



Wisconsin Dells BID Committee - Meeting Agenda

Wednesday, November 15, 2017 at 8:30AM

Wisconsin Dells Municipal Building Council Chambers – 300 La Crosse Street – Wisconsin Dells

1. Call to Order
2. Approval of the November 1, 2017 Meeting Minutes (attached)
3. Discussion – Mayor’s Proposal to Target Empty Commercial Property All/Ben Borchert, CDA Chair
 - a. Redevelopment Resources 300 Block Real Estate Analysis (attached)
 - b. Roger Brooks Recruiting Tourism Development Projects (attached)
4. Discussion/Decision – Larson Property Sign Repairs & Creative (attached) Tom Turbett/Rainbow Signs
5. Farmers’ Market Subcommittee Report on 2017 Market Kyler Roytson/Maria Rosholt
6. Downtown Dells Association Holiday Event – December 2nd Mark Sweet
7. Items for Next Agenda All
8. Adjournment

The Committee may take action on any of the above listed agenda items.

Kelli Trumble, Chairperson

Posted & Distributed: November 9, 2017

Upcoming BID Meetings:

- Wednesday, November 29, 2017 at 8:30am
- Wednesday, December 13, 2017 at 8:30am

**BID Committee
November 1, 2017**

Attending: Kelli Trumble; chairwoman	Chris Tollaksen; Public Works
Kevin Ricks; BID	Jenifer Dobbs; WDVCB
Dan Gavinski; BID	Karen Terry; City Treasurer
Justin Draper; BID	Brian Holzem
Kyler Royston; BID	Ed Legge; Dells Events
Mark Sweet; BID	

Meeting called to order by Chairwoman Kelli Trumble.

Motion to approve October 18 minutes made by Justin Draper. Second by Kyler Royston. Approved.

BUDGET PLAN FOR WOODSIDE AGREEMENT:

The ten year contract for financial support of the Woodside Sports Complex goes through 2023. Funds have not been addressed in total for the final two years of the contract. A total of \$30,000 will meet the obligation in the contract. City Treasurer Karen Terry reviewed alternatives to finance the amount. Dan Gavinski made a motion to take \$30,000 from the Economic Development line in the 2018 budget and place in reserve for the final two years of the Woodside contract. Second by Justin Draper. Approved unanimously.

BID BILLBOARD REPAIRS:

Eric Larson owner of the property in the town of Burke where BID is renting a billboard has indicated that the billboard is in need of repair. It was suggested to have Tom Turbett look at the billboard to determine what repairs are needed before proceeding.

ROGER BROOKS DOWNTOWN PLAN:

Discussion from the previous meeting was reviewed. It was determined that the following items would be helpful to generate direction: 1) a link to Roger Brooks' video library where pertinent. 2) information from the Visitors Bureau on Economic Development presentation 3) Final report made by Redevelopment Resources to the City about the 300 block of Broadway.

Karen Terry indicated funding for a business recruiter was in the 2017 budget and was not used. There are no funds in place for a business recruiter in the 2018 City budget.

CITY BUSINESS LICENSE:

Karen Terry reported that \$5500 is in the 2018 City budget for software to implement a business license program. The plan is for the City to prepare a license for action by the City Council. Input from BID would be welcome. Suggestions from discussion included importance of having both State Sales tax and Premier Resort tax numbers on the application form. Also deemed to be essential was accurate information on ownership of the property, operator of the business in each location and type of business being conducted. It was also felt the license fee needs to be reasonable.

EMPTY COMMERCIAL PROPERTIES:

Ben Borchert, chairman of the Community Development Authority, will be invited to attend the next meeting to discuss ideas on addressing occupation of empty storefronts.

AGENDA: NOVEMBER 15 MEETING

Items for the next meeting include the Farmers Market, discussion with Ben Borchert on empty storefronts, continued discussion on Roger Brooks Action plan, and Christmas tree lighting.

Motion made by Kyler Royston to adjourn. Second by Justin Draper. Approved.

ITEM 3a



REDEVELOPMENT RESOURCES

Real Estate Analysis – 300 Block of Broadway Avenue
Wisconsin Dells, WI

July 5, 2016

Redevelopment Resources
211 S. Paterson St. Suite 320, Madison, WI 53703
www.redevelopment-resources.com
715.581.4339



July 5, 2016

To: Mayor Brian Landers, City of Wisconsin Dells
From: Kristen Fish, Redevelopment Resources, LLC
Re: 300 Block of Broadway Real Estate Analysis

As requested via recent contract, a real estate analysis of the buildings on the 300 block of Broadway Avenue was conducted between April and June, 2016.

As a means for setting the stage for this report, a review of the goals of the branding, development and marketing plan include:

1. To increase visitor spending by 30% over the next five years
2. To make downtown a year-round destination for visitors
3. To make downtown a central gathering place for locals
4. To increase property values
5. To increase the vitality of area businesses
6. To make downtown Wisconsin Dells an attraction rather than an amenity
7. To add cultural depth to Wisconsin Dells and Lake Delton
8. To make downtown feel safe, comfortable, clean and modern
9. To elevate the look of downtown to a more premium dining and entertainment district
10. To increase the tax base locally to the benefit of property owners, tenants and the City
11. To extend the seasonality of Wisconsin Dells to make it truly a year-round destination

The bricks and mortar of your community tell a story to visitors and tourists both directly and indirectly. What's housed inside those buildings also communicates an indication of the experiences visitors will have when they come to your downtown. The real estate assessment was intended to uncover opportunities for enhancing visitor experience, finding redevelopment opportunities, improving tenant mix, increasing business sales, addressing building repair situations/potential blight issues, and garnering involvement and investment from property and business owners.

What follows in this report, is a list of general observations, a list of the properties with owners and tenants, and some photos of the block on the north and south sides. Recommendations for addressing the points identified in the paragraph above are included at the end of the report.



Observations:

1. The block consists of eight storefronts on the south side of Broadway Ave., and 11 storefronts on the north side of Broadway Ave.
2. There is one vacant storefront on this block at 304 Broadway.
3. In this block there are two (2) ticket booths, four (4) restaurants (including Great Harvest and Frozen Bear), four (4) attractions, one (1) office, and nine (9) retailers.
4. Of the nine retailers, three (3) can be classified as primarily T-shirt shops, while two (2) others sell t-shirts and a variety of other goods. One sells fossils and rocks, one has a variety of skateboarding and other sporting related merchandise and two sell a wide variety of souvenir/discount products.
5. Stores and restaurants do not hold consistent hours of operation. Several times when I was in town, there were one or two stores that were not open mid-day, mid-week. This is also true during the shoulder seasons, where some operators are open consistently and others are not.
6. In general, lease rates are not shared with other building owners and tenants. Many owners were reluctant to tell what they are charging for rent, as well as tenants did not share what they are paying for rent.
7. There are mixed feelings on the parking meters on Broadway amongst store operators. Many operators are not in favor of charging visitors to park in front of the stores. However, they are also not in favor of parking spaces being taken up by employees or residential tenants. Other business owners and property owners are understanding of the need to closely monitor the parking meters on Broadway.
8. Tenants/store operators shared that products which are selling well include tourist items such as T-shirts, and other inexpensive souvenirs visitors use to commemorate their time in the Dells. Some operators have tried other higher-end concepts such as clothing, jewelry or more expensive gifts but those stores have not survived. Possibly a factor of the economy at that time. Some report sales are now just starting to reach levels seen prior to the recession, but that sales have not come back to the peak they can remember.
9. Several merchants and property owners stated the Dells needs more attractions, or experiential or event oriented things for people to do, as opposed to more stores.
10. Merchants were generally not aware of programs to assist with building renovations.
11. A few of the merchants with higher ticket offerings are struggling. Some stores have average transactions of \$25-\$30 per sale. These retailers are struggling. The stores with lower dollars per transaction are doing well: \$5-\$20/transaction.



Property List:

**Wisconsin Dells
300 Block of Broadway St.**

Tax Parcel ID	Address	Owner Name	Owner Address	Tenant Name	Business Name
61	741 Elm St.	Matthew Winn	1007 Capital St. Wisconsin Dells, WI 53965		Lake Dells Cleaners & Coin Laundry
	326 Broadway Ave.	Matthew Winn		Mark Sweet	Frozen Bear
63	324 Broadway Ave.	Norma Herrera	1323 S. Central Ave. Cicero, IL 60804	Carlos	Colotlan Mexican Restaurant
64	1624 Valley Dr.	Ronald S & Donna L Newell Living Trust	815 Weber Ave. Wisconsin Dells, WI 53965	Leon Agami Shlomi Fedida	Cool Waters
65	316 Broadway Ave.	John & Shirley Tollaksen Revocable Trust	451 Trout Road Wisconsin Dells, WI 53965	Dana	Aloha Hawaiian Shop
66	312 Broadway Ave.	LAJALI LLC (Tom Lucke)	P.O. Box 75 Wisconsin Dells, WI 53965	Tom Lucke	Wild Fun Zone
67	310 Broadway Ave.	LAJALI LLC (Tom Lucke)	801 Meadow Lane Wisconsin Dells, WI 53965	Tom Lucke	Wild Fun Zone
	310.5 Broadway Ave.	LAJALI LLC (Tom Lucke)	801 Meadow Lane Wisconsin Dells, WI 53965	Tom Lucke	Wild Fun Zone
68	306 Broadway Ave.	Doreen Dee Kissack	S2144 Ishnala Rd. Baraboo, WI 53913	Corey Kissack	KDC Traders
69	304 Broadway Ave.	Doreen Dee Kissack	S2144 Ishnala Rd. Baraboo, WI 53913	Corey Kissack	
70	302 Broadway Ave.	Brian K and Nancy L Holzem	218 Broadway Wisconsin Dells, 53965	Brian Holzem	Native Sun



North Side of the 300 Block of Broadway Avenue

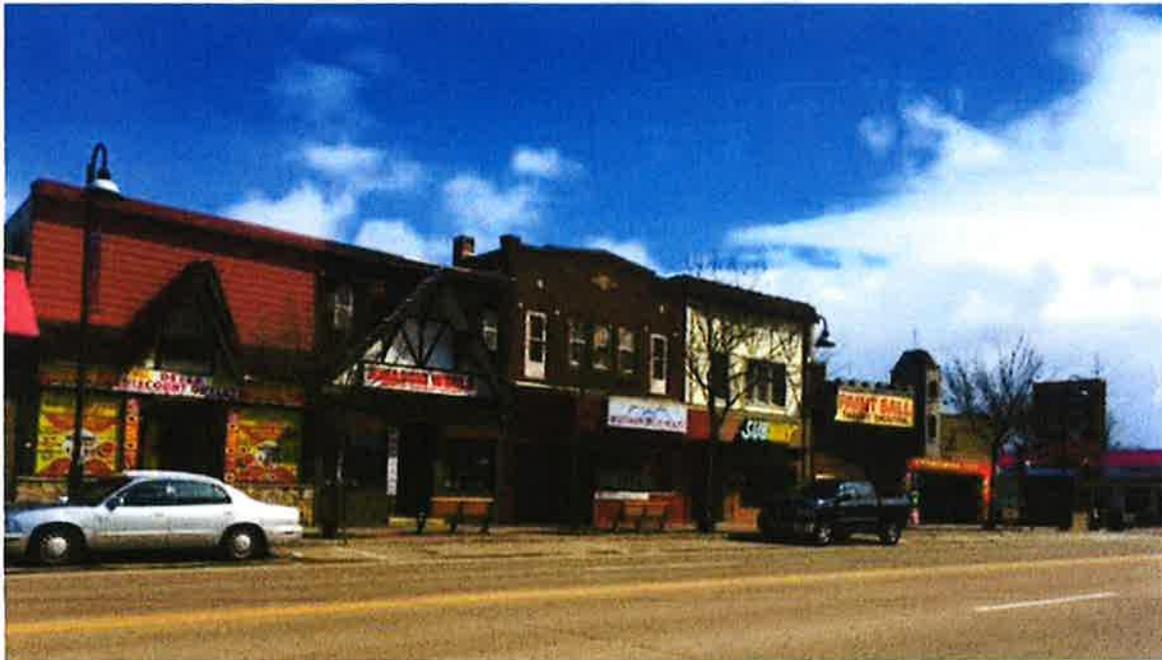


**Property List:**

Tax Parcel ID	Address	Owner Name	Owner Address	Tenant Name	Business Name
631.02		Wisconsin Ducks, LLC	P.O. Box 117 Wisconsin Dells, WI 53965	Wisconsin Ducks Ticket Booth	Wisconsin Ducks Ticket Booth
631.03	329 Broadway Ave.	Phillip L and Margery B Anderson	226 Capital Street Wisconsin Dells, WI 53965		Bread store
632	323 Broadway Ave.	Michael Malka, Amos Goaz, Izik Cohen	202 Broadway Ave. Wisconsin Dells, WI 53965	Izik Cohen	T-shirts
	325 Broadway Ave.	Michael Malka, Amos Goaz, Izik Cohen	202 Broadway Ave. Wisconsin Dells, WI 53965	Bill Anderson	Paint Ball
633.02	321 Broadway Ave.	Kuehl Properties, LLC	757 W. Mulberry Street Baraboo, WI 53913	Travis Kuehl	Subway
	321.5 Broadway Ave.	Kuehl Properties, LLC	757 W. Mulberry Street Baraboo, WI 53913	Tory Wolfram	
633.01	319 Broadway Ave.	Tory Wolfram, LLC	578 State Road 23 Wisconsin Dells, WI 53965	Tory Wolfram	Wisconsin Dells Realty
635	317 Broadway Ave.	Driss Boutajrit, Carrie Skoog-Boutajrit	P.O. Box 786 Wisconsin Dells, WI 53965	Driss Boutajrit	Jurassic World (Fossil Shop)
636	315 Broadway Ave.	Robert N Wick	3868 County Road Q Wisconsin Dells, WI 53965	Garrett Kirwan	Dells Discount Outlet (Dollar Shop)
640	313 Broadway Ave.	Kay Mackesey	P.O. Box 406 Lake Delton, WI 53940	Brian Fischer	Elements (Skateboard Shop)
637.A	311 Broadway Ave.	Mackesey Ventures, Inc.	P.O. Box 406 Lake Delton, WI 53940	Shlomi Fadida	De'-Ja Vu
637	301 Broadway Ave.	Walter J & Teresa M Nekylla Living Trust	412 W. Belden Ave. Addison, IL 60101	Walter Nekylla	Wally World
	305 Broadway Ave.	Walter J & Teresa M Nekylla Living Trust	412 W. Belden Ave. Addison, IL 60101	Walter Nekylla	Krazy Mirror Maze
638		Diehl Family Limited Partnership	560 Wisconsin Dells Parkway, Wisconsin Dells, WI 53965	Tommy Bartlett Show Ticket Booth	



South Side of the 300 Block of Broadway Avenue





Recommendations:

The following recommendations have been developed for improvements of the 300 block of Broadway Avenue. Recommendations for this block in isolation of the rest of the Avenue.

1. The current mix of businesses on the 300 block is balanced from a retail and non-retail perspective. More variety in the type of retail is something that could be sought in this block. No additional t-shirt shops are recommended on this block, and to the extent that they are not replaced if any transition out of the block it will work well to move the City toward its goals.
2. Specific properties should be identified as prime candidates for façade improvements and one-on-one meetings with the property owners should be held where the BID can provide assistance options (façade grant) and inform on design guidelines. Nearly all of the properties on this block would be good candidates for large scale façade improvements so it would be best to start with those property owners ready to invest in their buildings. There are two properties which would be recommended based on the owners' willingness to make improvements.*
3. The BID could work with an architect to provide an improved façade drawing/design so the building owner can understand how their property can effectively comply with the Downtown Design Standards, while at the same time, get an idea of the level of investment necessary to obtain a certain finished product/look.
4. Focus on one or two buildings at a time. These improvements with a few properties will make others more obvious for the next phase of improvements.
5. Seek a large scale concept for a single attraction oriented development on multiple contiguous properties which may be available for acquisition if they are in the best location for a new development. If those interested in transitioning their properties are in the proper location for a new development, work with investor/developers who have ideas, financial resources and a passion for the downtown's vision to develop a concept plan and an implementation plan.
6. Meet with other property owners wishing to improve their property for a higher and better use. One current storefront could be expanded and transitioned into an experiential destination-type use appealing to groups of women, such as a paint/wine studio or Tapas bar with an active art angle providing an event or experience for visitors.
7. To keep the efforts of the downtown revitalization moving forward, it is recommended the study of the 200 and 400 blocks occur next. This will move the momentum out in concentric circles from the first study block.

Nancy Holzem

To: Kelli Trumble
Subject: RE: Redevelopment Resources

From: Nancy Holzem
Sent: Thursday, November 02, 2017 2:10 PM
To: Kelli Trumble
Cc: Karen Terry
Subject: Redevelopment Resources

Redevelopment Resources - Documents attached.

The main reason the city did not continue with this is because her observations and recommendations are all ones that had already been identified. In addition, most of her time was spent compiling a list of information (parcel numbers, property owners, tenants, etc..) which the city already had. It did not make sense to pay her an additional \$25,000 to continue doing this for several more blocks of Broadway. The proposed city business license would take care of creating a master database of all this information.

~Nancy

Nancy R. Holzem
City Clerk/Coordinator
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www.citywd.org

Recruiting Tourism Development Projects

- HANDOUT -



1. Start with your brand

- Narrow your focus
- You can't stand for everything
- People don't come to a place that has "something for everyone"

Case of Whistler Resort

- Year-round population was 678
- Today there are 12,000
- It was considered too far away from Vancouver, BC and the elevation was too low for anyone to go there
- Focus was to become North America's #1 ski resort destination – narrow focus
- Our job was to recruit all the businesses/investment in the village
- Recruited restaurants, condo developers, retailers, etc.
- Recruitment was done primarily through "knocking on doors" rather than advertising
- Whistler was originally supposed to be the site of the 1968 Winter Olympics, but it didn't happen – until 2010
- Large portion of the development is pedestrian only

The Results:

- North America's top rated ski resort destination for 25 years running
- Shoulder seasons are May and November and then they run at 60% occupancy
- They do more business in the summer than the winter

Case of Jackson Wyoming

- Population 12,000
- Claim to fame was as a gateway to Grand Teton National Park – but a gateway is just a place you go through on the way to somewhere else
- The challenge was the town was a gateway and not much more
- The focus was to become the "Home of Western Art"
- Narrow focus
- Our job was to take four blocks around town square and turn them into a destination
- Recruit businesses around the town square park
- Already known for being an "old west" town, but many towns are "old west"
- Building of the brand
 - Something for everyone. Nope!
 - Gateway to Grand Teton National Park – gateway is a pass through to something else.
 - Outdoor recreational paradise – two over the most overused words
 - Arts community – performing, visual, etc. – The live theater produced only a few shows a year, which is not sustainable

Recruiting Tourism Development Projects | Handout



- Focus on visual arts – not quite narrow enough
- The home of Western art – narrow focus
 - Had to orchestrate critical mass to create the right mix of businesses downtown
 - Artisans, jewelry, clothing companies – all recruited to build the brand

The Results:

- 85 galleries and western living shops downtown
- Fourth largest arts community in the US
- A bigger draw than both Yellowstone and Grand Teton National Parks
- Host nearly four million visitors a year

Bottom line:

Both communities started with a *narrow focus*

Case of Ocean Shores, Washington

- Population 3,000
- Claim to fame: closest ocean beaches to Seattle market
- The challenge: Washington residents go to Oregon beaches
- People referred to Ocean Shores as “Open sores”
- The focus: to become the Northwest’s favorite seaside destination
- Only 20% built out; ¾ of the lots were empty
- No tax base to maintain the roads or marina
- Originally subdivided the 6 square mile peninsula into 12,000 lots, with 110 miles of roadways and 23 miles of freshwater canals
- Wendell West, the original developer, went bankrupt in 1968
- In 1970 Ocean Shores incorporated as a city
- By the 1990s, the city was in desperate straights
- They needed \$10 million in street repairs
- \$2 million in bridge replacement
- \$60 million city-wide sewer system
- Additional fresh water sources

- Lake and canal system had worst water quality in the state
- Fire equipment, schools, public facilities all in desperate need of assistance
- Oceanfront erosion and jetty repairs
- Needed \$100 million in infrastructure improvements, all due to years of no tax base
- Created the Ocean Shores Development Association
 - All volunteer organization
 - Ran ads with little to no success
- First step was to develop an action plan

2

Develop the Action Plan

2. Develop the Action Plan

- Branding: what do you want to be known for
- Development: what we need to “own” the brand
- Marketing: how to tell the world
- Action plan: a to-do list
- **Key is development** – most successful towns are built on product, not marketing
- What to do
 - Geographic – who are you trying to attract?
 - Demographics
 - Lifestyle – what types of people
- The goal, for Ocean Shores, was to become Washington’s most popular seaside destination

3

Get the champions on board.
Get the money you need to be effective.

3. Get the champions on board

- Clean up what you can – investors WILL judge a book by its cover
- Create a development team:
 - Fire, police, public works, government agencies, lending
- Priority – streamline permitting process to make investment and building attractive
- Create marketing partnerships: EDC, Downtown, City, County, etc.

4

Develop the list.
No more than ten projects.

4. Develop the list

- No more than 10 projects
- The days of shotgun marketing are over
- Make a list of the specific businesses you need to recruit
- In Ocean Shores, they needed:
 - Flagged lodging properties: mid-tier, higher end
 - Vacation ownership resorts
 - Vet with kennel or “doggie hotel” for overnight guests
 - Fast food establishments, especially for families
 - Full service medical facility
 - Indoor entertainment – to combat 80” of rain annually
 - Resort development at the Ocean Shores marina

Recruiting Tourism Development Projects | Handout

5

Hire the recruiter.
80% of their time of should be spent recruiting.

5. Hire the recruiter

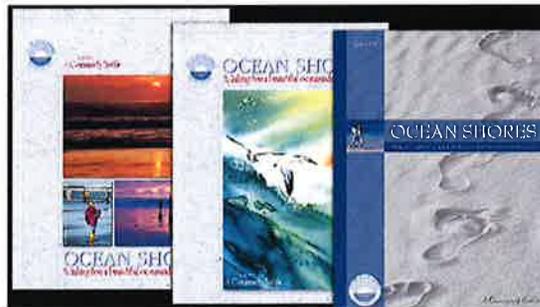
- 80% of their time should be spent recruiting
- A board to support the recruiter should be made of doers, not directors
- The recruiter needs to be dedicated to their task

6

Create the marketing materials.

6. Create the marketing materials

- Cut to the chase
- Ocean Shores needed a repositioning or re-branding effort
 - New consumer marketing materials and website
 - Tri-fold community profile (updated every year)
 - Bi-fold investment opportunities brochure (updated every year)
 - A 20-minute sales presentation (Powerpoint/Keynote)
- Focus on specific needs and recruitment goals – not a shotgun approach
- The two important pieces are the Community Profile and the Investment Opportunities brochure



7

Develop the database of contacts.

7. Develop the database of contacts

- Specifically, who do you want to recruit
- Subscribe to regional business journals
- Subscribe to the "Daily Journal of Commerce"
- Join ULI (Urban Land Institute), perhaps IAAPA, other trade organizations you're looking to attract from
- Subscribe to Crittenden Reports
- List of vendor companies (architects, engineers, etc.)
- List of lenders: banks, HUD, REIT's, VCs



8

Get publicity.
Most investors are not in the phone book.

8. Get publicity

- Press releases to applicable publications – get the word out with what you are looking for
- You build your brand through PR; advertising is used to maintain your ownership position
- Articles are read three times more than ads
- Publicity = credibility; it's the third party endorsement
- You will see \$3 in earned media for every \$1 spent on PR

9

Start the "sales" effort.
Work in concert with your property owners.

9. Start the sales effort

- Work in concert with your property owners
- Avoid email sales!
- Never say "Come take a look and get back to me."
- Sell the opportunity – not land or infrastructure
- Instead, sell the experience: "Here's why your hotel will be full."
- Check out Tim Wackel's website at www.timwackel.com for lots of information, tips and free resources on sales
- In Ocean Shores, the first sales call was to Shilo Inns
 - Sent a fax to the CEO of Shilo Inns that said, "You own the Oregon Coast. Isn't it time you owned the Washington coast?"
 - Showed the potential opportunities Slide
 - Shilo Inn agreed to build a hotel in Ocean Shores



10

Duplicate your marketing efforts

10. Duplicate your marketing efforts

- Target other development opportunities and needs in the community
- In Ocean Shores, we targeted IAAPA, International Association of Amusement Parks and Attractions, to recruit indoor attractions
 - Through trade show attendance, we were connected with developers who might build miniature golf courses
- Any major hotel chain will have a "Development" link on their website
 - It will have options and information about resort development including development contacts
 - These are the people who handle these projects
- People will help recruit for you
 - Architects (with specialties)
 - Theme park/attraction designers
 - Attraction development companies
 - CCIM Realtors
 - Industry suppliers

Recruiting Tourism Development Projects | Handout



- Engineering firms
- Hotel chain representatives
- Industry associations
- When recruiting these folks:
 - NO: "We need a new or nicer hotel"
 - YES: "Here's why it will have 75% plus annual occupancy"
 - NO: "We need some kind of major attraction"
 - YES: "We have 4.7 million people within a 2 1/2 hour drive and there is no competition."
 - This is about money. Not tourism. Not visitors.
- An idea for small businesses
 - Create a small business incubator
 - Kayak and canoe rentals
 - Bike rentals
 - Motorcycle rentals
 - Fishing guide services, fishing gear
 - Outfitter
 - Outback Jeep Tours
 - Lodging options (B&B, hotel, resort)

11. Engage in the hand-holding process

- Never let go!
- Hand holding includes:
 - Banks and financial institutions
 - Regulating powers
 - Permitting agencies
 - Local officials
 - Infrastructure projects, grants, agencies
 - Professional services
 - Contractors and sub-contractors

12. Leverage the first successes

- Once you have success, more successes will follow
- In three years in Ocean Shores
 - \$15 million flagship Shilo Inn Beachfront Conference Resort
- 12,000 square feet of meeting/banquet space
- 113 rooms with plans to add 40 more
- Full service catering/oceanfront restaurant
- Four full-time sales staff and an advertising budget of nearly \$300,000 per year



Recruiting Tourism Development Projects | Handout

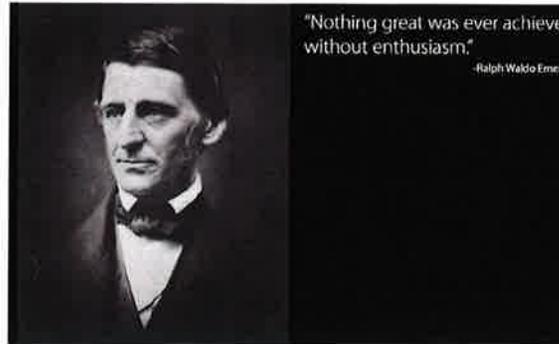


- Included underground power, beautification, and sidewalks
 - \$4 million Best Western Lighthouse Suites Inn
 - Trendwest Resort \$4 million Mariner Village
- Runs at 97% occupancy year round
 - \$2.5 million New York Avenue at Pt. Brown Resort
 - First end of the road McDonald's in the United States
 - Comfort Inn
 - Holiday Inn Express
 - Days Inn
 - Judith Ann Inn, a beautiful B&B
 - Caroline Inn, another B&B
 - First run movie theater
 - More retail
 - New gas station and mini-mart
 - \$2 million Pacific Paradise mini-golf and fun center

- Includes 5,000 indoor entertainment center
 - \$56 million Quinault Beach Resort and Casino
- And more:
 - Millions of dollars in upgrades and remodels
 - Dairy Queen
 - Subway/TCBY
 - Olympic Square (retail)
 - The Zimmerman Building
 - Etc. etc. etc.
- Direct cash to the city per year – just from the Shilo Inn and Best Western
 - Property taxes: \$105,000
 - Lodging taxes: \$220,000
 - B&O taxes: \$17,000
 - Sales taxes: \$32,500
 - Utility taxes: \$20,000
 - Total cash revenues: \$395,080
 - **ROI: 600% annually**

- Ocean Shores today
 - Went from #48 to #11 in lodging revenues in state of WA
 - 1/3 of rooms do 70% of revenues – upscale rooms
 - Tourism spending: \$400 million per year
 - New home starts: Every 3.4 days for eight years
 - Tourism subsidizes every aspect of local services and amenities
- The City of Ocean Shores saw more new tax base in this four-year program than in the previous 25 years combined
- The bottom line for Ocean Shores
 - \$45 million city-wide sewer system
 - New library
 - New police station
 - New fire equipment
 - New multi-million golf club house
 - \$6 million in street and bridge replacement projects

Recruiting Tourism Development Projects | Handout



- New \$14 million convention center
- One of the state's top-rated EMS services
- Millions in other upgrades and improvements
- All of this while maintaining one of Washington state's lowest tax rates
- By the way...
 - In all the years spent recruiting, only spent \$60 on advertising
 - Ran an ad in the Washington State University School of Veterinary Medicine alumni newsletter twice
 - Had 22 Veterinarians on the line
 - Built a full service animal hospital, pet hotel, kennels
 - Owner started building new homes and neighborhoods
 - It isn't about advertising, it is about knocking on doors
- Quick tips
 - Make sure you've got your team pulling in the same direction
 - Get the champions on board
 - Develop the list of specific businesses to recruit
 - Create the marketing materials
 - Generate publicity
 - Hit the road
 - Don't let politics kill the effort
 - Streamline the effort for a quicker ROI
 - Never stop the hand-holding effort

"Nothing great was ever achieved without enthusiasm." ~ Ralph Waldo Emerson

Roger Brooks International

For over 30 years, the award-winning Roger Brooks International team has had a singular mission – to improve people's lives by helping their communities become healthier, more attractive, and more economically vibrant. We believe that every community has the potential to become a thriving, desirable place for residents, businesses, and visitors.

Working primarily in the public sector with cities, counties, states, CVBs, destination marketing organizations, and provinces, RBI is renowned for its bottom-line, "make-something-happen" approach. This results in tremendously successful planning and implementation efforts.

Contact Us

Roger Brooks International
981 Powell Ave. SW, Suite 125
Renton, WA 98057
206-241-4770

About Roger Brooks

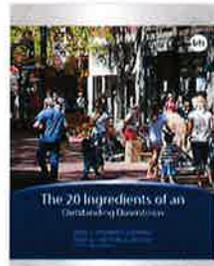
As CEO of Roger Brooks International, Roger's expertise comes from having assisted nearly a thousand communities in their efforts to become better places to live, invest, establish a business, or visit.

The information is not just entertaining – it is clear, concise and it sticks. Known for telling engaging stories, Roger uses real-life examples shown in photos and video clips, some of them hilarious, all of them poignant. His bottom-line rules, tips, and ingredients leave attendees with rock solid action items they can implement today to make a difference tomorrow.



The Incredible Roger Brooks Library

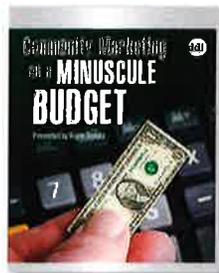
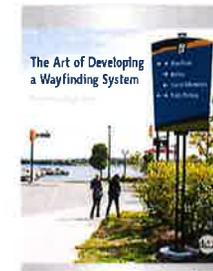
Introducing a new online program with access to a wealth of information available 24 hours a day. For a monthly fee of \$45 you will have instant access to the entire Roger Brooks video library (a few examples are shown here) plus PDF guides on a variety of branding, product development and marketing subjects. Learn more at www.RogerBrooksLibrary.com



The 20 Ingredients of an Outstanding Downtown

We surveyed 400 popular downtowns and downtown districts and found the 20 most common ingredients that led to their success. Learn how these ingredients can help your downtown achieve success too!

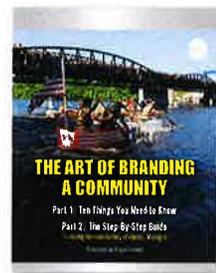
HD Video | 108 minutes



Community Marketing on a Minuscule Budget

Learn the seven marketing ideas you can implement today, for practically no money, that will dramatically increase local spending.

HD Video | 70 minutes

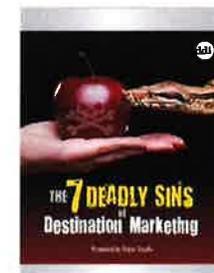


The Art of Branding a Community Part 1 & 2

Part 1: In this eye-opening, must-see presentation by Roger Brooks, you'll learn the ten things you need to do to successfully brand your community.

Part 2: In this fascinating presentation using Alpena, Michigan as a case history, you'll learn HOW to successfully develop your own brand using the 13-step process that took nearly 30 years to develop and perfect. Best of all: This process has a 100% success rate.

HD Video | Part I: 63 min. Part II: 60 min.



The Seven Deadly Sins of Destination Marketing

A full 97% of destination marketing is wasted. Learn the 7 deadly sins, how to avoid them, and how to make sure that 100% of your marketing is effective.

HD Video | 72 minutes

ITEM 4

**Wisconsin
Dells**®

Dells River District

**EXIT
87**

2017 Dells Farmers Market Report

Subcommittee Members:

Lisa Nelson (Chair)

Kyler Royston

Maria Rosholt

Market Manager: Angela Graham

Acknowledgments:

Special acknowledgments to our Sponsors for the 2017 season:

MACS
Bank of Wisconsin Dells
Double Cut Restaurant
High Rock Restaurant

Budget: After the 2017 season, there is \$4100 left in the Farmers Market account. This includes sponsor money.

We hired a part time Market Manager mid-June to take care of setting up and taking down market signs, vendor placement, music, inquiries and updates. The budget of \$13 per hour for 9 hours per week (\$1833.00) was approved by the BID Committee.

General:

The Dells Farmers Market began on Sunday May 14th and was held every Sunday through October 1st (Exception September 17th). We would consider it a success as a first year market. The Market Facebook page has a five star rating.

Vendors filled out an application which was based on two of the most highly regarded Farmers Markets in the Madison area. The rules around the Dells Farmers Market application were put in place to attract high quality vendors and maintain a high integrity producer market. Shoppers must trust that vendors are accurately representing their products.

The Market Manager purchased a cooler for water for shoppers, stickers, chalk, cups and bubbles for children to play with while at the market. This was popular. The cooler and remaining supplies will be put in the storage building on JAG parking lot.

We had music at the Market on seven occasions. Paid musicians received \$50-100 for playing two hours of music, typically 10am – 12pm.

Posters were printed and placed at various venues in the Dells and at Campgrounds around the vicinity.

Location:

Initial first choice location was on Oak Street, where it was held in 2016 with outstanding food traffic. However, it was determined that this location would inhibit emergency services located on Oak Street. This still remains a great location for the market, attracting foot traffic walking through downtown Dells.

The location for the 2017 Dells Farmers Market was held in the JAG parking lot next to the Train Depot. This location was chosen for the opportunity to get foot traffic from those attending JAG events and travelers coming on and off the train. This was not as

successful as anticipated. With free parking on the opposite side of JAG, most people who attended events parked on that side of the building and did not make it over to the market. This location has a lot of car traffic for those coming up Lacrosse street after crossing the bridge. However, many did not stop.

We asked the Dells Trolley to make a stop at the market. The owner wanted this to be a money making venture and we decided it was not worth paying for the Trolley to stop even though they drove by the market often. We observed the Ducks stopping once to let people off at the market. If the Trolley is willing to drop people off in 2018 without requesting payment, this would be helpful.

Recommendations:

- Chairs or picnic tables for shoppers to sit. Having a place for shoppers to sit and enjoy music or eat will keep them at the market longer. Having more people around attracts more curious shoppers.
- Continue to have music at the market. It attracts shoppers and keeps them there longer.
- Parking: Many cars drove by, but many didn't stop because they didn't want to pay for parking or there were no spots close by (during peak season).
- The market should be located very near foot traffic, like it was on Oak Street. People are more likely to stop when walking if they don't have to seek out a parking spot.
- Work with other venues, such as Ducks, Trolley, Taxi services to make the Farmers Market a "drop" sight.
- Get an approved budget and Market Manager started much earlier. Having someone dedicated to this project will help it become more successful.
- Get a Market tent and chairs. The tent would be used for shading musicians and or for a market manager booth for the market.
- Location. The market should be viewable from Broadway for foot traffic to see it.
- The application needs to be updated with 2018 prices and other changes decided upon by the committee.

Vendors:

- Even though the market was small, there was a good variety of vendors (full and part time) including vegetables, flowers, honey, bakery, herbal products, apple cider, chocolates, coffee, cheese, jams and jellies, spices, salsas and soup, beef, mushrooms and plants.
- Vendors who paid to be a full time in 2017 were told they would be given a \$20 discount on the 2018 fee if they signed up to vend full time.
- The 2018 fee should be lowered due to the low vendor and shopper attendance in 2017. A lower fee would be more attractive for interested vendors. Recommend a full time maximum fee of \$150 for the season. Daily fee should remain the same as \$10.

Challenges:

Starting a new farmers market is a large task. There are new markets starting in Wisconsin each year, along with more events throughout the state which give tourists and locals more choices on events they attend. This increases the challenge of drawing shoppers to the farmers market. We hoped for more local support. On the best day, the local attendance could be estimated at about 25-30%. We would need this on a weekly basis and would hope the number to be higher.

Attracting vendors, especially to an unproved market, is also a big challenge. The pool of near by qualified farmers available to the Columbia, Sauk, Adams, Marquette counties appears to be low. Many attend other markets or do not have enough help to pay someone to come to an unproved market. Some vendors at the Dells Farmers Market lost money paying someone to manage their tents. Thus, they will not be attending in 2018. Most vendors traveled 30 minutes to 2 hours to this market. It is doubtful the same vendors who traveled over 30 minutes will return in 2018.

Because the vendor count was low, allowing like products, i.e. more than two vegetable vendors, bakeries, etc. would not be recommended unless the number of vendors is higher. If vendors do not sell well, they do not return the following year.

Free vending by the Mobil Station. Word is getting around about this amongst vendors at markets in other towns. It is worth reviewing the rules in place regarding vending for free at this location and removing the policies that allow it.

There were some market days where the Market Manager had to clean the parking lot up of broken bottles and or debris before vendors arrived. This should not be part of the Market Managers job.

Is Sunday a good day for a Farmers Market? Consideration should be given for a the day of the week and time the market is held when there is more traffic. Shopper traffic dropped off around 12:30pm. This could be different if the market were at another location.

Market Attendance:

More locals to attend and support the market if more than two vegetable farmers are to be included in the market. Most tourists are looking for value-added products.

See the chart below for market attendance:

Date	vendors	attendance
05/14/17	10	115
05/21/17	8	105
05/28/17	7	100
06/04/17	8	110
06/11/17 Maria – 5		80
18-Jun didn't keep #		
25-Jun didn't keep #		
2-Jul	10	195
9-Jul	8	151
16-Jul	7	132
23-Jul	8	176
30-Jul	10	150
6-Aug didn't keep #		
13-Aug	6	176
20-Aug Maria – 7		174
27-Aug	8	239
3-Sep	6	206
10-Sep Kyler ran Market		180
24-Sep	4	133
1-Oct	7	221

Website Updates:

The following updates are recommended/needed:

- Review and updates to the 2017 Farmers Market Application (by January)
- Recruitment of a Market Manager (by February)
- Recruitment of vendors (February at the latest)
- Website needs to be updated more often. It was lacking this summer due to no dedicated time for it. No updates for vendors were done.
- Current Market Manager information needs to be removed from the website i.e. phone number (immediate)