Johnstown (with perhaps partnership funding)

Rationale and implementation details – As part of the branding process, numerous logos were developed including a marketing logo for Johnstown, City of Johnstown and others. And other partners will also have logos developed as part of the Brand Style Guide development.

Each organization would be responsible for trademarking their specific logo (brand identity, or brand mark). However, the generic “Johnstown” logo would typically be trademarked by the City along with the City specific logo. The City would then “own” the brand identity and would allow partnering organizations to use it in promoting Johnstown for economic development, community development, downtown, and tourism marketing efforts.

Money could be saved by using one firm to trademark the identities.

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

If you'd like, we can recommend attorney Thomas W. Galvani, who Roger Brooks International (RBI) has worked with many times. He is located in Phoenix, Arizona and his cost for applying for each trademark is approximately \$1,200 including the federal filing fees. He is located at 3519 E Shea Boulevard Suite 129 in Phoenix, AZ 85028.

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

The \$6,000 in funding should allow for the trademark registration of five brand identities:

- City of Johnstown
- Johnstown (general use logo)
- Visit Johnstown
- Discover Downtown Johnstown Partnership (we'd suggest just shortening the name to Downtown Johnstown)
- Johnstown Redevelopment Authority

7. Find and get your best spokesperson on film

Description – Video is the future, and short two to three-minute videos focused on “The Future of Johnstown is About to Unfold” showcasing Renaissance Square, up and coming retailers, sidewalk café dining, concerts and downtown coming to life, as well as hiking and biking trails, paddling, and other outdoor recreation would be the focus.

Timeline for implementation – April 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown | City of Johnstown

Approximate cost – \$3,500 to start, but a per project (film) cost

Funding idea – \$1,200 from each of the three organizations

Rationale and implementation details - Key to this recommendation is using the video and photography assets already in place and then adding voice-over and introducing your on-camera personality. In essence, you’ll write voice-over scripts and sub-titles (to places shown in the video), re-shoot new footage to fit the script and then use the past video as B-roll content to supplement the new video content.

See more in Recommendation #9: Revamp the Visit Johnstown YouTube channel.

Find the most enthusiastic, fun-loving, engaging and humorous person you have and put them on film. They don’t have to be professional broadcasters or television personalities, but they DO need to be totally sold on Johnstown recreation and the arts and be ultra-enthusiastic about spending time in the city and surrounding county areas.

You don’t need to hire a professional film crew, but you do need some production and editing skills to fine-tune the video segments. You should add three short videos every month to the website, Instagram, TikTok, and the YouTube channel. These might include 20 minutes to an hour of filming, which will be edited down to one, two or three minute videos, each selling the following:

- The Inclined Plane: fast facts and its re-opening
- The Inclined Plane Trail
- The Top Five Must Do things when visiting Johnstown (one video for each season)
- The Top Three Festivals — and why you need to attend them, in person
- The Top Three Hiking Trails in and around Johnstown
- The Top Three River Floats (summer) in and around Johnstown
- The Top Whitewater rafting trip in Central PA (Coal Tubin’)
- The Top Five Reasons to visit Johnstown in the winter | then one for spring | then one for fall
- The Best Eateries in Downtown Johnstown
- Visiting the Center for Metal Arts in Johnstown — so cool!

A more detailed list is provided in Recommendation #9: Revamp the YouTube channel

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

- Eric Hastings of Hastings Travel. Check out some of his videos at www.youtube.com and then search for “Erik the travel guy.” He’s from the New York area and has done a lot of work throughout Pennsylvania.
- Also, while in YouTube, search for Arienne - SeeYouSoonTravel. Watch her video “Five Things to do In Toronto this Winter!” She has an excellent personality and does a great job promoting reasons to visit Toronto and the other cities and areas she visits.

I think a person like Arienne would be ideal: Enthusiastic, down to earth, attractive with “girl next door” appeal, friendly, and authentic.

Since the target market is going to be Millennials, an ideal candidate would be a woman (women make most of the travel and other decisions) in her 30s whose enthusiasm and humor pull you into the videos. Enthusiasm is contagious!

The goal of this effort is to show Johnstown as a vibrant, fun, sometimes extreme (Inclined Plane Trail) place to visit or to call home. Over time you want your “host” to gain a following, increasing the views and then spreading the word about Johnstown.

Keep the videos to within a 45 minute drive of Johnstown (typical day-trip distance), so you could easily include the Flight 93 Memorial, and then top things to do and places to visit in Cambria County. BUT don’t use the county lines as a hard and fast rule. Visitors couldn’t care less about county lines.

This might be someone already on staff in one of the local organizations or could be contracted on a per-day or per-video project. Since the target market is the Millennial generation (in their 30s and early 40s) this person should be in that age-range. And remember, if you cater to the Millennial generation, you’ll also get the boomers.

This person needs to shine when on-camera and be able to ad-lib where needed so no video seems to be overly scripted or staged.

To support this person, there would also need to be a good camera operator (these can be shot with an iPhone, but with expert attention paid to lighting and movement) and an expert way to capture audio.

In the first year, the goal would be to produce between 30 and 70 two- to five-minute videos (the average would be about three minutes), each showcasing an activity that makes the Johnstown area worth a special trip.

This person also needs to be a good story-teller. Some of the historical attractions and sites have an amazing story to tell (like the 1889 flood), and having this person be able to capture that as a teaser so that viewers take note and decide to make a trip to the region to see and hear the story in person.

Your on-camera personality would perhaps also speak at local, regional and state-wide events, such as the annual Pennsylvania Governor’s Conference on Tourism, to sell the rest of the state on visiting the Johnstown area.

After all, nearly 50% of all tourism spending in nearly every state comes from local residents discovering new areas of the state they call home.

This plan also calls for the creation of an outreach program and your on-camera personality will play a role in this as well.

The outreach program is designed to teach kids in elementary, middle, and high school that this area of Pennsylvania is a fantastic place to live, grow up in, and to come back to after college.

In essence, it’s to build community pride in all that Johnstown has to offer.

This would be done by showcasing “Did you know” facts (also on film) and great places to play in their own front and back yards. This will also help combat the perception that there’s “nothing to do here” as these young people become front-line employees that future visitors will interface with.

We’re quite certain that this person already exists in Johnstown, but finding them will be of critical importance.

8. Contract for ongoing photography and videography

Description – There’s simply no question that video is the future for promoting destinations like Johnstown or any place, for that matter. Your videos do NOT need to be shot using expensive equipment and high-priced talent. But the key to successful video content are the visuals, the on-camera personality, and – perhaps most importantly – the editing, addition of background music, and the inserted clips (b-roll) that creates video content that closes the sale.

Timeline for implementation – March 2023 and ongoing

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – \$10,000 to start, \$30,000 a year ongoing (unless done using inhouse talent)

Funding idea – Lodging tax funds, with contributions from the City and local organizations

Rationale and implementation details - Starting in 2023 and ongoing, you’ll want to post at least one video every week of the year. The plan for 2023 is to have close to 50 new videos on the Destination Johnstown YouTube channel.

Many can be shot in one week, edited in the following, but posted one video per week. Make sure the on-camera personality has a change of clothes for each video so it’s not obvious they were all shot in one setting.

The key elements to creating video content are as follows:

- Script writing. All video content should be written, and edited, with your on-camera personality so that they are natural, include a little humor or fun, but need to be useful or helpful to everyone watching AND be good enough to close the sale.
- Lighting and backdrops. Some clips may use a green screen and studio shots, but we would imagine that 90% of the content would include live-action on-site video.
- Sound (microphone) is just as critical as the video. Studies have shown that videos with poor sound quality are rarely watched for more than about 20 seconds.
- Background music. There are dozens of royalty-free music websites out there, and background music adds greatly to all video content.
- Editing is, ultimately, the key to all viral and successful video content – from feature films, to newsreels, to advertising and all things video-oriented.

With an annual video budget of \$30,000, this means that each video should cost about \$600 to produce. This is a tiny budget, but shows that if you have excellent editing and writing talent (under the marketing contract recommendation and budget), these can be facilitated.

You are looking for a person, or team, that is excellent at still and video photography AND has expertise at using Final Cut Pro or similar editing and production software.

That being said, a key to this recommendation is to start building an outstanding video and still photo library of b-roll video content that will showcase activities in every season, at festivals and events. These will be catalogued and used when producing new content. The still photography will also be used as part of an upcoming online Press Room, as part of the Visit Johnstown website.

When searching for this person (or team) look at their work: it could be you need to separate the photography and video from the editing effort. In fact, it could be that your Marketing Agency can provide the editing and final production, and may, in fact, actually manage the script writing, the background elements, and direct the actual video shoots.

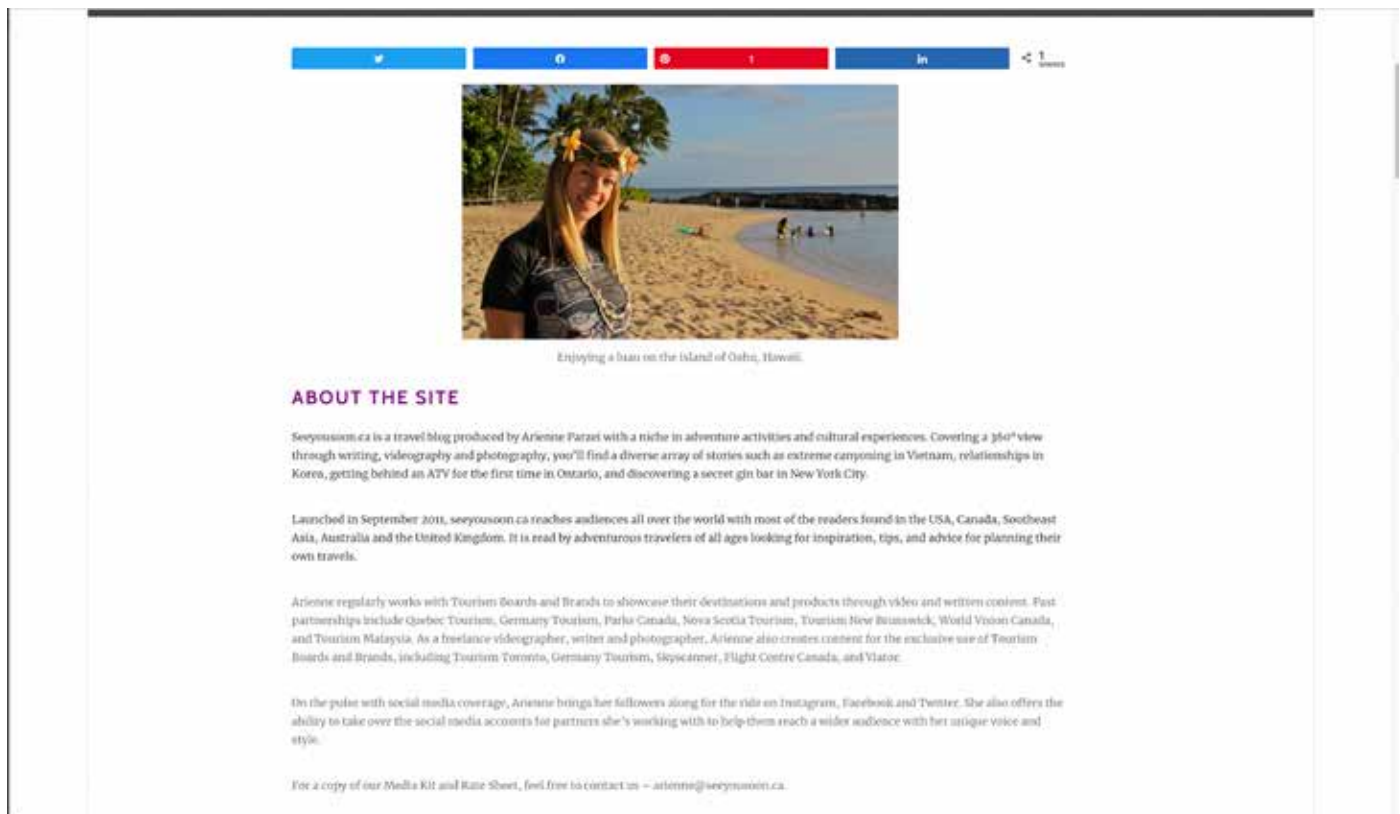
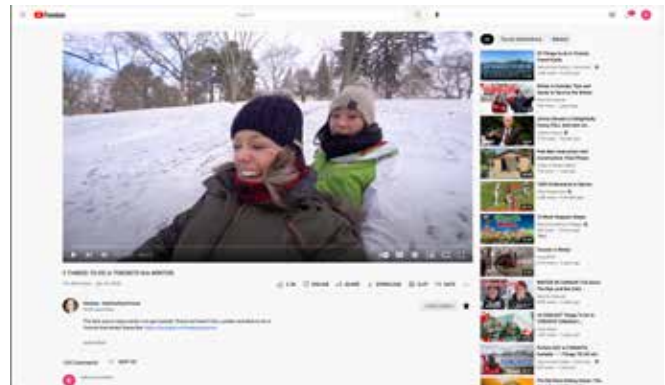
In Arienne Parzel's YouTube video "Five Things to do In Toronto this Winter" there are 51 separate shots or clips, some featuring slow motion, others featuring close-ups, and of course, numerous shots of Arienne on camera leading into each segment. It's very well done and seamless.

This is what you are looking for in terms of expertise. The marketing firm (or person) you contract with (or hire) may have this expertise in-house, or you may need to contract with a professional photographer and videographer, working under the direction of the marketing agency.

For destination marketing organizations, such as Visit Johnstown, if you can hire someone (full time) with the talents Arienne has, you'd be set in so many ways. She actually writes her own scripts, directs and shoots (with some help on occasion) her own videos, chooses the accompanying sound tracks, and edits her final videos.

She lives in Toronto and actually does work for numerous destination marketing organizations and even teaches people how to create great content through video.

She can be reached at Arienne@SeeYouSoon.ca. Check out her website and YouTube channel for more information. Remember, the goal is to find someone with her talents, locally, or to contract with a person – or team – that can provide these services.



9. Revamp the Visit Johnstown YouTube channel and load it up

Description – Video is the future – and short ones are better than long ones. Thirty seconds to three minutes, tops. This recommendation replaces the current videos on the channel with new video, using much of the same footage, but this time with voice-over and on-camera talent: your “spokesperson.”

Timeline for implementation – April 2023 and ongoing

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – Cost included in the prior recommendation

Funding idea – N/A

Rationale and implementation details - YouTube is now the world’s second most used search engine. Nothing sells like video. In revamping the YouTube channel, start by creating the following playlists:

- Your introductory video and introduction to your on-camera “Johnstown Guide”

Playlists and subsequent video ideas (inset) would include:

- Festivals and Spectacular Events
 - Top Five Must Visit Festivals
 - A video on each one
- Flat-out Amazing Trails: On Land, On The Water
 - The Inclined Plane Trail
 - Start and/or finish right downtown
 - The Rivers (whitewater rafting to lazy summer floats)
 - The Lakes (SUP | fishing | kayaking, canoeing, boating)
 - The History Trails (self-guided trails through time)
- Winter in Johnstown
 - Top Five Must Do Winter Activities
 - Details on each of the Top Five (one video for each, with specifics)
 - Top Five Downtime Activities
- Spring in Johnstown
 - Top Five Must Do Spring Activities
 - Details on each of the Top Five (one video for each, with specifics)
- Summer in Johnstown
 - Top Seven Must Do Summer Activities
 - Details on each of the Top Seven (one video for each, with specifics)
 - Top Five Downtime Activities (What else can we do while here?)
- Fall in Johnstown
 - Top Five Must Do Fall Activities
 - Details on each of the Top Five (one video for each, with specifics)
 - Top Five Downtime Activities (What else can we do while here?)
- Johnstown’s Storied History
 - The Great Flood of 1889 (Trail and downloadable guide)
 - The Flight 93 Memorial (Day trip from Johnstown)
 - The Inclined Plane (history)
 - From Steel and Coal to Incredible Art
 - Architectural marvels | Cultural & ethnic history
- Staying, Shopping & Dining in Johnstown

- Top Five Must Visit Shops
- Top Five Must Enjoy Eateries and Brew houses
- Where to stay in Johnstown
- Where to Camp or RV in the Johnstown Area
- Day Trip Sample Itineraries
 - This is where you will be able to promote day trips into other Cambria County communities

These are just some of the ideas of video content that can be created, much of it using footage you already have to supplement new and on-camera video segments.

And remember that viewers want more than just a sales-pitch. For each video that provides details on top activities, you want to provide specifics, making the videos not only entertaining, but useful and helpful. For instance, when it comes to fishing in the spring:

- The best lakes or rivers for specific species. You can do a separate video for fly fishing, and a separate one for bass fishing on local lakes, Top Spot for Walleye Fishing
- The best spots for each of those locations
- What you'll catch
- Why this spot over other lakes and rivers in Pennsylvania
- Where to get bait, and what works best. Same with fishing gear
- Best time of day
- Where to get a fishing license, catch limits

While your key or primary videos will feature your on-camera personality, you can and should absolutely add user-created video content as well as that produced by influencers.

Additionally, create one-minute video teasers for Tik Tok, Instagram and other social media channels with links to the actual video.

While the previous list of video assets was primarily tourism-focused, other videos for the city (and other partner) websites and social media channels should include the same on-camera personality, but adding videos along this line:

- The Top Five Reasons You Should Live in Johnstown
- Why Johnstown is the Perfect Place to Raise a Family (parks, health care, schools, sporting facilities, etc.)
- Johnstown's neighborhoods (explaining how the city is divided into neighborhoods and where you can find them)
- Want to Start a Business in Johnstown? Here's your guide.
- How to Find a Great Job in Johnstown
- The Cities and Towns of Cambria County

All of these could be found on the city and partnering organizations websites, but could also be added to the Visit Johnstown YouTube channel. Remember, tourism is the front door to your non-tourism economic development. In that case, another playlist titled "Living and Working in Johnstown" could host these and other videos.

Finally, rename the Visit Johnstown YouTube channel to Destination Johnstown. While it would still be managed by Visit Johnstown, by renaming it "Destination Johnstown" it will serve more than just tourism: Johnstown as THE destination to live in, invest in, work in and visit.

10. Seek funding for a wayfinding system and issue RFQ

Description – Johnstown is one of the few cities that actually has some vehicular wayfinding, but over the years things have changed, creating the need for a new wayfinding system that will fit the new brand and will include downtown pedestrian wayfinding, trail head signage, and trail intersection signage.

Timeline for implementation – April 2023

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – Begin looking for funding for creation and re-development of a vehicular wayfinding system for Johnstown and its neighborhood communities. This is the “plan” that will provide bid-ready documentation for a complete wayfinding system. Look for federal and state grant funds, and then find out what local matches will be.

Included in the wayfinding plan will be:

- Pedestrian wayfinding in downtown Johnstown and Cambria City
- Redevelopment of the vehicular wayfinding system in and to Johnstown and its neighborhoods, including gateway signage for each community
- Decorative and seasonal pole banners (downtown and in other areas of Johnstown)
- Trail head signage and trail intersection signage.



- Visitor information kiosks in various locations

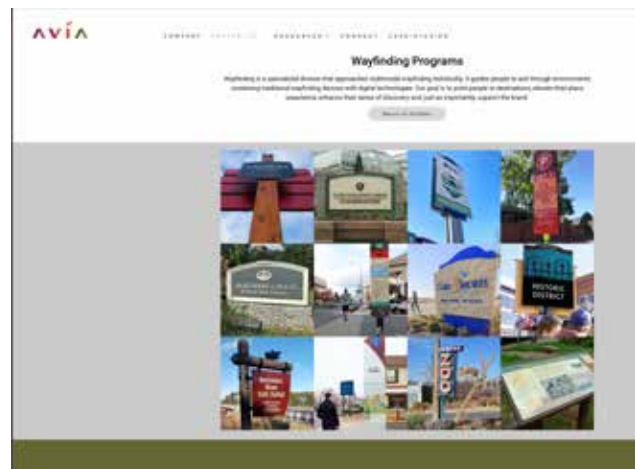
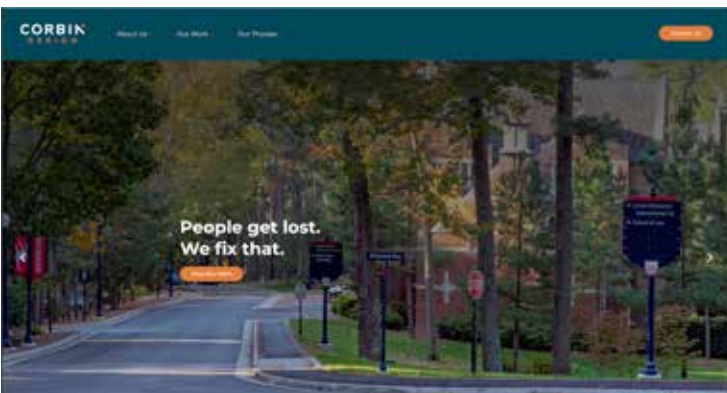
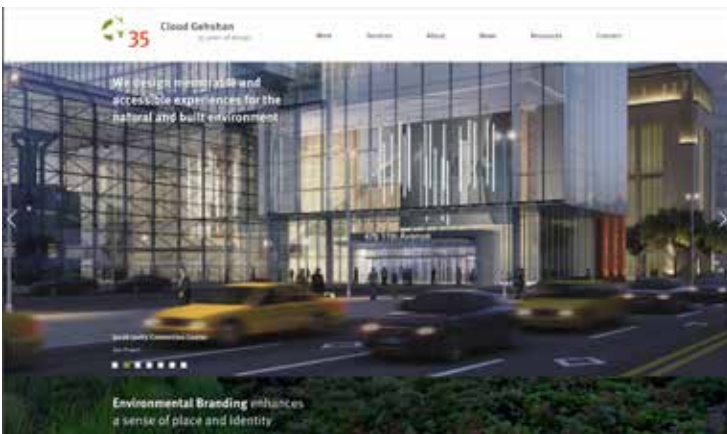
Work on the local match portion as part of the upcoming city budget process. Include the county if at all possible. A county-wide system will be far more advantageous than just a citywide system if the county will play a role in the wayfinding system development. This way signage can direct people throughout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

A very rough estimate for the system design cost will likely be in the range of \$140,000. This includes bid-ready fabrication drawings.

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

Design your wayfinding system to a pre-determined fabrication and installation budget. For instance, you could probably implement the entire system for a rough estimate of \$700,000 (installed), or if you choose, you can create a single gateway for a million dollars. Typical wayfinding systems, in terms of fabrication and installation, range from \$300,000 to \$2.5 million – depending on many factors including the size of the city, gateways, etc. And wayfinding systems can be phased over time. For instance, the city may include in its annual budget \$50,000 a year for ten years for implementation of the system. In this case, the design company would be required to design a phased system. As a side note, phased wayfinding systems add about 25% to the total cost because the signs can't be fabricated at the same time.

If the county won't become a partner in this effort, the city should still proceed with the system, which will make it easy for visitors to really enjoy downtown (pedestrian wayfinding and vehicular wayfinding for visitor information, public restrooms



and visitor information), it will direct traffic between local highways, downtown, the university, your sports and fair facilities, trail systems, bike routes, and local parks.

No matter what, the very top priority is to install wayfinding signage from your highways to downtown and neighborhoods, like Cambria City.

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

Finally, issue an RFQ for design of the system. Look for "environmental graphics" firms that specialize in exterior wayfinding systems. Do NOT contract with graphic designers and architects, who rarely have the expertise to design a system to federal highway standards.

Once you select a firm or final candidate, pay to have them come visit the city, and then provide a tour of the areas that will be serviced by the new system, including downtown pedestrian wayfinding, trail heads, and trail intersection signage. They can work with you to provide some guidance regarding costs, possible phasing of the system, available state and federal grants, and other information.

A few top-notch wayfinding system design contractors would include:

Cloud Geshen (based out of Philadelphia) | Axia Creative (based out of Florida). We've worked with Todd Mayfield of Axia Creative for years. | Corbin Design (based out of Wisconsin). All three of these firms work throughout the U.S. so their home location is really of no concern.



11. Work with Cambria County communities: Identify “Anchor Tenants”

Description – Visit Johnstown represents the entire Cambria County, and while this plan focuses on Johnstown, which provides most of the lodging rooms in the county, it’s important to identify key attractions and activities that will pull visitors to these communities in the county.

Timeline for implementation – April 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – Each community needs to identify and promote its anchor tenants – those businesses or activities that make the town worth a special trip. These can include a great restaurant, a weekly farmers market (in season), a top-notch historical attraction, or an activity that is either different or better than what the visitor can get closer to home.

More importantly, with Johnstown as a primary hub, what makes each community worth a special day trip from Johnstown? While this recommendation focuses on the communities in Cambria County outside of Johnstown, Johnstown needs to do the same: Identify its anchor tenants that make the city worth a special trip and an extended stay.



These can include a great restaurant, a retail shop worth a special trip, a top-rated hiking or biking trail (the Inclined Plane Trail), specific best-of fishing spots, historical attractions, state park(s) – one, two or three top draws for each of these communities.

When marketing these communities, think like a travel writer. For instance, if Ebensburg was home to a top trail or fishing spot, you'd want to provide all the details. In addition, add more details, such as "While there make sure you stop for lunch at [a best-of eatery]." And if you can obtain a fishing license there, purchase gear or bait, let visitors know where this is.

So, always promote the anchor tenant, and then promote the other top places to visit when in the community: "While in town make sure you visit..."

These can be promoted on the Visit Johnstown website under Day Trips and Sample Itineraries, and they can be shared on social media channels, and in a video playlist for the YouTube channel.

Additionally, each of the communities should also promote their "anchor tenants." Remember: The best anchors throughout the country include privately-owned businesses. Think of the wineries in Napa Valley, Disney World and 170 other attractions in Orlando, the 49 music theaters in Branson, Missouri, and so on. These are all privately owned businesses. There is nothing wrong with promoting local businesses that really "deliver on the promise" of a good experience. Remember, success breeds success.

Look at their Google, Yelp, and TripAdvisor reviews. With an 80% or higher rating, these would be great anchor tenants to promote.

Do NOT let politics get in the way. The desire to promote everyone equally is a killer of destination marketing efforts. Visitors want help, not a list. You MUST think like a travel writer, who always promotes specifics — right down to the dish you should try at a local restaurant. And remember that shops next door, even though they may not be a best of, will still get business just by the fact they are next door.

Retail malls are a perfect example of this. No mall has ever been developed without "anchor tenants" in place — the big box retail department stores such as Macy's, Nordstrom and many others. And with those anchor tenants in place, small businesses such as Hallmark stores, GNC Nutrition and dozens of others benefit. The same rule applies to each of your Cambria County communities.

Only promote up to five key activities in each of your communities. In some, there may be no anchor tenants, and in some there may be only one or two. You want to avoid, at all costs, ending up with lists of trails, lists of eateries, and lists of local businesses. These are not helpful to anyone.

Every Destination Marketing Organization (DMO) is there to provide guidance, recommendations, and assistance to new and returning visitors with the ultimate goal of helping them spend money locally.

12. Begin transition to the new brand direction and brand mark

Description – During the spring of 2023 is when the city, tourism, downtown, economic development and other partnering organizations will begin the transition to the new brand direction in marketing the city and in the use of the new brand mark.

Timeline for implementation – April 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – When it comes to implementing a brand, “slow” and “easy” are the key words to success. There is no need to toss out existing letterheads, envelopes and business cards. But as supplies need replenishing, the newly printed forms and cards will include the new brand identity, or logo. This way the transition does not present any additional cost to implementing the new brand identity.

Every local partnering organization will be working from the same Brand Style Guide, which will create uniformity among local organizations, thus presenting a strong unified brand presence.

Start with the business cabinet: Business cards, letterhead, envelopes, labels and other printed materials. Then add the logo to existing websites, social media channels, and e-newsletters. Then, over time, on pole banners and marketing materials.

Do NOT make this a big announcement or a “roll-out” of the brand. Simply ease the new brand identity into everything you do. The last thing you want is to make the logo a point of focus. Remember, in the long run, the logo only makes up 2% of a brand — it simply exudes a feeling, nothing more. So do NOT play it up, nor make it a focus. Put it out there and move on: “Next!”

At this stage of the game, area residents will be eased into the new brand direction when they see the new identity on pole banners, when partnering organization staff members hand someone a business card, or when they look at a local website or social media channel. No fanfare. No debate. No “look at our new logo!”

This keeps the effort positive, non-divisive, and you can concentrate the efforts on the true brand and the tagline: “Simply Incredible.” THIS is the part of branding that you must prove to residents and visitors alike. But with an initial focus on your local residents.

Since the number one reason people travel is to visit friends and family, it just makes sense to help local residents promote Johnstown and Cambria County, and that starts with “selling” the area to them. This is about shifting the local perception from one of negativity, to focusing on what can be found, locally, that really IS incredible: The Inclined Plane Trail, the newly redeveloped Inclined Plane, Boulevard Grill, Asiago’s Tuscan Italian Restaurant, etc.

To implement this, the Destination Johnstown Team should consider offering the services of its graphic design expertise to design partnering organizations’ business papers and other elements keeping the brand and brand mark from “wandering” off course, which often happens. This happens when liberties are taken in terms of color, size, fonts, and graphic elements, gradually eroding the brand.

By offering these services, you also make it easier for them to move the brand forward: you’ll help them implement it. They should, of course, pay for the actual printing and production as they always have, but now with a new look and feel.

In nearly every case, The Brand Style Guide will be used to guide the use of the new brand mark, color schemes, secondary graphic elements, and even photography styles. Once the Style Guide has been completed, two or three hard copies should

be given to each local partnering organization, along with a PDF version. In fact, this would be a great opportunity to get the person charged with marketing each organization in the same room, at the same time, and where you can present them with the Style Guide and answer any questions pertaining to it.

For the city, every department that markets the city or plays a role in its development should be in attendance and have a copy of the Brand Style Guide. This would include Parks & Recreation, Police, Fire, Administration, Economic Development, Downtown BID, and others.

This would also be a great time to introduce partnering organizations to the firm or individual you've contracted with to develop the Style Guide, and perhaps they will also contract with the same firm, once again, creating a unified marketing and outreach effort.

Over time the new brand identity would appear at city hall, in large format, on council chamber walls, at the library, schools and other public assembly spaces, pole banners, and on wayfinding signage. And each time it's used there should be no fanfare.

This effort would start in April, but would extend throughout the entire year. The goal is that, by the end of 2023, prior Johnstown identities would disappear in all local and regional marketing efforts.



13. Begin a monthly e-newsletter

Description – Beginning in May, a tourism-focused e-newsletter should be produced. This should be short, to the point, and be no more than one page. It will showcase upcoming festivals, events, and no more than three reasons to visit the area each month.

Timeline for implementation – May 2023

Taking the lead – Visit Johnstown

Approximate cost – Staff time

Funding idea – None required

Rationale and implementation details – The purpose of an e-newsletter is to create Top of Mind Awareness, or TOMA, for Johnstown and Cambria County. It is meant to bring back past visitors, and meant to be a guide of upcoming events for local residents and their visitors.

1. Each partnering organization should have a “sign-up” block on their website home page “Sign up to see what’s coming to Johnstown each month” title and a short description under the box along the lines of “Yes! I’d like to know what’s coming up in Johnstown each month!” And then, “There’s no cost, and we never share your information and you can unsubscribe at any time.”

The form would include the following fields:

- Name [First, Last]
- Email address
- Location (city and state)

It should not ask for ANY additional information. This form can be on multiple-organization websites, but would be linked directly to the Visit Johnstown e-mail database. The form should be on the:

- City of Johnstown website home page
- Chamber of Commerce
- Economic Development
- Downtown Association
- Visit Johnstown
- Redevelopment
- and other partnering organizations

2. It should come out during the last three days of each month, and should use a title along the lines of “Coming in [May] to Johnstown.” This example would come out during the last three days of April. Even though the header or title mentions Johnstown, events happening throughout the county would be promoted. Remember that Johnstown is the “hub” for all Cambria County tourism.

3. The newsletter should use a decorative e-mail template (from the Brand Style Guide) and the same title and subject line each month (noting the following month). For each item, provide just a two or three-line teaser. At the end of each item, you can provide a link, “For more information, click here,” which would take them to a page about that event or happening on the Visit Johnstown website.

There should be no more than ten items each month, so the newsletter is a simple one page document. There may be some months where there may only be three or four “reasons to visit us next month.” That’s perfectly ok. What’s really important with the newsletter is that you promote ONLY activities that make you worth a special trip of perhaps 30 miles or further

away. So, no local pancake feeds or simple happenings that don't make you worth that special trip.

You can include such things as "The water's running high this month (May) so June is a perfect time to take a rafting trip down..." and the teaser can include Coal Tubin' or other guide services, or raft rentals.

4. For each item, there should be a short title. Here's an example:

RIVER RAFTING! The water is running high this past month, so June is THE best month for a white water rafting trip down the incredible Conemaugh River. Thrilling Class III, IV and V rapids are waiting! For more details on how to enjoy this thrilling day, [click here](#).

NEW THAI RESTAURANT! Opening in just two weeks, Thai Surprise is a classic, authentic Thai restaurant opening in downtown Johnstown to rave reviews! Then you can add more to the teaser here, and then a link for more information.

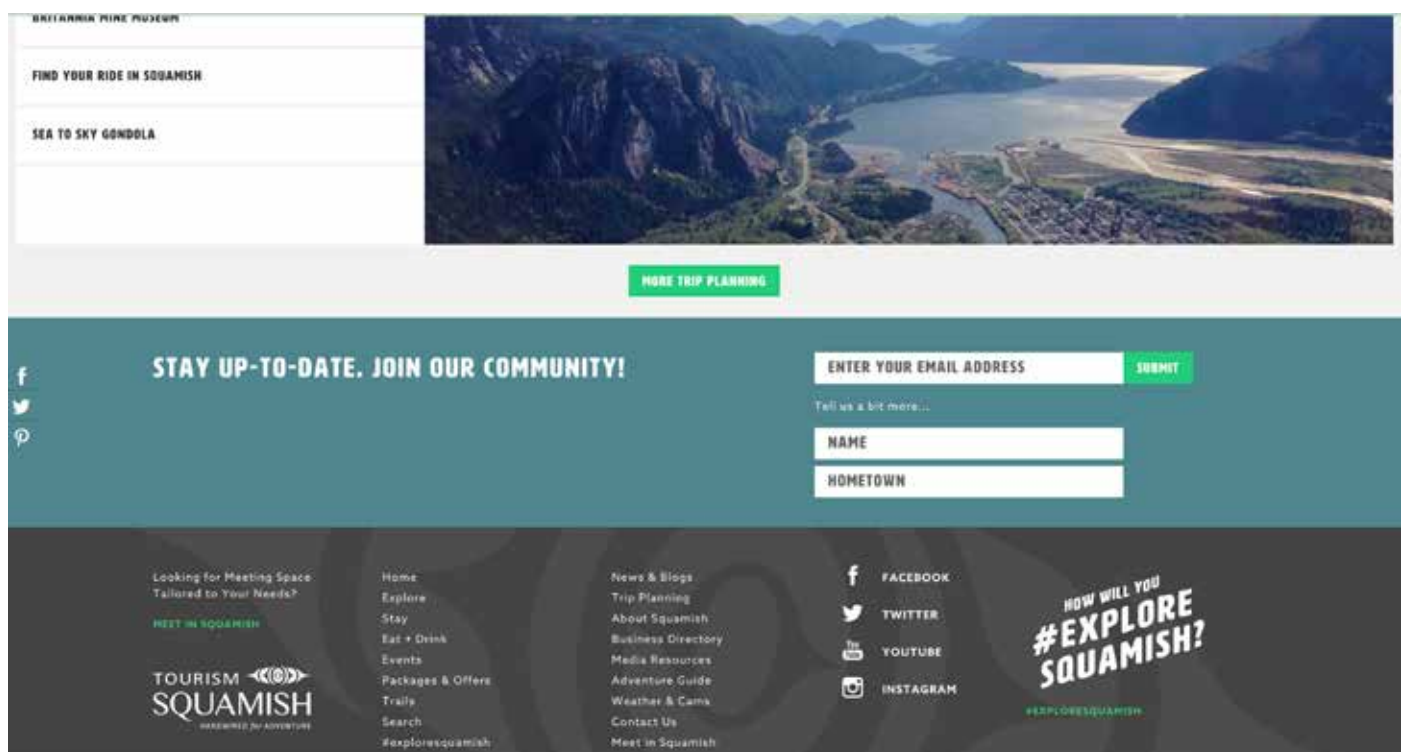
Obviously, we made this one up, but it gives you an idea of what can be included in your newsletter. This way you're marketing to local residents, their visitors and to your live-elsewhere visitors.

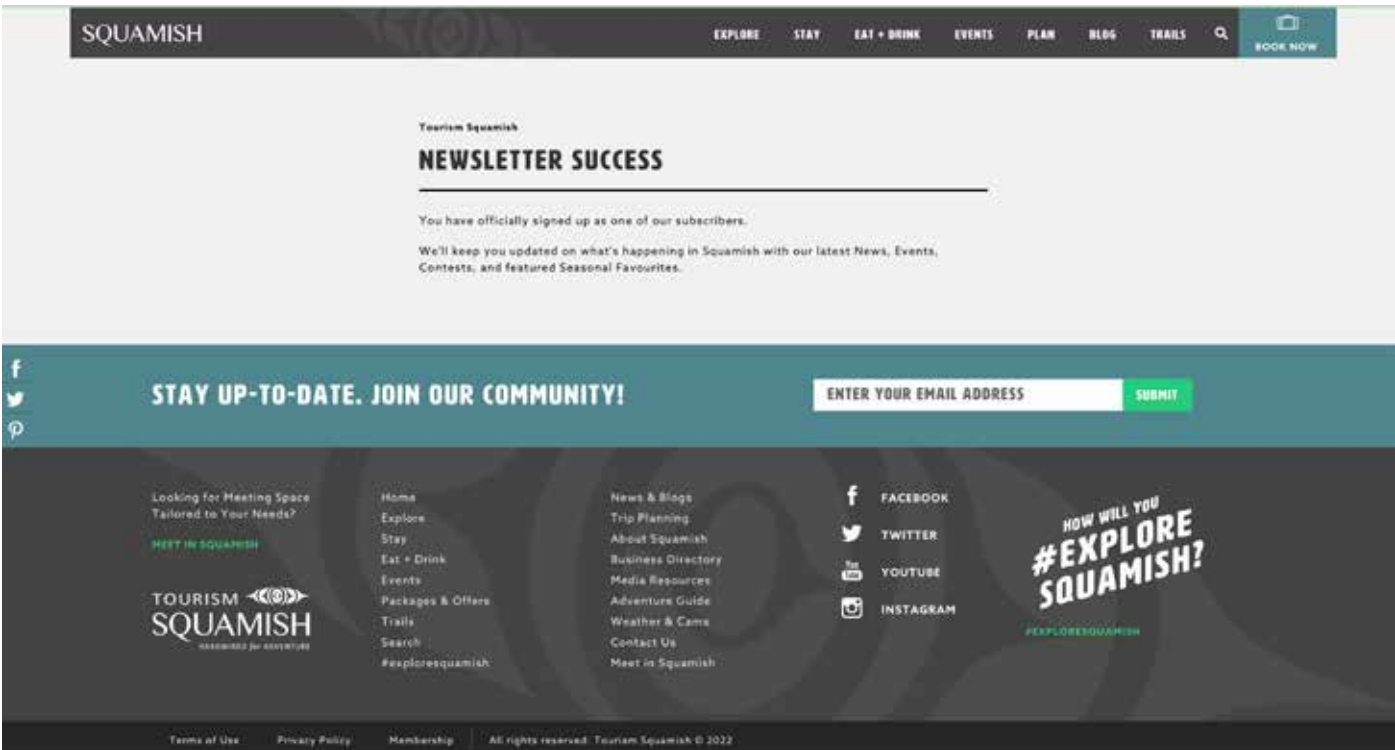
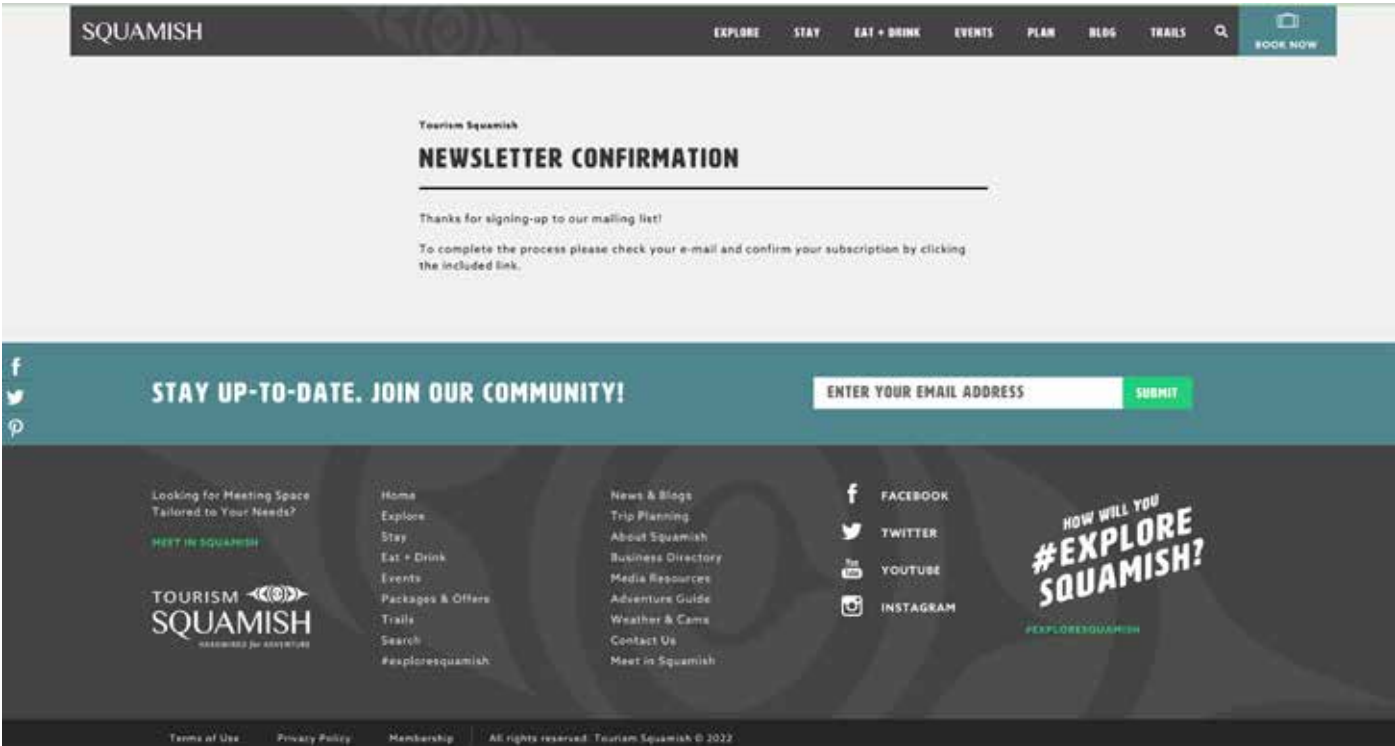
This way a subscriber can simply scroll down the list in a few seconds and if anything appeals to them, specifically, they can read that short teaser and then click for more information. Every "click here" link should go directly to a page or part of a website page with specific information about that experience.

If possible, include one photo for each teaser. Make sure it always includes people (or a person) enjoying the experience.

Even if nothing appeals to them, by sending it out each month you are creating TOMA: The reader is reminded of Johnstown. And even if white water rafting doesn't appeal to them, they'll know you are home to that activity.

5. Subscribe to a few DMO newsletters and see which catch your attention, then emulate how they produce their newsletters. Which ones pull you in? A good example is the one produced by ExploreAsheville.com.





On this and the previous page, ExploreSquamish.com - at the bottom of the home page, is the sign-up form. Once you fill it out a confirmation is sent to your email address making sure it was you that signed up. Then you are provided a link back to the website with "Newsletter success." This is a great model to follow, and would be easy to embed on all partnering organization websites.

14. Establish a downtown business improvement district

Description – Downtown Johnstown is a very critical key to the success of the city in attracting workers, new investment, new residents, and visitors. Downtown Johnstown should be a very top priority for the city’s economic and community development efforts, but must be a public/private partnership with both parties investing in downtown. This is the vehicle to do just that.

Timeline for implementation – May 2023

Taking the lead – Destination Johnstown Team | City of Johnstown | Discover Downtown Johnstown Partnership

Approximate cost – \$65,000

Funding idea – Grants, Loan from the city to be reimbursed upon establishment of the BID

Rationale and implementation details – The heart and soul of any community, besides its people, is its downtown. Here is why downtown is a top priority in this plan:

1. The top activity of visitors, in the world, (not the reason they come, but the top activity once they arrive) is shopping, dining and entertainment in a pedestrian-friendly intimate setting. This is where 80% of the non-lodging spending takes place. And this is why there is a Downtown Disney outside each of its parks. In many cases, downtown is a primary attraction in itself.
2. Site selectors, investors, and others use downtown as the litmus test: the health of the downtown economically is a good snapshot of the health of the community, economically.
3. Downtowns should become the “Community Living Room” - the place local residents and their visitors come to hang out after work and on weekends. This is at the core of Placemaking and Community Development.
4. Downtowns should carry a good share of the property tax base, so that residential neighborhoods don’t bear the burden of carrying the city’s tax base. This means that investment in downtown will translate to increased property values, new jobs, and a more desirable city-center.

Because downtown is made up primarily of privately-owned and managed properties, they should have skin in the game when it comes to downtown investment.

As a general rule, cities should be charged with curb-side beautification and enhancements (street trees, curbs, gutter, sidewalks, and maintenance of these) while the property owners and tenants should be charged with facade-side beautification and enhancements (benches, pots and planters, facade improvements, paint, window displays, etc.).

Here are the steps to creating the Business Improvement District:

1. Contract with BID development expertise. We highly recommend Civitas Advisors, based out of Sacramento, California, but who work extensively throughout the U.S. We suggest having someone like their CEO, John Lambeth, come to Johnstown, and in a public session with the Downtown Partnership and the City of Johnstown, walk through the process of forming a BID, financing the effort, and what initiatives are commonly included under a BID’s purview.
2. Then develop an RFQ (Request for Qualifications) to develop a downtown BID. While Civitas Advisors are excellent, there are other firms that can also assist Johnstown in taking this step. Always issue an RFQ, which can be done on one page. Ask why they should be contracted to do this, what their methodology is, timeline from start to finish, who in their firm would take the lead role, and an approximate budget range. Always hire the best. If you can’t reach terms with them, then go to number two on the list.
3. There are many ways to finance this effort, but we often see cases where the city will loan the money to the BID and then be

reimbursed once the BID is in place. Sometimes, once established, the city will forgive the debt or perhaps a portion of it now that they have a partner improving downtown. What's in it for the city? New jobs, a revitalized downtown, increased retail sales and services, and dramatically improving property values.

4. The process, once contracted, would include:

- Defining the BID's boundaries
- Determining what projects to undertake that will increase retail sales and services, and will fill unoccupied spaces downtown. This would include management and operation of a downtown programmed plaza, coming up later in this plan.

Typical projects might include:

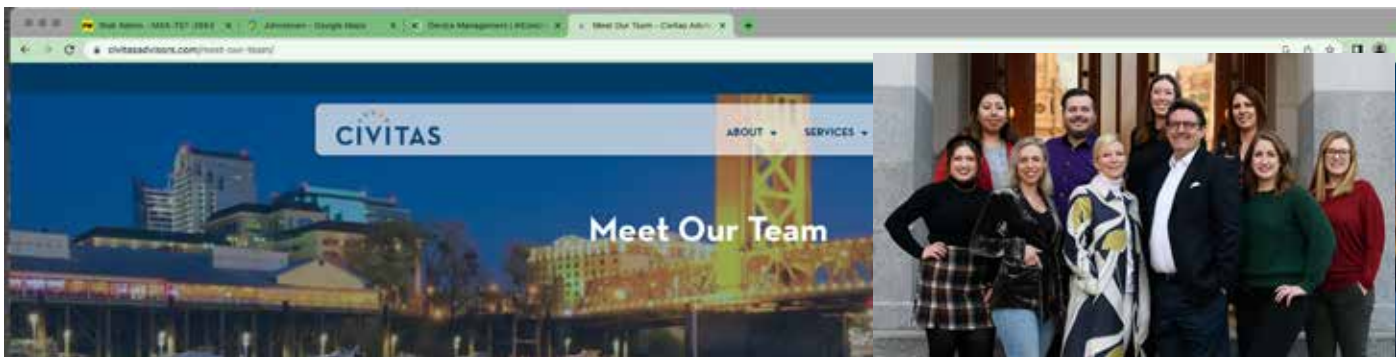
- Facade side beautification: pots, planters, benches
- Development of festivals and events to pull customers into downtown
- Pole banners, street and sidewalk improvements, maintenance
- Landscape improvements and maintenance
- Facade improvements, paint, curb appeal improvements
- Staffing and programming of the downtown plaza (with 250 days of activity throughout the year)
- Marketing of downtown (Website, social media channels, newsletters)
- Seasonal decorations
- Popup displays and temporary business usage of empty retail shops
- Pedestrian wayfinding signage

- Determining the annual costs to fulfill those objectives, build a reserve, and the cost to hire staff to manage the program and work with downtown property owners and tenants.

- How the money would be raised, which can include many factors including number of employees per business, square footage, type of business (some businesses benefit greater from improved curb appeal than others), and location within the district (ground floor versus upper floors, those closer to the plaza might pay a bit more, etc.)

These types of plans are built WITH downtown property owners and tenants at the table, particularly since they will ultimately be paying the bill. And this is a critical element in getting local businesses to even buy in to the idea of funding a BID. Before any conversation starts about funding a BID, merchants and property owners will want to know how it's going to increase their sales or improve the value of their property, and what the funds will be used for.

It's the hope of this plan to have the BID process begun in mid-2023, with the first funding taking place perhaps by October 1st of 2023, with funds first becoming available the beginning of 2024. At that point the Downtown BID would develop a charter, bylaws and an initial board who would oversee staffing and initial initiatives.



15. Design, print, frame and distribute brand-awareness posters

Description – All successful branding efforts start within the community.

Timeline for implementation – May 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – \$20,000 estimate

Funding idea – Area funds, sponsorships, donations, lodging tax revenues

Rationale and implementation details – Much of this effort is geared to selling residents of Johnstown and Cambria County on seeing Johnstown in new light: as a great place to live, work and play. To do this, the Destination Johnstown team, working with its graphic design agency, will develop up to six posters using photography that, without words, showcase an activity in and around Johnstown that is “simply incredible.”

Each poster would have a simply title or headline, and in the bottom right corner the new brand identity and the tagline “Simply Incredible!”

How to implement this recommendation:

1. Design four to six posters that will be 17” x 24” (vertical or horizontal) along the lines of the example below. You want to portray the rich arts heritage (glass, steel, mosaic and others) along with a recreational pursuit (Inclined Plane Trail, white



water river rafting, or another incredible activity that can be “accomplished” locally. Every photo should show a person, or people, enjoying the activity. And each photo should have an element of the extreme. The key: Each photo should “evoke emotion.”

And when you look at photography and poster concepts, think as if you lived in Pittsburgh or another city 50 miles away. Would this convince you that:

- Johnstown is a cool place
- Johnstown is worth a special trip
- Johnstown is much nicer or better than you had realized or had heard about.

This is very much a re-branding or repositioning exercise, meant to change existing and outdated perceptions of Johnstown and the surrounding countryside. That MUST start within the community. With each photo, include in letters on the photograph the location and photographer credits.

2. Once you’ve created four to six posters, print 50 of each. This will give you a total of nearly 200 to 250 posters. Make sure they have common elements so they can be displayed as a series on any wall surfaces.

3. Take ten sets and have them mounted on foam core board and framed using a modern frame. They could be mounted in 24’ x 30” frames using framing mats to help them stand out. They should look and feel like collector items or art suitable of framing.

4. Mount the initial series in large rooms along one wall where employees, students, local residents and others can easily see and admire them. Ideal places for these posters would include:

- City Hall council chambers or entry areas
- The library on an entry or open wall space
- At the high school in the main hallway near the entrance
- At the University, perhaps in two or three locations
- In each hospital in waiting areas and in employee lunch rooms
- In the visitor information center
- In local hotels in the lobby areas
- In the arena and in other public assembly spaces
- In each museum and in the Discovery Center
- At the top of the Inclined Plane (visitor area)
- At other major employers in the area - in lobby and lunchroom areas

In each case, make sure you volunteer to actually hang them in place for them. This way they won’t end up in a back room or closet waiting for someone to get around to hanging them. You can easily see how these 50 sets could be placed within two or three months easily beginning the re-branding and new perceptions of “Johnstown, Simply Incredible.”

Many employers looking to attract employees would most likely purchase the set and put them in lobby and interview areas to help sell moving to Johnstown and Cambria County. Determine the cost of design, printing, mounting and framing, and then charge them your actual cost to help incentivize them purchasing a set.

If need be, donate the set as long as they let you actually hang the framed prints for them, or you can volunteer to assist as they do the work.

Push your limits.



EST. 1800
JOHNSTOWN
PENNSYLVANIA
Enjoy the Thrill!

www.VisitJohnstownPA.com

From Rivets to Riveting.



www.VisitJohnstownPA.com

EST. 1800
JOHNSTOWN
PENNSYLVANIA
Enjoy the Thrill!

16. Create “The Very Best of Johnstown” brochure & distribution plan

Description – This is a 4” x 9” rack brochure where each panel, of perhaps 30 panels total, promotes a “very best” place to eat, shop, and visit. The Best Of brochure will promote the top seven to ten restaurants in the county, the top seven to 10 retail shops, and the top 10 to 15 “must do” attractions and activities in Cambria County. This should include the Flight 93 Memorial in Shanksville, but all other activities and attractions should be within a 20-minute or so drive of Johnstown.



Timeline for implementation – May 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – \$5,000 to \$10,000 - the balance is self-funded

Funding idea – From featured participants, lodging tax revenues for design, copywriting, and editing, final production costs.

Rationale and implementation details – This brochure is critical in showcasing “The Very Best of Johnstown.” Always promote your anchor tenants because success breeds success. And each activity or business featured must be “simply incredible:” the food, the art, the story being told, the scenery, or the activity.

To keep politics out of the equation, here are some sample criteria you can use (and alter) to get you started:

1. They must be unique to the area. No chains or franchises would be featured unless they are found only in the immediate area.
2. They must be highly regarded: At least 80% positive reviews on Google, TripAdvisor, Yelp and other review sites or written up in regional publications or by influencers.
3. They need to be open year round, at least five days a week, with consistent operating days and hours.
4. They should have good curb appeal: For retail shops, golf courses, wineries, restaurants and others, they need to look inviting.
5. They must produce a top-notch experience. After all, one bad apple can spoil the whole bunch. This means good customer service, and a delightful or experience that “evokes emotion.” Something they won’t soon forget.

To get through the politics, this is NOT all that you are promoting. In the text you can say, “If you enjoyed these seven restaurants, head to our [URL] to discover the next seven!” This works for trails, river rafting, hunting and fishing locations, and other activities included in the Best Of guide.

If you don't promote your best of's, then visitors will simply head to Google, TripAdvisor and other reliable sources to make their decisions. Always remember that visitors want help, not lists. The more help you provide, the more likely you are to close the sale. As mentioned before, in this plan, you must think like a travel writer who will suggest a particular restaurant and a particular dish at that restaurant.

In the Johnstown Assessment Findings & Suggestions report, an initial list was created and can be used as your starting point here. It included:

- Boulevard Grill
- Asiago's Tuscan Italian Restaurant
- The Inclined Plane
- The Inclined Plane Mountain Biking Trail
- Self-guided Great Flood of 1889 Tour*
- Balance Restaurant in downtown Johnstown
- The Discovery Center and Children's Museum
- Bottle Works Gallery and Ethnic Arts Center
- Soft ice cream at The Ranger "simply incredible" in St. Michael
- Walk Cambria City (link to a self-guided walk visitors can download)
- The Flight 93 National Memorial in Shanksville (a day trip from Johnstown)
- Ryan's Artisan Goods Cafe and Bakery in Cambria City
- Downtown Ebersburg
- Floating the river at Stonycreek Whitewater Park
- A Coal Tubin' whitewater experience
- Hiking through the Staple Bend Tunnel
- George's Song Shop (another simply incredible shop and the oldest of its kind)
- Blaine Boring's Chocolates
- The Center for Metal Arts (when and if it will be open to the public to see and visit)
- Stone Bridge Brewing Company



As an example, shown here, The Very Best of Alpena, Michigan brochure was created for the town of 10,000 residents and 30,000 living in the county.

In their case they had 14 Best Of's to promote (next page). Each one was vetted and then asked if they'd contribute to the cost of a panel. The Besser Museum couldn't afford the cost (about \$400) but there were enough funds to cover them and non-paying activities such as the Bi-Path biking route.

They printed 20,000 copies and sent one to every household and business in the county, with a card (coming up in these recommendations) inviting residents to come visit the Very Best of Alpena activities, retail shops and restaurants.

The remaining 10,000 were distributed to local hoteliers, placed in AirBnb and VERBO rentals, were placed in brochure holders throughout the town and county, and distributed through visitor information services.

Retail sales and services skyrocketed as a result. A common



Great Lakes Maritime Heritage Center

500 West Huron St., Alpena, MI 49707
Phone: (989) 356-8805
www.thunderbay.mnhs.gov

The Thunder Bay National Marine Sanctuary is a national treasure, nearly 200 historic ships and around the base Lake Huron's cold, brackish waters preserve many of these shipwrecks intact and water depths ranging from a few inches to 200 making the sanctuary a popular destination for snorkelers and kayakers.

Come explore the history and archaeology of the wrecks at the Great Lakes Maritime Heritage Center. The Sanctuary's river front headquarters, built in a life-size replica of a nineteenth-century wharf, is where you explore the shipwreckers' century and feel the shipwreck storms. Touch the massive teeth of a shipwreck resting on the lake bottom... with getting wet!

The Heritage Center also features a sanctuary high-definition theater, boat building center, an archaeological conservation lab. The admission Center is a great family destination and the best to begin exploring Thunder Bay.



How Cute is That!

109 W. Chisholm Street Alpena, MI 49707
Phone: (989) 348-0929
www.shophowcute.com

Our beautiful boutique is filled with meaningful personal gifts, fashion accessories, jewelry and home decor. Enjoy extra fun to your style in our unique...



Alpena Bi-Path Maritime Heritage Trail

500 West Huron Street Alpena, MI 49707
Phone: (989) 356-8805
www.thunderbay.mnhs.gov

Approximately 11.5 miles, the Bi-Path travels through several of Alpena's parks and beaches along the Thunder Bay shoreline. The path provides an opportunity for a tour of the city by foot, wheelchair or bicycle. It is now available at the Great Lakes Maritime Heritage Center. Download a map from www.thunderbay.mnhs.gov or pick one up at the Community Development Dept. at 235 W. Chisholm St.



The Marketplace @ Alpena

123 W. Chisholm Street Alpena, MI 49707
Phone: (989) 354-9202
www.marketplacealpena.com

The Marketplace @ Alpena is over 4,500 home decor and gift items. Enjoy a casual or smoothie from our full service coffee bar, relax and enjoy everything possible to home. Decide on the perfect gift for you and let us gift wrap it just for them.

- Culinary Appliances
- Home Decor
- Cosmetic Appliances
- Frames
- Kitchen Gadgets
- Gifts
- Clocks & Lamps
- Jewelry



Myers Fashions, Etc.

136 W. Chisholm Street Alpena, MI 49707
Phone: (989) 354-3698
www.myersfashions.com

Myers Fashions, Etc. on the corner of Chisholm and Third in Downtown Alpena is your place for affordable style!

Known for their superior customer service, the staff of Myers Fashions, Etc. is waiting to assist you in choosing just the right outfit or accessories.

Myers features the largest costume jewelry department in the Midwest Michigan as well as a wide selection of My Collections. Ready, a few exclusive to Myers Fashions. Our selection of handbags, earrings and Myers' views offer complete fur care storage to cleaning and glazing, make it stop when it comes to caring.



Stoney Acres Winery

4268 Truckley Road - Alpena, MI 49707
Phone: (989) 356-1343
www.stoneyacreswinery.net

OPEN YEAR ROUND Summer Hours Memorial Day-Labor Day Tue-Sat 11am-5pm and Sun-Sat 12-5pm. Call for winter hours.

Stoney Acres Winery began in 1999 by selling beer and wine-making supplies and ingredients to home brewers and winemakers, and now produces approximately 2,500 cases of wine annually. The Winery makes several different kinds of grape and fruit wines including Stoney City white (Chardonnay) and Stoney City Red (Merlot). Your visit may include complimentary wine tasting of the many fruit wines including cherry, peach, apple and several berry varieties.

The Winery also offers a number of handmade delights, including hand-dipped gourmet wine truffles, fudge, candy bars, solid chocolate roses, cheese popcorn, old fashioned caramel corn and triple chocolate drizzled caramel corn. Beer at Stoney Acres Winery is a line of Shipwreck Brand! Delicious root beer, cream soda, raspberry and orange sodas are named for some of the famous shipwrecks in Thunder Bay!

For a more unique wine tasting experience, Stoney Acres Winery may be sampled during a most exquisite meal prepared before you on two antique wood cook stoves by Jim & Jack Marillas as Thunder Bay Resort in Hillman during their 18th Wedding Anniversary/High Rise Gourmet Dinner & Wine Tasting" events. For more information please contact Thunder Bay Resort directly at 800-729-8171.

Magnabilities Pick Up's

How Cute is That!

SASSY CHIC BOUTIQUE



Alpena Shipwreck Museum

www.alpenashipwreckmuseum.com

Experience rich history below the surface!



Art in the Loft

109 N Second Ave Suite 300 - Alpena, MI 49707
Phone: (989) 356-2102
www.facebook.com/artintheloft

EXPERIENCE ART, MUSIC & MORE ALL IN ONE PLACE!

- Art Gallery
- 1890 Avenue of Shops
- Foucault Pendulum
- Historic Buildings
- Lafarge Fossil Park
- Planetarium - Shows
- Lumbering & Farming History
- Native American Gallery
- Wildlife Gallery
- Museum Gift Shop



Black Sheep Pub

813 S. Alpena Street Alpena, MI 49707
Phone: (989) 356-2102
www.facebook.com/blacksheeppub

Step into an English Pub with the Black Sheep English Pub daily featuring English Pub food such as fish, or just a good old American Burger made with Perth's fresh ground chuck (the original) to your liking. Appetizers available anytime and into the evening.

Our daily Happy Hour starts at 4:00 where the Guinness is always flowing as well as eight other Michigan and U.S. beers on tap. We also offer a full bar and a wide variety of wine, bottled beer, and the soon to be famous Black Sheep Bloody Mary.

The Black Sheep also offers LIVE entertainment every Wednesday, featuring Michigan's finest musicians. We support local area business products as much as possible. Be on Facebook at The Black Sheep updated on our daily specials and



The Gellar

313 N. Second Ave Alpena, MI 49707
Phone: (989) 356-2102
www.facebook.com/thegellar

The Gellar is the place to go for a sophisticated, or want a dining experience to share, in the city. Our menu features a full gamut of fresh salads, steaks, pizza, fresh wild seafood, homemade desserts, and much more.

Northern Michigan experience Wednesday - Saturday start. For reservations, please call.

101st East Overall Restaurant Sunrise Side - 2012



Court Yard Ris

2024 US 23 South - Alpena, MI 49707
Phone: (989) 356-2102
www.courtyardris.com
Open at 4:00, 7 days

A hometown favorite for more than 20 years, Court Yard Restaurant is known for fresh ingredients to create a palette that reflect the culture of Northern Michigan.

With an onsite garden that provides house grown vegetables and fruits, the Court Yard seasonal fruitarian are often a popular choice for dinner.

Visit the Courtyard on Facebook to get information on live music, events, and daily features.



Downtown Scoops

109 N. 2nd Ave., Alpena, MI 49707
Downtown Alpena inside the Center Building
Phone: (989) 356-1400
www.thefreshpalategourmet.com

Downtown Scoops Ice Cream is the perfect stop on your walk downtown. Enjoy homemade waffle cone made fresh each morning and fill with your favorite hand-dipped ice cream. Our gourmet old-fashioned malts and shakes are custom made with your favorite flavors.

Except for our favorite dishes, we sell our phone order out of town also.

Hand Dipped Soft Serve
Flavorful Sundae
Malts
More!

Parting smiles on your face!



The Fresh Palate Restaurant

109 N. 2nd Ave., Alpena, MI 49707
Downtown Alpena inside the Center Building
Phone: (989) 356-1400
www.thefreshpalategourmet.com

The Fresh Palate provides high quality, healthy, fresh, unique food at competitive prices. Our downtown location and creative, vibrant décor provide customers with a unique, energetic atmosphere for a positive, unforgettable dining experience.

The Fresh Palate focuses on the health and well-being of our customers, staff and our environment.

We emphasize friendly, courteous, and prompt service with menu items such as paninis, burritos, salads, wraps prepared with fresh and organic ingredients.

We are open Monday through Friday 9am-7pm and Saturday 10am-5pm, and even have a morning menu! We also offer custom catering for all occasions specializing in weddings.

Inspired to provide healthy alternatives, Stacie Severson Peterson and Eric Peterson, Alpena natives, strongly support local and organic farmers. They work hard every day to provide whole foods for our community. The Fresh Palate accommodates specific needs...vegetarian, vegan, gluten allergies and meat-lovers all the same. Government whole foods for all palates.

Live Green and Eat Smart!!!

THE BLACK SHEEP PUB... "KEEP CALM AND CARRY ON"

www.facebook.com/courtyardalpena

exchange often went something like this: A customer would come into a retail shop in Alpena and exclaim, "I got this brochure in the mail the other day and noticed your shop was featured. How long have you been here?" And often the reply was "Ten years." This simple brochure not only educated visitors of what was available, but also educated local residents, encouraging them to spend their money locally. Often local residents rely so much on their trips to Pittsburgh and other urban areas, that they have little idea what's available closer to home.

How to make this a reality:

1. First of all, you need to identify your Best Of's. A starter list has been provided, but we're quite sure there are another ten or so activities, eateries and attractions in Cambria County that a visitor would find "Simply Incredible." You need to identify them.
2. For the Johnstown Flood experience, you can include the self-guided itinerary in the Best Of guide, or just a teaser and then have visitors download a separate Itinerary. When we visited the area, we developed a sample itinerary that would be easy to promote and would easily keep people in the area for an overnight stay. Remember that overnight visitors spend nearly three



#6: Hike to the river & see the full gravity of how much water poured through here



#7: Then visit the Clubhouse in St. Michael's



#8: Then to the Incline Plane interpretive gallery



#9: Then to the stone bridge that slowed the disaster



#10: Then to the Grandview Cemetery



To the "Unknown plot" ...



times that of day-visitors. Here was our sample itinerary of the Johnstown Flood.

3. Once you've completed the list, you'll know how many panels will be included in the "Very Best of Johnstown" brochure plus the front cover, back cover, and an introductory page. With this information, working with your graphic designer, you can determine the cost of design, copy writing, photography, production and printing of 40,000 copies: One for every mailing address plus an additional 10,000 for distribution at front-line locations.

Once you have this cost, find out how many mailing addresses there are in Cambria County: Households and businesses. And find out the cost of purchasing that many #10 envelopes, having those printed with the new logo on the front (return address). And then find the cost of bulk mailing them to every household and business in your county zip codes.

Once you have the total cost, divide the cost by the number of "paying" participants, and this will give you the cost when you approach each participant asking for their participation, less the cost of funds contributed to the project from lodging tax dollars and other marketing funding sources.

4. Reach out to each Best Of and secure their participation in the effort. And secure professional photography for each of them. Always show people having a great time or enjoying the view. People relate to people more than places. When they see a person in a photo they can conceptualize themselves in their shoes. Then work with them on the written copy for each, and get a logo for each as well.

5. Next up is designing a simple card that will be inserted in each envelope with the Best Of brochure. That card should include the following text. Just simple and straight forward, printed on one side either in color in one color:
"The number one reason people travel is to visit friends and family. We hope you'll hold onto this brochure so that when you host guests, you will share with them the very best of what Johnstown and our Cambria County communities have to offer. After all, we believe that every dining room table should be a concierge desk."

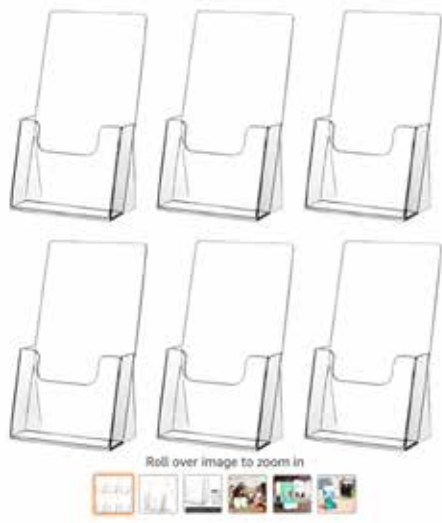
6. Mail them out.

7. Then distribute some to local real estate offices and agents, Chamber of Commerce (relocation packets?), City offices, the University (new student orientation), the library and other locations including, of course, the visitor information center and local lodging establishments.

8. Purchase counter-top brochure holders (see next page) and offer them to lodging establishments, retailers and restaurants, attractions and museums, so they can place the Best Of Johnstown brochures on their counters. Make it easy to distribute this important brochure throughout the county.

9. Then work with a person (staff person or volunteer) to list all the places that are distributing the Best Of brochure, and then follow-up with them every few weeks to make sure they have a supply of the brochures. During the peak summer months, this may need to take place weekly.





Acrylic Brochure Holder, 6 packs Thicker Countertop Literature Holder Plastic Flyer Display Stand for Magazine (6 packs)

Brand: zavekia
 ★★★★★ 17 ratings
 Amazon's Choice for "brochure holder"

\$24.99

[prime](#)
 FREE Returns
 Earn 5% back on this purchase (worth \$1.25 when redeemed) with your Prime Store Card.

Item Shape: 6 packs
 Color: Clear
 Brand: Zavekia
 Shape: 6 packs
 Assembly Required: No

About this item

- **Safe to Use:** The brochure holders are endowed with considerate rounded edges, which protect hand from scalding and the papers inside from scratching; safe and effective to use.
- **Wide Applications:** You will receive 6 packs 4.2 x 7.3 inches brochure holders with the thickness of 0.13 inch, bills, literature, booklets, flyer, paper
- **Top Quality Material:** Made of high quality and non-toxic transparent materials, our paper holder is durable enough to prevent breaking and scratching, and it is transparent enough for you to see the entire front page of each brochure inside



17. Contract for Design, Management & Programming of Renaissance Square (plaza)

Description – Of all the product development initiatives in this plan, this is, by far, the most important of all of them. This is the key ingredient to making downtown Johnstown THE showcase downtown in all of Pennsylvania: Development and programming of a year round, programmed public plaza.

Timeline for implementation – May 2023

Taking the lead – Destination Johnstown Team | City of Johnstown | Downtown Johnstown Partnership

Approximate cost – \$85,000

Funding idea – Grant funds (federal) foundation grants, CDBG grants, Placemaking grants, general fund revenues.

Rationale and implementation details – After years of research by our firm, the National Trust for Historic Preservation’s Main Street America, the International Downtown Association and the Partnership for Public Places, the top two most effective downtown revitalization strategies for success are the creation of a year-round public market or a programmed plaza: your community living room.

As noted earlier, for the first time in American history, quality of life is leading economic development. This means that jobs are going where the talent is, or wants to be. Welcome to the age of Placemaking.

What comes first when revitalizing a downtown? Getting people to spend time there on a consistent basis: at least 250 days a year. Where people go to spend time, retail and restaurants follow. When America started moving to the newly formed suburbs in the 1950’s, retail followed them, exiting downtowns and moving into a new phenomena: suburban malls.

But now those suburban malls are dying as people head back into downtowns. Even retail developers have created faux downtowns: lifestyle retail centers that mimic the best downtowns. They are beautifully landscaped; they include central gathering spaces that are programmed with activities; they have narrow streets and off-premise parking for retailers; and they have other elements of the best downtowns.

Johnstown has the perfect location for a year round, programmed public plaza: Central Park. Currently it is a beautiful downtown park, but the missing ingredient is programming: creating a myriad of activities, at least 250 days a year, that will pull local residents, university students, and visitors into downtown.

What Johnstown needs is to turn a pretty park into a people’s gathering space, alive with music, activities that change every two weeks, music and food vendors, with lots of seating surfaces, all well lit during the evening hours. The key is the 250 days of activities: Retailers and restaurants are open at least this many days of the year, and they cannot survive if there are only 30 to 40 days worth of activities pulling people to their storefronts.

Imagine having a 8,000 square foot (or so) ice rink in Central Park that ran from November 1st through March. That alone would create more than 150 activity days downtown. And what if the park (or square) also was home to a 1,500 square foot splash pad that operated from Memorial Day through September? That would add at least another 120 days of activity. These can be supplemented with all kinds of activities that can be programmed into the Square as well: Food trucks, artisans and other vendors, table games, public market days, etc.

What to do:

1. Create a Downtown Plaza Task Force. Often appointed by the Mayor, this team would consist of perhaps 13 or so people representing the Downtown Johnstown Partnership, Destination Johnstown, City council and staff members, economic development, redevelopment, and local foundations that can help bring it to fruition.

2. Start by watching the videos in the Destination Development Association’s Vault, under Product Development Series: Downtowns. Here you’ll find numerous videos — all them very valuable to this effort — that showcase dozens of case histories, before and after case histories of downtowns that have developed programmed plazas, what should be included, and the cost of development, programming, and marketing.

3. Issue an RFQ for the “Design, Management & Plaza Programming” Action Plan. Excellent candidates for this would include urban planning firms, landscape architecture and firms that specialize in the creation, design, management, and programming of public assembly spaces.

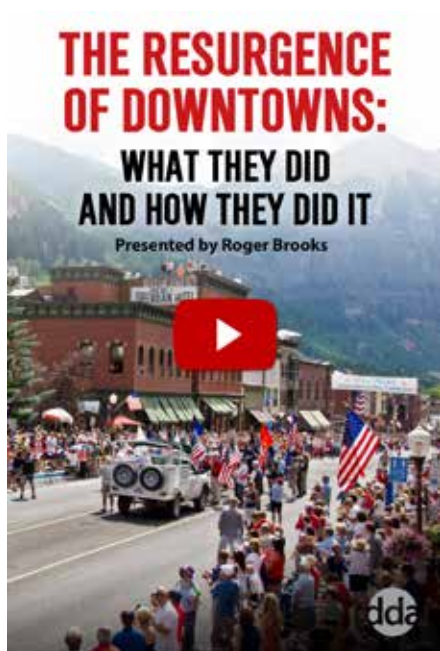
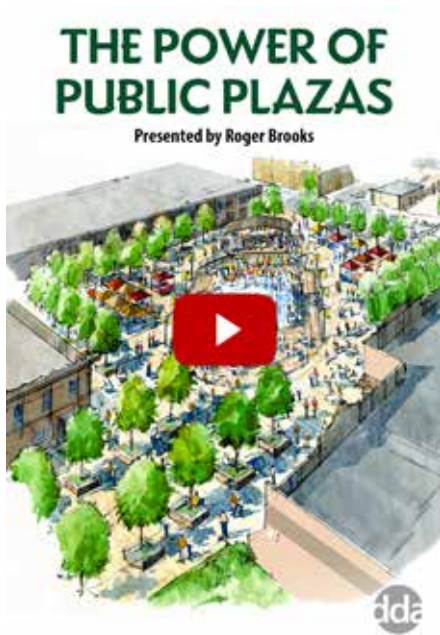
Generally speaking, avoid architectural firms. Plazas are typically wide open, simple spaces that are programmed with activities. Think of your plaza like you would a convention center ball room. The room itself is a simple open floor plan that

can be configured to host weddings, trade shows, concerts and large galas, garden shows, and a myriad of other activities and events.

We could spend the next 100 pages of this plan going into details, but the videos shown here and on the following page do a far better job detailing the process while showing excellent examples Johnstown can emulate to truly make Johnstown one of the state’s very best downtowns.

The contractor hired for this project should also see these videos so they are on the same page as you are.

And their expertise will answer the big questions of what will it look like? How much will it cost to build? Who is

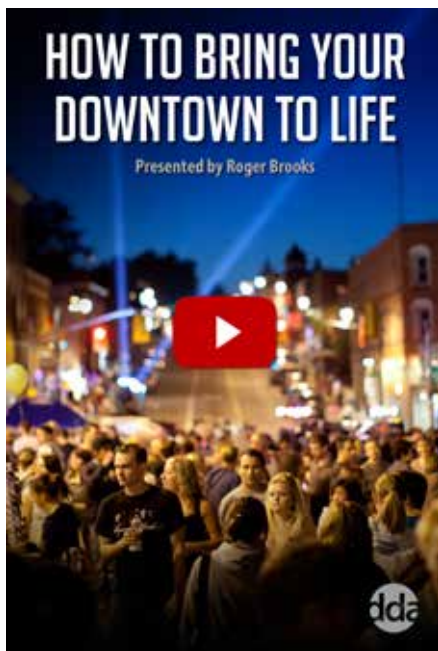




going to manage it? How is it staffed? Will you provide annual and ongoing budgets for management, marketing, and capital improvements (a must)? What activities will take place on the plaza?

This plan will give you every detail, including costs, to develop, manage, staff, program, and market the plaza.

Cities everywhere will easily spend millions of dollars on ball fields and sports facilities, and rightfully so, yet plazas are the one “investment” that will actually increase the local tax base dramatically.



Every city with a year round programmed plaza has seen their downtown property values increase by at least a third. After Rapid City, South Dakota built Main Street Square, the average age of a person buying a home dropped by 12 years. Young families were coming back home and new families were gravitating to the city.

In Caldwell, Idaho – formerly considered one the dregs of the greater Boise area – has seen tens of millions of dollars in private investment in their downtown after they built Indian Creek Plaza. Now Caldwell is a top destination for Boise residents, new businesses, and visitors from outside the region.

Throughout this plan we’ve referred to your plaza as “Renaissance Square,” which is just an idea, but the focus of its development would be Central Park. It is the cornerstone project and will be the “anchor tenant” for the revitalization of downtown Johnstown, turning it from a struggling commercial district into a thriving destination for Johnstown and Cambria County.

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

customers outside their doors three hundred days of the year.

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

- Reduce the leakage of locally earned money to neighboring communities.
- Increase property values downtown.
- Provide a return on investment for the millions of dollars the city has already invested in downtown.
- Provide a central gathering place for ALL residents of Johnstown, regardless of race or income.
- Help existing businesses downtown become more successful.
- Help “re-orchestrate” the business mix downtown to that of “destination retail,” dining and entertainment, which will attract more people.
- Change the somewhat negative perception of Johnstown. This is a cornerstone development for the “rebranding” or “repositioning” of the city.

- Encourage outside investment and reinvestment in downtown, attracting additional dining establishments, a movie theater, public market development, and destination retail shops.

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

- Who will own it (most likely the city)?
- Who will manage it? Staffing? Job descriptions?
- How will it be managed – who will do what, and what are the roles of the various organizations and the city in its management?
- How long will a “management contract” run before its renewal?
- What will be required of the operating entity?
- How will the plaza generate revenues?
- Will subsidies be necessary and how much? How often?
- What kind of “start-up” costs will be required and where will that funding come from?
- What specific kinds of activities will take place on the plaza?
- How, exactly, will it be programmed 250 to 300 days a year?
- What about weather considerations?
- What specific infrastructure elements will be required to host these activities?
- Based on activities and infrastructure requirements, how much will it cost to build the plaza?
This means that a detailed site plan will need to be developed – the next step from the initial concept renderings. These will not be construction drawings, but will provide enough detail for that next step.
- How will the plaza development be funded?
- What needs to be done by the private sector, to “front” buildings on the plaza?
- What should the retail mix be around the plaza?
- How does the plaza impact and benefit the other streets in downtown Johnstown?
- Could the plaza development be phased? If so, how?
- What are the timelines and funding milestones in its development?

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

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

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





18. Create a zoning overlay downtown (in the BID)

Description – One of the key ingredients to a successful downtown is making sure street level spaces are used for retail, restaurants, and entertainment, particularly in the core downtown area surrounding Central Park. A zoning overlay will help make this a reality.

Timeline for implementation – June 2023

Taking the lead – Destination Johnstown Team | City of Johnstown | Downtown Johnstown Partnership

Approximate cost – None at this point | staff time

Funding idea – None required

Rationale and implementation details – If downtown Johnstown was home to a dozen restaurants, all within a block or two of Central Park, and another dozen great retail shops like Classic Elements, downtown Johnstown would be one of Pennsylvania’s top downtown destinations.

Over a seven year period the Roger Brooks Team surveyed more than 2,000 cities and towns in the U.S. and Canada, and of those identified the top 400 downtowns that were the most successful. And of those, we developed “The 20 Ingredients of a Successful Downtown.” This showcased the twenty most common ingredients the towns had.

Top on this list, next to a programmed plaza, was the “10+10+10 Rule.” In just three lineal blocks (not square blocks) every one of the 400 towns had at least ten places that served food, at least ten destination retail shops (home accents, jewelry, clothing, specialty shops, galleries) and then at least ten of those 20 shops open after 6:00 p.m.

A zoning overlay in downtown, perhaps just two blocks surrounding Central Park, would help the city work with landlords to attract the business mix that will make downtown an outstanding destination for both local and area residents, and visitors alike.

How to make this happen:

1. Create a small team that would include the Downtown Johnstown Partnership, Economic Development, Redevelopment, the City’s Planning Department and

member of the Planning Commission, and the mayor or city council representative.

2. Then, together, watch the videos on this and the following page to determine what areas would be included and how to move forward creating the zoning overlay for downtown.

One way to do this is to create a “brown bag lunch series” where people bring a lunch (or you can have it catered) and then invite an audience and the team to view each of these videos, perhaps one every two weeks.

These videos stream, much like Netflix, and can be projected onto a large screen or over a television large enough so everyone can clearly see the photographic examples, case histories and step-by-step process.

The most important of these would be “The Rule of Critical Mass,” which details the 10+10+10 Rule.

3. Next, working with the Downtown Partnership and downtown property owners, draft up the zoning ordinance, then help “sell it” to your downtown property owners.

Let them know that in exchange for them agreeing to limit the usages of their ground floor spaces, in the overlay district, you will assist them in attracting the perfect tenant. This is business recruitment.

The two videos, top right, are perfect guides as to the types of businesses coming into downtowns and the businesses to be recruited into your downtown.

4. Once the zoning overlay has been drafted, the Johnstown Planning Commission (if one is in place), would approve it and present it to the council for adoption.



19. Develop, design and print the Johnstown Community Profile

Description – The Johnstown Community Profile is an 8.5”x 11” tri-fold piece that provides a snapshot of the community. It is an excellent piece of collateral used in relocation packets, in business and residential recruitment efforts.

Timeline for implementation – July 2023

Taking the lead – Destination Johnstown Team | City of Johnstown Economic Development

Approximate cost – \$15,000 for research, design, printing and distribution

Funding idea – General fund revenues, grants, private sector donations (real estate firms)

Rationale and implementation details – For any community looking for new residents, investment, and development, a Community Profile is simply a “must have” tool. It is a clear, simple, straight forward snapshot of the community. The example (next page) shows the Community Profile for Lake County, California, and is a good example to follow. It includes a snapshot of the location and weather | Special events | Community services: schools, churches | Recreation and attractions | Largest employers | Retail sales and services figures | Housing starts and units | Population and demographic info | Medical facilities |



Location and Climate

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

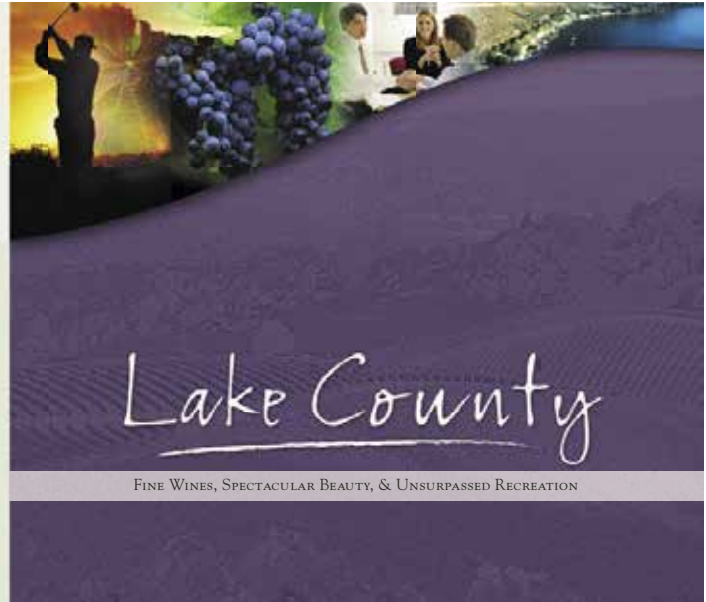
Almost centered in the county is Clear Lake, California's largest natural fresh-water lake, which is famous for its excellent fishing. The Konocri Hills surround the lake, with Mount Konocri and its legends providing a stunning background.

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



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

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



Welcome to Lake County!

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to assist a new business.

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?

Business Opportunities

Conference Resort Hotel

The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north

Lodging Facilities

Several excellent sites are available for upscale lodging facilities or a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are attracting more visitors, and the area is currently lacking in upscale lodging facilities.

Golf Course / Residential Sub-division Development

As more and more people are attracted to the clean, uncrowded beauty of Lake County, a significant demand has arisen for upscale residential and golf course communities. There are a number of excellent sites available.

Wineries

Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

Retirement Housing/Assisted Living Facilities

With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-

RV Parks: Condo/Timeshare

Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be ideally suited to the Lake County area.

Why Lake County?

With all that Lake County has to offer, why NOT Lake County?

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

Its climate attracts more vineyards, wineries, and agriculture. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all those qualities, the clean air, lack of busy traffic, and relaxed lifestyle attracts more and more people who want to set up their businesses and make Lake County their home. In addition to all the natural amenities Lake County

The Redevelopment Agency provides assistance to businesses within the Northshore Redevelopment Area along Highway 20. Architectural design assistance and review is available, as well as the Commercial Facade Improvement Program, which provides funds at a low interest rate with flexible terms for businesses to improve their facades.

The Small Business Development Center provides free business consulting services to small businesses in the areas of financial analysis, marketing, operations, and management.

The Lake County Resource Center provides employee recruitment, screening, placement, and vocational training services to employers.

The Lake County Winegrape Commission offers education, research and product marketing.

LAKE COUNTY AT A GLANCE

Population	Countywide Building Permits Year	Value of New Construction (thousands)
California.....35,301,000	1998.....192	1998.....\$20,787
Lake County.....59,300	2001.....213	1999.....33,631
City of Clearlake...13,273	2002.....358	2000.....45,085
City of Lakeport...4,876		Annual Travel Expenditures in County (\$ Millions) % Change
Age Distribution		
0-9.....7,388		
10-19.....8,307		
20-29.....6,762		
30-39.....6,106		
40-49.....8,389		
50-59.....6,947		

Communications & outlets | URL's & social media channels | Points of interest | And other information that would be valuable to anyone looking to relocate to the area, or perhaps starting or moving a business to Johnstown.

This is a piece that would be printed and updated each year. We recommend designing and printing 10,000 copies each year and then distributing them through:

- Economic development offices
- Redevelopment
- Library and city hall
- To every real estate office in the county
- Visitor information center
- Local foundation offices
- Chamber of Commerce (relocation packets)
- Downtown partnership

Typically the Community Profile is funded by city General Funds, with the goal of increasing the local tax base by attracting new residents, investment, and jobs.

20. Develop, design and print the “Johnstown Opportunities” brochure

Description – The companion piece to the Community Profile is the Opportunities brochure, which highlights the top ten businesses or investment opportunities available in Johnstown/

Timeline for implementation – July 2023

Taking the lead – Destination Johnstown | City of Johnstown Economic Development

Approximate cost – \$8,000 for research, design, writing, printing and distribution

Funding idea – General funds, EDA grants, local foundations

Rationale and implementation details – the example, shown on the next pages, are of Lake County, California’s Opportunities brochure – a model you should emulate. This is typically an 8.5”x 17” folded to 8.5”x 11” brochure printed on nice thick 60 pound gloss cover stock. Its purpose is to help recruit business interests by identifying the top ten investment opportunities in the city.

Lake County, California is north of Napa Valley and was looking to expand that success into their county. Their particular list



included a need (or opportunity) for lodging facilities, additional wineries, retirement housing development, downtown retail and restaurants, RV park, condominium and multi-family housing, etc.

The piece was included in relocation packets and recruitment efforts, and it was distributed to real estate firms, through colleges, at the chamber of commerce, and even at the state level. It was a VERY successful effort and every item on the list was fulfilled within three years of the effort.

For Johnstown, we recommend design and initial printing of 2,000 copies. These would be distributed as a companion piece to the Community Profile.

It would be updated each year. Roger Brooks was successful in recruiting nearly \$2 billion in new project development over a ten-year span using just this piece and the Community Profile, and, of course, a dedicated recruitment and marketing effort.

The Opportunities brochure would be an excellent tool to help attract additional retail, dining, lodging and living establishments into downtown Johnstown. The two videos in the DDA Vault "The Perfect Business Mix Parts I & II" would be a perfect start to identifying specific business opportunities for downtown Johnstown.

Location and Climate

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

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

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

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

Population
 50 mile radius.....566,368
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 150 mile radius.....10,844,605

LAKE COUNTY RESOURCES

<p>Lakeport Regional Chamber of Commerce 707-263-5092 or 866-525-3767 or lakeport@pacfic.net</p> <p>Clearlake Chamber of Commerce 707-994-3600 or chamber@tchcsi.com</p>	<p>Community Development Services 707-262-1090 or cds@pacfic.net</p> <p>Business and Outreach Response Team 707-262-1090 or bore@pacfic.net</p> <p>Small Business Development Center 707-263-0330</p> <p>The Resource Center 707-263-2630 or www.northcentralcounties.org/lake/partners03.htm</p>	<p>Lake County Winegrape Commission 707-995-3421 or www.lakecountywinegrape.org</p> <p>Lake County Visitor Information www.lakecounty.com</p> <p>County of Lake www.co.lake.ca.us/cntyhome.html</p>
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Welcome to Lake County!

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to assist a new business.

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?

Business Opportunities

Conference Resort Hotel

The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north shore of Clear Lake a prime location. A conceptual site plan of the promenade is available.

Lodging Facilities

Several excellent sites are available for upscale lodging facilities or a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are attracting more visitors, and the area is currently lacking in upscale lodging facilities.

Golf Course / Residential Sub-division Development

As more and more people are attracted to the clean, uncrowded beauty of Lake County, a significant demand has arisen for upscale residential and golf course communities. There are a number of excellent sites available.

Wineries

Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

Retirement Housing/Assisted Living Facilities

With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-in-place" facilities.

Commercial Development

Many sites are available for significant commercial development, particularly in the area of the new promenade, which is in its development stage.

Mixed Use Industrial Park Development

There is current demand for a mixed use industrial park project that would include professional office, warehouse, and light manufacturing, appealing to cottage industries.

RV Parks: Condo/Timeshare

Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be ideally suited to the Lake County area.

Why Lake County?

With all that Lake County has to offer, why NOT Lake County?

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

Its climate attracts more vineyards, wineries, and agriculture. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all those qualities, the clean air, lack of busy traffic, and relaxed lifestyle attracts more and more people who want to set up their businesses and make Lake County their home.

In addition to all the natural amenities Lake County has to offer, the County of Lake has set up an efficient and friendly public/private partnership of service providers to help with business development.

Community Development Services provides financial and technical assistance to businesses. Services include flexible business loans, marketing and management assistance, business plan development, and coordination of services provided by the County's business assistance network.

Business & Outreach Response Team

provides direct assistance to new businesses with site location, permitting guidance, liaison with city and county decision makers, project advocacy, and up-to-date demographic information.

The **Redevelopment Agency** provides assistance to businesses within the Northshore Redevelopment Area along Highway 20. Architectural design assistance and review is available, as well as the Commercial Facade Improvement Program, which provides funds at a low interest rate with flexible terms for businesses to improve their facades.

The **Small Business Development Center** provides free business consulting services to small businesses in the areas of financial analysis, marketing, operations, and management.

The **Lake County Resource Center** provides employee recruitment, screening, placement, and vocational training services to employers.

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LAKE COUNTY AT A GLANCE

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Lake County.....	59,300	2000.....	192
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Age Distribution		Value of New Construction (thousands)	
0-9.....	7,388	1998.....	\$20,787
10-19.....	8,307	1999.....	33,631
20-29.....	6,762	2000.....	45,085
30-39.....	6,106	Annual Travel Expenditures in County (\$ Millions)	
40-49.....	8,389	1997.....	\$178
50-59.....	6,942	1998.....	\$185
60-69.....	5,969	1999.....	\$202
70-79.....	6,390	% Change	
80+.....	3,819	1997.....	
		1998.....	
		1999.....	
		Total Taxable Sales in County	
		1995.....	\$30,902
		1996.....	\$317,533
		1997.....	\$322,482
		1998.....	\$337,861
		1999.....	\$383,524



21. Create a downtown “Design Review Committee”

Description – For downtown Johnstown, the Design Review Committee would work with the city’s Planning Department as a “jury of peers” for downtown improvements, including blade signs, facade improvements, beautification, addition of seating surfaces (benches), extension of window displays to exterior spaces, etc.

Timeline for implementation – July/August 2023

Taking the lead – Downtown Johnstown Partnership | City of Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – The Design Review Committee does not replace a Planning Board nor does it sidestep local ordinances. Instead, it’s a group of downtown business interests, perhaps the Downtown Johnstown Partnership board, who would work with fellow downtown businesses to approve certain improvements such as blade signs, the addition of benches and facade-side beautification, the extension of window displays to exterior spaces, the use of sandwich boards, business facade signage, awnings and other elements.



How to implement this recommendation:

1. The Johnstown Downtown Partnership, working with the City Planning Department, would create a team of downtown businesses that are more of a booster club, encouraging downtown businesses to improve their curb appeal, signage, window displays, and facades. This group is NOT a regulatory committee, but could recommend approval of signage and other elements to the Planning Department, to expedite the approval process.

This group should include business owners or managers including Classic Elements, Balance Restaurant, Stone Bridge Brewing and other downtown businesses that set the standard for curb appeal, sidewalk cafe dining, business signage, facade color schemes and decor, window displays, etc. along with a Planning Department head or staff person, and a Planning Commission member.

2. This group would start by hosting a monthly Brown Bag Lunch (or breakfast) where they would showcase one of the DDA Vault videos (shown on this and the following page) to all businesses throughout Johnstown. These videos cover just about every topic that can help pull customers into retail shops and restaurants.

There are handouts for these presentations that can be printed and distributed and contain photographic examples businesses can emulate to make their businesses more attractive and inviting.

3. As businesses begin to implement items such as the use of blade signs, they would first approach the Design Review Committee, who would work with them on particulars such as dimensions, colors and other elements – to help them rather than to regulate them. Then the DRC would approve the project and it would go to the Planning Department for final approval and permitting.

The primary purpose of this recommendation is to encourage retailers, restaurants, and other downtown businesses to do more to make their businesses more attractive, welcoming, and modern. When the Roger Brooks Team assessed downtown Johnstown, a majority of downtown businesses had such poor curb appeal, they had no desire to visit them. This would hold true for many other visitors and local residents coming into downtown.



22. Write and adopt sidewalk cafe, blade sign, exterior display ordinances

Description – This and the prior recommendation could easily be combined and would work together to create or update existing ordinances, and in the process, streamline the permitting process, while encouraging businesses to implement the new or improved guidelines.

Timeline for implementation – July 2023

Taking the lead – Downtown Johnstown Partnership | City of Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – As the Design Review Committee and the City's Planning Department watch the videos listed on the previous two pages, they can stop the video, discuss where the city is at today, and note recommendations that might alter the current ordinances, updating or improving them. By doing this WITH your downtown merchants there will be much more buy-in, as they will be a part of the process.

Here are three statistics that should drive ordinances for downtown businesses:

1. 70% of first-time sales come from curb appeal. When traveling to a new city or town have you ever said "That looks like a nice place to eat"? We all do. We judge the book by the cover. Even in real estate, a prospective home buyer will drive by and based on the home's curb appeal will decide whether or not they want to go inside and actually look at the home. Curb appeal dictates the sales success of a home nearly 90% of the time.

If you want to see curb appeal in action, head to the town of Lititz, Pennsylvania. Just walk their main street (only a few blocks long) and look at the signage, extension of window displays to exterior spaces, beautification, and their facades and window displays. Downtown Lititz is a popular tourism destination because of its downtown.

2. Women account for 80% of all retail bricks and mortar spending. Their top priorities? They want to feel safe: Shops need to have a welcoming approach, an attractive entry, nicely designed window displays and beautification. Every retail shop should include a bench or seating area outside the store for the non-shopper members of the family and for shoppers when they need a little rest.

3. Seventy percent of all retail spending takes place after 6:00 pm. That's right. 70%. Downtowns are now where we go after work and on weekends. Your programmed plaza (Renaissance Square/Central Park) will have its primary activity-based hours from 4:00 to 9:00 pm – after work, after school. Businesses need to follow suit.

What to do:

1. As your downtown team watches the videos and downloads the handouts for each, Planning Department staff will look at current ordinances and can recommend changes to those based on what they've learned through this process. Those changes are typically reviewed by the local Planning Commission, and ultimately adopted and approved by the City Council.

As new businesses are recruited, these videos, the Design Review Committee, and new changes or updates to downtown ordinances will streamline the process and will help guarantee the success of these new businesses as they set up shop downtown.

23. Develop a Downtown Johnstown website

Description – This particular recommendation would be tied very closely with the development of Renaissance Square (Central Park). The website would focus on what’s happening downtown each week and month, and would also feature specific businesses and entertainment found downtown.

Timeline for implementation – July/August 2023

Taking the lead – Downtown Johnstown Partnership | Destination Johnstown Team

Approximate cost – \$10,000

Funding idea – BID funds, when available, donations, grants

Rationale and implementation details – To start, use a Wix, Weebly, or WordPress website template, which can be purchased for under \$100. Then concentrate on developing content for the site: Professional photography, video segments, a calendar of events, and then list the food and drink options, entertainment, and retail shops, highlighting one of each every month.

Shown on this page and next are a few downtown websites you should emulate. In the case of Rapid City, South Dakota and Caldwell, Idaho, they have a website for their downtown AND a separate site for their plazas. We recommend that one website “DowntownJohnstown.com” or “DestinationJohnstown.com” combine the two since they both are focused on pulling people downtown and are critical to each other’s success.



Once you have the website up and running, with some great content (photography, maps of downtown, calendar of events, video clips), make sure all partnering organizations have links – on their home page or in the top menu bar – to Downtown.

Once the Business Improvement District (BID) has been created, the top marketing priorities will be the development of an effective website,

Facebook and Instagram pages, and a YouTube channel.

Shown on this page are the websites for Downtown Caldwell, Idaho and Indian Creek Plaza – the “anchor tenant” for downtown Caldwell, and the city’s biggest attraction other than its many wineries in the Treasure Valley area.





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HOLIDAY CELEBRATION & WINTER MARKET

03 23:46:12
Days Hours Minutes Seconds

Friday, November 26th [Holiday Celebration & Winter Market] Saturday

A vibrant gathering space that celebrates the diversity of our community

Main Street Square is a private, 501(c)(3) nonprofit located in the heart of Downtown Rapid City that provides visitors with cultural and recreational experiences.

24. Implement Phase I and II of the wayfinding system

Description – During the first few months of 2023 a top recommendation was to seek funding and expertise to develop a comprehensive wayfinding system: Vehicular wayfinding, trail head signage, trail location signage, and downtown pedestrian signage. This is when you'd actually begin implementing fabrication and installation of the system.

Timeline for implementation – October 2023

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – To be determined in Recommendation #10

Funding idea – Federal transportation grants

Rationale and implementation details – During the first months of 2023, Recommendation #10 concentrated on funding and contracting for the design of a comprehensive wayfinding system for the City of Johnstown and its outlying suburbs.

The design and fabrication documents should be completed by about this time of the year, six months later. At this point you should begin implementation of the system, depending on available budgets (transportation grants, etc.).

At this stage you would issue an RFP (Request for Proposals) for both the fabrication and installation of the system – or the first phase of the system.

If funding is not already in place, this is the point where you would have a plan in place, actual costs, and then can apply for federal, state and other grants for fabrication and installation of the system.

The top priority would be the redevelopment of your vehicular wayfinding system, followed by trail head signage, and then downtown pedestrian wayfinding.

Because Johnstown is not on any type of grid-system and is divided by two rivers, mountains and overpasses, wayfinding is and should be a top priority, right after the development of Renaissance Square (Central Park's plaza.)

As a refresher, this would be a great time to once again, review the film in the DDA Vault: Wayfinding.



25. Begin implementation of the BID funding

Description – Early in 2023, the City would contract with a firm to begin the development of a downtown Business Improvement District, making downtown a true public/private partnership. If timing works out, the new “taxing authority” could begin as of October 1st, 2023.

Timeline for implementation – October 2023

Taking the lead – Downtown Johnstown Partnership | City of Johnstown

Approximate cost – \$5,000

Funding idea – From downtown property owners and/or business interests, grants, loan from the city



Rationale and implementation details – it is hoped that by October of 2023, the BID could be in place, approved by the City Council, and the funding effort would begin. No funds would be available since businesses or property owners would pay their assessments either quarterly, semi-annually, or annually.

The first actual funding would start to trickle in most likely in January of 2024. But, with a few dollars, here are the next steps to creating the BID:



1. Working with a local attorney, or the city attorney's office, you'd begin the creation of a 501(c)(3) non-profit corporation. This would include filing papers with the IRS to obtain the non-profit status, creation of by-laws for the organization, and putting in place the initial board of directors. So this first step is getting the legalities in place. We suggest renaming the organization Destination Johnstown BID. The word “destination” is not just for tourism, but is the focus of making downtown the “destination” for new residents, new and existing businesses, and to attract visitors.

2. Your initial Board of Directors would be put in place, per the newly created By-laws. We typically recommend no more than seven board members, including a President, Vice President, Secretary, and Treasurer. All of these would be one-year terms. The Vice President typically becomes the President Elect.



Of your seven, or so, board members, one should represent the city (Mayor or council member), a city management staff member (City Manager, Planning Director), three downtown property owners, and two downtown businesses.

You can also include ad-hoc board members from Tourism, Community Development, Redevelopment Commission,



and perhaps a local foundation.

3. Next on the list is to establish a banking relationship and put in place a Treasurer (board member), and contracting for bookkeeping and accounting services for the new organization.

4. At a general meeting, the board would hear from members (those paying the tab) to develop a 2024 list of implementation priorities, once funding becomes available.

Renaissance Square (or the Central Park Plaza) would be a very top priority. We believe the City should, in most circumstances, contract with Destination Johnstown BID (your downtown BID) to manage the plaza. At the top of the list is hiring an Executive Director for the Association, and then additional personnel to manage the plaza and to implement product development initiatives. Once the Plaza Design, Management & Programming Plan have been completed, it will provide guidelines as to funds to be allocated for the plaza's management.

5. As you get started, set aside a day every other week for the first couple of months and host a Brown Bag Lunch or Breakfast to watch the videos shown on this and the following page, in the order they are shown. This will provide some good insights and ideas on how to form a VERY successful and dedicated board and staff, and they will get all partnering organizations on the same page, pulling in the same direction.

In a nutshell, this is where all of the pieces are put together so that as of January 1st, 2024, Destination Johnstown BID will be ready to roll, making downtown Johnstown the showcase it should, and can be.



2024 Recommendations

26. Contract for urban design of the plaza

Description – During the first few months of 2023, you contracted for the creation of a Plaza Design, Management and Programming Plan, which includes the initial “design” of the plaza: how it would be laid out and what would be included in, on and around the plaza. This is where the designs are actually turned into construction and engineering plans and documents.

Timeline for implementation – January/February 2024

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – Typically about 15% of the total cost of construction

Funding idea – To be determined during the planning effort

Rationale and implementation details – By the beginning of 2024, the hope is that the planning and funding for Renaissance Square (Central Park Plaza) would be in place. Next up is contracting for engineering, architecture, landscape architecture, and urban planning for the actual plaza infrastructure.

This might include closing off a street or two next to the Square so that retailers and restaurants can provide outdoor cafe dining “On the Square,” making it 100% about people, not cars, traffic and parking, and removing any hazards to kids and families with small kids.

It will also likely include some re-configuration of Central Park as the plaza needs a great deal of open space that can be programmed with a variety of activities and events, changing every two weeks or so.

Implementing this recommendation:

1. Issue a Request for Qualifications (RFQ) for Planning, Engineering and Architectural Expertise, to develop the construction, permitting, and final design documents for the plaza, its infrastructure, utilities, storage and other elements per the initial Design, Management and Programming Plan.

They would also look for and develop parking solutions (off-premise) including possible shuttles from public parking garages and lots to downtown.

The cost should be about 15% of the total development cost, detailed in the initial plan.

2. Begin securing funding for actual development of the plaza, once again, using the initial plan as a guide. Some costs may change when it comes to the construction and engineering phase, and this is a good time to make those adjustments.

The goal is to have the plaza built and open to the public by the spring of 2025 – just over a year from this point.

3. During this process, consider having a few people visit other successful programmed plazas: Several are noted on the following two pages. Meet with their management teams to discuss what works, what doesn’t, and other key factors that have played a role in their operations, maintenance and programming.

4. Also begin fund raising efforts to purchase supplies for the activities that will be featured on the square. These are typically sponsored activities, and each sponsor is showcased on sandwich boards or by other means for providing these activities on the Square. On the next several pages are some sample “Sponsorship Opportunities” that you can use for a model in securing funding for these activities.

5. You will need a place to store these items – perhaps a 5,000 square foot public works building or a local warehouse, fairly close to the plaza.



Main Street Square
Rapid City, South Dakota



These photos (bottom four) are of the plaza in downtown Waterloo, Ontario. It does feature an ice rink (not shown) during the winter months.



Plaza sponsor menu



Six ECR4Kids 4-to-score giant game set @ \$200 each.
Six Giant Jenga sets @ \$70 each.
Total investment: \$1,250



Four MegaChess w/25" tall King @ \$750 each.
Total investment: \$1,800

Option: 37" tall King \$1,100 each.
Total investment: \$3,500



Four Playcraft Extera Outdoor Foosball tables @ \$1,200 each
And four Joola Nova Outdoor table tennis tables, paddles, and covers, bag of balls @ \$700 each.
Total investment: \$7,600

Plaza sponsor menu



48 qty. US Games standard hula hoops, 36": \$164
48 qty. Hoop bundle pack 32": \$200
Three racks @ \$190 each: \$570
Total investment: \$950



Six Magis Spun Armchairs @ \$400 each
Total investment: \$2,400

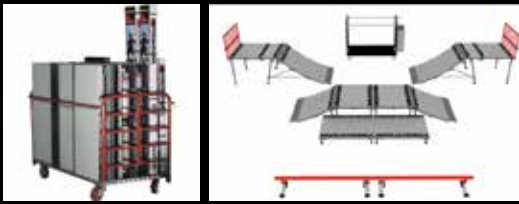


1 harp, 1 Pagoda bells, 1 Melody
From Freenotes Harmony Park
or Ensemble Collection (5 instruments)
Total investment: \$7,000 to \$20,000

Plaza sponsor menu



8 qty. 10'x10' Ez Pop-up Canopy Tent with removable end side walls, roller bag, four sand bags with each: \$290 each
Total investment: \$2,500



Park In A Cart Portable Skatepark w/cart
Total investment: \$4,500 or \$9,000 for two



4 quantity Driveway Games all-weather corn hole set: \$120 each
Total investment: \$500

Plaza sponsor menu



8 qty. Tacklife Gas Fire Table, 28", 50,000 BTU Auto-ignition, propane tank, one fill: \$220 each
Total investment: \$1,800



3 qty. (1 for parts) Zume Games portable badminton set w/freestanding base: \$40
 Extra rackets, shuttlecocks
Total investment: \$150

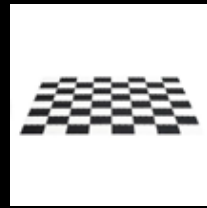


1 Stamina outdoor fitness multi-station: \$240
 3 qty. Stamina outdoor fitness striders: \$440
Total investment: \$1,600

Plaza sponsor menu



200 qty. Value Series gray rattan indoor-outdoor stack chairs @ \$26 each: \$5,200
 50 qty. Round Coral steel patio table 32.5" @ \$60 ea: \$3,000
 50 qty. Jordan Mfg. 9' Market umbrella @ \$52 ea: \$2,600
Total investment: \$10,800



4 qty. MegaChess Giant Checkers Set - 10" @ \$200
 This uses the same mats as the chess sets.
 Four separate mats @ \$65 each.
Total investment: \$1,060



4 full Imagination Playground 105-piece sets \$4,975 ea.
 4 storage carts @ \$1,200 ea.
Total investment: \$24,700

Introducing Our NEW Inclusive Mallets
 Now available for any instrument by request only
 (for a small upcharge)

Outdoor Musical Instruments For All Ages And Abilities

Approximate cost:

6 4-to-score, 6 giant Jenga sets, 4 MegaChess sets, 4 MegaCheckers sets, 4 foosball tables, 4 ping pong tables, 96 hula hoops, 6 Spun Chairs, 5 musical instruments, 8 vendor tents, 2 portable skatepark kits, 4 corn hole sets, 8 fire pits, 3 badminton sets, 4 exercise machines, 4 105-piece Imagination Playground sets, 4 storage bins, 50 tables, 50 umbrellas, 200 stackable chairs.

Consider:

For **everything** shown here: \$76,110
 Sponsor sandwich boards or plaques: \$2,000

With the activities showcased on this and the prior pages, the plaza can have a "change of activities" every two weeks. You want locals to ask themselves, "I wonder what's happening downtown this week." Changing out the activities keeps people coming back for new experiences and activities. And they would, of course, shift per time of year. In the winter you'd feature fire pits, Christmas decorations and music, with hot chocolate and hot cider vendors, etc. Keeping it always changing is what will keep the plaza from becoming a "been there, done that" activity.

27. Create a database of regional clubs and organizations

Description – This is the first step in recruiting events into downtown Johnstown, and on Renaissance Square, which would be produced and promoted by outside organizations.

Timeline for implementation – January 2024

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point | Staff time

Funding idea – None required

Rationale and implementation details – Let’s start this one with a story. Some time ago, Roger Brooks was visiting Solvang, California, a popular Danish-themed town along the central California coast. When Roger arrived on a Thursday, he noticed a group of people setting up for a classic car show. In front of one of the classic cars was a small plaque that stated “Welcome to the first annual Wheels & Windmills Car Show.”

After a bit of searching, Roger found the organizer and asked him several questions, of which the answers were indeed eye opening. He asked, “Why did you choose Solvang for this event?” Roger assumed because it was already a popular destination with a great downtown. But, to his surprise, his response was “We got a letter from the local Chamber of Commerce inviting us here.”

“That’s it?” Roger asked. “Did they offer you money? What did they say they’d do for you?”

“They said they’d put welcome signs around town and would close off three blocks of Main Street for us.”

“Wow. So, who organized all of this?” Roger asked. “Who brought in the porta-potties, all the vendors, and staged all the cars that are arriving?”

“We – a group of club members – have done it all.”

“Who marketed the car show? When is the show over?”

“We did 100% of the marketing. And we are here today to set things up (Thursday), and the show will run all day Friday, Saturday and Sunday until about 2:00.”

Roger was stunned. After the show he



e-mailed the organizer and asked a few follow-up questions. "How many people came for the event?" And, "Will you do it again?"

The answers: "More than 10,000 people attended the show, we had more than 150 cars on display, and about 30 vendors of every type. Hotels were full within a 30-mile radius of Solvang. Will we do it again? Of course. We've booked this weekend for the next ten years."

All of this just for the simple ask. The Chamber had sent out a half-page letter to car clubs, motorcycle clubs, quilt guilds, photography clubs and others simply letting them know that Solvang would be more than happy to host their event and that they'd roll out the red carpet for them.

Now Solvang is a popular event destination, with displays and shows nearly 40 weekends of the year. And each of these clubs and organizations did 95% of the work. And they invited dozens of clubs to the city for about \$200 in mailing costs and welcome posters and staff time to coordinate the events with the city and other local partners.

The first step is to create a database of clubs and organizations within about a 75 mile radius of Johnstown. And yes, including Pittsburgh.

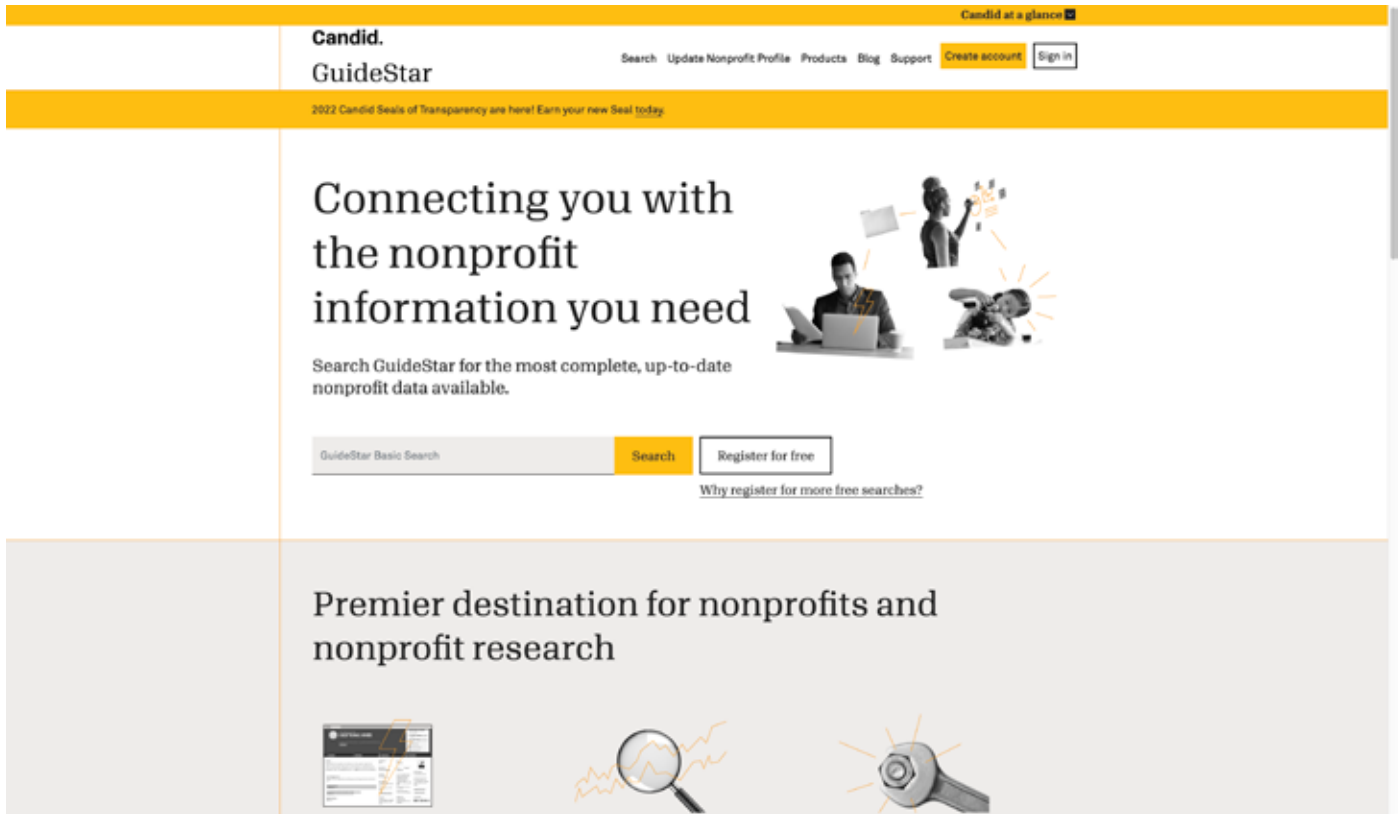
How to implement this recommendation:

1. Using the website Guidestar.org (free) you can look for clubs and organizations in the market area you are trying to pull from. You want to look for clubs and hobby organizations that host periodic events in neighboring or regional towns.

Look for:

- Car clubs: By make and by type. There are Mustang Clubs, BMW clubs, Corvettes, Mercedes, Subaru, Volkswagen and just about every make, plus exotic cars, European exotics, classic cars, semi's (yes, and they are amazing), trucks and even tractors.
- Motorcycle clubs: HOGs (Harley Owners Groups), Gold Wings, classic bikes, etc.
- Art guilds: Quilters put on HUGE shows. Pottery clubs, photography clubs, painting clubs, music clubs and concert promoters, and many, many others from glass blowers to art shows of all types.
- Recreational clubs: Snowmobile clubs, mountain and fat-tire biking clubs, street biking enthusiasts, ATV/UTV clubs, and many others.





2. Create a database that includes the name of the club, the location, the primary contact (mailing address, email address, phone number) and any other pertinent information available on Guidestar.org.
 3. Then look at their websites and social media pages (primarily Facebook and Instagram). Some may even have YouTube channels you should check out. See how often they host events and note the places they've gone in the past. Get copies of past newsletter, if possible.
 4. The next step is to invite them. This will take some staff time, but other than that there is little more than mailing costs. The next recommendation explains how to pull them in with a snail-mail letter inviting them to Johnstown (or any of the towns, for that matter, in Cambria County).
- This will, ultimately, require sending them the initial invite, followed by an e-mail, then perhaps a call or two where you can make it an easy decision for them and can help them make it an experience their members will always remember and will want to return to every year.
5. For auto and motorcycle clubs, let them know you'll even provide some driving routes that make getting to Johnstown a phenomenal drive and a great experience.

A staff person should be dedicated about 16 hours a week (two days or half a day, four days a week) to this effort. This person will work with the city if temporary road closures are a must, and to police large events (traffic control, parking, etc.), will work with local merchants, restaurants, and lodging facilities to make sure they can help accommodate each event.

Most of the work would take place starting in December with the big push in January and February for events that will take place in the summer, fall and winter, and then the following early months of the year.

28. Write an award-winning one-page letter to attract events to Cambria County

Description – Now that you have the database of clubs and organizations you'd like to invite to Johnstown (and the county), it's time to get their attention by sending them a great invitation.

Timeline for implementation – January 2024

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – You want to send them a simple letter that is specific to them. You'll send it to their snail-mail address, in a simple #10 envelope, and you'll keep the letter to one page. Do NOT send them a visitor guide and other information – not yet.

Make sure you address each letter to the President of the club, by name, include the club name, etc. This MUST be a personal letter, not a form letter, which to them would simply be junk mail.

The letter might go something like the following:

Jim Davis
RV Club of Pennsylvania
PO Box 1234
York, PA 12345

Dear Jim:

My name is [Natalie Moore] and I am a staff member of the Visit Johnstown organization, working with Destination Johnstown, our downtown association.

Johnstown is about an hour east of Pittsburgh, located along two rivers and surrounded by the Allegheny Mountains. We serve an area of 70,000 residents who LOVE hosting RV shows, like those that you produce.

We want to personally invite you and the RV Club of Pennsylvania to Johnstown to host one of your annual events. There are no fees and we are not asking for any money or anything in return.

We'll roll out the red carpet for your show, closing off streets if needed, and providing space at our beautiful new Renaissance Square in the heart of downtown Johnstown. We'll also work with our local hoteliers and all public and private RV parks in the area, to let them know you're headed our way, and perhaps we can secure discounted prices for RV attendees and those who are organizers.

I'll follow up with you in a few weeks via phone or e-mail to see if we can help you produce a showcase event that your members and public attendees will always cherish and remember. And perhaps this will be the beginning of a long term partnership between the RV Club of Pennsylvania and beautiful Johnstown, PA!

Cheers!

[hand signed, Natalie]
Natalie Moore, Visit Johnstown

Key to this effort is the follow up. And don't give up! Some may say that 2024 is already decided, "but get back to us next

September, when we're planning events for the following year." Some may say Johnstown is too far away, or that they already only do a couple of events and always in the same locations. That's okay. If you can land one out of every ten contacts, that's a major win for Johnstown.

When attracting motorcycle clubs, you'll obviously want to reference Johnstown's largest event, Thunder in the Valley, taking place each June. It's a great way to show Johnstown is a great event destination.

The goal is to book perhaps ten outside-produced events in Johnstown in 2024, especially once Renaissance Square (the plaza) is completed and ready to host events like these.

Quilt and art shows often prefer smaller less-urban downtowns for their art and quilt show events. Downtowns like Ebensburg would be ideal for many of these. And Johnstown will still benefit since it has the majority of hotel rooms, and Cambria County will always benefit.

As you know, you can spend an entire year planning and executing a three-day event. But wouldn't it be great to host 30 or 40 events a year? This is made possible by inviting regional organizations to your downtown; they do 95% of the work, and you just roll out the red carpet for them.

This is an excellent way to put Johnstown "on the map" as a great arts, recreation, and enthusiast destination. It will also help change the perception of Johnstown as "Flood City" as people arrive, many for the first time, and see that Johnstown has so much more to offer than they knew.

Finally, the perfect person to do this would be an experienced hotel/convention sales manager, whose job it's been to attract conferences and conventions. And this job description should fit one of the full time staff members at Visit Johnstown.



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

Description – Branding is ALWAYS done through public relations. Advertising is used to maintain your ownership position of your brand. A brand is a perception, and perceptions are created by what people see, read about, or hear about through the press and social media channels.

Timeline for implementation – April 2024

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – \$80,000 for a full time PR professional, including taxes and benefits

Funding idea – Lodging tax revenues, participation from the city, other stakeholder organizations



Rationale and implementation details – There is no more effective way to change the perceptions of a city, or area, than through a coordinated public relations effort. After all, branding is what people think of Johnstown when you let them know that's where you are from. Your brand is a perception – true or not. And perceptions are created through word of mouth, articles, YouTube videos, social media influencers, and blog/vloggers.

For every dollar you spend on a good PR effort, you'll see a \$3 return on that investment in "earned media" – what it would cost to purchase that exposure.

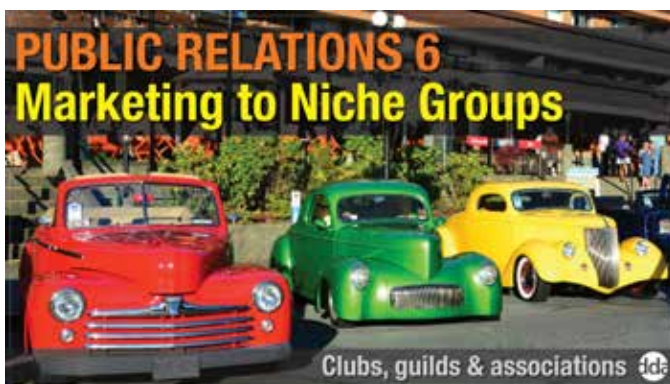
PR is also the best way to reposition or rebrand a city and manage what's being said about you.

Every city should have a Public Information Officer – especially Johnstown, and so should most of its partnering organizations. But often that can't be achieved due to costs or other issues. The solution is to hire a full time, experienced, seasoned PR professional under the Visit Johnstown umbrella, and let that person also represent the city and other local organizations, perhaps sharing some of the cost.



We could spend a dozen pages justifying and outlining what a PR professional can do for the city and county, but an easier way to accomplish this is to have the Visit Johnstown board, Chamber of Commerce board members, and City staff and council members attend a few Brown Bag Lunch meetings where they can learn about the power of Public Relations in building a stronger, better, Johnstown that will attract more residents, investment, and visitors by watching videos.





Each of the videos on these two pages can be found in the DDA's Vault under the Marketing section, and each one is only 15 to 20 minutes long.

Public relations should be a top priority for any destination marketing organization, any branding effort, and for any and every marketing effort. It includes traditional press, social media, influencer marketing, and content.

Sharing this resource, perhaps even with an assistant and PR interns, is a very wise investment by the city, its economic development, community development, revitalization, downtown and tourism efforts. Creating a shared clearing house of expertise would be a fantastic way to really showcase the "new" Johnstown, especially with all of the changes and a "new attitude" in the city and county.





2025 Recommendations

30. Begin development of “Renaissance Square”

Description – 2025 is THE year for the “new” Johnstown and its incredible Renaissance. And this is the year that Renaissance Square will open to the public and become the Pennsylvania showcase for the other thousand or so communities in the state to emulate.

Timeline for implementation – March 2025

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – To be determined along the way: Initial plan, construction & engineering

Funding idea – Already secured at this point

Rationale and implementation details – As soon as the ground thaws, construction should begin on the fabulous new Renaissance Square (Central Park Plaza).

As noted throughout this plan, this is the cornerstone to a revitalized downtown that will attract multi-family housing options downtown, improved sales for existing downtown businesses, attract new businesses (not just retail but high tech and other trades) into office buildings and mixed-used residential/offices downtown.

It will spur tens of millions in new private sector investment, and will dramatically increase the tax base the City of Johnstown has to work with. You don’t have to go far to see the results of this type of investment. Just head to Market Square in Pittsburgh.

Now imagine this type of success in a much smaller city, in a far more intimate setting, in a clean-air and less crowded metropolitan area. Welcome to the NEW Johnstown, Pennsylvania!



31. Order an electronic readerboard for Renaissance Square

Description – While this item may be included in the initial plaza plan or in the architectural and engineering documents, this item is a must-have so that residents and visitors can easily see what will be taking place on the plaza that day, the next day, and for the next week.

Timeline for implementation – March 2025

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – \$15,000 including a two-pole mount

Funding idea – Plaza funding, grants, general fund revenues

Rationale and implementation details – The readerboard should be an LED high-nit, high resolution, fast refresh rate vertical screen that is perhaps 5’ wide x 8’ to 10’ tall, and can accommodate approximately 20 lines of text. It should be placed where it will most likely be seen by the largest number of people passing by – hopefully near the primary entrance to the plaza.

Besides listing upcoming and current happenings on the plaza (and downtown), it can include a URL where people can sign up to get alerts via text or e-mail.

The readerboard could even be sponsored, eliminating or reducing the public funding of the readerboard.



32. Street artisan agreements, recruitment

Description – Bringing downtown Johnstown to life includes attracting street artisans, musicians, and food trucks to Renaissance Square (Central Park Plaza) and throughout downtown. BUT each “performer” would need to abide by some rules and regulations.

Timeline for implementation – April 2025

Taking the lead – Destination Johnstown Team | City of Johnstown

Approximate cost – \$10,000 annually to seed the effort, initially paying performers

Funding idea – None required

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

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

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

- Buskers should be no closer than one block apart
- They should sign a code of conduct before they can begin
- Consider developing “stars” on the pavement or sidewalk, marking locations where they can perform
- All music must be non-amplified, and drums are not allowed



- Music should take place throughout the day but end by 10:00 pm.
- Buskers can include artisans in action, mimes, musicians, and other forms of sidewalk entertainment.

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

Work with the University, the community college and local high schools to find talent for downtown. If music isn't readily available, artisans in action are also great additions to downtown. Think mimes and other forms of entertainment or art.

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

Enforcement should be managed by Destination Johnstown – not the city or some other organization or agency. If there are flagrant violations by a busker, the city may need to be called in to have the person removed, but in our experience, that is very, very rare.

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

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 performances, 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 performances.

Street Performer Guidelines

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

Every person wanting to engage in street performance is required to make a written application for a Street Performer Permit from Destination Johnstown. 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:

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

Time:

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

Contributions:

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

Prohibitions:

No performer shall:

- Perform without first obtaining a permit issued by Destination Johnstown.
- Perform outside areas indicated on the map that accompanies this document (to be developed) or off the private property for which the performer has obtained written permission.
- Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).
- Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.
- Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.
- Leave litter at his or her performance site.
- Utilize or prevent the public from using any public benches, waste receptacles, or other street furnishings during his or her performance.
- Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.
- Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- Offer any items for sale. Performers who wish to sell items must first obtain a city peddler's license.
- Display any sign other than the name of the performer(s) and the Street Performer Permit.
- Include a minor under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

Revocation Of Permit:

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

- Violated any provisions of this document or any city or state laws.

- 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, Destination Johnstown, working with city law enforcement 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 Destination Johnstown, 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 Destination Johnstown staff, the city manager shall make a final written determination. If the city manager decides in favor of Destination Johnstown, the action of the organization will be sustained and the applicant may appeal the decision to a court of jurisdiction.



33. Begin merchandising Johnstown logo gear

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

Timeline for implementation – Summer 2025

Taking the lead – Destination Johnstown BID

Approximate cost – Self funding, revenue source for Destination Johnstown BID

Funding idea – None required

Rationale and implementation details – To start telling the world about Johnstown’s brand, consider developing logo gear that can be sold at local hotels, in your visitor information center (downtown), at local retail outlets and online. Using the new brand identity and tagline, create collectibles and logo gear that can include:

- Polo and other types of shirts
- Baseball caps
- Coffee mugs and/or water bottles
- Kayaks
- Coasters
- Backpacks
- Hats, anvils, sledge hammers

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

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

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

Along with the gear promoting Johnstown, another set of logo gear would be designed around Renaissance Square, which has its own logo, to help offset operational and marketing costs of the plaza.

Also develop public market fabric shopping bags or “market bags,”



caps, and shirts – once Renaissance Square becomes a reality. Even before it opens. This creates a sense of anticipation. Shown here are a few examples of the types of logo gear that fit the Johnstown brand.





34. Install seasonal downtown pole banners

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

Timeline for implementation – Summer 2025

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – To be determined

Funding idea – BID revenues, lodging tax revenues

Rationale and implementation details – Pole banners should be placed throughout downtown, and the pole banners downtown should be colorful and artistic. Pole banners should always portray a feeling – the artisan brand, not physical structures like buildings, trains, bridges, etc. They should convey a welcoming, fun, engaging, and celebratory atmosphere. The concepts shown here can be used as a basis.

Use three or four colors to make downtown feel vibrant and attractive. You can have one style for downtown, and other styles for other areas or districts in the city. But, over time, they should be everywhere. Each neighborhood (Cambria City, Westmont, Ferndale, etc.) should have its own look and should include the neighborhood name (“Westmont,” “Richland”) in large letters on each pole banner, but at the bottom in smaller letters always include “Johnstown” so that people will know they are still in Johnstown. We recommend you develop double-side pole banners, with a banner on each side of the pole. Now imagine the pole banners shown on the opposite page, but instead of Johnstown, they would promote the specific neighborhood. Then the opposite side banner, would be like the ones shown on this page, but without the word “Downtown”.



This would help unify the communities, yet let each neighborhood have its own look and feel. Best of all – especially for visitors and newcomers – we would know that these communities are all part of greater Johnstown.

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

Down the road, the pole banners can change by season, but to start, have three designs: one for downtown, and one for the major thoroughfares, and then one style for each of the neighborhoods.

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



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

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

Timeline for implementation – April 2025

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point

Funding idea – None required

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

Every website, from local schools, the library, city, economic development, tourism, redevelopment, and even non-profit supporting organizations like the Chamber of Commerce, University, the community college, hospitals and others should reflect Johnstown’s brand. This doesn’t mean they each need to use the same logo or even the same font, but should use common color themes, graphic elements that can create continuity showcasing “we are all part of Johnstown.”

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

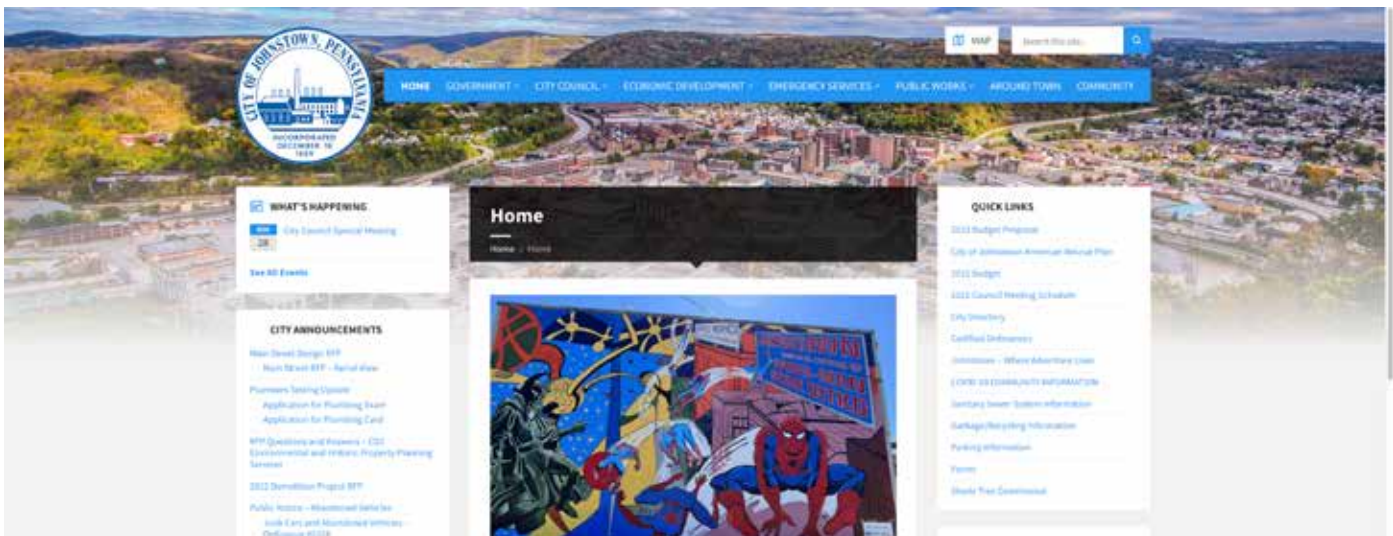
Destination Johnstown Team should encourage – even push – other local websites to include elements of the brand in their marketing efforts.

While businesses cannot use the Johnstown logo in their marketing efforts, they should be encouraged to play up the brand and “Simply Incredible!” as long as it is, truly, simply incredible.

The bottom line:

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

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



36. Paint city vehicles, begin implementing the brand

Description – Painting city vehicles is a fantastic way to promote the brand and solidifies “ownership” of the brand as a “Simply Incredible” place to live, work and play.

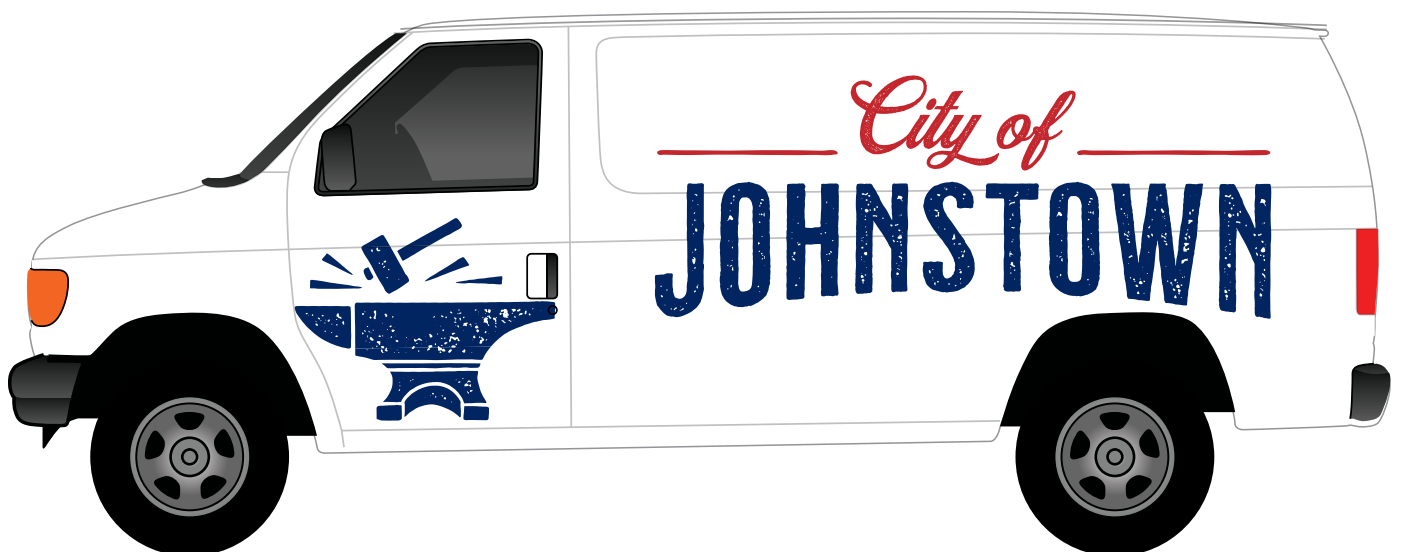
Timeline for implementation – Fall 2025

Taking the lead – City of Johnstown

Approximate cost – To be determined

Funding idea – City departmental budgets

Rationale and implementation details – Over time city vehicles may need to be repainted, and when that opportunity arises, include the new brand. Start with parks department vehicles, then perhaps public works vehicles. The anvil and the “bring the hammer down” may not be appropriate for police or fire vehicles, but the logo without the graphic would be excellent and should be encouraged.



37. Grow your public relations effort

Description – Contracting or hiring a public relations professional was detailed in Recommendation #29, and this recommendation goes a bit further into developing an effective public relations program.

Timeline for implementation – Fall 2025

Taking the lead – Destination Johnstown Team | Visit Johnstown | City of Johnstown

Approximate cost – None at this point | Staff time

Funding idea – None required

Rationale and implementation details – If not already in place, either contract or hire a full-time public relations professional who can also be the “spokesperson” for the city (Public Information Officer) and other local partnering organizations.

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

The press should be provided with a list of activities and events, and notified as new businesses come downtown and plaza construction progresses, as downtown revitalization projects progresses. Provide photographs.

A strong overall PR strategy for Johnstown should include:

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

Website Pressroom

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

- Public Relations contact page: List several contacts and include their photos. The press is generally under deadline, and if they cannot reach one person instantly, they need access to another.
- Story ideas page: Don’t wait on the press, instead write up your own story ideas as “prompts” for the press to pick up on. These can be about Renaissance Square: farmers market events, ice rink, water feature, concerts, biking and hiking trail events, the local scene, etc. Make sure the story idea includes where to go on the website to download photos that will go with each story idea.
- Photo gallery page: A picture is worth a thousand words, especially when people are having fun and are engaged in a variety of activities. Providing great photography is extremely important. Don’t just gather amateur photos from all over

town and post them. Think carefully about how you want to position each subject. Eventually you will need to script a number of photos and hire professional photographers to shoot them. All of them should be available in high-resolution digital format. Present the photos online in low-resolution and then have the press register online for the high-resolution versions. This way you know who is receiving them, and they will agree to use them for editorial purposes only, assign proper credit, and not sell them to be used commercially elsewhere. The same should be done for your logo graphics. Be sure to group the photos by subject so they can be researched easily.

- Press Kit page: This page should contain background materials that can be inserted into any story or article:
 - o Interesting facts about Johnstown and Cambria County
 - o Brief history about Johnstown
 - o Climate and weather by season
 - o Story ideas
 - o News release page: Include a running log of all news released in a PDF format so they can be downloaded. Be sure to show the date of the release.
- Full Fact Sheet page: More extensive than the “interesting facts” in the Press Kit, this page would contain an extended list of facts about every facet of Johnstown, from floods to the answers to flooding, the extraordinary “on the water” and “on the trail” activities, Renaissance Square, and other local subjects. Here is where you also list historical facts about the towns throughout the county.
- Press Trip page: Some out-of-town writers will want assistance in making arrangements to visit and write about Johnstown. This page allows prospective writers to request help from Visit Johnstown, the Chamber of Commerce and Destination Johnstown in planning their trip, making the right connections with local stakeholders, or gaining access to particular events.
- Media Coverage page: This is where Johnstown posts the media coverage they receive from the press. It allows the press to see what’s been covered and in what manner. List the stories by year and month, and include links to the actual story source.

Public relations is a very labor intensive activity, but one with big payoffs. With a limited staff available in Johnstown for promoting the city, we recommend that a professional public relations agency with community branding and repositioning experience should be contracted if not hired. This agency can work with Destination Johnstown and its partners to refine the details of this strategy.

There are some top-notch PR firms in the Pittsburgh area, and you want to make sure they have considerable reach throughout Pennsylvania, and your surrounding states.

38. Begin advertising Renaissance Square regionally

Description – Once Renaissance Square (or Central Park Plaza) has become a reality and construction has already begun, it's time to tell the world about the future of downtown Johnstown.

Timeline for implementation – April 2023

Taking the lead – Destination Johnstown Team | Visit Johnstown

Approximate cost – None at this point

Funding idea – None required

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

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

This is the moment you want to showcase a "new" energy and excitement, and that will translate to increased private-sector investment in the city (not just in downtown, but throughout the city and Cambria county), and Johnstown will move from the "step child" of Pittsburgh to the showcase city in all of Pennsylvania – and then of the Northeastern states.



2026 Recommendations

39. Update this Branding, Development & Marketing Action Plan

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

Timeline for implementation – January 2026

Taking the lead – Destination Johnstown Team and partnering organizations

Approximate cost – \$45,000

Funding idea – Grants, partnership participation from general fund revenue sources

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

- Expanding the downtown development district
- Updating zoning ordinances
- Recruitment of additional retail shops and eateries in downtown
- Additional marketing and organization of area trails, expansion of the Inclined Plane Trail
- A detailed marketing, advertising and public relations plan. The vast majority of this plan concentrates on product development, but once the product has been (or is being) developed, it will be time to assemble a detailed marketing program to “tell the world” how great Johnstown is, making the city a fantastic destination for visitors AND new potential business investment.

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

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

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

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

40. Make sure Renaissance Square is programmed with at least 250 activity days

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

Timeline for implementation – Spring 2026

Taking the lead – Destination Johnstown Team | Destination Johnstown BID

Approximate cost – None at this point

Funding idea – None required

Rationale and implementation details – What comes first downtown, people or businesses? People. The more people you have downtown on a consistent basis, the more businesses will gravitate to downtown. Just think back to the 1950s after World War II, when people moved from central areas to the new “suburbs.” JC Penney, Sears and all the retailers that used to populate downtowns moved out to the suburbs into a new phenomenon – the suburban mall. That was the beginning of the end for traditional downtowns. And because people lived in the ‘burbs’ and commuted to work, up sprang strip malls. This alone led to the number one reason why downtowns started to perish.

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

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

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

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

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

The city will “own” Renaissance Square (Central Park) and its improvements, but will likely contract with a non-profit, most likely Destination Johnstown BID, to handle managing, programming, maintaining, and marketing the plaza. In its contract with Destination Johnstown BID, or whoever ultimately manages it, the city should stipulate that the plaza provide activities a minimum of 250 days a year.

There are many cities with plazas, but only those with consistent programming have been successful in revitalizing a downtown.

41. Create social media campaigns

Description – As noted several times throughout this plan, you build your brand on public relations, advertising is used to cement your ownership position. Social media is part of a public relations effort and includes word of mouth: the purest form of public relations.

Timeline for implementation – Spring 2026

Taking the lead – Destination Johnstown Team | Visit Johnstown | City of Johnstown

Approximate cost – None at this point, staff time

Funding idea – None required

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

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

You want to promote the urban atmosphere in an historic downtown setting. Fresh air. No crowds. Great trails that connect directly into downtown Johnstown. Stunning valleys. Rivers. A great downtown alive with activities and great shops and restaurants – every day of the year.

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

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

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

42. Create a detailed marketing, advertising, publicity plan and budget: Tell the world!

Description – Once you’ve got Renaissance Square developed, new eateries, breweries and retail shops on the way, a revitalized Inclined Plane, now’s the time to really “tell the world” about Johnstown, making it one of the premier destination cities in the Northeast.

Timeline for implementation – All of 2026

Taking the lead – Destination Johnstown Team | Visit Johnstown and all partnering organizations

Approximate cost – None at this point

Funding idea – None required

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

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

Meanwhile you can begin by purchasing print ads in the Pennsylvania Travel Guide, regional lifestyle magazines, travel publications, and niche-market publications (biking, hiking, hunting, fishing, quilting, etc.)

An important rule of advertising is to find your audience and then hit them over and over and over again until you stick in their minds, and that’s exactly what this does. In this case, run perhaps three or four seasonal ads for ten months in a row. You want the same messaging, but perhaps a different graphic or photograph. Keep in mind that you are not promoting Johnstown: You are promoting the experiences, which happen to take place in Johnstown, Cambria City and other neighborhoods, in downtown, at the University and throughout Cambria County.

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

Another thing to do is to obtain “Editorial Calendars” from regional publications for 2026 and 2027 when they come out. Editorial staff meets and plans what the feature articles or topics will be for the next year. Perhaps they would feature topics that apply to Johnstown, and if so, you want to make sure Johnstown is at the table and is included in the editorial as well as in an ad: “This is THE place you’ll find the best plaza in the Northeast.”

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



Supporting documentation

SUPPORTING DOCUMENTATION

- Street vendor/busker agreement
- Sample Best of brochures
- Sample Community Profile (Lake County, California)
- Sample Opportunities brochure (Lake County, California)
- Critical Mass handout



STREET PERFORMANCE PERMIT APPLICATION

About this form

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

How to complete this Process

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

Applicant Details

First Name _____ Last Name _____

Phone Number _____

Home Address _____

Mailing Address (if different from home address) _____

Sale of Merchandise

Do you intend to sell CDs or DVDs related to your performance? Yes No

Business License Number: _____

If yes, please read and sign the declaration below:

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

Signature _____

Permit Details

Are you renewing a permit or applying for a new permit? New Permit Renewal

City of Greenville Street Performance Permit Number: _____



STREET PERFORMANCE PERMIT APPLICATION

Amplified Sound

Are you requesting battery operated amplified sound? Yes No

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

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

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

I (please print name) _____

Of (please print address) _____

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

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

*Parent/ Guardian Name (please print) _____ *Parent/Guardian Signature _____ Date _____

Proof of Identity

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

You Your Parent/Guardian (where applicable)

Proof of Age Card # _____

Student ID Card # _____

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

Driver's License Number (you) _____ Driver's License Number (parent/guardian) _____



STREET PERFORMANCE PERMIT APPLICATION

Performance Details

Performance Description

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

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

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

Other (Please specify the type of performance) _____

Application Submission

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

TELEPHONE: (864)467-4494 or visit our WEBSITE: <http://www.greenvillesc.gov/PublicInfo/Events/Permits.aspx>
 City Hall - 206 S Main Street, Tuesday - Friday 8:30am-4:30pm
 Permit Fees: \$50 (annual fee)
 \$15 (Student with valid student ID)

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

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



STREET PERFORMANCE PERMIT APPLICATION

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

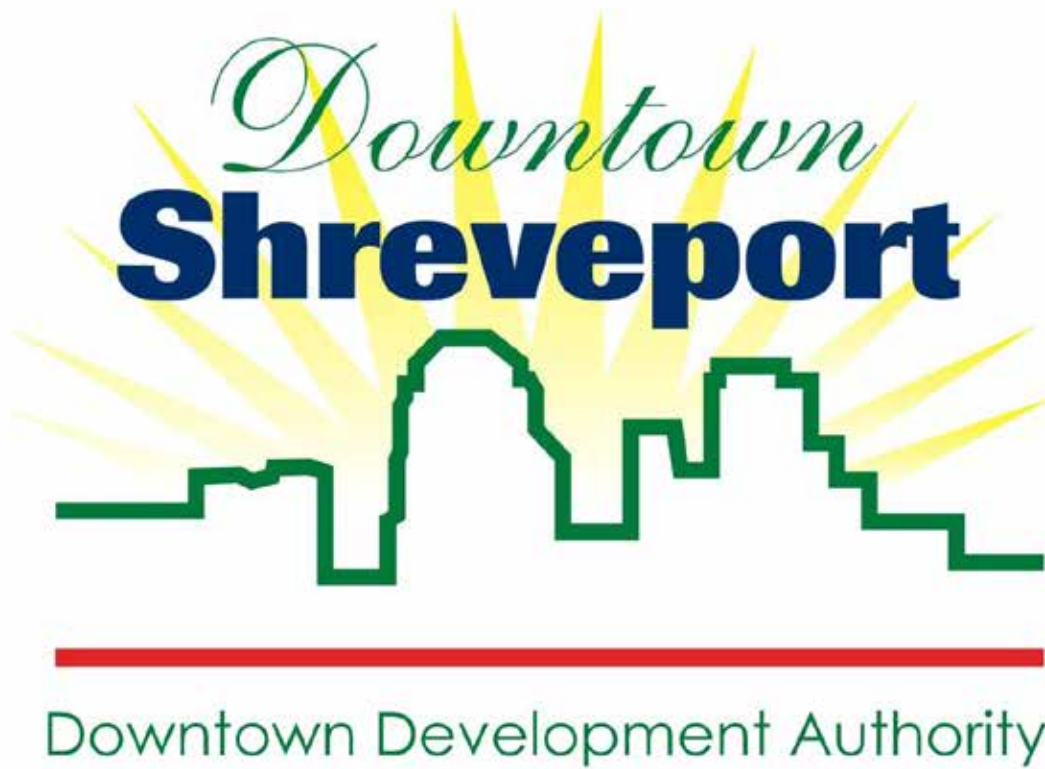
Office Use Only

City Official _____ Application Approved Application Refused

Applicant Name*

Applicant Signature*

Date*



Street / Sidewalk Vendor Application

City of Shreveport
Application
Street Vendors License

Organization or Company: _____

Individual Name: _____

Street Address: _____

City/State/Zip: _____

Phone: _____

Mailing Address (if different from above):

1. Location Requested: _____

2. Hours of Operation: _____

3. Vendor Category (please check only one):

Food

Flowers

Artist/Craftsperson

General Merchandise

Holiday/Seasonal

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

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

6. Cost range of items to be sold: _____

City of Shreveport
Application
Street Vendors License

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

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

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

Name: _____

Address: _____

City/State/Zip: _____

Phone: _____

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

Applicant's Signature

Date

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

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

Phone: (318) 222-7403

Fax: (318) 222-3731

City of Shreveport
Guidelines
Street Vendors License

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

City of Shreveport
Guidelines
Street Vendors License

Design Review:	<p>Cart designs must be submitted to the Sidewalk Vendor Committee for approval. All applications shall include the following items:</p> <ol style="list-style-type: none">1. Drawings of the cart showing length, width and height. Drawings shall show menu boards, signage and graphics accurately.2. Drawings must be drawn to the scale of 1 inch = 1 foot. (1" = 1'0")3. Drawings must depict the colors of the entire cart.4. If any of the above items is not submitted the application will be rejected because of lack of information.5. Color photographs may be accepted in lieu of drawings. If photographs are used, the following photographs must be submitted:<ul style="list-style-type: none">- Side view: Showing entire length and height.- End view: Showing entire width and height.
Merchandise:	<p>The merchandise to be sold shall include:</p>
Food:	The sale of food for immediate consumption.
Arts and Crafts:	Original items which are personally crafted or one-of-a-kind. Garage sale or flea market type items are not acceptable.
Other Merchandise:	Any easily transportable, non-second hand item that can be transported on and merchandised from the cart. Pornographic materials are prohibited.
Flowers:	Real, silk or potted plants.
Holiday/Seasonal :	The sale of or exhibition of products or services in keeping with a "holiday" or seasonal theme. Vendors in this category will be required to operate on a 5 day a week basis for a minimum time period of 2 weeks and may operate for a maximum time period of 4 weeks.
Attire and Conduct:	Vendors will be expected to behave and dress in an appropriate manner. Casual clothing, such as slacks, Bermuda length shorts, shirts, standard t-shirts, dresses and skirts are acceptable. Bathing suits and tank tops are unacceptable.

City of Shreveport
Guidelines
Street Vendors License

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

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

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

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

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

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

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

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

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

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

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

City of Shreveport
Guidelines
Street Vendors License

Operation Hours: With the exception of Commerce Street, Monday through Friday 7:00 a.m. and 2:00 a.m.

Unlimited hours on Commerce Street.

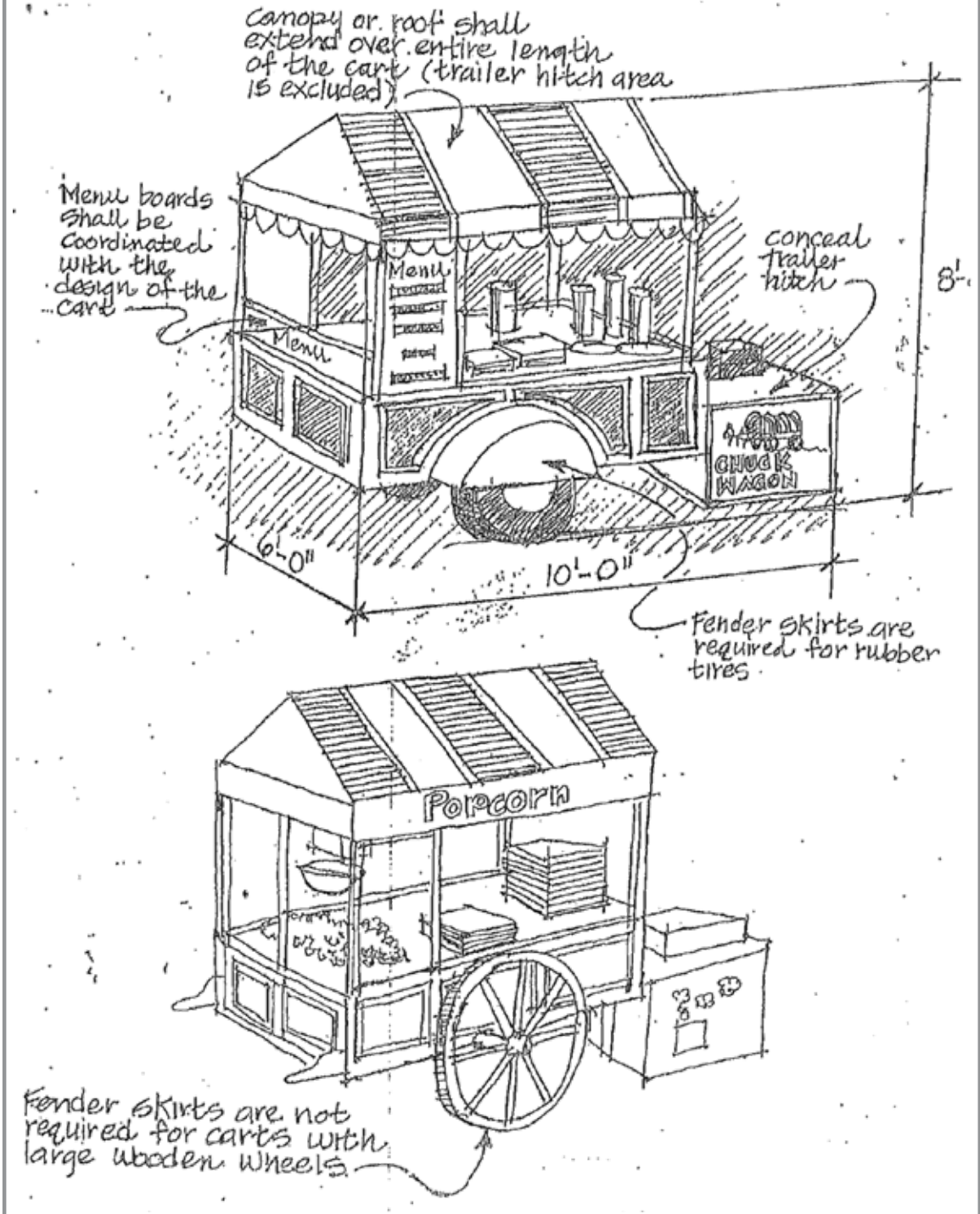
Hours of operation are subject to further review.

Days: With the exception of Commerce Street, where vendors are required to be present at their locations at least eight days (or nights) per month, vendors are required to operate their carts at least 15 days per month.

Sidewalk Vendor Committee: The vendor committee shall meet to set guidelines and approve or reject proposed guideline revisions and approve variances. If a license is denied by the DDA and the vendor chooses to appeal the denial, the committee will serve as the first level of vendor appeal. If the vendor committee denies the license, the vendor may appeal to the Shreveport City Council.

DDA Staff: Reviews and approves or denied application and submits to city for permitting when application is complete.

City of Shreveport
Cart Illustrations
Street Vendors License



City of Shreveport
Hold Harmless Agreement
Street Vendors License

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

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

This agreement executed this _____ day of _____, _____.

WITNESSES:

SIDEWALK VENDOR

Signature

Title

City of Shreveport
Application Checklist
Street Vendors License

Name: _____

Address: _____

City/State/Zip: _____

Phone: _____

Location Number: _____

Vendor Cart Design Guidelines

<u>Acceptable</u>	<u>Unacceptable</u>	
<input type="checkbox"/>	<input type="checkbox"/>	Renderings or photos
<input type="checkbox"/>	<input type="checkbox"/>	Size (6' wide x10' long x 8' tall)
<input type="checkbox"/>	<input type="checkbox"/>	Colors (no more than three)
<input type="checkbox"/>	<input type="checkbox"/>	Lights (non blinking, indirect)
<input type="checkbox"/>	<input type="checkbox"/>	Signage (integrated into design)
<input type="checkbox"/>	<input type="checkbox"/>	Construction (high quality of metal or wood)
<input type="checkbox"/>	<input type="checkbox"/>	Wheels (All wheels must be air filled with a minimum diameter of 8".)

Merchandise/Activity

<u>Acceptable</u>	<u>Unacceptable</u>	
<input type="checkbox"/>	<input type="checkbox"/>	Food Describe: _____
<input type="checkbox"/>	<input type="checkbox"/>	Flowers
<input type="checkbox"/>	<input type="checkbox"/>	Arts & Crafts
<input type="checkbox"/>	<input type="checkbox"/>	General Merchandise: Describe: _____
<input type="checkbox"/>	<input type="checkbox"/>	Street Performance
<input type="checkbox"/>	<input type="checkbox"/>	Holiday/Seasonal

Vendor Location Description: _____

City of Shreveport
Application Checklist
Street Vendors License

Ordinance Requirements

Acceptable

Unacceptable

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

Executed Hold Harmless Agreement

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

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

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

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

Acknowledgment of Receipt of Vender Ordinance
and Guidelines _____ initials

Vendor Location Number Issued by DDA: _____

Form Completed and approved by: _____
DDA Representative Date

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

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

For more information contact:
Downtown Development Authority
318-222-7403

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Alpena Shipwreck Tours



Art In The Loft

888-469-4696
www.alpenashipwrecktours.com

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

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

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

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

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



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



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



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

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

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

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

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

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



2015-16
EDITION

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and entertainment
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MUSKOKA

The Art of Muskoka Living

Bracebridge Visitor Centre
1-866-645-8121



Muskoka Memories at Patterson Kaye Resort

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

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

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

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

Phone:
705-645-4169

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

LUNCH
ENTREES:
\$14-\$21

DINNER
ENTREES:
\$16-\$39



pattersonkayeresort.com

2



Riverwalk - Muskoka Fine Dining

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

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

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

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

Phone:
705-646-0711

Contact:
1 Manitoba Street
Bracebridge, ON
P1L 2S4

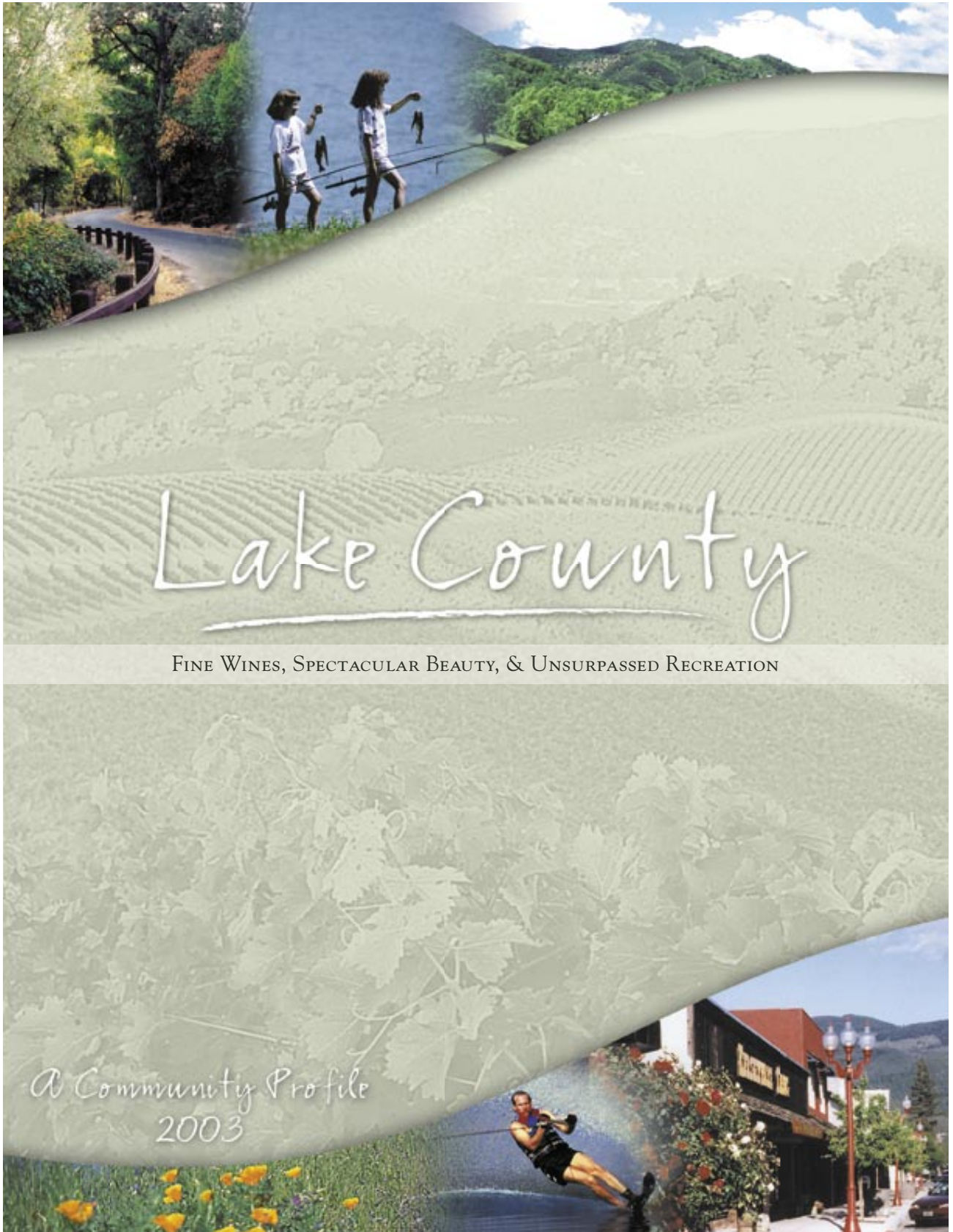
LUNCH
ENTREES:
\$12-\$17

DINNER
ENTREES:
\$23-\$34



riverwalkrestaurant.ca

3



Lake County

FINE WINES, SPECTACULAR BEAUTY, & UNSURPASSED RECREATION

*A Community Profile
2003*



Welcome to Lake County!

Lake County, California is just beginning to be discovered by the rest of the country. With its lovely pastoral setting, vineyards, sunshine, clean air, and wealth of recreational activities, the county has just about everything one could ask for. Clear Lake, California’s largest natural freshwater lake, is the centerpiece of the county, and offers world-class fishing, plus boating and watersports. Other outdoor activities include golf, hiking, bicycling, bird watching, and gliding. There are concerts, museums, art galleries, and wine tasting.

The towns of Lake County are friendly and charming. The small town atmosphere is a refreshing change from the hustle and bustle of high-traffic cities. The air is some of the cleanest you’ll find in the country. There is room to move, room to breath, and room to grow in Lake County. Housing is affordable, and new neighbors are welcome.

Community Services

Schools

The Lake County Office of Education serves the seven school districts of Lake County. They include:

- Kelseyville Unified School District
- Konocti Unified School District
- Lakeport Unified School District
- Lucerne Elementary School
- Middletown Unified School District
- Upper Lake Union Elementary Schools
- Upper Lake High School District

In addition, there are the Lake County Community Court School and community preschools in the county. More information can be at the Lake County Office of Education website – www.lake-coe.k12.ca.us

There are two community colleges:
Mendocino College –www.mendocino.cc.ca.us
Clear Lake Community College – <http://Lakecampus.org>

Libraries

The four branches of the library are operated by Lake County. They offer internet access, including internet cataloging, searching, database searching, and full-text access to many major newspapers. Libraries are located in Lakeport, Clearlake, Middletown, and Upper Lake.

Medical

The cities of Lakeport and Clearlake both have hospital facilities with 24-hour emergency care. The Lake County Health Department

and both hospitals offer public health services. In addition, there are several nursing facilities, convalescent care homes, and an assisted living facility located in Lake County.

Police and Fire

Emergency 911 service is available for police, fire and ambulance. The cities of Lakeport and Clearlake provide local law enforcement, as well as the California Highway Patrol and the county Sheriff’s Department.

Lake County fire districts provide fire protection, in addition to the U.S. Forest Service and the California Department of Forestry.

Transportation

Local bus and Dial-a-Ride services are offered by Lake Transit. (707-994-3334)
Daily Greyhound bus service is available to San Francisco daily.

Lampson Field, located in Lakeport, is operated by the county. It has a 3,600 foot runway. 12,500 lbs. weight limit for aircraft. The elevation is 1,380 feet. MSL. 27 airplane tie-downs are available for a nominal county fee. Private fuel service is available, as well as other aviation services.

Communication Services

Media

There is one daily newspaper in Lake County – The Lake County Record Bee. In addition, there is a weekly newspaper – The Middletown Times Star, and a bi-weekly newspaper – the Clear Lake Observer. The San Francisco Chronicle is also available.

Lake County Television is a local access channel.

MediaCom provides cable access and programming.

Radio stations in Lake County include: KNNTI 99.5 FM, KQPM 105.9 FM, KUKI 97.1 FM, KWNE 94.5 FM, KXBX 98.3 FM, and KXBX 1270 AM.

Recreation and Attractions

Wineries

Lake County's climate, altitude, and soils provide the perfect location for producing premium quality wine grapes. The following wineries and tasting rooms are open to the public; inquire as to hours and special events.

Guenoc and Langtry Estate Vineyards and Winery
Award-winning wines and special events
Open daily for tastings, tours by appointment
(707) 9987-2385

Ployez Winery
Lower Lake
Tasting room
(707) 994-2106

Steele Wines
Kelseyville
Harvest Festival in October
(707) 279-9475

Wildhurst Vineyards'
Kelseyville
Tasting room
(707) 279-4302

Red Hill Wine Tasting
Kelseyville
Tasting room – assorted local wines
(707) 279-9433

From the Vine
Lakeport
Wine tasting
(707) 263-5787

Blue Lakes Lodge Wine Cellar
Near Upper Lake
Wine tasting
(707) 275-2181

Fishing

Clear Lake is California's largest natural freshwater lake, and has a fishing season of 365 days a year. In addition, there are other lakes, reservoirs, and streams, making Lake County a fisherman's paradise.

- Clear Lake sports bass, catfish, crappie, and bluegill.
- Blue Lakes have trout, catfish, bluegill, and bass.
- The Highland Springs Reservoir has catfish, bass, crappie and bluegill.
- The Indian Valley Reservoir sports trout, bass, catfish, kokanee, and crappie.
- Lake Pillsbury offers bass, sunfish, and trout.

For more information, please call the Lake County Visitor Information Center at (707) 263-9544 or 1-800-525-3743.

Casinos

Three casinos in Lake County offer a variety of gaming entertainment.

Twin Pine Casino, with slot machines, keno, electronic bingo, video poker, and other games, also features special events, drawings, live action table games, and a café. Located in Middletown. 707-987-0197 or 800-564-4872.

Robinson Rancheria Bingo & Casino, located between Nice and Upper Lake, features a bingo hall, video gaming, and a café. 707-275-9000 or 800-809-3636.

Konocti Vista Casino offers blackjack and poker games and tournaments, as well as more than 270 pull tab video machines. Located off Soda Bay Road in Lakeport, the Casino also has a diner. 707-262-1900 or 800-FUN-1850.

Trails

Scenic trails and pathways for bicyclists, joggers, hikers, horseback riders, and walkers are plentiful and varied throughout Lake County. The Mendocino National Forest, Boggs Mountain, Cow Mountain and Cache Creek are some favorite areas. More information can be found at the Lake County Visitor Information Center and the Bureau of Land Management.

Watersports

With the largest natural freshwater lake in California right in the middle of the county, Lake County offers incomparable boating, fishing, and swimming. Clear Lake has over 100 miles of shoreline and an average depth of 28 feet. Water temperature varies from 40° in the winter to 75° in the summer.

Golf

Lake County has five golf courses, four of which are 9-hole, and one is a championship 18-hole course. The courses offer views of Clear Lake or the surrounding forests. There are also driving ranges, a miniature golf course, and a disc (Frisbee) golf course.

Adams Springs Golf Course, 9 holes (707) 928-9992

Buckingham Golf & Country Club, 9 holes (707) 279-4863

Clear Lake Riviera Yacht & Golf Club, 9 holes (707) 277-7575

Hidden Valley Lake Golf Course, 18 holes (707) 987-3035

Cobb Meadows Golf Course, 9 holes (707) 928-5276

Lodging Facilities

Lake County features a wide variety of accommodations, including hotels, motels, lakeside resorts, cottages, bed-and-breakfast inns, vacation home rentals, RV parks, and campgrounds.

Business and Industry

Principal Industries

The primary industries in Lake County include government with approximately 3,700 total employees, service with 3,680 jobs, retail sales with 2,870 workers, agriculture with about 930 jobs, construction and mining employing 700, transportation and public utilities with 550 employees, manufacturing with 540 jobs, finance, insurance, and real estate with about 510 workers, and wholesale trade with about 330 jobs.



Special Events

January

- Teddy Bear Exhibit, Lakeport
- Crab Feed, Lakeport

February

- Black History Day Celebration, Clearlake

March

- Winter Music Festival, Lakeport
- Northlake Ford/Lakeport Regional Chamber of Commerce Team Bass Tournament, Lakeport

April

- Business Expo, Lakeport
- Clear Lake Monster Sailing Regatta, Konocti Bay
- Trout Derby, Blue Lakes
- Heron Days, Lower Lake
- Redbud Festival, Nice
- Spring Dance Festival, Lakeport
- Konocti Cup Sailing Regatta, Konocti Bay
- Wildflower Tours, Clearlake Oaks
- Earth Day Celebrations, Kelseyville & Middletown

May

- Langtry Day, Middletown
- Children's Creative Arts Day, Lakeport
- Passion Play, north of Lakeport
- Memorial Day Parades & Barbecues, Lower Lake & Lakeport
- Red Hot & Rollin', Lakeport
- Catfish Derby, Clearlake Oaks

June

- Chickenque, Lakeport
- Middletown Days Western Celebration
- VWs by the Lake Weekend, Lakeport
- Wild West Day, Upper Lake
- Bowfishing Tournament, Lakeport
- Personal Watercraft Poker Run, Lakeport

July

- Independence Day Festivities, BBQs, Parades, Concerts, Fireworks, Lakeport, Clearlake, Clearlake Oaks, Konocti Bay
- International Worm Races, Clearlake
- Celebrate Lakeport 1888, Lakeport
- Lake County Rodeo, Lakeport
- Roundup Car Show, Lakeport

August

- Miss Lake County Pageant, Lakeport
- Blackberry Festival, Lower Lake
- Lake County Summerfest, Countywide

September

- Lake County Fair, Lakeport
- Seaplane Splash-In, Lakeport
- Pear Festival, Kelseyville
- Pastels in the Park & Chair-a-Tea Auction, Lakeport

October

- Pedal the Puddle, Countywide
- Steele Wines Harvest Festival & Grape Stomp, and Vineyard Run for Literacy, Kelseyville
- Halloween Contests, Parades & Fun, Lakeport & Clearlake
- Lake County Wine Auction Gala

November

- Holiday Gift & Craft Shows, Countywide
- Teddy Bear Exhibit, Lakeport

December

- Christmas Festival of Music, Lakeport
- Christmas Tree Lightings, Countywide
- Holiday Parades, Kelseyville, Lakeport & Clearlake
- Golf Cart Parade, Clear Lake Riviera
- Christmas Crafts Festival, Lakeport
- Christmas Renaissance Pageant, Middletown

Ongoing

- Nature Walk-Bird Watching, Lower Lake
- Concerts by the Lake, Konocti Harbor Resort produces approximately 85 concerts annually featuring top-billing recording artists

Seasonal

- NCRA Super & Hobby Stock Car Races, Lake County Fairgrounds
- Farmers' Markets, County wide
- Summer Concerts, Lakeport



Largest Employers

500 to 999 Employees
Lake County

250 to 499 Employees
McLaughlin Mine
Sutter Lakeside Hospital
Konociti Unified School District
Konociti Harbor Resort & Spa
Kelsey Clinic

100 to 249 Employees
Wal-Mart #1979
Robinson Rancheria Bingo Casino
Konociti Vista Casino
Foods Etc.

Principal Industries

	Earnings By Industry Per Worker (Thousands)	
	1999	2005 (projected)
Services	149,730	205,578
Government & Public Administration	120,127	151,625
Retail Trade	66,333	74,823
Construction	37,942	45,301
Agriculture & Mining	31,229	48,673
Transportation & Public Utilities	26,686	30,201
Finance, Insurance & Real estate	20,908	25,722
Manufacturing	19,260	21,403

Building Permits for Year

2000		City of Lakeport	
County		Single Family	Multi-Family
Single Family	135	5	-0-
Multi-Family	52		

Building Permits for Year 2001 – Countywide – residential – 213
Building Permits for Year 2002 – Countywide – residential - 358

Housing Units

1998	21,359
1999	21,393
2000	21,563
2001	32,670

Taxes

The State of California authorizes a personal and business Income Tax. In addition, there is a statewide Sales and Use Tax. The state rate is 7.25% The rate in Clearlake Park is 7.75%, and the rate in Clearlake is also 7.75% The rate in the remainder of Lake County is the state rate of 7.25%

Property Taxes

The property tax rate in California, including the rate of cities, counties, schools, and special districts, is limited to 1% of the market value.

POINTS OF INTEREST

Parks

Lake County has over 10,000 acres of parks, public lands, and 500 square miles of waterways. Enjoy swimming, fishing, picnicking, hiking, bicycling, and boating.

State and Federal Lands

- Clear Lake State Park (707) 279-4293
- Anderson Marsh State Historic Park & McVicar Preserve (707) 994-0688
- Boggs Mountain Demonstration State Forest
- Cow Mountain Recreation Area BLM
- Cache Creek Access Trail BLM
- Mendocino National Forest – Lake Pillsbury

Lake County Parks (707) 262-1618

- Hinman
- Middletown Pool/Tennis
- Upper Lake
- Rodman Slough
- Middletown Trailside Nature Preserve
- Lakeside
- Kelseyville
- Highland Springs Recreation Area
- Pioneer
- Lower Lake
- Keeling
- Clearlake Oaks Beach
- Lucerne Clubhouse
- Lucerne Harbor
- Alpine
- Nice Beach

City Parks (707) 994-8201

- Redbud Park – Clearlake
- Austin Park – Clearlake
- Highlands Park – Clearlake
- Westshore Pool – Lakeport
- Library Park – Lakeport
- Westside Community Park – Lakeport

Museums

- Lake County Museum (707) 263-4555
Pomo Indian Basket Collection, local history
- Lower Lake Historical Schoolhouse Museum (707) 995-3565
Restored schoolroom, minerals, local history
- Clear Lake State Park Museum (707) 279-4293
Native American & natural history
- Stone House Museum (707) 987-2254
Open by appointment, contact Mrs. Saunders

Landmarks

- Stone & Kelsey Home
Intersection of Main St & Bell Hill Rd, Kelseyville
- The Battle of Bloody Island
Intersection of St Hwy 20 and Reclamation Rd
- Sulphur Bank Mine
Intersection of St Hwy 20 & Sulphur Bank Rd
- Lower Lake Stone Jail
16118 Main St, Lower Lake
- The Stone House
Hidden Valley Lake off Hwy 29
- St. Helena Toll Road & Bull Trail
NW corner of St Hwy 29 & Hill Ave, Middletown
- Historic Courthouse
255 N Main St, Lakeport

For more information, call (707) 262-1618



Location and Climate

Bordered by the counties of Mendocino, Glenn, Colusa, Yolo, Napa, and Sonoma, Lake County is located about 110 driving miles north of San Francisco, and about 110 driving miles west of Sacramento.

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

Population

California	35,301,000
Lake County.....	59,300
City of Clearlake....	13,273
City of Lakeport....	4,876

Population

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

Age Distribution

0-9	7,388
10-19	8,307
20-29	6,762
30-39	6,106
40-49	8,389
50-59	6,942
60-69	5,969
70-79	6,390
80+	3,819

Climate

Average Temperatures

	Highs	Low
Jan-Mar	60°	32°
Apr-Jun	80°	48°
Jul-Sept	95°	57°
Oct-Dec.....	65°	44°

Average Annual Rainfall

Clear Lake Basin	25 inches
Middletown area	45 inches
Cobb Mountain	60 inches

Average Humidity

Winter:	50%
Summer/Fall:	30%

Clear Lake Average Water Temperature

December	48°
March.....	53°
June	66°
August.....	75°



LAKE COUNTY RESOURCES



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

Lakeport Regional Chamber of Commerce
707-263-5092 or 866-525-3767 or
lakeport@pacific.net

Clearlake Chamber of Commerce
707-994-3600 or chamber@mchsi.com

Community Development Services
707-262-1090 or cds@pacific.net

Business and Outreach Response Team
707-262-1090 or bort@pacific.net

Small Business Development Center
707-263-0330

The Resource Center
707-263-0630 or www.northeastcentralcounties.org/
lake/partners03.htm

Lake County Winegrape Commission
707-995-3421 or www.lakecountywinegrape.org

Lake County Visitor Information
www.lakecounty.com

County of Lake
www.co.lake.ca.us/cntyhome.html

Sample Opportunities brochure

Location and Climate

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

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

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 707-262-1000 or cd@pacfic.net

Business and Outreach Response Team
 707-262-1000 or bort@pacfic.net

Small Business Development Center
 707-263-0330

The Resource Center
 707-263-0630 or www.northcentralcounties.org/lake/partners03.htm

Lake County Winegrape Commission
 707-995-3421 or www.lakecountywinegrape.org

Lake County Visitor Information
 www.lakecounty.com

County of Lake
 www.co.lake.ca.us/cityhome.html

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

Clearlake Chamber of Commerce
 707-994-3600 or chamber@chcl.net

Lake County

FINE WINES, SPECTACULAR BEAUTY, & UNSURPASSED RECREATION

Development Opportunities 2003

Welcome to Lake County!

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to assist a new business.

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?

Business Opportunities

Conference Resort Hotel
 The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north shore of Clear Lake a prime location. A conceptual site plan of the promenade is available.

Lodging Facilities
 Several excellent sites are available for upscale lodging facilities or a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are attracting more visitors, and the area is currently lacking in upscale lodging facilities.

Golf Course / Residential Sub-division Development
 As more and more people are attracted to the clean, uncrowded beauty of Lake County, a significant demand has arisen for upscale residential and golf course communities. There are a number of excellent sites available.

Wineries
 Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

Retirement Housing/Assisted Living Facilities
 With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-in-place" facilities.

Commercial Development
 Many sites are available for significant commercial development, particularly in the area of the new promenade, which is in its development stage.

Mixed Use Industrial Park Development
 There is current demand for a mixed use industrial park project that would include professional office, warehouse, and light manufacturing, appealing to cottage industries.

RV Parks/Condo/Timeshare
 Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be ideally suited to the Lake County area.

Why Lake County?

With all that Lake County has to offer, why NOT Lake County?

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

Its climate attracts more vineyards, wineries, and agriculture. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all those qualities, the clean air, lack of busy traffic, and relaxed lifestyle attracts more and more people who want to set up their businesses and make Lake County their home.

In addition to all the natural amenities Lake County has to offer, the County of Lake has set up an efficient and friendly public/private partnership of service providers to help with business development.

Community Development Services provides financial and technical assistance to businesses. Services include flexible business loans, marketing and management assistance, business plan development, and coordination of services provided by the County's business assistance network.

Business & Outreach Response Team provides direct assistance to new businesses with site location, permitting guidance, liaison with city and county decision makers, project advocacy, and up-to-date demographic information.

The Redevelopment Agency provides assistance to businesses within the Northshore Redevelopment Area along Highway 20. Architectural design assistance and review is available, as well as the Commercial Facade Improvement Program, which provides funds at a low interest rate with flexible terms for businesses to improve their facades.

The Small Business Development Center provides free business consulting services to small businesses in the areas of financial analysis, marketing, operations, and management.

The Lake County Resource Center provides employee recruitment, screening, placement, and vocational training services to employers.

The Lake County Winegrape Commission offers education, research and product marketing.

LAKE COUNTY AT A GLANCE

Population		Countywide Building Permits	
Year		Year	
California.....	35,301,000	2000.....	192
Lake County.....	59,300	2001.....	213
City of Clearlake.....	13,273	2002.....	358
City of Lakeport.....	4,876		
Age Distribution		Value of New Construction (thousands)	
0-9.....	7,388	1998.....	\$20,787
10-19.....	8,307	1999.....	33,631
20-29.....	6,762	2000.....	45,085
30-39.....	6,106		
40-49.....	8,389	Annual Travel Expenditures in County (\$1000s)	
50-59.....	6,942	1997.....	\$178
60-69.....	5,969	1998.....	\$185
70-79.....	6,390	1999.....	\$202
80+.....	3,819	9.2
		Total Taxable Sales in County	
		1995.....	\$300,902
		1996.....	\$317,533
		1997.....	\$322,482
		1998.....	\$337,861
		1999.....	\$383,524



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		% Change
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1998.....	\$185	3.9
1999.....	\$202	9.2

Total taxable sales in County

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1997.....	\$322,482
1998.....	\$337,861
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Lake County Visitor Information
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County of Lake
 www.co.lake.ca.us/cntyhome.html

Critical Mass is more than a religious experience

Getting the “Mall Mentality” in your downtown



Introduction

The heart and soul of any community, besides its people, is its downtown. If locals won't hang out in your downtown, neither will visitors. They go where you go.

The number one complementary activity of visitors is shopping, dining & entertainment in a pedestrian-friendly, intimate setting: your downtown.

This is where 80% of all non-lodging visitor spending takes place.

Over five years we surveyed 400 successful downtowns and downtown districts uncovering the 20 most common ingredients that led to their success.

Of the 20 ingredients, critical mass was one of four ingredients that was common to all 400 downtowns. Every single one. Without critical mass (or clustering: like businesses grouped together) your downtown can never be as successful as you hope.

Here are the four ingredients every successful downtown had:

1. They all had a narrow focus

Examples: St. Albert, Alberta - a bedroom community to Edmonton. The focus: The botanic arts city. The tagline: Cultivate Life.

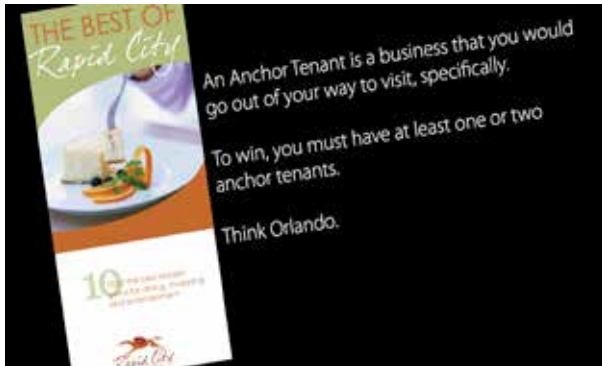
Rodeo Drive in Los Angeles - the glamorous high-end fashion district.

Jackson, Wyoming - The home of Western living. Population: 12,000. Their downtown is home to 110 galleries and western living shops and the town hosts nearly four million visitors a year.

Jefferson, Texas - The antique capital of Texas. Population: 2,500. They have 125 antique dealers in their downtown - that's one for every 20 residents. Because so many visitors come so far, they are now the official B&B Capital of Texas.

Leavenworth, Washington. Population: 3,200. As Washington's Bavarian Village the town hosts nearly 2.5 million visitors a year.

Walnut Creek, California. Population: 60,000. As Northern California's definitive shopping & dining destination, their downtown does nearly a billion dollars a year in retail sales and services.



2. They all had “anchor tenants”

Anchor tenants, just like a mall, are businesses you’d go out of your way to visit. They do NOT have to be big box retailers. The best cinnamon rolls you’ll find in Alberta could be a great anchor tenant.

Every downtown needs to have one or two anchor tenants. Just like a mall, everyone else will benefit by them being there.

Would you go to Orlando if Disney World wasn’t there? If you said no, then you just insulted 140 other attractions. But they all know that Disney is the anchor tenant, and they, and Disney, benefit from the critical mass of attractions and activities found in the Orlando area.

Every downtown we surveyed had at least two anchor tenants. If you can get up to five, you’ll be a rock-star destination for both locals and visitors.



3. They all had life after 6:00 pm

Seventy percent of all consumer retail spending now takes place after 6:00 pm. Are you open?

The new trend in downtowns is to become the place people go during evening hours and on weekends. No longer just the place to buy socks, jeans, and necessities, downtowns are now much more than that.

Downtowns are now becoming “third places” - the place to hang out at the end of the day to socialize. Restaurants, entertainment, theater, and evening shopping.

If this is a challenge, watch the DDI video “Are you open after 6:00 pm?” available with the All Access pass to the DDI library. This video explains how to make this happen.



4. They all had “critical mass.”

This is the rule of clustering, which has worked for centuries:

- Napa Valley and wine
- Silicon Valley and high tech
- Seattle, Boeing and aerospace
- Orlando, Disney World and 100+ other attractions - the kids and family destination.
- Nashville and country music - dozens of recording studios, concerts, etc. It’s become “music city USA.”
- Branson, Missouri and 49 music theaters. This town of 6,500 residents hosts 7.5 million visitors annually.
- Santa Fe, New Mexico and Native American Art.
- Las Vegas and adult fun - gambling, entertainment: “What happens here, stays here.”



5. People living and staying downtown

Every downtown that had the previous four ingredients also had people wanting to actually live downtown, or stay downtown.

They are seeing second and higher floors turn into loft apartments and condominiums.

Hotels are gravitating to downtowns. People want to spend the night where they have choices of locally owned restaurants (not the usual array of fast food and chains), and nightlife in a pedestrian-friendly atmosphere.



The Ten + Ten + Ten Rule

Area: Three lineal blocks (not square blocks) - and they don't have to be in a straight line, although they should be contiguous to each other.

Ten places that sell food: soda fountains, coffee shops, bistros, cafes, sit-down restaurants, wine stores, delis, confectioneries.

Ten non-chain destination retail shops: galleries, antiques (not second hand stores), collectibles, books, clothing, home accents, outfitters, brand-specific retailers, garden specialties, gourmet kitchen stores, cigars, etc.

Ten places open after 6:00: Entertainment, theater (movies and/or performing arts), bars and bistros, specialty shops, dining, open air markets, plaza areas with activity, etc.

This is the MINIMUM you need to have in just three lineal blocks if you hope to make your downtown a destination for both local residents and visitors.



The Mall Mentality

Think of your downtown as a mall:

- They are open consistent hours and days.
- They are open late into the evening hours.
- They orchestrate the business mix so there are like-businesses grouped together - clustering.
- They always recruit and promote anchor tenants. No mall is ever built without anchor tenants signed to long-term leases.
- They have become a central gathering place (since so many downtowns lost that focus.)

Think of antique malls. They do 10 times the business when together as opposed to being scattered all over town. The same with auto malls: They do 7 times the business when clustered. Think corner gas stations and fast food establishments. Customers are always drawn to the critical mass.

Think of destination resorts and the new lifestyle retail centers now replacing many downtowns. All of them have the Mall Mentality and they orchestrate the mix.



Argyle Street in Halifax

In just two and a half blocks, you'll find 22 restaurants and all of them do very, very well - in fact, rivaling the waterfront as THE place to dine.

It's doing so well a major convention center is now being developed on Argyle Street.

The point: Sometimes you have to orchestrate the effort. This also goes to show that competition is a good thing. The more you have of a type of business, the more popular a destination you'll become whether it's restaurants, entertainment venues, galleries, etc.



The seven steps to orchestrating your business mix

For nearly ten years this is what Roger Brooks (DDI's CEO) did for a living. He recruited nearly \$3 billion in 2013 dollars into destination resorts and downtowns throughout North America.

The trick is finding the tenants you want, or need, then hand picking them, inviting them to your downtown, working between them and the property owner, and then marketing them heavily (an incentive for coming) to make sure they will be successful.

The following are the seven steps to success. It only takes one-third of your property owners to achieve success. Eventually the market will dictate to the other two-thirds that they could make more money by moving elsewhere and leasing their space to a business that fits the theme, or brand, of your downtown.



1. Ask your residents

Create a three-week online survey asking your residents the following questions:

1. Where do you live?
2. What age group are you in?
3. What is your gender?
4. When friends and family visit you, where do you take them while visiting - other than staying home?
5. Where do YOU go to hangout? Other than home?
6. What do you think are our downtown's best assets? What do you like best about our downtown? Name three things - in order.
7. What do you think are our downtown's biggest challenges or negatives? Name three, and put them in order.
8. What could be done in downtown to get you to spend more time and money there?
9. What do you think our downtown should be known for? What image would you like people to have of us?



2. Decide on a focus

If you want to be a kids & family destination, then where can you put the carousel? The splash pad? The ice cream and candy shops? The children's museum?

On the other hand, if you want to be known for nightlife, where can we put the micro-brew? A concert stage? A sports bar? An Irish pub or piano bar? Outdoor cafes? A performing arts and/or movie theater?

Once you have a focus it will dictate the kinds of businesses you need to recruit so you "own" that brand or focus.



3. Make a list of businesses that would be great to attract - specifically

Richard and Vertis Mason, residents of El Dorado, Arkansas (population 20,000) bought up a good chunk of downtown El Dorado and over several years revitalized the buildings and then hand-picked the tenants, creating one of America's most charming downtowns.

On the heels of their work, the city just constructed a \$10 million convention center, and hotels and other downtown development projects are on the way.

The trick is to develop a list that fits the Ten+Ten+Ten rule, will make you a great destination, and fits what your residents and visitors said in the online survey.



4. Work with your property owners on recruiting and orchestrating the mix.

This effort does require "patient money." The property owners should do a less than current market rent for the first few years while you orchestrate the mix. This keeps the merchant alive while you're bringing others into your downtown.

In Jackson, Wyoming the goal of becoming one of the nation's biggest arts communities took several years and patient money to orchestrate. But now? Downtown Jackson (population 12,000) is home to 110 galleries and western living shops.

Property owners are now getting \$50 to \$60 per square foot, at 100% occupancy, and if you want to purchase property downtown you'll pay upwards of \$750 a square foot.

This needs to be a public-private partnership project!



5. Start with just one or two blocks

Too often downtown organizations try to “fix” or revitalize the entire downtown. Instead find one or two blocks and start there.

Which blocks? Pick the blocks where the property owners are most willing to work with you on the business mix. And that’s where you’ll concentrate the beautification efforts, streetscapes, and facade improvements.

Concentrate the critical mass in those blocks.

Timeline: Two to three years.

Guaranteed: The next blocks will start organically and will be driven by the market.



6. Then create a zoning ordinance or bylaw restricting the mix

But do this WITH your property owners at the table. Remember that this is a partnership arrangement. If you’re going to restrict the tenant mix, then be prepared to help the property recruit the right tenant.

Generally speaking, you want ground floor spaces to be reserved for dining establishments, entertainment venues, and non-chain retailers. Having one or two chains or franchises in your downtown is by no means a killer, but you do want to make sure your downtown has businesses local residents and visitors can’t get out close to a freeway or highway, or just about anywhere else. You want your downtown to be organic and unique to your community, as much as is possible.



7. Market the heck out of your anchor tenants. Success breeds success.

Anchor tenants are a business you'd go out of the way to visit, specifically. Create a "Best Of" guide featuring your best restaurants, retail shops and activities.

Create a vetting process so that politics doesn't kill the effort. Here a sample:

1. They must be open six days a week and the day they can be closed is a Monday.
2. They must be different, or clearly better, than what the customer can get closer to home.
3. They must be open until at least 7:00 pm.
4. They must have good curb appeal - they need to be inviting.
5. They must be highly regarded by someone other than themselves. For instance, 80%+ positive reviews on TripAdvisor and Yelp.

Do not include lodging. Why? Because you want lodging facilities to hand this brochure to everyone staying there without promoting their competitors.

Final notes

If you need help with the recruitment effort consider contracting with a commercial real estate agent. This is their area of expertise.

There are also a few companies that provide retail recruitment services such as Colliers International and Buxton.

This works for small towns as well! Oatman, Arizona has a population of 135 yet they have the critical mass and host 500,000 visitors a year. Nashville, Indiana with a population of 797 is another great example and one of the most visited destinations in the state of Indiana. Look up Brown County.

It does take "patient money" but the returns on the investment can be simply amazing - for property owners, merchants, and the city or town your downtown is located in.

The four ingredients to success:

- Passion
- Patience
- Persistence
- And a little Pain



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