

Strategic Branding, Development and Marketing Plan

Porter County, Indiana

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Destination
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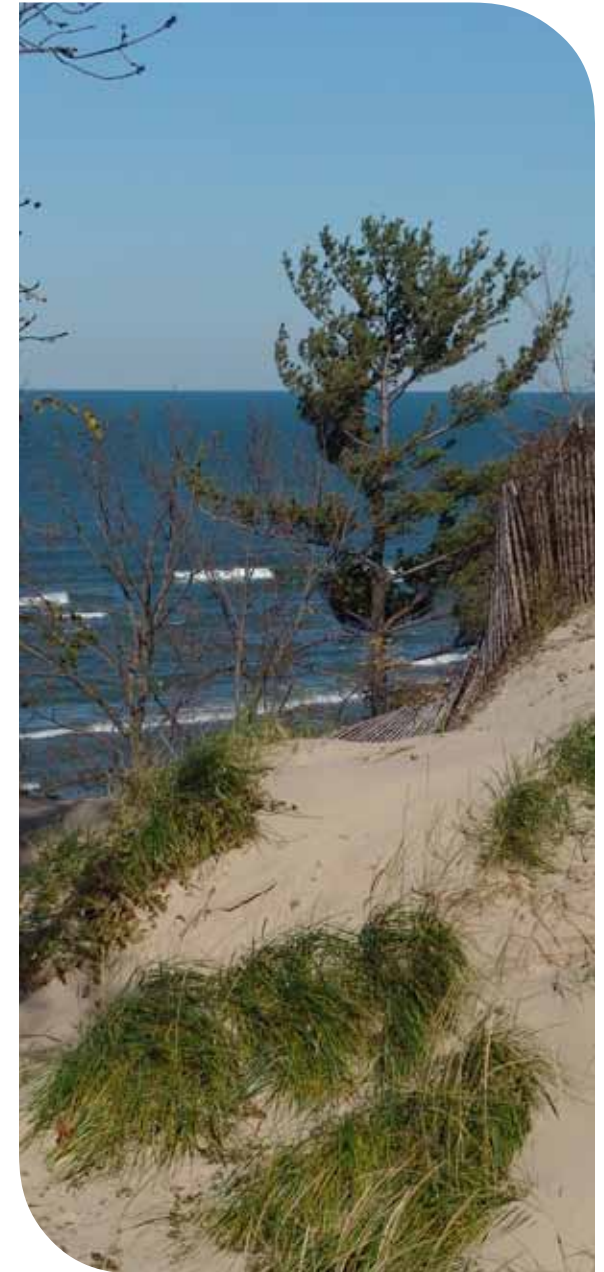


Table of Contents

Introduction and Scope of Work	6
Brand Promise	9
Strengths, Weaknesses, Opportunities & Threats	13
Executive Summary	17
County-wide Recommendations	29
#1: The Brand Leadership Team	30
#2: PCCRVC organization	31
#3: Redevelopment of the Expo Center	33
#4: County-wide Wayfinding System	39
#5: Position the dunes as “world class”	56
#6: Brand identity and Style Guide	59
#7: Focus on “South of the Dunes”	61
#8: County-wide website	63
#9: Best of the Indiana Dunes guide	82
#10: Voluntourism program	86
#11: Indiana Dunes Activities Guide	88
#12: Professional photography and video	93
#13: Golf course marketing partnership	94
#14: Visitor info at South Shore rail stops	95
#15: Photo links and info on Google Earth	97
#16: Billboard marketing promoting anchor businesses	99
#17: Brand building posters and bookmarks	101
#18: Niche guides and direct marketing program	104
#19: Shift away from traditional marketing	106
#20: Geocaching	108
#21: Transportation links	110
#22: Technology: ShowStreet & PlayStreet	112
#23: Marketing materials continuity	115
#24: The Hidden Gems of the Indiana Dunes	116
#25: Develop tech-based travel applications	118
#26: Partner with Google on biking routes	120
#27: Consider National Scenic Byway	121

Table of Contents

County-wide Recommendation Summary Checklist	122
Community Initiatives	
Burns Harbor	123
Hebron	133
Kouts	141
Chesterton	151
Pines	163
Porter	169
Portage	177
Valparaiso	187
Supplemental Information	199
The Downtown Idea Book	200
Sample ordinances:	
- Sidewalk cafes	232
- Street performers and vendors	236
- Signage design review board	239
- Facade guidelines and procedures	242
Developing Critical Mass - Recruiting and rearranging businesses	244
Downtown Wi-Fi zones	246
Demographics & tapestry reports:	
- Chicago metro area (50 mile radius)	249
- Indianapolis (5 mile radius from city center)	258
- Cincinnati (5 mile radius from city center)	267
- Valparaiso (25 mile radius from city center)	275
Case histories:	
- Stevenson, Washington (small town)	278
- Centralia, Washington	281
- Pearl District in Portland, Oregon	282
Porter County interview summaries	283
Public input during charrette process	283
Review of previous plans and studies	293
Hotel Tax Study Reveals Economic Value of Visitors to Local Communities	310
Contact information	314







Introduction & Scope of Work

Introduction and Scope of Work

Less than an hour drive from Chicago, Porter County provides a wealth of recreational opportunities, an emphasis on quality of life, and a pleasant and convenient location to raise a family. The region offers varied terrain and a diversity of attractions - to the south are fields of corn and soybeans, in the center is Valparaiso with its more urban feel and to the north is Lake Michigan and the spectacular Indiana Dunes.

Often considered the crown jewel of Lake Michigan, the dunes are one of the Midwest's greatest assets and offer a wealth of experiences: hiking over spectacular sand dunes; detecting the diversity of wildlife; touring historical sites; and soaking up the sun, surf, and sand at outstanding fresh water beaches. This amazing work of nature is complemented by the distinctive towns and communities nearby which round out the visitor's experience, each unique in ambience: an eclectic arts culture, some of the best dining in the state, fabulous entertainment and delightful shopping.

Although nearly three million people visit the Indiana Dunes each year, due to distance and lack of unique tourist attractions between communities and retail areas, many of these visitors only spend the day, and few of them travel south to spend time and money in the communities of Porter County.

The Porter County Convention, Recreation and Visitor Commission and the Porter County Economic Alliance saw a greater opportunity for attracting more visitors into the county, as well as the need to draw those visitors into the communities to increase tourism spending. This would help spur economic development and increase economic diversity which,

in turn, creates more jobs and provides more activities and resources for both visitors and residents, building a better quality of life.

As a result, the Porter County Convention, Recreation and Visitor Commission contracted with Destination Development, Inc. (DDI) to perform a County-wide Assessment in June of 2008. The assessment provided an objective look at many different elements: attractions, amenities, wayfinding and ease of getting around, shopping options and critical mass, gateways, beautification and ambiance, and things to see and do. The assessment was produced in these three parts:

Distance Marketing Assessment

Three secret shoppers planned a trip to the area to look at the marketing effort, including websites, brochures, guides, and other marketing materials

On-site Assessment

During a multi-day visit, DDI looked at Porter County's attractions and amenities, signage, wayfinding, overall appeal, downtowns, visitor information, operating hours, beautification, business mix, and branding focus.

Assessment Workshop

DDI presented two three-hour workshops in the county showcasing the findings of the assessment processes, then followed up with written reports.

After the assessment process was complete, the PCCRVC, in partnership with the PCEA, contracted with

DDI to build on that foundation by developing a plan for tourism development and marketing designed to increase visitor spending in the county, by producing a County-wide Strategic Branding, Development and Marketing Plan.

Branding is the process of setting the county apart from every other region. The county's brand is far more than a logo and slogan; it is the perception in people's minds about what that county represents and what kind of experience they will have when visiting. A brand is a promise. Logos and slogans are simply the marketing message to get the word out about what the county's promise is.

Branding a community can be broken down into three steps:

First, determining what sets the county apart from the competition. What does Porter County have to offer? What are its greatest lures? What does it have that can be the foundation for building into a strong brand? What is the most feasible brand idea? How can the different communities benefit from that brand? What sets each of them apart from each other and from the competition?

Second, determining what product development projects should be undertaken to bring the brand to life and attract visitors. What attractions or activities can be developed in each community to create a strong sense of place and bring in those visitors?

Third, developing the marketing plan that will identify and reach Porter County's target markets and tell the

world about the communities and the brand.

In order to achieve the objectives of developing a brand for Porter County to increase visitor spending, Destination Development, Inc. performed the following scope of work:

Meetings with Local Stakeholders

DDI met with stakeholders who will play a role in the effort, learning more about local concerns, direction, opportunities, organizations, and businesses. Representatives from each of the communities were met with, as well as county-wide stakeholders.

Establishment of an introductory “Brand Development Committee” or steering committee to be DDI’s partner in the plan development process.

Community Branding Forum Charrette

Five members of DDI’s staff spent a week and a half in an open work-studio setting for the purpose of intense research, community outreach for education, input and feedback, brainstorming, and analysis. The schedule was as follows:

Day One:

- Studio set up, idea tour, retail analysis, brand options, comparative analysis.
- Meeting with the “Porter County Team” – the local steering committee.
- Preparation for public meeting
- Press Conference

- Presented a public workshop on the “Art of Branding a Community” and solicited public input.

Day Two:

- DDI team meeting to discuss findings
- Comparative and competitive analysis
- Meetings with primary stakeholders at Dorothy Buell Memorial Visitor Center, Holiday Inn Express in Portage, and at the studio
- One-on-one interviews with stakeholders at the Chamber of Commerce office
- Concept development and research
- Synthesized local input and research, brainstorming

Day Three:

- Additional research, discussion among team to narrow the field of ideas
- Open House at Holiday Inn Express in Portage for community input and feedback
- Open House at Studio in Valparaiso for community input and feedback
- Site visits and review throughout the county
- Synthesis of feedback and research

Day Four:

- Site visits throughout the county
- Synthesis of feedback





Day Five:

- Stakeholder interviews at the Dorothy Buell Memorial Visitor Center and Portage
- Feasibility testing and concept development
- Synthesis of research
- Stakeholder interviews at Chamber offices
- DDI team meeting

Day Six:

- Brand development: research, team meetings

Day Seven:

- DDI team meeting
- Meeting with Porter County Team
- Concept revisions and presentation development
- Meeting preparations
- Public meeting and presentation at the Expo Center

Day Eight:

- Meeting with Porter County Team; development of next steps
- DDI team wrap-up

Brand Identification

During the Charrette process, the research, reviews, community input, on-site evaluations, and brainstorming culminated in the identification of the county's and each city or town's most feasible brand direction.

Every branding effort requires product development, so we looked for brand ideas that would leverage current assets. Each promising brand concept – each suggestion received from members of the community was tested.

The brand concepts were further refined, and a brand visioning statement was developed. The recommendations were discussed and researched, and the draft plan produced.

Product Development Recommendations

Brands are successful when visitors and residents experience the brand promise throughout the community, and take away the perception that the experience is all they expected it would be. Those experiences depend on what “product” visitors and residents find: Niche shopping? Dining options? What does the city look like? What is the ambiance? Is there plenty to do?

The “product” must deliver the brand's promise. DDI looked at each community's existing assets, and looked into how they could be further developed to help deliver the brand promise and how they could enhance visitor attraction and spending. Research into additional product ideas was done

and those ideas refined, including more general product development recommendations not directly associated with the brand, but that will contribute to the ambiance and amenities that make a town attractive, pleasant, and desirable to visit and spend time in.

Marketing Recommendations

DDI then developed recommendations for marketing Porter County, getting the word out about all that the region has to offer, and how to pull visitors from the dunes and into the communities. Graphic concepts, tag lines and marketing messages, as well as Internet recommendations and advertising possibilities were addressed.

Strategic Branding, Tourism Development and Marketing Plan

This scope of work has resulted in the Strategic Branding, Development and Marketing Plan for Porter County, a series of inter-related recommendations and initiatives designed to increase visitor spending and promote healthy economic diversity.

During development of this plan, the PCCRVC began implementation of some of the recommendations described herein; therefore, several initiatives are already in process.



Brand Promise

The Brand Promise Concept

Branding is a perception people have of you, your business or your product. It's also a promise that you are what people perceive of you. In that regard, you must deliver on the promise. When people mention Porter County, one of your communities, or the Indiana Dunes, what's the first thing that comes to mind? What are their perceptions? What is the feeling they have when they hear the name of the county or one of the communities?

The branding portion of the Porter County Plan is built around creating a unique and truthful view of the county; unique so that it stands out among Midwest destinations, and truthful in delivering on the brand promise.

The recommendations in this plan have been carefully developed to reinforce the primary brand message and outline the tasks needed to deliver on that message. It's important to note that a brand must be earned. You never "roll out" a brand, because you must be able to deliver on the promise first. This "brand promise" is the identity we hope Porter County will earn over the next five to seven years as this plan is implemented.

Porter County Brand Promise

Visioning Statement for the Future:

Northwestern Indiana is home to one of nature's great masterpieces - the incomparable Indiana Dunes. This phenomenal and ever-evolving wonder is just the showpiece of Indiana's Porter County area. A visit to the dunes is not complete without a trip "South of the Dunes." Anchored by the Northwestern Indiana Expo & Event Center, which hosts nearly 80 big-name concerts and a hundred other events each year, the region sparkles with some real gems that make a trip off the interstates well worthwhile: farmers markets and local artistry, lip-smacking ribs, the Portage Lakefront and Riverwalk, Imax Theater and Bass Pro Shops, vibrant nightlife and exceptional dining at the top-rated restaurants in the region, an eclectic mix of shops and events, fishing and canoeing on the Kankakee, "green" living and learning, a quaint country village, even a hopping retro soda fountain.

The Indiana Dunes' communities offer fun, food, music, culture, and endless environmental enjoyment - perfect for everyone looking for an exceptional experience off the beaten path.



Strengths, Weaknesses, Opportunities & Threats

Strengths, Weaknesses, Opportunities & Threats

Strengths

- Low unemployment compared to neighboring counties
- Reasonable housing costs that are attractive to young professionals, families and retirees
- Cultural, sporting and educational opportunities provided by Valparaiso University and Ivy Tech
- Boating and fishing for perch and steelhead trout on Lake Michigan, Calumet River and Kankakee River
- A varied schedule of well-established events
- Along the travel corridors between Chicago and southwestern Michigan and Chicago and Indianapolis
- The Indiana Dunes National Lakeshore with its beaches, trails, historic sites and environmental sites such as the bog
- Low crime and poverty rates compared to neighboring counties
- Evolving hiking and biking trail system
- Indiana Dunes State Park, one of the most visited state parks in Indiana
- Quality school systems
- A strong desire to build a stronger job base and tourism program
- NITDC, which enables major projects to be undertaken; regional marketing effort already in place

- Cowles Bog and Pinhook Bog

Weaknesses

- Some residents historically have not been open to the types of changes necessary to create and deliver a brand promise
- Other than its association with the dunes, Porter County has a negative perception with some people due to its proximity to northern Lake County
- Zoning is perceived as unduly restrictive and inconsistently enforced
- Sign ordinances and regulations are inconsistent and in some cases outdated
- Industry near the dunes conflicts with the “natural” image
- Wayfinding is extremely difficult to follow and nonexistent in many areas
- Hwy 49 signage is inadequate
- Water quality in some streams needs to be improved so recreational opportunities can be realized
- Perception exists that development standards are not consistent
- Lack of spending opportunities along the dunes, where more than 3 million visitors come annually
- The dunes are a very seasonal destination, making it difficult for businesses to succeed
- Lack of community participation in county-wide

efforts

- Lack of critical mass, even for local residents, in most Porter County towns
- Lack of primary attractions south of the dunes
- Gateway signs to many of the communities (particularly Chesterton) are poorly placed and do little to attract visitors
- Many of the towns lack an “anchor” business that makes them worth a special trip
- Leakage - locally-earned money is being spent in Chicago, LaPorte County (casino, outlet mall), and other destination shopping and dining areas
- Perception of many in the community that tourism only offers minimum wage jobs

Opportunities

- There are many vacant buildings and empty lots that can be effectively developed to support branding efforts by the county and the communities.
- Along the route between Chicago and southwestern Michigan and between Indianapolis and Chicago - an abundance of potential visitors
- Expo Center has great potential
- Implementation of the Marquette Plan, Blue Ways Green Ways, the Porter County Corridor Plan and Complete Streets efforts through the region are consistent with branding suggestions within this document and help move implementation of this plan forward

- Valparaiso is developing a core downtown dining and entertainment district that has the potential of being a hub for city residents, county residents, and visitors
- Chesterton is developing a strong arts, food and “international” presence
- Chesterton’s location close to the dunes can help it become an easy destination for dune visitors
- The South Shore could be a terrific asset to attract visitors - not just commuters - into Porter County if transportation connections can be developed
- South Shore stops provide an opportunity to promote Porter County activities and “Best Of” anchor businesses to communities
- The site of the existing Expo Center could be redeveloped into a major lure rivaling the dunes. Its central location makes it a natural place to springboard visitors to outlying communities such as Kouts and Hebron
- The state has the opportunity to create an upscale destination hotel at the State Park if it can follow the model of National Parks and their concessionaire program
- Michigan is outspending other midwest states to pull visitors from the Chicago area into their state. These Michigan visitors coming from Chicago MUST drive through Porter County to get there. If Porter County can pull some of these folks off the primary freeways and highways, it can help create a stronger tourism industry locally

Threats

- Lack of support and funding options for redevelopment of the Expo Center
- Misconception regarding potential economic value of dunes visitors by some members of the community
- Community members seeking to redirect tourism funding directly to their respective communities, which would detract from successfully marketing the area. A cohesive CVB is essential - you are much more effective as one loud voice than a lot of little, separate voices.
- Failure of communities to work together would impact the synergism of the branding process
- Pollution throughout the watershed contributes to degraded conditions in waterways that are otherwise excellent candidates for many recreational opportunities
- Employment challenges due to shift away from steel industry
- Attempted hostile takeover of Porter County Convention, Recreation & Visitor Commission by Southshore Convention and Visitor Authority, which is a much-needed entity in the county, due to both its upcoming role of spearheading the branding, product development and marketing efforts outlined in this plan, as well as its valuable role in marketing, planning, and development for the county

- Failure to implement past plans may have created disillusionment
- Continued out-migration of area residents to more urban areas





Executive Summary

Executive Summary

The purpose of this plan is to provide Porter County, Indiana with a strategic guide for brand development and marketing to be used as a means of increasing visitation, spurring economic development and enhancing business success. Porter County desires a brand that not only reflects its character, but also communicates the attributes that will attract more tourists and businesses. In addition to a county-wide brand, branding concepts are needed for the cities and towns within the county to attract visitors into those communities as well.

Virtually every one of the 3,032 counties in the U.S. and the 91 counties in Indiana are looking for new industry, jobs, residents and increased visitor spending. The DDI team has assisted numerous communities in Indiana, Michigan, Illinois and Wisconsin, and virtually all of them are trying to attract economic development and tourism. And, without a doubt, they are all looking at Chicago as their major market.

People looking to relocate a business, open a new business, find a new place to live, or look for a great place to visit can find every place imaginable at their fingertips, within seconds, via the internet. The availability of information has never been greater, and has made the world more competitive.

This has forced communities to specialize – to be known for something specific. No matter what we're looking for, we have very simple questions: "What do you have that I can't get (or do) closer to home?" "Why should I move my business to Porter County?" "Why should I live there?" "Why should I visit?" "What

do you have, specifically, that puts you on the map and makes you special?" Communities need to differentiate themselves in order to be competitive.

The purpose of branding is to differentiate your community, to be known for something specific. But a brand is much more than a logo or slogan. A brand is the image and feeling people have of a place: a perception, the promise of an experience. And a brand is built on product – the actual experience a person will have while they are there, based on the attractions and amenities of a destination.

To become a destination community, you must have attractions and supporting amenities that convince visitors to spend the night. And those attractions must be different, or better than, what the visitor can get closer to home. Overnight visitors spend three times that of day visitors and nearly ten times that of visitors using your community as a pit stop on the way to another destination.

Porter County already has a primary attraction that puts it on the map – Indiana Dunes National Lakeshore and Indiana Dunes State Park. The dunes already pull about three million visitors into the area each year, but most of them only spend the day and don't ever venture into the county's towns and cities and spend money. On their own, the dunes do little to attract new businesses, new industry or tourism spending. The entire purpose of promoting tourism is to import new cash into the community, so Porter County needs to find ways to convince the multitude of visitors to the dunes to stop, stay and visit the individual communities within the county.

That's the first priority when developing tourism – getting people to stop. For Porter County, that entails luring visitors away from the dunes and off the interstate highways, getting them to venture "South of the Dunes." Imagine how successful businesses in these communities would be if only 50% of the vehicles traveling through pulled off and spent just 30 minutes in one of the towns, buying gas, an ice cream cone, a sandwich, gift or souvenir? If there is a strong enough pull, imagine the money spent if visitors stayed another two hours in the community? Or stopped and stayed a night?

The goal of this branding effort is to create an image of Porter County and each of the individual communities in the minds of potential visitors that is strong enough to give them a reason to leave the highway and the dunes and spend time and money in the cities and towns; and then entice them to visit again and again. That image must be fulfilled once the visitor arrives – each community must deliver on their "brand promise." The experience of visitors must meet or exceed their expectations. That means there must be enough "product" in each community to make it worthwhile for visitors to make the trip. Currently, there is not enough "product" to market a journey "South of the Dunes" successfully - this plan addresses that need as well. It is up to each community to develop the "product" that can be marketed to attract visitors.

DDI conducted community assessments in Porter County and presented the findings in public workshops. After another visit to the county to conduct stakeholder interviews, the DDI team

spent a week and a half in the county conducting a branding charrette forum with community outreach and received community input and feedback. DDI also surveyed the public and conducted extensive research of demographics, previous plans and studies, visitor research of the state and area and specific brand research.

After visiting Porter County, holding the branding charrette forum, shopping and dining throughout the towns, and speaking one-on-one with numerous stakeholders in the various communities, we looked carefully at brand ideas and options based on the resources, amenities and attractions that already exist in each community. We considered the communities' characteristics, as well as the essential criteria by which successful brands are created.

The Vision

After spending a day at the dunes, hiking up Mt. Baldy, swimming in Lake Michigan, picnicking, and visiting the Bailly Homestead, tired but happy visitors hop in their car and drive the short distance to their hotel in Valparaiso, where they relax and shower before a sumptuous meal at an award-winning restaurant. The next day they head to the country for breakfast in a little café in Kouts before grabbing a picnic lunch and boarding their rented canoe for a leisurely ride down the Kankakee River. Disembarking at Hwy 231, they catch a shuttle back to their vehicle. Most will return to Hebron, where they buy some mementos, burn off energy at the enormous playground and have a chuckwagon dinner complete with square dancing

lessons. Others might spend the day in Portage for shopping and lunch at a wonderful nautical-inspired restaurant in the newly developed downtown. The day ends with a drive out to Portage Lakefront and Riverwalk in Portage and a walk along the promenade before heading back to Valpo for a night at the theater and an elegant, late supper.

Each day holds a different series of adventures, whether one searches Chesterton's European Market for treasures or browses among the downtown shops and delectable goodies at the bakery or wine shop. Some may crave a rack of the region's best barbecue ribs while others will relax with a book or play games in one of Porter's lovely parks. A stop at the 50s-themed ice cream parlor in Pines or celebrating at a "green" festival in Burns Harbor add to a perfect day before grabbing a bike and exploring the miles of trails meandering throughout the area. Porter County, home of the Indiana Dunes, and as visitors have discovered, home to so much more.

Tourism Trends and Emerging Opportunities

Understanding both the travel markets and emerging opportunities is key to being successful as a tourism destination. Both business and leisure travel have been adversely affected by political and economic events in recent years. Yet travel continues, and many sectors of the travel industry are growing in spite of challenging economic times. The following are a few of the key travel trends among U.S. travelers that have implications for Porter County:





- Among residents of the U.S., 96% of trips of 50 miles or more from home are by personal vehicle and taken to destinations within the United States. The average trip is 150 to 200 miles.
- The majority of long distance trips are made by travelers who have a total household income of \$50,000 or more, and by travelers age 25 to 64.
- Weekend getaway travel is growing, with most trips taking place from April through October. Shoulder season getaway travel (April/May and September/October) is just as strong as summer.
- Women make 80% of travel decisions for their family, for their own travel, and for all luxury travel.
- The use of the Internet for travel planning and booking continues to grow rapidly and is playing more of a key role in the decision-making process. In 2007, for the first time, more travel was purchased online in the U.S. than offline (PhoCusWright Research).
- Various surveys of U.S. travelers suggest that interest in outdoor recreation, national parks, and adventure activities is strong. In addition, travelers are more environmentally conscious in making travel decisions, looking for eco-friendly options.
- Travel for the educational opportunities, such as learning about different cultures or the environment (such as the dunes) is a growing trend. Travel to volunteer helping other communities is another growing trend.
- Public markets which feature locally-grown

produce, locally handcrafted goods, and local specialty items are growing in popularity among travelers, as well as for residents.

The implications of these basic trends and emerging opportunities for Porter County are many, but four in particular stand out. Most trips taken by travelers are by car, suggesting that a good market for the county is within a 150 to 200-mile radius of the county. The travel market is increasingly tech-savvy, suggesting Porter County needs to make the most of its online and social media opportunities. The growing weekend getaway travel trend should be promoted and taken advantage of, as well as promoting shoulder season getaways. The roles of educational travel, voluntourism, and the popularity of public markets can also be expanded for Porter County's benefit.

In Porter County, the dunes fit right in with the growing trend for environmental and educational travel, as well as for the outdoor recreational experiences they provide. The PCCRVC is constantly keeping its marketing strategies updated to take advantage of the growing trend in internet and social media travel planning.

Markets for Porter County

A closer analysis of the markets for Porter County was conducted to understand the potential for various brand directions. DDI used ESRI's "Tapestry" LifeMode segmentation to determine the composition of residents in the nearby drive markets and those drive markets further away.

“Tapestry” groups consumers into segments (and gives them a name) by their common lifestage and lifestyle characteristics in order to better quantify the travel habits, media habits, and purchasing characteristics of the market. These segments provide general guidance into the size of the market for a particular product or experience, as well as clues as to how best to reach the higher potential markets through various media.

Nearby Drive Markets

According to a National Park survey conducted in 1994 (the most recent NPS visitor survey), approximately 80 percent of visitors to the Indiana Dunes National Lakeshore are from the states of Indiana and Illinois. Similar results were found in a more recent Porter County visitor survey by Certec. Of course, because of the close proximity of the dunes, the majority of these visitors (nearly 80 percent) were only there for the day. The key to taking advantage of those visitors is to lure them south of the dunes and into the communities where they will spend money. It is also essential to provide enough activities, especially evening activities, to keep them in the area longer and prompt them to spend the night rather than travel the distance back home.

Using the Tapestry research, DDI identified the characteristics of those with the highest potential to visit Porter County. These include:

- Above-average household income levels – those who have the discretionary income to travel, dine in restaurants, and do leisure shopping
- Active – those who enjoy outdoor activities

- Those who have traveled and continue to travel domestically

Using these characteristics, population centers within a reasonable drive time were examined with Indianapolis, Chicago and Cincinnati emerging as target markets.

Based on the characteristics of the prime travelers, the size of Porter County’s primary market in Indianapolis is approximately 150,057. This market is well-educated with an active lifestyle, and includes families as well as singles. Their median household income is above average. They enjoy travel and dining out.

Chicago is the largest out-of-state target market for the Indiana Dunes and Porter County. Based on the characteristics of the prime travelers, the size of Porter County’s primary market in Chicago (within a 25 mile radius of city center) is 1,216,856. This population is educated, enjoys travel and active leisure pursuits, and has an above average median household income.

As a secondary drive market for Porter County, Cincinnati includes approximately 167,772 residents who fit the prime characteristics. This population is educated, active, travels, and enjoys an above average median household income.

Between the National Lakeshore and the State Park, nearly three million people visit the Indiana Dunes each year. Traffic counts show an average of nearly 74,000 vehicles each day on Interstate 94 at the western county line, and 37,190 vehicles each day on Interstate 80/90 at the western line. Highway 20 accommodates 10,840 vehicles on average each day at the western county line, and 10,660 vehicles each

day at the eastern line. These high volumes provide an excellent indication of the potential for enticing travelers off the highways – imagine if only 10 percent of those travelers left the interstate to stop in a community and made one purchase or bought one meal?

Competitive Destinations

What destinations compete for the potential visitor to Porter County? If the county is competing for the drive market, there are many opportunities to draw the potential visitor away from Porter County. Travelers are able to choose from any direction for their destinations, so it is important to look at a wide radius from each target market – for example, Chicagoans can head northwest rather than southeast to Porter County, if they choose. Destinations competing for the attention of these markets include:

- Michigan: Holland and Grand Haven
- Michigan: Saugatuck
- Michigan: New Buffalo and Harbor Country
- Indiana: Hoosier National Forest
- Indiana: Bedford
- Indiana: Lake Monroe
- Indiana: Nashville
- Indiana: Shipshewana Amish Country
- Illinois: Starved Rock State Park
- Wisconsin: Lake Geneva
- Wisconsin: Wisconsin Dells

These areas have a variety of attractions and activities

including hiking, biking, water sports, history and culture, outdoor scenic beauty, shopping and dining. One region might be better known for something in particular, like Shipshewana for the Amish. The Indiana Dunes stand out for the natural attraction of the dunes and the beaches, but the goal is to attract visitors south of the dunes and into the communities, where they will spend money. In order to grab the attention of its markets, Porter County will need to present them with a remarkable value proposition – an experience they cannot get anywhere else.

The strength of Porter County's well known brand of the Indiana Dunes should be expanded and built upon, and the individual towns and cities within the county should create their own focus, or niche-brand, that also connects with the Indiana Dunes, in order to capitalize on the dunes' popularity and well known brand. **While the majority of products within the county besides the dunes are not powerful enough at this point to be effective lures, they can be built upon and developed, packaged and promoted, to entice visitors who are already in the area for the dunes experience.** The strategy is to reach out to the dunes visitors to entice them south of the beaches.

Brands are built on product – the experience – not on marketing slogans, logos, ads, or tag lines. In developing a community brand, there must be an attractor, a lure. This is what initially brings visitors to the community. Diversions are secondary activities, events or amenities the visitor will enjoy while there; things they could get closer to home, but will do while at the destination.

The primary lure to Porter County is clearly the dunes. But although the dunes should remain front and center in this branding effort, there must be another lure, something to entice visitors "South of the Dunes." While the dunes are a draw, the two Interstates might as well be the Great Wall of China; getting people down Highway 49 or even getting them off the interstate is troublesome. Outside of the dunes, the communities of Porter County, while great towns with potential, have little to offer that visitors can't get or do closer to home.

To really attract people "South of the Dunes," we believe Porter County needs to create a major draw – that one thing that can partner with the Indiana Dunes as a major draw from the surrounding states and from within Indiana. Our top recommendation in this plan is to work towards the redevelopment of the Porter County Expo Center into a major entertainment, educational and activity-based center.

Imagine a major complex that could include a 5,000 seat indoor amphitheater, hosting concerts, major speaking engagements, and sporting events. Adjoining it could be 100,000 square feet of multi-use event center that could be used for supporting trade shows and conferences. The third ingredient at the Expo Center site would be a Northwest Indiana Public Market. This post and pier, 100,000 square foot building would operate eight to nine months a year and would be a regional draw for locally/regionally grown produce, locally prepared foods, and locally produced art, crafts, furnishings and home accents.

The "Northwest Indiana Event and Expo Center"

would be a major draw and a major outlet for goods produced and grown in the region. Being within 15 minutes of the dunes also makes it a combined activity and a sure bet to draw people south.

The County-Wide Brand

Porter County, Indiana is home to one of nature's great masterpieces – The Indiana Dunes. This crown jewel of Lake Michigan is one of the great wonders of the Midwest and offers a wealth of varied enjoyments: hiking over spectacular sand dunes through prairie grasses and towering white pines; detecting the amazing diversity of wildlife; touring historical sites of some of the first settlers in the area; and soaking up the sun, surf, and sand at some of the best fresh-water beaches ever. This amazing work of nature is complemented by the nearby distinctive towns and communities which round out the visitor's experience, each unique in ambiance: an eclectic arts culture, some of the best dining in the state, fabulous entertainment and delightful shopping. Porter County, home of The Indiana Dunes.

The primary strategy for the county will be to build the brand image of The Indiana Dunes as a world-class destination, and to entice visitors "South of the Dunes" into the towns. This plan provides the strategies to accomplish this, and the PCCRVC has already begun implementing several of these initiatives. They include the following:

- Promote the entire Indiana Dunes, including those areas outside the boundaries of Porter County. Tie

it all together as one amazing attraction.

- Redevelop the Expo Center to create new opportunities for use.
- Develop a Brand Style Guide for the county's graphics as well as graphics for partnering communities to create the continuity necessary to develop a successful brand. (underway)
- Redevelop the county's promotional website. (underway)
- Develop social media outlets including videos on YouTube, e-newsletters, Twitter, Facebook, etc. (underway)
- Develop a county-wide wayfinding system to make it easy for visitors to find attractions and amenities, and to tie the county together with a unified look and feel to the signage. Include visitor information kiosks throughout the county to cross-sell what each community has to offer.
- Develop a "Best of The Indiana Dunes" guide. This key marketing piece will entice visitors into the communities to experience these "best of" activities, shops, and restaurants. (underway)
- Put up Visitor Information wall-mounts to display brochures at the South Shore Stations. The best way to lure dunes visitors into the communities is to let them know what's there! (underway)
- Redesign, rebrand, and update Porter County Tourism's Indiana Dunes Travel Planner to a new Activities Guide. Give visitors the information they need to plan a trip to Porter County – and show

them there's plenty to keep them active for longer stays. (underway)

- Redesign, rebrand, and update existing niche guides such as birding, fishing, biking. Develop new guides as appropriate for future niches that are identified. Possibilities include culture and the arts, golfing, voluntourism, educational travel, geocaching, antiquing, public markets, adventure sports, family fun activities, and more. (underway)
- Create a series of bookmarks and posters to promote events, performing arts, hidden gems, open-air markets, and the towns. (underway)
- Develop a billboard program to pull travelers off the highways and into the towns.
- Create transportation links from the South Shore into Chesterton and Valparaiso. (underway)
- Develop itineraries to include on the website to make it easy to plan trips to the area. (underway)
- Explore and develop geocaching opportunities. (underway)

Sub-brands for Communities – Niche Brands

Each town and city in Porter County needs to develop its own niche brand that can tie into the overall county brand and differentiate the community from other towns in the region. As part of the niche brand, each community will need to work on the product to support the brand and provide strong lures to entice visitors from the dunes to their towns. The key to successfully attracting these visitors into each



community will be to develop appealing activities – the “product” – that will provide plenty for visitors to do while there. The county-wide effort will promote these lures, but it’s up to the individual communities to develop them.

Burns Harbor:

- Green living/New urbanism: Desire to diversify from industry; develop a pedestrian-friendly downtown with gathering places; more residential.
- “Where green meets steel.”
- Work to enhance the green brand, recruit shops and restaurants into downtown, develop “green” festivals, etc.

Chesterton:

- Eclectic arts and shopping; events destination.
- Work to create the critical mass of galleries, shops, restaurants downtown; provide permanent structures for the European Market and expand.

Hebron:

- Pioneering Spirit in the past and into the future.
- Work to enhance the downtown with pioneer-related experiences; develop the fishing and recreational opportunities on the Kankakee River; develop a façade enhancement program and business recruitment.

Kouts:

- Country village.

- Work to create a village center with a plaza area and interactive water feature. Recruit at least one outstanding retail store or restaurant; develop Kankakee River access; and expand Porkfest.

Pines:

- Retro 50s Theme.
- Recruit soda shop with gift store; clean up and beautify the highway; work to establish visual buffers; use 50s-themed signage to enhance the ambiance.

Portage:

- Nautical theme with connection between newly developed pedestrian-friendly downtown core and the lake.
- Build the nautical theme throughout town, including business recruitment and enhancement of new downtown, festivals, marina enhancement and activities.

Porter:

- Family focus and recreation.
- Encourage restaurants to be open to families, work to develop the recreational facilities, recruit additional downtown business, build small amphitheater downtown at park, etc.

Valparaiso:

- Hip, happening downtown with nightlife, dining, and entertainment.

- Create gateways into the downtown district, enhance with business recruitment and beautification, continue development of park for events, concerts, etc.

While we have made brand-direction recommendations throughout this plan for the Porter County communities, community participation, commitment, and hard work will be essential for success.

The three killers of community branding can be:

- Local politics. More from membership organizations than from elected officials. We all have the desire to “be all things to all people,” but that no longer works in this age of specialization.
- Lack of champions. This, we saw, as the biggest challenge to success of this program. No branding effort can succeed without those who will champion the cause.
- Lack of funding. Success doesn’t have to be expensive, but it does typically require investment – not just public, but private investment as well.

For nearly a year the DDI team and Porter County Tourism worked with each of the communities to achieve a collaborative process in this plan’s development, with limited success. Our recommendations for each community are included in this plan, and the next step is for each community to find the champions necessary for successful implementation. The champions will need dedication and vision to narrow the focus, latch onto the ideas, and bring them to fruition. The PCCRVC

and the county will work tirelessly to promote each community for both tourism and economic development. This coordinated effort, with all the communities working to develop their product and fulfill their brand promises, will provide the lures so necessary for the successful marketing of the county, attracting visitors “South of the Dunes” and creating an image in the minds of prospective investors, businesses, and residents that Porter County truly stands apart as a unique and desirable location.

Logos and Taglines

What is a brand logo? It is simply a graphic device used to express the brand. Every credible book on the process of branding will affirm the fact that you never build brands or develop identities, marketing slogans or tag lines using focus groups. A focus group consists of a number of people sequestered in a single room and they look at and discuss identities as a group. When people “discuss” concepts, and creative types “sell” the concept to those in the room, all too often they end up with a watered down, generic, “let’s be all things to all people” identity and tag line. How would one explain the unfocused brand and logo to potentially millions of readers what the logo means?

A logo and tagline need to portray, at first glance, what perception you are trying to convey. No viewer, reader, or target market is going to wait for an “explanation” of what message you are trying to portray; their first impression is going to be their lasting impression, and it needs to be good enough to close the sale. That’s why DDI uses its international testing team. Each individual on the team views the

logos and slogans in isolation, with instructions to communicate their first impressions.

It is easy for people to get hung up on graphic images and text, yet it is important to remember that logos and slogans are NOT brands. Brands are built on product, not logos and slogans. They are simply marketing tools used to support the brand. A brand must be earned; you must deliver on the brand promise before you can successfully market the brand.

The recommended brand logo developed by DDI for Porter County recalls the timeless appeal of the Indiana Dunes.

The Porter County logo should be used by all organizations engaged in the marketing of the county and its attractions, physical features and experiences. It is important for the county to work together to promote itself as part of this overall Indiana Dunes brand. You will be far more powerful as one loud voice than a number of small individual voices. When everyone is communicating the same message the effort becomes both powerful and fun.

The individual towns and cities within Porter County need to distinguish themselves with their own brand themes in order to attract the visitors “South of the Dunes.” Their logos and themes will help communicate their unique brands to the world, but each community must also recognize and promote the fact that they are part of the Indiana Dunes experience. The overall Indiana Dunes brand is the umbrella under which all the communities benefit.





As you review the recommendations in this plan, think of Porter County Tourism as your “advertising and public relations agency.” They work extraordinarily hard to bring visitors to the county, but need your assistance to further develop strong product and anchor businesses that will pull people off the major interstates and into your communities.

Tourism in Indiana is a \$10 billion a year industry. It is also the front door to your non-tourism economic development efforts. Any site selector or business prospect will be seeing the area as a visitor. Is this a place they would want to live? Establish a business? And why here? There are thousands of other communities looking for these very same people.

In everything you do, every idea mentioned - whether marketing or product development – ask that all-important question: Is this something the people we are hoping to attract can’t get or do closer to home? If it isn’t, look for something else to hang your hat on. Competition has never been more fierce.

This plan is organized in four primary topics:

- County-wide product development initiatives:
 - Creation of a wayfinding system
 - Development of the Northwestern Indiana Expo & Event Center
- County-wide marketing initiatives:
 - Brand graphics and key marketing messages
 - Promoting the anchor tenants
 - Collateral materials and website initiatives

- Technology
- Public relations
- Community recommendations:
 - Brand direction
 - Product development recommendations
 - Brand graphics
- Supporting documentation
 - Case histories
 - Demographics
 - Research summaries
 - Downtown Idea Book for local merchants

This Strategic Branding, Product Development and Marketing Plan goes beyond the recommendation of strategies, and provides the steps Porter County and each community can take to fulfill the vision of a dynamic county, with vibrant, economically diverse communities, successful businesses, and prosperous residents. The recommendations point to the development of communities that will not only attract visitors, but will be the places residents enjoy spending their own free time together.

Porter County Umbrella Brand

Porter County is well-known for the fabulous Indiana Dunes. As the umbrella brand, it provides context and appeal for all the communities under its sheltering canopy. Each community has its niche – the features that make each community stand out – their own niche brand, and that makes each community worth a special visit.



Indiana Dunes Positioning:

Perhaps the eighth wonder of the world.



Nature's Masterpiece

Sub Brands Positioning:

Shake off the sand south of the Dunes.

SUB-BRANDS



50's America



County-wide Recommendations

Recommendation #1

Create and Empower the County-wide Brand Leadership Team

A Brand Leadership Team should be formed consisting of PCCRVC board and staff. A representative from each community should be invited to sit at the table as well. The purpose of this team is to provide outreach to the cities and towns within the county to help facilitate plan implementation, coordinate efforts, and be the spokespeople for the county-wide brand. The key is to have a small enough team working together to efficiently accomplish their goals.

The role of the BLT is to be the motivation behind this plan, the people who see it through and keep the plan on track. They also need to be the brand cops, making sure relevant organizations are using the brand and everyone is pulling in the same direction. They protect the brand and its graphics from unauthorized use and approve marketing materials where the brand tag line and graphics are being used.

The BLT will be led by the PCCRVC, whose tasks are to implement the county-wide marketing recommendations in this plan, encourage and assist the communities with their product development initiatives, and act as the advocacy arm for the brand vision and direction.

The BLT members should be willing doers, not simply directors. They should also possess:

- A willingness to invest the time
- An ability to take a few "hits" along the way
- They must be enthusiastic about the brand direction. They are the voices and champions for the brand.

- They should be good public speakers. Part of their job is to "sell" the brand to the community, generating buy-in and enthusiasm for the direction. The PCCRVC should develop a 20-minute PowerPoint presentation to show to Kiwanis, Rotary and other auxiliary organizations, as well as the school district, chambers of commerce, city councils, the county council and other local organizations that could play a role in the brand. Their focus should be on outreach and keeping the county-wide brand strong as well as serving as a communication conduit for the individual communities.
- They need to be well regarded and respected in the community, and not be politically divisive.
- They are charged with implementing the plan and keeping it on track.
- They should work to get as many people and organizations pulling in the same direction. If they can do this, the entire branding process will become fun, and positive peer pressure and momentum will keep the branding process moving forward.

The BLT should request the county commissioners' adoption of the plan. The county is not being charged with implementing the plan, but with pledging support for the plan and implementation of items on their to-do list.

The BLT should not exceed 13 members, and should have the following composition:

- 1 staff person from PCCRVC
- 2 PCCRVC board member
- 1 county official
- 1 Expo Center representative
- 2 hoteliers
- 1 restaurant owner
- 1 State Park representative
- 1 National Lakeshore representative
- 1 retailer
- 1 representative from Valpo U
- 1 county economic development representative

Any successful branding effort requires pioneers, those who will tirelessly champion the cause. We surveyed 400 well-branded towns in North America and in 396 of those communities the brand was a grass roots effort. Rarely will a "top down" effort yield success. This plan needs the voices and action of people who are willing to spend time and money in bringing this plan to fruition.

Implementation:

PCCRVC, Porter County Commission

Timeline For Implementation:

Beginning in 2010 and continuing as long as needed

Approximate Cost:

No specific costs are associated with this initiative

Recommendation #2

PCCRVC Organization and Responsibilities

Although the PCCRVC's name is assigned by state statute, a simpler name to be used on a daily basis is easier for the public to use and remember. The official name would continue to be the Porter County Convention, Recreation & Visitor Commission, but during the development of this plan we recommended adopting a "doing business as" name, such as Indiana Dunes Tourism. This has already been accomplished.

In addition, a bureau for the size of Porter County should have seven full time staff members:

- Executive Director – Visionary/Strategic
- Assistant Director/Operations Manager/Visitor Center Manager
- Public Relations
- Niche Marketing/Beyond the Beach
- Marketing Director
- Internet/webmaster
- Publications Manager/Fulfillment

A full-time Internet and technical assistance person is very important. Internet marketing and social media have become the most important community marketing forums today. It is essential for the county to have a robust, dynamic website. It should include

videos, downloadable materials, contests, games, and up-to-date information to encourage repeat visits.

Social media should include e-newsletters, blogs, Twitter, YouTube and Facebook. Keeping these materials current and ever-changing requires an investment of considerable time, but will enable the county to reach a larger market with a more effective message and result in greater short-term success.

Style Guide

A Style Guide for the new County-wide Brand is being created as a part of this plan. The Style Guide will contain graphic design standards for logo and slogan use, templates for website development and the productions of printed sales and marketing materials, as well as the proper use of key marketing, advertising, and promotional messages.

The guide will contain a system of coordinated visual elements that make up the county's graphic identity. It provides specific rules about proper use of the logo and brand, which will help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide also includes concepts for pole banners and wayfinding, advertising, website and brochure concepts, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Work with Communities

The Porter County Convention, Recreation & Visitor Commission is tasked with marketing the county in general. It is the responsibility of the individual towns, townships, and cities to provide the product that the PCCRVC can market.

The communities of Burns Harbor, Chesterton, Hebron, Kouts, Pines, Portage, Porter, and Valparaiso are each provided with strategies for their branded product development later in this plan. The PCCRVC should serve as an information liaison to and between the communities as they progress through the implementation process and help them work together, complementing one another and becoming stronger as part of the whole, while establishing their independent brands. Cross-selling and partnerships are crucial to everyone's success.

The PCCRVC should also implement a technical assistance program for the communities that would provide them with guidance in developing printed marketing materials. PCCRVC will work with DDI to define details of this program.

Recommendation #2 (cont.)

PCCRVC Reorganization and Responsibilities

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010 and ongoing

Approximate Cost: TBD

Possible Funding Sources: n/a



Recommendation #3

Redevelop the Porter County Expo Center & Grounds

The Indiana Dunes are the primary lure for Porter County, attracting nearly three million visitors each year to the area, but currently there is no other strong lure to attract people south of the dunes into the communities where they can spend money. While this plan provides recommendations for each community to develop niche opportunities that will attract visitors, the county needs to develop a powerful lure to give more visitors a compelling reason to venture “South of the Dunes.”

The Expo Center in Valparaiso provides an excellent opportunity to create a powerful lure into the region. We recommend that the county contract for conceptual planning and feasibility for the redevelopment of the Expo Center into a major entertainment, educational and activity-based center. The Expo grounds are fairly centrally located in the county, close to lodging, and within a short, easy drive to downtown Valparaiso, as well as Chesterton, Kouts, Hebron, Portage and Porter.

Concepts could include the following:

The Indoor/Outdoor Amphitheater, which could host concerts, major speaking engagements, and sporting events, with seating of up to 18,000.

The Multi-use Arena, which could seat 3,000 to 5,000, with good acoustics, hosting: concerts, BMX, motocross, monster truck shows, equestrian exhibitions and competitions, RV shows, sporting

competitions, agriculture auctions (farm equipment, livestock).

The Exhibition Center, with 100,000 square feet of multi-use space that can be used for trade shows and conferences. It should have 35 foot ceiling heights, and portable courts for basketball and other sporting events. Trade shows and exhibits should be the primary purpose: Hunting and fishing shows; auto and motorcycle shows; trade shows tied to conventions; agriculture shows; entertainment expos.

Conference center, with 60,000 square feet, good acoustics and lighting, state of the art audio/visual equipment, break-out rooms, banquet facilities, and full kitchen services.

Stables and warming areas, livestock staging area, for equestrian shows and livestock auctions.

A large public park that would include:

- Two or three plaza areas
- Water features including a fountain park
- Outdoor amphitheater (seating perhaps 500)
 - Winter: ice skating rink
 - Summer: flush mounted fountains for play
- Theater in the round, concerts, artists
- Walking trails throughout the complex
- Picnic areas

- Manmade lake or small pond (recirculating water)
- A parking garage.

If room allows, two outdoor equestrian arenas.

The Public Market, a permanent post and pier building with about 100,000 square feet, operating eight to nine months a year, featuring locally/regionally grown produce, locally produced foods, and locally made art, crafts, furnishings, and home accents. This could be a regional attraction in itself.

A first-class RV park, park grounds, and athletic fields should also be developed, if sufficient land is available.

Development of the “Northwestern Indiana Event & Expo Center” could be a major draw, as well as an outstanding outlet for goods produced and grown in the county. Its proximity to the dunes also makes it very likely that visitors to the dunes will want to combine their dunes experience with a fun, unique shopping trip at the market, or to take in an event.

We recommend that the county contract for professional services for the conceptual planning, feasibility and funding program to redevelop the Expo site. Using a Request for Qualifications, find the best firm for the job, and negotiate the fee and scope of work. Allow the professional services firm to determine the best development use with the largest return on investment – you want them to come up with the idea. Do not do a conceptual plan and then

Recommendation #3 (cont.)

Redevelop the Porter County Expo Center & Grounds

find out if it's feasible. Instead, ask the question, "What should be built that will become a major draw for visitors and regional residents, is the most feasible and will give the greatest return?"

Implementation: Porter County

Timeline for Implementation: Beginning in 2010

Approximate Cost: \$225,000 for conceptual planning and feasibility study

Possible Funding Sources: CDBG grants

This photo (right) shows an aerial view of the outdoor amphitheater in Mountain View, California. It has a capacity of 22,000, with 6,500 reserved seats and 15,500 unreserved lawn seating. It was built in 1985 and 1986 by the city of Mountain View in cooperation with local promoter Bill Graham.



Recommendation #3 (cont.)

Redevelop the Porter County Expo Center & Grounds



Recommendation #3 (cont.)

Redevelop the Porter County Expo Center & Grounds



Recommendation #3 (cont.)

Redevelop the Porter County Expo Center & Grounds



North Elevation

Recommendation #3 (cont.)

Redevelop the Porter County Expo Center & Grounds



Recommendation #4**Develop a County-Wide Wayfinding System**

Wayfinding is a signage system designed to help people find their way to and around your community. One of Porter County's most significant weaknesses is the lack of wayfinding; visitors can't find the best of the county's activities and attractions – it is even hard for them to find the State Park. Creating a professional wayfinding system will help make each attraction, amenity and venue easy to find.

The wayfinding system should be professionally developed. It can be hard for locals, who already know how to get from point A to point B, to see gaps and omissions in existing signage, so it is best to use the services of a professional wayfinding firm.

A wayfinding system is an investment in the county and the communities - not an expense. You will see a return on the investment in greater sales throughout the county, as people are informed about attractions and amenities through the signage, and are able to locate them easily.

Issue a Request for Qualifications; you want a firm experienced in environmental graphics - place wayfinding. That is not the same as companies that do institutional wayfinding (malls, universities, hospitals and interior wayfinding).

Select the best firm, then do an initial contract to have them determine a cost for the design of the system, including pro-rata share of the system for each community and the county. The firm can also

be charged with developing partnership agreements from the communities to make this a partnership project. The cost for this initial phase would be approximately \$35,000.

The county would take the lead on creating intergovernmental funding agreements between the communities. Then the selected company would design the system.

The wayfinding plan should include:

- Countywide design standards, with variations for each community to fit their particular brand
- Vehicular wayfinding: freeways, state highways, county roadways and city surface streets
- Design and location of gateway signs for the cities, towns
- Pedestrian wayfinding in downtown Valparaiso, Chesterton
- Inventory of attractions, amenities, and services; the placement on each sign; testing for readability at speed; fit and design
- Signage specifications for bidding purposes, cost estimates, phasing and bid documentation
- Decorative pole banner designs
- Downtown gateway signage for Valparaiso
- Place signage (marquee signs) at parks, amenities,

attractions, trail heads, public services

- Locations for decorative crosswalks for Kouts, Hebron, Valparaiso downtown, Chesterton, and Portage as it develops its city center
- Coordination with cities, towns, county and state for setbacks, restrictions, and construction standards
- Precise wording and exact locations for each new sign, as well as mounting options, so it can be used to obtain fabrication and installation bids from regional sign manufacturers.
- A visitor information kiosk program: Visitor kiosks are an important component of making information easily available to Porter County visitors. They should be placed at key locations to cross promote attractions and locations in the county, particularly at the South Shore stations and in the parks, at local retail centers, hotels, and golf courses, as well as to promote events and activities.
- Visitor kiosks should be designed to complement local architecture as well as enhance the Indiana Dunes brand. The kiosks should provide weatherproof brochure holders for 24/7 visitor information, as well as display maps, a calendar of events, attractions, local services and amenities, and lodging and dining options. They should have adequate lighting and include prominent signs indicating "Visitor Information".

Recommendation #4 (cont.)

Develop a County-Wide Wayfinding System

- The easier it is for visitors to find the attractions, events and amenities, the longer they will stay. Providing well-stocked, attractive and easy to find visitor kiosks ensures visitors will have access to relevant information at any time, even when visitor centers aren't open. And only about 5% of visitors ever stop at Visitor Information Centers, so placing kiosks with visitor information near major attractions and amenities makes it easy to cross-sell activities and events and help travelers find more to do; hence, they spend more time, and money, in your community.

The county needs to take the lead in developing the Wayfinding System. The cost for designing the System will be approximately \$240,000. The county should partner with the cities and towns, using an agreed-upon formula to determine the breakdown and division of the costs determined by the initial wayfinding consultant. Perhaps the number of miles of roads in an individual town or population base would be a good method to determine pro rata share.

The cost for building the Wayfinding System will depend on the system design and materials chosen. This project could be done in phases depending on budgets and availability of grant funds. We recommend that the county take the lead on the project with the cities and towns partnering on a pro rata basis.

Implementation:

Porter County - To be determined by Porter County Council

Timeline For Implementation:

Beginning in 2010

Phase I: Issue an RFQ for a wayfinding specialist. Contract with firm to develop a cost for designing the system and partnership agreements with the communities. Approximate cost \$35,000. Most of this cost would be for forming the partnerships with the communities, helping find funding sources for the creation of the plan, for fabrication and installation, including possible phasing.

Phase II: Enter into a contract for the actual design of the plan, working with INDOT, the County, and individual communities. Approximate cost: \$240,000.

Phase III: Manufacturing and installing the system.

Approximate Cost:

\$35,000 initially / \$240,000 system

Possible Funding Sources:

Porter County, individual communities, RDA



Recommendation #4 (cont.)**Develop a County-wide Wayfinding System**

Wayfinding systems typically include both freestanding signs (near right in Woodlands, Texas) and pole mounted signs (far right in Appleton, Wisconsin).

They should reflect the ambiance and brand of the town or city, but still fit within a county-wide umbrella-brand with common elements.

Designing the system is as much an art as it is a science. This effort should not be left to public works departments, and should be a county-wide effort so that each community can cross-sell and cross-connect to each other.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



The wayfinding system also includes downtown and pedestrian-oriented directional signage such as they've done in Turlock, California (below).

Wayfinding does not only apply to commercial areas, attractions, amenities and services, but can also direct visitors to residential communities and neighborhoods as Sparks, Nevada has done (left). This is all part of the larger "system."



Recommendation #4 (cont.)**Develop a County-wide Wayfinding System**

Every wayfinding system should be designed to a pre-determined fabrication and installation budget. Single signs can range from just a few hundred dollars to more than \$3,000 per sign.

The examples on this page include Long Beach and Modesto, California. Note that there are never more than four to five items on any one sign. The process of wayfinding must be progressive.

Additionally, highway signs will be significantly different than city and county surface streets due to federal highway standards, viewing distances, and readability.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

Creation of a wayfinding system is one of the most important economic development tools every county and city should undertake. The system also includes pedestrian wayfinding that showcases various districts, amenities, services and attractions.

Samples on this page, clockwise from top right include Disneyland in Anaheim, California; downtown Kalamazoo, Michigan; and French Lick, Indiana.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

The Porter County wayfinding system would not only include highway and vehicular wayfinding, but also the placement and design of auxiliary organizational signs (below in Gig Harbor, Washington), pole banners (right in Appleton, Wisconsin). The system includes community gateways, downtown gateways, visitor information kiosks, pedestrian wayfinding, maps, marquee signage at attractions (local parks, county and city facilities, educational campuses), amenities (parking, restrooms) and services (police, fire, hospital, city/county services, etc.)



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

These examples show two different visitor information kiosks. The kiosk (right) in Lodi, California fits more of an urban area, whereas the kiosk in Lunenburg, Nova Scotia (below) fits the rural area the town is in.

Visitor information kiosks include wall mounted displays, freestanding kiosks like those shown on this page, and portable kiosks - used during festivals and events (see next page).



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

As you can see, kiosks are designed specifically for each community, fitting its overall ambiance and brand. This sample (bottom left) is in Carson City, Nevada. A rising trend includes having two or three portable visitor information kiosks, such as this one used in Banff, Alberta (below). Porter County should consider having four to six of these, which can be used during major events, or even loaned out to communities to use during festivals or markets. Having these at the Indiana Dunes State Park and at the National Lakeshore, would ideal in helping to attract visitors “South of the Dunes.” These would be staffed by high-school or college students on busy weekends, or event days, to promote activities, restaurants and shops in the towns around the county. These are relatively inexpensive (about \$1,200 each), easy to assemble, can be covered when not in use (note the cover), and can be dismantled for winter storage. The skirt around the structure can have the logos of the various towns on them. One panel could even be a sponsor to help pay for the portable kiosk.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

Part of any wayfinding system, includes “marquee” signage, like this one for the City of Sevierville, Tennessee. This sends a strong message of quality. The readerboard on the bottom portion of the sign lets visitors know there are public restrooms, parking, and also sells upcoming events.

Freestanding kiosks, like this sample in Woodlands, Texas can provide visitor information on one side, and include marketing on the other - helping to fund their development and maintenance.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



Visitor information kiosks should be placed in perhaps 40 locations throughout Porter County. Each should include brochure distribution, things to see and do in the immediate area or community, and then cross-sell to other communities and activities in the county. In Muskogee, Oklahoma, this kiosk (above) includes brochures of restaurants, shops, activities, and lodging facilities. This was built by volunteers.

Identifying public and private parking is also part of the wayfinding system. If you have areas with two-hour parking, make sure you identify WHERE visitors can park for extended periods. This will increase visitor spending.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

DuraTherm[®]

traffic tough
crosswalks

Community Stakeholders and Designers

No Longer Constrained by Paver Paradigm

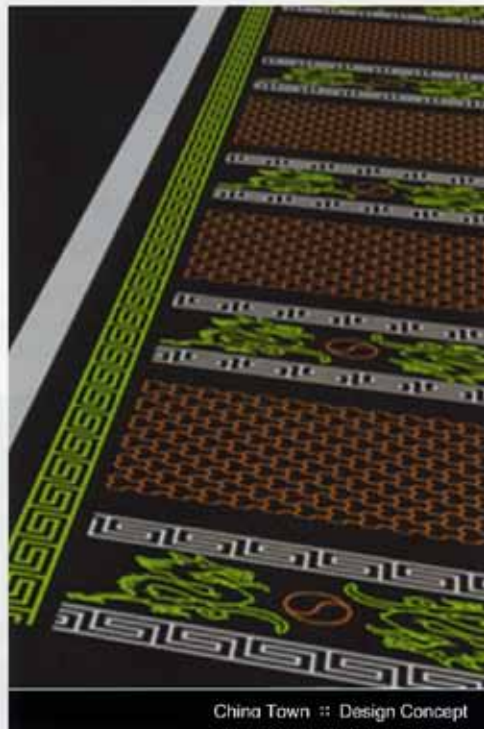
Think about it ...

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

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

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

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



China Town :: Design Concept

The wayfinding system can also include decorative sidewalk treatments. DuraTherm (left) is a process used by the company StreetPrint (www.integratedpaving.com) where any design you want can be imprinted into the asphalt. This is not paint, but an actual embossing process that lasts for decades and is not affected by snow removal, chains, and other seasonal elements.

It's an excellent way to reinforce a brand, as is the case below in Jasper National Park in Alberta.

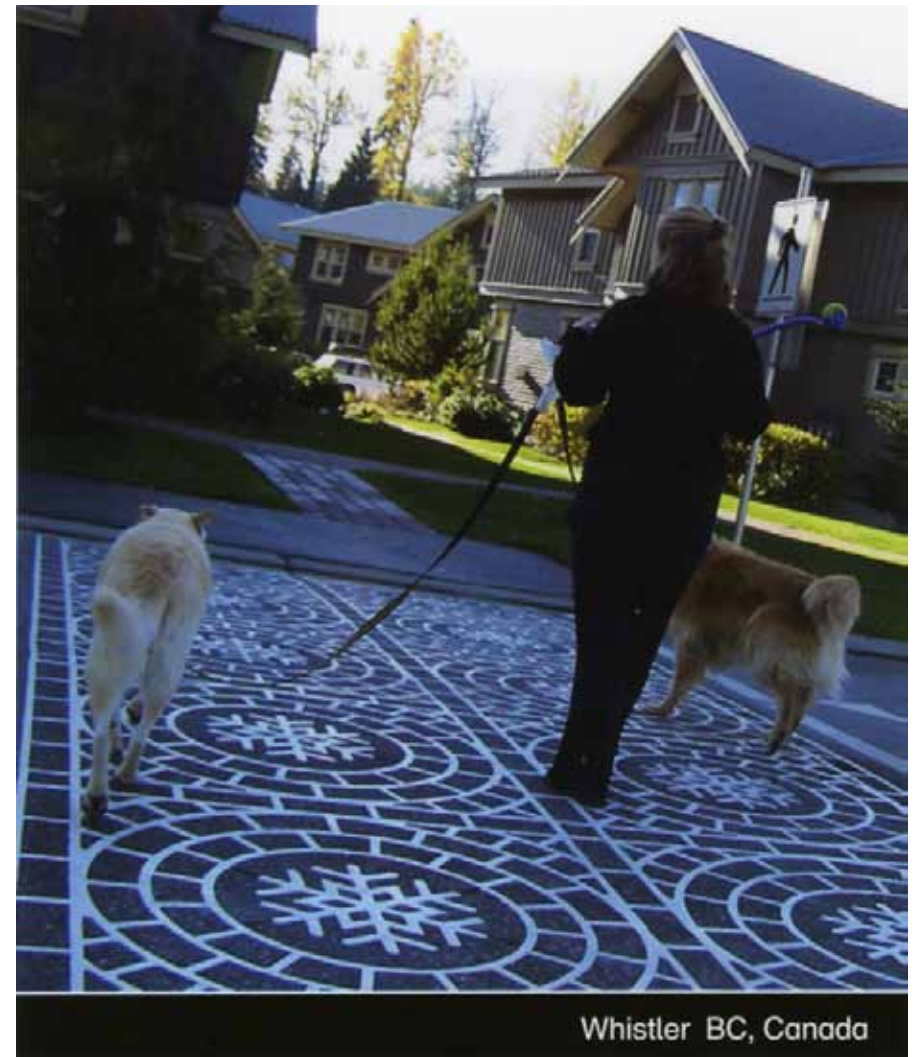
Notice the design for Chinatown (left) in Oakland, California.



Jasper Alberta, Canada

Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



The samples on these two pages (from far left to right) include: Los Angeles, CA; Whistler Resort in British Columbia; cottonwood leaves in Chandler, AZ; the coat of arms for Minster, OH.

The DuraTherm process embosses the designs into the asphalt, and, as you can see in the photo below, as soon as one side of the street has been done, it can be driven on immediately. You can see the workers now doing the other direction, one lane at a time.

This process is far less expensive than using paver stones or bricks, and requires virtually no maintenance.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



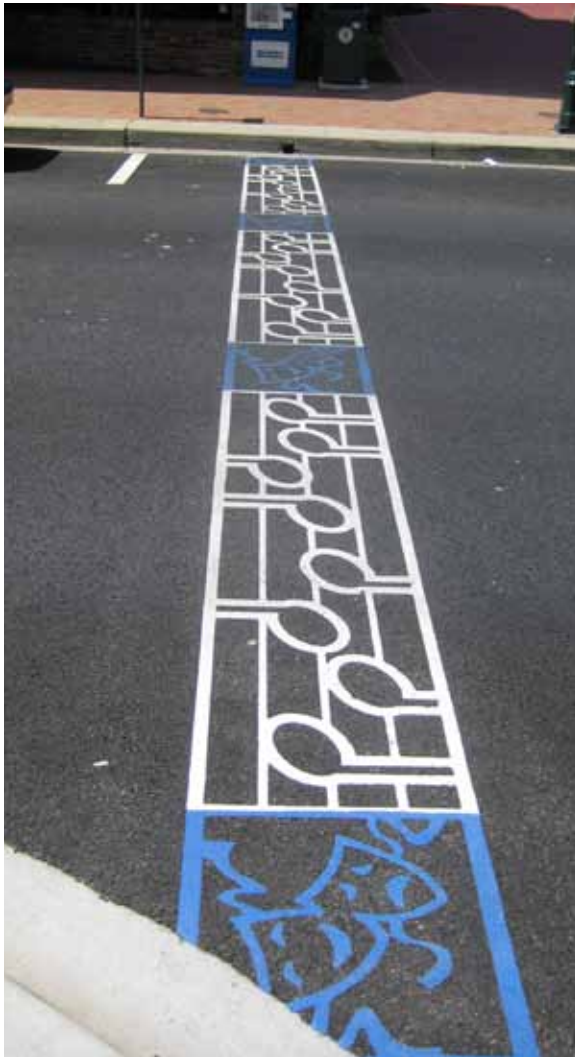
The examples shown here include: The Fashion District in Los Angeles; and a leaf motif in central Florida. Virtually any design you can think of can be turned into a DuraTherm StreetPrint. The process can be used on asphalt, whether a sidewalk, street or parking lot.

It's an inexpensive "gateway" alternative, that also gets traffic to slow down, reinforces the brand, and makes crosswalks and sidewalks much more visible and safe.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System



The musical crosswalk, shown to the left, is for the Arts and Entertainment District in Hagerstown, Maryland. The compass (below) is in Verplank, New York. The circle is approximately 26' across. No matter what the town's "theme" or "brand" is, decorative sidewalks can be developed to reinforce what it is you want to be known for. It also makes downtowns feel more intimate and inviting.



Recommendation #4 (cont.)

Develop a County-wide Wayfinding System

Imagine crosswalks around Valparaiso University promoting the campus. Here is one of the crosswalks promoting Fitchburg State College in Massachusetts. The photo to the right shows a close-up of the embossing, or DuraTherm process. Here an asphalt plaza area now looks decorative, making it an attractive gathering spot.



Recommendation #5

Position the Dunes as "World-Class"

The Indiana Dunes are the showpiece of the Porter County area, attracting nearly three million visitors each year. Position the Indiana Dunes as a "world-class" attraction, as "Perhaps the eighth wonder of the world." They are central to the branding effort and put Porter County "on the map" much as the Grand Canyon does for Arizona or Mt. Rushmore for South Dakota.

Don't stop your promotion of the dunes at county lines. Adopt the entire dunes, including the parks in Lake County and Mt. Baldy in LaPorte County. Porter County is "home to the incomparable Indiana Dunes National Lakeshore and Indiana Dunes State Park." Use the dunes to create top of mind awareness.

The new identity developed by DDI is designed to add a new, fresh look to all marketing materials to make them modern, inviting, and to elevate the stature of the county and the dunes.

As your primary tag line, instead of "the Casual Coast," use "Nature's Masterpiece" to highlight the spectacular attraction of the dunes. Also, when appropriate, use the tag line "perhaps the Eighth Wonder of the World."

Additional strategies for elevating the position of the dunes and Porter County include using excellent, professional photography in all marketing, using video on the web, creating promotional posters and bookmarks. Use "did you know" facts about the dunes.

Work to educate people that the Indiana Dunes National Lakeshore is a national park.

Recommendation #12 calls for development of a professional photo library, and has additional information. The photography is an important part of positioning the dunes as a world class destination. Contract for a professional photo library of National Geographic quality photography. 90% of the photos should show people engaged in activities. Limit the number of scenic vistas. Show people on bikes, hiking the dunes, with binoculars looking at birds (or the Chicago skyline from the lakeshore), people in a boat in Portage's marina, people eating in restaurants or sidewalk cafes. Use photos of the European Market in Chesterton, the interiors of a few shops in Chesterton.

Of the activity-based photos (90% of all photos), 70% should be focused on activities south of the dunes. Make sure the photo library covers every season. Make sure you negotiate unlimited use of the photos with the photographer(s).

Also contract for high definition video footage. Create a "B Roll" library of seasonal video that can be used to promote various activities, events, and businesses. As with the still photography, people enjoying activities is critical.

More on photography, video, posters and bookmarks later in this plan.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Included in other marketing recommendations

Possible Funding Sources:

PCCRVC

Recommendation #5

Position the Dunes as “World-Class”

The idea is to position the Indiana Dunes as an attraction worth a special trip from just about anywhere. Over time the plan would be to elevate it to the likes of the Grand Canyon, Mt. Rushmore, the Badlands of South Dakota, and other national parks.

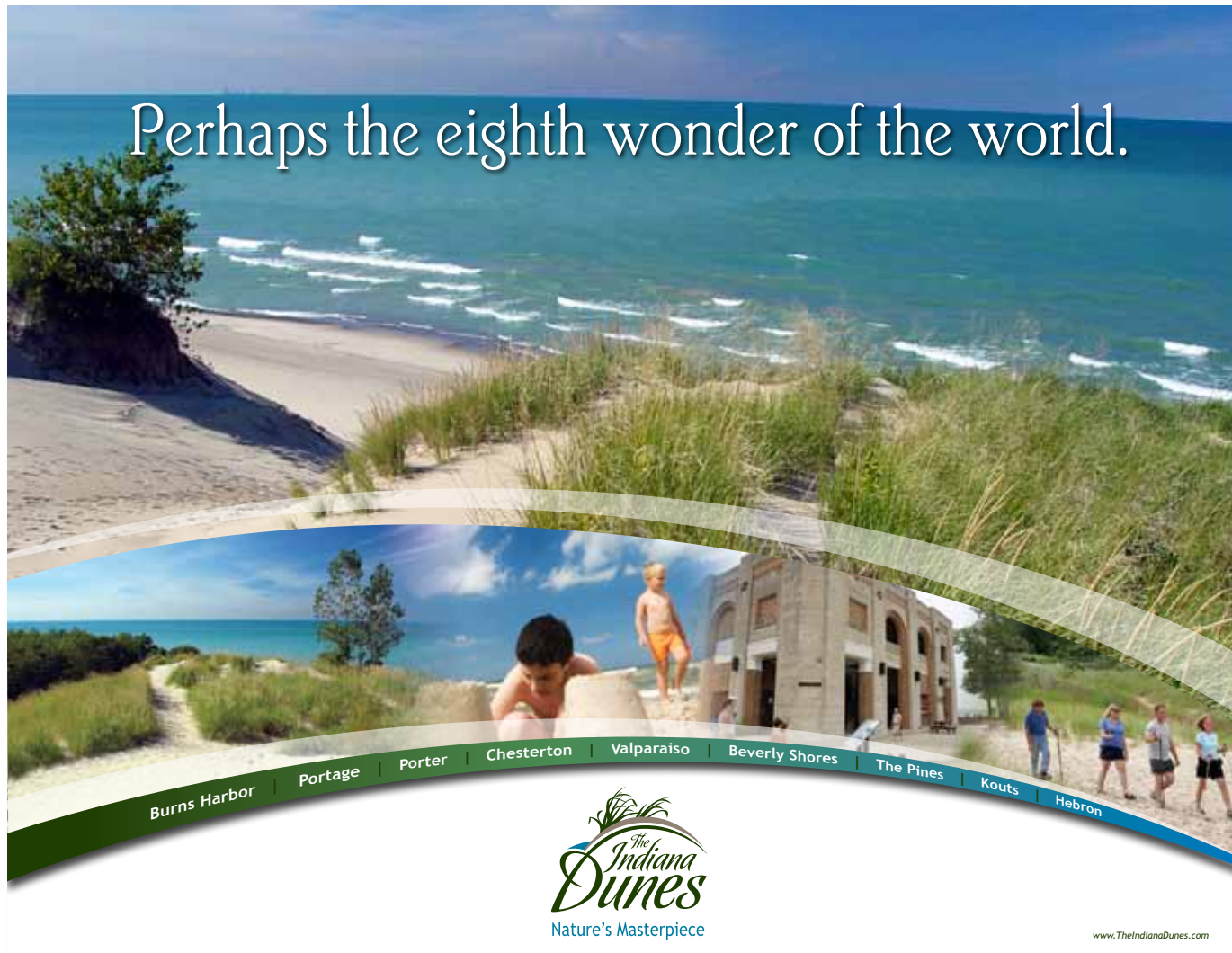
This can be done through the use of tag lines including “Perhaps the Eighth Wonder of the World” and “Nature’s Masterpiece.” High quality professional photography, as well as high definition video clips of the “ever changing” and “evolving” Indiana Dunes will also be important to the branding effort.

Promoting “Did you know” facts about the dunes engages visitors and makes the dunes a place that needs to be visited over and over again. This is why the words “ever changing” and “evolving” are used in the marketing effort.



Recommendation #5

Position the Dunes as "World-Class"



This poster would be developed just to create awareness of the brand both to locals and visitors, and to create a sense of pride, locally, about the importance of the dunes.

You will notice that the communities are also noted on the poster so that visitors can see there is more to the dunes than just the parks.

The identity was redeveloped to be in keeping with other high-profile and upscale destinations, making it modern and flowing.

It's important to reiterate that while the dunes are what puts Porter County "on the map" and center stage as a Midwest destination, the ultimate goal is to pull visitors off the interstate, away from the dunes and into the communities.

Recommendation #6

New Brand Identity & Style Guide

The key message for the brand is this: Porter County, Indiana is home to one of nature's great masterpieces – The Indiana Dunes. This crown jewel of Lake Michigan is one of the great wonders of the Midwest and offers a wealth of varied activities, which are complemented by the nearby distinctive towns and communities. These communities round out the visitor's experience, each unique: an eclectic arts culture, some of the best dining and entertainment in the state, delightful shopping, great recreation and fun events.

This new brand image for Porter County builds the perception of The Indiana Dunes as a world-class destination, and entices visitors to see beyond, "South of the Dunes." The elegance of the font illustrates there is more to this place than just the wilderness, and the font conveys movement, as if it's windblown. The curve above the text is an image of a dune, with tall beach grass being ruffled by the wind. The colors are also elegant and portray the feeling of the water, sky, and freshness of the forests and grasslands.

A style guide is being developed for Porter County's new brand logo. This guide will contain graphic design standards for the logo usage, concepts for website development, and usage guidelines for the production of printed sales and marketing materials. The guide contains a system of coordinated visual elements that make up the county's graphic identity. It provides specific rules about proper use of the

Dunes Water



PMS: 3145
CMYK: 100/33/36/5
RGB: 0/122/148
HEX: 007a94

Dunes Tan



PMS: 403
CMYK: 44/40/46/5
RGB: 146/139/130
HEX: 938b82

Dunes Grass



PMS: 5535
CMYK: 81/55/68/59
RGB: 31/55/49
HEX: 1f3731



Recommendation #6 (cont.)

New Brand Identity & Style Guide

logo and brand to help maintain the integrity of the design. It will include logo dimensions, approved sizes, fonts and colors. Wrong usage of the logo is shown as well.

Use the new brand logo extensively; it should be portrayed on every county marketing piece. Consistent use will help build the brand and make it memorable.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Already completed

Possible Funding Sources:

PCCRVC



Recommendation #7**Focus on Marketing Activities “South of the Dunes”**

While the dunes are the primary lure into the county, and they need to be positioned as such, the real effort will go into getting people south of the two interstates where the lodging, dining, entertainment and shopping are located.

While the dunes make a visit to the area worth a special trip, the number one activity of visitors, in the world, is shopping, dining and entertainment in a pedestrian-friendly, intimate setting - your downtowns. This is also where 80% of all non-lodging visitor spending takes place.

Although shopping and dining are diversionary activities, they are so lucrative that Disney built Downtown Disney outside of their theme parks. They want to capture that 80% of the spending. People don't travel to go shopping in Downtown Disney, but while they are visiting the theme parks (their primary reason for traveling), they'll also go and spend money at Downtown Disney.

Nearly every activity in Porter County (outside of the dunes) is a diversionary activity. It's usually not the primary reason people come to the area. These secondary activities can still be promoted as a reason to spend the night. While people are in the area to visit the dunes, they can be attracted into the towns to spend money shopping, dining, and being entertained.

The key is to market activities - not communities.

And specific activities and businesses need to be promoted. People are looking for things to do. Every activity promoted needs to be something the visitor can't get or do closer to home, or it needs to be clearly better, by third party endorsement. They need to be “worth a special trip.” The recommendation for development of a “Best Of” brochure is one method to do this. These “anchors” or “Best Of's” also need to be promoted on billboards and at each South Shore station.

“South of the Dunes” should be used as a tag line on billboards promoting these anchor businesses or activities.

Redevelopment of the Expo Center is key, since there are no primary attractions south of the dunes. While promoting the “Best Of's” will be effective at luring visitors into the communities, it will be necessary to develop a primary attraction to achieve the greatest success.

70% of the marketing effort should be geared to promoting activities “South of the Dunes,” and 30% should be spent elevating the stature of the dunes as being worth a special trip from anywhere in the mid-western states - and beyond.

Although the county should include promotion of the entire dunes area, when it comes to promoting the businesses in the individual communities, the county should only include those within its borders. The

goal of this plan is to bring more visitors and visitor spending into Porter County.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

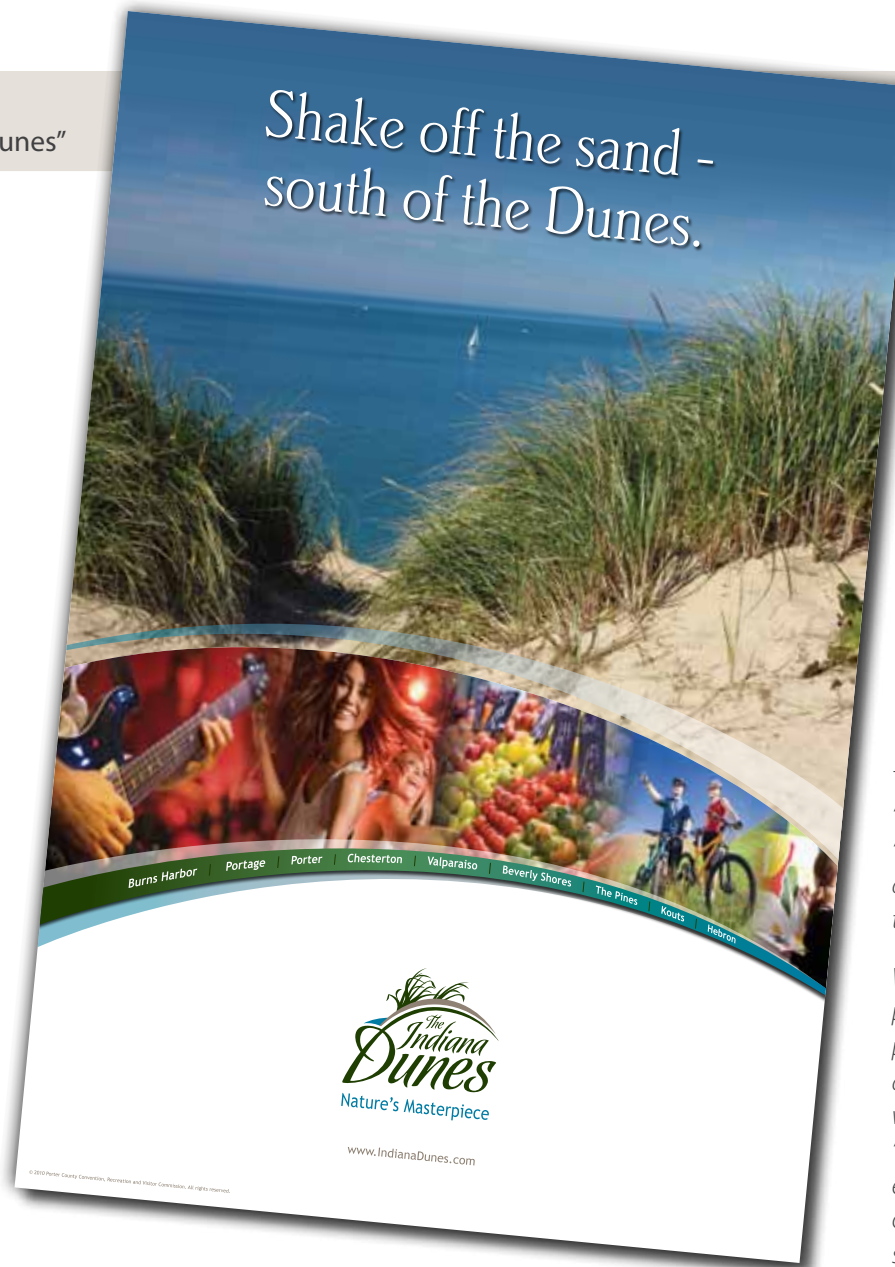
Included in marketing recommendations

Possible Funding Sources:

PCCRVC

Recommendation #7 (cont.)

Focus on Marketing Activities "South of the Dunes"



This poster was designed to link the "Incredible Indiana Dunes" to an "incredible" array of activities, culture, and recreational activities "South of the Dunes."

While this is a "general positioning" poster, it will be necessary to also promote specific businesses and activities that make heading south worth a special trip. The days of "Come to our town for our special events, shopping and dining" are over - it is now essential to promote specific lures to entice visitors.

Recommendation #8

County-wide Website

A new visitor website will be THE most important marketing tool in your arsenal. The PCCRVC is in the process of implementing this recommendation already, by redesigning the existing website. This website needs to promote and support the brand, as well as provide visitors with all the information they need to successfully plan a trip to the dunes, and to show them all there is to do in the communities south of the dunes. The information needs to be in an easy to read, easily accessible, visually appealing format. All advertising should be used to drive people to the website. Once at the website, it needs to be good enough to close the sale.

This website should be devoted to visitor information; the current website includes industry information. There should be a clear separation between the two, with a single link on the home page to "Industry Support." That should link people in the industry to the sister site that goes into product development, this plan, other plans, and community activities and events. Everything on the primary site should be focused on things that visitors would drive at least 50 miles to see.

The importance of your Internet marketing cannot be overstated:

- 75% of all US households have immediate access to the Internet
- Of those, a full 94% use the Internet as their PRIMARY travel planning resource
- 72% never go past the first page of search results
- 86% never go past the second page of search results
- 70% are frustrated when trying to plan travel online; they are looking for experiences, not locations. Activities are the most important thing – location is secondary

Significant resources must be allocated to your website and Internet marketing. If 94% of Internet users utilize the Internet as their primary travel planning resource, the Internet is clearly your best and most efficient way to reach potential visitors.



Recommendation #8 (cont.)

County-wide Website



This is just an initial concept of what a redesigned website might look like. The top photo, and even the activity photos, using Flash, can change every few seconds showing new photos of the dunes (changed for each season) and activities, which would also change by season.

By using a "Pick your season" concept, it tells visitors that you are, in fact, open year round. The visitor simply picks the time of year they hope to visit and they can find the activities available that time of year.

Recommendation #8 (cont.)

County-wide Website



VACAVILLE
Conference & Visitors Bureau

Events Accommodations Directions Photos Connect With Us! Location

SEARCH SITE

LOGGING ACTIVITIES CARS FLIGHTS

CHECK IN CHECK OUT

ROOMS ADULTS CHILDREN

HOTEL NAME

Book Online or Call 888-463-0188 for Help **SEARCH**

STAY INFORMED
Sign up for our e-newsletter to find out what is going on.
 SIGN UP

Pick Your Passion!

Wine Country Shopping Culinary Culture & History Family Arts & Entertainment Sports & Rec. Outdoors Nightlife

EVENTS **TWITTER** FACEBOOK

Mar 10, 5:00pm- 9:00pm
Ladies Night


Vacaville One Of Northern California's Most Charming Communities

Note how Vacaville, California's website promotes "Pick Your Passion!" featuring activities - not places.


Recommendation #8 (cont.)

County-wide Website


Pick Your Season




Spring
Mar., Apr., May.



Summer
Jun., Jul., Aug.



Fall
Sept., Oct., Nov.

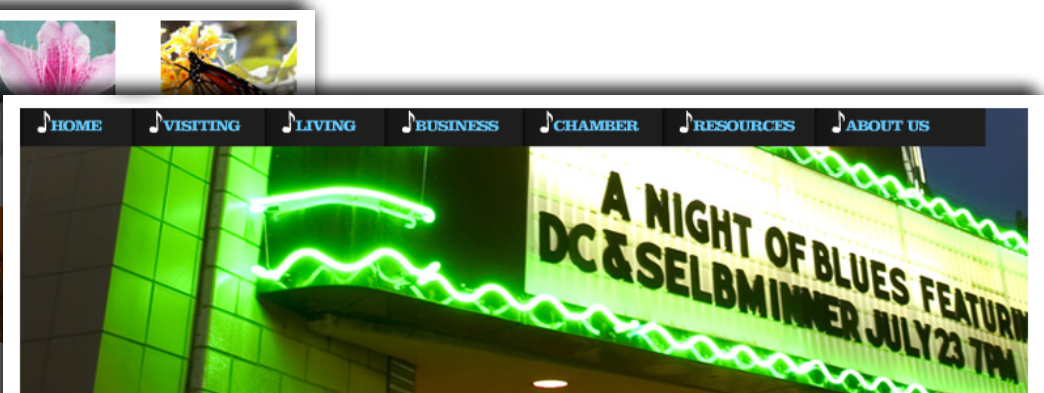


Winter
Dec., Jan., Feb.


Located two hours east of Oklahoma City, Muskogee is a place where you'll find more than just small town, southern charm. Take a few minutes to browse the site and discover the "Best of Muskogee" including the world famous Oklahoma Azalea Festival, the Oklahoma Music Hall of Fame, one of the world's largest and most spectacular Renaissance Festivals, some of the region's best restaurants, stunning parks and Oklahoma's best antique shopping. So sit back, kick off your boots and stay a while as we showcase Muskogee's "Hall of Fame" attractions and activities.

Best of Muskogee

A list of the best of Muskogee shopping, dining and entertainment! [Read more >>](#)



Pick Your Season













Summer
Jun., Jul., Aug

What's Happening This Summer

Lakes Getaway

Muskogee is surrounded by five sparkling lakes that offer a wide variety of summer outdoor activities. Fishing, boating, skiing, swimming, hunting, hiking, camping, even scuba diving can all be enjoyed at area lakes. From sparkling clear Tenkiller Lake in the Cookson Hills to the "gentle giant" Lake Eufaula where fishing is excellent, Muskogee area lakes offer something for every outdoor enthusiast.

Pick Your Passion

-  [Antiques and Gifts](#)
-  [Arts and Entertainment](#)
-  [Culture and History](#)
-  [Kids and Family](#)
-  [Sports and Recreation](#)
-  [Gardening and Environment](#)
-  [Hanging out, Shopping and Dining Downtown](#)
-  [Events](#)
-  [Travel by Motorcycle](#)
-  [Travel by RV or Tour Bus](#)

Both Vacaville, California and Muskogee, Oklahoma have used a "pick your season, pick your passion" type of format to their websites. This way people can easily see what they have to offer, in terms of activities, at any time of year. This also promotes experiences - with the location second to the activity.

Recommendation #8 (cont.)**County-wide Website****DOMAIN NAMES**

Purchase domain names that are designed to promote the county and be easy to remember, such as:

- IndianaDunes.com
- EighthWonder.com
- EighthWonderOfTheWorld.com/org
- NaturesMasterpiece.com/org
- IndianaDunes.travel
- SouthOfTheDunes.com/org
- TheIndianaDunes.com
- IndianaDunesTourism.com/org
- IndianaDunesVisitorCenter.com
- DunesVisitorCenter.com

These domain names should all link to the one tourism website. The PCCRVC has already been implementing purchase of domain names.

DEVELOPING THE SITE

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

The architect – builds the site map, how the information flows and decides what content should be included

The engineer – the person who develops the

backbone of the site, chooses the right software and writes the code

The interior designer – the person or persons that make the site visually pleasing, and cohesive with the brand and graphic identity

The builder and maintenance crew – the people that add new content, and update/refresh older content

When developing the site, hire professionals with experience in the travel industry. Creating a website that is good enough to close the sale ranges from \$50,000 to well over \$100,000. For Porter County, we recommend budgeting approximately \$80,000, which includes the design, copywriting, and front end/back end development.

Organize the site around activities and things to do – “pick your season” and “pick your passion.”

Pick your season:

- December/January: Holiday Festivals
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Summer
- October/November: Fall Festivals

Pick your passion:

- Beach fun, dunes
- Dining and entertainment
- Country markets
- History and culture
- Shopping
- Golf and recreation
- The environment
- Kids and family fun
- Events and festivals

The homepage should be clean, easy to read and have no more than seven primary links. People tend to get frustrated if they have to navigate through too many options.

PHOTOGRAPHY & VIDEO

Nothing sells a place like photography. The website needs to have a focus on stunning photography. There is a recommendation further in this plan to contract with a professional photographer to provide Porter County with stunning photos for use in all applications, including the website.

Photos should include:

- Lodging properties (inside and out)

Recommendation #8 (cont.)

County-wide Website

- Key restaurants (inside and out)
- Scenes from downtowns (particularly Valparaiso and Chesterton)
- Event photos
- Seasonal photos - all with people doing activities
- Include a seasonal "slide-show"

Also include a section on videos. They should be fun, engaging, and show people enjoying themselves doing all kinds of activities throughout the county. They can be professional or amateur - put out a request for visitors to submit their short videos (30 seconds to 3 minutes) for posting on the website.

Take a look at www.erikhastings.com (right), a firm that specializes in excellent travel and tourism video production. You will find dozens of videos Erik and his crew has produced for communities throughout North America. Visitors are looking for specific information, including specific places to stay, eat or visit. But they also want it to be engaging and fun. Erik does a great job of promoting destination areas. Coming from Iowa, Erik and business manager Gary Hendrickson, who lives just north of the Detroit area, are easy to work with and do excellent work. Gary can be reached at (248) 538-7810. DDI makes no commission or money from referrals like this. We just believe they do very good work.

Another excellent example can be seen at www.GreatIdahoGetaway.org. The State of Idaho commissioned this project, which was funded by the state along with donations and sponsors, and is an excellent example of how video can be used to promote experiences. While this particular video lasts 32 minutes, the state is working on carving it down to numerous two and three minute video clips. Geared towards family, a similar concept could be used for Porter County. While this was a state-wide vacation, the Porter County version would concentrate on the dunes as the primary draw, then head through each of the



Recommendation #8 (cont.)

County-wide Website



towns, featuring activities, places to eat, performing arts, historical attractions, golf, fishing, etc.

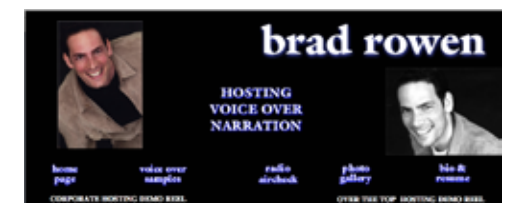
Brad Rowen hosted the project, which was largely unscripted. Brad does an excellent job and, like Erik Hastings, makes it engaging and fun.

You can learn more about Brad Rowen by visiting his site at www.bradrowen.com.

PRESS ROOM

Include an online press room with information for media sources. This should include photography, story ideas, and contact information. You want it to be easy for media outlets to get information about Porter County, the activities and attractions. It should include:

- Sample story ideas
- "In the news" section - current articles (last 12 months) where the area has been featured



Recommendation #8 (cont.)

County-wide Website

- Sample itineraries
- Facts and figures (maps, distances (in both miles and kilometers), drive times, population and demographics, primary industries, visitor attractions and amenities
- Fun facts: Orville Redenbacher, the Oz Festival, other fun and interesting facts about the area and its history in a "Did you know ..." format
- Contacts and resources (photographers, videographers, tourism and community contacts, University, College, economic development, chambers of commerce, National Park and State Park contacts, etc.)
- Weather and seasons: What to expect in terms of weather (average highs and lows, snowfall, rain, sun, humidity, etc.)

Visit the Press Room at the www.exploreasheville.com website. It is an excellent example to emulate.

RESOURCES

Resources are critical:

- Make sure the Indiana Dunes Activities Guide is on the website for both viewing and download.
 - Look at the Asheville Visitors Guide, located on the web at http://www.nxtbook.com/nxtbooks/journalpubs/asheville_ovg10/?#/0



[Explore Asheville Home](#) > [Press Room](#)

press room

Resources, news and assistance for the media

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[Media Images](#)

[News Releases](#)

[Press Trips](#)

[Story Ideas](#)

[Press Kit](#)

[Facts & Stats](#)

[Ranked & Rated](#)



There's something special about Asheville, and the world is just beginning to discover it. This thriving mountain city features a funky and eclectic **downtown**, 30-plus **art galleries** downtown alone, a burgeoning **culinary scene**, a thriving live music scene and, of course, the awe-inspiring scenery of the Appalachian Mountains.

This is the ultimate playground, with a wide diversity of **outdoor adventures** and the ideal destination for an **active and healthy getaway**.

Asheville takes fall up a notch with the **Ultimate Asheville Autumn Experience**. Frommer's named Asheville one of just a dozen global must-see destinations in 2007, and Outside magazine just named Asheville the Best Southern Town.

Our online press room provides easy access to information about the Asheville area. Subscribe to our **story idea RSS feed**, which you can even get as a **computer desktop widget**. If you're interested in receiving fall foliage b-roll or Web-ready video clips, **sign up here** to receive it as soon as it is available.

go

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Recommendation #8 (cont.)**County-wide Website**

While many city and county marketing websites have excellent press rooms, Asheville has one of the best we've seen. Sending out printed press kits is largely a thing of the past.

Porter County should also consider adding a "FILM" section to the press kit. This would be a section for film makers, ad agencies looking for location shoots, and screen writers looking for varied landscapes. Another option is to coordinate efforts with FILM Indiana, so that there would be no duplication of efforts.

Highlights in Porter County, that can't be found in other places include:

- The dunes
- The retro feel of The Pines
- Area wetlands and wooded areas

Advantages of Porter County for Midwest film crews includes:

- Close proximity to both Chicago and Detroit.
- Inexpensive site for film crews
- An incredibly varied landscape in terms of terrain, town sizes, rivers, creeks, environment, etc.



[Explore Asheville Home](#) > [Press Room](#) > [Press Kit](#)

press kit

- [Asheville Fact Sheet](#)
- [Asheville's 50-Year Debt Has Paid off in Architectural Treasures](#)
- [Asheville, N.C. History Ranges From Early Settlements to Downtown Skyscrapers](#)
- [Asheville Retains Historical Literary Tradition While Still Attracting Fresh and Original Authors](#)
- [Rediscovering Crafts in the Southern Highlands](#)
- [North Carolina Mountains Offer Variety of Exciting Outdoor Activities](#)
- [Hollywood Flocks to the Mountains of Western North Carolina](#)
- [Asheville Quality of Life Awards](#)

You can also [request a press kit](#) and have hard copies of any of these materials mailed to you.

History & Statistics

- Date Asheville was founded: January 27, 1797
- City population: 71,600
- Metro area population: 387,000
- Number of lodging properties: Hotels and motels: 68; rooms: 6,066
- Bed & breakfast inns: 44; rooms: 469

Climate

- Temperatures are very pleasing, allowing for outdoor activities year round. Seasonal temperatures fall into the following ranges:
 - Annual average temperature: 55 degrees (Fahrenheit)
 - Average January daily temperature: 36 degrees (Fahrenheit)
 - Average July daily temperature: 73 degrees (Fahrenheit)
- Average annual rainfall: 46.7"
- Average annual snowfall: 16.2"
- Average elevation: 2,165 feet

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[myasheville](#)
[connect on myasheville](#)
[videos & pictures](#)
[active getaway](#)

Recommendation #8 (cont.)

County-wide Website

Consider contracting with NXTbookMedia.com. They specialize in creating interactive guides that include direct links, embedded video, etc. There are other vendors as well, but [NXTbookMedia](http://NXTbookMedia.com) is one of the most popular.

- Make sure the site includes other brochures for both viewing and download as well:
 - The Best of the Indiana Dunes
 - South Shore schedules and station maps
 - Niche Guides
 - Valparaiso University events
 - A countywide calendar of events
 - Trail maps
 - Indiana Dunes National Lakeshore maps
 - Indiana Dunes State Park maps and information (parking, fees, activities and events, etc.)
- Include weather and seasonal information. What to expect by time of year. What to wear. Include current weather that has a five-day forecast. Do one for the lake shore area, and one for Valparaiso since the weather between the two areas can differ.
- Also include construction information as it would affect visitors, water conditions, beach closings, and rip current information.

ITINERARIES

Develop detailed itineraries. Some samples are included in the supporting documentation section of

this plan. With the avalanche of information available to people planning travel, it is hard for them to know where to start. Make it easy for them - develop a series of half, full and multiple day itineraries that focus on getting visitors "South of the Dunes." The key is that each itinerary must focus on specifics – not "go shopping in Chesterton," but which store should they go to, where should they eat, what time are things open, where can they get more information (phone, websites).

It is also important to tantalize their senses. Help them to see, hear, taste, touch and smell the experience. Entice them, tempt them!

Specifics give them a starting place. They won't just go to the one shop or restaurant detailed in the itinerary, they'll stop in the surrounding businesses as well. The featured places are the community's/ county's anchor tenants, the "Best Of's" and they are what draw people into each town. Once they arrive and are out of their cars, other businesses will benefit.

Think like a travel writer. They promote the activities, and then where, specifically, to eat – including a signature dish. They will feature special shops, even people or shop owners.

These itineraries need to be available on the website and can be featured in e-newsletters and as ticklers for PR opportunities.

Illinois did a great job of creating "teaser" itineraries (see samples, next page). Porter County can do the same, organizing them by type, and then visitors can link to the full itinerary or itineraries, for each, and by season.





1 CULTURAL CHICAGO

Chicago (ICity)

In summer, Chicago's cultural scene really heats up. Take a tour of our famed cityscape with the Chicago Architecture Foundation. Get an up-close look at the masterpieces of Monet and more at the world-renowned Art Institute. Stroll the 25 acres of Millennium Park, Chicago's stunning showcase for the arts. Squeeze in shopping on State Street or Michigan Avenue. Catch a play in the Loop Theater District or laugh at The Second City.

2 BIG CITY FUN

Chicago (ICity)

There's no better season than summer for families to visit Chicago. At Navy Pier you can take a spin on the Ferris wheel, kid around in the Chicago Children's Museum, and hop aboard a boat cruise. Take time to talk to the animals at the free Lincoln Park Zoo. Ride the Chicago Trolley to the Museum Campus and explore The Field Museum, Shedd Aquarium, and Adler Planetarium. Get a great view of it all from the 94th-floor Hancock Observatory.

3 FAMILY-SIZED FUN

Naperville/Brookfield/Schaumburg

Head to Chicago's west and northwest suburbs for loads of family thrills. At the Streets of Woodfield in Schaumburg, kids can try out Gamewerks' hot virtual reality games, while Mom hops the free trolley and heads for the 300 stores at Woodfield Shopping Center. Experience 19th-century frontier life at the Raper Settlement. Find three floors of fun at the Buell Children's Museum. See animals in amazing habitats at the Brookfield Zoo.



4 ROMANTIC RENDEZVOUS

Eggen/Seneva/Elmhurst

Get ready for a weekend of romance while antiquing in St. Charles and Geneva, sampling wine at Lyndred Winery, and cuddling on a paddlenod boat cruise on the Fox River. Stroll arm-in-arm through a scenic Japanese garden on the Fabryon Estate, then explore historic Elgin. Get pampered at the Pheasant Run Resort & Spa. Have dinner in Aurora at Walter Payton's Roundhouse, then catch a show at the Art Deco Paramount Theatre.

5 FAMILY FROLICS

Gurnee

Get ready for nonstop family fun in Chicago's northern suburbs. Ride a wild roller coaster at Six Flags Great Escape. Cool off next door at Six Flags Hurricane Harbor, a massive new water park with 25 water slides and a gigantic wave pool. Power shop at nearby Gurnee Mills, home to more than 200 stores, a movie theater, and an ice rink. Take a nature walk at the Chicago Botanic Garden, then play at the Kohl Children's Museum.

6 GET IN THE GAME

Galena/Foxford/Treepert

Northern Illinois is home to some of the finest golf courses in the Midwest. Get golfing on one of the four courses at Eagle Ridge Resort & Spa in Galena, ranked one of the best golf resorts in America by Golf Digest. Black Hawk Golf Club in Stockton offers beautiful wide-open fairways. Golf Digest's best mid-sized golf city in the U.S., Rockford, is home to the Aldeen Golf Club & Practice Centre, featuring a challenging Nugent designed course.



7 SMALL-TOWN SWEETHEARTS

Galena

Fall in love again in Galena. Stay in a cozy bed and breakfast or the luxurious Eagle Ridge Resort & Spa. Shop charming Main Street and learn about the town's fascinating history on a Galena Trolley Tour. Sample the vintage at Galena Cellars and Wassbach Ridge wineries. Scrumple up for an old-fashioned stagecoach ride from Stage Coach Trails Livery. Catch the sunset as you soar in a hot-air balloon with Galena On The Fly.

8 OUTDOOR ADVENTURES

Utica

Illinois is all about the great outdoors. Jump head-first into adventure with Skyline Chicago. Hike through 2,600 acres of thick forests holding lush canyons and sparkling waterfalls at Starved Rock State Park in Utica. Ride the white water with Vermilion River Rafting. Rent a speedboat from Starved Rock Adventures or saddle up at Starved Rock Stables. Then make a splash in the new water park at Grizzly Jack's Grand Bear Lodge.

9 BIKING THE QUAD

Quad Cities

The Quad Cities are a biker's dream. Tackle the Great River Trail, a 62-mile-long bicycle path along the Mississippi River that's part of the Grand Illinois Trail. Arsenal Island offers four miles of bike trails that pass several sites, including the Rock Island Arsenal Museum. Check out the John Deere Pavilion and other Deere attractions in Moline. Then hit the American Discovery Trail, which winds through Rock Island County.



10 TIME TRAVEL

Quincy/Naucve

Follow the Mighty Mississippi along the Great River Road and travel back in time to the historic towns of Nauvoo and Quincy. Rich in Mormon history, Nauvoo is home to the fascinating Joseph Smith Historic Site (where dozens of landmarks include the Brigham Young House) and the stunning Nauvoo Temple. Quincy boasts the architecturally important East End Historic District and the Quincy Art Center, showcasing Midwestern artworks.

11 PLAY IN PEORIA

Peoria

Families enjoy all-American fun in Peoria. Take in an old-fashioned baseball game played by the Peoria Chiefs at O'Brien Field. Check out the science exhibits and planetarium at the Lakeside Museum. Speed the night in a renovated caboose and wake up early with the animals at Wildlife Prairie State Park. Head for the action on the Riverfront, a complex of shops and restaurants right on the water. Cruise the Illinois River on the Spirit of Peoria.

12 THE GREAT OUTDOORS

Alton

Start your outdoor adventure in Alton with a ride along the Mississippi River on the 20-mile Sam Vadalabene Bike Trail. Explore the miles of trails in the 8,000-acre Pere Marquette State Park, Illinois's largest state park. Splash the day away at Knaping Rivers Waterpark or paddle the Illinois River with a rental from Grafton Canoe & Kayak. Learn about the famed exploration that changed America at the Lewis & Clark Interpretive Center in Hartford.



13 LIVING HISTORY

Cahokia/Prairie du Rocher/Elis Grove

From French Colonial sites to battle-tested forts, experience the remarkable history that has shaped Southwest Illinois. Explore the Cahokia Courthouse, an excellent example of pioneer French architecture. Tour Fort de Chartres in Prairie du Rocher, a former French military stronghold that's now a museum. Drive scenic Bluff Road to Elis Grove and wander the remains of Fort Kaskaskia, built to ward off the British during the American Revolution.

14 GO FORT IT

Marion

Southern Illinois's great golf courses are open all year round. Shawnee Creek Golf Club and Resort in Makanda has one of the most scenic courses in the region, set in a dense forest and featuring 11 rustic cabins. Kokopelli Golf Club in Marion was named one of "America's 100 Best Courses for \$100 or Less" by Travel + Leisure magazine. Gambit Golf Club in Vienna features a par 71 course that snakes through rolling meadows and woodlands.

15 HIT THE TRAILS

Carbondale/Metropolis

Strap on your bike helmet and get ready to ride. The 45-mile Tunnel Hill State Trail runs along a converted railroad that traverses the Shawnee National Forest in Johnson County, the official Cycling Capital of Illinois. A 2.5-mile spur in Karnak leads to the Cache River State Natural Area and a magnificent cypress-tupelo swamp. The scenic River-to-River Trail is a must-ride that connects the Mississippi and Ohio rivers.



16 SHAWNEE ROMANCE

Carbondale/Metropolis

Find romance in the rolling hills of the Shawnee National Forest. Wine lovers can sample their way along the 25-mile Shawnee Hills Wine Trail. Saddle up at Romantic Acres Stables for a guided horseback tour along the equestrian trails that loop through the Shawnee Forest. Make tracks among the towering sandstone cliffs of Giant City State Park. Spend the night in a secluded bed and breakfast that caters to couples seeking the perfect getaway.

17 LINCOLN LORE

Springfield

Learn about the life of one of the most popular presidents in U.S. history at the recently opened Abraham Lincoln Presidential Library and Museum in Springfield. With dazzling special effects and rare Lincoln artifacts, the museum is a must-see. Then visit the many historic Lincoln sites around town, including the Lincoln Home, Old State Capitol, and Lincoln's Tomb. Be sure to make a side trip to Lincoln's New Salem, a re-created 1830s village.

18 AMISH COUNTRY

Decatur/Lake Shelbyville/Champaign

Discover a simpler way of life in Central Illinois's Amish country. Learn about the Old Order Amish at the Illinois Amish Interpretive Center in Arcola. Pick up a map at the Arther Amish Country Visitor Center for a guide to Amish farm-based shops selling quilts and handcrafted furniture. View acres of lovely flower and rock gardens at Rockwood Gardens. Hunt, fish, and swim at nearby Lake Shelbyville, one of Illinois's largest lakes.

*Rate includes two nights' accommodations and one attraction for two people. Prices are subject to change without notice, and all reservations are based on availability. Price of attractions will vary. Package price does not include tax.

www.enjoyillinois.com

Recommendation #8 (cont.)

County-wide Website

Themes include:

- Markets and food
- Arts and entertainment
- Shopping
- Environment and birding
- Recreation
- Events

Each itinerary should be tweaked and organized by mode of transportation (RV, motorcycle, car, bicycle) and by group (individual, couple, families, groups of friends).

- Maps. Distances. How much time to spend at an activity. What to look for. Where to park. Fees or costs (if any). Where to rent a bike or canoe. Where to purchase fishing gear.
- Stay away from generalities. Don't leave any stone unturned. Answer all questions. The easier you make it, the more likely you are to close the sale.
- Itineraries should include photographs, even videos ranging from 30 seconds to no more than 3 minutes.

360° PHOTOGRAPHY AND USER-DEFINED FEATURES

- Develop and post 360° panoramic, high resolution photos of the dunes and your towns and shops. As an example, visit www.regal360.com and look at the samples they have on the site. These panoramic shots really help sell the experience. This is important when so much of this effort is geared to elevating the stature of the dunes to world-class. These high definition, interactive, panoramic views showcase the setting and the ambiance. They can be tied to music, with the sound of waves being a powerful draw in itself.

TravelWise / The Long Run

[Roadside Attractions] Montana to Wyoming

■ Lewis and Clark National Historic Trail Interpretive Center (4201 Great Springs Rd., Great Falls, MT 59403; 406-727-8733; www.fs.fed.us/h2/lewisclark/) An excellent museum on the Corps of Discovery's expedition. The Missouri River rapids around which Lewis and Clark had to portage are just outside the museum windows.

■ C.M. Russell Museum (400 13th St. N., Great Falls, MT 59401; 406-727-8787; www.cmrussell.org/) The house and studio of artist Charles M. Russell now are home to a selection of his Western-themed paintings and sculptures, along with works by other artists of the West.

■ Benton Lake National Wildlife Refuge (922 Bootlegger Trail, Great Falls, MT 59404; 406-727-7900; bentonlake.nwr.gov/) Just ten miles north of Great Falls, Benton Lake NWR offers wildlife-watchers views of pronghorns, mule deer, grouse, ducks, shorebirds, gulls, owls, and many other prairie and wetland species.

■ Missouri Headwaters State Park (1400 S. 19th St., Bozeman, MT 59715; 406-994-4042; www.fwp.state.mt.us/parkmap.asp?A=530) A 530-acre park protecting the site where the Gallatin, Madison, and Jefferson rivers meet, marking the start of the Missouri. Lewis and Clark camped here while trying to determine which fork to follow on their way to the Pacific.

■ Museum of the Rockies (1600 W. Kage Blvd., Bozeman, MT 59717; 406-994-2251; www.museumoftherockies.org/) Exhibits on geology, natural history, Indians, and pioneer days make this a fine supplement to a Rocky Mountain trip. The museum is famed for its dinosaur galleries.

■ Sax and Fryer (109 W. Callender, Livingston, MT 59047; 406-222-3423) A longtime family-owned business with a great selection of regional guidebooks and books by local authors.

■ Yellowstone National Park (P.O. Box 168, Yellowstone National Park, WY 82190; 307-344-7381; www.nps.gov)

/yad) The world's first national park, a World Heritage Site, a Biosphere Reserve, and the greatest collection of geysers and other thermal features on Earth. Bison, wolves, elk, grizzly and black bears, pronghorns, moose, and tagelers sleep roam its 2.2 million acres, crisscrossed by almost 1,000 miles of trails. Steamboat Geyser is the world's tallest geyser; Yellowstone Lake is North America's largest high-mountain lake.

■ Buffalo Bill Historical Center (720 Sheridan Ave., Cody, WY 82414; 307-587-4771; www.bhcc.org/) One of the center's five museums focuses on Western scout and showman William F. Cody; others showcase the Yellowstone ecosystem, Plains Indians, Western art, and firearms. One of the finest museums of its type.

Grizzly and cub in Wyoming.

■ Websites
■ www.codychamber.org Site for the Cody, Wyoming, area.
■ www.fortbenton.com Site for a historic Montana river town.
■ www.fwp.state.mt.us Official site of Montana's Fish, Wildlife & Parks Commission.
■ www.greatfallschh.visitmt.com Great Falls, Montana, site.

■ lewisandclark.state.mt.us Site on L&C's Montana travels.
■ www.nps.gov/yell/ Yellowstone National Park's official site.
■ www.visitmt.com Montana's official state tourism site.
■ www.fs.fed.us/r2/shoshone Shoshone National Forest, home of the Buffalo Bill Scenic Byway.
■ www.wyomingtourism.org Wyoming's official tourism site.
■ wyo.parks.state.wy.us Wyoming's Division of State Parks and Historic Sites.

■ Books
■ *The Journals of Lewis and Clark*, edited by Bernard DeVoto (various editions). There's no substitute for reading the explorers' own words.
■ *The Journals of Lewis and Clark*, edited by Anthony Brundt and Herman J. Viola (National Geographic). An abridgment of the journals with modern spellings.
■ *Undisputed Courage*, Stephen E. Ambrose (Simon & Schuster). A modern classic on L&C's journey.
■ *Montana*, W.C. McRae and Judy Jewett (Moon Publishing). Detailed information on the names and regions of the state.
■ *Wyoming*, Don Pfitzer (Moon Publishing). Good coverage of Yellowstone National Park.
■ *Roadside Geology of the Yellowstone Country*, William J. Fritz (Mountain Press). A companion to Yellowstone's wonders.

3 Little Big Sky Facts

The largest known volcanic eruption at Yellowstone, about two million years ago, produced more than 8,000 times as much ash as the 1980 eruption of Mount St. Helens in Washington. ■ **THE GREAT FALLS OF THE MISSOURI RIVER**, which Meriwether Lewis called "the grandest sight I ever beheld," present a lesser spectacle today; five hydroelectric dams have diminished the once wild "wildest beauty south" of the cascades. ■ A Pony Express rider at the age of 15, **WILLIAM F. CODY** (not yet "Buffalo Bill") set a record by covering 322 miles in 22 hours, 40 minutes.

Recommendation #8 (cont.)

County-wide Website

Don't let politics get in the way of promoting specific activities - including businesses. Always promote your anchor businesses, specifically. Visitors want details, not generalities. If you want to promote fishing, tell me where I can get a license, what kind of fish I will catch, what kind of bait I need, the cost of a license, seasonal restrictions (if any), time of day to visit, where I can find a fishing guide, where to park the car, etc. etc. If visitors are left with unanswered questions, chances are they won't call, they will just say that one word "next" - and they're gone.

[9:00 a.m.] Grab a breakfast of espresso and fresh baked goods at **Presti's Bakery & Café** (12101 Mayfield Rd.; 216-421-3030) in Little Italy. Order a selection of the fine Italian cookies and pastries to go—choices include lady locks, cannoli, and biscotti—then window-shop the **art galleries** on Mayfield Road.

[10:00 a.m.] Take in the best of Cleveland's cultural offerings at the museums clustered around Wade Oval. Start with the **Cleveland Museum of Art** (11150 East Blvd.; 216-421-7340; www.clevelandart.org), which exhibits major works from many periods. "We don't have the largest collection, but it's definitely one of the finest," boasts museum staffer Dezso Novota, who came to Cleveland from Hungary in 1956; Novota's countryman, architect Marcel Breuer, designed the museum's north building in 1971. Next, head to the **Cleveland Botanical Garden** (11030 East Blvd.; 216-721-1600; www.cb garden.org) to view flora and some fauna—frogs, butterflies, birds, lizards—from a Madagascar desert and a Costa Rican cloud forest, in the striking Glasshouse, a modern take on a conservatory.

[12:30 p.m.] For lunch, **Fire** (13220 Shaker Sq.; 216-921-3473; www.firefoodanddrink.com) is a favorite of locals and critics, who praise its lively atmosphere and reasonably priced meals—everything from cheeseburgers to duck confit with mushroom vinaigrette.

After lunch, make time for some shopping in the boutiques of **Shaker Square**, a quaint outdoor shopping center built in the 1920s.

[2:30 p.m.] Wander through **West Side Market** (179 W. 25th St.; 216-664-3387; www.westsidemarket.com; Mon., Wed., Fri.-Sat.), a boisterous food market where over 100 vendors sell endless varieties of specialty foods, from portobello mushrooms to "all-natural" poultry.

[4:00 p.m.] Prepare for the evening at the **Rock and Roll Hall of Fame and Museum** (1 Key Plaza; 888-764-7625; www.rockhall.com), the tribute to rock music housed in architect I.M. Pei's striking glass-and-steel pyramid (*photo*). Don't miss: the interactive music-history consoles, which play top songs and interviews with artists.

[5:30 p.m.] Time to scout out where to have dinner. Worth a visit: the **Warehouse District's** most ambitious new restaurant, **XO** (500 W. St. Clair Ave.; 216-861-1919), which pleases with its elegant chocolate-and-cream decor and entrées of thyme-roasted wild bass or pork chops served with apple-and-goat-cheese strudel.

[7:30 p.m.] Make your way to recently restored **Severance Hall** (11001 Euclid Ave.; 216-231-7300; www.clevelandorchestra.com)

for stirring performances of Tchaikovsky, Wagner, and other greats by the renowned Cleveland Orchestra.

[10:30 p.m.] Tuck in at the intimate **Baricelli Inn** (2203 Cornell Rd.; 216-791-6500; www.baricelli.com), an 1896 brownstone converted into a seven-room European-style hotel that features a fine-dining restaurant and a gourmet-cheese boutique. An alternative local lodging: the 60-room **Glidden House Inn** (1901 Ford Dr.; 216-231-8900; www.gliddenhouse.com), centered around the 1910 Glidden mansion on the campus of Case Western Reserve University. (Note that the inn is currently undergoing some renovations.)

TOP EVENT**Great Rib Cook-Off**

Cleveland will pull out all the stops for its May 27-31 **Great American Rib Cook-Off & Music Festival**, celebrating National Barbecue Month. Competitors travel from all over the U.S. to compete for "greatest ribs" and "greatest sauce" in America. Expect dozens of booths, live national bands, and all the barbecue you can eat. 440-247-4386.

Recommendation #8 (cont.)

County-wide Website

Created with still and panoramic images, a visitor can select a stunning virtual tour and experience the dunes on their computer. Not only does it showcase the dunes and Porter County, it helps visitors plan their trip. Using an interactive map of the county, each virtual tour location would be pinpointed. Businesses and attractions could participate just as they would in a brochure, and they could select what scenes they would like included in the tour.

- Look into, or consider working with Cimbian.com to create a user-definable website. Look at www.padutchcountry.com, a site developed by Cimbian. When you go to the site, you can pick the type of activity you're interested in: Amish, shopping – you name it – and it will develop itineraries specific to your interests. The website changes so that it caters to you, specifically. Even e-newsletters are tailored specifically to the visitor. This technology is referred to as "Experiential Voice."

SOCIAL MEDIA

Social media is an excellent tool for brand building and creating top of mind awareness. The PCCRVC is currently using Titter, Facebook and blogs, and the Beyond the Beach Discovery Trail will also be utilizing some of this technology.

Utilize video clips, YouTube videos, and Tweets. Video clips should be a mix of professional and user



Recommendation #8 (cont.)**County-wide Website**

contributions. Imagine watching clips of people having a great time dining in downtown Valparaiso. Those clips would serve as third party endorsements which are far more powerful at brand building than anything you say about yourself.

Tweets are “what are you doing now” feeds; Facebook utilizes them too. The site should feature an Indiana Dunes Twitter update – what’s going on right now in the county. Each entry could be in a different town or park – some could be at the lakeshore itself; most should be in the communities, promoting what there is to do there – what’s going on.

While social media began as person-to-person communication, organizations and companies have discovered its usefulness in business development. Social media is a dramatic and dynamic shift away from traditional print and broadcast media and is the new way in which people discover, read and share news, information and content. If Facebook were a country, it would be the 4th most populated country in the world.

Through social media, third party testimony comes not only from paid reviewers or editors but also from average travelers who have experienced your destination and have personal observations to share. Knowing what the “buzz” is about in Porter County social media is important because brands are what others think of you.

Monitor the most popular social media sites for references to Porter County and the Indiana Dunes and particularly for references to personal experiences at specific businesses and attractions. A key factor in social media success is to remember that users expect to have a conversation. Listening to what others are saying and being an active participant in the conversation is critical.

If references to the county and its businesses or attractions are particularly negative or are posted by one person who is negative and repetitive, consider contacting that person to mitigate their opinion.

Develop clear strategies for each social medium before engaging in conversation on them. Determine how you will measure the success of each medium. Prepare to post often and remain active in the medium for a long time. Social media is dynamic and the conversation needs to remain an interactive experience.

Weave the brand and the brand promise into your communications, so it will be evident, but don’t use it as a commercial. This will quickly be seen for what it is, and will be dismissed, or worse - ridiculed.

Use social media to engage consumers: polls, contests, online real-time events, discussion boards, etc. these are all two-way “conversations” where both you and the reader participate.

Whenever possible, provide a link back to the branded Indiana Dunes website.

Gather followers and invite them to opt-in to additional communications such as newsletters, online collateral materials, etc.

E-NEWSLETTER

E-newsletters and E-blasts are a great way to have frequent contact with your nearby markets, those that are likely to have a short travel decision timeline. These forms of communication are excellent to provide news, updates, new opportunities, and calendars of events. It is an inexpensive way to keep the destination top-of-mind among your market.

The newsletters should be informative - not ads. It should focus on activities over the next 60 days. It needs to focus on things to do, and give people a reason to visit - reasons that make it worth a 50-mile drive or more. No industry information in this newsletter.

Include good teasers with links for the “rest of the story,” or more information. Some examples of very good newsletters can be found from Asheville, NC; Newport, RI; and Charlotte, NC. Subscribe to these to get good ideas.

E-blasts can be used to notify users of last-minute opportunities that are simply too good to pass up or to remind your market of a major event that they

Recommendation #8 (cont.)

County-wide Website

should not miss.

The E-newsletter program should be “opt-in,” that is, the user has a choice to sign up for these communications. You have to be sure to give your users confidence that you are not using their name to market other things or selling their name to other entities.

When people opt-in to your E-newsletter, direct them to a welcome page. The welcome message can link them to previous newsletters, promotions, special discounts, or anything else of interest. It doesn’t have to be a big thing, it just needs to give them a “welcome.” After all, they have just expressed an interest in getting more information from you. If they are receiving your email in HTML, they can click through to your website from within the email.

Integrate the brand and brand-related experiences into the content. Include the link to the website in several places. Also, don’t forget to include a phone number in an obvious place in the email. Some impulse buyers will want to book immediately.

Consider frequent newsletters – monthly, if possible. Include descriptive visitor experiences and add testimonials to the content.

Consider using “Constant Contact” as a tool for sending out e-newsletters - it’s easy, fast, and accurate.

When beginning your e-newsletter database, “seed” it with locals to get a base to work from.

If you choose to (and you should), create a second e-newsletter that goes to stakeholders perhaps once a quarter. Keep it short and simple - an easy three-minute read. If they want more information, include a link to the website for additional data.

MAXIMIZE SEARCH ENGINE OPTIMIZATION

In this issue:
Spring Bloom Schedule | Act on an Asheville Stage | Spring Fashion in Asheville | Plan a Meeting or Reunion



welcome! **ASHEVILLE**
any way you like it

Asheville Traveler
March 4, 2010

Spring Bloom Schedule



Believe it or not, the spring equinox is right around the corner. On March 20 the days will be longer than nights. Soon hibernating animals will emerge, birds will return and plants will awaken. Before you know it, new leaves and blooming flowers will paint the mountains with fresh spring colors.

Where can you go to experience sights, sounds and smells of spring? Check out our recommended scenic spring drives. Take a short loop around town or cruise along high mountain ridges.

[See the Spring Bloom Schedule...](#)

Act on an Asheville Stage



The first official day of spring, March 20, happens to be the same day as the next No Shame Theater. Presented by the North Carolina Stage Company, it's the underground theater version of "open mic night" with impromptu performances in which anyone can take part. Arrive at 10 p.m. if you want to participate or 11 p.m. if you just want to watch.

If you prefer to stay in the audience, there are a number of places to watch genuine Asheville theater. Upgrade your Asheville experience by saving your ticket stub from participating venues for an Asheville Encore Ticket - a special deal from Biltmore. Asheville Encore Tickets are only available through March 25, so plan your Asheville vacation today!

[Find shows in Asheville...](#)

Spring Fashion in Asheville



As nature reinvents itself each spring, we have the tendency to reinvent ourselves. And why not? Spring is the perfect time to revitalize your expression to the world, and Asheville is all about personal expression.

Fashion is a big part of Asheville culture. Load

Upcoming Events

3/12 - 3/14
Connect, Create, Weekend
The Grove Park Inn Resort & Spa

3/12 - 3/14
Art of the Orange Peel

3/14
Heaven, Glorious!
Asheville Civic Center

3/26
My Home, My Way
North Carolina Stage Company

[Event Calendar](#)

Featured Partners

Asheville Bed and Breakfast Association



Enjoy the ultimate bed and breakfast experience with on-site linkups, seminars, and more! Enhance your stay in the Asheville area.

The North Carolina Aquarium



The Scorp on Pop is a traveling exhibition based on the popular book by Dr. Wayne Lynch. The exhibition leads visitors on an investigation of what pop is and how animals and humans use it. The Scorp on Pop leads the subject with a tactile blend of good science and fun.

Homewood Suites



Experience Asheville's premier all-suite luxury hotel. Convenient to Biltmore Estate and Downtown Asheville. Make Yourself at Home at the Homewood Suites by Hilton.

[The Health Adventure](#)

Recommendation #8 (cont.)

County-wide Website

Search engine optimization or SEO is becoming more and more sophisticated every day. Internet markets want the best possible chance to have their websites pop up in the first two pages of a search. Most users don't go beyond the second page of search results, so it is critical to be at the top of the search hierarchy.

SEO today goes way beyond simple key words and phrases. The way one writes content has an effect on SEO, as do the linkages your website has with other websites. Search engines use complicated algorithms that are constantly changing to assign relevance to your web pages for web searches. That is why you need to use your key words throughout your pages, along with variations, such as synonyms. The methods used by search engines to index web pages today are so sophisticated they are considered a form of "artificial intelligence."

The three primary search engines, Google, Yahoo, and MSN, use a technique known as "spiders" to regularly "crawl" through websites, indexing by key words and phrases. To be listed in directories, you need to submit your URL to the major search engines at least once. However, to be indexed, you may want to submit your URL to them a few times. This way your site will be "crawled" more than once.

Eventually, with more and more incoming links, your site will be automatically crawled and the indexes updated. That is why it is very important to keep a website up to date.



The screenshot shows the Gammet Interactive website. The header features the Gammet Interactive logo with the tagline "e-Travel Insight". Below the logo is a navigation bar with links: "About Us", "What We Do", "Insight", "Alliances", "Newsroom", and "Contact". To the right of the navigation bar are icons for a magnifying glass and a house. The main content area has a blue background with the text "Effective Integration..." in yellow. Below this, there is a section titled "Continuously evolving interactive technology has made tried-and-true tourism marketing obsolete." followed by a paragraph: "New technology. Emerging consumer and technology trends. Limited resources. How can a tourism marketer understand the implications, and successfully apply that knowledge in programs that integrate old and new?" and another paragraph: "It requires e-travel insight. Enter Gammet Interactive. We know the landscape, so you don't have to. Consider us your guide on the marketing technology frontier." At the bottom, there is a box with the text "*Travel*Technology*Marketing and More..." and "Dave Serino BLOGS.com" with an image of a hand writing. Below this is a Twitter follow button that says "FOLLOW ME ON TWITTER" and the handle "@GammetGuy" with a Twitter bird icon.

Recommendation #8 (cont.)

County-wide Website

Increasing the number of linkages is critical to keeping a website moving up the hierarchy of the search engine. One way to increase linkages is to have several other websites include a link to your website. If you increase your links you will increase your relevancy when a search engine crawls through your site.

In addition to making sure your site is indexed, you need to know how your site is being used, how long a visitor stays on your site, and what pages are being viewed. It is also important to know whether the key words or phrases that brought the visitor to your site are also helpful in getting the visitor to take a desired action. For example, do you want visitors to sign up for the E-newsletter? If so, what are the key search words that brought the visitor to your site who actually signed up for the newsletter? This is the type of data you need to collect.

Because SEO is a rapidly growing and changing discipline, we recommend engaging the services of a webmaster who truly understands these issues and can recommend SEO software and strategies for composing your web pages that will help you achieve higher search engine ranks.

If you need assistance with your SEO efforts, you might want to contact Dave Serino of Gammet Interactive (see home page, previous page). Dave lives in Michigan, does a lot of work in the area, and specializes in the travel industry. His expertise spans both social media as well as search engine

optimization. It would be worth considering some contracted expertise since this is such an important element of your overall marketing program. Dave can be reached at (734) 878-8800. DDI has no affiliation or connection with Dave Serino and does not guarantee his work in any way.

Implementation:

PCCRVC

Timeline For Implementation:

The PCCRVC has already begun redesign of the website

Approximate Costs:

Website: \$80,000 - \$100,000 initially; additional costs for photography and video production;

\$50,000 - \$100,000 annually for ongoing maintenance and updates, including:

- Website updates done every two weeks to monthly
- New photography and video content
- Web hosting
- E-newsletter
- Search Engine Optimization
- Keyword purchases (pay per click)
- Domain name registrations and hosting

- Web-based advertising
- Database management



Recommendation #8 (cont.)**County-wide Website**

In the **RESOURCES** section of this recommendation, it was noted that all marketing materials should be on the website for both download AND for online viewing. This should be an interactive experience, not just a page-by-page viewing experience.

Head to Asheville's website and look at their Visitor Guide.

This is done by several companies, but one of the better ones in our experience is **NXTbook media** (see previous page). You can find them at www.nxtbookmedia.com.



Recommendation #9

Develop a "Best of the Indiana Dunes" Guide

Develop a new marketing brochure entitled, "The Best of the Indiana Dunes" promoting the specific businesses and attractions in Porter County that showcase the best the county has to offer. This is the piece used to let visitors know what they can see and do in the county besides visit the dunes; the reasons to come here.

The guide should include retail shops, restaurants and activities. Each participating retailer needs to meet certain criteria to be included:

- Open at least six days a week. If closed, it has to be a Monday (except holiday weekends)
- Highly regarded by someone other than themselves; such as great reviews on TripAdvisor or other online rating sites; or written up in a lifestyle publication
- Good curb appeal
- Open until at least 7:00 at night, Friday and Saturday
- Different, or better, than what people can get in Chicago or other target market areas. They need to be worth the drive.

The BLT is the vetting body for this brochure. It will require some fact checking, particularly for third-party endorsements.

There may be complaints from some businesses who are not selected. This is the rationale - people go to major malls for the anchor tenants. A mall

cannot survive without anchors. The same applies to downtowns and shopping districts. You ALWAYS promote your anchor tenants, and everyone else benefits. Think of Radio Shack, Hallmark, and all the cell phone dealers in a mall. They all benefit by their proximity to the anchor businesses.

Include no more than 36 places total – twelve each of Food; Retail; Activities. It is not necessary to include something from each community – it is more important to focus on showcasing the most outstanding businesses the county can offer. The businesses being promoted should ALL be in Porter County.

The dunes put Porter County on the map, but to attract people "South of the Dunes," you must promote activities that are different than what the visitor can get back home, or are so good they will stay longer and go out of their way to visit a particular restaurant, shop or activity.

The guide should feature something special and unique about each featured business, written in an advertorial format, not just a series of ads. Details are critical. People like specifics, and the more interesting and unusual items you mention, the better. If a restaurant has a signature menu item, suggest they order it; if a shop carries a unique specialty item, mention it in detail. Also, include professional photography throughout to showcase each shop, restaurant and location.



Recommendation #9 (cont.)**Develop a “Best of the Indiana Dunes” Guide**

The guide should also contain maps, including a map of the county location and travel times from major metro areas. In addition to stores and dining options, include other interesting features such as where to park, historical landmarks, hotels and motels, public parks or gathering places, location of public restrooms, etc.

It is not sufficient to simply list all of the activities, shops, restaurants and attractions in your destination. Convenience is at the top of the list for visitors, and this includes the planning stages of their visit.

These brochures, full of stunning color photography, and specific details and information will convince consumers that Porter County is the place for a wide variety of fun experiences; it must be good enough to close the sale.

This is a public private partnership project. Porter County Tourism will facilitate the effort, design it; and the participants will pay for printing and distribution on a pro-rata share basis.

Print 120,000 guides and distribute them at every chamber of commerce, visitor information center, college and university, lodging facilities, city halls and county buildings, the fairground, the Expo Center, performing arts venues, and South Shore stations.

Send the brochure to every household in the county by bulk mail with a card that reads “The number one

reason people travel is to visit friends and family. We hope that you will hang onto this Best of the Indiana Dunes Guide so that when friends or family visit you, you can share the best of what we have to offer with them, because we believe every dining room table should be a concierge desk.” Do this mail out in mid-May, just before the Memorial Day weekend.

This piece is extremely critical to the success of the program. It should be very high quality in every regard: photography, text, third-party quotes and endorsements.

A sample Best of Guide, developed for Ottawa, Illinois was very successful. Sample panels from the guide are featured on the following two pages.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Total \$15,000: Public portion \$5,000/Private \$10,000

Possible Funding Sources:

PCCRVC and participants



**WEBER HOUSE & GARDEN
COTTAGE TOURS**
1503 Baker Street, Streator
(815) 678-8327
Admission: \$8 Adults, \$5 Students
Open: 7 days a week 10am-5 pm
www.weberhouseandgarden.com
www.streator.org

The history of Weber House is interlaced with the rich and famous, such as an Academy Award-winning actress who covered for F.D.R., an invisible man who forgot his walking stick, television stars who slept under the bed, a theater impresario who liked Whistler and a major gossip columnist who wrote about them all!



Ted Weber, long time television and radio personality, will introduce you to each one as you tour his Tudor cottage. His stories of Eleanor Roosevelt, Harry Truman and Richard Nixon will delight you!



From Ottawa take Route 23 South to Streator. Continue on Route 23 (Bloomington Street) to First Street. Turn left onto First Street. Follow First Street to Baker Street. Turn Left onto Baker Street. The Weber House & Garden is on the right. Park on the street in front of the house.

**CAJUN CONNECTION
TASTE OF LOUISIANA**
897 E. US Hwy 6, Utica
Open: Thursday-Saturday: 4pm-9pm,
Sunday: 12pm-6pm
(815) 667-9855
www.ronscajunconnection.com



AAAAAEEEEEE!
Cajun Ron is cooking
to Crawfish to Etouffe
Restaurant of the Year

From Ottawa take I-80
for approximately 2 miles
Connection is located on the right.

**STARVED ROCK
LODGE &
CONFERENCE CENTER**
Rt. 178 & 71, Utica
Open: 7 days a week/year-round
800-868-7625
www.starvedrocklodge.com

Nestled within 2,630 acres of thick forests, 18 lush canyons and sparkling waterfalls, sits a gem in Illinois history. Built by the Civilian Conservation Corps in 1939, the stone-and-log Lodge is situated atop a wooded bluff overlooking the picturesque Illinois River. Surrounded by 15 miles of marked hiking trails you will be glad to step off the trails to find fabulous dining options both inside and outside, trolley rides, dynamic entertainment, year-round activities, homemade fudge and one-of-a-kind shopping! Starved Rock Lodge is where you will want to go to get away!



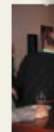
From I-80 take exit 90 (Route 23) south for approximately 2 miles. Route 23 turns into LaSalle Street. Cross over the Illinois River. Take the first right just south of the bridge (Route 71). Follow scenic Route 71 for 11 miles. Turn right into the State Park and follow the signs to the lodge.

**LANDERS HOUSE
COUNTRY LODGING
& COTTAGES**
115 East Church Street, Utica
(815) 667-5170
(Reservations Required)
www.landershous.com

Country lodging in a truly unique setting. Let us take you worlds away. Revive and relax in your private cottage or suite. They are all perfectly appointed for your romantic retreat. All are designed with your comfort in mind each with jacuzzis and fireplace. Just steps from Landers House you can shop in our quaint village or venture out to our 3 state parks where you can enjoy the great outdoors.



Experience the
in their relaxing
just minutes from
complimentary
wines and view
wares. Fine art,
in the August Hill
artisan cheeses
An unusual selection
baskets is available



From Ottawa take I-80
9 miles to Route 178. Turn left (south) onto Route 178. Follow Route 178 to Church Street. Turn left onto Church Street. Turn right onto Mill Street. August Hill is on the left side. Street parking available.

**CATTAILS GIFT SHOPPE
TASTING ROOM &
COTTAGE BOUTIQUE**
Rt. 6 & 178, Utica
Open: daily 10am-5pm
(815)-667-4550
www.shopcattails.com



A trip to Cattails offers you an extraordinary shopping experience. If you love decorative pieces, heartwarming keepsakes, florals, one-of-a-kind accessories and just the right gift, they're all right at Cattails. Located just inside the entrance of Cattails is our very relaxed, casual wine tasting room. You'll enjoy a fine pleasing selection of wines, including exclusive Starved Rock Wine, gourmet food, cheeses, accessories and much more. And the shopping doesn't stop there—The Cottage Boutique is filled with ladies' apparel and trendy, sassy and stunning jewelry and accessories that every lady will want to take home with them or give to a friend!

From Ottawa take US Route 6 west for approximately 9 miles to Route 178. Cattails is located on the corner of Route 178 and Route 6. Parking available in front.



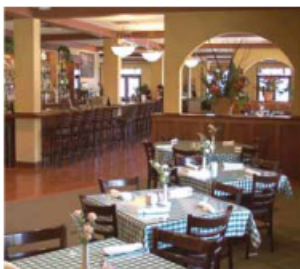
Ottawa, Illinois (with a gardening brand) developed a Best Of guide that promotes 18 of their signature businesses. Each business paid \$400 for the pleasure and 20,000 copies were printed and distributed. This is a sampling.

UPTOWN GRILL CONTEMPORARY CUISINE

601 First Street, LaSalle
(815)-224-4545
Open: Mon-Thurs, 11am-10pm
Sat., 11am-11pm, Sun., noon-10pm
www.uptowngrill.com

The most diverse menu in the area and we serve all day every day. Please bring the whole family, the little ones will love the kids' meals. We pride ourselves on a fresh and innovative menu that changes daily and includes house made desserts. Because all of our steaks are aged and cut in house, you won't find a better steak anywhere in the area.

In addition to the relaxing music and atmosphere in our dining rooms, we offer seasonal outdoor dining on our screened-in patio. Our private banquet facility accommodates over 100 people and is perfect for both social and corporate events.



From I-80 take Exit 77 (Illinois Rt 351) to the south for 2.8 miles to First Street. Turn right at First Street. Uptown Grill is located on the corner of First and Gooding Streets. Street parking available on both First Street and Gooding Street.

HEGELERD CARUS MANSION TOURS

1307 Seventh Street, LaSalle
Open: Wednesday-Sunday 12pm-3pm

Suggested D
www



This Mansion, built since its completion wonder as you learn who founded the la in the United States daughter, Mary, a her time, who ran it husband Paul, who internationally reno firm, and the other Caruses. The Man by architect W.W. interior designer Au

From Ottawa ta LaSalle. Turn Ri Turn right onto Mansion is lo Stree

TWO SISTERS CANDY & GIFTS

601 LaSalle Street, Ottawa
Open: Mon 10-5, Tue-Fri 10-5:30, Sat 10-4
(815) 433-4438

Two Sisters Candy & Gifts, a Candy Bouquet Franchise, invites you to stop in and indulge yourself with some of the area's freshest, sweetest chocolates and fudge. Gourmet Truffles from Vermont, enrobed in chocolate and blended with heavy cream are also among the sweet temptations you will find. For a truly unique gift, order a custom bouquet made with gourmet candies and chocolates. Every bouquet is created by hand, so no two are alike.



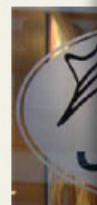
From I-80 take exit 90 (US Route 23) south for approximately 2 miles. Route 23 turns into LaSalle Street. Two Sisters Candy & Gifts is located on your right at the corner of LaSalle Street and Main Street. Street parking available on LaSalle Street & Main Street.



Or visit a Candy Bouquet nearest you.

JEREMIAH JOE SPECIALTY COFFEE

807 LaSalle Street, Ottawa
Op
Fri-Sa



Jeremiah Joe C friends at one of the bright loffy i navigate cybers reflect as you si smoothie. Sele experiment with Stir in an evenin storefront stage have one delic



From I-80 ta 2 miles. Ro Joe is loc Parking is Jefferson

COURT STREET CABARET THEATRE

618 Court Street, Ottawa
Open: Noon until 5pm Sun-Thurs. and Noon until 10pm Fridays and Saturdays
(815) 433-6618
www.courtstreetcabaret.com

Come to the CABARET and catch the electric excitement when the stage sizzles with musicals, comedies, revues, children's theatre, and much more! Located in the heart of downtown Ottawa, the CABARET is home to year-round productions featuring professional performers in exciting shows—all presented in the unique atmosphere of the CABARET. Designed with a cozy, comfortable lounge & lobby area where guests can enjoy a cocktail or dessert, the showroom itself features table seating in an environment of candlelight and relaxed elegance. The magic begins when the lights dim and the stage explodes with Broadway musicals, hilarious comedies, and Las Vegas-style revues—all featuring top-notch talent! Offering a wide variety of shows every week, the CABARET is also home to a year-round Children's Theatre series every Saturday afternoon, and even comedy improv on selected dates. The CABARET is great for groups, too—with generous discounts and packages with other area attractions for groups of 20 or more.



From I-80 take exit 90 (US Route 23) south for approximately 2 miles. Route 23 turns into LaSalle Street. Turn left onto Main Street. Turn left onto Court Street. Theatre is on the right. Street parking available.

RIVER ADVENTURES, INC. CANOE & BIKE RENTALS

3215 East 1969th Road, Ottawa
Open: 7 days a week April-October
(Weather permitting)
(815) 481-2142
www.canoethefox.com

Get away from it all without having far to go! Just moments from Ottawa, you enter the tranquil and beautiful Fox River for a voyage of discovery. As you paddle your canoe downstream, watch for wildlife such as blue heron, white egrets, cliff swallows and red tail hawks.



If you're lucky, you might even catch sight of a bald eagle, deer, raccoon or beaver. The St. Peter's Sandstone cliffs tower above you as the current carries you onward. Begin your adventure at Skydive Chicago, where you'll sign in for your canoe and be shuttled through the scenic countryside to a private launch site. If you'd prefer the pedal over the paddle, we also provide bicycles for a trip along the historic Illinois and Michigan Canal. Follow a route envisioned by 17th century explorers, an engineering marvel that revolutionized transportation and settlement of the Prairie State! It's a bird's paradise, or compete as you ride to see who can take the most turtles sunning themselves in the canal! Take a break at one of the communities along the trail and treat yourself to ice cream or lunch!

From Ottawa take exit 93 (Route 71) North one-quarter mile to Dayton Road.... follow the road to River Adventures at Skydive Chicago.

Recommendation #10

Develop a Voluntourism program

Combining volunteer work with travel and tourism is a growing trend. In a recent Conde Nast Traveler poll of more than 1,600 people, 20% had taken at least one volunteer vacation, and 67% of those who hadn't said they were likely to take one in the future. 95% of those who had taken a volunteer vacation said they were likely to take another.

A 2008 UC San Diego study showed that about 40% of Americans say they're willing to spend several weeks on vacations that involve volunteer service.

Voluntourists report for duty during the day, but put money back into the local economy by staying in hotels, eating in restaurants, shopping, and enjoying local attractions.

A number of hotels and resorts around the world are offering voluntourism programs. The hotel will organize the volunteer work, provide the transportation, and bring the guests back in the evening for cocktails.

In Miami, the Mandarin Oriental offers a two-night package where guests spend one morning working on environmental projects such as removing invasive plants in the Everglades National Park.

The Ritz-Carlton promotes their "Give Back Getaways," and more than 2,000 vacationers have signed up all over the world. The volunteer work includes a variety of half-day choices - from volunteering in the local

food bank to helping disabled children with music therapy.

Many of these hotels do not offer any discount for guests participating in their volunteer programs. In fact, the guests may pay additional costs to cover transportation and other charges.

Colorado promotes volunteer tourism on their tourism website www.colorado.com/volunteertourism.aspx. They have two listings of

organizations that volunteers can work with when planning a trip to Colorado. New Orleans promotes voluntourism on their CVB website, with links to volunteer opportunities.

A program can be as simple as finding the local non-profits that could use more volunteers (such as wetlands planting or trail maintenance at the dunes) and providing a voluntourism page on the PCCRVC website with links to those organizations.

Half price hotels for volunteers



Give A Day, Get A Night

Sage Supports Volunteerism

Sage Hospitality, managers of 52 hotels including Westin Hotels and The Curtis, are encouraging consumers to complete 8 hours of volunteer service in exchange for 50% - 100% off published room rates.

To take advantage of the 'Give a Day, Get a Night' scheme, customers must present a letter from the organization they worked for when they check in. This verifies that the volunteered work was completed between July and December 2009.

Recommendation #10 (cont.)

Develop a Voluntourism program

Virgin flies consumers to music festival for free



In 2009, Virgin America flew lucky fans to Virgin Mobile's music festival '[FreeFest 2009](#)'.

Virgin FreeFest, which was held in Maryland, US in August 2009, featured acts such as BLINK 182 and Public Enemy. The brand flew fans to the festival for free in return for voluntary work with [Stand Up For Kids](#), a homeless youth outreach program.

The free flights departed from California's LAX airport for West Coast based consumers, and Virgin organized free 'Megabuses' from New York, Boston and Philadelphia for those living on the East Coast.

There were also other giveaways to the attendees of the festival, such as free mobile phones, sneakers and sunglasses. The event ran in conjunction with Virgin Mobile USA's charity arm '[RE*Generation](#)', which is dedicated to helping homeless children through mobilizing organizations and volunteers willing to help.

Tickets from the festival raised USD 180,000, which has been donated to RE*Generation's charitable partners.

Or the program can include partnerships between local hotels and the non-profits. The PCCRVC could also function as a coordinator for the volunteer opportunities and the visitors, helping steer them to the volunteer work that they would most enjoy, and linking them with accommodations that will give discounts for those visitors.

Voluntourism is a growing niche-market that appeals to a large segment of the population, and it can benefit the community through the volunteers' efforts. The opportunities are plentiful: Environmental work along the national shoreline in the dunes, volunteering at local interpretive centers, trail cleanup, developing and maintaining bike trails, posting signs along trails, etc.

Contact the organizations in the county that have need of volunteers and put together a program for voluntourism. Local hotels could partner in the program, and it could be promoted on the PCCRVC website.

Implementation:

PCCRVC

Timeline For Implementation:

Begin 2010

Approximate Cost:

Staff time; part of PR/Marketing

Possible Funding Sources:

N/A

Recommendation #11

Create an Indiana Dunes Activities Guide

Develop a high-quality Activities Guide that gives potential visitors the information they need to plan a trip to Porter County. The Best of the Indiana Dunes guide (previously outlined - Recommendation #9) will promote the specific highlights, while the Activities Guide will provide more of an overview for planning a trip and detail what a visitor can expect to find in the county.

This should be developed as a public/private partnership, but not with “advertisers” – the pieces should be in advertorial format. This will be the flagship piece that promotes Porter County in a way that is good enough to close the sale. The guide can be divided into sections: “Pick Your Season” and “Pick Your Passion”.

Pick your season - six seasons:

- December/January: Holiday Festivals
- February/March: Hearts and Shamrocks
- April/May: Spring Fling
- June/July: SummerFest
- August/September: Hot Summer
- October/November: Fall Festivals

Pick your passion:

- Beach fun, dunes
- Dining and entertainment
- Country markets

- History and culture
- Shopping
- Golf and recreation
- The environment
- Kids and family fun
- Events and festivals

The focus of the Activities Guide is to showcase various events and attractions in Porter County, providing specific information. This piece should be sent to people inquiring about coming to visit the Indiana Dunes, as well as placed in the visitor information kiosks and at other strategic locations. It needs to be full of specific information, great photography and be good enough to close the sale.

The sections on the seasons should tell visitors what they can expect with weather and conditions; then include the “passions” that a visitor can enjoy during that season. Include web links for other seasonal information, as well as stunning photography.

For each activity, include a signature photo and text about that particular experience - selling them on why they should look into the activities.

Always put the “best of’s” front and center.

Include a very good, easy-to-read county-wide map. Also include an events guide. Be sure to provide all the information a visitor would need to know to

plan their trip including contact resources for further information.

Include a map showing the location of each attraction/activity listed. Provide details. For instance, I have no idea where the Alton Goin Museum is located. Make sure it’s on a map. Include directions. Include operating hours or seasonal information.

Sell the activity. For instance, here’s the text for the Alton Goin Museum: “A turn-of-the-century farmhouse in Countryside Park, operated by Portage Community Historical Society, houses exhibits on local history and hosts the annual Countryside Historical Festival.” But when is it open? What is there to do there? When is the festival? Who owns or operates it isn’t really important to a visitor. Sell the activity. And provide details. We don’t know anything about Countryside Park, including where it’s located. With a description like this, most visitors won’t go to the Portage city site, and dig through its parks to get the information they need to actually go there. The description is not good enough to “close the sale.”

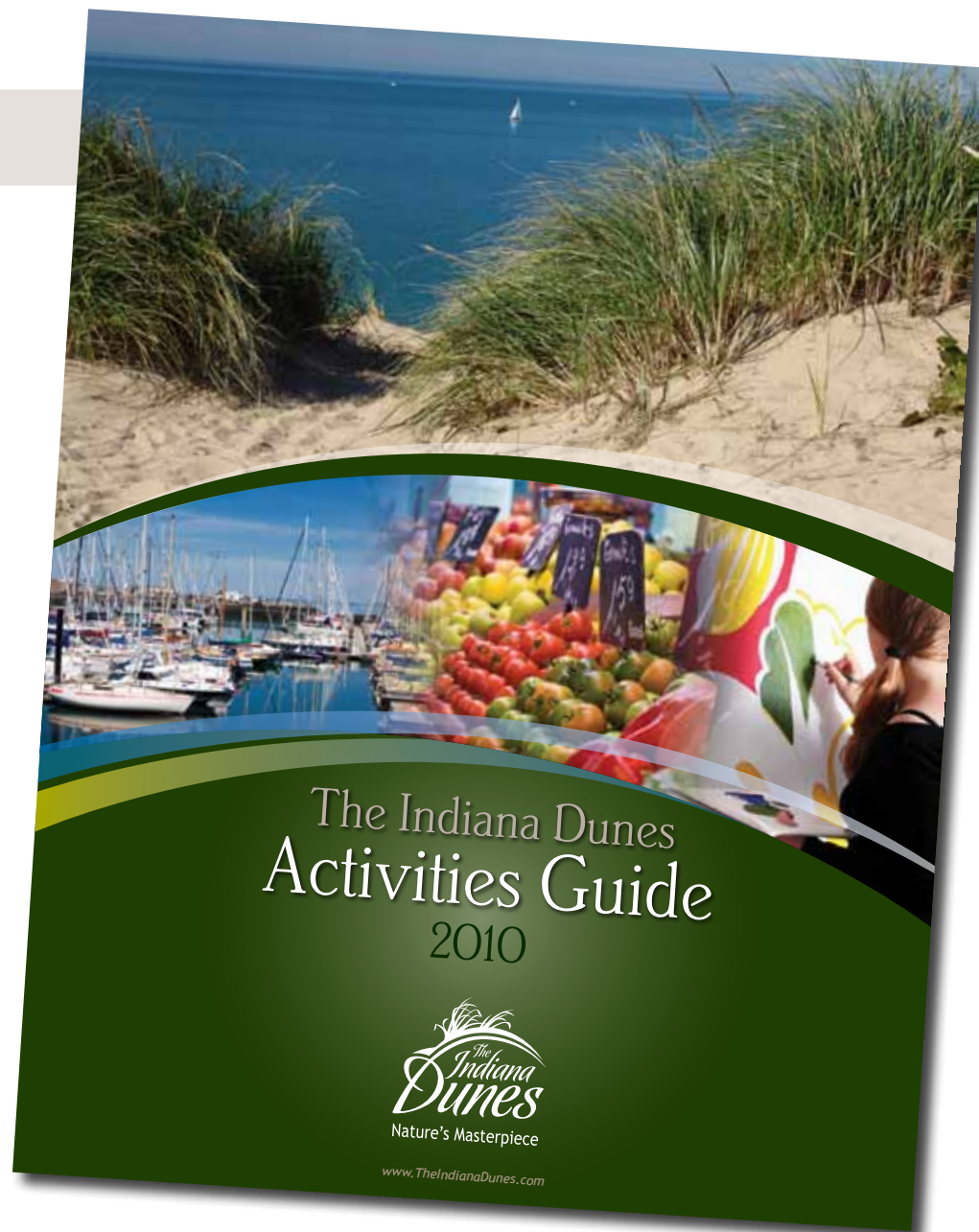
Don’t tell us when things were built along with facts and figures. Another example: “The museum is in the two-story old jail and sheriff’s home. Built in 1860 and 1871 respectively, the museum is the central history archive for the county including the Brocho John collection completely redesigned in late 2008.” This didn’t give us one reason why we should visit. We don’t know who Brocho John was or why we would

Recommendation #11 (cont.)**Create an Indiana Dunes Activities Guide**

be interested in his collection. What makes him special? Built in the 1860s is fine. But what hours is it open? What's the activity? Why should we go there?

Other things to keep in mind:

- The Indiana Dunes map deserves a full two-page spread. Include the entire lakeshore including the areas in Lake and LaPorte counties.
- Don't include the fast facts and economic development stuff. That can be found on the web, so direct them to it. This is a visitor's guide.
- On the community maps, showcase the "Best Of's" in their communities. Include drive times from the major interstates. For instance: Chesterton is five minutes from the Tollway and from I-80/94.
- There should be a photo of each accommodation along with "year built."
- The shopping guide should be discontinued. Shops should be featured in each community and the Best Of's should be featured in the "pick your passion" sections of the guide.
- The listing for Day Spas should be tied to the Rest & Relaxation part of the guide (one of the Passions).
- Only list events that are worth a 45-minute drive. They must be better or different than what folks can get or do closer to home.
- Accommodations should be listed as you have them: by category. Provide ratings if they have ratings (AAA would be fine)



Recommendation #11 (cont.)

Create an Indiana Dunes Activities Guide

- Put the maps of each community with their community page – this way they would have two pages. One that tells about the community and its “Best Of,” and one page that has the map and things to see and do there.
- Don’t include billiard and pool halls, bowling alleys, standard community parks, and stuff we can get anywhere. It makes it sound like there’s nothing to do in Porter County except the same stuff we can do closer to home. Fill the space with itineraries and photos.
- All the credits can go on the Contents page or on the inside back cover.
- Each “section” introducing a Passion should have a similar look and layout. The same with the Season pages. This will help create continuity throughout the guide.
- The cover should be printed on 100 lb. gloss/ coated cover stock, #2 paper. Make it really jump out.
- Jettison the generic. If it wouldn’t make you want to visit, toss it – or rewrite it. Always promote activities – not places, geographic locations, facts, figures and dates. Right now the guide is a great reference piece but it doesn’t close the sale on getting people to visit the dunes or the surrounding communities.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

\$30,000-\$40,000 public portion

Possible Funding Sources:

PCCRVC / balance should be private funds from businesses as marketing partners

Recommendation #11 (cont.)**Create an Indiana Dunes Activities Guide**

The Southwest Alberta Activities Guide did a terrific job of making the entire guide editorially based, using advertorial content instead of outright ads.

It starts with an introduction to the area or type of activity, then outlines the highlights, and then the supporting activities and amenities are shown on follow-up pages (shown on this page). Each one of these is a paid space.

This is how you create funding partnerships, as opposed to simply advertisers. This is much more user friendly and the "ads" get noticed here where they might otherwise tend to be overlooked as just ads.

WATERTON LAKES

Waterton Wildflower Festival - 1 800 255 2295
Waterton Wildflower Festival June 15-24 2007
 From heurigan to orchids, wildflowers are on display in Waterton Lakes National Park. Over 900 species form a panorama of blossoms among prairies and peaks. Fifty of Canada's rare flowers grow in Waterton, 30 of which are found only in this park. Come to Waterton for 10 days of special events: field walks, art classes, photography workshops, flora identification excursions, music and more. Venue: Waterton Park/Inter Alberta South/West location. www.WatertonWildflowers.com

Alpine Stables - 403 858 2462
 "Wildlife, alpine habitat, and wildflowers can be enjoyed as you meander through wooded trails or climb to the tops of mountains on an experienced horse. Our guided rides provide western adventure for the whole family with hourly, half day and full day rides. We accommodate beginners to experienced riders.
 Open May thru September 9:00 a.m. - 5:00 p.m.
 Box 33, Waterton Park
 Located across from the golf course road
 107 season call 403 858 2462 • www.alpinstables.com

Waterton Lakes National Park - Ten Tenec: 403 859 2114
 18 holes full service restaurant and clubhouse. We book tournaments and social functions. History Trivia: The original design was a nine-hole course that was put into action in 1929 with a second nine holes added in 1933.
 Events: * June 23rd Mixed Scramble
 * August 11th Men and Ladies Open
 Email: info@watertonpark.net
www.golfwaterton.com

Waterton Lakes GOLF COURSE

The Lamp Post Dining Room at Kilmory Lodge - 403 859 2250
 The historic Kilmory Lodge in Waterton Lakes National Park invites you to relive your memories today at the award-winning Lamp Post Dining Room.
 - Distinctive dining, superior service, magnificent memories
 - Daily features, scenic patio, something for everyone
 - Any day... any season... escape
 Email: info@kilmorylodge.com
www.kilmorylodge.com

Bayshore Inn - 1 800 327 3505 & Waterton Glacier Suites - 1 800 621 2330
Bayshore Inn - Full-service lakefront resort with lakefront rooms and suites. We feature a lakefront dining room, lounge, bar, gift shop and the largest convention centre in the park. www.bayshoreinn.com
Waterton Glacier Suites - Open your mind Waterton's newest luxury resort, all-suite hotel with jacuzzis, fireplaces, mini-fridges, microwaves & coffee makers in all our rooms. www.watertonlakes.com

WATERTON LAKES

Experience Great Western Fun
See story on page 34

Great Canadian Barn Dance & Family Campground
 Quite possibly the only campground where the whole family can camp, dance, enjoy recreational activities and take in two environments, all in one scenic location. Only an Alberta camping destination tailor-made for fun!
 * Showers, flush toilets, laundry facilities, playgrounds, concessions
 * Pull-through sites, power/water hookups, tenting, group campsites
 * Variety of recreational activities
 Box 902, 901 Spring AB T0K 1S0
 403-826-3400 • 1 800 426 3405
www.greatcanadianbarndance.com

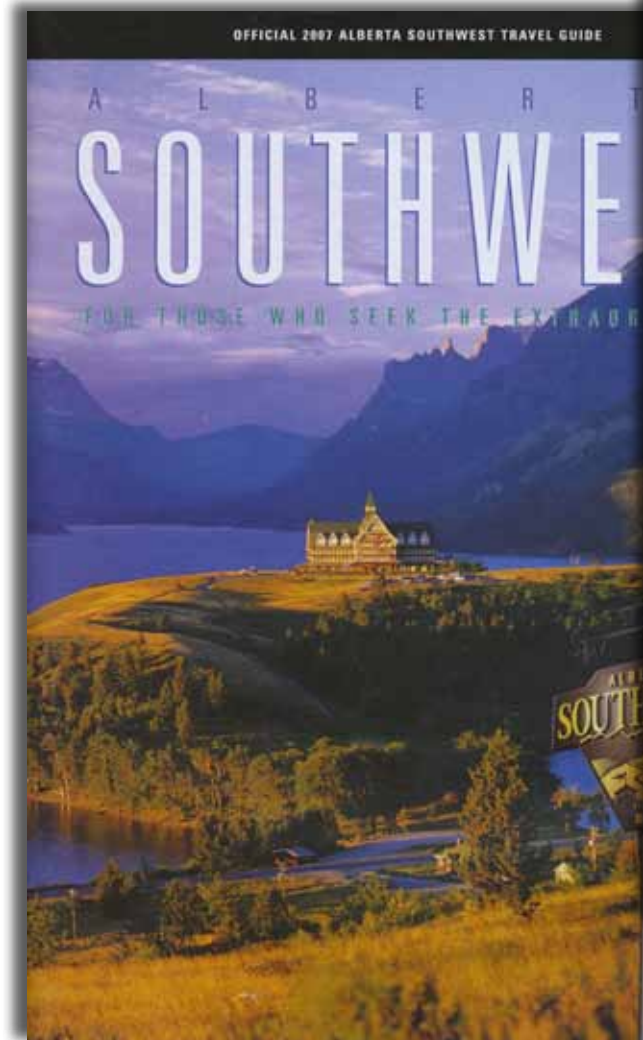
Mountain Meadow Trail Rides
 Step into a time and place where the "Spirit of the West" lives on. Ride side-by-side on responsive horses from the historic Nelson Ranch, and discover the Legendary Mountain West view to spectacular Waterton Lakes/Glacier International Park. Day ride options: 1.5 hr to full day, weekend ride, canoe & ride, 3- or 4-day overnight backcountry riding trips include wilderness bus camp, cooler hot tub, delicious meals.
 Sign up Hwy 5 in Mountain View 18 km east of Waterton Park entrance.
 403 852 2462 • 1 800 852 2463
www.mountainmeadowtrailerides.com

Simply the Best B & B Retreat
 1875, this working cattle ranch, sitting surrounded by picturesque scenery and close to major attractions. Comfortable rooms, home-cooked meals served with warm hospitality, and thoughtful conversation makes for lasting friendships and memorable vacations. Open from May long weekend to September 30th. Located 16 km east of Waterton on Highway 5.
 Box 3 Mountain View AB T0K 1N0
 403-852-2462
 Email: info@simplytheretreat.com
www.simplytheretreat.com

Kimball River Sports
 We are the only rafting company located near Waterton, as well as the closest rafting company to the north side of Glacier National Park, Montana, located 35 mins. from Many Glacier and 45 min. from St. Mary. We specialize in beginner and intermediate rafting, inflatable kayaks, guided fishing tours as well as fun-water tube and equipment rentals. We have being the only company offering water and river sports in the area.
 1 800 326 9434
www.kimballraids.com

Recommendation #11 (cont.)

Create an Indiana Dunes Activities Guide



34 ALBERTA SOUTHWEST

Waterton Lakes National Park

Waterton Lakes National Park showcases world-class landscapes in a serene, unspoiled setting. Rising abruptly from rolling prairies to a 505-square-kilometre park features a sprinkling of canyons.

Through the park is small and its many attractions are easily accessible, it never seems crowded. It's a perfect place for leisurely scenic drives, quiet treks through the quaint, lakeside village of Waterton or contemplative wildlife watching—ranging from roadside big-horn sheep to more than 250 species of birds.

Waterton Lakes National Park is a global treasure and enjoys a unique, triple distinction. In 1932, it joined Glacier National Park in adjacent Montana to become the world's first international peace park. More recently, it has claimed two UNESCO designations: a World Heritage Site and a Biosphere Reserve.

The 8-km drive from the park entrance is certainly a showstopper: an elevated, winding approach through rolling hills and suddenly, Upper Waterton Valley and its alpine fjord-like setting. The prime view to appreciate this incredible experience is from the elevated overlook at the majestic Prince of Wales Hotel, built in 1927 by the Great Northern Railway.

Two scenic drives, both adjacent to the village, are an excellent way to introduce visitors to the "Waterton experience." The Akamina Parkway follows Cameron Creek for 13.2 km up a glacial valley to Cameron Lake, where you can wander along shoreline walking trails, rent a self-propelled boat or scan the far slopes for prize grizzly bear habitat. Along the parkway is a national historic site marking the 1902 drilling of western Canada's first producing oil well, Red Rock.

Cameron Lake in Upper Waterton Valley

Parkway is a 100-ft-deep, river-filled valley, a scenic pull-out, an area to the upper Rock Canyon. The park offers a variety of scenic views and service lake-side grounds. On the way, it's a good idea to well in advance, and end your day at the village or on the slopes. Waterton atmosphere also of clothing, some crafts, and more.

www.explorealberta.com

INTERNATIONAL DRIVE	WILDFLOWER FESTIVAL	HIKING WATERTON
For unparalleled scenery, take a popular scenic drive into Waterton Lakes to its fine sandy shores in Glacier National Park. Along the way, you'll see amazing peaks and waterfalls and enjoy the long culture that marks the Canada-U.S. border. www.explorealberta.com	Waterton Lakes National Park is home to an abundance of wildflowers, many of them unique to Canada. Around the Waterton Wildflower Festival (June 15-24) and go on a guided flower walk and attend an educational or art workshop.	Waterton features hiking trails, ranging from short walks to steady climbs in alpine ridges. Some are accessible from the village, most trailheads start from one of the two scenic drives. Parks Canada has designated four trails for stroller use in other parks to explore the backcountry. www.parks.gc.ca
1	2	3

Waterton Village on the shores of Upper Waterton Lake

Discover Waterton Lakes National Park

Waterton Village
The village provides all the services for a memorable stay. Stop for shopping, souvenirs, fine arts, crafts, and outdoor gear. Grab a bite and stretch your legs at a variety of cafes, pubs, coffee houses and restaurants. Rent a bike, take a trail ride or boat cruise or just plain relax.

Prince of Wales Hotel
The historic Prince of Wales Hotel has been a favourite of visitors for more than half a century. Set high on a bluff overlooking the Waterton Lakes and surrounding peaks, the hotel offers a traditional British atmosphere complete with afternoon tea.

Wildlife
Waterton offers abundant opportunities to view a wide variety of wildlife, including big-horn sheep, elk, deer, small mammals and birds. You can even see a herd of plains bison in a paddock at the north end of the park.

Waterfalls
While Waterton's many trails and you'll likely see a waterfall. The bubbling waters of Cameron Falls is a popular attraction that can be easily seen near the main entrance.

Recommendation #12

Create a New Professional Photography and Video Library

Nothing sells a place like photography. Contract with a professional photographer to take stunning still and high definition photos, as well as B-Roll footage, of the county, but not just scenic vistas; you need to show people enjoying activities. Remember, people are looking for experiences. Show people what they're missing.

You can negotiate the usage rights by promoting the photographer. Provide photo credits at every use. On the web the photo credit can be a link that takes the website viewer to a page that provides a bio of the photographer and a link to his or her website. Help promote them, and they will, in turn, reduce the fees for the use of their photos.

You will also refer the photographers to the businesses chosen for the "Best of the Indiana Dunes" Guide, coming up in another recommendation. The businesses would pay them directly, but because you are referring them to businesses, this gives them incentive to keep the photo usage fees low.

In negotiating fees, you need to have unlimited usage, but you will restrict your usage to only marketing the county and towns. They will not be used for private promotions, which will help get a reduced rate.

Make sure you receive signed release forms from any individuals who appear in the photos.

The photos should include:

- Photos of your "Best Of" businesses and activities - including interiors and exteriors
- Lodging - interiors and exteriors
- Streetscapes of all the towns and cities
- Scenic shots and people enjoying various activities
- Activities during all four seasons

The photography will be used for ShowStreet, Google Earth, Google Bike Trails, brochures, ads, the website, the pressroom, and all printed marketing materials.

Consider a monthly retainer with a top-notch video crew to shoot video each month. Out of that they would develop a two or three 3-minute video clips showcasing an event, activity, or business. The B-Roll footage should be developed into 30 second to 3 minute segments. They will be used on the website and YouTube.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

\$60,000 for both photography and footage

Possible Funding Sources:

PCCRVC

Recommendation #13

Develop a Golf Course Marketing Partnership

Coordinate a cooperative marketing partnership between the golf clubs in Porter County. When like activities are grouped together, they become a greater attraction - you are much more powerful as one combined voice than a lot of little voices.

The golf courses should select a name that represents all of them combined - such as the Fabulous Four, or the Fab Four. They each need to determine a point of differentiation from the others - a reason golfers will want to experience their course in addition to the others. For example, one course might be extra challenging because of its many water features. Another might be unique because of its Scottish design.

Develop special packages, so that golfers can get a special deal for playing all four courses within a set time period. Partner with local hotels and restaurants for special packages that combine golf with lodging and/or dining.

The clubs should produce a combined brochure, featuring each course on a separate panel. Use stunning professional photography to showcase each course, and promote the idea of coming to play the Fab Four - all of them. This gives visitors a reason to spend multiple days in the county - and elevates the stature of all the courses.

Create a Fab Four website as well, using incredible photos. Provide detailed information about each

course, as well as links to further information about the area - particularly link to the PCCRVC website.

Since nine competing golf courses in the Carson City, Nevada area banded together to promote themselves as the Divine Nine in 1998, they've seen incredible results, becoming well-known for being a year-round golfers' paradise. They've reaped the rewards of combined promotional efforts, cooperative packages, and sweet deals. For example, one of their combined events is the Divine Nine Road Trip, where golfers play two signature holes at each course over 11 hours,

with shuttle busses between the courses, meals, beverages, welcome gifts, lodging, and "golf stories for a lifetime." The Divine Nine's cooperation has proved a tremendous success.

Implementation:

PCCRVC, BLT, golf courses

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Staff time
Brochure - \$8,000; Website - \$15,000

Possible Funding Sources:

Private - Golf Courses



Recommendation #14**Put Up Visitor Information Wall-Mounts at South Shore Stations**

The recommendation for the county-wide wayfinding system already addresses the design and installation of visitor information kiosks throughout the county, including at the South Shore Stations, but this critical feature should not wait until the wayfinding system is complete. It is absolutely essential to provide 24-hour visitor information at the South Shore Stations immediately.

Work with the South Shore to install weather-proof brochure holders at the stations to provide visitor information to the riders. Include the “Best Of” guides, as well as activity guides. Be sure to post a sign to indicate that there is visitor information available right there at the station. Keep the holders stocked with PCCRVC materials and looking sharp – never let them stand empty!

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

\$4,000

Possible Funding Sources:

PCCRVC



This can be a very inexpensive project, with perhaps the toughest element being the ability to obtain permission to install these. They can be very simple, along the lines of this brochure holder in Wickford, Rhode Island, mounted next to a map of the area, which would help visitors familiarize themselves with the area.

Recommendation #14 (cont.)

Put Up Visitor Information Wall-Mounts at South Shore Stations

Here are some other wall-mounted brochure distribution ideas. From top right, clockwise, Jackson, Wyoming; South County, Rhode Island; and a piano bench sized rack holder (with glass lift-up top) in Gig Harbor, Washington. The Gig Harbor example is an excellent idea, IF it can be regularly maintained. It holds a lot of information and is readily accessible.



Recommendation #15

Add Photo Library to Google Earth and Maps

Post photos of scenery and people enjoying key activities to Google Earth and Google Maps. Create reciprocal links between the tourism website and Google Earth. This will boost Search Engine Optimization rankings as well as promote the dunes and the county.

This would be particularly important in promoting each of the towns, their shops, restaurants, events, public markets, and activities.

This would be a terrific intern project and also could be spearheaded by the college or university classes or departments.

Implementation:

PCCRVC

Timeline For Implementation:

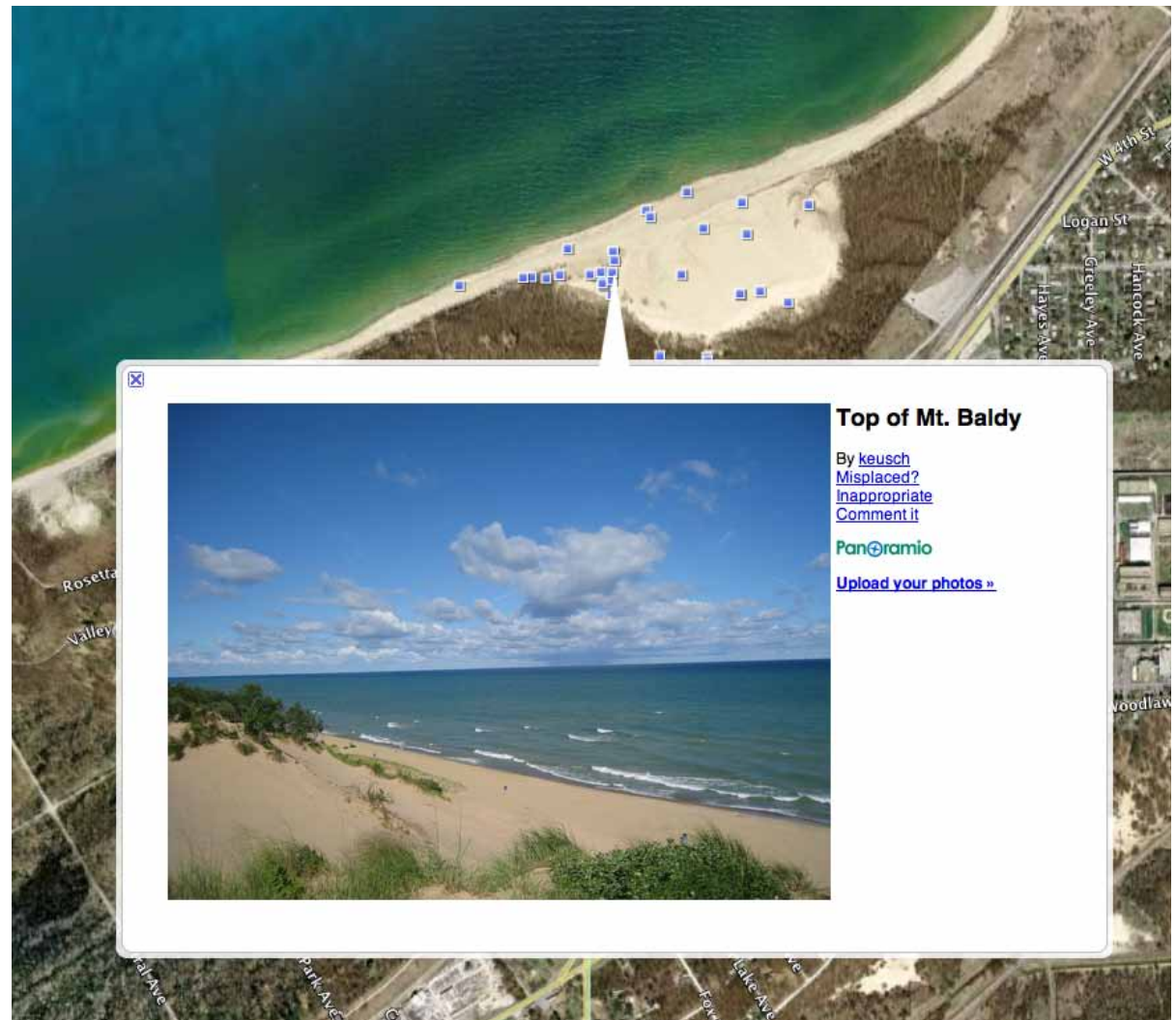
Beginning in 2010

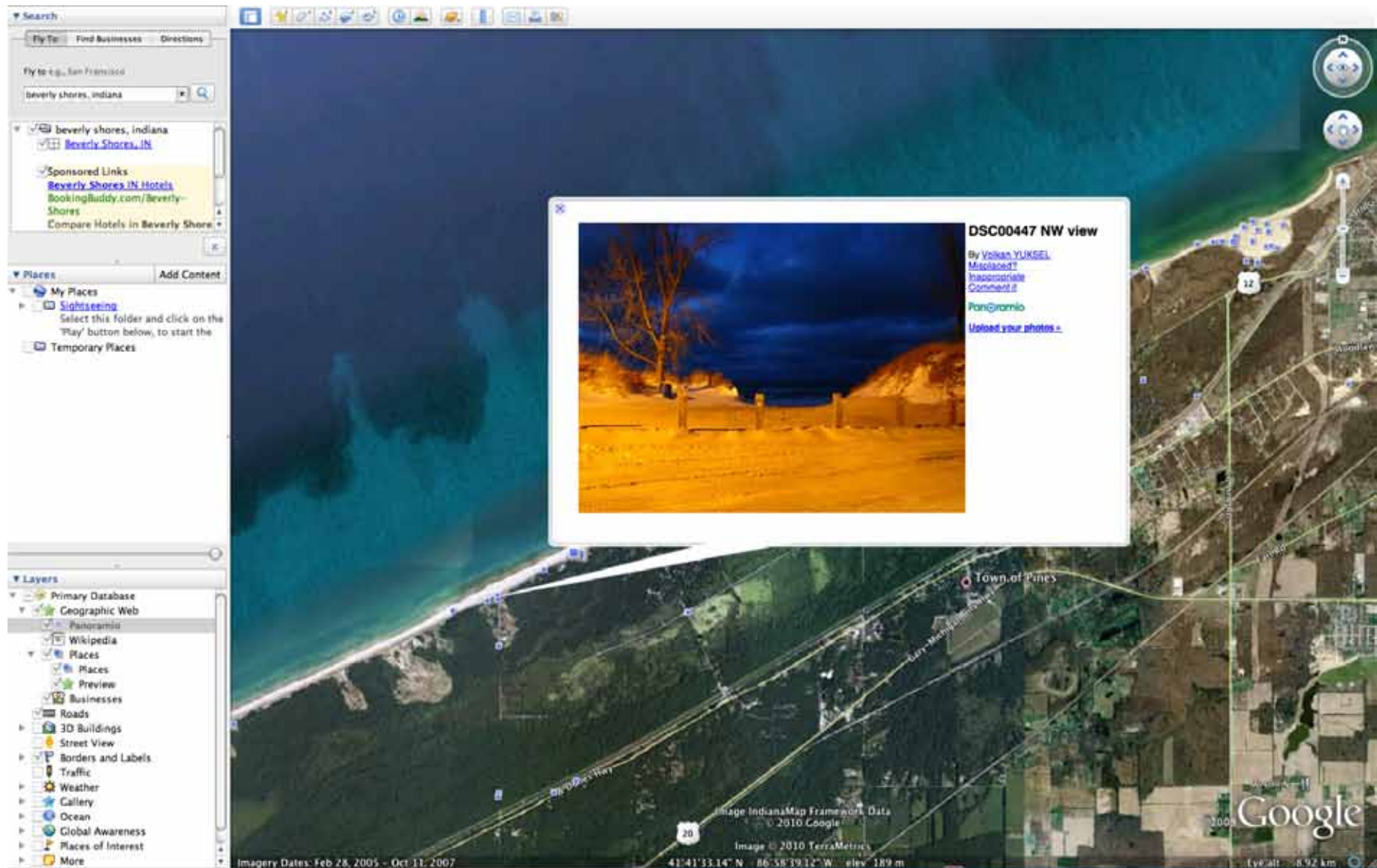
Approximate Cost:

Staff time; photography budget

Possible Funding Sources:

PCCRVC





Recommendation #16

Utilize Billboard Marketing

Once the local brands are established, pulling people off of the Interstates and major highways and getting them to explore more than just the dunes will be the key focus of any billboard advertising. With nearly three million people visiting the Indiana Dunes each year, traffic volumes are huge along the east/west freeways and highways in northern Porter County. Traffic counts show an average of nearly 74,000 vehicles each day on I-94 at the western county line, and 37,190 vehicles each day on I-80/90 at the western line. Highway 20 accommodates 10,840 vehicles on average each day at the western county line, and 10,660 vehicles each day at the eastern line. Billboards are the perfect method to pull travelers from the highways and entice them into the cities and towns. The PCCRVC and the individual communities should partner to hire a marketing firm to design, produce and install billboards along I-80/90, I-94, I-65, US 30, US 12, SR 49 and US 20.

Billboards are brief marketing opportunities that need to grab drivers' attention and make them realize that what you're offering is what they need. They need to give travelers a real reason to pull off the highway and drive into your town. Since Porter County is so close, those traveling to and from Chicago probably won't need to pull off to use the restroom (the number one reason travelers stop along their route). This makes it even more critical that your billboards provide "lures" that are compelling enough to entice travelers to take the next exit.

In addition to having tempting destinations to promote, billboards must be presented in an eye-catching manner. There are four keys to success: use the right words, make it brief, keep the design simple, and keep the sign well-maintained. People traveling along the highway have about four seconds to read all the words on a billboard. If there are too many words, most travelers simply don't even try to read them.

Keep the message short and to the point, and keep the graphics simple as well. Magazine-style ads rarely make good billboards. Keep your message to no more than ten words, and no more than one simple graphic element.

Make sure to keep the billboards up-to-date. When a billboard is time-sensitive, like ones promoting events, make sure it is replaced as soon as the event is over. Leaving an out-of-date billboard up makes the community appear negligent to travelers.

To make the boards more affordable for individual communities, the PCCRVC could partner on the cost for each bulletin board and put its logo on a corner of the board in return.

Even though it has become very difficult to erect new billboards in Porter County, there are a number of existing billboards in ideal locations that may be available when the individual communities are ready to begin promoting themselves. Extend this

advertising about 30 miles outside the county both north and south along I-65 and about 30 miles east and west of the county along the remaining routes.

In the Porter County area, two different programs are offered. One is "posters" where you select the market but the location is random and will change monthly if you commit to more than one month. The advantage of poster boards is that you are moving the board monthly so you are constantly rotating its visibility. The other is "bulletins" where you select a billboard in a specific location. This is generally used for directional billboards and is 2-3 times more expensive.

Implementation:

PCCRVC, local communities

Timeline For Implementation:

Beginning 2010

Approximate Cost:

Production cost (14 x 18) is approximately \$1750

Posters range from \$500-\$1000/4 weeks

Bulletins range from \$1000-\$1700/4 weeks

Possible Funding Sources:

PCCRVC, individual communities, business owners

Recommendation #14 (cont.)

Utilize Billboards



Recommendation #17**Collectible Posters and Bookmarks**

How many times have you seen a reproduction of the old South Shore posters promoting the dunes? They are an outstanding example of how posters can become collectibles, a welcome side effect of this cost effective way to develop and promote a brand. Posters can be hung in local restaurants, offices, hotel/accommodation rooms as well as lobbies, retail shops, schools, real estate offices, etc. They promote the image and branding message to local residents, visitors and workers and create top-of-mind awareness.

The PCCRVC should create frameable, 24"x 30" posters using world-class photography or artwork of the dunes and then showcase activities "South of the Dunes". One thousand posters should be printed and given away to local businesses, particularly restaurants, hotels, B&Bs, area attractions and resorts, schools and downtown retail stores. They should be free or perhaps \$1 to local residents and real estate firms and distributed with the purpose of building community pride.

300 of them should be framed, and delivered and hung in city and town halls, at the University, colleges, libraries, hotel lobbies, golf course clubhouses, restaurants, at State Park and National Lakeshore locations, at each South Shore station, at museums, interpretive centers, performing arts centers, at the County Expo Center, each chamber of commerce and visitor information.

A bookmark is an inexpensive way to create top of mind awareness among visitors. Bookmarks are

typically used for extended periods of time, whereas materials like brochures are usually looked at and either tossed or filed away. Research has shown that of all giveaways (free marketing materials), bookmarks are the most often retained item.

The bookmarks should showcase the dunes on the cover, but show activities on the back, which should include the Imax Theater in Portage, boat or fishing guides in Portage, Wagner's Ribs in Porter, the five key restaurants in Valparaiso, golf courses, downtown Chesterton, public markets, performing arts centers.

The bookmarks should be in full color and have a similar look and feel to the poster (and other marketing materials for continuity). It should have a heavy plastic coating to make it last longer and to give it a higher perceived value; people don't throw away things that seem expensive or of high quality. The bookmark would be printed in quantities of 20,000 and included with every Activities Guide, given away at events, placed in lodging rooms and in local shops.

The advantage of a bookmark is that it is used for extended periods of time. Every time the book is opened to the mark, the reader is reminded of one of Porter County's assets. When it comes time for a regional escape or getaway, the Porter County area will be one of the first to come to mind. A key component will be the basic website, social media and contact information to provide visitors and

local residents awareness about where to get more information.

PCCRVC will design the bookmarks and the featured business or activity would pay for their printing - about 2¢ to 3¢ each. They should be distributed at visitor information centers, chambers, kiosks hotels and other public venues.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

\$20,000

Possible Funding Sources:

PCCRVC and private businesses

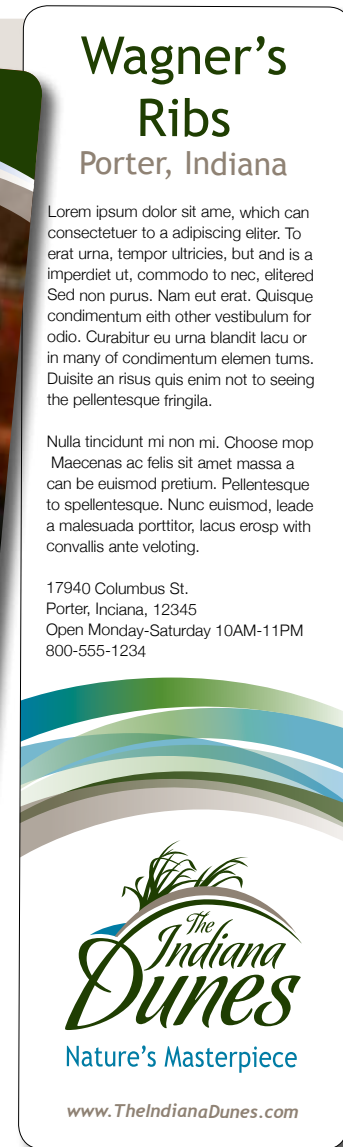
Recommendation #17 (cont.)

Collectible Posters and Bookmarks

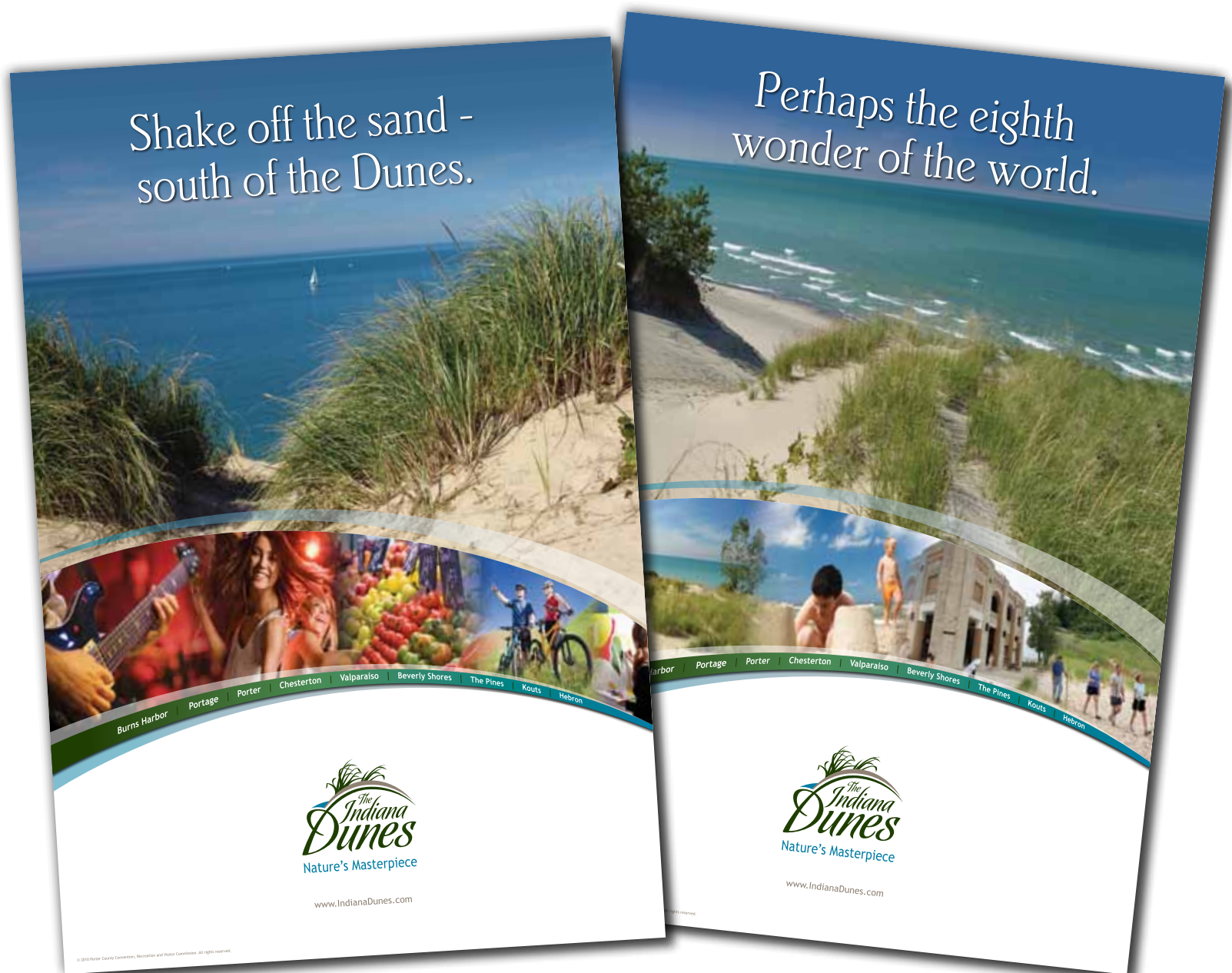
A perfect companion to the Best Of guide, bookmarks are inexpensive, have a high retention, and every time a person opens a book or magazine to the bookmarked page, it creates Top Of Mind Awareness, commonly referred to as TOMA.

Imagine having 20 of these circulating around the county. They can be given away at hotels, local markets and a variety of other locations.

The participating businesses would pay to have them printed, but Indiana Dunes Tourism would take the lead on the design and production of each bookmark. This makes sure they follow Style Guide standards and fit within the look and feel of the other marketing pieces.



About 300 (150 of each design) posters should be framed and hung in prominent locations throughout the county to promote the image and branding message to local residents, visitors, and workers and create top of mind awareness.



Recommendation #18

Create Niche Guides & Niche Marketing

A staff person at the PCCRVC is dedicated to niche marketing and promoting the Beyond the Beach Discovery Trail. One of the tools to target specific niche markets is to create or rebrand and redesign individual guides that provide all the information a visitor would need to enjoy that activity. Niche Guides should be developed for:

- Biking
- Beyond the beach discovery trail
- Hiking and the environment
- Markets
- Culture and the arts
- Birding
- Fishing
- Farmers markets and agritourism
- Arts and culture
- Golfing
- Boating
- Geocaching
- Sports

These guides should provide detailed information, letting people know what makes the biking, or the birding, or the markets, so special. Sell the potential visitor on why Porter County has what they're looking for. If you want people to come for the birding, tell them what birds they can expect to see, and why

that's special. Use third-party quotes and testimonials (particularly ones from niche publications and newsletters).

Then, provide detailed information on what, where, how, how much and when. Visitors need to be able to answer these questions when they're planning, and the easier it is for them to find the answers, the more likely it is they will choose Porter County. Include good maps, directions, and other pertinent information. Be sure to include information about specific businesses that cater to each niche – such as bicycle shops, golf pro shops, outfitters, bird stores, fishing guides and tackle shops.

Use excellent, professional photography. Visuals are much more enticing than pages of text.

The niche guides should be available in a printed format, but they also need to be accessible and downloadable from the website.

Research each niche market to find clubs and associations that cater to these groups. Find information about newsletters and events they produce. Write articles for their newsletters that would be appealing for each niche group's members, providing a sales pitch for the region, yes, but also more than that - valuable information as well. Give the article value for the group. Submit the articles to the newsletters for publication. Also, if the newsletters accept advertising, place ads.

Research standard publications that cater to niche groups, and submit articles and ads to them as well.

If the clubs and associations hold events, invite them to hold their events in Porter County. You roll out the red carpet, and they do the organization of the event.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

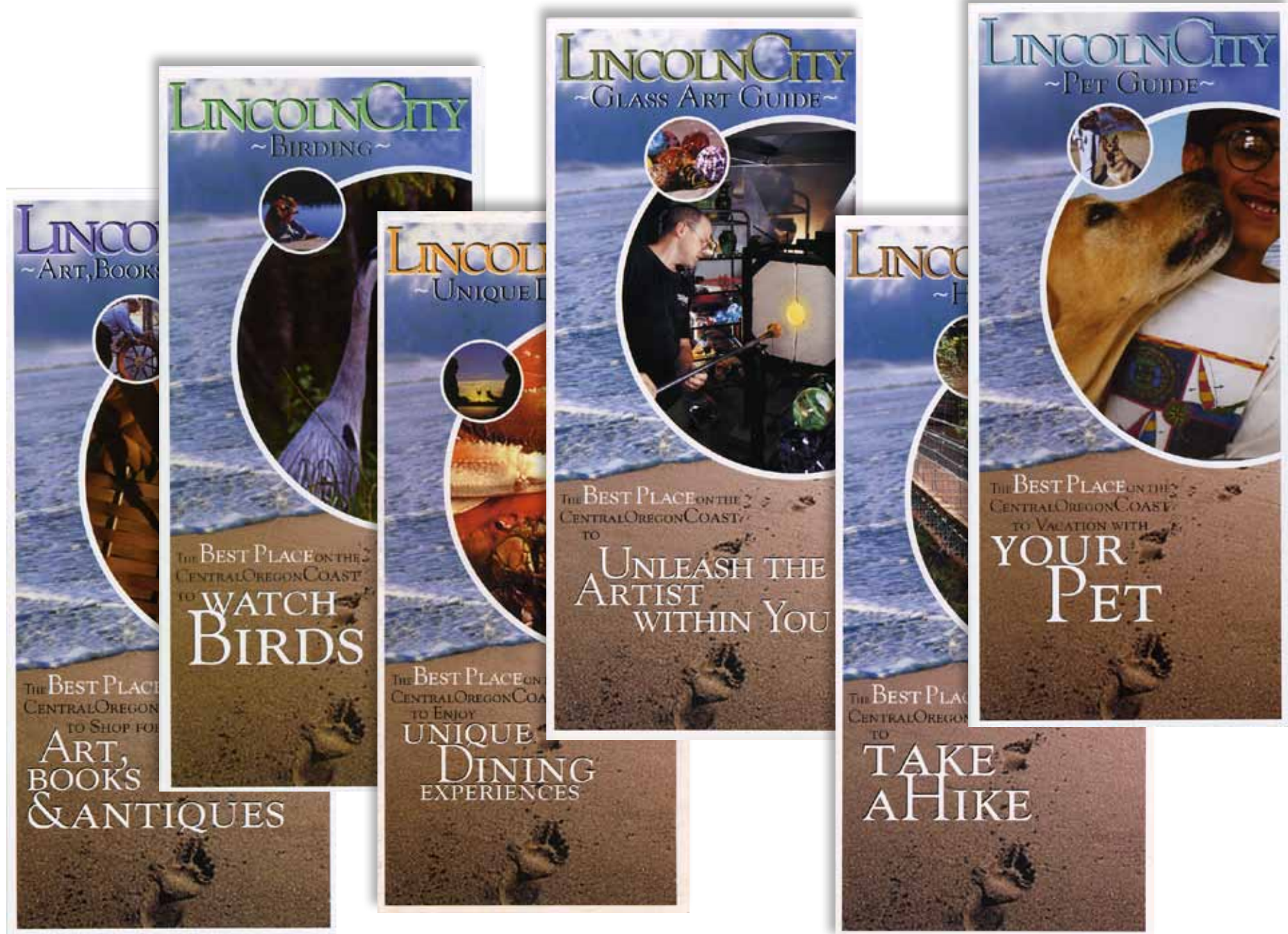
\$4,000 - \$6,000 each brochure

Possible Funding Sources:

PCCRVC, NIRPC

Lincoln City, Oregon did an excellent job creating a series of niche guides (opposite page) for a variety of activities. All the brochures have the same look and feel as the "glass float capital."

They promoted the "Best Of's" within each category. They also produced guides for weddings, whale watching, fishing, and camping. You can see how important continuity is between all of your marketing pieces.



Recommendation #19

Shift away from Traditional Advertising

The primary focus of the PCCRVC's promotional efforts should be public relations and the website. Traditional advertising will become a smaller and smaller portion of the PCCRVC budget as the emphasis focuses on building the county's brand image. Advertising is primarily used to maintain position.

On a local level, continue using newspapers, local cable access stations and radio as opportunities to publicize events or special promotions so you'll have a better chance of reaching the broader audience that may not utilize Facebook or Twitter. But don't put a lot of time or money into these outlets, they are not where the majority of your potential market gets their information.

Advertising in niche group newsletters and websites will allow you to directly target markets better than through small ads in large circulation magazines. Additional ideas about this have been included in the Niche Market recommendation.

Partnerships with the Northern Indiana Tourism Development Commission and the Indiana Department of Tourism will continue to be critical. Being part of a larger voice for tourism across the northern tier of the state is important, as is participating in state-wide efforts. However, every advertising opportunity should be focused on driving consumers to the website.

Implementation:

PCCRVC

Timeline For Implementation:

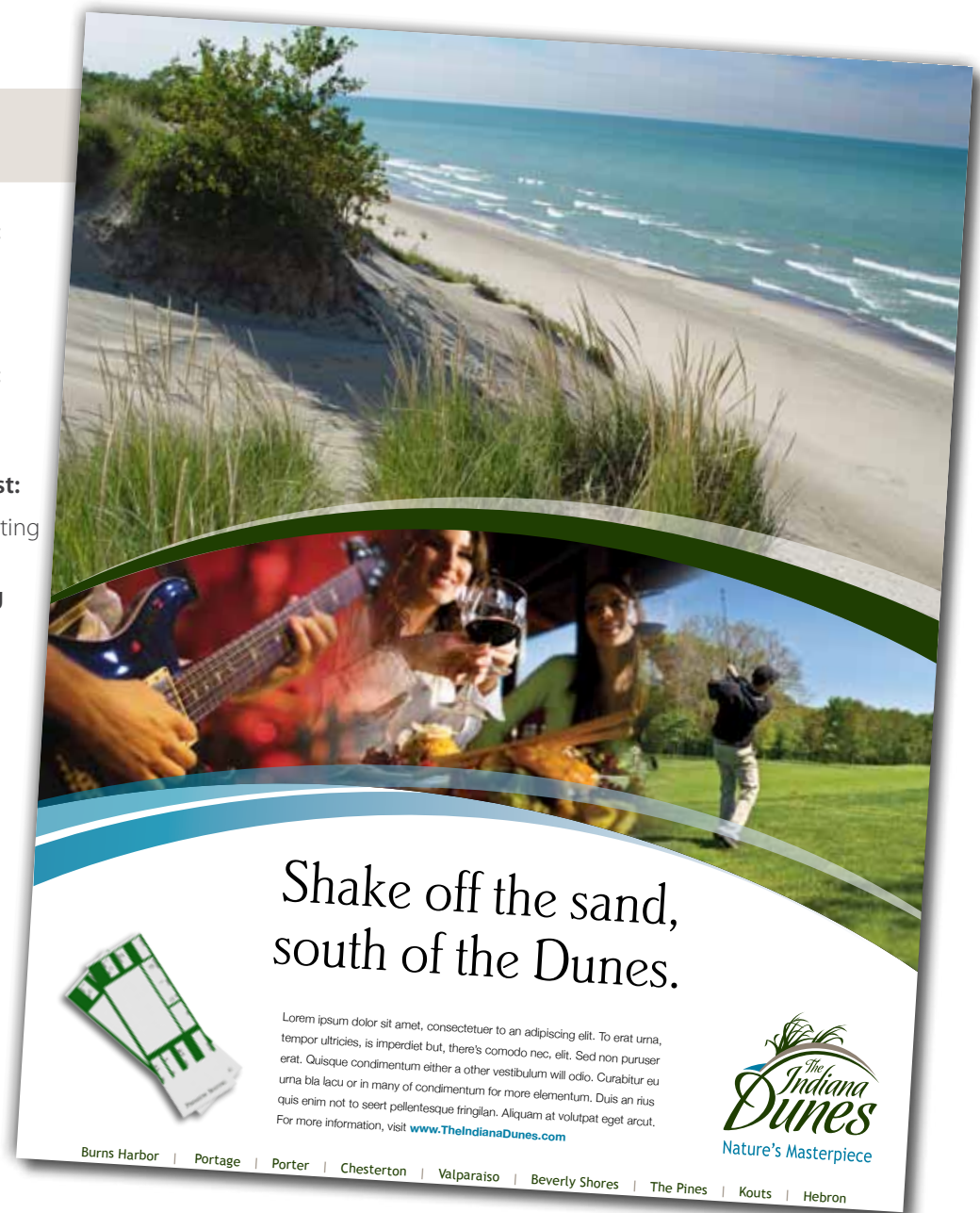
Beginning in 2010

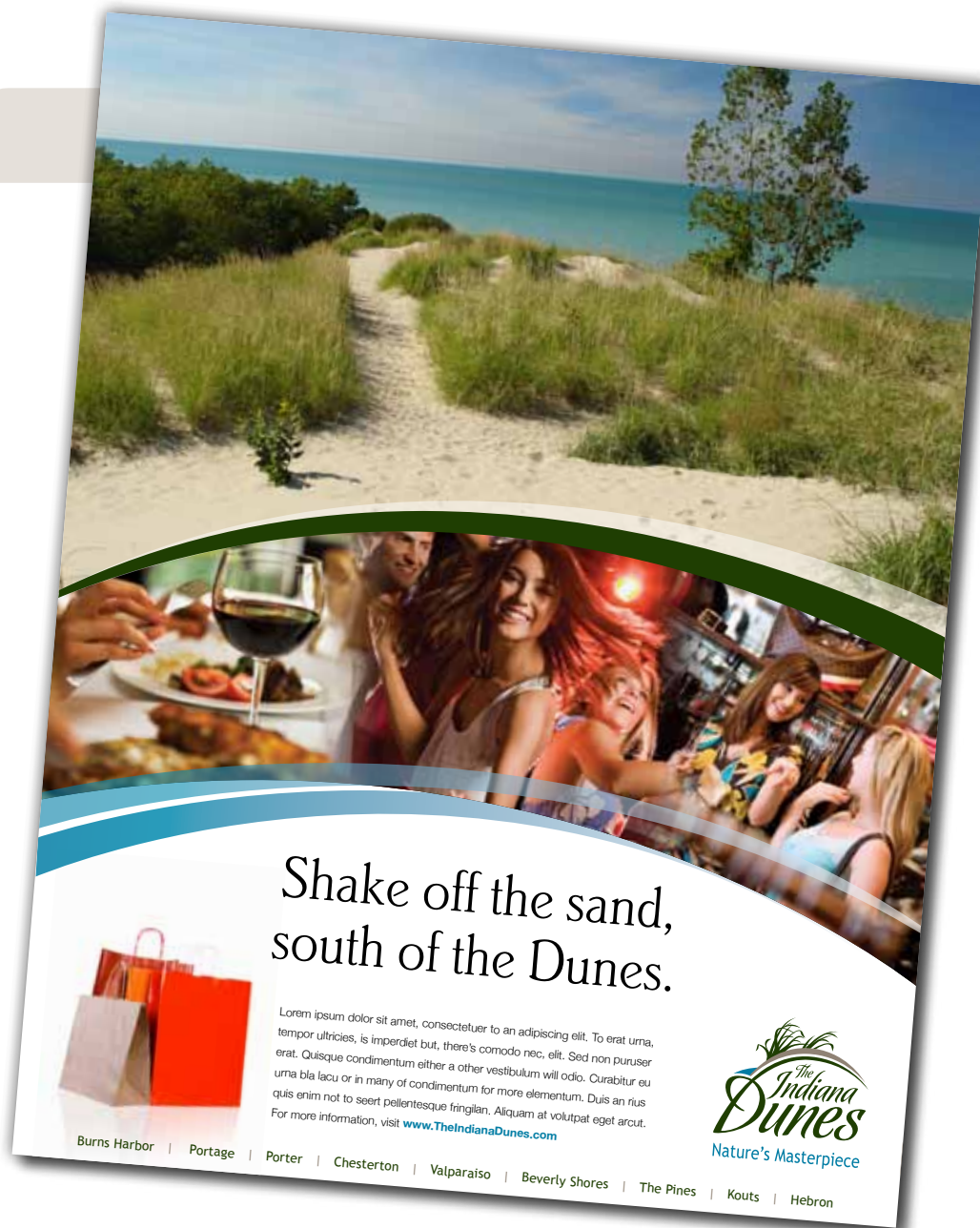
Approximate Cost:

Included in marketing

Possible Funding Sources:

PCCRVC





The focus of ALL your advertising should be OUTSIDE Porter County. After all, the mission of Porter County/Indiana Dunes Tourism, is to import new money into the community.

In all advertising efforts, the focus should be:

1. Promoting the dunes as a first class, world-class must-see destination, particularly during the spring, summer and fall seasons.
2. Next to the dunes, the focus will be on the "South of the Dunes" - the activities, attractions, and amenities that make areas south of the freeways worth a special trip and an extended stay.
3. The middle banner in these concept ads would change by season, and by publication. If an ad were placed in fishing and hunting news, the photos would showcase fishing, food, and perhaps Bass Pro Shops. If, on the other hand, the ad were placed in a hiking or biking magazine, the focus would be on those activities, but also on food, nightlife, and other activities that cater to this audience. During the shoulder seasons, the ads might take on a holiday flair (Christmas Tree village) with hot cider and a spa retreat. Each ad would be customized to the audience and season.

In these two concepts, the left one, with the theater tickets, focuses on performing arts (after a day on the golf course). The right ad focuses on shopping and a girls weekend out.

Recommendation #20

Play up the Geocaching Effort

Geocaching, a modern day, high-tech form of treasure hunting, is an activity that has grown exponentially over the past decade. Still considered somewhat “underground,” it is truly one of society’s hidden gems with more than a million active geocaches in over 100 countries – there are even geocaches on the continent of Antarctica.

According to the sport’s primary website, geocaching.com, each week about 6,500 new geocaches are placed and 1.4 million log entries are filed. There is an entire niche of software designed for people to keep track of the caches they’ve found (and hidden). People plan honeymoons and family reunions around geocaching. It appeals to people of all ages and physical abilities. For something that started in 2000 with less than 100 geocaches and a small core of enthusiasts, and that has no marketing or advertising entity, no public relations representation, nothing but a few websites – it has become a quiet phenomenon.

According to Groundspeak, there are about 3,000 geocaches in or near Porter County, making geocaching a major activity that should be promoted and developed.

In addition to hosting events or partnering with events, geocaching could be tied into each of the sites along the Beyond the Beach Trail. The geocache at each site could contain a log book, a stamp (trail booklets could be available/sold for people to

collect the stamps in) and maybe a clue that ties into something else local for them to explore.

Businesses and communities could set up their own geocaches and post the waypoints on their websites. The geocaches could contain clues for special offers, discounts, or even prizes. A store that sells supplies and serves as a clearing house for information (much like a bike shop or outdoor store) would be an excellent addition to the downtown retail mix in Porter or Burns Harbor.

Short term, the Visitor Center could rent GPS units and provide waypoint information for participants at all experience levels.

Corporate, educational, and organizational team building events could also be held – providing a small business opportunity as well as a draw for people to come and experience something other than the dunes.

Geocaching is a way to get local residents discovering places they never knew existed, and it encourages visitors to venture beyond the dunes. It’s a low cost activity that already exists within the county – harness it’s power!

We recommend the PCCRVC provide more frequent support for the development of this niche, encouraging its progress, but not act as the primary driver.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

\$3,000 / year for giveaways and coupons, if desired. No other direct costs associated with this recommendation unless GPS units are rented at the Visitor Center.

Possible Funding Sources:

PCCRVC



Recommendation #20 (cont.)

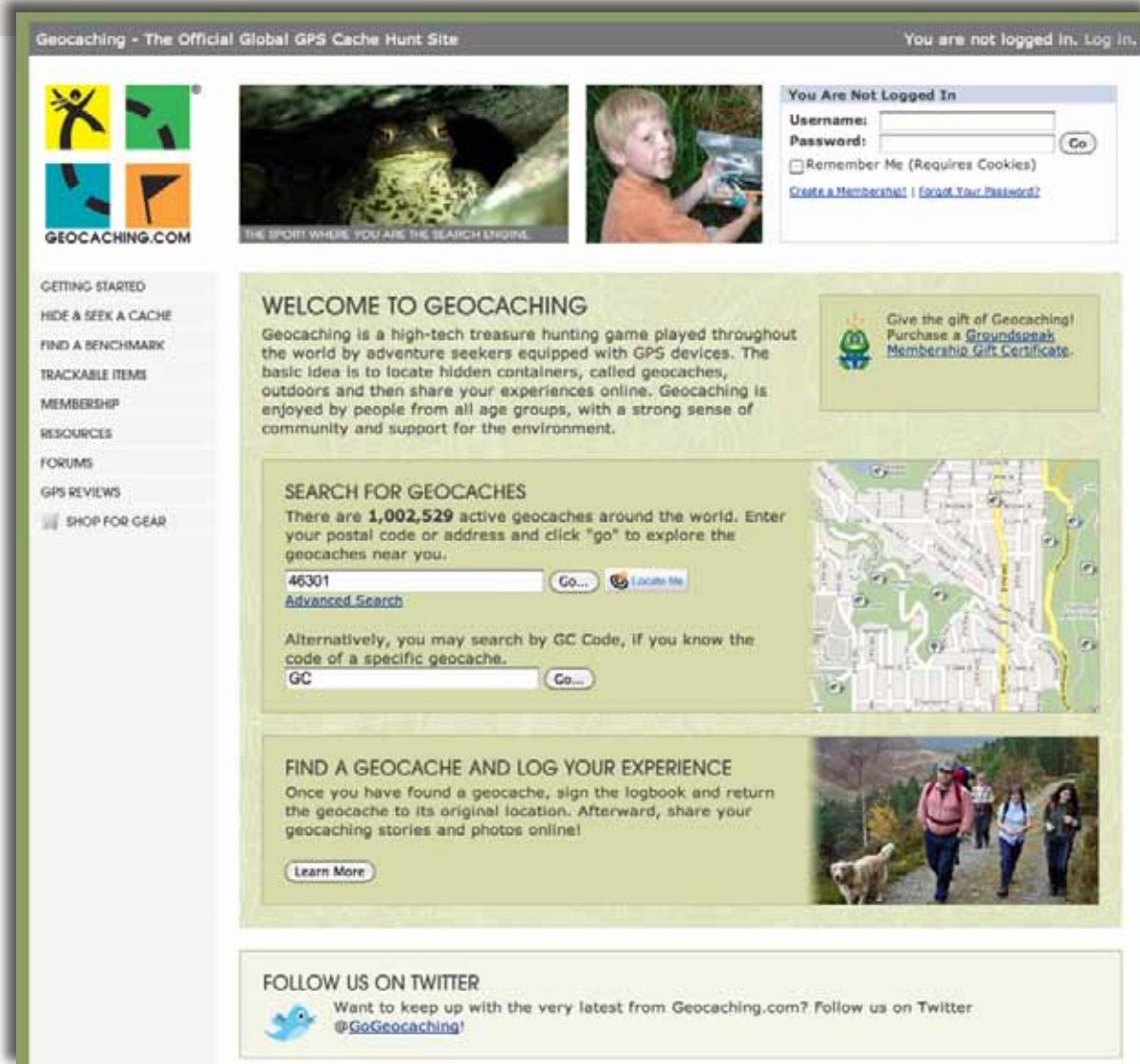
Play up the Geocaching Effort

Geocaching is still a growing “sport” and Porter County is an ideal location for geocaching. This would be an ideal partnership program that could be developed with local schools, colleges, the university, and even with local organizations such as Boy Scouts or auxiliary organizations (Kiwanis, Rotary and others).

Volunteers would help maintain the caches, update the website, and develop new locations. In exchange, Porter County Tourism would provide the freebies, which could include bookmarks, a certificate to get one of the Indiana Dunes posters, or a discount to a coffee shop, book store, or other retailer.

To make it really fun, in late spring, to kick off the peak season, purchase \$1,000 in gift certificates to local businesses, print up coupons, and then put them in caches around the county. Concentrate about 70% of the caches away from the dunes to pull people south into other areas.

Then market these gift certificates on Geocaching.com’s Twitter page and on the website. Finders would bring them to the Visitors Center and exchange them for the “real thing” to eliminate any attempts at people trying to copy the certificates once they find them.



Recommendation #21

Develop Transportation Links

One of the challenges for Porter County is transportation links, especially links connecting the South Shore with the dunes and the individual communities. Currently, riders coming from Chicago cannot bring bicycles on the train which leaves passengers arriving at a station with no access to the lake shore or any communities without walking a significant distance through areas lacking a design that is safe for pedestrians.

Many people in Chicago use public transportation as their primary mode and the easier you make it for them to visit Porter County without relying on a car, the more likely they are to come. Visitors can now take the train from Chicago to New Buffalo and get off at a flagstop in downtown within walking distance of the lake.

Having a transportation link to the lake shore in Porter County and then into communities where visitors can find food and lodging will allow the region to compete for this market and expand accessibility options. Since parking in the dunes area is at a premium, even local residents would benefit from having this additional transportation option.

Consider a trolley service to run during events or on peak weekends, between the Indiana Expo Center and downtown Valparaiso, Valparaiso University, hotels along Highway 49, Chesterton, Portage, South Shore rail stop and Indiana Dunes State Park.

This could be a rubber-tire trolley system. During events, we suggest they should run at least every 20 minutes. There could be a small charge (\$1 to \$3). This would require three or four trolleys to keep schedules convenient.

In addition to the trolley system providing easy transportation, it would be an attraction and a fun activity itself, not only making it easier for visitors to get around, but also being one more draw to the area.

Contract with a transportation planner for a feasibility study and business plan to determine the best way to approach the transportation link project. Consider working with Valparaiso, other affected communities, and the RDA.

Implementation:

Porter County

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Development of the Plan: \$30,000 to \$70,000

Possible Funding Sources:

Porter County, Festivals/Events, consider pro-rated for cities and towns, fares



Recommendation #21 (cont.)**Develop Transportation Links**

Rural areas such as Door County, Wisconsin have put together and operate a trolley system. Porter County could also develop a seasonal system (if not year round) that would connect both local residents and commuters, and visitors from the South Shore to the state park, the National Shoreline, and into Chesterton, Valparaiso University, the Expo Center and downtown Valparaiso.



Recommendation #22

Work with ShowStreet and PlayStreet Technology

ShowStreet and PlayStreet is a new technology that develops collaborative online maps. From an overhead view, you can see streets and those with street-level photos are outlined. You simply click on one of the streets and you see a street-level view of the shops, buildings, and activities. You can move down the street looking at all the shops and ambiance, while a marker on the overhead map keeps track of where you are.

This would be an ideal application for the National Lakeshore, the dunes in general, and the State Park. It can show "street level" views of the trails, viewpoints, parking areas and amenities, interpretive signage and centers, etc.

This would also be great to showcase each of the towns and cities.

The benefits of this technology are many: Potential visitors could explore downtown Valparaiso, for instance, appreciating the ambiance and seeing the wealth of options. Visitors could get a taste of the beauty of the dunes, whetting their appetites for a visit in person. This technology provides similar results that stunning photos do - only better.

You can see more at www.showstreet.com.

This would be a terrific partnership project to develop with Valparaiso University classes and/or students. If VU doesn't have a strong interest, other

universities should be sought after to help develop this technology.

Implementation:

PCCRVC to take the lead, partnering with VU.

Timeline For Implementation:

2010 - photos

2011 - begin adding photos to sites

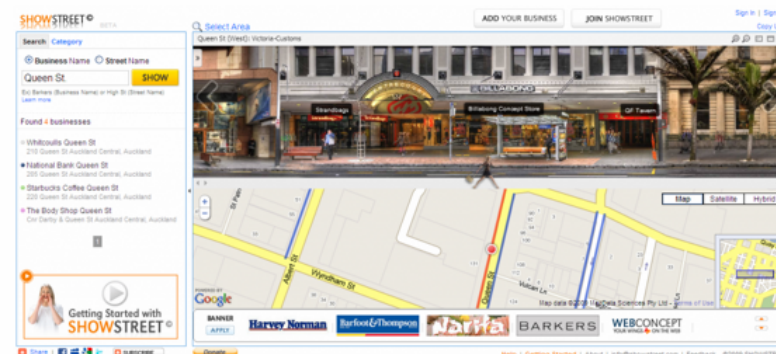
Approximate Cost:

Staff time; included in photography recommendation

Possible Funding Sources:

PCCRVC; possible partnering with communities, National Lakeshore, State Park

PlayStreet, ShowStreet collaborative maps from street level



PlayStreet and its offspring **ShowStreet**, are collaborative map platforms that encourage locals and visitors of a city to add street-level images to a collective online map.

The maps claim to be 'virtual street walks', using it's own mapping platform for the Korea-based PlayStreet and the Google Maps platform for ShowStreet, which launched in New Zealand in October 2009. Both services create many more layers to the map platforms than Google Maps due to their subjective, personal dimension, adding local favorites, criticisms and regular updates to indicate store openings, closings and temporary activities which would otherwise go unpublished.

Recommendation #22 (cont.)**Work with ShowStreet and PlayStreet Technology**

Spend some time on ShowStreet.com's website and play with the application. While this is an emerging technology, Google and others are already beginning to use it. It will soon be available as a smart-phone application and has many other practical uses.

It's a terrific way to help people find their way around and to see what the towns and cities have to offer.

For Valparaiso, it's an excellent way to showcase all the improvements done downtown to people that perhaps haven't visited the city in recent years.

It's also a good tool for attractions, the Expo Center, and even for the colleges and University.

Being on the "cutting edge" will help build a strong brand for Porter County as a place that attracts the Creative Class in terms of business, and tourism.

Also spend time looking at Google and other street-level view applications.

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Destinations**So... What's SHOWSTREET ?**

SHOWSTREET® (<http://www.showstreet.com>) is a clever combination of mapping tools and street views, which allow a user to locate a business on the map and see the business details. Many tools can do this, so...

How is SHOWSTREET® different to other maps?

SHOWSTREET® is the next stage after what Google Maps and Google Street can offer. SHOWSTREET® means businesses can provide:

- **Interior, panoramic views** of their stores, with extra information inside the panorama highlighting and linking to
 - Other panoramas (Great in Real Estate)
 - The business web site
 - Specials, restaurant menus, and otherwise hidden or unexpected bonuses from the business

SHOWSTREET® provides the business owner a quick and easy method for:

- Updating their own SHOWSTREET® details and promotions
- Linking their own website to SHOWSTREET®
- Linking SHOWSTREET® to their own website

This makes SHOWSTREET® a very powerful marketing tool, and makes any shopping street in any community a destination in its own right, building on our sense of community.

Who can use SHOWSTREET®

Everyone, because:

- SHOWSTREET® is place where people go to see what's happening at their favourite stores.
- SHOWSTREET® is a quick way to connect visitors and tourists with places they need to go, or need to find.
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BUSINESS STREET

What:

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Holiday Homes Backpackers Park Lodges Leisure Travel Rental car Information centre

Food & Dining:

Restaurants Japanese Korean Chinese Takeaways Bar Brasseries Clubs Cafe Family restaurants Burgers

Money & Finance:

Banks ATM Account

Community:

Police Church hospitals

Entertainment & Shopping:

Fashion Clothing Shoes Theatres Movie Jewellery Watches

Others:

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Recommendation #23

Develop Continuity Among All Marketing Materials

With any strong and successful branding effort, there is continuity between marketing materials, something that's been lacking in Porter County. There are currently half a dozen trail guides, for instance, developed by numerous organizations. These should be turned into fewer, more consistent guides.

When it comes to printed materials, fewer is better:

- The Indiana Dunes Activities Guide
- The Best of the Indiana Dunes
- The series of niche guides

All of these should be on the website for both viewing and download.

Use consistency in style and design of all the pieces promoting the county.

Implementation:

PCCRVC

Timeline For Implementation:

Beginning in 2010

Approximate Cost:

Included in other marketing recommendations

Possible Funding Sources:

N/A

Recommendation #24

Develop the "Hidden Gems of the Indiana Dunes

Create and publish a small book of interesting things to see and do in Porter County that go beyond the large activities and attractions. Similar to the "101 Things to do in Door County," this book shows visitors (and locals) many wonderful and unique things to do. Each "treasure" needs to be very specific, giving the reader exact locations, times of day it's best, specialty foods to order, where to rent, possibly, a bicycle or other item, how long a trail is, where to catch the best view, catch the most fish, etc. These hidden gems can be unusual, even quirky, but they definitely need to be enjoyable ways to spend some time.

These would be collected from locals over a period of six months to a year, and then professionally written up, illustrated and published as a book that would be sold throughout the region at retail, for the cost of the publishing and a small profit for the retail vendor. These could be done every couple of years. There should be about 100 such items per book.

The book should include photography and be in full color. The project could be contracted out to an outside firm, which would entail going to all the local meetings (chamber, Kiwanis, annual banquets, downtown meetings, etc.) and have people send in their hidden gems. Then design, write, photograph, and lay out the book prior to printing.

The finished book could also be posted online, but it's most important to actually print them. They can be sold at local bookstores, Chamber offices,

Visitor Information Centers. Subsequent editions could be published with changes and updates as well.

The goal is to keep people in the area as long as possible and to provide some specific marketing to even the small assets located throughout Porter County. This type of book has been executed elsewhere with great success and builds in consumers' minds the realization that there is a lot to do in the county, and that one trip is not enough time to experience all there is.

Implementation:

PCCRVC, who has already begun the process, by soliciting suggestions from the public during visits to Chamber lunches and during Chamber Network Night and other networking opportunities

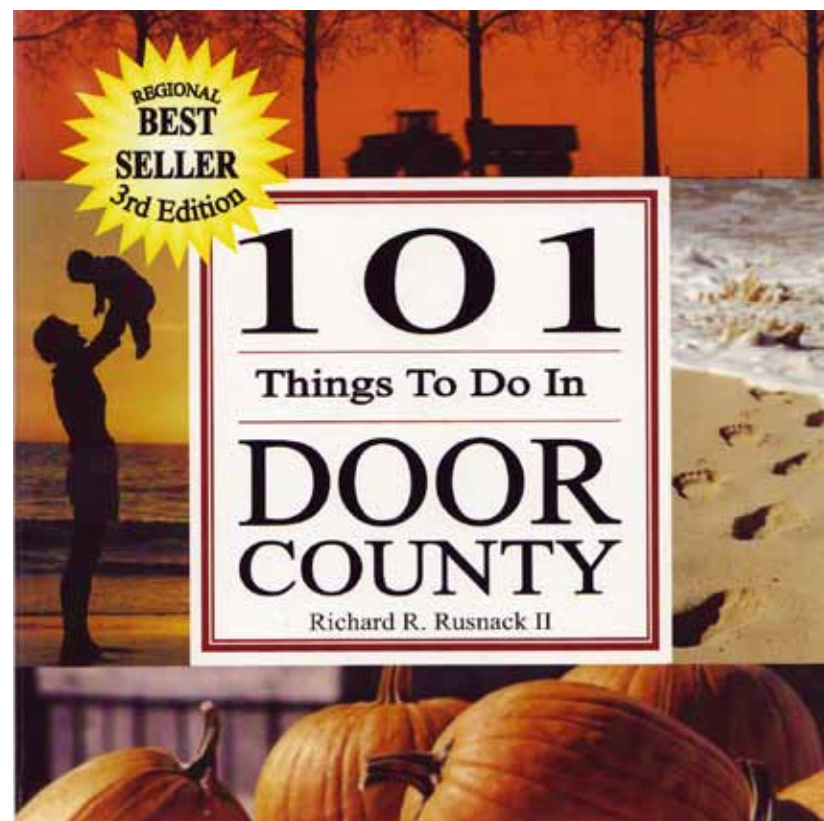
Timeline for

implementation:

PCCRVC has already begun

Approximate Cost: Printing cost approximately \$5 per book for full color. The cost for contracting out the entire project is estimated at approximately \$75,000.

Possible funding sources: PCCRVC and proceeds from sales.



Recommendation #24 (cont.)

Develop the "Hidden Gems of the Indiana Dunes

~101 Things To Do In Door County~



Peninsula State Park

~101 Things To Do In Door County~

• 18 • Take a Sunday stroll down Cottage Row.

Our favorite Sunday morning starts with breakfast at the White Gull Inn on Main St. in Fish Creek. Splurge on a slice of their famous Door County-berry sour cream coffee cake; then take a much needed stroll down Cottage Row. From The White Gull Inn follow Main St. to Cottage Row and turn right. The walk will take you north along the row of shoreline "cottages" about 1 mile before it turns up the steep bluff. At the base of the bluff is a sliver of a park known as Champagne Rock, named for the little rock that hangs over the water. Down and back is a perfect way to walk off breakfast and start the day.

Recommendation #25

Use Technology-based Applications

Emerging technologies that can be used for traveling, promoting destinations, and marketing in general are being developed at a phenomenal rate. Take advantage of them. Keep on top of these developing technologies, and you'll be at the leading edge of appealing to the younger, tech-savvy population.

Work with Ivy Tech, Valparaiso University, and local or regional companies to discover and utilize the best, most worthwhile of these technologies. Seek out the businesses that produce these products, and invite them to work in Porter County. They can include:

- GPS-based tours, rentals, compact flash cards with local information. Develop GPS-based tours for the dunes combined with leading the visitors into communities for dining, entertainment and shopping.
- Smart phone apps with GPS capabilities, such as City Slicker and Hear Planet.

In addition, it is important to stay on top of Trip Advisor reviews. More and more travelers refer to Trip Advisor whenever planning their getaways, and those reviews are taken very seriously. If there is a negative review, it is very important to respond. Work with local properties on updates and responses.

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• *Welcome*

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Featured Tours



Okanagan Wine Tour
Drive yourself on a guided tour of Okanagan Wineries.

Recommendation #25 (cont.)**Using Technology-based Applications****Implementation:**

PCCRVC, BLT take the lead

Timeline for implementation:

Begin in 2010

Approximate Cost: Developed privately

Possible funding sources:

Private businesses - PCCRVC help market and promote



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Charleston Web Design by Slicker, Inc.

Recommendation #26

Partner with Google on biking routes

Google Maps is just now launching a new feature that coincides with the National Bike Summit cycling advocacy event this month in Washington DC. The feature adds a new map layer that provides suggested routes for bicyclists in 150 cities across the US. It joins the walking and transit directions already provided.

The bicycling layer looks like it will be a fun and useful feature for cyclists, especially those visiting a new area and looking for places to ride. It's been the most requested addition to Google Maps.

This would be a perfect fit for the biking trails throughout Porter County, bringing them to the attention of more distant cyclists, and making it easier for people to plan a bicycling excursion. Explore taking advantage of this new technology by contacting Google for more information.

Implementation:

PCCRVC

Timeline for implementation:

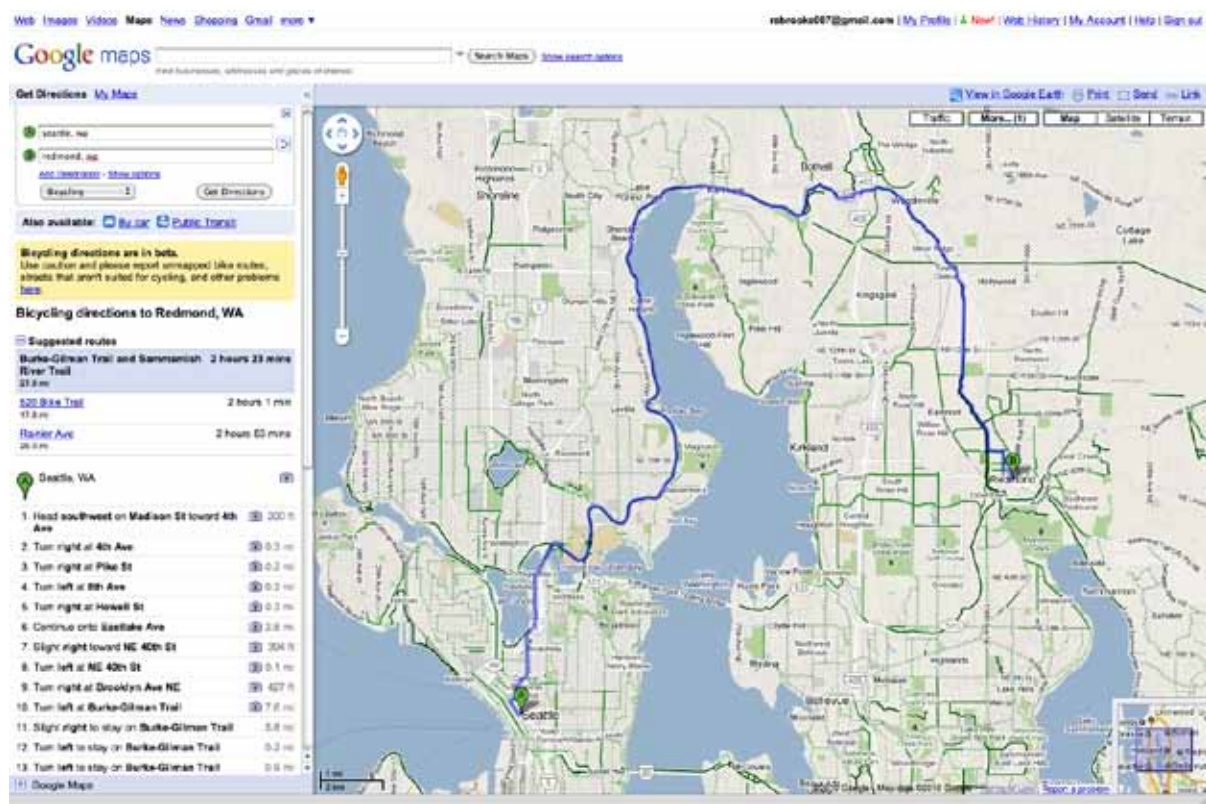
Begin in 2010

Approximate Cost:

Staff time

Possible funding sources:

PCCRVC



Recommendation #27**Consider Highway 12 for National Scenic Byway designation**

National Scenic Byways designations recognize those roads across the country that show one or more of six core qualities: scenic, natural, historic, recreational archaeological, or cultural that contribute towards a unique travel experience. This voluntary program is administered through the Federal Highway Administration to recognize, protect, and promote America's most outstanding roads. Communities can apply for this designation through their state departments of transportation.

Besides the increased appeal for visitors of driving a National Scenic Byway, the status offers other benefits as well. Merit-based grants are offered by the FHWA for projects such as corridor management planning, promotion, scenic easements, billboard removal, etc.

Highways 20 and 12 along northern Porter County already have State of Indiana Scenic Byway status, which is required before the state can seek to have a highway designated a National Scenic Byway. There must be a corridor management plan that addresses the planning elements contained in the National Scenic Byways Program Interim Policy, which can be found at www.bywaysonline.org. It is also important to have local community and stakeholder involvement in the corridor management plan, long-term sustainability, and community support.

Consider having Highway 12 designated a National Scenic Byway. If the issues regarding truck access can be resolved, this national designation would put an exclamation point on the world-class image of the dunes and Porter County.

Review the Byways Online website for details about applying for the National Scenic Byway status, and contact the Indiana Department of Transportation, which is responsible for submitting the application for national status and for submitting projects for discretionary grant funding.

Implementation:

PCCRVC, BLT

Timeline for implementation:

Begin in 2010

Approximate Cost:

Staff time

Possible funding sources:

N/A

County-wide Recommendations Summary Checklist

- ☐ #1: The Brand Leadership Team
- ☐ #2: PCCRVC organization
- ☐ #3: Redevelopment of the Expo Center
- ☐ #4: County-wide Wayfinding System
- ☐ #5: Position the dunes as “world class”
- ☐ #6: Brand identity and Style Guide
- ☐ #7: Focus on “South of the Dunes”
- ☐ #8: County-wide website
- ☐ #9: Best of the Indiana Dunes guide
- ☐ #10: Voluntourism program
- ☐ #11: Indiana Dunes Activities Guide
- ☐ #12: Professional photography and video
- ☐ #13: Golf course marketing partnership
- ☐ #14: Visitor info at South Shore rail stops
- ☐ #15: Photo links and info on Google Earth
- ☐ #16: Billboard marketing promoting anchor businesses
- ☐ #17: Brand building posters and bookmarks
- ☐ #18: Niche guides and direct marketing program
- ☐ #19: Shift away from traditional marketing
- ☐ #20: Geocaching
- ☐ #21: Transportation links
- ☐ #22: Technology: ShowStreet & PlayStreet
- ☐ #23: Marketing materials continuity
- ☐ #24: The Hidden Gems of the Indiana Dunes
- ☐ #25: Develop tech-based travel applications
- ☐ #26: Partner with Google on biking routes
- ☐ #27: Consider National Scenic Byway



The Burns Harbor Brand

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

Historically, Burns Harbor's identity has revolved around its steel mills giving the town a gritty, industrial identity. As it moves forward in the 21st century, the focus is shifting and the community is positioning itself as a home to new urbanism and sustainability, beginning with the establishment of one of the nation's first certified "green" housing developments.

Building upon this, we recommend that Burns Harbor's brand become "The art of green living." This brand encompasses sustainable and "green" components through a variety of means – landscaping, construction and renovation of buildings, events, retail and restaurants, recruitment of new industry and a community-wide focus on sustainable practices.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- The Village in Burns Harbor has begun to shift public perception of the community to a more positive image.
- Easy interstate access to Chicago
- Core group of business owners who support change and growth for the community.

Weaknesses

- The lack of a downtown makes it difficult for people to "hang out" in Burns Harbor.
- There is a significant amount of leakage – where local dollars are being spent in other communities – due to the limited dining and retail options.
- Perception regarding fireworks stands and truck stops in and near Burns Harbor creates a negative image of the town as a place to live or start a business.

Opportunities

- As the biking and walking trail system develops, Burns Harbor will have links to the lake shore and other parts of the county.
- Young professionals are moving to the area because it is affordable and convenient to the Chicago metropolitan area.
- Plans for the new town center provide a clean slate for development and business recruitment.

Threats

- The on-going impact of lost steel mill jobs is undetermined.
- Uncertainty of whether residents will adopt the town center as a downtown.

For Burns Harbor to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Burns Harbor brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

Specific tasks of the BLT include:

- Support and promote the brand
- Work closely with the team overseeing the development of the new downtown area
- Oversee implementation of this plan as it relates to Burns Harbor
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Burns Harbor as it proceeds through the implementation process. In addition, remember that Burns Harbor is not competing against the other communities in Porter County. The town need to work together, complementing one another and becoming stronger as part of the whole, while establishing an independent brand. Cross-selling and partnerships will be crucial.

As an initial step, the BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand

strong.

The BLT should request the town council adopt the plan. The town is not being charged with implementing the plan, but with pledging support for the plan and implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Burns Harbor's new brand.

Implementation:

Town of Burns Harbor

Timeline For Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #2 Gateways and Wayfinding

One of the most critical recommendations for the County-wide portion of this plan is the development of a county-wide wayfinding system. Signage is critical for any community, but it is particularly important to those seeking to attract visitors and increase visitor spending. The easier it is for people to

find your community's assets, the longer they will stay and the more money they will spend.

One of Porter County's most significant weaknesses is the lack of wayfinding; visitors can't find the best of the county's activities and attractions – it is even hard for them to find the State Park. Creating a professional wayfinding system will help make each attraction, amenity and venue easy to find.

A signage or wayfinding system should include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - should be of a consistent design, style, and size to create continuity throughout the community. Signage plays a major role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. Burns Harbor's portion of the wayfinding system will be complementary to and work cohesively with the county-wide system.

The overall plan would include:

- Design and exact locations of gateways

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

- Design and exact location analysis for each directional sign
- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners
- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

It may be tempting to put your gateways where the most traffic is, but it is more important to put a gateway where it will make the best first impression and have directional signs leading people to that point. Gateways are one of a community's most important marketing tools and create a sense of arrival and a sense of place. For Burns Harbor, the gateway on US 12 next to the mobile home park should be removed and a new one should be built that leads traffic into the new town center area.

Have you ever noticed the money that residential developers put into new housing subdivision

entranceways? Why do builders easily spend \$100,000 - \$300,000 for outstanding entrances? Because it elevates the appeal of the subdivision, increases the perceived value of the homes and lots, creates a true sense of place, and prompts possible residents to think "this looks like a nice place to live". Additionally, it creates community pride and a sense of ownership and stewardship.

These same principles apply to a community. Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will create increased community pride and increase the perceived value of the community.

We recommend that Burns Harbor work with the county in the development of the wayfinding system.

Implementation:

Town of Burns Harbor working in conjunction with Porter County and the PCCRVC

Timeline For Implementation:

2010 forward

Initiative #3 Downtown Enhancements

Burns Harbor has an opportunity that many communities would love to have – building their downtown from the ground up. As the plan is

formalized, one of the most important considerations is the development of the critical mass necessary for a vibrant, economically successful downtown.

As the new town center is developed and restaurants and retailers are recruited, care should be taken to identify and recruit those businesses that will enhance the brand of green and sustainable practices. In addition, the creation of a vibrant core that will attract and engage locals needs specific features, and these should be planned for:

- Ground floor spaces are reserved for destination retail and restaurants
- Gathering spaces are created
- Outdoor dining is encouraged

Creating a downtown that becomes a destination for local and area residents requires a critical mass foundation. As an initial goal, Burns Harbor should strive to establish within a two to three lineal block core, the following:

1. Ten dining and food-oriented businesses.

These could be upscale or mid-range restaurants, coffee shops, bistros, candy stores, cafes, gourmet groceries, or bakeries and all should be encouraged to use locally grown/raised ingredients. This could be a way to partner with more rural areas in the southern part of the county.

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

2. A MINIMUM of ten destination retail shops.

These are shops that residents and those passing by on US 20 would go out of their way to frequent. It would also be preferable for these stores to be unique “mom and pop” establishments that offer goods people cannot find in other nearby shopping venues.

For Burns Harbor, this would include businesses related to “green living” such as:

Home improvement and maintenance supplies and equipment

Clothing & accessory designers who use natural & recycled materials

Unusual home décor – including some made from recycled materials

Outdoor living - furniture and supplies

Natural and organic foods

Linens made from natural material

Recycling and composting supplies

Gardening supplies

Birding supply store

3. Ten places open after 6 pm at least four nights a week, including the weekends.

People are looking for places to hang out, particularly

the young professionals that Burns Harbor is trying to attract. Outdoor dining is a big draw and the season can be extended tremendously with the use of outdoor heaters. In addition, theater, wine shops open in the evening, dancing, music, street vendors, public markets and street entertainers are huge draws. Dining and retail shops should all be open in the evenings and on the weekends when people are looking for something to do and someplace to spend their money.

Starting slowly is fine. As downtown is established, stay open until 7 pm on Fridays and Saturdays for the first year, then expand it to Thursdays and then Wednesdays. It can take time for people to realize stores are open and to change their habits. Since 70% of all consumer spending takes place after 6 pm, expanded hours are critical to capture more sales.

If staffing is an issue, consider having downtown retailers open at 10 am or even 11 am so they can stay open later. But the downtown community, as a whole, needs to maintain consistent hours of operation. As traffic increases, hours can increase.

It is critical that businesses be open at least six days a week, including Saturdays and Sundays. If they are closed at all, it should be on Mondays and this should apply to retailers and restaurants.

There are a number of other programs designed to assist retailers in covering the personnel costs

of remaining open for extended hours. One is a jobshare program, where part-time workers move from business to business to cover lunch hours and errands.

The importance of focusing on critical mass during the evolution of Burns Harbor’s town center cannot be overemphasized. Notice how gas stations and fast food establishments gather on all four corners of an intersection. Why would competitors want to be so close to one another? Because they understand that people are drawn to choices. It’s the concept behind antique malls – each vendor does better when they are grouped together instead of spread all over town.

A perfect example of the impact of creating critical mass is Jackson, Wyoming. This town of 12,000 full-time residents has an outstanding downtown that lures millions of visitors annually. In fact, Grand Teton National Park is now the diversionary activity to a visit to Jackson. Downtown Jackson is home to 85 galleries and retailers with a “focus” on western art: western home accents and furnishings, western wear, galleries that sell western art, and western themed restaurants and lodging facilities. Jackson embodies the western spirit. And this “brand” is seen in the facade improvements, architectural styles, etc.

We’re not suggesting that Burns Harbor expand to this magnitude, but getting residents and those driving through to spend time downtown will be easier if

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

there is a critical mass of exceptional shopping and dining in a pedestrian-friendly setting and places are open after work and on the weekends.

Gathering Spaces:

Provide ample open areas, in a pedestrian-friendly setting, for people to gather, walk, meet friends, sit and read, play with children, etc. Plaza areas with benches, small tables and chairs, fountains, and art encourage people to spend time there. If these gathering spaces are surrounded by the critical mass of dining, shopping, and entertainment, residents and visitors alike will want to spend time there.

Add a focal point to some gathering spaces, such as a fountain in the plaza, a sculpture, or a small stage or amphitheater where musicians can play, speeches can be given, and performances enacted.

Beautification:

Be sure to include street trees, planters with shrubs and flowers, hanging baskets. Street trees do more to say "green" community than any art will do. People love to linger in beautiful places.

Implementation:

Brand Leadership Team, Town of Burns Harbor, business owners

Initiative #4 Sustainable Development

All new development should enhance the Green brand. In addition, current buildings, infrastructure and other assets should incorporate new technology where and when it is feasible. Any master plans should provide a framework of criteria and regulations to address each of the following environmental and sustainable concepts:

- Transportation - public options, bike lanes, walkability
- Air quality – continuing to implement improvements
- Residential construction - materials, design, carbon footprint
- Downtown buildings – LEED standards as a goal
- Energy conservation
- Land use – green space creation/preservation
- Wildlife and habitat preservation
- Financial incentives for implementing and incorporating Green design, technology, and concepts into buildings and businesses
- Sustainable and xeriscape landscaping techniques
- Maintenance, expansion and development of recreational facilities

Implementation:

Brand Leadership Team, Town of Burns Harbor, business owners

Timeline For Implementation:

2010 forward

Initiative #5 Create a Website

Creating a downtown website will be an effective tool for both economic development and marketing purposes. This website should be developed to promote Burns Harbor as a green community, as well as provide residents and potential investors with the vision and updates on downtown's evolution.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too many options right off the bat. The information needs to be in an easy to read, easily accessible, visually appealing format.

For Burns Harbor, the homepage links should be:

Getting Here

Maps
Directions
Distances (use soft borders)

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

About Burns Harbor

History
Population
Why Burns Harbor?
Photos
Up & Coming

Things to do

Dunes (with links to PCCRVC, State Park, and National Lakeshore websites)
Calendar of Events
Fireworks
Trails (with links to PCCRVC website pages)

Opportunities

Progress reports on the town center
Business
 Professional services
 Medical/dental
 Banking
Industry
Residential
Retail
Downtown

Resources

Links
Contact information
Photo library
Economic data

Community

Events
Volunteerism
Living in Burns Harbor

Sustainable Living

Provide information on green practices
Tips, tricks, ideas
Provide information about what's coming up, how the project is progressing and utilize social media to publicize opening, special events, and other time-sensitive information.

Implementation:

Brand Leadership Team, Town of Burns Harbor

Timeline For Implementation:

2010 forward

Initiative #6 Annual Festivals and Events

There are numerous opportunities for Burns Harbor to create ties between the brand and a calendar of seasonal events and activities. Take the community further down the road of being a green, sustainable community. For every conservative activity Burns Harbor takes on, submit press releases to get the word out, and that will promote Burns Harbor's brand.

One idea is to build on the conservation knowledge that 8335 pieces of paper equals one tree. Recruit

businesses of all types to be a part of planting a tree for every 8335 pieces of paper (or the equivalent) they don't use, or plant 17 trees for every ton of paper the community recycles.

Provide visual affirmations of the 380 gallons of oil, three cubic yards of landfill space, 4000 kw of energy and 7000 gallons of water that are saved with each ton of recycled paper.

Celebrations and events to support the brand include:

- Earth Day (April 22)
- Arbor Day (last Friday in April)
- Summer/Winter Solstice (June 21/December 21)
- Fall/Spring Equinox (varies a few days)
- World Environment Day (June 5)
- America Recycles Day (November 15)
- Clean Up the World weekend (3rd Weekend of September)

Use these holidays to plan special events to celebrate the environment, the earth, recycling, sustainable practices, etc. Other ideas for events:

- Art competitions where amateurs and/or professional artists create works from recycled materials. Pieces can be placed in storefronts and voted upon by visitors.

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

- Fashion Show where young people are recruited to participate in creating new styles from existing clothing.
- Landscaping workshops in xeriscaping and sustainable practices

Implementation:

Brand Leadership Team, Town of Burns Harbor, private business owners

Timeline for implementation: 2010 forward

Initiative #7 Partner with the Trails

Continue partnering with other communities, the county and private organizations to complete bike trails and create a variety of non-motorized transportation corridors. In particular, the connections to the new town center, which are contained in the Marquette Plan, should be implemented. Encouraging trail development and usage complements the Burns Harbor brand and will also open up small business opportunities for bike and skate rentals as well as food and drink for users.

Implementation:

Brand Leadership Team, Town of Burns Harbor

Timeline for implementation:

2010 forward

Initiative #8 Public Art

Commission and install public art that reflects the brand and incorporates the dunes environment, wherever possible. Works that utilize recycled materials will reinforce the concept of sustainability and enable Burns Harbor to serve as a model for other communities in the region.

Think creatively – create 3-D murals with recycled materials, design installations using trees and flowers, develop interactive works or commission epic art on industrial eyesores.

Implementation:

Brand Leadership Team, Town of Burns Harbor

Timeline for implementation:

2010 forward

Initiative #9 Park System

Improving and expanding the parks in Burns Harbor will add to the community's green space and soften the town's industrial feel. The current parks are a great start and as land is acquired and facilities need to be replaced, the focus should be on using recycled materials. Examples include:

- Docks
- Trail paving

- Playground equipment
- Buildings
- Benches
- Signage
- Landscaping

Encourage people to use the parks in a variety of ways and become a stellar example of environmental stewardship. Improve the safety of fishing access along the Little Calumet River and add wheelchair accessibility. Meeting space is always at a premium, upgrade the current park facilities and add new ones that are multi-purpose and showcase sustainable technology. By demonstrating that Burns Harbor is at the forefront of embracing a Green lifestyle, you will attract the young professionals and families necessary to support an economically strong community.

Implementation:

Brand Leadership Team, Town of Burns Harbor

Timeline for implementation:

2010 forward

Initiative #10 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Burns Harbor. These graphic identities support the brand direction and will provide a cohesive statement when Burns Harbor has

Burns Harbor - The Art of Green Living

Community initiatives & brand graphics

established its brand and is ready to tell the world.

Develop a Style Guide for the Burns Harbor brand; it should contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand, which will help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide will also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Brand Leadership Team, Town of Burns Harbor

Timeline for implementation:

2010 forward







The Hebron Brand

Hebron - Pioneering Spirit

Community initiatives & brand graphics

Celebrating its heritage is at the center of Hebron's brand direction. The pioneer spirit that established the community and continues to nurture it is the brand focus, and will be fulfilled through events, activities, the rebirth of the downtown core and partnering with Kouts to develop access to the Kankakee River.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Community pride and participation in events and celebrations as well as supporting one another in adversity
- Road construction project is finally completed
- A variety of events - 4th of July Parade, Turtle Derby, Farm markets, Winterfest

Weaknesses

- Formerly vibrant downtown with stage theaters and historic buildings no longer exists
- Pies at Country Kitchen are no longer a primary draw
- Pass through community for many
- Perception that retail rents are too high
- Lengthy road construction project

Opportunities

- Kayaking, canoeing, fishing and increased usage of the Kankakee River once access issues are resolved
- Vehicles passing through town contain potential customers
- Some historic buildings remain downtown and could contain first floor retail with residential space on upper floors

Threats

- Local residents spend their money at businesses outside of Hebron
- Some of the vacant buildings downtown may need expensive repairs
- Change is difficult for many residents

For Hebron to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Hebron brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the

brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Hebron
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating

Hebron - Pioneering Spirit

Community initiatives & brand graphics

additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Hebron as it proceeds through the implementation process. In addition, remember that Hebron is not competing against the other towns in Porter County. They need to work together, complementing one another and becoming stronger as part of the whole, while establishing an independent brand. Cross-selling and partnerships will be crucial to everyone's success.

As an initial step, the BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the town council adopt the plan. The town is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Hebron's

new brand.

Implementation:

Town of Hebron

Timeline For Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #2 Gateways & Wayfinding

One of the most critical recommendations for the County-wide portion of this plan is the development of a county-wide wayfinding system. Signage is critical for any community, but it is particularly important to those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community's assets, the longer they will stay and the more money they will spend.

One of Porter County's most significant weaknesses is the lack of wayfinding; visitors can't find the best of the county's activities and attractions – it is even hard for them to find the State Park. Creating a professional wayfinding system will help make each attraction, amenity and venue easy to find.

A signage or wayfinding system should include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - should be of a

consistent design, style, and size to create continuity throughout the community. Signage plays a major role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. Hebron's portion of the wayfinding system will be complementary to and work cohesively with the county-wide system.

The overall plan would include:

- Design and exact locations of gateways
- Design and exact location analysis for each directional sign
- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners

Hebron - Pioneering Spirit

Community initiatives & brand graphics

- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

It may be tempting to put your gateways at the edge of town, but it is more important to put a gateway where it will make the best first impression and have directional signs leading people to that point. Gateways are one of a community's most important marketing tools and create a sense of arrival and a sense of place.

For Hebron, remember that gateways don't need to be at intersections, but should be placed at the point where the very best impression is made. This can be at a corner or may even be mid-block along Main Street. As downtown grows, the gateways can be moved, if necessary.

Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will create increased community pride and increase the perceived value of the community.

We recommend that Hebron work with the county in the development of the wayfinding system.

Implementation:

Town of Hebron in cooperation with Porter County

Timeline For Implementation:

2010 forward

Initiative #3 Develop a pioneer park and playground on Main Street

Develop a community-built playground and pioneer park as a gathering place on Main Street in the core of downtown. The design and engineering for the playground should be coordinated by a design firm, preferably with input from local children, and it should encompass a variety of play areas for a broad range of ages. Consider activities for youth as well as adults. It should also have some sections that are wheelchair accessible and designed for mobility-impaired users.

Constructing the playground structures out of treated yellow pine and composite lumber instead of plastic will help support the visual theme of the downtown streetlights and stamped sidewalks and serve as a fitting backdrop for summer events.

Community volunteers should be used for the actual construction process making the project more affordable and instilling a sense of ownership and pride for everyone involved. Children as young as 10 could work alongside a parent, and teenagers 14 and older could volunteer to work independently.

Add a picnic pavilion or two for renting as a venue for birthday parties, family reunions and school activities; this will help generate funds to assist in site

maintenance.

Along with the playground, a combination concession building in the shape of a chuckwagon should be constructed. It could be used for concessions on a regular basis and during special events; however its primary purpose would be for serving chuckwagon dinners on Saturday nights and possibly Sunday afternoons – creating a primary draw that is unique in the region.

These dinners would be family-friendly events with seating on hay bales and food served by costumed workers. Canopies could be erected to provide shade and shelter from light rain. Music would be provided by local musicians and the Wrong Way Squares could provide square dancing lessons and dances.

The dinners could be provided by the Wrong Way Squares or other groups as an on-going fund-raising option, or it could be a small business opportunity for someone who contracts with the city to provide the service and then shares a portion of the proceeds with the musicians and the dancers.

Public restrooms should be included as part of the concession building to service park users and those who are shopping and dining downtown. The restrooms would also be a draw – the number one reason travelers stop is to use a restroom. Once they are out of their vehicles, they will be much more likely to spend some time and money in Hebron.

Hebron - Pioneering Spirit

Community initiatives & brand graphics

With clean, safe restrooms, an imaginative inviting place for children to run off some energy and nearby shops and restaurants, Hebron becomes a place for people to at least pause and spend some time instead of simply passing through.

Implementation:

Town of Hebron, Brand Leadership Team, Volunteers

Timeline For Implementation:

2010 forward

Approximate Cost:

Playground - \$80,000 less any donated materials or design/engineering services

Restrooms/concession stand and picnic pavilions - \$150,000-\$300,000

Possible Funding Sources:

Playground Design/engineering/construction oversight – Town of Hebron

Playground Materials – Private donations of money/materials, grants, service organizations

Playground Labor - Volunteers

Restrooms/concession stand – General fund, grants, public/private partnerships, corporate sponsorships

Initiative #4 Redesign Hebron's Website

A website is an effective tool for both economic development and marketing purposes. This website needs to be redesigned to promote and support the brand, as well as provide residents and visitors with news about events and information about the town.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too many options right off the bat. The information needs to be in an easy to read, easily accessible, visually appealing format.

For Hebron, the homepage links should be:

Getting Here

Maps

Directions

Distances (use soft borders)

About Hebron

History

Population

Why Hebron?

Photos

Up & Coming

Things to do

Dunes (links to State Park, National Lakeshore, and PCCRVC websites)

Parks and Activities

Events

Shopping

Dining

Trails & the Kankakee River (with link to PCCRVC website)

History

Opportunities

Business

Professional services

Medical/dental

Banking

Industry

Residential

Retail

Downtown

Resources

Links

Downloads

Contact information

Photo library

Economic data

Community

Events

Volunteerism

Living in Hebron

Hebron - Pioneering Spirit

Community initiatives & brand graphics

Pioneering Spirit

(link closely with Opportunities)

Hebron's contemporary pioneers
Info/schedule for dinners/dancing
Events

Your website should focus on a "pioneering" perspective – new opportunities, new ways of seeing and approaching things. Have a page that highlights an individual that embodies the pioneering spirit. It could be a local person, or a national or international person. Change it each month. Write about how Hebron residents are pioneers and how others can be pioneers in their own lives and communities.

Implementation:

Brand Leadership Team

Timeline For Implementation:

2010 forward

Initiative #5 Engineering Study

Some of the buildings in downtown Hebron appear to have structural challenges, and an engineering study should be done to determine their level of safety. Since many of these buildings add to the charm and ambiance of downtown they should be preserved, if economically feasible.

This will require a cooperative effort between the owners and the town, but it is a critical step in re-establishing a vibrant downtown. Until you know what you have to work with in terms of available, usable space, it will be difficult to aggressively recruit new businesses or relocate existing ones from elsewhere in the area.

Implementation:

Town of Hebron, property owners

Timeline For Implementation:

2010

Initiative #6 Façade Improvements & Incentives

Most of the buildings in downtown Hebron could benefit from façade and/or signage improvements. In some cases, a fresh coat of paint in an appropriate color is all that is needed. The town, working with planners and architects, should develop facade design standards.

To facilitate the improvements, the town should offer façade improvement grants. These grants are an effective, low-cost way to begin changing the face of downtown Hebron. Providing property owners and tenants with financial incentives like 50% of the first \$2,000 spent on façade and/or sign improvements is often enough of a catalyst to see improvements within a short period of time.

A sample incentive program is provided in the supplemental materials of this plan.

Implementation:

Town of Hebron

Timeline For Implementation:

2010 forward

Initiative #7 Recruit New Business

Now that the construction is finally over, Hebron can begin to rebuild its downtown core and work to recruit new businesses into the downtown core. Care should be taken to insure that:

- Ground floor spaces are reserved for destination retail and restaurants
- Gathering spaces are created
- Outdoor dining is encouraged

Getting residents and those driving through to spend time and money downtown will be easier if there is a concentration of shopping and dining in a pedestrian-friendly setting and places are open after work one or two days a week and on the weekends.

The key is to recruit at least one retail store or one restaurant that is so unique and outstanding that people will drive to Hebron for it. That is an anchor tenant. One excellent example of an anchor tenant

Hebron - Pioneering Spirit

Community initiatives & brand graphics

in Hebron's past is the restaurant that sold their homemade pies for which the town used to be well-known.

Some ideas of retail to recruit to Hebron:

- Quilting supplies
- Outdoor outfitter
- Boat rentals
- Fishing supplies
- Bookstore
- Handmade furniture
- Woodworking supplies
- Wrought Iron
- "Pioneer" restaurant with specialties such as cornbread, berry pies, ham and bacon, game, pumpkins, apple cider, and fruit wines
- "Pioneer" crafts, such as pottery, baskets, wood and pewter items

Implementation:

Brand Leadership Team, Town of Hebron, business owners

Timeline For Implementation:

2010 forward

Initiative #8 Kankakee River Access

As part of the Greenways/Blueways plan and in conjunction with the broader goals of the Marquette Plan, the Town of Hebron should partner with the

County and the Town of Kouts to develop safe access for canoeing, kayaking and fishing on the Kankakee River. The site has been determined, about four miles south of Hebron on the south bank of the river at the US 231 bridge, and would be part of the 70-mile Kankakee River water trail. Work with the Town of Kouts and the County regarding costs of development and maintenance costs.

Paddlers who put in south of Kouts could take out south of Hebron, creating a pleasant afternoon activity and small business opportunities for outfitters and a shuttle service. Those who choose to put in south of Hebron could paddle to Grand Kankakee Marsh County Park.

This project would create a small business opportunity for outfitters, boat rentals, and boating guide services. Just as small businesses provide white-water rafting, kayaking, and innertubing expeditions, similar small businesses could provide the boating services, with shuttle service to drop off and pick up boaters for their expeditions. This could be combined in a package with breakfast, lunch or dinners at local restaurants and/or visits to local retail shops.

Implementation:

Town of Hebron, Porter County

Timeline For Implementation:

2012

Initiative #9 Utilize the Brand Identity Concepts

As part of this plan, a logo and tagline have been created for Hebron. These graphic identities support the brand direction and will provide a cohesive statement when Hebron has established its brand and is ready to tell the world.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Brand Leadership Team, Town of Hebron

Timeline For Implementation:

2010 forward





The Kouts Brand

Kouts - Country Living

Community initiatives & brand graphics

The Kouts brand involves enhancing and reinforcing what they're already known for with an emphasis on rural charm, fresh country air and friendly people. To experience the best in country living, go to Kouts.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Small town charm is evident
- Porkfest is a well known and popular event
- Farm Markets still exist

Weaknesses

- Downtown retail is not utilized by residents
- Some residences on arterials are in need of painting and landscaping

Opportunities

- Kankakee River recreation after better access is established
- Dark skies provide excellent stargazing
- Expanding and embracing the connection to pork

Threats

- Perception that there is a lack of private investors
- Residents desire big box stores versus independent retailers
- Resistance to change

For Kouts to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Kouts brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand

- Oversee implementation of this plan as it relates to Kouts
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Kouts as it proceeds through the implementation process.

The BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the town council adopt the plan in its entirety. The town is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT will be the force of the entire branding effort, keeping the

Kouts - Country Living

Community initiatives & brand graphics

brand image in focus, keeping the plan on track and overseeing the successful development of Kouts's new brand.

Implementation:

Town of Kouts

Timeline For Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #2 Gateways & Wayfinding

One of the most critical recommendations for the County-wide portion of this plan is the development of a county-wide wayfinding system. Signage is critical for any community, but it is particularly important for those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community's assets, the longer they will stay and the more money they will spend.

A signage or wayfinding system should include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - should be of a consistent design, style, and size to create continuity throughout the community. Signage plays a major role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. In addition, Kouts's wayfinding system will be complementary to and work cohesively with a county-wide system.

The overall plan would include:

- Design and exact locations of gateways for both the city and downtown.
- Design and exact location analysis for each directional sign
- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners
- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

It may be tempting to put your gateways where the most traffic is, but it is more important to put a

gateway where it will make the best first impression and have directional signs leading people to that point. Gateways are one of a community's most important marketing tools and create a sense of arrival and a sense of place.

For Kouts, we recommend gateways at Main Street and the south side of Hwy 8 and about ½ block north of College and Main.

Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money and get them to take a second look around. They will create increased community pride and increase the perceived value of the community.

We recommend that Kouts work with the county in the development of the wayfinding system.

Implementation:

Town of Kouts

Timeline For Implementation:

2010 forward

Initiative #3 Water Feature

Create a central gathering place in downtown Kouts with a plaza area and an interactive water feature on South Main, possibly in the lot on the 300 block between the banks. This is not a "look, but don't play" fountain, it would be a flush mount fountain that

Kouts - Country Living

Community initiatives & brand graphics

would have random water spurts so children – young and old – could play in the water for a refreshing, interactive experience on hot summer days.

A plaza area should include benches and tables surrounding the fountain to enhance its use as a gathering place. The Depot or another restaurant could offer drinks and snacks from a cart and small-scale performers like magicians, puppeteers, musicians, and quick draw artists should be recruited and encouraged to entertain in the plaza.

In the evening, lights would enhance the experience and can even be programmed to music for an attraction that would bring residents and people downtown to support the merchants and restaurants. With a regular schedule, like a fifteen-minute show on the hour, it would be worth the trip for those from the surrounding area and even travelers on US 30.

In the winter, the fountain would be flooded with about six inches of water and then frozen for use as a community skating rink. A warming hut could provide a small business opportunity with skate rentals and hot chocolate. With a tree that can be decorated for the holidays, Kouts would have its own “Rockefeller Plaza” in the heart of the county.

Implementation:

Town of Kouts, Brand Leadership Team

Timeline For Implementation:

2010-2011

Initiative #4 Kankakee River Access

As part of the Greenways/Blueways plan and in conjunction with the broader goals of the Marquette Plan, the Town of Kouts should partner with the County and the Town of Hebron to develop safe access for canoeing, kayaking and fishing on the Kankakee River. The site has been determined, about six miles south of Kouts on the north bank of the river at Dunn’s Bridge, and would be part of the 70-mile Kankakee River water trail.

Paddlers could take a shuttle to Dunns Bridge, canoe to the Kouts access and then shuttle back to town or paddle from the Kouts access to Hebron, in either case, creating a pleasant afternoon activity and small business opportunities for outfitters and a shuttle service.

This project would create a small business opportunity for outfitters, boat rentals, and boating guide services. Just as small businesses provide white-water rafting, kayaking, and innertubing expeditions, similar small businesses could provide the boating services, with shuttle service to drop off and pick up boaters for their expeditions. This could be combined in a package with breakfast, lunch or dinners at local restaurants and/or visits to local retail shops.

Implementation:

Town of Kouts, Porter County

Timeline For Implementation:

2012

Initiative #5 Porkfest Expansion

Pork is part of Kouts’ heritage. Consider expanding upon the Porkfest. Add more days, make it a three- or four-day event. Add BBQ and chili cook-offs. Have a competition for the most creative use of pork.

Each restaurant could have a pork specialty year-round: the juiciest pork chops, the meatiest ribs, the tangiest BBQ.

Recruit a retail shop downtown that focuses on all types of pig collectibles; this would attract collectors and, with an on-line presence, could be a sustainable small business opportunity that people would go out of their way to visit.

Implementation:

Brand Leadership Team, Town of Kouts, business owners

Timeline For Implementation:

2010 forward

Kouts - Country Living

Community initiatives & brand graphics

Initiative #6 Public Art

Hire a local artist to design an unusual, creative pig image as an unobtrusive way to connect to the Porkfest throughout the year. Incorporate the image in a range of places throughout the community. Make it a distinctive, but subtle icon that people have to search for.

Challenge visitors to find all 50 of them in stores, incorporated into landscaping, tucked into facades, on the sidewalk, perched atop roofs. This gives people one more reason to stop in Kouts – they'll want to find the ones that have eluded them in the past or compete with one another to identify them all.

Implementation:

Town of Kouts, Brand Leadership Team, property owners

Timeline For Implementation:

2010 forward

Initiative #7 Website

Creating a website will be an effective tool for both economic development and marketing purposes. This website needs to be developed to promote and support the brand, as well as provide residents and potential investors with the vision and updates on downtown's evolution.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too many options right off the bat. The information needs to be in an easy to read, easily accessible, visually appealing format.

For Kouts, the homepage links should be:

Getting Here

- Maps
- Directions
- Distances (use soft borders)

About Kouts

- History
- Population
- Why Kouts?
- Photos
- Up & Coming

Things to do

- Dunes (links to State Park, National Lakeshore, and PCCRVC sites)
- Events
- Shopping
- Dining
- Trails
- History
- Kankakee River activities

Opportunities

- Business
- Industry
- Residential
- Retail

Resources

- Links
- Downloads
- Contact information
- Photo library
- Economic data

Community

- Events
- Volunteerism
- Living in Kouts

Country Living

- Events
- Tips, tricks, ideas

Provide information about what's coming up, new shops and activities and each one should contain at least one pork-related recipe.

For additional information about creating an effective website, review the website recommendation for Porter County in the front section of this plan

Kouts - Country Living

Community initiatives & brand graphics

Implementation:

Brand Leadership Team, Town of Kouts

Timeline For Implementation:

2010 forward

Initiative #8 Town Enhancements

Getting residents and those driving through to spend time and money downtown will be easier if there is a concentration of shopping and dining in a pedestrian-friendly setting and places are open after work one or two days a week and on the weekends.

The key is to recruit at least one retail store or one restaurant that is so unique and outstanding that people will drive to Kouts for it. That is an anchor tenant.

Recruit additional retail stores and restaurants for downtown Kouts. These are shops that residents and those passing by on Hwy 49 would go out of their way to frequent. It would also be preferable for these stores to be unique “mom and pop” establishments that offer goods people cannot find in other nearby shopping venues. Examples include:

- Country-style home accents
- Outdoor living furnishings and accessories
- Gardening supplies
- Woodworking equipment

- Fishing supplies
- Boat rentals

Develop an outdoor market with farm-fresh produce, jams and jellies, honey, baked goods, and locally-produced crafts. Begin just one day a week, and add more days as it becomes more well-known and successful.

Kouts has a wonderful “country-living” ambiance, but it can be improved. Some of the residences are in need of fresh paint and maintenance. Consider developing a small matching grant program to assist businesses and homeowners with keeping their properties in top shape.

Add more beautification efforts in the central core of town: pots of flowers, hanging baskets, street trees, planters with shrubs, benches. Make Kouts beautiful; people are attracted to beautiful places and want to spend time there.

Implementation:

Brand Leadership Team, Town of Kouts, businesses

Timeline For Implementation:

2010 forward

Initiative #9 Camping/Lodging

Lodging options are non-existent in Kouts; however,

it is a perfect location for establishing a few bed and breakfasts. The relaxing, peaceful environment can be a real draw for people looking for a short getaway.

Incorporating farm stays and other agri-tourism experiences would also provide strong support for the Country Living brand direction. With its proximity to major urban populations, Kouts should build upon its agricultural heritage and its existing farms to package excursions that include recreation on the Kankakee, a base for bicycle touring, and even cooking classes like baking perfect pies and homemade bread.

A public campground along the Kankakee River, possibly at Dunn’s Bridge County Park, would be a significant asset, and further connecting Kouts with the river increases the visitation to Kouts for shopping, dining, and supplies.

Implementation:

Brand Leadership Team, Porter County Parks, Private investors

Timeline For Implementation:

2012

Initiative #10 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Kouts. These graphic identities support the brand direction and will provide a cohesive statement when Kouts has established its brand and

Kouts - Country Living

Community initiatives & brand graphics

is ready to tell the world.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Brand Leadership Team,
Town of Kouts

Timeline For Implementation:

2010 forward







This fountain (below) is located in Olympia, Washington. You can see the State Capitol building in the background. This 70' circle is in the middle of downtown and features flush-mounted fountains that go off at random. Families gravitate to the plaza fountain where kids try to guess which jet will be the next to spout.

The fountains can be shut off and the circle can become a venue for art shows, theater in the round, exhibitions, etc. It is maintained by the City of Olympia Parks Department.

The fountain plaza (left photos) is located in downtown Stockton, California and is a primary draw to downtown.





The Chesterton Brand

Chesterton - Artcentric

Community initiatives & brand graphics

Chesterton's downtown is compact, with an eclectic mix of architecture. Throughout its core a smattering of boutiques, interesting shops, and galleries exist, and a seasonal Saturday European market with gourmet and ethnic foods draws visitors from around the region.

Building upon this foundation, we recommend that Chesterton establish itself as a funky, artsy community with activities and amenities to support the brand. An emphasis should be made on rearranging the ground floor business mix to create a vibrant, creative hub for the county.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Trainspotting with 50-100 trains through town daily (also a weaknesses because it cuts off easy access to businesses on the north side of downtown)
- Railroad themed bed & breakfast opening
- Known as arts center of county
- European Market
- Downtown park and gazebo
- Visiting writers and events at Books Alive!
- Historic buildings in a compact downtown

- Well-known restaurants in downtown
- Duneland Business Initiative Group and its work on Wizard of Oz Festival

Weaknesses

- Downtown in transition – rents high, businesses moving to strip malls
- Visitors do not find downtown because it's off the main corridors
- Local residents shop in Valparaiso
- Lack of strong wayfinding and gateways
- Assets are not well-marketed
- Many downtown building owners don't own businesses and aren't investing in upgrades
- Shops close at 5 pm

Opportunities

- Trainspotters continue to visit
- Oz Fest successfully returned in 2009
- A variety of shops exist elsewhere in town that could be moved to downtown if rents were affordable
- Coffee Creek Watershed Preserve being adjacent to downtown
- Chamber of Commerce is growing, and there is cooperation between chamber and town

Threat

- Fear of change
- Some residents don't like hosting events and festivals
- Desire for box store development
- Conflict between long-time and newcomer residents
- Lack of a historic preservation plan for downtown

For Chesterton to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Chesterton brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

Chesterton - Artcentric

Community initiatives & brand graphics

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Chesterton
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Chesterton as it proceeds through the implementation process. In addition, remember that Chesterton is not competing against the other towns in Porter County. They need to work together, complementing one another and becoming stronger as part of the whole, while establishing an independent brand. Cross-selling and partnerships will be crucial.

As an initial step, the BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the town council adopt the plan in its entirety. The town is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Chesterton's new brand.

Implementation:

Town of Chesterton

Timeline For Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #2 Gateways & Wayfinding

One of the most critical recommendations for the County-wide portion of this plan is the development

of a county-wide wayfinding system. Signage is critical for any community, but it is particularly important for those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community's assets, the longer they will stay and the more money they will spend.

A signage or wayfinding system should include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - should be of a consistent design, style, and size to create continuity throughout the community. Signage plays a major role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. In addition, Chesterton's wayfinding system should be complementary to and work cohesively with a county-wide system.

The overall plan would include:

- Design and exact locations of gateways for both the city and downtown.
- Design and exact location analysis for each directional sign

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Community initiatives & brand graphics

- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners
- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

It may be tempting to put your gateways where the most traffic is, but it is more important to put a gateway where it will make the best first impression and have directional signs leading people to that point. Gateways are one of a community's most important marketing tools and create a sense of arrival and a sense of place.

For Chesterton, we recommend a gateway route from SR 49 along Porter Avenue to avoid the chaos at Indian Boundary Rd. Think of this as a "visitor routing" design that brings visitors into and through town in a way that benefits downtown by providing pass-through traffic.

There should be no gateway signs along SR 49 for

Chesterton - instead, there should be signs directing travelers TO "historic downtown Chesterton - ahead one mile" or whatever the actual distance is.

Have you ever noticed the money that residential developers put into new housing subdivision entranceways? Why do builders easily spend \$100,000 - \$300,000 for outstanding entrances? Because it elevates the appeal of the subdivision, increases the perceived value of the homes and lots, creates a true sense of place, and prompts possible residents to think "this looks like a nice place to live". Additionally, it creates community pride and a sense of ownership and stewardship.

These same principles apply to a community. Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will increase community pride and increase the perceived value of the community.

We recommend that Chesterton work with the county in the development of the wayfinding system.

Implementation:

Town of Chesterton

Timeline For Implementation:

Beginning in 2010

Initiative #3 Revise the Website

Websites can be effective tools for both economic development and marketing purposes. This website needs to be revised to promote and support the brand, market Chesterton to potential visitors, as well as provide residents and potential investors and/or business owners with the vision and updates on the implementation process.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too many options at first. All information needs to be in an easy to read, easily accessible, visually appealing format. Remember, less is more. Flash pages, sound, video and pop-ups slow down loading speeds and can be distracting. For Chesterton, the homepage links should be:

Getting Here

Maps
Directions
Distances (use soft borders)

About Chesterton

History
Population
Why Chesterton?
Photos
Up & Coming

Chesterton - Artcentric

Community initiatives & brand graphics

Things to do

- Dunes (links to National Lakeshore, State Park, and PCCRVC sites)
- Events
- Shopping
- Trails
- Trains
- European Market

Where to Stay

- Lodging options (with descriptions and photos)

Where to Eat

- Restaurants (with descriptions and photos)

The Arts

- Galleries
- Performing Arts
- Books and writing
- Artists
- Events

Opportunities

- Business
- Industry
- Residential
- Retail
- Downtown

Resources

- Links
- Downloads
- Contact information
- Photo library
- Economic data

Community

- Events
- Volunteerism
- Living in Chesterton

For more information on developing an effective website, review the website recommendation included in the County-wide section.

Implementation

Brand Leadership Team, Town of Chesterton

Timeline For Implementation:

2010 forward

Initiative #4 European Market

Establish a permanent home for the European Market. Build upon this established attraction by creating a permanent venue that flows between the parking lot and the park. The parking lot could be terraced to make it more of a plaza area with both paving and landscaping. Build an open-air structure to house the market. Olympia, Washington has created a farmers market structure that is essentially like a large barn with walls that open up when the market is open.

Work to extend the Market to Fridays and/or Sundays. It is already a popular and well-known event, and expanding it can help bring downtown Chesterton to life by attracting more and more people.

Add street musicians (acoustic) and other performers to the Market offerings. Allow them to receive donations. Music and performances, such as magic shows and mimes, attract people and make them want to spend time there.

Also, recruit artists in action. This will add to the attraction and help cement Chesterton's brand image as an artistic community. Imagine glass blowers, painters, sculptors and potters working here. People are four times as likely to purchase art when they meet the artist.

Implementation:

Brand Leadership Team, Town of Chesterton

Timeline For Implementation:

2010 forward

Initiative #5 Develop Critical Mass Downtown

When like-businesses are congregated together in a pedestrian-friendly setting, the attraction can be powerful and dramatic. Successful downtowns need to have a "critical mass" of like businesses. This would include a minimum, in three lineal blocks:

1. Ten dining and food-oriented businesses. These could be upscale or mid-range restaurants, coffee shops, bistros, candy stores, cafes, gourmet groceries, or bakeries.

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Community initiatives & brand graphics

2. A MINIMUM of ten destination retail shops.

These are shops that residents and those passing by on Hwy 49 would go out of their way to frequent. It would also be preferable for these stores to be unique “mom and pop” establishments that offer goods people cannot find in other nearby shopping venues.

3. Ten places open after 6 pm at least four nights a week, including the weekends.

People are looking for places to hang out. Outdoor dining is a big draw and the season can be extended tremendously with the use of outdoor heaters. In addition, theater, wine shops open in the evening, dancing, music, street vendors, public markets, street entertainers, dining and retail shops should all be open in the evenings and on the weekends when people are looking for something to do and someplace to spend their money.

Getting residents and those driving through to spend time downtown will be easier if there is a critical mass of exceptional shopping and dining in a pedestrian-friendly setting and places are open after work and on the weekends.

The first step is to use the district boundaries indicated in the Downtown Design Overlay and do an inventory of what businesses currently exist downtown. This can be an informal inventory or a more extensive inventory which can be used as a benchmark for success. The detailed inventory would include the types of businesses already in downtown

and also in other parts of Chesterton, identification of building owners, rental rates (compare to other areas of town), sales/sq ft information, amenities, and floor plans, if possible.

This information will then provide the foundation for determining how to “rearrange the furniture” to create the critical mass necessary for a vibrant, economically successful downtown.

Notice how gas stations and fast food establishments gather on all four corners of an intersection. Why would competitors want to be so close to one another? Because they understand that people are drawn to choices. It’s the concept behind antique malls – each vendor does better when they are grouped together instead of spread all over town.

For Chesterton, the types of businesses to recruit downtown include businesses that are related to the brand - artistic, maybe a little funky, entertaining. Here are some examples:

- Galleries
- Art supplies
- Antique Stores
- Clothing boutiques
- Gift store
- Craft store
- Stationery/fine paper supplies
- Hand-crafted jewelry
- Home accents
- Additional restaurant, cafe, bistro

Work with property owners downtown to educate them about the value of fostering critical mass. Recruiting the desired types of businesses may require offering temporarily reduced rental rates, so it’s essential that property owners see the advantages. Businesses in a downtown with critical mass tend to be more successful, and as they become more successful, the property becomes more desirable, and the value increases. Over time, the owners are able to charge higher rents, and they are more assured of having long-term successful businesses as renters.

One challenge for Chesterton is that many businesses formerly located downtown have moved elsewhere. Enticing them back is important.

More information regarding recruitment can be found in the Supplemental Information of this Plan

Since 70% of all consumer spending takes place after 6 pm, expanded hours are critical to capture more sales. Starting slowly is fine. Stay open until 7 pm on Fridays and Saturdays for the first year, then expand it to Thursdays and then Wednesdays. It takes time for people to realize stores are open and to change their habits.

If staffing is an issue, consider having downtown retailers open at 10 am or even 11 am so they can stay open later. But the downtown community, as a whole, needs to maintain consistent hours of operation. As traffic increases, hours can increase.

Chesterton - Artcentric

Community initiatives & brand graphics

Businesses should be open at least six days a week, including Saturdays and Sundays. If they are closed at all, it should be on Mondays and this should apply to retailers and restaurants.

There are a number of other programs designed to assist retailers in covering the personnel costs of remaining open for extended hours. One is a jobshare program, where part-time workers move from business to business to cover lunch hours and errands.

Implementation:

Brand Leadership Team, Town of Chesterton, business owners

Timeline For Implementation:

2010 forward

Initiative #6 Downtown Business Improvement District

Develop a Downtown Business Improvement District (BID) to establish funding to implement a cohesive beautification and marketing plan for downtown.

The district should include both property owners and merchants and the assessment can be based on different criteria. Often, a combination of the type of business, square footage and number of employees is used to determine the assessment.

The BID would focus on:

- Storefront and street beautification, such as hanging baskets, potted plants, and sidewalk maintenance
- Critical mass – recruiting the targeted businesses
- Downtown events that support the brand
- Marketing the downtown

Initiative #7 Downtown Plaza and Additional Downtown Enhancements

Work with the town to improve the downtown core:

- Turn the downtown park into a plaza area to make it a gathering space. Add an interactive water feature, raised planters with colorful flowers, and benches, tables and chairs. Think of the park and the market venue as places where people can gather and a variety of events can be based. The location is excellent – in the center of downtown – and there are already plenty of trees and charming street lights. Build upon this.
- Create decorative crosswalks downtown. Consider using the StreetPrint process, where designs are stamped into the asphalt. Any design and colors can be created, even Chesterton's new logo design.
- Broadway's lanes only need to be 13-14 feet each (plus street parking) and where extra space

is available, the sidewalks should be widened for outdoor dining and adding street trees.

- Build or provide public restroom facilities downtown.
- Landscape buffers should be created for the bank parking lots along Broadway. These lots take up two blocks of prime streetfront property and turn Tonya's into an island.
- When the buildings along Calumet are converted to first floor dining and retail consider providing them with back entrances that open to the performance areas along Coffee Creek. Create visual corridors with Thomas Centennial Park to prevent the two areas from being disconnected and isolated from one another.
- Landscape around the fountain in the park; make it stunningly beautiful - and make sure it is consistently operating.
- Create an outdoor reading room where movable bookcases providing reading material and small businesses provide drinks, snacks and light meals.
- Consider installing a WiFi zone in the downtown core. More information about WiFi can be found in the Supplemental Information section of this plan.

Implementation:

Brand Leadership Team, Town of Chesterton, business owners

Chesterton - Artcentric

Community initiatives & brand graphics

Timeline For Implementation:

2010 forward

Initiative #8 Public Art

Public art serves the community by enriching the environment and preserving and communicating the historical significance of the locality through cultural, natural, and historical presentations. Civic pride, education, and enjoyment are all enhanced by creative art in public places.

We recommend the town of Chesterton create a Public Arts Commission to oversee a cohesive public arts program. This program would encompass murals, statutes and other public art works, including “usable” art such as creatively designed benches, bike racks and designer trash containers. The arts can be defined as visual and performing, as well as botanical, culinary, and literary. Chesterton should play up “creativity” in their brand development.

To establish funding for a public art program in Chesterton, a fee on capital improvement projects of 1%, or a portion of building fees could be instituted. Private donations and grants can also be sought.

Consider dedicating one or two blank downtown walls to be used for a community-developed mural. After selecting the building and obtaining necessary permissions, hire a mural artist to design a mural that can be painted in collaboration with the community.

The artist would provide direction, and members of the community could sign up to help with the painting. Not only would this give Chesterton another piece of unique public art, it would unite the community in creating a work of art that is all their own.

Implementation:

Brand Leadership Team, Town of Chesterton, BID

Timeline For Implementation:

2010 forward

Initiative #9 Downtown Activities and Events

Build upon Chesterton’s events and have downtown businesses continue to partner with them. Hold contests and activities that draw people into and through stores – don’t just have them stop, get a stamp or sticker, and then leave. Make it a scavenger hunt. You want them spending time (and hopefully) money while they’re inside.

Events need to be brand-building and include evening hours when appropriate. Continue events like concerts and movies in the evenings, but don’t restrict them to the weekends. What about a mid-week music and food event or an acoustic open mike



night? Consider an event to celebrate Edwin Way Teal, Pulitzer Prize winning author. Have puppets and storytellers on summer mornings, maybe a yoga class – anything to get people coming downtown, getting out of their cars and actually participating.

Saturdays and Sundays in the downtown area should be a hub of activity – the European Market, street performers, arts-related activities, sidewalk dining, additional outdoor vendors – these are all low-cost ways to enliven the area.

Implementation:

Brand Leadership Team, Town of Chesterton, BID

Timeline For Implementation:

2010 forward

Chesterton - Artcentric

Community initiatives & brand graphics

Initiative #10 Develop an Arts Incubator Downtown

An Arts Incubator is a program that allows a community to further develop local artistic talent and put it on display, by providing the location for artisans to pursue their creativity where their work can easily be viewed and purchased.

The main floor of the Incubator should be devoted to work, studio and gallery space. The upstairs can be devoted to rental living quarters, meeting rooms, additional studio space, or office space. The Incubator would provide the studio and gallery space at reduced rates, or free of charge, to artists. It would also provide business development workshops and peer support.

The Arts Incubator could be a project of the Downtown Business Improvement, or a separate not-for-profit association could be formed. Once the parent organization is formed, feasibility, funding options, and building selections should be examined.

More information about starting and operating an Arts Incubator can be found at www.artsincubatorks.org, which tells about the Arts Incubator of Kansas City, a nonprofit organization that runs the incubator in the Crossroads Arts District in Kansas City.

Implementation:

Brand Leadership Team, Town of Chesterton

Timeline For Implementation:

2011 forward

Initiative #11 Continue working with NITDC Art and Earth Trail Initiative

The NITDC is developing an Art and Earth Trail across Northern Indiana to develop and promote a route of artistic and agricultural venues for travelers. Continue working with them on marketing Chesterton as one element in the Trail.

Implementation:

Brand Leadership Team

Timeline For Implementation:

2010 forward



Initiative #12 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Chesterton. These graphic identities support the brand direction and will provide a cohesive statement.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

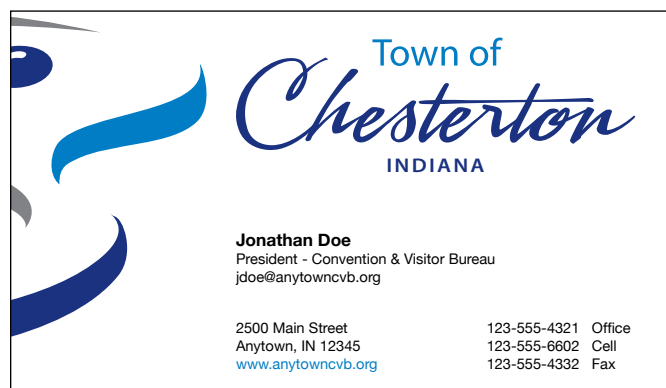
The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Brand Leadership Team, Town of Chesterton

Timeline For Implementation:

2010 forward







The Pines Brand

The Pines - Gateway to the Dunes

Community initiatives & brand graphics

Pines is generally viewed as a pass-through community; however, its location along US 12 gives it a wonderful opportunity to attract travelers to the dunes. Pines attractions, and its brand, will be founded on the "good old days." Pines will focus on being retro and nostalgic - the easy-care days of soda fountains and penny candy. Starting small, Pines will be able to slowly establish its niche and serve as an enticing entrance to the county.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Proximity to Mount Baldy
- Lakeshore access
- Along the route to the National Lakeshore

Weaknesses

- Local perceptions relating to the robbery/murder at the bank
- Multiple run down areas and poor curb appeal

Opportunities

- Improved connections with the National Lakeshore
- 50s era motels along US 12 that could be revitalized

Threats

- Continuing water quality issues
- Flooding
- Lack of local interest in making changes

For Pines to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

One of the biggest challenges for Pines in developing its brand may be getting participation in implementation. As a small community that currently struggles with recruiting volunteers, it may be necessary for the county and other communities to assist those in Pines striving to make a difference.

Pines is one of the true gateways to the county, and as such, every traveler along US 12 is impacted by their first impressions of the community. Pines colors travelers' perceptions of Porter County. It is in everyone's best interest to assist the town in implementing some of the basic recommendations outlined in this plan. Along the way, the goal is for a local Brand Leadership Team (BLT) to be established. This would be a small group of people who are committed to making the brand happen.

Ideally, the BLT would consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Pines
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of Pine's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Pines as it proceeds through the implementation process.

Although the town council is not charged with implementing the plan, hopefully, the council will adopt the plan, pledge its support and assist where possible with the implementation.

The Pines - Gateway to the Dunes

Community initiatives & brand graphics

Implementation

Town of Pines

Timeline For Implementation:

Beginning 2010 and continuing as long as needed

Initiative #2 Clean up US 12 and Create Buffers

The initial effort for Pines is cleaning up the corridor along US 12. This involves removing trash along the shoulder, including the large debris – appliances, auto parts, dead and damaged foliage, weeds, deserted and dilapidated buildings – and creating visual buffers.

Every community and the county as a whole should be involved – Pines is the first impression many people receive of the area. It's one of the county's front doors and improving this entry will benefit everyone.

If there isn't enough interest locally, maybe other communities and groups will adopt sections of the road to maintain. In addition, monthly work days should be scheduled to clean up the larger debris one section at a time. Start near Pumps on 12 and work your way east.

Once the clean up has been implemented, begin working with property owners and INDOT to establish visual buffers to improve the appearance of the route.

This could include landscaping or attractive fencing along the right-of-way. Property owners should be approached and encouraged to be part of the enhancement process.

Implementation:

Town of Pines, other communities, INDOT, PCCRVC, property owners, service groups

Timeline for Implementation:

2010 forward

Initiative #3 Gateways

Signage is critical for any community, but it is particularly important to those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community's assets, the longer they will stay and the more money they will spend.

Once the clean-up along US 12 has been completed, the next step for the County and the Town of Pines is to create gateways. The gateway to Pines is also the gateway into the county from the east and will be part of an overall county wayfinding system.

Gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will create increased community pride and increase the perceived value of the community.

We recommend that Pines work with the county in the development of the county-wide wayfinding system.

Implementation:

Town of Pines, Porter County

Timeline for Implementation:

2011

Initiative #4 Recruit a Restaurant/Soda Fountain

Since Pines lacks a downtown core and has a small population base, we recommend that the community start small, and work to make a roadside attraction that will entice travelers and area residents to stop and spend money. This requires the development of something that grabs their attention, something that is a bit unusual, something they can't get closer to home.

Begin out on US 12 west of Pumps on 12 and work with private investors to develop another restaurant and soda fountain. One that offers 1950s and 1960s comfort foods – burgers, meat loaf, chicken fried steak, milkshakes in tall glasses alongside the metal mixing containers – in a vintage setting with sassy waitresses, lots of oldies music and 50's décor. During the summer, consider adding a car dining option with wait-staff on roller skates.

The Pines - Gateway to the Dunes

Community initiatives & brand graphics

In conjunction with the restaurant add a separate candy store with all the old favorites that aren't easily available anymore – Mary Janes, BB Bats, Chick-O-Sticks, Walnettos – along with an area selling reproductions of vintage accessories and clothing.

Consistent hours and being open on the weekends will be critical because once people know about the new options they will make plans to stop. Weekends, including Sundays are key days - this is when you'll catch the traffic heading to and from Chicago and those spending time at the dunes. Take advantage of it and be open. Close on Mondays and even Tuesdays if it's difficult to stay open six days a week in the beginning.

Implementation:

Town of Pines, private business owners/developers

Timeline for implementation:

2010 forward

Initiative #5 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Pines. These graphic identities support the brand direction and will provide a cohesive statement when Pines has established its brand and is ready to tell the world.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Town of Pines

Timeline for implementation:

2010 forward

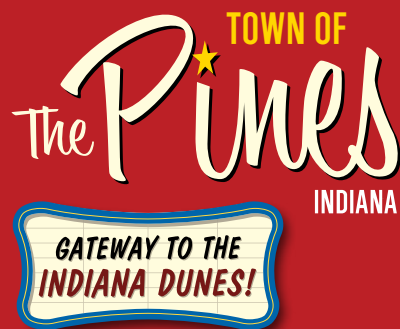


TOWN OF
The Pines
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The Porter Brand

Porter

Community initiatives & brand graphics

With expansive and delightful Hawthorne Park near the center of town and a strong family demographic, Porter's brand builds upon its small-town, family-friendly feel with development of activity- and children-oriented retail and dining along with new amenities and activities at Hawthorne Park. Becoming the headquarters for geocaching in the area and recruiting electronic game developers and related industry will help spur economic development.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Home to Wagner's Ribs – a destination restaurant for the region
- Hawthorne Park is an outstanding asset in close proximity to downtown, and it has space to add a variety of additional amenities
- Proximity to the National Lakeshore and the South Shore station make Porter an important part of the potential transportation hub for Porter County

Weaknesses

- Destination restaurants are adult-only
- US 20 is not visually appealing with trash, debris and abandoned buildings
- Lack of public transportation to the state park and national lakeshore

Opportunities

- There has been an increase in middle-income families moving to town
- Enhancements and additions to the biking and pedestrian trail system help make Porter accessible and "along the way"
- Areas available for development that would be in good proximity to downtown

Threats

- Opposition to change
- Adult-only restaurants may not be able or willing to provide family-friendly options

For Porter to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the town more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Porter brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in

the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Porter
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Porter as it proceeds through the implementation process.

Porter**Community initiatives & brand graphics**

The BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the town council adopt the plan. The town is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Porter's new brand.

Implementation:

Town of Porter

Timeline for Implementation:

Beginning in January 2010 and continuing as long as needed

Initiative #2 Recruit Additional Business Downtown

While Porter has an "anchor" business already - Wagner's Ribs - adding more retail and family-friendly restaurants will help to cement the brand, increase the tax base, keep people in town longer, and make the town more economically successful.

We recommend a recruitment to attract retail stores that sell the following goods:

- High quality toys and board games (for all ages) along with a good variety of snacks for family and group game nights
- Handmade women's and children's clothing and accessories
- Children's bookstore with room for story hours and author events
- Children's outdoor clothing and equipment
- Art supplies with interactive creative space and experiences for all ages
- Handmade children's furniture and whimsical accessories
- Bicycle/roller blade rentals
- Kids movie theatre – maybe do a screening room in a historic house
- Geocaching supplies and information

- Interactive gaming space and equipment

Businesses should be open at least six days a week, including Saturdays and Sundays. If they are closed at all, it should be on Mondays and this should apply to retailers and restaurants.

Also recruit two additional restaurants that cater to families downtown, including at least one that has a special children's menu and high chairs.

More information about a recruitment effort can be found in the Supplemental Information section.

Implementation:

Brand Leadership Team, Town of Porter, business owners

Timeline for implementation:

2010 forward

Initiative #3 Expand the facilities and activities at Hawthorne Park

Hawthorne Park is one of the key components for the Porter brand. There is a broad range of improvements and new development that, once implemented, will create a destination draw for Porter and set it apart from other communities in the region.

Don't think of the park as a place just for families or children. Teenagers, young adults, Baby Boomers, and seniors can participate in many of activities, making

Porter

Community initiatives & brand graphics

it a gathering place for the community and a hub of activity.

Consider making the following capital improvements:

- Covered plaza or performance areas for outdoor theatre, puppet and magic shows, concerts, movies
- Major splash park or interactive water feature
- Oversized checkerboards with life-size chess and checker pieces
- Carousel
- Children's interactive indoor/outdoor museum
- Ice skating rink near the community center (use it as a warming house)
- Kid-friendly and ADA accessible fishing access
- Sledding hill/toboggan run
- Hedge maze that can be expanded each year with plantings from the Burns Harbor tree saving/recycling program

People are looking for activities that they can do with their friends and families that don't cost a lot of money but provide entertainment beyond watching TV. Programming additions should be coordinated with and complimentary to the downtown businesses. The more partnership and cross-promotion opportunities you create, the better it is for the town's economic health. If people just come to the park and then leave, it does nothing for

the downtown merchants. Incorporating them into the programming encourages and reinforces the flow between the park and downtown.

Activities could include:

- Board game nights each week
- Parties in the park - once a month, throw a party for the community in the park, have music, games, food, and fun for all ages
- Trivia competitions
- Puppet and magic shows
- First Night celebration
- Fun runs
- American Idol-type competitions
- Children's theatre classes
- Geocaching events

Implementation:

Brand Leadership Team, Town of Porter, Porter Park Department

Timeline for Implementation:

2010 forward

Initiative #4 Support Transportation Connections

In the county-wide recommendations, we have recommended the development of transportation links throughout the county. We recommend that Porter support the efforts of the county in making these improvements.

The implementation of the Orchard Park Pedestrian Way and connectors to and between Hawthorne Park, downtown, the Prairie Duneland Trail, the National Lakeshore and the state park are integral parts of getting people to stop and spend some of their time and money in Porter. The linkages between downtown and the park are particularly critical and should be a key component of the overall trail development work.

On a larger scale, Porter is a key player in creating efficient, economical connections between the South Shore station, the dunes, and downtown Porter. Establishing a trolley system and providing bike rentals or other transportation options encourages people to use the South Shore and reduces parking congestion and creates potential small business opportunities.

The more options you offer for people to travel between the dunes and Porter – without having to use a vehicle – the more attractive Porter becomes as a place to live, a place to establish a business, and a place to visit.

Porter**Community initiatives & brand graphics****Implementation:**

Town of Porter, Porter County, Private investors

Timeline for Implementation:

2010 forward

Initiative #5 Gateways & Wayfinding

One of the most important recommendations in the County-wide plan is for development of a wayfinding system. Signage is critical for any community, but it is particularly important for a community like Porter whose key assets are difficult to find and whose downtown is tucked away, far from the major traffic arterials.

The signage or wayfinding system will include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - will be of a consistent design, style, and size to create continuity throughout the community. Signage plays a major role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. In addition, Porter's wayfinding system will be

complementary to and work cohesively with a county-wide system.

The overall plan will include:

- Design and exact locations of gateways for both the city and downtown.
- Design and exact location analysis for each directional sign
- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners
- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

It may be tempting to put your gateways where the most traffic is, but it is more important to put a gateway where it will make the best first impression and have directional signs leading people to that point. Gateways are one of a community's most important marketing tools and create a sense of arrival and a sense of place.

For Porter, we recommend gateway routes along Waverly Road and off of Hwy 49. These would contain wayfinding signs leading people to downtown and Hawthorne Park. The actual gateway signs should be on Lincoln at each end of downtown.

Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will create increased community pride and increase the perceived value of the community.

We recommend that Porter work with the county in the development of the county-wide wayfinding system.

Implementation:

Town of Porter

Timeline for Implementation:

2010 forward

Initiative #6 Redesign the Website

Redesign the website to reflect Porter's brand. It should provide information for residents, plus information for visitors.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too

Porter

Community initiatives & brand graphics

many options right off the bat. The information needs to be in an easy to read, easily accessible, visually appealing format.

Include the following information on the website:

Getting Here

- Maps
- Directions
- Distances (use soft borders)

About Porter

- History
- Population
- Why Porter?
- Photos
- Up & Coming

Things to do

- Dunes (links to National Lakeshore, State Park and PCCRVC websites)
- Events
- Shopping
- Dining
- Trails
- History

Opportunities

- Business
- Industry
- Residential

- Retail
- Downtown

Resources

- Links
- Downloads
- Contact information
- Photo library
- Economic data

Community

- Events
- Volunteerism
- Living in Porter

Game time

- Geocaching
- Activities
- Events
- Tips, tricks, ideas

Include a description of Porter on the home page - let it introduce people to the kind of community they will find in Porter. You want to convey Porter as the small-town, family-friendly place it is, with beautiful parks that are filled with fun activities for all ages. Porter is a great place to live, and a family-friendly destination.

Porter's Visitors Guide page should include a brief description of lodging, restaurants, etc. Lists don't do

entice people to visit - it's important to give specific information about each - include a sales pitch! Include a calendar of events for the full year.

Include tips and ideas for family living on the website, such as recipes, games to play, how to incorporate exercise into busy family schedules, etc.

Implementation:

Brand Leadership Team

Timeline for implementation:

2010 forward

Initiative #7 Public Art & Downtown Enhancements

Carry the feeling of being in a park throughout Porter's downtown core. Add beautification: street trees, hanging baskets of colorful flowers, pots of shrubs and flowers. Make downtown beautiful and a place people enjoy spending time in. Add benches facing the street.

Consider creating decorative crosswalks using StreetPrint, which stamps decorative designs directly into the existing asphalt. Any design can be created.

Consider developing a public arts program. Public art serves the community by enriching the public environment and preserving and communicating

Porter**Community initiatives & brand graphics**

the historical significance of the locality through cultural, natural and historical presentations. Civic pride, education and enjoyment are all enhanced by creative art in public places.

Consider both permanent and temporary art - temporary art could include sidewalk chalk drawings and competitions, snow sculptures, exhibits of school childrens artwork and sculpture. Consider sculptures throughout town and in the parks of children and families doing things - flying kites, playing leapfrog, looking up at the sky together, etc. Also consider sculptures that are designed for children to play on, such as giant turtles or other animals.

Public art can be financed through grants, donations, or city funds - one idea is to enact an ordinance whereby 1% of the cost of capital improvements or building fees is allocated for arts funding.

Implementation:

Brand Leadership Team, Town of Porter

Timeline for implementation:

2010 forward

Initiative #8 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Porter. These graphic identities support the brand direction and will provide a cohesive statement when Porter has established its brand and is ready to tell the world. Utilize the brand graphics.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

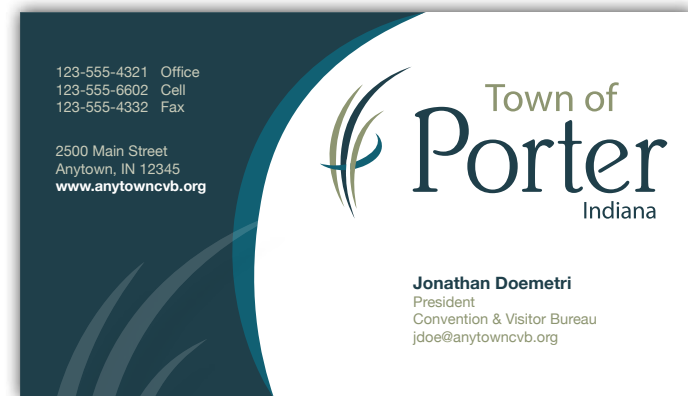
The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

Brand Leadership Team, Town of Porter

Timeline for implementation:

2010 forward







The Portage Brand

Portage

Community initiatives & brand graphics

Today, Portage is a destination for big box store shoppers and family entertainment at the Portage 16 IMAX theater. With marinas and the new Portage Lakefront and Riverwalk providing additional access to Lake Michigan, Portage will be focusing on its nautical assets to carve its brand niche, and will portray itself with a nautical theme.

The creation of pedestrian and biking connections, further development of downtown, and an on-going clean up along arterial roadways will improve the appearance and appeal of Portage as a place to hang out for residents and potential visitors. As the Riverwalk is established and wayfinding makes the trip to Portage Lakefront and Riverwalk easier, there will be more reasons for people to spend their time and money in Portage.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- Portage 16 Imax Theatre and Bass Pro Shop are draws for visitors from outside the community
- Public marina for Lake Michigan
- Portage Lakefront and Riverwalk provides beach access and the future plans add recreational options – like a sailboat marina – that do not currently exist in the area

Weaknesses

- The lack of public transportation connections makes it difficult to connect the marina to downtown
- Emphasis on chains and big box stores creates an “anywhere USA” appearance
- No critical mass downtown
- Many areas lack sidewalks making non-vehicular access difficult

Opportunities

- Connecting downtown with the National Lakeshore and Portage Lakefront and Riverwalk
- A wayfinding plan is already in process and will continue to expand

Threats

- Failing to protect natural resources could further erode the assets of the the community
- Lack of a plan to ease traffic congestion
- Resistance to and fear of change

For Portage to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the city more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Portage brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the “champions” of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Portage
- Foster support of the brand with local organizations

Portage

Community initiatives & brand graphics

- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Portage as it proceeds through the implementation process.

The BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the city council adopt the plan in its entirety. The city is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Portage's new brand.

Implementation:

City of Portage

Timeline for Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #2 Critical Mass

Portage has an opportunity that many communities would love to have – establishing a downtown core. The addition of the municipal building and higher education campus will provide the area with a built-in customer base to help support new restaurants and retailers. As the plan moves forward, one of the most important considerations is the development of the critical mass necessary for a vibrant, economically successful downtown.

In addition, getting residents and those driving through to spend time downtown will be easier if there is a critical mass of exceptional shopping and dining in a pedestrian-friendly setting. This critical mass foundation is how communities become a destination for both local residents and visitors to the area.

Notice how gas stations and fast food establishments gather on all four corners of an intersection. Why would competitors want to be so close to one another? Because they understand that people are drawn to choices. It's the concept behind antique

malls – each vendor does better when they are grouped together instead of spread all over town.

As downtown is developed and restaurants and retailers are recruited, care should be taken to insure that:

- Ground floor spaces are reserved for destination retail and restaurants
- Gathering spaces are created
- Outdoor dining is encouraged

Portage will need to balance the needs of those associated with the educational campus with those of other residents and potential visitors. However, even an academic bookstore could embrace a brand-related nautical feel. As an initial goal, Portage should strive to establish within a two to three lineal block core, the following:

1. Ten dining and food-oriented businesses. These could be restaurants, coffee shops, bistros, candy stores, cafes, gourmet groceries, or bakeries. As many places as possible should provide free WiFi (both inside and out), live music including open mic nights, and have hours that extend well past when evening classes end.
2. A MINIMUM of ten destination retail shops. These are shops that residents and those passing by on Hwy 20 would go out of their way to frequent.

Portage

Community initiatives & brand graphics

Although there should be a brand-related nautical feel to the building facades, it is not necessary for every business to be related to the theme. It would also be preferable for these stores to be unique “mom and pop” establishments that offer goods people cannot find in other nearby shopping venues. Examples include:

- Nautical-themed home décor and artwork
 - Clothing boutiques
 - Outdoor furnishings and décor
 - Books & music
 - Custom jewelers
 - Wine shop
3. Ten places open after 6 pm at least four nights a week, including the weekends. People are looking for places to hang out. Outdoor dining is a big draw and the season can be extended with the use of outdoor heaters. The bottom line is that dining and retail shops should all be open in the evenings and on the weekends when people are looking for something to do and someplace to spend their money.
- Starting slowly is fine. Stay open until 7 pm on Fridays and Saturdays for the first year, then expand it to Thursdays and then Wednesdays. Since 70% of all consumer spending takes place after 6 pm, expanded hours are critical to capture more sales.

If staffing is an issue, consider having downtown retailers open at 10 am or even 11 am so they can stay open later. But the downtown community, as a whole, needs to maintain consistent hours of operation. As traffic increases, hours can increase.

Businesses should be open at least six days a week, including Saturdays and Sundays. If they are closed at all, it should be on Mondays and this should apply to retailers and restaurants.

More information about a recruitment effort can be found in the Supplemental Information of this plan.

Implementation:

Brand Leadership Team, City of Portage, business owners

Timeline for implementation:

2010 forward

Initiative #3 Gateways & Wayfinding

One of the most important recommendations in the County-wide plan is for development of a wayfinding system. Signage is critical for any community, but it is particularly important to those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community’s assets, the longer they will stay and the more money they will spend.

Portage has already begun improvements with

the installation of new wayfinding signage. As you continue forward, it’s important to consider ways in which the system should be complementary to and work cohesively with the county-wide system. It is also important that wayfinding to Portage Lakefront and Riverwalk be improved and simplified – from the directions on the website, to the actual signage.

As part of the wayfinding system, decorative banners should be included directing travelers from I-94 south to downtown and north to the water.

Have you ever noticed the money that residential developers put into new housing subdivision entranceways? Why do builders sometimes spend \$100,000 - \$300,000 for outstanding entrances? Because it elevates the appeal of the subdivision, increases the perceived value of the homes and lots, creates a true sense of place, and prompts possible residents to think “this looks like a nice place to live”. Additionally, it creates community pride and a sense of ownership and stewardship.

These same principles apply to a community. Your gateways, if done properly, will slow traffic, get visitors to notice possible places to spend money, and get them to take a second look around. They will create increased community pride and increase the perceived value of the community. It is important to put your gateways where they will make the best first, best impression, which frequently is not at the city limits. Gateways are one of a community’s most

Portage

Community initiatives & brand graphics

important marketing tools and create a sense of arrival and a sense of place.

For Portage, you will need gateways into downtown and then utilize signage to direct people to the downtown (and gateway area). Think of this as a “visitor routing” design that brings visitors into and through town in a way that benefits downtown by providing pass-through traffic.

We recommend that Portage work with the county in the development of the county-wide wayfinding system.

Implementation:

City of Portage

Timeline for Implementation:

2010 forward

Initiative #4 Redesign the Website

Portage’s website should be redesigned to promote the nautical brand Portage is working to develop. Include a visitor section, with links to PCCRVC, the National Lakeshore, and the State Park website. Promote your anchor tenants - including the Portage 16 Imax Theater and Bass Pro Shop, as well as the new Portage Lakefront and Riverwalk, the trails, and the marina. These are important assets, so promote them front and center!

Include information and updates about the development of downtown and the riverwalk - build anticipation and tempt residents and visitors to come see what’s going on. Add more photography throughout the website - show people having fun.

The homepage should be clean, easy to read and have no more than ten primary links. People tend to get frustrated if they have to navigate through too many options right off the bat. The information needs to be in an easy to read, easily accessible, visually appealing format.

Include details about lodging, restaurants, activities and shops. A list of what you have does not effectively promote them - you need to “sell” them by letting people know what makes them special.

For Portage, the following information should be included:

Getting Here

- Maps
- Directions
- Distances (use soft borders)

About Portage

- History
- Population
- Why Portage?
- Photos
- Up & Coming

Things to do

- Dunes (with links)
- Events
- Shopping
- Dining
- Trails
- Boating and fishing

Opportunities

- Business
 - Professional services
 - Medical/dental
 - Banking
- Industry
- Residential
- Retail
- Downtown

Resources

- Links
- Downloads
- Contact information
- Photo library
- Education
- Economic data

Community

- Events
- Volunteerism
- Living in Portage

Portage

Community initiatives & brand graphics

It's the Water

Lake Michigan
Other waterways
Events

Consider starting an e-newsletter to inform the community about what's coming up, how the downtown and Riverwalk projects are progressing and to publicize openings, special events, and other time-sensitive information (including Lake Michigan water levels, fishing reports, and conditions). It can also include tips and ideas about boating and fishing and other water-related activities.

Implementation:

Brand Leadership Team, Town of Portage

Timeline for implementation:

2010 forward

Initiative #5 Keeping corridors clean

Appearances are everything when it comes to getting people to stop and spend time in your community. Create standards for business and property owners for upkeep and maintenance, including trash cleanup. Initiate a cleanup day for volunteers to pitch in and help with trash pickup along highways, especially Hwy 20. Provide refreshments, and make it a fun event.

Offer awards or certificates for businesses for their efforts in maintaining an attractive, clean storefront, sidewalks, and streetfront. This could be done monthly.

Standards, designed to establish a safe, clean, visually attractive corridor, should include:

- Providing and maintaining trash containers, especially near entrances and exits
- Removing litter and debris from in the area around the business – this includes sidewalks, alleys, parking lots, and the street frontage
- Maintaining landscaping by watering, weeding, mowing, trimming and removing and disposing dead leaves and plant debris. New plantings should be added as needed
- Consistently maintaining the property throughout the year

Implementation:

Brand Leadership Team, Town of Portage, Private business and property owners

Timeline for implementation:

2010 forward

Initiative #6 Create a Business Improvement District

Creating a Business Improvement District (BID)

for downtown and the former Portage Mall area would establish funding to implement a cohesive beautification and improvement plan and to support the recruitment of businesses into the area. The district should include both property owners and merchants, and the rates can be based on different criteria. Often, a combination of the type of business, square footage and number of employees is used. The BID would focus on:

- Storefront and streetscape beautification
- Signage and pedestrian wayfinding
- Critical mass – recruiting the right businesses and providing relocation incentives
- Downtown events that support the brand
- Marketing the downtown

Implementation:

Brand Leadership Team, City of Portage, business owners

Timeline for Implementation:

2010 forward

Initiative #7 Downtown Enhancements

Work to enhance the downtown core areas and commercial districts with the following:

Portage

Community initiatives & brand graphics

- Develop landscape buffers along parking areas.
- Add a water feature at Founder's Square Park and smaller ones throughout downtown.
- Enhance and beautify storefronts and outdoor dining areas with hanging baskets, street trees, potted plants, benches, etc.
- Work in conjunction with trails groups to connect the Iron Horse Trail with downtown
- Install decorative pavers that reinforce the nautical brand
- Create decorative crosswalks using the StreetPrint method of stamping colorful designs directly into the asphalt. The designs should be nautically themed.
- Add public art to downtown with a nautical theme - sailboats, sailors, dune scenes, etc.
- Recruit a boutique hotel with meeting space as part of the educational campus
- Install trash containers and bike racks supporting the nautical theme that also serve as public art
- Install WiFi in the downtown area
- Encourage outdoor dining as much as possible
- Recruit street musicians to perform downtown during the weekends and evenings

Initiative #8 Festivals and Events

Build upon Portage's brand by recruiting and creating events that have a nautical theme. Boat shows, sailing competitions, fishing contests and workshops, canoe/kayak/sailboat building, even painting on sail canvas to be used as temporary public art pieces. Events that utilize Founder's Square will bring more people downtown and provide opportunities downtown businesses to participate in partnerships.

Events need to be brand-building and include evening hours when appropriate. Other events like concerts and the farmers' market work as well – but don't restrict them to the weekends. What about a mid-week music and food event or an acoustic open mike night that attracts the college students?

Implementation:

Brand Leadership Team, City of Portage, BID

Timeline for Implementation:

2010 forward

Initiative #9 Public Art

Public art serves the community by enriching the public environment and preserving and communicating the historical significance of the locality through cultural, natural, and historical presentations. Civic pride, education, and enjoyment

are all enhanced by creative art in public places.

Consider creating a Public Arts Commission to oversee a public art program for the city. This program would encompass murals, statutes and other public art works, including "usable" art such as benches, bike racks and designer trash containers.

To establish a public art program in Portage, an ordinance could be enacted where 1% of capital improvement projects or a portion of building fees is allocated to public art. Private donations and grants are additional sources of funds for public art programs.

Public art in Portage should revolve around the nautical theme. Consider using water itself throughout downtown to help establish the theme - fountains; an interactive fountain or small pond for water play, with decorative boats for play. For example, the Kemah Boardwalk in Texas has a small pond where people can rent toy remote-control boats. A similar venture could be done in Portage, which would attract more visitors plus create a small business opportunity.

Implementation:

Brand Leadership Team, City of Portage, BID

Timeline for Implementation:

2010 forward

Portage

Community initiatives & brand graphics

Initiative #10 Connectivity between Downtown, the Marina and Portage Lakefront and Riverwalk

As improvements are made at the marina and Portage Lakefront and Riverwalk and the downtown development is implemented, transportation connectivity will become an important component of making each area successful.

Focus on completing the Iron Horse Trail through downtown and to Portage Lakefront and Riverwalk. It puts downtown Portage on the route for bicyclists, providing an additional source of visitors and encourages residents to explore the lakefront, Imagination Glen and downtown. Getting people out of their vehicles and into the community via other modes of transportation eases congestion and provides them with a more pleasurable experience.

Implementation:

City of Portage, Brand Leadership Team, Porter County

Timeline for Implementation:

Beginning in 2010 and continuing as long as needed

Initiative #10 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Portage. These graphic identities support the brand direction and will provide a cohesive statement when Portage has established its brand and is ready to tell the world.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

City of Portage, Brand Leadership Team

Timeline for Implementation:

Beginning in 2010







The Valparaiso Brand

Valparaiso - It's Showtime!

Community initiatives & brand graphics

Valparaiso is well into the process of establishing its downtown – particularly the four core blocks of Lincolnway – as the dining and entertainment mecca for the county. The brand focus is to cement its reputation as THE place in the region to spend time dining, shopping and enjoying entertainment – a hip, cool place to hang out – with venues for street musicians and small gathering places, all making Valparaiso THE fun place to spend time – particularly during the evening hours.

Strengths, Weaknesses, Opportunities and Threats

Strengths

- An existing, vibrant core of restaurants, some with outdoor dining options, along the core blocks of Lincolnway with a streetscape that enhances the ambiance
- The annual Popcorn Festival is a well-known, popular event
- The Memorial Opera House is an outstanding, historic performing arts venue
- Valparaiso University is a strong community partner and offers a broad range of cultural events
- A variety of entertainment is available: Front Porch Music, Chicago Street Theatre, Valparaiso Community Festivals and Events
- Public parks and golf courses

Weaknesses

- No outdoor equipment rental options for biking, kayaking, etc
- Downtown shops are not open in the evenings or on Sunday
- Perception exists that local residents don't shop downtown
- Few options exist for things to do in the evening either before or after dining at restaurants
- Downtown lacks outdoor gathering places and performance venues

Opportunities

- Additional partnerships could be created with Valparaiso University
- An extension of the South Shore Railroad is being explored
- Central Park Plaza development has begun

Threats

- Community's perception as "religious" due to presence of Valparaiso University could impact development of "hip" image
- Traditionally seen as a conservative community
- Issues that could develop if planning and codes are not enforced strictly or consistently
- Getting downtown from SR 49 is difficult

For Valparaiso to be successful with implementation, it is essential that the community take the lead to develop the product - the attractions and amenities - that visitors will want to enjoy. Doing so will make the city more vibrant for residents as well.

Initiative #1 Create and Empower the Brand Leadership Team

The first and most important step in developing the Valparaiso brand is the establishment of the Brand Leadership Team (BLT). The BLT is a small group of people who are committed to making the brand happen. These individuals are the "champions" of the brand, and will act as a steering committee, working to put the pieces of the plan into place. Ideally, most of the people on the BLT will have a vested interest in the success of the brand

The BLT should consist of individuals who are:

- Supporters of the brand direction so they can work as champions.
- Enthusiastic
- Good spokespeople
- Willing to take some hits and stay strong because everyone won't agree
- Willing to act as brand cops
- Not politically divisive

Valparaiso - It's Showtime!

Community initiatives & brand graphics

Specific tasks of the BLT include:

- Support and promote the brand
- Oversee implementation of this plan as it relates to Valparaiso
- Foster support of the brand with local organizations
- Work in coordination with the PCCRVC, the county-wide plan, and the other communities

One of the BLT's biggest assets and advocates is the staff at the PCCRVC who are focused on creating additional opportunities, supporting efforts at the community level and enhancing the framework of assistance available to Valparaiso as it proceeds through the implementation process.

The BLT should develop a 20-minute PowerPoint presentation to show to local groups and organizations to help them communicate the brand direction and garner support and participation. The goal is to educate the community and keep the brand strong.

The BLT should request that the city council adopt the plan in its entirety. The city is not being charged with implementing the plan, but with pledging support for the plan and for the implementation of items on their to-do list.

Every branding effort requires pioneers and those who tirelessly champion the cause. Bringing a brand to life involves a concerted effort by individuals who are energetic and committed. The BLT 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 Valparaiso's new brand.

Implementation:

City of Valparaiso

Timeline for Implementation:

Beginning in January 2010 and continuing as long as needed

Initiative #2 Redesign the Website

Valparaiso's city website is comprehensive and easy to navigate. We recommend a few design modifications to it, particularly for the "visitor" section, so that it reflects the brand of Valparaiso as a fun dining and entertainment district for the county.

Redesign the visitor section utilizing the new brand graphics, and make it colorful, fun, and hip. It currently has the same "feel" as the useful, municipal front page of the city site. The information in the visitor section, with its descriptions and many links for additional information, is excellent. It provides great information

that visitors need to plan their trip to Valparaiso, and it provides the details that are so necessary in "making the sale."

As the Lincolnway district becomes more developed with its dining and entertainment theme, and when it receives a name and a downtown gateway sign, add another page to the visitor website that promotes this district. It should include lots of photography of people enjoying themselves doing different activities downtown. Include short video clips as well.

Add information about the progress of the developing Central Park Plaza.

Develop an e-newsletter that is complementary to the one produced by VCFE to focus on aspects of downtown beyond the events. Keep people up-to-date about changes – new restaurants and stores, opportunities to be involved. Provide recipes and tips from the restaurants, feature new product lines from retailers. Interview street performers or provide interesting anecdotes about upcoming performers and theatrical performances. Be sure to utilize social media, especially for any time-sensitive information.

Implementation:

Brand Leadership Team

Timeline for implementation:

2010 forward

Valparaiso - It's Showtime!

Community initiatives & brand graphics

Initiative #3 Develop Critical Mass Downtown

The most successful downtowns need to have a "critical mass" of like businesses. This would include a MINIMUM, in three lineal blocks:

- Ten dining and food-related businesses, such as a soda fountain, coffee shops, bistro, cafe, fine dining, family restaurant, wine store, deli, bakery, confectionary.
- Ten destination retail stores, such as galleries, antiques, home accents, outfitters, collectibles, books, kitchen supplies, garden shops.
- Ten places open after 6 pm at least four nights a week, including weekends, such as a theater, performing arts, bars and bistros, specialty shops, dining, open air markets, dancing, entertainment.

People are attracted to choices. Think about the success of antique malls - antiques stores do ten times the business when they are combined under one roof.

Auto malls do seven times the business when they are located close together.

Food courts, corner gas stations and fast food, lifestyle retail centers are all examples of the benefits of grouping like businesses together.

Valparaiso already has more than ten restaurants in the downtown core, but even more would be better. Consider Halifax, Nova Scotia, which has become a

destination for dining from the region because of Argyle Street - with twenty-two restaurants in about three blocks. Work to recruit additional restaurants and eating facilities.

With its existing businesses and zoning ordinances related to ground floor businesses, Valparaiso already has a good start on establishing the critical mass necessary for a thriving, vibrant downtown shopping and dining district. Now is the time to begin "rearranging the furniture" to move remaining services and residential retail to upper floors or off of the core blocks of Lincolnway between Michigan and Napoleon Streets.

Care should continue to be taken to insure that:

- Ground floor spaces are reserved for destination retail and restaurants
- Gathering spaces are created
- Outdoor dining is encouraged

Suggestions:

- Draw people downtown with outdoor dining and music and then extend the season with the use of outdoor heaters.
- Where there isn't enough space for outdoor dining, utilize decks that cantilever out over a parking space.

- Have restaurants create theatre menus with options that can be prepared quickly and get people out in time to make the curtain. Then train staff to inquire if people are attending the theatre. Making it easier for people to combine the two activities creates more business for everyone.

Recruit additional destination retail shops. These are shops that residents and those passing by on Hwy 49 would go out of their way to frequent. It would also be preferable for these stores to be unique "mom and pop" establishments that offer goods people cannot find in other nearby shopping venues. Additions might include:

- Upscale boutiques for men and women
- Shoes and accessories
- Art galleries
- Home décor
- Additional high-end handcrafting supply stores
- Bookstore

Additional information about a business recruitment effort can be found in the Supplemental Information section of this plan.

Also work to develop more places open after 6 pm at least four nights a week, including the weekends. While this criteria is met by several of the restaurants

Valparaiso - It's Showtime!

Community initiatives & brand graphics

during the week, there is very little open downtown on Sunday and nothing besides restaurants open on weeknights. Remember that people are looking for places to hang out in the evenings and on weekends – this is when they have the most free time.

Starting slowly is fine. Have retailers stay open until 7 pm on Fridays and Saturdays for the first year, then expand it to Thursdays and then Wednesdays. It takes time for people to realize stores are open and to change their habits. Since 70% of all consumer spending takes place after 6 pm, expanded hours are critical to capture more sales.

If staffing is an issue, consider having downtown retailers open at 10 am or even 11 am so they can stay open later. But the downtown community, as a whole, needs to maintain consistent hours of operation. As traffic increases, hours can increase.

It is critical that businesses be open at least six days a week, including Saturdays and Sundays. If they are closed at all, it should be on Mondays and this should apply to retailers and restaurants. People have no reason to come to downtown Valparaiso on Sundays if nothing is open and they will spend their money elsewhere.

It will take time for people to become accustomed to shops and restaurants being open on Sundays so patience is required on the part of business owners. Creating activities that draw people from shop to

shop and get them downtown on Sundays will help with the re-education process.

Implementation:

Brand Leadership Team, City of Valparaiso, business owners

Timeline for implementation:

2010 forward

Initiative #4 Give Downtown a Name

Giving a downtown district its own unique name helps make it become a stand-alone destination in the minds of visitors, residents, and merchants. "Downtown" is a place. "Pearl Street," for example, is a destination. A gathering place.

As you travel down a freeway and see signs for "business district" or "downtown," does that spark your interest and pull you from the freeway? But if you saw "Pearl District - Downtown" you get a feeling that this is a destination, not just another business center.

Hundreds of downtowns are naming and identifying their districts, which helps define them as destinations.

We recommend that Valparaiso give the downtown core along Lincolnway a special name. We suggest the "Plaza District," as one idea.

Implementation:

Brand Leadership Team, City of Valparaiso, property owners, BID

Timeline for implementation:

2010

Initiative #5 Create a Downtown Business Improvement District (BID)

The creation of a downtown Business Improvement District (BID) has been discussed for several years, and Valparaiso has not, as yet, established one. This is an important step and will benefit business and property owners in a variety of ways.

Generally, business and property owners appreciate the value of benefits provided by a BID – once it's established – but getting their initial support and convincing them that their profits will increase as a result of the assessments can be a challenge in some cases. Focusing on the collective positive impact, the value of marketing as a group, the city's on-going commitment to downtown improvements, and the synergistic power they gain by working together will help.

Activities that could fall under the BID umbrella include:

Mentoring Program – Established, successful downtown business owners would be partnered with

Valparaiso - It's Showtime!

Community initiatives & brand graphics

those seeking advice and/or guidance. These could be new businesses or existing businesses looking to expand or move in another direction.

Marketing – Marketing downtown.

Beautification – Coordination of streetscape maintenance and working with businesses on new signage and façade improvements. Beautification such as hanging baskets, potted shrubs, benches, and other efforts.

Implementation:

Brand Leadership Team, City of Valparaiso, business owners

Timeline for implementation:

2010 forward

Initiative #6 Downtown Enhancements and Assistance

A number of additional improvements would increase the success of downtown Valparaiso, including:

Downtown WiFi – Implementing WiFi throughout the downtown core makes it more attractive for people to use downtown as a place to hang out. With the growth of mobile and home offices, people are using public places to work – softening their isolation – and increasing the importance of providing public

gathering places downtown, especially when the weather is nice.

Crosswalks – Installing decorated crosswalks to more clearly define pedestrian crossing and improve safety while reinforcing the brand and adding vitality to downtown. Consider using StreetPrint - which stamps colorful decorative designs into the asphalt.

Outdoor dining - Encourage restaurants to have outdoor dining. Outdoor dining has been growing in popularity over the past twenty years, and is an excellent way to attract people downtown, create a lively atmosphere, and help revitalize a district. It's important to have the outdoor dining visible from the street; not only does the visibility entice passersby, it increases the activity level, which makes downtown more attractive.

Encourage outdoor dining on the sidewalks in front of the restaurants. If necessary, consider eliminating a parking space or two to accommodate dining areas and spots for musicians to entertain dining patrons.

Add railings and stanchions to separate the dining areas outside from the more public walking space. Create a sense of intimacy by enclosing the dining area with planter boxes filled with trees, shrubs, and flowers.

Plant street trees along the length of Lincolnway in the downtown district. They should be placed

every 30 feet, and should be trees that will develop a canopy.

Develop public restrooms downtown. When people have convenient access to restroom facilities, they will spend more time downtown.

Recruit street musicians and other street entertainers - Street musicians make downtown streets fun, lively and enchanting, especially in the evening hours. This helps bring downtown to life.

Retail Incubator Program – This program would provide start-up assistance for new businesses and would consist of two different models. Services and office-based businesses could be housed in a combined location and share a variety of common support services. Retail businesses should be located in places where they can remain once they are established so that their customers aren't inconvenienced, they aren't saddled with relocation expenses and they don't need to spend time and money educating people that they haven't closed up shop.

Business retention and expansion program - This program is designed to assist the success of existing businesses. Economic development staff would initiate interaction with local businesses. Using market analysis data for the region, including possibly inventory, merchandising, advertising, trends, characteristics of the trade area and customers, the

Valparaiso - It's Showtime!

Community initiatives & brand graphics

retention team would reach out to local businesses and provide them with the specific information they need to enhance their business success. They would also survey local businesses to learn what the greatest challenges they face might be; then they would work to find solutions. The retention team could also offer technical business assistance such as store presentation, merchandise selection and presentation, customer service, business planning, inventory control, and more.

Initiative #7 Central Park Plaza and Downtown Events

The plan for Central Park Plaza, on the corner of Indiana Avenue and Lafayette Street, is an excellent one for bringing public gathering and event space to downtown. In addition, the creation of the Community Festival and Events office sends a strong message that the city recognizes the value of events and bringing people downtown.

As development moves forward, it is critical that a linkage corridor be created between the plaza and the businesses on Lincolnway. We recommend that the access road running behind Fifth Third Bank between Lincolnway and Indiana Avenue be converted for this purpose.

- Install archways to define the route
- Use the walls of the bank building for artwork,

it could even be an "Art Alley" open to on-going additions

- Create a flowing river water feature the length of the corridor that connects with a spray park in the plaza and a water feature on Lincolnway.

Continuing to work with the county to utilize the courthouse square for street performers and vendors is important and will reinforce the connections and flow between the plaza and Lincolnway. (Sample guidelines for regulating street performers are included in the supplemental materials)

Adding more music events, especially in the fall, will help draw VU students downtown and give them the opportunity to see the variety of things available to them off-campus. A regular schedule of partnership events using downtown venues will also be an effective way of targeting this demographic and draw students from other area colleges as well.

Extend the seasons for events, including events in the Spring and Fall.

Implementation:

Brand Leadership Team, VCFE, Parks Department, City of Valparaiso

Timeline for implementation:

2010 forward

Initiative #8 Marketing Downtown

Marketing downtown is currently handled by the city's Community Festival and Events (VCFE) department, and when a BID is established, the VCFE will need to continue its efforts. Once the BID is up and running, the two organizations can work cooperatively to market the events and the downtown businesses.

Create a "Best Of" brochure to market the unique restaurants, shops, and activities in Valparaiso. Instead of providing residents and visitors with lists of every restaurant, store, and activity, identify the very best Valparaiso has to offer. The days when it was sufficient to simply list all of the activities, shops, restaurants and attractions in your destination are over - it is not an effective strategy. But when you promote your "best" people are attracted downtown, and they will not only go to the "best," they will also visit other shops and businesses while they're in the neighborhood. Everyone benefits.

The guide should include downtown retail shops, restaurants and activities. Each participating retailer needs to meet certain criteria to be included:

- Open at least six days a week. If closed, it has to be a Monday
- Highly regarded by someone other than themselves

Valparaiso - It's Showtime!

Community initiatives & brand graphics

- Good curb appeal
- Open until at least 7:00 at night, Thursday through Saturday

The guide should feature something special and unique about each featured business, written in an advertorial format, not just a series of ads. Details are critical. People like specifics, and the more interesting and unusual items you can mention, the better. If a restaurant has a signature menu item, suggest that they order it; if a shop carries a unique specialty item, mention it in detail. Also, include professional photography throughout to showcase each shop, restaurant and location.

The guide should also contain maps, including a map of the location of downtown and travel times from other communities and points of interest. In addition to stores and places to eat, include other interesting features such as where to park, historical landmarks, public parks or gathering places, location of public restrooms, etc.

These guides should be distributed to all local hotels and restaurants. They should also be included in student information packages at the University, to encourage students and their visiting families to come downtown.

Implementation:

Brand Leadership Team, City of Valparaiso, VCFE, business owners

Timeline for implementation:

2010 forward

Initiative #9 Partner with University to Package and Promote Dinner and Theater Evenings

One of Valparaiso's greatest assets is Valpo U. The university has wonderful arts, music and theatre programs, with frequent events and performances. Partner with the University in offering a "package" of dinner at a downtown restaurant combined with concert or theatre tickets.

Implementation:

Brand Leadership Team, business owners, U Valpo

Timeline for implementation:

2010 forward

Initiative #10 Recruit Downtown Lodging

Although there are several lodging options on the outskirts of Valparaiso, the lack of an upscale, boutique property in downtown means that those who come for dinner or evening events have no walkable alternatives for spending the night. Encouraging patrons to linger by providing an intimate, relaxing dining environment is easier when they have a place to stay that does not require them to get behind the wheel.

There are a few properties downtown that could be converted to this type of lodging. They could even be multi-use with a combination of offices, lodging and residential to make the project more economically feasible. The key is to create properties that reflect the charm and character of downtown, providing a cohesive experience for visitors.

Implementation:

Brand Leadership Team, BID, private investors

Timeline for implementation:

2010 forward

Initiative #11 Gateways and Wayfinding System

One of the most important recommendations in the County-wide plan is for development of a wayfinding system. Signage is critical for any community, but it is particularly important to those seeking to attract visitors and increase visitor spending. The easier it is for people to find your community's assets, the longer they will stay and the more money they will spend.

The signage or wayfinding system will include environmental graphics that reinforce the brand. The entire system - wayfinding and directional signs, reminder signs, gateways, attractions signage, pole banners, amenities signage - should be of a consistent design, style, and size to create continuity throughout the community. Signage plays a major

Valparaiso - It's Showtime!

Community initiatives & brand graphics

role in a community's branding and marketing efforts and all signs should be decorative as opposed to the standard aluminum street signs.

The system will be designed by professionals with specialized expertise in signage who will work with graphic artists, jurisdictional transportation departments and the Brand Leadership Team. In addition, Valparaiso's wayfinding system should be complementary to and work cohesively with a county-wide system.

The overall plan will include:

- Design and exact locations of gateways for both the city and downtown.
- Design and exact location analysis for each directional sign
- Exact text and wording for each sign
- Mounting options
- Wayfinding system that includes an inventory of attractions, amenities, services, placement of each sign, testing for readability at various speeds, fit, design
- Signage specifications for bidding purposes: cost estimates, phasing and bid documentation
- Decorative pole banners
- Visitor kiosk design and placement
- Coordination between the city, county and state for setbacks, restrictions, standards

- Parking directional signage

The banners currently used downtown are a start, but they need to be much larger and should reflect the brand – an example is included at the end of this Valparaiso section. There should be a set of banners for the downtown dining and entertainment district (reflecting the district name) and another set for the remainder of downtown.

It may be tempting to put your gateways where the most traffic is, but it is more important to put a gateway where it will make the best, first impression and have directional signs leading people to that point. Gateways to Valparaiso's downtown will be very important to create a sense of arrival.

For Valparaiso, the downtown gateways should be on Lincolnway at Michigan Street and on Lincolnway at Napoleon Street. Your gateways, if done properly, will slow traffic, get visitors to notice places to spend money, and get them to take a second look around. They will increase community pride and the perceived value of the community.

We recommend that Valparaiso work with the county in the development of the wayfinding system.

Implementation:

Brand Leadership Team, City of Valparaiso, BID

Timeline for implementation:

2010 forward

Initiative #12 Public Art

Public art serves the community by enriching the public environment and preserving and communicating the historical significance of the locality through cultural, natural, and historical presentations. Civic pride, education, and enjoyment are all enhanced by art in public places.

We recommend the city of Valparaiso create a Public Arts Commission to oversee a public arts program. This program would encompass murals, statues and other public art works, including "usable" art such as benches, bike racks and designer trash containers. Since Valparaiso already has the bike racks, this might be the place to start – it's easy and visible.

To fund a public art program in Valparaiso, an consider enacting an ordinance that provides 1% of capital improvement projects or a portion of building fees for arts funding. Private donations and grants are other funding sources.

Implementation:

Brand Leadership Team, City of Valparaiso

Timeline for implementation:

2010 forward

Valparaiso - It's Showtime!

Community initiatives & brand graphics

Initiative #13 Support Transportation Connections

Establishing a variety of transportation options are a critical part of bringing people "South of the Dunes."

In the county-wide recommendations section of this plan, we recommended that the county develop additional transportation links for this purpose. We recommend that Valparaiso work with the county to support this endeavor.

Complete the Valparaiso Pathways Plan, and provide access for bicyclists around Valparaiso and between neighboring areas. This puts downtown Valparaiso on the route for bicyclists, providing an additional source of visitors and encourages residents to explore the community and downtown. Getting people out of their vehicles and into the community via other modes of transportation eases congestion and provides them with a more pleasurable experience.

Implementation:

Brand Leadership Team, City of Valparaiso, Porter County

Timeline for implementation:

2010 forward

Initiative #14 Utilize the Brand Graphics

As part of this plan, a logo and tagline have been created for Valparaiso. These graphic identities support the brand direction and will provide a cohesive statement. The logos shown (right) are an example only. The final logo is still under development.

Create a Style Guide, which will contain graphic design standards for logo and slogan use and also specific rules about proper use of the logo and brand to help maintain the integrity of the design.

Continuity is critical in developing a strong branding program. All entities that use the identity should use the Style Guide. This will ensure a strong branding effort that creates top-of-mind awareness.

The guide should also include concepts for pole banners and wayfinding, usage guidelines, color palette, as well as logo dimensions, approved sizes, fonts and colors.

Implementation:

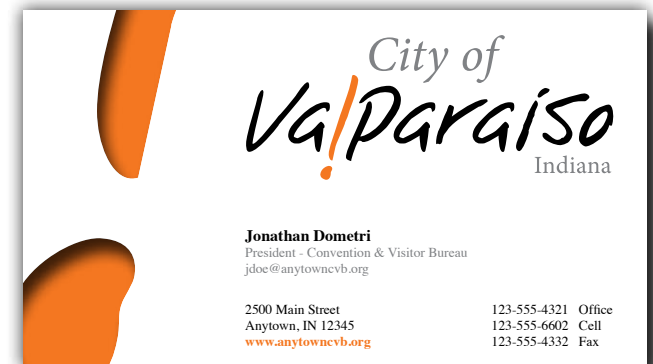
Brand Leadership Team, City of Valparaiso

Timeline for implementation:

2010 forward

Va!Paraiso
Indiana

City of
Va!Paraiso
Indiana









Supplemental Information

Downtown Idea Book

This page: Cambria, California (left)
Ellicottville, New York (top right)
Carmel, California (bottom right)

Opposite page: Blaine, Washington
(top left)

Asheville, North Carolina (top and
bottom right) illustrate the power of
outdoor seating and dining areas.

Cannon Beach, Oregon (bottom
left)

All of these places “look”
upscale and inviting, and all are
exceptionally successful and have a
strong year round tourism industry.
Their beautification efforts are also
year round, not just seasonal.

Note the use of decorative
perpendicular signage, flowers,
outdoor seating.



Downtown Idea Book



Downtown Idea Book

This page: Asheville, North Carolina (top left) showcasing outdoor dining); Banff, Alberta (top right and bottom left) Battle Creek, Michigan (bottom left)

Opposite page: Asheville (top left and right) Cannon Beach, Oregon (bottom right) Battle Creek, Michigan (bottom left)

In life we have a "First Place" which is our home, a "Second Place," which is where we work, and the "Third Place" is where we go to hang out or to meet friends or family. Third Places are gathering places, frequently downtowns, and have key elements: after hours entertainment and activities, destination retail shopping, and beautiful surroundings.



Downtown Idea Book



Downtown Idea Book

This page: Pittsburg, California (top) – garden structures and water features are growing in popularity and create a sense of intimacy
Median landscaping (changed three times annually) including trees, annual color, decorative street lighting, and pole banners in North Adams, Massachusetts (bottom left)
A restaurant in Newport, Rhode Island (bottom right)

Opposite page: A retail shop in Pendleton, Oregon (left)
Downtown Oxnard, California (top right)
The Pearl District in Portland, Oregon (bottom right)

Note the use of vibrant flowers, street trees, decorative lighting.



Downtown Idea Book



Downtown Idea Book

The page: Shops in rural Lancaster, New Hampshire (left)
Nevada City, California (top right) where deer come into downtown and so the beautification is made up of non-food items.
A downtown B&B in Marshall, Michigan (bottom right)

Opposite page: Nantucket Island, Massachusetts, taken during the winter months (both photos)

All of these examples show that, for little cost, merchants can make their shops inviting, while easily increasing the “perceived value” of not only the shops, but the entire downtown area.



Downtown Idea Book



Downtown Idea Book

This page: Greenville, South Carolina showing the buffer between parking and sidewalks; (top)

Grass Valley, California - is this inviting or what? (bottom left)
Fredericksburg, Texas (bottom right)
Fredericksburg is one of the most popular destination communities in Texas.

Opposite page: Fredericksburg (left and top right)

A restaurant in Gatlinburg, Tennessee (bottom right)

Once again, in each of these cases, the businesses took the lead in the beautification efforts, which are year-round programs.



Downtown Idea Book



Downtown Idea Book

This page: Fredericksburg, Texas (left); Fallbrook, California (top right); Fredericksburg (bottom right)

Opposite page: Ellensburg, Washington (top right); Fredericksburg (bottom right); Door County, Wisconsin (bottom left); Fallbrook (top left)

More stunning examples of the use of flowers, potted shrubs, street trees, Catalina umbrellas, outdoor dining.



Downtown Idea Book



Downtown Idea Book

This page: Leavenworth, Washington (left) - a destination town with a Bavarian theme. Located in the mountains, Leavenworth is covered with snow in the winter, but they still decorate with lights and evergreens. Manteca, California (top right); Marshall, Texas - in October (bottom right)

Opposite page: Manteca, California (top right); Lodi, California (bottom right); Marshall, Texas (bottom left); and Manteca, California (top left).



Downtown Idea Book



Downtown Idea Book

This page: Jonesborough, Tennessee (in October) (top left and right); Jackson, Texas (bottom left)

Opposite page: Keystone, South Dakota (top right) Owen Sound, Ontario (bottom right): Jackson, Texas (bottom left)

In every one of these examples the business took the lead in the beautification efforts you see. All have stated that the effort pays for itself in increased sales.



Downtown Idea Book



Downtown Idea Book

This page: The bottom photo was taken in Turlock, California, while the top was taken in Stockton, California. The plaza area balls are actually fountains. The tented area is used for large concerts and events.

Opposite page: Stockton, California (both photos) The use of arbors, trellis and garden structures in downtowns is increasing and creates an exceptional environment and "sense of place."



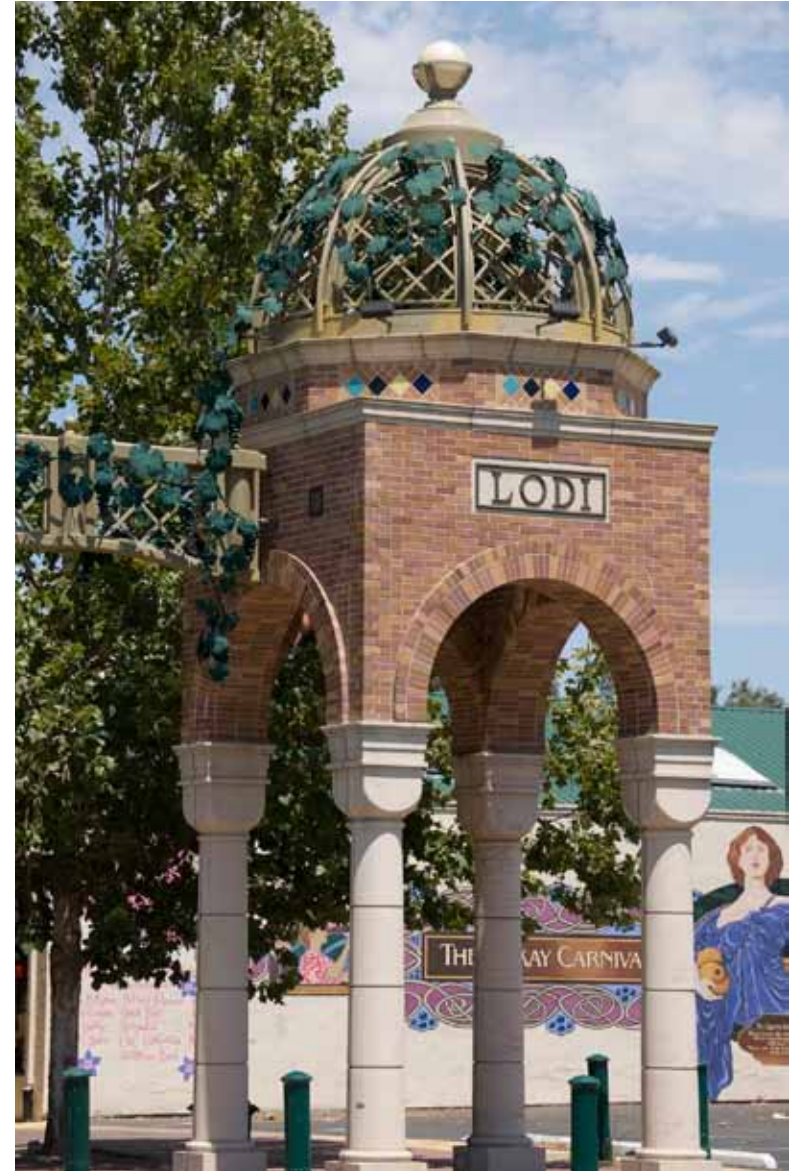
Downtown Idea Book



Downtown Idea Book

This page: Actual street in Stockton, California (top left), with a conceptual drawing of how this street could be reconfigured (bottom left); the gateway into downtown Lodi, California (right).

Opposite page: A restaurant in Whistler, BC (top right); Lodi gateway (bottom right); dining in Turlock, California (bottom left); ; a village gateway in Woodlands, Texas approximately 30 miles north of Houston (top left).



Downtown Idea Book



Downtown Idea Book

This page: Covington, Kentucky (just over the river from Cincinnati, and an entertainment district) (top and bottom right); Modesto, California (bottom left)

Opposite page: Covington, Kentucky (top and bottom right); Carmel, California (bottom and top left)
Even though Carmel is home to one of America's most spectacular shorelines, for every person on the beach, there are an average of 150 people shopping downtown.



Downtown Idea Book



Downtown Idea Book

This page: The city of Fallbrook, California removed a dilapidated building from a corner in downtown, and in its place developed a permanent home for a Farmers Market (top right); ambiance street lighting in Florence, Italy (bottom right), Fallbrook market (bottom left) Greenville, South Carolina (top left) showing buffer area and outdoor dining.

Opposite page: Greenville, SC (top right) showing outdoor dining area; decorative lighting in Florence, Italy (bottom right) Greenville, SC showing plaza area (bottom left); Fallbrook market (top left)

Whenever possible convert parks into public plazas, then bring them to life with activities and events.



Downtown Idea Book



Downtown Idea Book

This page: Arcadia Creek Festival Place in Kalamazoo, Michigan (left) and Lodi, California (right)

Opposite page: Kalamazoo, Michigan performing venues and plaza areas (top and bottom right); Helena, Montana (bottom left) outdoor walking mall.

Note the wrought iron fence separating the outdoor dining area in Lodi, attractive pole banners, street trees and decorative low-level street lighting.



Downtown Idea Book



Downtown Idea Book

This page: The top left and large (lower) photos showcase a small gathering area and stage in Lethbridge, Alberta.. Modesto, California (top right) uses planters as a barrier between retail shops and restaurants and the street, without the use of curbs.

Opposite page: Another photo of Modesto (top) showing the artistic planters and effective use of street trees, decorative lighting, and hanging baskets. Muskogee, Oklahoma (bottom right).



Downtown Idea Book



Downtown Idea Book

This page: Ojai, California (right) showing how attractive outdoor dining can be. Pendleton, Oregon (bottom left) showing a small stage downtown; Nelson, British Columbia where merchants put out temporary eating decks during the six month peak season, which are then removed and stored to make snow removal easier (left center); Oxnard, California (top left).

Opposite page: Oxnard, California (top right) again, showing an outdoor dining and plaza area; Olympia, Washington (bottom); and Newport, Rhode Island (top left).



Downtown Idea Book



Downtown Idea Book

This page: Pittsburg, California (top right); outdoor dining in Salem, Massachusetts (bottom right); and in Santa Barbara, California (bottom left) the use of bollards in Santa Monica, California. (top left) The bollards in Santa Monica are remote activated and drop down to provide emergency or delivery access. Deliveries are limited to certain hours each day.

Opposite page: Sisters, Oregon (top right) In Modesto, California (bottom right) the bollards are manually removed for access to the plaza area. Solvang, California (bottom left) showing shaded seating downtown; Stockton, California (top left), showing another shaded seating area.



Downtown Idea Book



Sidewalk cafe ordinance

1. Space and Clearance

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

Sidewalk cafés must maintain a clear pedestrian path of at least five feet at all times. On sidewalks with an adjacent traffic lane, the clear pedestrian path must be 10 feet wide. This clear area must be free of any obstructions such as trees, parking meters, and utility poles to allow adequate pedestrian passage. Sidewalk cafés shall not interfere with any utilities or other facilities such as telephone poles, fire hydrants, parking meters, mailboxes, or signs located on the sidewalk and in the public right-of-way.

Sidewalk cafés may not impinge on required clear distances for maneuvering around entrances or exits. The outdoor dining area must be accessible to disabled patrons and employees. When a sidewalk café is located at a street corner, vision clearance requirements shall be in accordance with city ordinance. These regulations may also apply if a sidewalk café is adjacent to an alley or driveway.

2. Furniture and Other Elements

Tables, chairs, umbrellas, awnings, and any other elements associated with a sidewalk café must be of

quality design, workmanship, and materials to ensure the safety and convenience of patrons as well as to enhance the visual and aesthetic character of the streetscape and adjacent neighborhood. All sidewalk café elements will be reviewed as part of the sidewalk café permitting process.

Sidewalk café tables and chairs must be placed inside the area designated for sidewalk dining only. Table size should be kept to a minimum to avoid crowding. Appropriate density of tables and chairs will be reviewed. Permanent structures are not permitted in sidewalk cafés. Elements cannot be attached permanently to sidewalks or public rights-of-way. The permit holder is responsible for the restoration of the sidewalk or public right-of-way if any damage is caused by the sidewalk café.

Temporary physical barricades to separate sidewalk cafés from pedestrian traffic are allowed if they are constructed of finished quality materials including wrought iron chains, rope stanchions, picket fencing, planters, etc. Physical barriers are required if liquor is sold at a sidewalk café. No signs shall be placed on barricades. Paper products for the consumption of food or beverages are not permitted.

3. Overhead Structures

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

secure during windy conditions.

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

4. Signage

Menus are restricted to a maximum size of 9x12 inches. A sign must be posted in a visible location at every sidewalk café that states: "It is unlawful to consume alcoholic beverages not purchased at the permit holder's establishment or sidewalk café or to remove alcoholic beverages from the sidewalk café."

5. Lighting

Lighting for sidewalk cafés is subject to approval during the sidewalk café permitting process. Lighting must complement the existing building and sidewalk café design and shall not cause a glare to passing pedestrians or vehicles. Electrical wires are not permitted within the sidewalk café. Acceptable tabletop lighting includes candles and low-wattage battery-operated fixtures. Additional lighting may be attached to the adjacent franchise provided that approval is obtained from the city.

6. Outdoor Heaters

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

7. Vending Machines, Carts

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

8. Service and Use

All services provided to sidewalk café patrons as well as all patron activity (waiting, sitting, dining, etc.) must occur within the designated sidewalk café area and not impinge on pedestrian traffic at any time. No alcoholic beverages may be stored or mixed in the sidewalk café. Equipment necessary for dispensing any other items is subject to review during the sidewalk café permitting process. The franchise must provide supervision of the sidewalk café to ensure that operations and the conduct of patrons are in compliance with this document at all times.

9. Insurance Requirements

Every sidewalk café permit holder must furnish a certificate of insurance proving commercial insurance coverage of at least \$1,000,000 for bodily injury, death, disability, and property damage liability. The policy shall provide for 30 days' prior written notice to the city if coverage is substantially changed, cancelled, or not renewed. The city shall be named as an additional insured on a primary, noncontributory basis for any liability arising directly or indirectly from the operation of a sidewalk café. The permit holder shall indemnify, defend, and hold the city harmless from any loss that results directly or indirectly from the permit issuance or operation of the sidewalk café. If alcoholic beverages are served at the sidewalk café, the permit holder shall provide proof of liquor liability

insurance for the sidewalk café with limits not less than \$1,000,000 in such type as shall be acceptable to the city.

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



Sidewalk cafe - Rules and Regulations

1. A sidewalk café permit is valid for one year from the date of issuance.
2. Sidewalk cafés shall not operate earlier than 7:00 a.m. or later than 11:00 p.m. unless the hours of the franchise are more restricted, in which case the more restrictive hours apply.
3. All sidewalk café employees must comply with all requirements and standards for a retail food establishment.
 - a) Patrons must wear shoes and shirts at all times.
 - b) All sidewalk cafés must have an opening for ingress and egress at all times.
 - c) At all times, sidewalk cafés must adhere to size, design, and other requirements approved by the city.
 - d) Strict adherence to hours of operation, approved layout, and clear space for pedestrians is mandatory.
4. All areas within and surrounding a sidewalk café must be maintained in a clean, neat, and sanitary condition and policed routinely by permit holder to ensure removal of all wrappings, litter, and debris. Daily sanitary cleaning is required. Sidewalks within and adjacent to a sidewalk café must be washed down on a daily basis. The permit holder shall not wash garbage cans or other containers on the sidewalks. All cleaning must be performed in accordance with city regulations.
5. Sidewalk cafés are prohibited from playing amplified music, whether live or recorded. No speakers, microphones, televisions, or other audio or video devices are permitted.
6. The operation of the sidewalk café must be clearly incidental to the associated franchise. The seating capacity of the sidewalk café cannot exceed 50 percent of the establishment's interior seating capacity.
7. Sidewalk café tables, chairs, and other elements must be removed immediately after the close of daily operations. Stacking or storing of tables, chairs, heaters, or any other element in the public right-of-way is prohibited.
8. City code enforcement officers will monitor sidewalk cafés after permits have been issued and cafés are in operation. Any violations of the provisions of these rules and regulations, or any deviation from approved plans will result in citations being issued and/or permit being revoked.
9. Any permit holder, or his or her employees, who violate or resist enforcement of any provisions of this document may be subject to immediate permit revocation by the city and subject to a fine provided that each day that such violation continues shall be deemed a separate and distinct offense. The fines shall be in addition to any expenses incurred for restoration or repair of the public right-of-way, which shall be the responsibility of the permit holder.
10. Permit holders shall be required to maintain a current city business license.
11. Permit holders shall be required to abide by all federal, state, and local laws.
12. If a permit is issued, the permit holder is required to pay an annual rental fee in the form of certified funds in the amount of \$_____ per square foot.

Permit

In order to receive a permit for a sidewalk café on a public right-of-way, the applicant must demonstrate that the provisions of these guidelines will be met. Documentation demonstrating compliance with these guidelines must accompany the application in order to receive a permit. A sidewalk café permit will not be issued until the zoning administrator and fire marshal have conducted a site inspection of the proposed sidewalk café and all elements to be placed therein to ensure that the sidewalk café is in compliance. The city will send an invoice to renew the sidewalk café permit annually. If the permit is not renewed or does not conform to the original conditions of the permit, a new permit may be required.

Sidewalk Café Application Form

Name of Franchise _____

Address _____

Owner/Proprietor _____

Owner/Proprietor Address _____

Owner/Proprietor Phone _____ Mobile _____

Anticipated period of use each year _____

Proposed hours of operation _____

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

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

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

SITE PLAN

____ 3 copies (8.5x11)

____ Legible

____ Scale

____ North arrow

____ Name, address of franchise

____ Width of sidewalk adjacent to café

____ Name of adjoining streets, alley

____ Size of area proposed for café

____ Width of sidewalk adjacent to café

____ Shows building entries and exits

____ Location of existing improvements

____ Location, number of tables and chairs (utility poles, parking meters, etc.)

____ Location and dimensions of sidewalk area proposed for café and sidewalk width remaining for public access (min. 5 feet)

____ Location and dimensions of any proposed improvements associated with sidewalk café (awnings, planters, barricades, etc.)

SEATING PLAN

____ 3 copies (8.5x11)

____ Legible

____ Scale

____ North arrow



Street performers - ordinance

Street Performers Ordinance

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

Street Performer Guidelines

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

Every person wanting to engage in street performance is required to make a written application

for a Street Performer Permit from the city clerk accompanied by a fee established by the city. The application form requires the following information:

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

Rules & Regulations

Location:

Performances may take place in the following locations:

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

Time:

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

Contributions:

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

Prohibitions:

No performer shall:

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

hazard; any electrical connection to an adjacent building or city power source.

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

Revocation Of Permit:

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

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

- b) Made a false statement in the application.

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

Complaints And Appeals:

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified.

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



Street Performance Application

Name of Applicant _____

Address _____

Phone _____

Birth date _____

Driver's License or ID Number _____

Proposed hours of performance _____

Proposed location(s) of performance _____

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

Describe the subject matter and method of performance _____

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

Applicant must include the following:

_____ 2x2 inch color photo of head and shoulders

_____ Driver's license or other photo ID

_____ Written permission of property owner if performing on private property



Downtown sign review board

Peer-driven Retail Sign Ordinance

A downtown district is an economic asset. Signage consistency will help maintain the value of this asset. Following is a recommended framework for the establishment of Sign Review Board. The Mayor will appoint the Sign Review Board, with confirmation by the Board of Supervisors. It will consist of five voting members and one ex officio member. Voting members will be two commercial property owners and three representatives of commercial tenants from within the district. The Ex officio member will be a City Planner.

Voting members will be appointed for a term of three years with the terms of initial appointment as follows: One commercial property owner appointed for two years and one commercial property owner appointed for three years. One commercial tenant representative appointed for one year, one commercial tenant representative appointed for two years, and one commercial tenant representative appointed for three years. Thereafter, all appointments shall be for a term of three years. Any person appointed to fill an unexpired term shall serve for the remainder of that term. The board shall elect a chairman and other officers it deems necessary. Each officer's term will be for one year. A City Planner shall serve as executive secretary of the Board and be responsible for all records, keeping minutes, and providing public notice of meetings and sign permit applications. The City shall provide the Board with necessary administrative support and expense budget to perform its functions.

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

The Sign Review Board reviews the following:

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

For items 1, 2, or 3, after the pre-application process is completed, members of the Board will perform initial review of a sign permit application.

If a majority of Board members finds that the proposed sign is consistent with the design standards, no further review by the Board is necessary. The City Planner shall issue a written administrative decision within ten days of receipt of the Board's recommended findings and conclusions. This decision shall incorporate any Board recommendations, except for any condition that is contrary to law or the applicable design standards. Any aggrieved party to the City Planner's decision may appeal. For item 4, any person or entity alleging that a sign within the Main Street district does not comply with the design standards can submit a complaint form. The sign

owner will be notified of the complaint and if the sign is not removed, the Board will render a determination.

Suggested Design Guidelines

Permissible Sign Types

1. Wall signs
 - a. Wall signs may be located near the primary entrance of a retail storefront as a secondary identity, menu board or thematic message or tag line.
 - b. They should be well integrated with the existing or proposed building architectural features.
 - c. The size and form must follow the guidelines illustrated in Figure 1.1
2. Projecting Signs
 - a. Projecting signs may hang from a canopy frame or incorporated with an ornamental metal bracket secured to a storefront wall.
 - b. The size and form must follow the guidelines illustrated in Figure 2.1
3. Sandwich Boards
 - a. Double sided sandwich may be located directly in front of a storefront, within 10 feet of the primary storefront entrance.
 - b. They may include a branded logo, theme graphics, tag line, products/services list and menu items (for restaurants and foodservice retailers).

Downtown sign review board (cont.)

- c. They may not project more than 42" from the storefront into the sidewalk or more than 42" from the street curb into the sidewalk.
 - d. The size and form follow the guidelines illustrated in figure 3.1
4. Window Signs
- a. Window signs may be applied directly to the inside surface of a window as a vinyl or screen printed application.
 - b. It may include a branded logo, thematic message or tag line.
 - c. Hours of operation, and credit card logos may be placed directly to the inside surface of a glass entrance door.
 - d. The size and placement must follow the guidelines illustrated in figures below and next page.

Materials

- 1. Durable, high quality materials should be employed, compatible with the design and materials of the building.
- 2. Carved or dimensional wood signs are strongly recommended
- 3. Plastic materials may be employed if used in combination with higher quality materials, or as part of individual internally lit letters or symbols.

- 4. Live potted around the base of a sign is recommended to enhance the sign and the image of the business.

Colors

- 1. Signs should employ materials, colors and typefaces that complement the primary architectural style of the building.
- 2. Signs utilizing light-colored letters against a dark background are encouraged.
- 3. Illumination. Directly illuminated signage should be from a series of gooseneck or similar extended arm fixtures, which direct light to the façade and are compatible with the design of the building.

Form Guidelines

- 1. (Scaled drawings of various suggested sign forms go here).
 - 2. (Sample photographs of existing desirable signs).
- (SEE ADD FIGURES 1.1 to 4.1 on next page)

Sign Design Approval and Permit Application Form Checklist

Site Address: _____

Applicant:

- 1. Completed Sign Permit Application

- 2. Application Fee
- 3. Sketch or photograph of sign (3 copies)
- 4. Paint chips or color rendering of proposed colors
- 5. Description of sign construction
- 6. Description of type of attachment, if not free standing
- 7. Description of sign materials
- 8. Letter from property owner giving permission for installation and detailing square footage allotment
- 9. If projecting over public right-of-way, signed and recorded Restrictive Covenant, Agreement, and Right of Way Use Permit
- 10. SITE PLAN (scale 20' = 1", minimum size 8 1/2 x 11)
Indicate the following
 - a. Proposed sign locations
 - b. Property lines, streets, north arrow
 - c. Lineal footage of building façade containing a public entrance
 - d. Indication that the sign does not create a sight obstruction

Reviewer:

- 1. Existing easements
- 2. Total square footage of ALL SIGNS on the property
- 3. Location of existing buildings, structures and all existing signs

Downtown sign review board (cont.)

4. Building signs: show that signs do not extend higher than allowed
5. Building signs: calculate and indicate sign-face area
6. Blade signs: calculate size and extension from building
7. Free-standing signs: required plans for ground-supported signs
8. Free-standing signs: distances from the proposed sign(s) to property lines and buildings on the site
9. Free-standing signs: foundation plan
10. Pole signs: measurement from grade to all portions of sign for vehicle clearance
11. Hanging or Projecting signs: distance from curb
12. Hanging or Projecting signs: measure from grade to all portions of the sign



Façade Guidelines and Procedures

These guidelines should be followed by property owners, tenants, and contractors involved in exterior improvements or rehabilitation to buildings in the downtown area and they will be used in approving Façade Improvement Incentive Grant requests for projects in the downtown area. By following these guidelines, applicants can ensure that their projects can utilize available downtown incentives and will enhance the image of downtown as a special place to work, shop and socialize.

A. Purpose:

1. Promote façade renovation and landscape beautification in downtown
2. Attract new business to the downtown
3. Preserve the character of downtown
4. Encourage the use of quality material in the renovation of downtown property

B. Eligibility:

1. Any tenant or property owner in downtown
2. Owners and tenants may request incentive grants separately; however, any tenant must have the owner's written permission attached to the application.
3. The grant will be administered on a first-come basis.
4. The program budget will only allow one grant per location per year.

5. If a property owner owns more than one building or façade in downtown he or she will only be eligible for one grant per year unless funds are available.
6. Priority will be given to visible projects having a major or substantial downtown impact.
7. Priority will be given to projects that will prevent, diminish or eliminate a blighted condition
8. Priority will be given to "partner projects" which will cause the upgrade and structural improvements to two or more properties simultaneously.

Funding Guidelines:

- A. Applicant must use the grant funds only for expenses reasonably associated with exterior rehabilitation.
- B. Grants are not intended to be used for general merchandise work.
- C. Applicant will make every effort to complete the project as described in his application and to notify the indicated authority of the need to change the originally approved plans. Changes to original plans are discouraged, but will be dealt with on a case by case basis. All changes must be approved by the Review Board before being undertaken and that failure to obtain approval of any changes could result in revocation of the original approval by the Review Board.

- D. Every effort should be made to complete the project within ninety (90) working days and if substantial progress toward completion of the project cannot be shown after this period, the Town could revoke approval after thirty (30) working days written notice. If maintenance of façade or landscape improvements becomes negligent, reimbursement shall cease, and enforcement action may be taken.
- E. The property owner is responsible for maintenance of façade and/or landscape improvements. Failure to maintain area can be considered a violation of this grant program.
- F. Applicant is responsible for obtaining all building and other permits and fees which are associated with the proposed project.
- G. All work on the project must be approved before grant funds are awarded.
- H. Grants are for one-half of the cost of improvements not to exceed \$2000.00.

Criteria:

- A. Streetscape Aesthetics and Functionality: Degree to which the proposed project enhances the streetscape of town.
- B. Quality of Design and Materials: Degree to which proposed project promotes the unique character of town and promotes harmony with neighboring structures.

- C. Historic Preservation and Materials: Degree to which the proposed project promotes the original or historic character of the buildings and enhances and/or promotes the unique character of town.

Application Process:

- A. Applicant meets with the Downtown Design Committee.
- B. Applicant completes application and includes with application design plan and owner's permission.
- C. Application is reviewed by the Downtown Design Committee
- D. The Review Board will send a Notification Letter to the applicant as to whether the project is accepted as described, accepted with conditions, or rejected.
- E. A contract agreement must be signed prior to beginning work. Parties in the agreement will be the applicant and the town [or other authorized entity]
- F. Upon project completion, copies of all paid statements of total project cost must be sent to [entity]. The work will be inspected and the statements will be reviewed. After the work is reviewed, a check will be requested for the approved, eligible amount as per the guidelines and criteria sections of this program. Work must be done in accordance with the signed agreement for payment to occur.



Developing Critical Mass Downtown - Recruiting and rearranging businesses

There are two types of retail stores in a community. There are “neighborhood retail” stores, which include hardware stores, professional services, pharmacies, grocery stores, and other shops geared primarily to local residents. “Visitor retail,” on the other hand, includes gift shops, galleries, bookstores, antique shops, clothing stores, collectibles, restaurants, espresso shops, souvenir shops, and arts and crafts stores, catering to both locals AND visitors. In some communities these are zoned separately but still convenient to one another.

If a community wants its downtown district to be full of life and activity, a place for residents to enjoy and businesses to enjoy success, a place visitors will spend time and money, they need to develop visitor-oriented retail in a compact setting. This is referred to as critical mass.

You’ll find that fast food restaurants and gas stations congregate on all four corners of an intersection because they all benefit from critical mass - lots of choices in one convenient spot. Antique malls do nearly ten times the business as separate antique shops scattered around town. People will spend more time and money in a community if they don’t have to drive from one shop to the next. It’s just not convenient.

Communities that develop a pedestrian-friendly retail “village” can reap huge retail sales. As few as fifteen visitor-oriented retail shops with dining and treats within a couple of blocks can spur retail sales and revitalize a town.

To become a destination downtown, you need to have the minimum, in two to three lineal blocks, the following mix:

1. Ten dining and food-oriented businesses. These could include sit-down dining, coffee shops, bistros, candy stores, soda fountains, cafes, gourmet food items, a bakery, maybe food vendors.
2. A minimum of ten destination retail shops, including galleries, home accents, antiques, clothing boutiques, gourmet kitchen stores, books, gifts, cards.
3. Ten places open after 6 p.m. at least four nights a week. This can include dining, theater, wine shops open in the evening, dancing music, public markets, book stores open late.

To do this, a community frequently needs to rearrange the business mix and recruit additional businesses. This is the difficult task of putting like businesses together, around a common focus or brand. It can include property exchanges, property owners working to attract a narrow range of tenants, and creating districts for different types of businesses. Many communities are seeing the benefit in creating civic center campus areas, corporate campus environments, neighborhood retail areas, and destination retail districts or entertainment districts. To accomplish this, you must start with property owners who will work together to achieve the critical mass.

Start with one or two blocks only. It takes time to see results, and initiating the program over too large an area would dilute the results. By focusing the effort in a small area, results are much easier to see, and

that helps people become excited about the project and want to see the results over a wider area. As changes occur, more property owners will become enthusiastic about investing in the future and making a difference. The one or two blocks become a showcase for the effort.

First, decide what the downtown’s focus should be. What do you want? A downtown entertainment district? A dining district? A downtown shopping district? A themed downtown, with a focus on, possibly, weddings? galleries and art? nightlife and dancing? home and garden?

Determining the focus tells you what types of businesses you want to recruit. Keep in mind the ten plus ten plus ten discussed earlier. Make a list of the best business mix for your town - down to specifics.

Next, research the businesses already located in your town - there may be many that fit your criteria, but that are spread out throughout the area. Your goal is to get them to move downtown.

Work with the property owners. Help them catch the vision of the revitalized downtown, and let them know what’s in it for them. When a downtown has critical mass, it attracts more pedestrians, shoppers, diners, and visitors, and helps the businesses be more successful. This increases demand for the location, and property values and rents will rise. The property owners ultimately benefit.

The one or two blocks in which you choose to begin the revitalization effort should be the ones where the most property owners are willing to work with you.

Establish a business relocation incentive program for both property owners and desired businesses. This also includes convincing any existing businesses that don't fit the needs of the district to move - maybe to an upper story, or maybe off the main street.

A number of incentives can be explored. Property owners control leases. If they have an incentive to not renew an existing lease and instead to attract a target business, ultimately they will benefit from greater demand for their space and higher lease rates, but initially, they may need some financial incentive to make their space suitable for the new tenant, or to supplement the initial lease rate.

The incentives could also include subsidizing the advertising of a property owner's empty space. Incentive funds could be used as a negotiating tool when bringing together downtown property owners and target businesses that are currently in a different part of town. This may require funds for space improvements or moving costs, a month's rent, or to compensate a broken lease agreement in the original property.

Offer the property owner an incentive to reduce rents for their new target tenant for extending their hours of operation. Property owners could also include in their lease agreements a condition of specific store hours.

Consider contracting with a business recruitment specialist or commercial real estate broker to attract the necessary mix of businesses and amenities, and to work with property owners and tenants. This would

primarily be a sales position. The person responsible for recruiting should have the following qualities:

- Enthusiasm
- Be a good communicator; both verbal and written
- Be an excellent listener
- Be persistent
- Be resource-savvy

Inventory the retail spaces you are targeting; be sure to have square footages, utilities, any restrictions, costs, and requirements.

Work with local organizations, such as chambers of commerce, downtown associations, economic development organizations, etc. They can do a lot to assist you in your efforts.

Create a marketing piece - a community profile and opportunities brochure to provide demographic data, economic data, lifestyle information, and incentives. Keep in mind that any investor, developer, prospective business is going to want to know WHY - what's in it for them? Include the top ten opportunities - be specific. If you want to recruit a bakery, mention what kind of bakery. These materials will make it easy for a prospect to see the whole picture, determine feasibility, and make a decision.

Contact industry associations and publications, and subscribe to local business and commerce journals for additional leads.

Create a press release with key selling points and include a fact sheet.

Target your specific industries. Go to their trade shows and network. Search for names and contacts in regional business journals. Include community and economic development information on your community's website. Advertise in specific trade publications and business newspapers; and keep in mind that ads must be seen five times before the reader remembers it, so frequency is important.

Send letters to key contacts - always to an individual by name. Include your sales literature. Follow up with them; don't wait for them to call you. If they're not interested, ask for a referral.

Send out a newsletter with news about the town and its economic development progress to your contacts.

The true sales effort is one on one - you're not going to succeed with just letters and marketing. You need to make personal contact and develop relationships.

With each prospective business, it's essential to hold their hand through the entire process. Help negotiate with property owners; assist the prospect through any permitting processes. If zoning is an issue, provide assistance. The job isn't done until the prospect is open for business.

Help ensure the success of the businesses you've recruited, and the other businesses downtown, by coordinating efforts with local economic development professionals, business associations and downtown associations. Encourage business technical assistance programs; ask existing businesses what they need to be more successful and to expand.

And don't give up.

Free Downtown Wireless

Free WiFi is becoming increasingly common in cities across the country. Cities wanting to bring more business to their downtown areas are finding that offering free WiFi can be an excellent way to add value.

There are two basic models that cities are following. One model involves the city buying, setting up, and maintaining the wireless network and providing the service to a blanket area for free. Anyone in the vicinity can pick up the signal and use the free internet access, whether they are on a park bench, in a coffee shop, or sometimes even at home, if they live in the hot spot area.

In this model, the city owns and operates the system, and pays for the equipment and monthly internet access fees. Many cities are utilizing a portal site, which loads automatically when a user hooks up to the network. This site is where the user logs on to the system, and can also find information about the network, troubleshooting tips, etc. Some cities, like Long Beach, CA, are using this site to sell advertising to local businesses, helping to offset the monthly costs of the WiFi system.

Another model involves the city, or a non-profit corporation as in the case of Austin, TX, coordinating and managing the network, while individual venues pay for their own equipment and monthly fees. In this model, the city does not own the entire network per se, but acts as a centralized channel to promote and coordinate the city's free WiFi system.

Austin, TX is a great example of a city that is using WiFi very successfully.

Austin Wireless, Inc. is a non-profit corporation set up to improve the quality and availability of free public WiFi in Austin and the surrounding areas. They promote the managed network, coordinate the installation of hot spots, monitor the network, and coordinate support to the venues and users.

The venues, such as restaurants, coffee shops, etc. pay for installation of the necessary equipment and pay a monthly fee for broadband access. They in turn, provide WiFi free to their customers. The cost for equipment and installation is around \$385 and they pay less than \$30 per month for the internet access. Some businesses are eligible for free installation from volunteers on weekends and companies that demonstrate financial need may be eligible for equipment donations.

They currently have 70,000 registered users who combine for 20,000 connections per month. They consider their model to be extremely successful, calling it "economy-proof, politics-proof and hype-proof".

They have found that since starting the WiFi program in downtown Austin, business at cafes and restaurants has been boosted during off-peak hours, the time when these businesses want to increase their customers. If one hour of usage roughly translates into a cup of coffee, bagel, beer or sandwich, then in 2004 the 115,463

hours represent about \$500,000 of revenue pumped into businesses providing free WiFi.

Spokane, WA is an example of a city using the first model; the city set up a wireless network over a 100 block area, creating a hot zone where any user can log into the network for free. They provide up to 2 hours per day for free and subscription plans are planned for users who want more time on a regular basis. The system in Spokane cost approximately \$75,000 to install in 2004.

Adding WiFi, using the model that is appropriate for the location, can be a great way to add value for locals and visitors alike. Internet usage continues to grow and people appreciate easy access to their email, the Internet, etc. Offering free internet access is a way to make your downtown more appealing.



From hot spots to hot zones, Wi-Fi is spreading

Spokane, Wash., Rio Rancho, N.M., and Cook County, Ill., are pushing wide-area Wi-Fi

Bob Brewin
Reprint from Computerworld

June 24, 2004 (Computerworld) Wi-Fi hot spots are starting to morph into Wi-Fi hot zones as local governments around the country adapt the technology to provide broadband service for mobile police and fire units, as well as wireless public Internet access over wide areas. Hot zones can now offer access in areas ranging from downtown cores to networks that blanket hundreds of square miles in a city or county.

Just yesterday, Spokane, Wash., turned on a Wi-Fi network designed to provide Internet access -- as well as broadband service to public safety units -- in a 100-block area of downtown.

And the city of Rio Rancho, N.M., located 22 miles north of Albuquerque, plans to turn on the first phase of a dual-use public safety and Internet access network on Saturday. Once complete, it will eventually cover 103 square miles. Besides providing needed service, officials in both Spokane and Rio Rancho view their Wi-Fi networks as key economic development tools at a time in which high-speed Internet access is considered a must for most businesses.

Cook County, Ill., which includes the city of Chicago, received funding and authorization last week for the first phase of a massive Wi-Fi-based public safety network that will eventually cover all 940 square miles

of the county. It will provide mobile data service at speeds up to 54Mbit/sec. to public safety users in Chicago and 128 other towns and cities. These three local government entities envision using a number of methods to provide the Wi-Fi access, including mesh networks, high-gain antennas or a combination of tall towers and an extensive fiber-optic backbone.

The goal is to turn Wi-Fi, a technology designed for short-range communications of between 100 and 300 feet, into the building blocks of metropolitan-area or wide-area networks. J

Joel Hobson, network services manager for the city of Spokane, said the downtown hot zone there is a mile long and a third of a mile wide and is covered by five 802.11b Wi-Fi base stations and high-gain antennas from San Francisco-based Vivato Inc. Vivato's research and development division is located in Spokane. Hobson said the Vivato antennas, which used phased-array technology to electronically "steer" narrow beams to individual users, have a range of four miles. Public safety users access the network through a VPN connection, and Spokane has equipped roughly 50 vehicles, primarily fire trucks with rugged mobile computers from locally based Itronix Corp., to access the network, Hobson said. Spokane eventually wants to equip between 1,000 and 1,250 police, fire and emergency services vehicles with Itronix computers. Spokane also hopes to eventually extend the Wi-Fi hot zone citywide, he said, although there is no time frame for doing so. When public safety vehicles roam out of the Wi-Fi hot zone they automatically switch to a cellular data network using iCare mobility software from Itronix, which is

based on the company's mobile network roaming software. Backhaul from the Vivato base stations is provided by a local Internet service provider, OneEightyNetworks, which has fiber-optic networks running at speeds ranging from 155Mbit/sec. to 2.4Gbit/sec., Hobson said. Robin Toth, Spokane's economic development project manager, said users will receive free wireless Internet access for two hours per day. By the fourth quarter of the year, broadband provider OneEightyNetworks will make additional hours of Wi-Fi access available through purchase of a day pass or a monthly subscription. Toth said the hot zone is seen as an economic development tool to attract businesses seeking cities with a robust telecommunications infrastructure. The hot zone, which cost \$50,000 to \$75,000 to develop and deploy, has already started to pay off in terms of publicity, which attracts business, Toth said. The city of Rio Rancho, which is home to an Intel Corp. chip plant, also views its planned 103-square-mile hot zone as an economic development tool, according to City Manager Jim Palenick. Rio Rancho wants to be known as a city with "cutting-edge technology" to lure new businesses, including high-tech film and television postproduction studios seeking state of New Mexico funding and tax incentives for movies and TV programs, he said. The dual-use network is also designed to support public safety users, schools and hospitals, Palenick said. Lisa Schimmel, Rio Rancho's IT manager, said the city is still developing its plans for the network, which won't be fully deployed until December. She expects that mobile police units as well as code enforcement officers will be able to access the network using rugged notebook

From hot spots to hot zones, Wi-Fi is spreading (cont.)

computers equipped with Wi-Fi cards. Intel helped Rio Rancho evaluate bidders for the dual-use network, Palenick said, and last month the city tapped Usurf America Inc. in Colorado Springs to build it. Ken Upcraft, Usurf's president, said his company intends to blanket the city with a mesh Wi-Fi network that provides service under the 802.11a/b/g standards. The 802.11a standard provides 54Mbit/sec. in the 5-GHz band; 802.11b offers 11Mbit/sec. in the 2.4-GHz band; and 802.11g offers 54Mbit/sec. in the 2.4-GHz band. Usurf intends to install about 600 of its own design 802.11a/b/g access points in Rio Rancho, with a wireless backhaul based on the 802.16 standard between major mesh nodes, Upcraft said. In a mesh network, the access points communicate with each other in a "multihop" sequence, with the wired backhaul at the edge of the mesh network or subnetwork. The wireless backhaul will terminate at a wired DS-3 (43Mbit/sec.) connection to the Internet, Upcraft said. Communications for city agencies will be handled over a firewalled network with 128-bit encryption, Upcraft said. Usurf has a tiered pricing structure in Rio Rancho for public access that is competitive with DSL or cable modem service, Upcraft said. Rates start at \$29.95 a month for 256Kbit/sec. service and go up to \$49.95 a month for 1Mbit/sec. service. As for Cook County, it has ambitious plans to use Wi-Fi hot spots as the basis of a public safety network that will eventually support mobile users over 940 square miles, according to Katherine Maras O'Leary, the county's CIO. O'Leary said she received \$12.1 million in funding this month for the network infrastructure, which will include about 150 802.11b/g access points, which should

provide 95% coverage for mobile units operating in the county. Dudley Donelson, the county's deputy director for IT, said Cook County expects to boost the range of the Wi-Fi access points by mounting them on 200-ft.-tall towers owned by the county. This height should provide a 3-mile range for the access points, Donelson said. Backhaul from each access point would be provided by a countywide fiber-optic network, which operates at data rates as high as 2.4Mbit/sec. Cook County has already equipped 80 police tactical squad vehicles with rugged computers hooked up to Cisco Systems Inc. 3200 Series mobile routers. Besides supporting Wi-Fi connections, these routers also have plug-in cards that can communicate with cellular or satellite networks, ensuring they can always communicate if they get out of range of a Wi-Fi tower, Donelson said. O'Leary said she expects that 2,000 mobile public safety vehicles in Cook County will eventually be able to access the Wi-Fi network. Donelson said all of the Wi-Fi access points should be installed by next year.





Tapestry Segmentation Area Profile

Ranked by Households

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

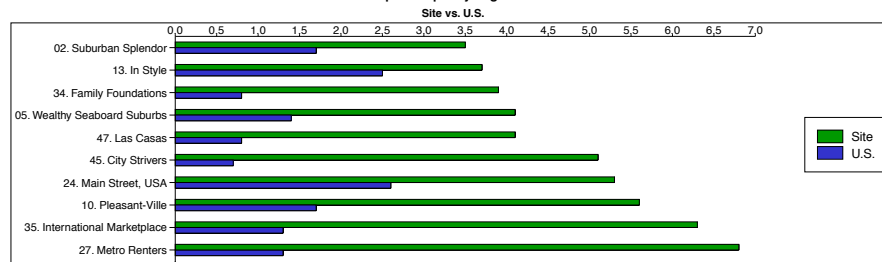
Latitude: 41.98978
Longitude: -87.74815
Radius: 25 Miles

Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	27. Metro Renters	6.8%	6.8%	1.3%	1.3%	505
2	35. International Marketplace	6.3%	13.1%	1.3%	2.6%	486
3	10. Pleasant-Ville	5.6%	18.7%	1.7%	4.3%	326
4	24. Main Street, USA	5.3%	24.0%	2.6%	6.9%	203
5	45. City Strivers	5.1%	29.1%	0.7%	7.6%	690
	Subtotal	29.1%		7.6%		
6	47. Las Casas	4.1%	33.2%	0.8%	8.4%	547
7	05. Wealthy Seaboard Suburbs	4.1%	37.3%	1.4%	9.8%	296
8	34. Family Foundations	3.9%	41.2%	0.8%	10.6%	460
9	13. In Style	3.7%	44.9%	2.5%	13.1%	148
10	02. Suburban Splendor	3.5%	48.4%	1.7%	14.8%	202
	Subtotal	19.3%		7.2%		
11	23. Trendsetters	3.4%	51.8%	1.1%	15.9%	327
12	08. Laptops and Lattes	3.4%	55.2%	1.0%	16.9%	334
13	30. Retirement Communities	3.4%	58.6%	1.5%	18.4%	232
14	18. Cozy and Comfortable	2.9%	61.5%	2.8%	21.2%	104
15	06. Sophisticated Squires	2.9%	64.4%	2.7%	23.9%	105
	Subtotal	16.0%		9.1%		
16	64. City Commons	2.7%	67.1%	0.7%	24.6%	396
17	16. Enterprising Professionals	2.6%	69.7%	1.7%	26.3%	155
18	36. Old and Newcomers	2.5%	72.2%	1.9%	28.2%	130
19	20. City Lights	2.4%	74.6%	1.0%	29.2%	235
20	38. Industrious Urban Fringe	2.2%	76.8%	1.5%	30.7%	142
	Subtotal	12.4%		6.8%		
Total		76.8%		30.7%		249

Top Ten Tapestry Segments



Percent of Households by Tapestry Segment

Source: ESRI



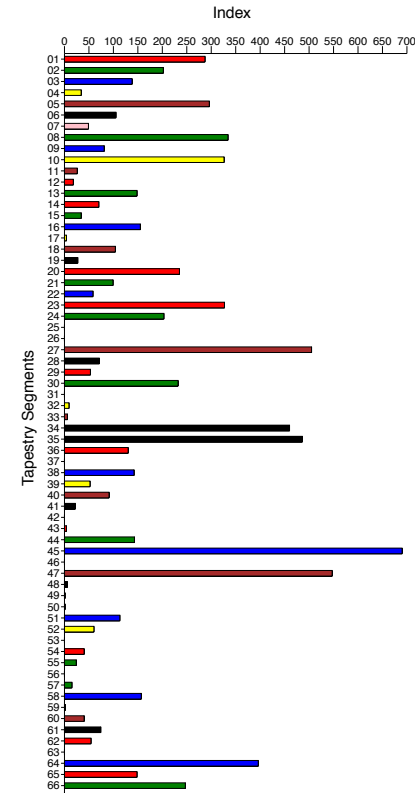
Tapestry Segmentation Area Profile

4754 W PETERSON AVE
CHICAGO, IL 60646

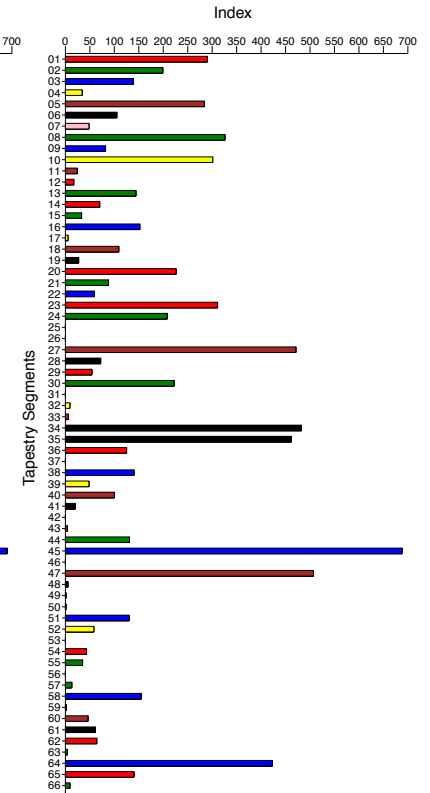
Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 25 Miles

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 25 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	2,168,669	100.0%		5,948,736	100.0%	
L1. High Society	354,499	16.3%	129	1,057,962	17.8%	127
01 Top Rung	42,932	2.0%	287	132,238	2.2%	290
02 Suburban Splendor	76,055	3.5%	202	236,429	4.0%	199
03 Connoisseurs	41,346	1.9%	138	115,937	1.9%	139
04 Boomburbs	16,733	0.8%	34	54,257	0.9%	34
05 Wealthy Seaboard Suburbs	88,654	4.1%	296	251,665	4.2%	284
06 Sophisticated Squires	62,379	2.9%	105	194,590	3.3%	105
07 Exurbanites	26,400	1.2%	49	72,846	1.2%	48
L2. Upscale Avenues	350,146	16.1%	117	926,131	15.6%	113
09 Urban Chic	23,288	1.1%	81	59,175	1.0%	82
10 Pleasant-Ville	120,487	5.6%	326	335,850	5.6%	301
11 Pacific Heights	3,443	0.2%	26	10,794	0.2%	24
13 In Style	79,743	3.7%	148	196,513	3.3%	144
16 Enterprising Professionals	56,592	2.6%	155	132,409	2.2%	152
17 Green Acres	3,004	0.1%	4	9,022	0.2%	5
18 Cozy and Comfortable	63,589	2.9%	104	182,368	3.1%	109
L3. Metropolis	215,850	10.0%	190	629,541	10.6%	202
20 City Lights	52,717	2.4%	235	139,355	2.3%	226
22 Metropolitans	15,002	0.7%	58	34,417	0.6%	59
45 City Strivers	110,563	5.1%	690	328,614	5.5%	688
51 Metro City Edge	22,907	1.1%	113	79,351	1.3%	130
54 Urban Rows	2,989	0.1%	40	9,487	0.2%	43
62 Modest Income Homes	11,672	0.5%	54	38,317	0.6%	64
L4. Solo Acts	365,488	16.9%	249	688,672	11.6%	229
08 Laptops and Lattes	73,375	3.4%	334	139,522	2.3%	326
23 Trendsetters	74,701	3.4%	327	164,111	2.8%	311
27 Metro Renters	146,744	6.8%	505	241,790	4.1%	471
36 Old and Newcomers	54,748	2.5%	130	112,018	1.9%	125
39 Young and Restless	15,920	0.7%	52	31,231	0.5%	48
L5. Senior Styles	158,455	7.3%	59	343,437	5.8%	56
14 Prosperous Empty Nesters	27,915	1.3%	70	69,922	1.2%	70
15 Silver and Gold	7,073	0.3%	34	14,936	0.3%	33
29 Rustbelt Retirees	23,801	1.1%	53	60,701	1.0%	54
30 Retirement Communities	73,194	3.4%	232	147,097	2.5%	222
43 The Elders	506	0.0%	4	949	0.0%	4
49 Senior Sun Seekers	261	0.0%	1	515	0.0%	1
50 Heartland Communities	506	0.0%	1	1,061	0.0%	1
57 Simple Living	4,535	0.2%	15	9,063	0.2%	13
65 Social Security Set	20,664	1.0%	148	39,193	0.7%	140
L6. Scholars & Patriots	8,058	0.4%	26	39,579	0.7%	37
40 Military Proximity	3,962	0.2%	91	22,631	0.4%	100
55 College Towns	4,086	0.2%	24	15,554	0.3%	35
63 Dorms to Diplomas	10	0.0%	0	1,394	0.0%	4

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

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CHICAGO, IL 60646

Site Type: Rings

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Radius: 25 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	2,168,669	100.0%		5,948,736	100.0%	
L7. High Hopes	38,885	1.8%	44	101,448	1.7%	45
28 Aspiring Young Families	36,531	1.7%	71	96,597	1.6%	72
48 Great Expectations	2,354	0.1%	6	4,851	0.1%	5
L8. Global Roots	362,692	16.7%	204	1,230,891	20.7%	212
35 International Marketplace	136,612	6.3%	486	423,101	7.1%	462
38 Industrious Urban Fringe	47,167	2.2%	142	166,487	2.8%	140
44 Urban Melting Pot	20,689	1.0%	143	54,105	0.9%	131
47 Las Casas	89,863	4.1%	547	374,691	6.3%	507
52 Inner City Tenants	19,894	0.9%	60	48,790	0.8%	58
58 NeWest Residents	30,346	1.4%	157	112,418	1.9%	155
60 City Dimensions	7,522	0.3%	40	24,604	0.4%	46
61 High Rise Renters	10,599	0.5%	74	26,695	0.4%	61
L9. Family Portrait	99,937	4.6%	59	319,553	5.4%	58
12 Up and Coming Families	13,504	0.6%	18	39,807	0.7%	17
19 Milk and Cookies	11,344	0.5%	27	34,804	0.6%	27
21 Urban Villages	16,882	0.8%	99	59,848	1.0%	88
59 Southwestern Families	352	0.0%	2	1,206	0.0%	2
64 City Commons	58,055	2.7%	396	183,888	3.1%	423
L10. Traditional Living	207,332	9.6%	109	592,196	10.0%	120
24 Main Street, USA	114,212	5.3%	203	310,465	5.2%	208
32 Rustbelt Traditions	5,235	0.2%	9	14,572	0.2%	9
33 Midlife Junction	3,398	0.2%	6	7,582	0.1%	6
34 Family Foundations	84,487	3.9%	460	259,577	4.4%	482
L11. Factories & Farms	23	0.0%	0	69	0.0%	0
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	23	0.0%	0	69	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
53 Home Town	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	7,187	0.3%	4	18,467	0.3%	3
26 Midland Crowd	0	0.0%	0	0	0.0%	0
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	7,187	0.3%	22	18,467	0.3%	20
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	117	0.0%	247	790	0.0%	9

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 25 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	2,168,669	100.0%		5,948,736	100.0%	
U1. Principal Urban Centers I	524,963	24.2%	310	1,232,626	20.7%	271
08 Laptops and Lattes	73,375	3.4%	334	139,522	2.3%	326
11 Pacific Heights	3,443	0.2%	26	10,794	0.2%	24
20 City Lights	52,717	2.4%	235	139,355	2.3%	226
21 Urban Villages	16,682	0.8%	99	59,848	1.0%	88
23 Trendsetters	74,701	3.4%	327	164,111	2.8%	311
27 Metro Renters	146,744	6.8%	505	241,790	4.1%	471
35 International Marketplace	136,612	6.3%	486	423,101	7.1%	462
44 Urban Melting Pot	20,689	1.0%	143	54,105	0.9%	131
U2. Principal Urban Centers II	323,079	14.9%	316	1,074,986	18.1%	325
45 City Strivers	110,563	5.1%	690	328,614	5.5%	688
47 Las Casas	89,863	4.1%	547	374,691	6.3%	507
54 Urban Rows	2,989	0.1%	40	9,487	0.2%	43
58 NeWest Residents	30,346	1.4%	157	112,418	1.9%	155
61 High Rise Renters	10,599	0.5%	74	26,695	0.4%	61
64 City Commons	58,055	2.7%	396	183,888	3.1%	423
65 Social Security Set	20,664	1.0%	148	39,193	0.7%	140
U3. Metro Cities I	399,645	18.4%	163	1,096,495	18.4%	162
01 Top Rung	42,932	2.0%	287	132,238	2.2%	290
03 Connoisseurs	41,346	1.9%	138	115,937	1.9%	139
05 Wealthy Seaboard Suburbs	88,654	4.1%	296	251,665	4.2%	284
09 Urban Chic	23,288	1.1%	81	59,175	1.0%	82
10 Pleasant-Ville	120,487	5.6%	326	335,850	5.6%	301
16 Enterprising Professionals	56,592	2.6%	155	132,409	2.2%	152
19 Milk and Cookies	11,344	0.5%	27	34,804	0.6%	27
22 Metropolitans	15,002	0.7%	58	34,417	0.6%	59
U4. Metro Cities II	292,306	13.5%	124	721,308	12.1%	123
28 Aspiring Young Families	36,531	1.7%	71	96,597	1.6%	72
30 Retirement Communities	73,194	3.4%	232	147,097	2.5%	222
34 Family Foundations	84,487	3.9%	460	259,577	4.4%	482
36 Old and Newcomers	54,748	2.5%	130	112,018	1.9%	125
39 Young and Restless	15,920	0.7%	52	31,231	0.5%	48
52 Inner City Tenants	19,894	0.9%	60	48,790	0.8%	58
60 City Dimensions	7,522	0.3%	40	24,604	0.4%	46
63 Dorms to Diplomats	10	0.0%	0	1,394	0.0%	4
U5. Urban Outskirts I	185,701	8.6%	78	550,632	9.3%	81
04 Boomburbs	16,733	0.8%	34	54,257	0.9%	34
24 Main Street, USA	114,212	5.3%	203	310,465	5.2%	208
32 Rustbelt Traditions	5,235	0.2%	9	14,572	0.2%	9
38 Industrious Urban Fringe	47,167	2.2%	142	166,487	2.8%	140
48 Great Expectations	2,354	0.1%	6	4,851	0.1%	5

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 25 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	2,168,669	100.0%		5,948,736	100.0%	
U6. Urban Outskirts II	43,552	2.0%	39	143,491	2.4%	46
51 Metro City Edge	22,907	1.1%	113	79,351	1.3%	130
55 College Towns	4,086	0.2%	24	15,554	0.3%	35
57 Simple Living	4,535	0.2%	15	9,063	0.2%	13
59 Southwestern Families	352	0.0%	2	1,206	0.0%	2
62 Modest Income Homes	11,672	0.5%	54	38,317	0.6%	64
U7. Suburban Periphery I	293,069	13.5%	86	825,043	13.9%	85
02 Suburban Splendor	76,055	3.5%	202	236,429	4.0%	199
06 Sophisticated Squires	62,379	2.9%	105	194,590	3.3%	105
07 Exurbanites	26,400	1.2%	49	72,846	1.2%	48
12 Up and Coming Families	13,504	0.6%	18	39,807	0.7%	17
13 In Style	79,743	3.7%	148	196,513	3.3%	144
14 Prosperous Empty Nesters	27,915	1.3%	70	69,922	1.2%	70
15 Silver and Gold	7,073	0.3%	34	14,936	0.3%	33
U8. Suburban Periphery II	95,256	4.4%	45	274,231	4.6%	51
18 Cozy and Comfortable	63,589	2.9%	104	182,368	3.1%	109
29 Rustbelt Retirees	23,801	1.1%	53	60,701	1.0%	54
33 Midlife Junction	3,398	0.2%	6	7,582	0.1%	6
40 Military Proximity	3,962	0.2%	91	22,631	0.4%	100
43 The Elders	506	0.0%	4	949	0.0%	4
53 Home Town	0	0.0%	0	0	0.0%	0
U9. Small Towns	7,954	0.4%	8	20,043	0.3%	7
41 Crossroads	7,187	0.3%	22	18,467	0.3%	20
49 Senior Sun Seekers	261	0.0%	1	515	0.0%	1
50 Heartland Communities	506	0.0%	1	1,061	0.0%	1
U10. Rural I	3,004	0.1%	1	9,022	0.2%	1
17 Green Acres	3,004	0.1%	4	9,022	0.2%	5
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	0	0.0%	0	0	0.0%	0
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	23	0.0%	0	69	0.0%	0
37 Prairie Living	23	0.0%	0	69	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	117	0.0%	247	790	0.0%	9

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

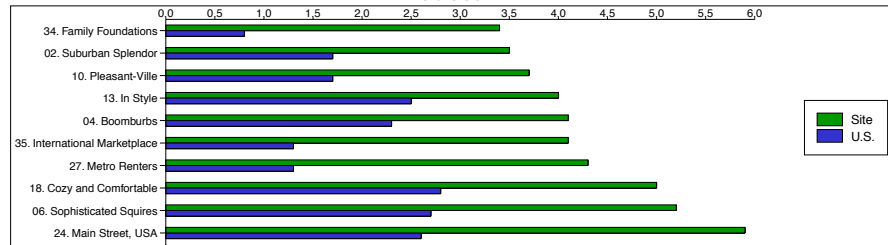
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	24. Main Street, USA	5.9%	5.9%	2.6%	2.6%	228
2	06. Sophisticated Squires	5.2%	11.1%	2.7%	5.3%	192
3	18. Cozy and Comfortable	5.0%	16.1%	2.8%	8.1%	176
4	27. Metro Renters	4.3%	20.4%	1.3%	9.4%	318
5	35. International Marketplace	4.1%	24.5%	1.3%	10.7%	318
	Subtotal	24.5%		10.7%		
6	04. Boomburbs	4.1%	28.6%	2.3%	13.0%	180
7	13. In Style	4.0%	32.6%	2.5%	15.5%	163
8	10. Pleasant-Ville	3.7%	36.3%	1.7%	17.2%	218
9	02. Suburban Splendor	3.5%	39.8%	1.7%	18.9%	202
10	34. Family Foundations	3.4%	43.2%	0.8%	19.7%	404
	Subtotal	18.7%		9.0%		
11	12. Up and Coming Families	3.4%	46.6%	3.4%	23.1%	98
12	45. City Strivers	3.2%	49.8%	0.7%	23.8%	439
13	47. Las Casas	2.9%	52.7%	0.8%	24.6%	387
14	05. Wealthy Seaboard Suburbs	2.9%	55.6%	1.4%	26.0%	208
15	38. Industrious Urban Fringe	2.6%	58.2%	1.5%	27.5%	172
	Subtotal	15.0%		7.8%		
16	16. Enterprising Professionals	2.5%	60.7%	1.7%	29.2%	151
17	30. Retirement Communities	2.5%	63.2%	1.5%	30.7%	173
18	23. Trendsetters	2.2%	65.4%	1.1%	31.8%	207
19	28. Aspiring Young Families	2.2%	67.6%	2.4%	34.2%	92
20	32. Rustbelt Traditions	2.1%	69.7%	2.8%	37.0%	76
	Subtotal	11.5%		9.5%		
	Total	69.7%		37.0%		188

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



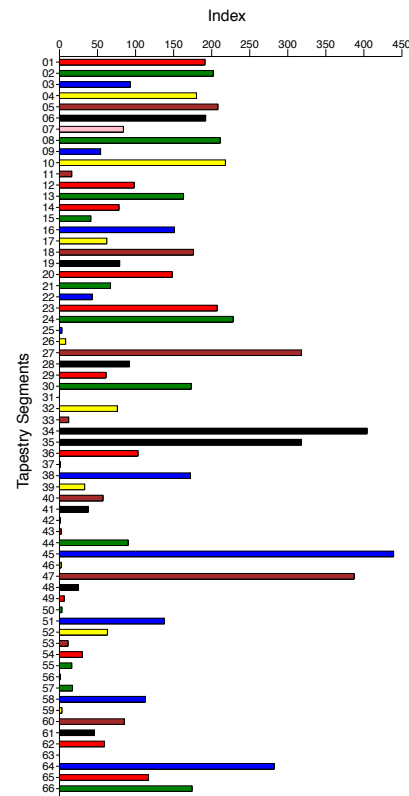
Tapestry Segmentation Area Profile

4754 W PETERSON AVE
CHICAGO, IL 60646

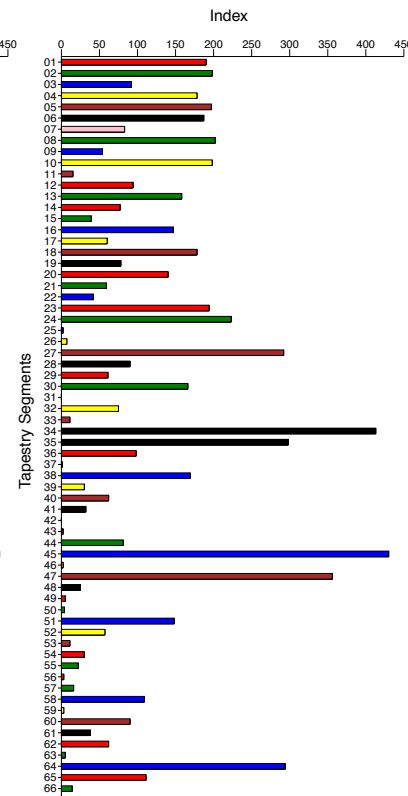
Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	3,442,547	100.0%		9,592,968	100.0%	
L1. High Society	702,975	20.4%	161	2,141,602	22.3%	160
01 Top Rung	45,437	1.3%	191	139,868	1.5%	190
02 Suburban Splendor	121,244	3.5%	202	380,341	4.0%	198
03 Connoisseurs	44,153	1.3%	93	123,640	1.3%	92
04 Boomburbs	139,937	4.1%	180	453,439	4.7%	178
05 Wealthy Seaboard Suburbs	99,080	2.9%	208	280,986	2.9%	197
06 Sophisticated Squires	180,292	5.2%	192	558,457	5.8%	187
07 Exurbanites	72,832	2.1%	84	204,871	2.1%	83
L2. Upscale Avenues	621,582	18.1%	130	1,657,120	17.3%	126
09 Urban Chic	24,541	0.7%	54	62,856	0.7%	54
10 Pleasant-Ville	127,622	3.7%	218	355,820	3.7%	198
11 Pacific Heights	3,443	0.1%	16	10,794	0.1%	15
13 In Style	138,944	4.0%	163	348,447	3.6%	158
16 Enterprising Professionals	87,642	2.5%	151	206,941	2.2%	147
17 Green Acres	67,858	2.0%	62	192,069	2.0%	60
18 Cozy and Comfortable	171,532	5.0%	176	480,193	5.0%	178
L3. Metropolis	250,305	7.3%	139	727,230	7.6%	145
20 City Lights	52,717	1.5%	148	139,355	1.5%	140
22 Metropolitans	17,482	0.5%	43	39,900	0.4%	42
45 City Strivers	111,511	3.2%	439	331,008	3.5%	430
51 Metro City Edge	44,620	1.3%	138	145,675	1.5%	148
54 Urban Flows	3,576	0.1%	30	10,580	0.1%	30
62 Modest Income Homes	20,399	0.6%	59	60,712	0.6%	62
L4. Solo Acts	379,832	11.0%	163	718,806	7.5%	148
08 Laptops and Lattes	73,375	2.1%	211	139,522	1.5%	202
23 Trendsetters	75,040	2.2%	207	164,710	1.7%	194
27 Metro Renters	146,744	4.3%	318	241,790	2.5%	292
36 Old and Newcomers	68,753	2.0%	103	141,553	1.5%	98
39 Young and Restless	15,920	0.5%	33	31,231	0.3%	30
L5. Senior Styles	233,461	6.8%	55	520,301	5.4%	52
14 Prosperous Empty Nesters	49,732	1.4%	78	124,446	1.3%	77
15 Silver and Gold	13,309	0.4%	41	28,322	0.3%	39
29 Rustbelt Retirees	44,107	1.3%	61	110,001	1.1%	61
30 Retirement Communities	86,855	2.5%	173	176,797	1.8%	166
43 The Elders	506	0.0%	2	949	0.0%	2
49 Senior Sun Seekers	2,633	0.1%	6	5,224	0.1%	5
50 Heartland Communities	1,952	0.1%	3	6,654	0.1%	4
57 Simple Living	8,407	0.2%	17	17,973	0.2%	16
65 Social Security Set	25,960	0.8%	117	49,935	0.5%	111
L6. Scholars & Patriots	8,260	0.2%	17	41,814	0.4%	24
40 Military Proximity	3,962	0.1%	57	22,631	0.2%	62
55 College Towns	4,270	0.1%	16	15,882	0.2%	22
63 Dorms to Diplomas	28	0.0%	0	3,301	0.0%	5

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	3,442,547	100.0%		9,592,968	100.0%	
L7. High Hopes	89,497	2.6%	63	231,786	2.4%	63
28 Aspiring Young Families	74,221	2.2%	92	195,265	2.0%	90
48 Great Expectations	15,276	0.4%	25	36,521	0.4%	25
L8. Global Roots	457,727	13.3%	162	1,552,266	16.2%	166
35 International Marketplace	141,937	4.1%	318	439,958	4.6%	298
38 Industrious Urban Fringe	90,758	2.6%	172	323,876	3.4%	169
44 Urban Melting Pot	20,689	0.6%	90	54,105	0.6%	81
47 Las Casas	100,924	2.9%	387	423,993	4.4%	356
52 Inner City Tenants	32,708	1.0%	63	78,636	0.8%	57
58 NeWest Residents	34,682	1.0%	113	127,249	1.3%	109
60 City Dimensions	25,430	0.7%	85	77,754	0.8%	90
61 High Rise Renters	10,599	0.3%	46	26,695	0.3%	38
L9. Family Portrait	253,723	7.4%	94	782,081	8.2%	89
12 Up and Coming Families	116,070	3.4%	98	344,997	3.6%	94
19 Milk and Cookies	52,939	1.5%	79	162,437	1.7%	78
21 Urban Villages	18,009	0.5%	67	64,989	0.7%	59
59 Southwestern Families	1,124	0.0%	3	4,014	0.0%	3
64 City Commons	65,581	1.9%	282	205,644	2.1%	294
L10. Traditional Living	404,517	11.8%	134	1,110,929	11.6%	140
24 Main Street, USA	203,168	5.9%	228	538,347	5.6%	223
32 Rustbelt Traditions	73,472	2.1%	76	191,241	2.0%	75
33 Midlife Junction	10,080	0.3%	12	22,644	0.2%	11
34 Family Foundations	117,797	3.4%	404	358,697	3.7%	413
L11. Factories & Farms	9,154	0.3%	3	27,215	0.3%	3
25 Salt of the Earth	2,448	0.1%	3	6,425	0.1%	2
37 Prairie Living	176	0.0%	1	507	0.0%	1
42 Southern Satellites	494	0.0%	1	1,266	0.0%	0
53 Home Town	5,350	0.2%	11	14,638	0.2%	11
56 Rural Bypasses	686	0.0%	1	4,379	0.0%	3
L12. American Quilt	31,383	0.9%	10	79,925	0.8%	9
26 Midland Crowd	9,740	0.3%	8	25,948	0.3%	7
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	19,730	0.6%	38	49,430	0.5%	32
46 Rooted Rural	1,913	0.1%	2	4,547	0.0%	2
66 Unclassified	131	0.0%	174	1,893	0.0%	14

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf.

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	3,442,547	100.0%		9,592,968	100.0%	
U1. Principal Urban Centers I	531,954	15.5%	198	1,255,223	13.1%	171
08 Laptops and Lattes	73,375	2.1%	211	139,522	1.5%	202
11 Pacific Heights	3,443	0.1%	16	10,794	0.1%	15
20 City Lights	52,717	1.5%	148	139,355	1.5%	140
21 Urban Villages	18,009	0.5%	67	64,989	0.7%	59
23 Trendsetters	75,040	2.2%	207	164,710	1.7%	194
27 Metro Renters	146,744	4.3%	318	241,790	2.5%	292
35 International Marketplace	141,937	4.1%	318	439,958	4.6%	298
44 Urban Melting Pot	20,689	0.6%	90	54,105	0.6%	81
U2. Principal Urban Centers II	352,833	10.2%	217	1,175,104	12.2%	220
45 City Strivers	111,511	3.2%	439	331,008	3.5%	430
47 Las Casas	100,924	2.9%	387	423,993	4.4%	356
54 Urban Rows	3,576	0.1%	30	10,580	0.1%	30
58 NeWest Residents	34,682	1.0%	113	127,249	1.3%	109
61 High Rise Renters	10,599	0.3%	46	26,695	0.3%	38
64 City Commons	65,581	1.9%	282	205,644	2.1%	294
65 Social Security Set	25,960	0.8%	117	49,935	0.5%	111
U3. Metro Cities I	498,896	14.5%	128	1,372,448	14.3%	126
01 Top Rung	45,437	1.3%	191	139,868	1.5%	190
03 Connoisseurs	44,153	1.3%	93	123,640	1.3%	92
05 Wealthy Seaboard Suburbs	99,080	2.9%	208	280,986	2.9%	197
09 Urban Chic	24,541	0.7%	54	62,856	0.7%	54
10 Pleasant-Ville	127,622	3.7%	218	355,820	3.7%	198
16 Enterprising Professionals	87,642	2.5%	151	206,941	2.2%	147
19 Milk and Cookies	52,939	1.5%	79	162,437	1.7%	78
22 Metropolitans	17,482	0.5%	43	39,900	0.4%	42
U4. Metro Cities II	421,712	12.2%	113	1,063,234	11.1%	112
28 Aspiring Young Families	74,221	2.2%	92	195,265	2.0%	90
30 Retirement Communities	86,855	2.5%	173	176,797	1.8%	166
34 Family Foundations	117,797	3.4%	404	358,697	3.7%	413
36 Old and Newcomers	68,753	2.0%	103	141,553	1.5%	98
39 Young and Restless	15,920	0.5%	33	31,231	0.3%	30
52 Inner City Tenants	32,708	1.0%	63	78,636	0.8%	57
60 City Dimensions	25,430	0.7%	85	77,754	0.8%	90
63 Dorms to Diplomats	28	0.0%	0	3,301	0.0%	5
U5. Urban Outskirts I	522,611	15.2%	139	1,543,424	16.1%	141
04 Boomburbs	139,937	4.1%	180	453,439	4.7%	178
24 Main Street, USA	203,168	5.9%	228	538,347	5.6%	223
32 Rustbelt Traditions	73,472	2.1%	76	191,241	2.0%	75
38 Industrious Urban Fringe	90,758	2.6%	172	323,876	3.4%	169
48 Great Expectations	15,276	0.4%	25	36,521	0.4%	25

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 50 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	3,442,547	100.0%		9,592,968	100.0%	
U6. Urban Outskirts II	78,820	2.3%	45	244,256	2.5%	48
51 Metro City Edge	44,620	1.3%	138	145,675	1.5%	148
55 College Towns	4,270	0.1%	16	15,882	0.2%	22
57 Simple Living	8,407	0.2%	17	17,973	0.2%	16
59 Southwestern Families	1,124	0.0%	3	4,014	0.0%	3
62 Modest Income Homes	20,399	0.6%	59	60,712	0.6%	62
U7. Suburban Periphery I	692,423	20.1%	128	1,989,881	20.7%	128
02 Suburban Splendor	121,244	3.5%	202	380,341	4.0%	198
06 Sophisticated Squires	180,292	5.2%	192	558,457	5.8%	187
07 Exurbanites	72,832	2.1%	84	204,871	2.1%	83
12 Up and Coming Families	116,070	3.4%	98	344,997	3.6%	94
13 In Style	138,944	4.0%	163	348,447	3.6%	158
14 Prosperous Empty Nesters	49,732	1.4%	78	124,446	1.3%	77
15 Silver and Gold	13,309	0.4%	41	28,322	0.3%	39
U8. Suburban Periphery II	235,537	6.8%	71	651,056	6.8%	75
18 Cozy and Comfortable	171,532	5.0%	176	480,193	5.0%	178
29 Rustbelt Retirees	44,107	1.3%	61	110,001	1.1%	61
33 Midlife Junction	10,080	0.3%	12	22,644	0.2%	11
40 Military Proximity	3,962	0.1%	57	22,631	0.2%	62
43 The Elders	506	0.0%	2	949	0.0%	2
53 Home Town	5,350	0.2%	11	14,638	0.2%	11
U9. Small Towns	24,315	0.7%	15	61,308	0.6%	14
41 Crossroads	19,730	0.6%	38	49,430	0.5%	32
49 Senior Sun Seekers	2,633	0.1%	6	5,224	0.1%	5
50 Heartland Communities	1,952	0.1%	3	6,654	0.1%	4
U10. Rural I	80,046	2.3%	20	224,442	2.3%	21
17 Green Acres	67,858	2.0%	62	192,069	2.0%	60
25 Salt of the Earth	2,448	0.1%	3	6,425	0.1%	2
26 Midland Crowd	9,740	0.3%	8	25,948	0.3%	7
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	3,269	0.1%	1	10,699	0.1%	1
37 Prairie Living	176	0.0%	1	507	0.0%	1
42 Southern Satellites	494	0.0%	1	1,266	0.0%	0
46 Rooted Rural	1,913	0.1%	2	4,547	0.0%	2
56 Rural Bypasses	686	0.0%	1	4,379	0.0%	3
66 Unclassified	131	0.0%	174	1,893	0.0%	14

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

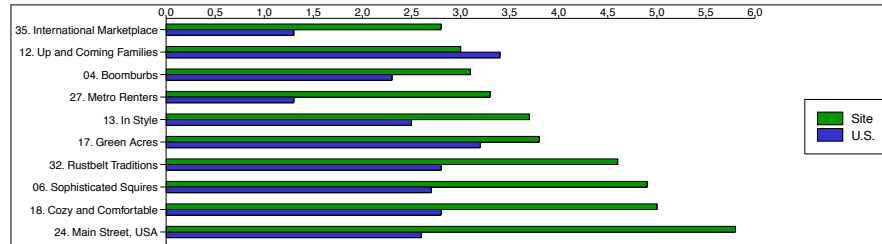
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	24. Main Street, USA	5.8%	5.8%	2.6%	2.6%	224
2	18. Cozy and Comfortable	5.0%	10.8%	2.8%	5.4%	177
3	06. Sophisticated Squires	4.9%	15.7%	2.7%	8.1%	180
4	32. Rustbelt Traditions	4.6%	20.3%	2.8%	10.9%	163
5	17. Green Acres	3.8%	24.1%	3.2%	14.1%	120
	Subtotal	24.1%		14.1%		
6	13. In Style	3.7%	27.8%	2.5%	16.6%	151
7	27. Metro Renters	3.3%	31.1%	1.3%	17.9%	245
8	04. Boomburbs	3.1%	34.2%	2.3%	20.2%	136
9	12. Up and Coming Families	3.0%	37.2%	3.4%	23.6%	86
10	35. International Marketplace	2.8%	40.0%	1.3%	24.9%	219
	Subtotal	15.9%		10.8%		
11	02. Suburban Splendor	2.8%	42.8%	1.7%	26.6%	159
12	10. Pleasant-Ville	2.6%	45.4%	1.7%	28.3%	152
13	07. Exurbanites	2.4%	47.8%	2.5%	30.8%	98
14	34. Family Foundations	2.4%	50.2%	0.8%	31.6%	286
15	36. Old and Newcomers	2.4%	52.6%	1.9%	33.5%	122
	Subtotal	12.6%		8.6%		
16	30. Retirement Communities	2.3%	54.9%	1.5%	35.0%	158
17	25. Salt of the Earth	2.3%	57.2%	2.8%	37.8%	82
18	45. City Strivers	2.2%	59.4%	0.7%	38.5%	302
19	29. Rustbelt Retirees	2.1%	61.5%	2.1%	40.6%	101
20	28. Aspiring Young Families	2.1%	63.6%	2.4%	43.0%	88
	Subtotal	11.0%		9.5%		
	Total	63.6%		43.0%		147

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



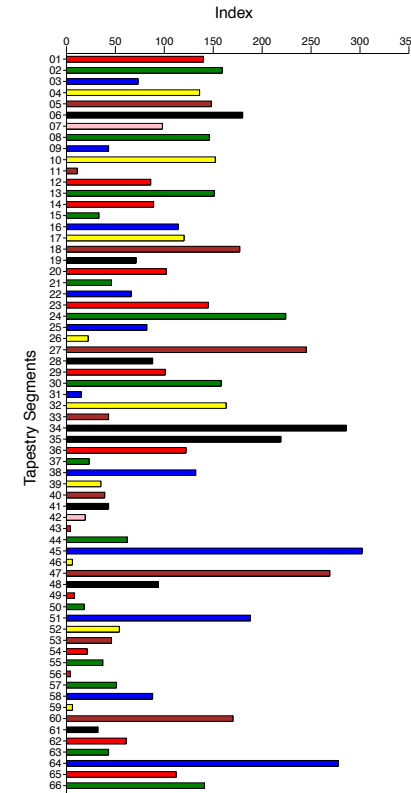
Tapestry Segmentation Area Profile

4754 W PETERSON AVE
CHICAGO, IL 60646

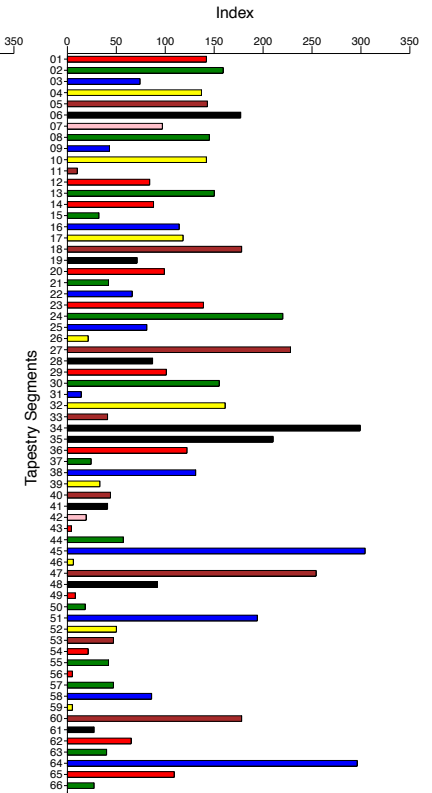
Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	5,006,860	100.0%		13,608,835	100.0%	
L1. High Society	861,885	17.2%	136	2,595,263	19.1%	136
01 Top Rung	48,222	1.0%	140	148,092	1.1%	142
02 Suburban Splendor	138,874	2.8%	159	433,319	3.2%	159
03 Connoisseurs	50,705	1.0%	73	141,827	1.0%	74
04 Boomburbs	153,722	3.1%	136	494,729	3.6%	137
05 Wealthy Seaboard Suburbs	102,183	2.0%	148	289,015	2.1%	143
06 Sophisticated Squires	245,740	4.9%	180	748,849	5.5%	177
07 Exurbanites	122,439	2.4%	98	339,432	2.5%	97
L2. Upscale Avenues	887,622	17.7%	128	2,353,268	17.3%	126
09 Urban Chic	28,235	0.6%	43	71,726	0.5%	43
10 Pleasant-Ville	129,699	2.6%	152	361,019	2.7%	142
11 Pacific Heights	3,443	0.1%	11	10,794	0.1%	10
13 In Style	187,412	3.7%	151	467,696	3.4%	150
16 Enterprising Professionals	96,366	1.9%	114	226,733	1.7%	114
17 Green Acres	192,323	3.8%	120	533,469	3.9%	118
18 Cozy and Comfortable	250,144	5.0%	177	681,831	5.0%	178
L3. Metropolis	326,394	6.5%	124	930,620	6.8%	131
20 City Lights	52,718	1.1%	102	139,355	1.0%	99
22 Metropolitans	39,105	0.8%	66	88,825	0.7%	66
45 City Strivers	111,744	2.2%	302	331,634	2.4%	304
51 Metro City Edge	88,384	1.8%	188	270,750	2.0%	194
54 Urban Rows	3,576	0.1%	21	10,580	0.1%	21
62 Modest Income Homes	30,867	0.6%	61	89,476	0.7%	65
L4. Solo Acts	458,526	9.2%	135	877,450	6.4%	127
08 Laptops and Lattes	74,185	1.5%	146	141,515	1.0%	145
23 Trendsetters	76,325	1.5%	145	167,418	1.2%	139
27 Metro Renters	164,248	3.3%	245	268,231	2.0%	228
36 Old and Newcomers	118,564	2.4%	122	251,726	1.8%	122
39 Young and Restless	25,204	0.5%	35	48,560	0.4%	33
L5. Senior Styles	416,254	8.3%	67	930,074	6.8%	66
14 Prosperous Empty Nesters	81,824	1.6%	89	202,222	1.5%	88
15 Silver and Gold	15,619	0.3%	33	33,091	0.2%	32
29 Rustbelt Retirees	105,821	2.1%	101	257,244	1.9%	101
30 Retirement Communities	115,285	2.3%	158	234,183	1.7%	155
43 The Elders	1,222	0.0%	4	2,154	0.0%	4
49 Senior Sun Seekers	5,093	0.1%	8	10,383	0.1%	8
50 Heartland Communities	19,008	0.4%	18	46,627	0.3%	18
57 Simple Living	36,237	0.7%	51	74,687	0.5%	47
65 Social Security Set	36,145	0.7%	112	69,483	0.5%	109
L6. Scholars & Patriots	28,593	0.6%	39	101,248	0.7%	42
40 Military Proximity	3,962	0.1%	39	22,630	0.2%	44
55 College Towns	14,832	0.3%	37	42,292	0.3%	42
63 Dorms to Diplomas	9,799	0.2%	43	36,326	0.3%	40

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	5,006,860	100.0%		13,608,835	100.0%	
L7. High Hopes	185,840	3.7%	91	461,059	3.4%	89
28 Aspiring Young Families	103,445	2.1%	88	267,508	2.0%	87
48 Great Expectations	82,395	1.6%	94	193,551	1.4%	92
L8. Global Roots	530,488	10.6%	129	1,766,619	13.0%	133
35 International Marketplace	142,097	2.8%	219	440,422	3.2%	210
38 Industrious Urban Fringe	101,270	2.0%	132	357,063	2.6%	131
44 Urban Melting Pot	20,688	0.4%	62	54,105	0.4%	57
47 Las Casas	102,071	2.0%	269	428,747	3.2%	254
52 Inner City Tenants	40,852	0.8%	54	97,890	0.7%	50
58 NeWest Residents	39,184	0.8%	88	143,005	1.1%	86
60 City Dimensions	73,727	1.5%	170	218,692	1.6%	178
61 High Rise Renters	10,599	0.2%	32	26,695	0.2%	27
L9. Family Portrait	333,370	6.7%	85	1,015,876	7.5%	81
12 Up and Coming Families	148,659	3.0%	86	436,746	3.2%	84
19 Milk and Cookies	69,914	1.4%	71	210,429	1.5%	71
21 Urban Villages	18,010	0.4%	46	64,989	0.5%	42
59 Southwestern Families	2,716	0.1%	6	9,639	0.1%	5
64 City Commons	94,071	1.9%	278	294,073	2.2%	296
L10. Traditional Living	696,072	13.9%	159	1,826,410	13.4%	162
24 Main Street, USA	290,451	5.8%	224	752,555	5.5%	220
32 Rustbelt Traditions	231,144	4.6%	163	583,188	4.3%	161
33 Midlife Junction	53,210	1.1%	43	122,663	0.9%	41
34 Family Foundations	121,267	2.4%	286	368,004	2.7%	299
L11. Factories & Farms	187,059	3.7%	40	500,529	3.7%	40
25 Salt of the Earth	113,093	2.3%	82	300,412	2.2%	81
37 Prairie Living	11,814	0.2%	23	32,927	0.2%	24
42 Southern Satellites	25,959	0.5%	19	69,315	0.5%	19
53 Home Town	33,529	0.7%	46	88,104	0.6%	47
56 Rural Bypasses	2,864	0.1%	4	9,771	0.1%	5
L12. American Quilt	94,603	1.9%	20	245,116	1.8%	19
26 Midland Crowd	42,311	0.8%	22	111,833	0.8%	21
31 Rural Resort Dwellers	11,911	0.2%	15	27,166	0.2%	14
41 Crossroads	32,836	0.7%	43	88,020	0.6%	41
46 Rooted Rural	7,545	0.2%	6	18,097	0.1%	6
66 Unclassified	154	0.0%	141	5,303	0.0%	27

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	5,006,860	100.0%		13,608,835	100.0%	
U1. Principal Urban Centers I	551,714	11.0%	141	1,286,829	9.5%	124
08 Laptops and Lattes	74,185	1.5%	146	141,515	1.0%	145
11 Pacific Heights	3,443	0.1%	11	10,794	0.1%	10
20 City Lights	52,718	1.1%	102	139,355	1.0%	99
21 Urban Villages	18,010	0.4%	46	64,989	0.5%	42
23 Trendsetters	76,325	1.5%	145	167,418	1.2%	139
27 Metro Renters	164,248	3.3%	245	268,231	2.0%	228
35 International Marketplace	142,097	2.8%	219	440,422	3.2%	210
44 Urban Melting Pot	20,688	0.4%	62	54,105	0.4%	57
U2. Principal Urban Centers II	397,390	7.9%	168	1,304,217	9.6%	172
45 City Strivers	111,744	2.2%	302	331,634	2.4%	304
47 Las Casas	102,071	2.0%	269	428,747	3.2%	254
54 Urban Flows	3,576	0.1%	21	10,580	0.1%	21
58 NeWest Residents	39,184	0.8%	88	143,005	1.1%	86
61 High Rise Renters	10,599	0.2%	32	26,695	0.2%	27
64 City Commons	94,071	1.9%	278	294,073	2.2%	296
65 Social Security Set	36,145	0.7%	112	69,483	0.5%	109
U3. Metro Cities I	564,429	11.3%	100	1,537,666	11.3%	99
01 Top Rung	48,222	1.0%	140	148,092	1.1%	142
03 Connoisseurs	50,705	1.0%	73	141,827	1.0%	74
05 Wealthy Seaboard Suburbs	102,183	2.0%	148	289,015	2.1%	143
09 Urban Chic	28,235	0.6%	43	71,726	0.5%	43
10 Pleasant-Ville	129,699	2.6%	152	361,019	2.7%	142
16 Enterprising Professionals	96,366	1.9%	114	226,733	1.7%	114
19 Milk and Cookies	69,914	1.4%	71	210,429	1.5%	71
22 Metropolitans	39,105	0.8%	66	88,825	0.7%	66
U4. Metro Cities II	608,143	12.1%	112	1,522,889	11.2%	113
28 Aspiring Young Families	103,445	2.1%	88	267,508	2.0%	87
30 Retirement Communities	115,285	2.3%	158	234,183	1.7%	155
34 Family Foundations	121,267	2.4%	286	368,004	2.7%	299
36 Old and Newcomers	118,564	2.4%	122	251,726	1.8%	122
39 Young and Restless	25,204	0.5%	35	48,560	0.4%	33
52 Inner City Tenants	40,852	0.8%	54	97,890	0.7%	50
60 City Dimensions	73,727	1.5%	170	218,692	1.6%	178
63 Dorms to Diplomas	9,799	0.2%	43	36,326	0.3%	40
U5. Urban Outskirts I	858,982	17.2%	157	2,381,086	17.5%	154
04 Boomburbs	153,722	3.1%	136	494,729	3.6%	137
24 Main Street, USA	290,451	5.8%	224	752,555	5.5%	220
32 Rustbelt Traditions	231,144	4.6%	163	583,188	4.3%	161
38 Industrious Urban Fringe	101,270	2.0%	132	357,063	2.6%	131
48 Great Expectations	82,395	1.6%	94	193,551	1.4%	92

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

4754 W PETERSON AVE
CHICAGO, IL 60646

Site Type: Rings

Latitude: 41.98978
Longitude: -87.74815
Radius: 100 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	5,006,860	100.0%		13,608,835	100.0%	
U6. Urban Outskirts II	173,036	3.5%	67	486,844	3.6%	68
51 Metro City Edge	88,384	1.8%	188	270,750	2.0%	194
55 College Towns	14,832	0.3%	37	42,292	0.3%	42
57 Simple Living	36,237	0.7%	51	74,687	0.5%	47
59 Southwestern Families	2,716	0.1%	6	9,639	0.1%	5
62 Modest Income Homes	30,867	0.6%	61	89,476	0.7%	65
U7. Suburban Periphery I	940,567	18.8%	120	2,661,355	19.6%	120
02 Suburban Splendor	138,874	2.8%	159	433,319	3.2%	159
06 Sophisticated Squires	245,740	4.9%	180	748,849	5.5%	177
07 Exurbanites	122,439	2.4%	98	339,432	2.5%	97
12 Up and Coming Families	148,659	3.0%	86	436,746	3.2%	84
13 In Style	187,412	3.7%	151	467,696	3.4%	150
14 Prosperous Empty Nesters	81,824	1.6%	89	202,222	1.5%	88
15 Silver and Gold	15,619	0.3%	33	33,091	0.2%	32
U8. Suburban Periphery II	447,888	8.9%	93	1,174,626	8.6%	95
18 Cozy and Comfortable	250,144	5.0%	177	681,831	5.0%	178
29 Rustbelt Retirees	105,821	2.1%	101	257,244	1.9%	101
33 Midlife Junction	53,210	1.1%	43	122,663	0.9%	41
40 Military Proximity	3,962	0.1%	39	22,630	0.2%	44
43 The Elders	1,222	0.0%	4	2,154	0.0%	4
53 Home Town	33,529	0.7%	46	88,104	0.6%	47
U9. Small Towns	56,937	1.1%	23	145,030	1.1%	24
41 Crossroads	32,836	0.7%	43	88,020	0.6%	41
49 Senior Sun Seekers	5,093	0.1%	8	10,383	0.1%	8
50 Heartland Communities	19,008	0.4%	18	46,627	0.3%	18
U10. Rural I	359,638	7.2%	63	972,880	7.1%	63
17 Green Acres	192,323	3.8%	120	533,469	3.9%	118
25 Salt of the Earth	113,093	2.3%	82	300,412	2.2%	81
26 Midland Crowd	42,311	0.8%	22	111,833	0.8%	21
31 Rural Resort Dwellers	11,911	0.2%	15	27,166	0.2%	14
U11. Rural II	47,982	1.0%	12	130,110	1.0%	13
37 Prairie Living	11,814	0.2%	23	32,927	0.2%	24
42 Southern Satellites	25,959	0.5%	19	69,315	0.5%	19
46 Rooted Rural	7,545	0.2%	6	18,097	0.1%	6
56 Rural Bypasses	2,664	0.1%	4	9,771	0.1%	5
66 Unclassified	154	0.0%	141	5,303	0.0%	27

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

Indianapolis, Indiana

Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

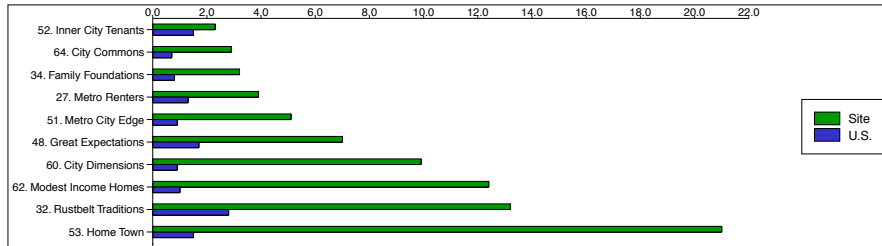
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	53. Home Town	21.0%	21.0%	1.5%	1.5%	1443
2	32. Rustbelt Traditions	13.2%	34.2%	2.8%	4.3%	468
3	62. Modest Income Homes	12.4%	46.6%	1.0%	5.3%	1232
4	60. City Dimensions	9.9%	56.5%	0.9%	6.2%	1147
5	48. Great Expectations	7.0%	63.5%	1.7%	7.9%	399
	Subtotal	63.5%		7.9%		
6	51. Metro City Edge	5.1%	68.6%	0.9%	8.8%	548
7	27. Metro Renters	3.9%	72.5%	1.3%	10.1%	293
8	34. Family Foundations	3.2%	75.7%	0.8%	10.9%	383
9	64. City Commons	2.9%	78.6%	0.7%	11.6%	432
10	52. Inner City Tenants	2.3%	80.9%	1.5%	13.1%	155
	Subtotal	17.4%		5.2%		
11	29. Rustbelt Retirees	2.3%	83.2%	2.1%	15.2%	112
12	65. Social Security Set	2.3%	85.5%	0.6%	15.8%	354
13	57. Simple Living	1.9%	87.4%	1.4%	17.2%	136
14	18. Cozy and Comfortable	1.7%	89.1%	2.8%	20.0%	62
15	36. Old and Newcomers	1.7%	90.8%	1.9%	21.9%	89
	Subtotal	9.9%		8.8%		
16	55. College Towns	1.1%	91.9%	0.8%	22.7%	142
17	22. Metropolitans	1.1%	93.0%	1.2%	23.9%	91
18	33. Midlife Junction	0.9%	93.9%	2.5%	26.4%	35
19	39. Young and Restless	0.8%	94.7%	1.4%	27.8%	53
20	24. Main Street, USA	0.7%	95.4%	2.6%	30.4%	28
	Subtotal	4.6%		8.5%		
	Total	95.4%		30.4%		312

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

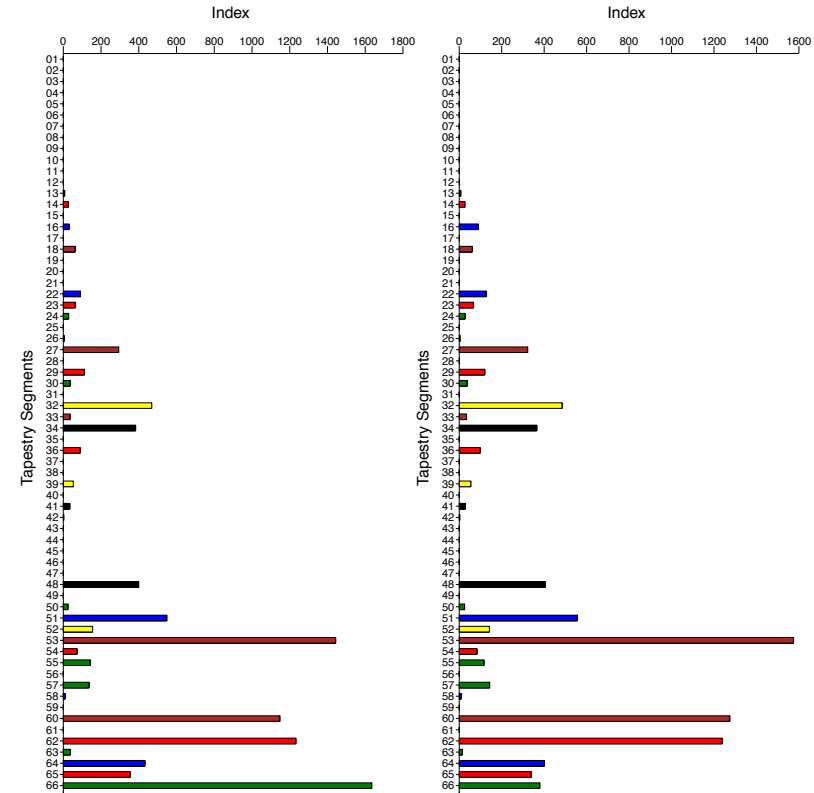
Indianapolis, Indiana

Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

Tapestry LifeMode Groups	Site Type: Rings			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	100,983	100.0%		247,948	100.0%	
L1. High Society	0	0.0%	0	0	0.0%	0
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
04 Boomburbs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	0	0.0%	0	0	0.0%	0
07 Exurbanites	0	0.0%	0	0	0.0%	0
L2. Upscale Avenues	2,487	2.5%	18	7,929	3.2%	23
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	184	0.2%	7	412	0.2%	7
16 Enterprising Professionals	518	0.5%	30	3,239	1.3%	89
17 Green Acres	18	0.0%	1	42	0.0%	1
18 Cozy and Comfortable	1,767	1.7%	62	4,236	1.7%	61
L3. Metropolis	19,046	18.9%	360	49,115	19.8%	378
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	1,093	1.1%	91	3,118	1.3%	127
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	5,193	5.1%	548	14,141	5.7%	556
54 Urban Rows	250	0.2%	72	765	0.3%	83
62 Modest Income Homes	12,510	12.4%	1232	31,091	12.5%	1238
L4. Solo Acts	7,163	7.1%	105	13,491	5.4%	107
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.7%	63	1,482	0.6%	67
27 Metro Renters	3,973	3.9%	293	6,888	2.8%	322
36 Old and Newcomers	1,757	1.7%	89	3,663	1.5%	98
39 Young and Restless	765	0.8%	53	1,458	0.6%	54
L5. Senior Styles	8,124	8.0%	65	16,933	6.8%	66
14 Prosperous Empty Nesters	484	0.5%	26	1,078	0.4%	26
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	2,360	2.3%	112	5,562	2.2%	120
30 Retirement Communities	529	0.5%	36	1,018	0.4%	37
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	508	0.5%	24	1,197	0.5%	25
57 Simple Living	1,935	1.9%	136	4,118	1.7%	143
65 Social Security Set	2,308	2.3%	354	3,960	1.6%	339
L6. Scholars & Patriots	1,307	1.3%	89	2,358	1.0%	53
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	1,141	1.1%	142	2,132	0.9%	116
63 Dorms to Diplomas	166	0.2%	37	226	0.1%	14

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

Tapestry LifeMode Groups	Site Type: Rings			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	100,983	100.0%		247,948	100.0%	
L7. High Hopes	7,052	7.0%	170	15,644	6.3%	165
28 Aspiring Young Families	30	0.0%	1	81	0.0%	1
48 Great Expectations	7,022	7.0%	399	15,563	6.3%	404
L8. Global Roots	12,475	12.4%	151	33,862	13.7%	140
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	2,369	2.3%	155	5,031	2.0%	142
58 NeWest Residents	83	0.1%	9	273	0.1%	9
60 City Dimensions	10,023	9.9%	1147	28,558	11.5%	1274
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	3,018	3.0%	38	7,432	3.0%	33
12 Up and Coming Families	50	0.0%	1	132	0.1%	1
19 Milk and Cookies	16	0.0%	1	45	0.0%	1
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	2,952	2.9%	432	7,255	2.9%	401
L10. Traditional Living	18,242	18.1%	207	43,779	17.7%	213
24 Main Street, USA	727	0.7%	28	1,702	0.7%	27
32 Rustbelt Traditions	13,364	13.2%	468	32,029	12.9%	484
33 Midlife Junction	876	0.9%	35	1,856	0.7%	34
34 Family Foundations	3,275	3.2%	383	8,192	3.3%	365
L11. Factories & Farms	21,292	21.1%	223	54,411	21.9%	236
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	66	0.1%	2	165	0.1%	2
53 Home Town	21,226	21.0%	1443	54,246	21.9%	1574
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	741	0.7%	8	1,629	0.7%	7
26 Midland Crowd	218	0.2%	6	482	0.2%	5
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	523	0.5%	34	1,147	0.5%	29
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	36	0.0%	1634	1,365	0.6%	379

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf.

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	100,983	100.0%		247,948	100.0%	
U1. Principal Urban Centers I	4,641	4.6%	59	8,370	3.4%	44
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.7%	63	1,482	0.6%	67
27 Metro Renters	3,973	3.9%	293	6,888	2.8%	322
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	5,593	5.5%	117	12,253	4.9%	89
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	250	0.2%	72	765	0.3%	83
58 NeWest Residents	83	0.1%	9	273	0.1%	9
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	2,952	2.9%	432	7,255	2.9%	401
65 Social Security Set	2,308	2.3%	354	3,960	1.6%	339
U3. Metro Cities I	1,627	1.6%	14	6,402	2.6%	23
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	518	0.5%	30	3,239	1.3%	89
19 Milk and Cookies	16	0.0%	1	45	0.0%	1
22 Metropolitans	1,093	1.1%	91	3,118	1.3%	127
U4. Metro Cities II	18,914	18.7%	172	48,227	19.5%	197
28 Aspiring Young Families	30	0.0%	1	81	0.0%	1
30 Retirement Communities	529	0.5%	36	1,018	0.4%	37
34 Family Foundations	3,275	3.2%	383	8,192	3.3%	365
36 Old and Newcomers	1,757	1.7%	89	3,663	1.5%	98
39 Young and Restless	765	0.8%	53	1,458	0.6%	54
52 Inner City Tenants	2,369	2.3%	155	5,031	2.0%	142
60 City Dimensions	10,023	9.9%	1147	28,558	11.5%	1274
63 Dorms to Diplomats	166	0.2%	37	226	0.1%	14
U5. Urban Outskirts I	21,113	20.9%	191	49,294	19.9%	175
04 Boomburbs	0	0.0%	0	0	0.0%	0
24 Main Street, USA	727	0.7%	28	1,702	0.7%	27
32 Rustbelt Traditions	13,364	13.2%	468	32,029	12.9%	484
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
48 Great Expectations	7,022	7.0%	399	15,563	6.3%	404

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	100,983	100.0%		247,948	100.0%	
U6. Urban Outskirts II	20,779	20.6%	401	51,482	20.8%	395
51 Metro City Edge	5,193	5.1%	548	14,141	5.7%	556
55 College Towns	1,141	1.1%	142	2,132	0.9%	116
57 Simple Living	1,935	1.9%	136	4,118	1.7%	143
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	12,510	12.4%	1232	31,091	12.5%	1238
U7. Suburban Periphery I	718	0.7%	5	1,622	0.7%	4
02 Suburban Splendor	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	0	0.0%	0	0	0.0%	0
07 Exurbanites	0	0.0%	0	0	0.0%	0
12 Up and Coming Families	50	0.0%	1	132	0.1%	1
13 In Style	184	0.2%	7	412	0.2%	7
14 Prosperous Empty Nesters	484	0.5%	26	1,078	0.4%	26
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	26,229	26.0%	269	65,900	26.6%	294
18 Cozy and Comfortable	1,767	1.7%	62	4,236	1.7%	61
29 Rustbelt Retirees	2,360	2.3%	112	5,562	2.2%	120
33 Midlife Junction	876	0.9%	35	1,856	0.7%	34
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	21,226	21.0%	1443	54,246	21.9%	1574
U9. Small Towns	1,031	1.0%	21	2,344	0.9%	21
41 Crossroads	523	0.5%	34	1,147	0.5%	29
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	508	0.5%	24	1,197	0.5%	25
U10. Rural I	236	0.2%	2	524	0.2%	2
17 Green Acres	18	0.0%	1	42	0.0%	1
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	218	0.2%	6	482	0.2%	5
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	66	0.1%	1	165	0.1%	1
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	66	0.1%	2	165	0.1%	2
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	36	0.0%	1634	1,365	0.6%	379

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

Indianapolis, Indiana

Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 10 Miles

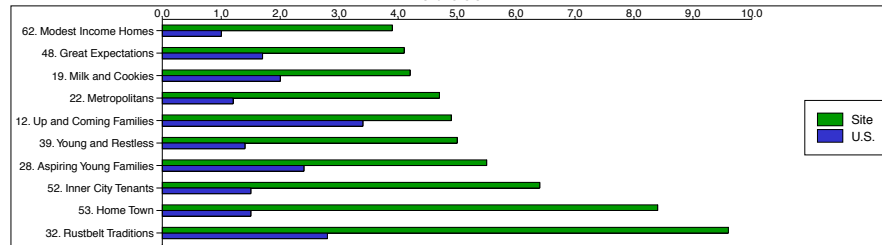
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	32. Rustbelt Traditions	9.6%	9.6%	2.8%	2.8%	340
2	53. Home Town	8.4%	18.0%	1.5%	4.3%	573
3	52. Inner City Tenants	6.4%	24.4%	1.5%	5.8%	419
4	28. Aspiring Young Families	5.5%	29.9%	2.4%	8.2%	235
5	39. Young and Restless	5.0%	34.9%	1.4%	9.6%	354
	Subtotal	34.9%		9.6%		
6	12. Up and Coming Families	4.9%	39.8%	3.4%	13.0%	142
7	22. Metropolitans	4.7%	44.5%	1.2%	14.2%	394
8	19. Milk and Cookies	4.2%	48.7%	2.0%	16.2%	216
9	48. Great Expectations	4.1%	52.8%	1.7%	17.9%	233
10	62. Modest Income Homes	3.9%	56.7%	1.0%	18.9%	387
	Subtotal	21.8%		9.3%		
11	51. Metro City Edge	3.6%	60.3%	0.9%	19.8%	388
12	29. Rustbelt Retirees	3.5%	63.8%	2.1%	21.9%	170
13	60. City Dimensions	3.1%	66.9%	0.9%	22.8%	360
14	18. Cozy and Comfortable	3.1%	70.0%	2.8%	25.6%	109
15	36. Old and Newcomers	2.9%	72.9%	1.9%	27.5%	151
	Subtotal	16.2%		8.6%		
16	17. Green Acres	2.6%	75.5%	3.2%	30.7%	83
17	41. Crossroads	2.3%	77.8%	1.5%	32.2%	155
18	14. Prosperous Empty Nesters	2.3%	80.1%	1.8%	34.0%	122
19	34. Family Foundations	2.2%	82.3%	0.8%	34.8%	261
20	13. In Style	2.0%	84.3%	2.5%	37.3%	80
	Subtotal	11.4%		9.8%		
Total		84.3%		37.3%		225

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



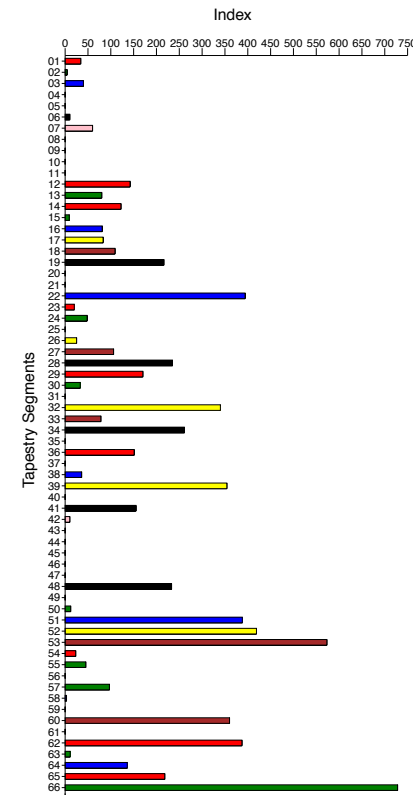
Tapestry Segmentation Area Profile

Indianapolis, Indiana

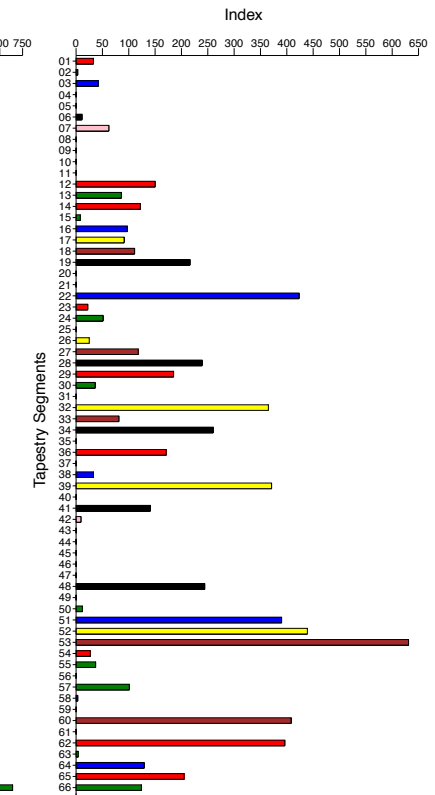
Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 10 Miles

Tapestry Indexes by Households



Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 10 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	321,339	100.0%		774,686	100.0%	
L1. High Society	8,428	2.6%	21	22,023	2.8%	20
01 Top Rung	745	0.2%	34	1,956	0.3%	33
02 Suburban Splendor	197	0.1%	4	516	0.1%	3
03 Connoisseurs	1,772	0.6%	40	4,523	0.6%	42
04 Boomburbs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	902	0.3%	10	2,590	0.3%	11
07 Exurbanites	4,812	1.5%	60	12,438	1.6%	62
L2. Upscale Avenues	29,242	9.1%	66	74,119	9.6%	70
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	6,406	2.0%	80	15,339	2.0%	86
16 Enterprising Professionals	4,393	1.4%	81	11,015	1.4%	97
17 Green Acres	8,509	2.6%	83	23,556	3.0%	91
18 Cozy and Comfortable	9,934	3.1%	109	24,209	3.1%	111
L3. Metropolis	39,455	12.3%	234	95,317	12.3%	235
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	15,019	4.7%	394	32,418	4.2%	423
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	11,676	3.6%	388	31,043	4.0%	390
54 Urban Rows	250	0.1%	23	765	0.1%	27
62 Modest Income Homes	12,510	3.9%	387	31,091	4.0%	396
L4. Solo Acts	30,816	9.6%	142	60,468	7.8%	154
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.2%	20	1,482	0.2%	22
27 Metro Renters	4,570	1.4%	106	7,905	1.0%	118
36 Old and Newcomers	9,419	2.9%	151	19,987	2.6%	171
39 Young and Restless	16,159	5.0%	354	31,094	4.0%	371
L5. Senior Styles	30,161	9.4%	76	64,748	8.4%	80
14 Prosperous Empty Nesters	7,238	2.3%	122	15,935	2.1%	122
15 Silver and Gold	267	0.1%	9	454	0.1%	8
29 Rustbelt Retirees	11,388	3.5%	170	26,895	3.5%	185
30 Retirement Communities	1,547	0.5%	33	3,063	0.4%	36
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	807	0.3%	12	1,838	0.2%	12
57 Simple Living	4,385	1.4%	97	9,081	1.2%	101
65 Social Security Set	4,529	1.4%	218	7,482	1.0%	205
L6. Scholars & Patriots	1,307	0.4%	28	2,358	0.3%	17
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	1,141	0.4%	45	2,132	0.3%	37
63 Dorms to Diplomas	166	0.1%	11	226	0.0%	4

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 10 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	321,339	100.0%		774,686	100.0%	
L7. High Hopes	30,848	9.6%	234	71,223	9.2%	241
28 Aspiring Young Families	17,827	5.5%	235	41,917	5.4%	239
48 Great Expectations	13,021	4.1%	233	29,306	3.8%	244
L8. Global Roots	32,331	10.1%	123	82,480	10.6%	109
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	1,792	0.6%	36	5,105	0.7%	33
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	20,433	6.4%	419	48,544	6.3%	439
58 NeWest Residents	83	0.0%	3	273	0.0%	3
60 City Dimensions	10,023	3.1%	360	28,558	3.7%	408
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	32,237	10.0%	128	88,401	11.4%	124
12 Up and Coming Families	15,695	4.9%	142	44,628	5.8%	150
19 Milk and Cookies	13,581	4.2%	216	36,498	4.7%	216
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	2,961	0.9%	136	7,275	0.9%	129
L10. Traditional Living	48,255	15.0%	172	117,486	15.2%	183
24 Main Street, USA	4,022	1.3%	48	9,955	1.3%	51
32 Rustbelt Traditions	30,858	9.6%	340	75,447	9.7%	365
33 Midlife Junction	6,261	1.9%	78	13,874	1.8%	81
34 Family Foundations	7,114	2.2%	261	18,210	2.4%	260
L11. Factories & Farms	27,684	8.6%	91	69,877	9.0%	97
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	851	0.3%	10	1,925	0.2%	9
53 Home Town	26,833	8.4%	573	67,952	8.8%	631
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	10,524	3.3%	35	24,790	3.2%	35
26 Midland Crowd	2,981	0.9%	25	7,469	1.0%	25
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	7,543	2.3%	155	17,321	2.2%	141
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	51	0.0%	728	1,396	0.2%	124

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf.

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

 Latitude: 39.76691
 Longitude: -86.14996
 Radius: 10 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	321,339	100.0%		774,686	100.0%	
U1. Principal Urban Centers I	5,238	1.6%	21	9,387	1.2%	16
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.2%	20	1,482	0.2%	22
27 Metro Renters	4,570	1.4%	106	7,905	1.0%	118
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	7,823	2.4%	52	15,795	2.0%	37
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	250	0.1%	23	765	0.1%	27
58 NeWest Residents	83	0.0%	3	273	0.0%	3
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	2,961	0.9%	136	7,275	0.9%	129
65 Social Security Set	4,529	1.4%	218	7,482	1.0%	205
U3. Metro Cities I	35,510	11.1%	98	86,410	11.2%	98
01 Top Rung	745	0.2%	34	1,956	0.3%	33
03 Connoisseurs	1,772	0.6%	40	4,523	0.6%	42
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	4,393	1.4%	81	11,015	1.4%	97
19 Milk and Cookies	13,581	4.2%	216	36,498	4.7%	216
22 Metropolitans	15,019	4.7%	394	32,418	4.2%	423
U4. Metro Cities II	82,688	25.7%	237	191,599	24.7%	250
28 Aspiring Young Families	17,827	5.5%	235	41,917	5.4%	239
30 Retirement Communities	1,547	0.5%	33	3,063	0.4%	36
34 Family Foundations	7,114	2.2%	261	18,210	2.4%	260
36 Old and Newcomers	9,419	2.9%	151	19,987	2.6%	171
39 Young and Restless	16,159	5.0%	354	31,094	4.0%	371
52 Inner City Tenants	20,433	6.4%	419	48,544	6.3%	439
60 City Dimensions	10,023	3.1%	360	28,558	3.7%	408
63 Dorms to Diplomats	166	0.1%	11	226	0.0%	4
U5. Urban Outskirts I	49,693	15.5%	141	119,813	15.5%	136
04 Boomburbs	0	0.0%	0	0	0.0%	0
24 Main Street, USA	4,022	1.3%	48	9,955	1.3%	51
32 Rustbelt Traditions	30,858	9.6%	340	75,447	9.7%	365
38 Industrious Urban Fringe	1,792	0.6%	36	5,105	0.7%	33
48 Great Expectations	13,021	4.1%	233	29,306	3.8%	244

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

 Latitude: 39.76691
 Longitude: -86.14996
 Radius: 10 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	321,339	100.0%		774,686	100.0%	
U6. Urban Outskirts II	29,712	9.2%	180	73,347	9.5%	180
51 Metro City Edge	11,676	3.6%	388	31,043	4.0%	390
55 College Towns	1,141	0.4%	45	2,132	0.3%	37
57 Simple Living	4,385	1.4%	97	9,081	1.2%	101
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	12,510	3.9%	387	31,091	4.0%	396
U7. Suburban Periphery I	35,517	11.1%	70	91,900	11.9%	73
02 Suburban Splendor	197	0.1%	4	516	0.1%	3
06 Sophisticated Squires	902	0.3%	10	2,590	0.3%	11
07 Exurbanites	4,812	1.5%	60	12,438	1.6%	62
12 Up and Coming Families	15,695	4.9%	142	44,628	5.8%	150
13 In Style	6,406	2.0%	80	15,339	2.0%	86
14 Prosperous Empty Nesters	7,238	2.3%	122	15,935	2.1%	122
15 Silver and Gold	267	0.1%	9	454	0.1%	8
U8. Suburban Periphery II	54,416	16.9%	175	132,930	17.2%	190
18 Cozy and Comfortable	9,934	3.1%	109	24,209	3.1%	111
29 Rustbelt Retirees	11,388	3.5%	170	26,895	3.5%	185
33 Midlife Junction	6,261	1.9%	78	13,874	1.8%	81
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	26,833	8.4%	573	67,952	8.8%	631
U9. Small Towns	8,350	2.6%	54	19,159	2.5%	55
41 Crossroads	7,543	2.3%	155	17,321	2.2%	141
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	807	0.3%	12	1,838	0.2%	12
U10. Rural I	11,490	3.6%	32	31,025	4.0%	35
17 Green Acres	8,509	2.6%	83	23,556	3.0%	91
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	2,981	0.9%	25	7,469	1.0%	25
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	851	0.3%	3	1,925	0.2%	3
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	851	0.3%	10	1,925	0.2%	9
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	51	0.0%	728	1,396	0.2%	124

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

Indianapolis, Indiana

Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

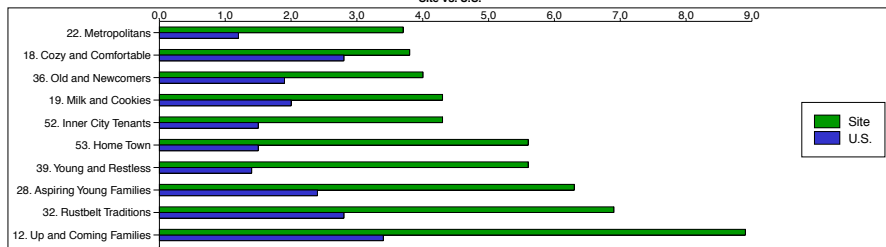
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	12. Up and Coming Families	8.9%	8.9%	3.4%	3.4%	258
2	32. Rustbelt Traditions	6.9%	15.8%	2.8%	6.2%	244
3	28. Aspiring Young Families	6.3%	22.1%	2.4%	8.6%	268
4	39. Young and Restless	5.6%	27.7%	1.4%	10.0%	398
5	53. Home Town	5.6%	33.3%	1.5%	11.5%	387
	Subtotal	33.3%		11.5%		
6	52. Inner City Tenants	4.3%	37.6%	1.5%	13.0%	283
7	19. Milk and Cookies	4.3%	41.9%	2.0%	15.0%	218
8	36. Old and Newcomers	4.0%	45.9%	1.9%	16.9%	207
9	18. Cozy and Comfortable	3.8%	49.7%	2.8%	19.7%	134
10	22. Metropolitans	3.7%	53.4%	1.2%	20.9%	313
	Subtotal	20.1%		9.4%		
11	17. Green Acres	3.7%	57.1%	3.2%	24.1%	116
12	48. Great Expectations	3.4%	60.5%	1.7%	25.8%	197
13	62. Modest Income Homes	2.6%	63.1%	1.0%	26.8%	261
14	07. Exurbanites	2.6%	65.7%	2.5%	29.3%	105
15	51. Metro City Edge	2.5%	68.2%	0.9%	30.2%	262
	Subtotal	14.8%		9.3%		
16	04. Boomburbs	2.4%	70.6%	2.3%	32.5%	108
17	29. Rustbelt Retirees	2.4%	73.0%	2.1%	34.6%	115
18	14. Prosperous Empty Nesters	2.2%	75.2%	1.8%	36.4%	121
19	06. Sophisticated Squires	2.2%	77.4%	2.7%	39.1%	81
20	60. City Dimensions	2.1%	79.5%	0.9%	40.0%	243
	Subtotal	11.3%		9.8%		
	Total	79.5%		40.0%		198

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

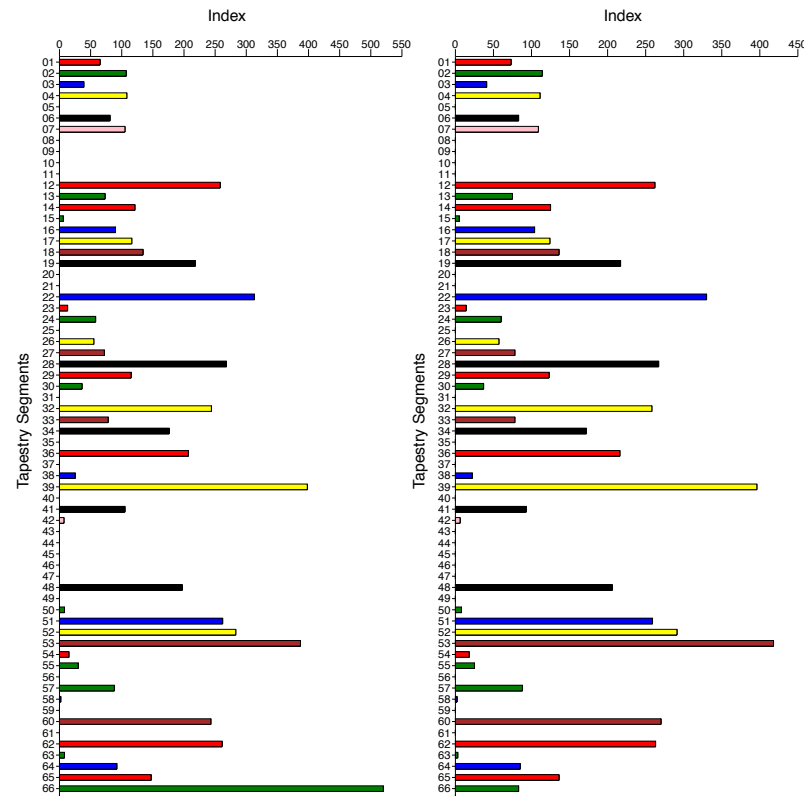
Indianapolis, Indiana

Site Type: Rings

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	476,156	100.0%		1,168,726	100.0%	
L1. High Society	48,189	10.1%	80	137,171	11.7%	84
01 Top Rung	2,134	0.4%	65	6,586	0.6%	73
02 Suburban Splendor	8,850	1.9%	107	26,663	2.3%	114
03 Connoisseurs	2,601	0.5%	39	6,654	0.6%	41
04 Boomburbs	11,602	2.4%	108	34,477	2.9%	111
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	10,515	2.2%	81	30,060	2.6%	83
07 Exurbanites	12,487	2.6%	105	32,731	2.8%	109
L2. Upscale Avenues	51,420	10.8%	78	131,045	11.2%	82
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	8,564	1.8%	73	20,227	1.7%	75
16 Enterprising Professionals	7,228	1.5%	90	17,796	1.5%	104
17 Green Acres	17,614	3.7%	116	48,438	4.1%	124
18 Cozy and Comfortable	18,014	3.8%	134	44,584	3.8%	136
L3. Metropolis	42,123	8.8%	169	101,026	8.6%	165
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	17,687	3.7%	313	38,127	3.3%	330
45 City Strivers	0	0.0%	0	0	0.0%	0
51 Metro City Edge	11,676	2.5%	262	31,043	2.7%	259
54 Urban Rows	250	0.1%	15	765	0.1%	18
62 Modest Income Homes	12,510	2.6%	261	31,091	2.7%	263
L4. Solo Acts	51,304	10.8%	159	97,622	8.4%	165
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.1%	13	1,482	0.1%	14
27 Metro Renters	4,570	1.0%	72	7,905	0.7%	78
36 Old and Newcomers	19,202	4.0%	207	38,096	3.3%	216
39 Young and Restless	26,864	5.6%	398	50,139	4.3%	396
L5. Senior Styles	35,967	7.6%	61	78,077	6.7%	64
14 Prosperous Empty Nesters	10,595	2.2%	121	24,674	2.1%	125
15 Silver and Gold	267	0.1%	6	454	0.0%	5
29 Rustbelt Retirees	11,388	2.4%	115	26,895	2.3%	123
30 Retirement Communities	2,487	0.5%	36	4,826	0.4%	37
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	807	0.2%	8	1,838	0.2%	8
57 Simple Living	5,894	1.2%	88	11,908	1.0%	88
65 Social Security Set	4,529	1.0%	147	7,482	0.6%	136
L6. Scholars & Patriots	1,307	0.3%	19	2,358	0.2%	11
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	1,141	0.2%	30	2,132	0.2%	25
63 Dorms to Diplomas	166	0.0%	8	226	0.0%	3

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	476,156	100.0%		1,168,726	100.0%	
L7. High Hopes	46,390	9.7%	238	108,037	9.2%	242
28 Aspiring Young Families	30,091	6.3%	268	70,588	6.0%	267
48 Great Expectations	16,299	3.4%	197	37,449	3.2%	206
L8. Global Roots	32,331	6.8%	83	82,480	7.1%	72
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	1,792	0.4%	25	5,105	0.4%	22
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	20,433	4.3%	283	48,544	4.2%	291
58 NeWest Residents	83	0.0%	2	273	0.0%	2
60 City Dimensions	10,023	2.1%	243	28,558	2.4%	270
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	65,642	13.8%	176	180,119	15.4%	167
12 Up and Coming Families	42,349	8.9%	258	117,441	10.0%	262
19 Milk and Cookies	20,332	4.3%	218	55,403	4.7%	217
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	2,961	0.6%	92	7,275	0.6%	85
L10. Traditional Living	56,316	11.8%	135	136,401	11.7%	141
24 Main Street, USA	7,152	1.5%	58	17,763	1.5%	60
32 Rustbelt Traditions	32,844	6.9%	244	80,393	6.9%	258
33 Midlife Junction	9,206	1.9%	78	20,035	1.7%	78
34 Family Foundations	7,114	1.5%	176	18,210	1.6%	172
L11. Factories & Farms	27,684	5.8%	62	69,877	6.0%	64
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	851	0.2%	7	1,925	0.2%	6
53 Home Town	26,833	5.6%	387	67,952	5.8%	418
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	17,429	3.7%	39	43,111	3.7%	40
26 Midland Crowd	9,886	2.1%	55	25,790	2.2%	57
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	7,543	1.6%	105	17,321	1.5%	93
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	54	0.0%	520	1,402	0.1%	83

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	476,156	100.0%		1,168,726	100.0%	
U1. Principal Urban Centers I	5,238	1.1%	14	9,387	0.8%	11
08 Laptops and Lattes	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	668	0.1%	13	1,482	0.1%	14
27 Metro Renters	4,570	1.0%	72	7,905	0.7%	78
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	7,823	1.6%	35	15,795	1.4%	24
45 City Strivers	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	250	0.1%	15	765	0.1%	18
58 NeWest Residents	83	0.0%	2	273	0.0%	2
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	2,961	0.6%	92	7,275	0.6%	85
65 Social Security Set	4,529	1.0%	147	7,482	0.6%	136
U3. Metro Cities I	49,982	10.5%	93	124,566	10.7%	94
01 Top Rung	2,134	0.4%	65	6,586	0.6%	73
03 Connoisseurs	2,601	0.5%	39	6,654	0.6%	41
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	0	0.0%	0	0	0.0%	0
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	7,228	1.5%	90	17,796	1.5%	104
19 Milk and Cookies	20,332	4.3%	218	55,403	4.7%	217
22 Metropolitans	17,687	3.7%	313	38,127	3.3%	330
U4. Metro Cities II	116,380	24.4%	225	259,187	22.2%	225
28 Aspiring Young Families	30,091	6.3%	268	70,588	6.0%	267
30 Retirement Communities	2,487	0.5%	36	4,826	0.4%	37
34 Family Foundations	7,114	1.5%	176	18,210	1.6%	172
36 Old and Newcomers	19,202	4.0%	207	38,096	3.3%	216
39 Young and Restless	26,864	5.6%	398	50,139	4.3%	396
52 Inner City Tenants	20,433	4.3%	283	48,544	4.2%	291
60 City Dimensions	10,023	2.1%	243	28,558	2.4%	270
63 Dorms to Diplomats	166	0.0%	8	226	0.0%	3
U5. Urban Outskirts I	69,689	14.6%	134	175,187	15.0%	132
04 Boomburbs	11,602	2.4%	108	34,477	2.9%	111
24 Main Street, USA	7,152	1.5%	58	17,763	1.5%	60
32 Rustbelt Traditions	32,844	6.9%	244	80,393	6.9%	258
38 Industrious Urban Fringe	1,792	0.4%	25	5,105	0.4%	22
48 Great Expectations	16,299	3.4%	197	37,449	3.2%	206

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Indianapolis, Indiana

Latitude: 39.76691
Longitude: -86.14996
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	476,156	100.0%		1,168,726	100.0%	
U6. Urban Outskirts II	31,221	6.6%	128	76,174	6.5%	124
51 Metro City Edge	11,676	2.5%	262	31,043	2.7%	259
55 College Towns	1,141	0.2%	30	2,132	0.2%	25
57 Simple Living	5,894	1.2%	88	11,908	1.0%	88
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	12,510	2.6%	261	31,091	2.7%	263
U7. Suburban Periphery I	93,627	19.7%	125	252,250	21.6%	133
02 Suburban Splendor	8,850	1.9%	107	26,663	2.3%	114
06 Sophisticated Squires	10,515	2.2%	81	30,060	2.6%	83
07 Exurbanites	12,487	2.6%	105	32,731	2.8%	109
12 Up and Coming Families	42,349	8.9%	258	117,441	10.0%	262
13 In Style	8,564	1.8%	73	20,227	1.7%	75
14 Prosperous Empty Nesters	10,595	2.2%	121	24,674	2.1%	125
15 Silver and Gold	267	0.1%	6	454	0.0%	5
U8. Suburban Periphery II	65,441	13.7%	142	159,466	13.6%	151
18 Cozy and Comfortable	18,014	3.8%	134	44,584	3.8%	136
29 Rustbelt Retirees	11,388	2.4%	115	26,895	2.3%	123
33 Midlife Junction	9,206	1.9%	78	20,035	1.7%	78
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	26,833	5.6%	387	67,952	5.8%	418
U9. Small Towns	8,350	1.8%	36	19,159	1.6%	36
41 Crossroads	7,543	1.6%	105	17,321	1.5%	93
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	807	0.2%	8	1,838	0.2%	8
U10. Rural I	27,500	5.8%	51	74,228	6.4%	56
17 Green Acres	17,614	3.7%	116	48,438	4.1%	124
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	9,886	2.1%	55	25,790	2.2%	57
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	851	0.2%	2	1,925	0.2%	2
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	851	0.2%	7	1,925	0.2%	6
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	54	0.0%	520	1,402	0.1%	83

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Tapestry Segmentation Area Profile

Ranked by Households

Cincinnati, Ohio

Site Type: Rings

Latitude: 39.10644
Longitude: -84.50473
Radius: 5 Miles

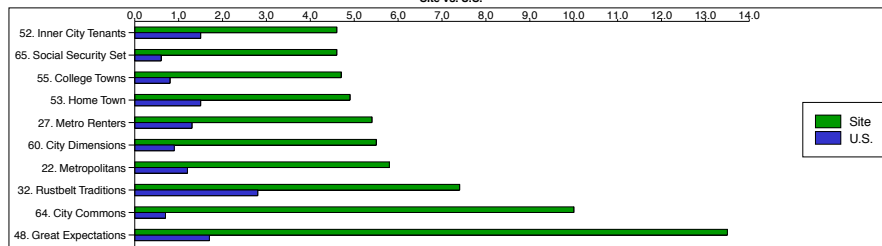
Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	48. Great Expectations	13.5%	13.5%	1.7%	1.7%	773
2	64. City Commons	10.0%	23.5%	0.7%	2.4%	1471
3	32. Rustbelt Traditions	7.4%	30.9%	2.8%	5.2%	261
4	22. Metropolitans	5.8%	36.7%	1.2%	6.4%	490
5	60. City Dimensions	5.5%	42.2%	0.9%	7.3%	632
	Subtotal	42.2%		7.3%		
6	27. Metro Renters	5.4%	47.6%	1.3%	8.6%	400
7	53. Home Town	4.9%	52.5%	1.5%	10.1%	338
8	55. College Towns	4.7%	57.2%	0.8%	10.9%	592
9	65. Social Security Set	4.6%	61.8%	0.6%	11.5%	707
10	52. Inner City Tenants	4.6%	66.4%	1.5%	13.0%	300
	Subtotal	24.2%		5.7%		
11	36. Old and Newcomers	3.7%	70.1%	1.9%	14.9%	191
12	51. Metro City Edge	3.6%	73.7%	0.9%	15.8%	381
13	57. Simple Living	3.3%	77.0%	1.4%	17.2%	234
14	30. Retirement Communities	2.5%	79.5%	1.5%	18.7%	170
15	08. Laptops and Lattes	2.3%	81.8%	1.0%	19.7%	226
	Subtotal	15.4%		6.7%		
16	33. Midlife Junction	2.2%	84.0%	2.5%	22.2%	90
17	45. City Strivers	2.0%	86.0%	0.7%	22.9%	267
18	62. Modest Income Homes	1.9%	87.9%	1.0%	23.9%	191
19	24. Main Street, USA	1.9%	89.8%	2.6%	26.5%	72
20	13. In Style	1.4%	91.2%	2.5%	29.0%	57
	Subtotal	9.4%		9.3%		
Total		91.2%		29.0%		313

Top Ten Tapestry Segments

Site vs. U.S.



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

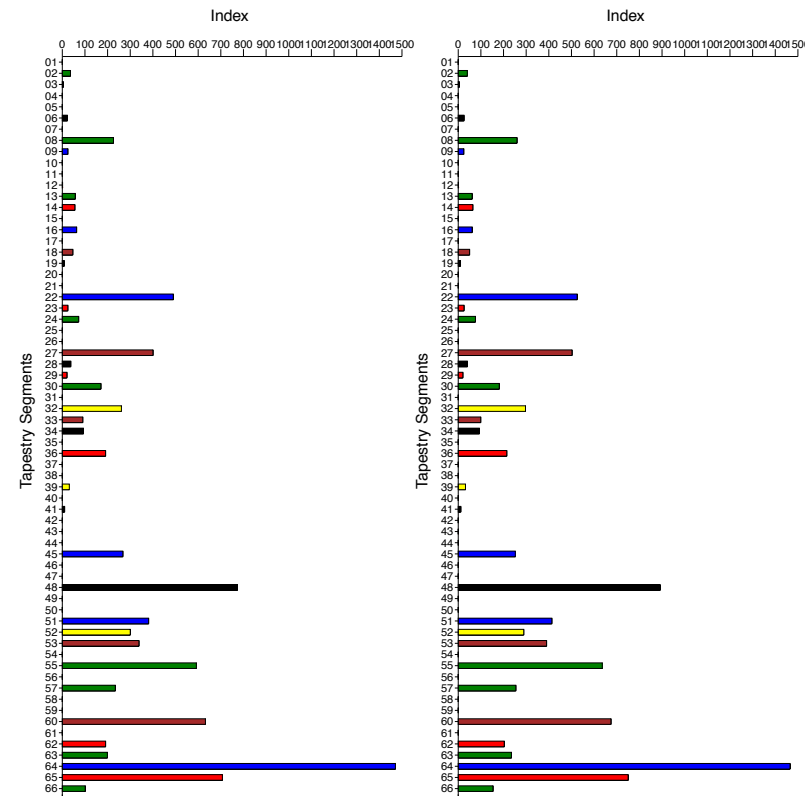
Cincinnati, Ohio

Site Type: Rings

Latitude: 39.10644
Longitude: -84.50473
Radius: 5 Miles

Tapestry Indexes by Households

Tapestry Indexes by Population



Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 5 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	135,770	100.0%		308,510	100.0%	
L1. High Society	1,753	1.3%	10	5,026	1.6%	12
01 Top Rung	0	0.0%	0	0	0.0%	0
02 Suburban Splendor	860	0.6%	36	2,445	0.8%	40
03 Connoisseurs	71	0.1%	4	171	0.1%	4
04 Boomburbs	0	0.0%	0	0	0.0%	0
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
06 Sophisticated Squires	822	0.6%	22	2,410	0.8%	25
07 Exurbanites	0	0.0%	0	0	0.0%	0
L2. Upscale Avenues	5,572	4.1%	30	12,392	4.0%	29
09 Urban Chic	438	0.3%	24	914	0.3%	24
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	1,919	1.4%	57	4,349	1.4%	61
16 Enterprising Professionals	1,443	1.1%	63	2,775	0.9%	61
17 Green Acres	0	0.0%	0	0	0.0%	0
18 Cozy and Comfortable	1,772	1.3%	46	4,354	1.4%	50
L3. Metropolis	18,015	13.3%	253	41,666	13.5%	258
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	7,879	5.8%	490	16,000	5.2%	525
45 City Strivers	2,678	2.0%	267	6,238	2.0%	252
51 Metro City Edge	4,851	3.6%	381	13,093	4.2%	413
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	2,607	1.9%	191	6,335	2.1%	203
L4. Solo Acts	16,382	12.1%	178	30,852	10.0%	197
08 Laptops and Lattes	3,107	2.3%	226	5,739	1.9%	259
23 Trendsetters	344	0.3%	24	687	0.2%	25
27 Metro Renters	7,291	5.4%	400	13,352	4.3%	502
36 Old and Newcomers	5,040	3.7%	191	10,002	3.2%	214
39 Young and Restless	600	0.4%	31	1,072	0.3%	32
L5. Senior Styles	15,993	11.8%	95	30,747	10.0%	96
14 Prosperous Empty Nesters	1,373	1.0%	55	3,350	1.1%	64
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	567	0.4%	20	1,169	0.4%	20
30 Retirement Communities	3,353	2.5%	170	6,210	2.0%	181
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	4,499	3.3%	234	9,135	3.0%	254
65 Social Security Set	6,201	4.6%	707	10,883	3.5%	750
L6. Scholars & Patriots	7,632	5.6%	388	19,425	6.3%	352
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	6,418	4.7%	592	14,588	4.7%	636
63 Dorms to Diplomas	1,214	0.9%	199	4,837	1.6%	235

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 5 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	135,770	100.0%		308,510	100.0%	
L7. High Hopes	19,451	14.3%	350	45,432	14.7%	386
28 Aspiring Young Families	1,174	0.9%	37	2,779	0.9%	40
48 Great Expectations	18,277	13.5%	773	42,653	13.8%	891
L8. Global Roots	13,610	10.0%	122	31,514	10.2%	105
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	6,186	4.6%	300	12,725	4.1%	289
58 NeWest Residents	0	0.0%	0	0	0.0%	0
60 City Dimensions	7,424	5.5%	632	18,789	6.1%	674
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	13,768	10.1%	130	33,829	11.0%	119
12 Up and Coming Families	52	0.0%	1	119	0.0%	1
19 Milk and Cookies	201	0.1%	8	702	0.2%	10
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	13,515	10.0%	1471	33,008	10.7%	1465
L10. Traditional Living	16,692	12.3%	141	39,684	12.9%	155
24 Main Street, USA	2,545	1.9%	72	5,910	1.9%	76
32 Rustbelt Traditions	10,029	7.4%	261	24,453	7.9%	297
33 Midlife Junction	3,046	2.2%	90	6,728	2.2%	99
34 Family Foundations	1,072	0.8%	93	2,593	0.8%	93
L11. Factories & Farms	6,694	4.9%	52	16,709	5.4%	58
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
53 Home Town	6,694	4.9%	338	16,709	5.4%	390
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	205	0.2%	2	550	0.2%	2
26 Midland Crowd	0	0.0%	0	0	0.0%	0
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	205	0.2%	10	550	0.2%	11
46 Rooted Rural	0	0.0%	0	0	0.0%	0
66 Unclassified	3	0.0%	101	684	0.2%	153

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf.

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio

 Latitude: 39.10644
 Longitude: -84.50473
 Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	135,770	100.0%		308,510	100.0%	
U1. Principal Urban Centers I	10,742	7.9%	101	19,778	6.4%	84
08 Laptops and Lattes	3,107	2.3%	226	5,739	1.9%	259
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	344	0.3%	24	687	0.2%	25
27 Metro Renters	7,291	5.4%	400	13,352	4.3%	502
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	22,394	16.5%	350	50,129	16.2%	292
45 City Strivers	2,678	2.0%	267	6,238	2.0%	252
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	0	0.0%	0	0	0.0%	0
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	13,515	10.0%	1471	33,008	10.7%	1465
65 Social Security Set	6,201	4.6%	707	10,883	3.5%	750
U3. Metro Cities I	10,032	7.4%	65	20,562	6.7%	59
01 Top Rung	0	0.0%	0	0	0.0%	0
03 Connoisseurs	71	0.1%	4	171	0.1%	4
05 Wealthy Seaboard Suburbs	0	0.0%	0	0	0.0%	0
09 Urban Chic	438	0.3%	24	914	0.3%	24
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	1,443	1.1%	63	2,775	0.9%	61
19 Milk and Cookies	201	0.1%	8	702	0.2%	10
22 Metropolitans	7,879	5.8%	490	16,000	5.2%	525
U4. Metro Cities II	26,063	19.2%	177	59,007	19.1%	194
28 Aspiring Young Families	1,174	0.9%	37	2,779	0.9%	40
30 Retirement Communities	3,353	2.5%	170	6,210	2.0%	181
34 Family Foundations	1,072	0.8%	93	2,593	0.8%	93
36 Old and Newcomers	5,040	3.7%	191	10,002	3.2%	214
39 Young and Restless	600	0.4%	31	1,072	0.3%	32
52 Inner City Tenants	6,186	4.6%	300	12,725	4.1%	289
60 City Dimensions	7,424	5.5%	632	18,789	6.1%	674
63 Dorms to Diplomats	1,214	0.9%	199	4,837	1.6%	235
U5. Urban Outskirts I	30,851	22.7%	208	73,016	23.7%	208
04 Boomburbs	0	0.0%	0	0	0.0%	0
24 Main Street, USA	2,545	1.9%	72	5,910	1.9%	76
32 Rustbelt Traditions	10,029	7.4%	261	24,453	7.9%	297
38 Industrious Urban Fringe	0	0.0%	0	0	0.0%	0
48 Great Expectations	18,277	13.5%	773	42,653	13.8%	891

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio

 Latitude: 39.10644
 Longitude: -84.50473
 Radius: 5 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	135,770	100.0%		308,510	100.0%	
U6. Urban Outskirts II	18,375	13.5%	264	43,151	14.0%	266
51 Metro City Edge	4,851	3.6%	381	13,093	4.2%	413
55 College Towns	6,418	4.7%	592	14,588	4.7%	636
57 Simple Living	4,499	3.3%	234	9,135	3.0%	254
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	2,607	1.9%	191	6,335	2.1%	203
U7. Suburban Periphery I	5,026	3.7%	24	12,673	4.1%	25
02 Suburban Splendor	860	0.6%	36	2,445	0.8%	40
06 Sophisticated Squires	822	0.6%	22	2,410	0.8%	25
07 Exurbanites	0	0.0%	0	0	0.0%	0
12 Up and Coming Families	52	0.0%	1	119	0.0%	1
13 In Style	1,919	1.4%	57	4,349	1.4%	61
14 Prosperous Empty Nesters	1,373	1.0%	55	3,350	1.1%	64
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	12,079	8.9%	92	28,960	9.4%	104
18 Cozy and Comfortable	1,772	1.3%	46	4,354	1.4%	50
29 Rustbelt Retirees	567	0.4%	20	1,169	0.4%	20
33 Midlife Junction	3,046	2.2%	90	6,728	2.2%	99
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	6,694	4.9%	338	16,709	5.4%	390
U9. Small Towns	205	0.2%	3	550	0.2%	4
41 Crossroads	205	0.2%	10	550	0.2%	11
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	0	0.0%	0	0	0.0%	0
17 Green Acres	0	0.0%	0	0	0.0%	0
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	0	0.0%	0	0	0.0%	0
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	0	0.0%	0	0	0.0%	0
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
46 Rooted Rural	0	0.0%	0	0	0.0%	0
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	3	0.0%	101	684	0.2%	153

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

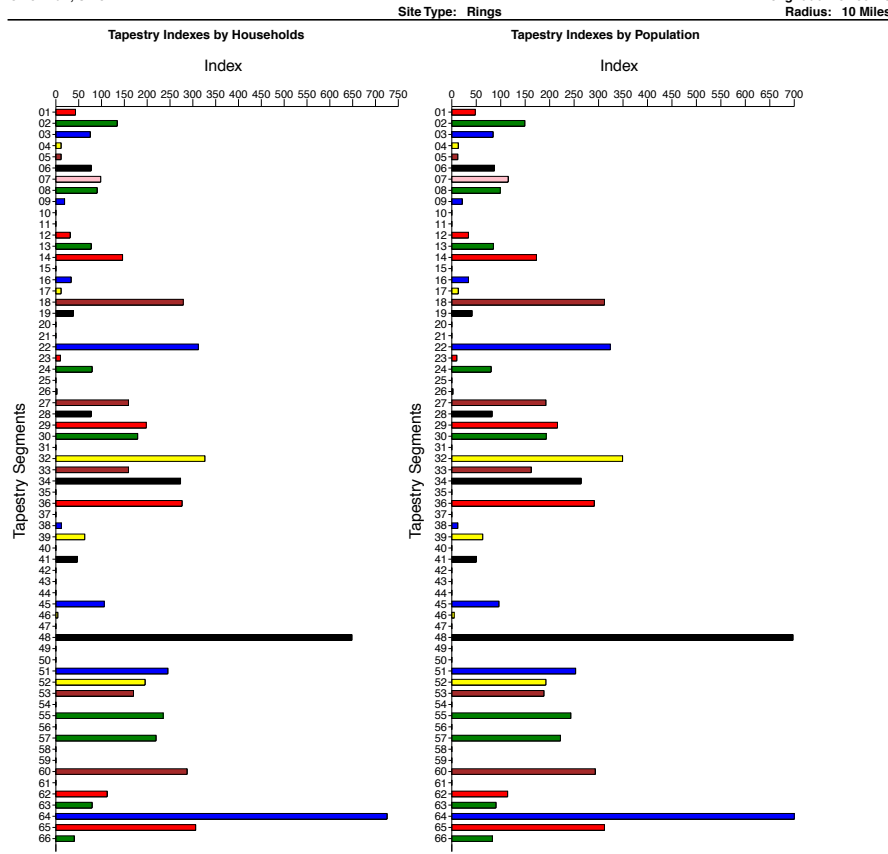
Source: ESRI



Tapestry Segmentation Area Profile

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 10 Miles



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 10 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	342,428	100.0%		806,022	100.0%	
L1. High Society	29,506	8.6%	68	86,249	10.7%	76
01 Top Rung	1,013	0.3%	43	2,995	0.4%	48
02 Suburban Splendor	8,011	2.3%	134	23,957	3.0%	149
03 Connoisseurs	3,552	1.0%	75	9,546	1.2%	84
04 Boomburbs	829	0.2%	11	2,674	0.3%	13
05 Wealthy Seaboard Suburbs	504	0.1%	11	1,389	0.2%	12
06 Sophisticated Squires	7,166	2.1%	77	21,766	2.7%	87
07 Exurbanites	8,431	2.5%	98	23,922	3.0%	115
L2. Upscale Avenues	37,663	11.0%	79	95,792	11.9%	86
09 Urban Chic	871	0.3%	19	2,065	0.3%	21
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	6,568	1.9%	77	15,697	1.9%	85
16 Enterprising Professionals	1,911	0.6%	33	3,981	0.5%	34
17 Green Acres	1,244	0.4%	11	3,410	0.4%	13
18 Cozy and Comfortable	27,069	7.9%	279	70,639	8.8%	312
L3. Metropolis	27,102	7.9%	151	62,264	7.7%	148
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	12,675	3.7%	312	25,806	3.2%	324
45 City Strivers	2,678	0.8%	106	6,238	0.8%	96
51 Metro City Edge	7,879	2.3%	245	20,926	2.6%	253
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	3,870	1.1%	112	9,294	1.2%	114
L4. Solo Acts	32,201	9.4%	139	60,680	7.5%	149
08 Laptops and Lattes	3,107	0.9%	90	5,739	0.7%	99
23 Trendsetters	344	0.1%	10	687	0.1%	10
27 Metro Renters	7,291	2.1%	159	13,352	1.7%	192
36 Old and Newcomers	18,415	5.4%	276	35,427	4.4%	291
39 Young and Restless	3,044	0.9%	63	5,475	0.7%	63
L5. Senior Styles	49,616	14.5%	117	106,106	13.2%	127
14 Prosperous Empty Nesters	9,187	2.7%	146	23,448	2.9%	173
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	14,159	4.1%	198	32,710	4.1%	216
30 Retirement Communities	8,911	2.6%	179	17,272	2.1%	193
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	10,592	3.1%	219	20,847	2.6%	222
65 Social Security Set	6,767	2.0%	306	11,829	1.5%	312
L6. Scholars & Patriots	7,632	2.2%	154	19,425	2.4%	135
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	6,418	1.9%	235	14,588	1.8%	243
63 Dorms to Diplomas	1,214	0.4%	79	4,837	0.6%	90

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 10 Miles

Tapestry LifeMode Groups	Site Type: Rings			2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index	Number	Percent	Index
Total	342,428	100.0%		806,022	100.0%				
L7. High Hopes	44,874	13.1%	320	102,153	12.7%	332			
28 Aspiring Young Families	6,216	1.8%	77	14,924	1.9%	82			
48 Great Expectations	38,658	11.3%	648	87,229	10.8%	697			
L8. Global Roots	19,283	5.6%	69	45,266	5.6%	58			
35 International Marketplace	0	0.0%	0	0	0.0%	0			
38 Industrious Urban Fringe	646	0.2%	12	1,939	0.2%	12			
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0			
47 Las Casas	0	0.0%	0	0	0.0%	0			
52 Inner City Tenants	10,124	3.0%	195	22,019	2.7%	192			
58 NeWest Residents	0	0.0%	0	0	0.0%	0			
60 City Dimensions	8,513	2.5%	287	21,308	2.6%	293			
61 High Rise Renters	0	0.0%	0	0	0.0%	0			
L9. Family Portrait	23,021	6.7%	86	58,882	7.3%	79			
12 Up and Coming Families	3,697	1.1%	31	10,415	1.3%	34			
19 Milk and Cookies	2,532	0.7%	38	7,244	0.9%	41			
21 Urban Villages	0	0.0%	0	0	0.0%	0			
59 Southwestern Families	0	0.0%	0	0	0.0%	0			
64 City Commons	16,792	4.9%	725	41,223	5.1%	700			
L10. Traditional Living	59,967	17.5%	200	139,161	17.3%	208			
24 Main Street, USA	6,987	2.0%	79	16,140	2.0%	80			
32 Rustbelt Traditions	31,507	9.2%	326	74,998	9.3%	349			
33 Midlife Junction	13,539	4.0%	159	28,782	3.6%	162			
34 Family Foundations	7,934	2.3%	273	19,241	2.4%	264			
L11. Factories & Farms	8,499	2.5%	26	21,020	2.6%	28			
25 Salt of the Earth	0	0.0%	0	0	0.0%	0			
37 Prairie Living	0	0.0%	0	0	0.0%	0			
42 Southern Satellites	0	0.0%	0	0	0.0%	0			
53 Home Town	8,499	2.5%	170	21,020	2.6%	188			
56 Rural Bypasses	0	0.0%	0	0	0.0%	0			
L12. American Quilt	3,061	0.9%	10	8,054	1.0%	11			
26 Midland Crowd	275	0.1%	2	742	0.1%	2			
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0			
41 Crossroads	2,436	0.7%	47	6,340	0.8%	50			
46 Rooted Rural	350	0.1%	4	972	0.1%	5			
66 Unclassified	3	0.0%	40	970	0.1%	83			

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/community-tapestry.pdf>

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 10 Miles

Tapestry Urbanization Groups	Site Type: Rings			2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index	Number	Percent	Index
Total	342,428	100.0%		806,022	100.0%				
U1. Principal Urban Centers I	10,742	3.1%	40	19,778	2.5%	32			
08 Laptops and Lattes	3,107	0.9%	90	5,739	0.7%	99			
11 Pacific Heights	0	0.0%	0	0	0.0%	0			
20 City Lights	0	0.0%	0	0	0.0%	0			
21 Urban Villages	0	0.0%	0	0	0.0%	0			
23 Trendsetters	344	0.1%	10	687	0.1%	10			
27 Metro Renters	7,291	2.1%	159	13,352	1.7%	192			
35 International Marketplace	0	0.0%	0	0	0.0%	0			
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0			
U2. Principal Urban Centers II	26,237	7.7%	162	59,290	7.4%	132			
45 City Strivers	2,678	0.8%	106	6,238	0.8%	96			
47 Las Casas	0	0.0%	0	0	0.0%	0			
54 Urban Rows	0	0.0%	0	0	0.0%	0			
58 NeWest Residents	0	0.0%	0	0	0.0%	0			
61 High Rise Renters	0	0.0%	0	0	0.0%	0			
64 City Commons	16,792	4.9%	725	41,223	5.1%	700			
65 Social Security Set	6,767	2.0%	306	11,829	1.5%	312			
U3. Metro Cities I	23,058	6.7%	60	53,026	6.6%	58			
01 Top Rung	1,013	0.3%	43	2,995	0.4%	48			
03 Connoisseurs	3,552	1.0%	75	9,546	1.2%	84			
05 Wealthy Seaboard Suburbs	504	0.1%	11	1,389	0.2%	12			
09 Urban Chic	871	0.3%	19	2,065	0.3%	21			
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0			
16 Enterprising Professionals	1,911	0.6%	33	3,981	0.5%	34			
19 Milk and Cookies	2,532	0.7%	38	7,244	0.9%	41			
22 Metropolitans	12,675	3.7%	312	25,806	3.2%	324			
U4. Metro Cities II	64,371	18.8%	173	140,503	17.4%	177			
28 Aspiring Young Families	6,216	1.8%	77	14,924	1.9%	82			
30 Retirement Communities	8,911	2.6%	179	17,272	2.1%	193			
34 Family Foundations	7,934	2.3%	273	19,241	2.4%	264			
36 Old and Newcomers	18,415	5.4%	276	35,427	4.4%	291			
39 Young and Restless	3,044	0.9%	63	5,475	0.7%	63			
52 Inner City Tenants	10,124	3.0%	195	22,019	2.7%	192			
60 City Dimensions	8,513	2.5%	287	21,308	2.6%	293			
63 Dorms to Diplomas	1,214	0.4%	79	4,837	0.6%	90			
U5. Urban Outskirts I	78,627	23.0%	210	182,980	22.7%	199			
04 Boomburbs	829	0.2%	11	2,674	0.3%	13			
24 Main Street, USA	6,987	2.0%	79	16,140	2.0%	80			
32 Rustbelt Traditions	31,507	9.2%	326	74,998	9.3%	349			
38 Industrious Urban Fringe	646	0.2%	12	1,939	0.2%	12			
48 Great Expectations	38,658	11.3%	648	87,229	10.8%	697			

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio Latitude: 39.10644
Longitude: -84.50473
Radius: 10 Miles

Tapestry Urbanization Groups	Site Type: Rings			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	342,428	100.0%		806,022	100.0%	
U6. Urban Outskirts II	28,759	8.4%	164	65,655	8.1%	155
51 Metro City Edge	7,879	2.3%	245	20,926	2.6%	253
55 College Towns	6,418	1.9%	235	14,588	1.8%	243
57 Simple Living	10,592	3.1%	219	20,847	2.6%	222
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	3,870	1.1%	112	9,294	1.2%	114
U7. Suburban Periphery I	43,060	12.6%	80	119,205	14.8%	91
02 Suburban Splendor	8,011	2.3%	134	23,957	3.0%	149
06 Sophisticated Squires	7,166	2.1%	77	21,766	2.7%	87
07 Exurbanites	8,431	2.5%	98	23,922	3.0%	115
12 Up and Coming Families	3,697	1.1%	31	10,415	1.3%	34
13 In Style	6,568	1.9%	77	15,697	1.9%	85
14 Prosperous Empty Nesters	9,187	2.7%	146	23,448	2.9%	173
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	63,266	18.5%	191	153,151	19.0%	210
18 Cozy and Comfortable	27,069	7.9%	279	70,639	8.8%	312
29 Rustbelt Retirees	14,159	4.1%	198	32,710	4.1%	216
33 Midlife Junction	13,539	4.0%	159	28,782	3.6%	162
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	8,499	2.5%	170	21,020	2.6%	188
U9. Small Towns	2,436	0.7%	15	6,340	0.8%	17
41 Crossroads	2,436	0.7%	47	6,340	0.8%	50
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	1,519	0.4%	4	4,152	0.5%	5
17 Green Acres	1,244	0.4%	11	3,410	0.4%	13
25 Salt of the Earth	0	0.0%	0	0	0.0%	0
26 Midland Crowd	275	0.1%	2	742	0.1%	2
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	350	0.1%	1	972	0.1%	2
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
46 Rooted Rural	350	0.1%	4	972	0.1%	5
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	3	0.0%	40	970	0.1%	83

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI

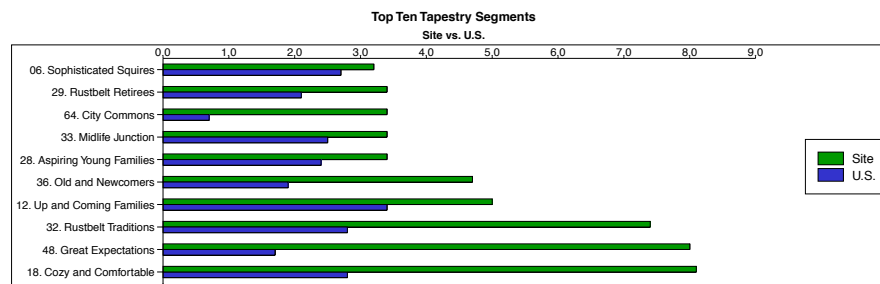


Tapestry Segmentation Area Profile

Ranked by Households

Cincinnati, Ohio Latitude: 39.10644
Longitude: -84.50473
Radius: 15 Miles

Rank	Tapestry Segment	Households		U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	18. Cozy and Comfortable	8.1%	8.1%	2.8%	2.8%	285
2	48. Great Expectations	8.0%	16.1%	1.7%	4.5%	460
3	32. Rustbelt Traditions	7.4%	23.5%	2.8%	7.3%	260
4	12. Up and Coming Families	5.0%	28.5%	3.4%	10.7%	144
5	36. Old and Newcomers	4.7%	33.2%	1.9%	12.6%	242
	Subtotal	33.2%		12.6%		
6	28. Aspiring Young Families	3.4%	36.6%	2.4%	15.0%	144
7	33. Midlife Junction	3.4%	40.0%	2.5%	17.5%	136
8	64. City Commons	3.4%	43.4%	0.7%	18.2%	500
9	29. Rustbelt Retirees	3.4%	46.8%	2.1%	20.3%	161
10	06. Sophisticated Squires	3.2%	50.0%	2.7%	23.0%	115
	Subtotal	16.8%		10.4%		
11	13. In Style	2.9%	52.9%	2.5%	25.5%	119
12	14. Prosperous Empty Nesters	2.8%	55.7%	1.8%	27.3%	150
13	22. Metropolitans	2.8%	58.5%	1.2%	28.5%	233
14	02. Suburban Splendor	2.7%	61.2%	1.7%	30.2%	155
15	30. Retirement Communities	2.7%	63.9%	1.5%	31.7%	183
	Subtotal	13.9%		8.7%		
16	07. Exurbanites	2.5%	66.4%	2.5%	34.2%	101
17	19. Milk and Cookies	2.5%	68.9%	2.0%	36.2%	129
18	24. Main Street, USA	2.5%	71.4%	2.6%	38.8%	96
19	52. Inner City Tenants	2.4%	73.8%	1.5%	40.3%	157
20	57. Simple Living	2.4%	76.2%	1.4%	41.7%	167
	Subtotal	12.3%		10.0%		
Total		76.2%		41.7%		182



Percent of Households by Tapestry Segment

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	496,745	100.0%		1,205,992	100.0%	
L1. High Society	59,306	11.9%	94	174,438	14.5%	103
01 Top Rung	2,093	0.4%	61	6,003	0.5%	65
02 Suburban Splendor	13,416	2.7%	155	40,260	3.3%	167
03 Connoisseurs	5,389	1.1%	78	14,573	1.2%	86
04 Boomburbs	9,618	1.9%	86	29,553	2.5%	93
05 Wealthy Seaboard Suburbs	504	0.1%	7	1,389	0.1%	8
06 Sophisticated Squires	15,679	3.2%	115	47,651	4.0%	127
07 Exurbanites	12,607	2.5%	101	35,009	2.9%	113
L2. Upscale Avenues	71,164	14.3%	103	180,546	15.0%	109
09 Urban Chic	871	0.2%	13	2,065	0.2%	14
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
11 Pacific Heights	0	0.0%	0	0	0.0%	0
13 In Style	14,605	2.9%	119	34,503	2.9%	125
16 Enterprising Professionals	8,920	1.8%	106	19,201	1.6%	109
17 Green Acres	6,672	1.3%	42	19,195	1.6%	48
18 Cozy and Comfortable	40,096	8.1%	285	105,582	8.8%	312
L3. Metropolis	28,915	5.8%	111	66,966	5.6%	106
20 City Lights	0	0.0%	0	0	0.0%	0
22 Metropolitans	13,739	2.8%	233	28,252	2.3%	237
45 City Strivers	2,678	0.5%	73	6,238	0.5%	64
51 Metro City Edge	8,628	1.7%	185	23,182	1.9%	187
54 Urban Rows	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	3,870	0.8%	77	9,294	0.8%	76
L4. Solo Acts	41,927	8.4%	125	79,207	6.6%	130
08 Laptops and Lattes	3,107	0.6%	62	5,739	0.5%	66
23 Trendsetters	344	0.1%	7	687	0.1%	6
27 Metro Renters	7,291	1.5%	109	13,352	1.1%	128
36 Old and Newcomers	23,417	4.7%	242	45,050	3.7%	247
39 Young and Restless	7,768	1.6%	110	14,379	1.2%	110
L5. Senior Styles	62,121	12.5%	101	133,651	11.1%	107
14 Prosperous Empty Nesters	13,750	2.8%	150	34,295	2.8%	169
15 Silver and Gold	0	0.0%	0	0	0.0%	0
29 Rustbelt Retirees	16,691	3.4%	161	38,698	3.2%	171
30 Retirement Communities	13,204	2.7%	183	25,745	2.1%	192
43 The Elders	0	0.0%	0	0	0.0%	0
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
57 Simple Living	11,709	2.4%	167	23,084	1.9%	164
65 Social Security Set	6,767	1.4%	211	11,829	1.0%	208
L6. Scholars & Patriots	7,632	1.5%	106	19,425	1.6%	90
40 Military Proximity	0	0.0%	0	0	0.0%	0
55 College Towns	6,418	1.3%	162	14,588	1.2%	163
63 Dorms to Diplomas	1,214	0.2%	54	4,837	0.4%	60

Source: ESRI



Tapestry Segmentation Area Profile

LifeMode Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 15 Miles

Tapestry LifeMode Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	496,745	100.0%		1,205,992	100.0%	
L7. High Hopes	56,597	11.4%	278	129,306	10.7%	281
28 Aspiring Young Families	16,829	3.4%	144	39,541	3.3%	145
48 Great Expectations	39,768	8.0%	460	89,765	7.4%	480
L8. Global Roots	21,397	4.3%	53	50,494	4.2%	43
35 International Marketplace	0	0.0%	0	0	0.0%	0
38 Industrious Urban Fringe	646	0.1%	8	1,939	0.2%	8
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
47 Las Casas	0	0.0%	0	0	0.0%	0
52 Inner City Tenants	11,828	2.4%	157	26,164	2.2%	152
58 NeWest Residents	0	0.0%	0	0	0.0%	0
60 City Dimensions	8,923	1.8%	208	22,391	1.9%	205
61 High Rise Renters	0	0.0%	0	0	0.0%	0
L9. Family Portrait	54,053	10.9%	139	147,376	12.2%	133
12 Up and Coming Families	24,715	5.0%	144	70,144	5.8%	152
19 Milk and Cookies	12,546	2.5%	129	36,009	3.0%	137
21 Urban Villages	0	0.0%	0	0	0.0%	0
59 Southwestern Families	0	0.0%	0	0	0.0%	0
64 City Commons	16,792	3.4%	500	41,223	3.4%	468
L10. Traditional Living	74,543	15.0%	172	175,024	14.5%	175
24 Main Street, USA	12,308	2.5%	96	28,795	2.4%	95
32 Rustbelt Traditions	36,553	7.4%	260	88,798	7.4%	276
33 Midlife Junction	16,796	3.4%	136	35,558	2.9%	134
34 Family Foundations	8,886	1.8%	211	21,873	1.8%	200
L11. Factories & Farms	11,260	2.3%	24	28,157	2.3%	25
25 Salt of the Earth	2,471	0.5%	18	6,370	0.5%	19
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
53 Home Town	8,789	1.8%	121	21,787	1.8%	130
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
L12. American Quilt	7,827	1.6%	17	20,432	1.7%	18
26 Midland Crowd	1,783	0.4%	10	4,874	0.4%	10
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
41 Crossroads	5,694	1.1%	76	14,586	1.2%	76
46 Rooted Rural	350	0.1%	3	972	0.1%	3
66 Unclassified	3	0.0%	28	970	0.1%	55

Data Note: This report identifies neighborhood segments in the area, and describes the socioeconomic quality of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average. Tapestry segment descriptions can be found at http://www.esri.com/library/whitepapers/pdfs/community_tapestry.pdf.

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	496,745	100.0%		1,205,992	100.0%	
U1. Principal Urban Centers I	10,742	2.2%	28	19,778	1.6%	21
08 Laptops and Lattes	3,107	0.6%	62	5,739	0.5%	66
11 Pacific Heights	0	0.0%	0	0	0.0%	0
20 City Lights	0	0.0%	0	0	0.0%	0
21 Urban Villages	0	0.0%	0	0	0.0%	0
23 Trendsetters	344	0.1%	7	687	0.1%	6
27 Metro Renters	7,291	1.5%	109	13,352	1.1%	128
35 International Marketplace	0	0.0%	0	0	0.0%	0
44 Urban Melting Pot	0	0.0%	0	0	0.0%	0
U2. Principal Urban Centers II	26,237	5.3%	112	59,290	4.9%	88
45 City Strivers	2,678	0.5%	73	6,238	0.5%	64
47 Las Casas	0	0.0%	0	0	0.0%	0
54 Urban Rows	0	0.0%	0	0	0.0%	0
58 NeWest Residents	0	0.0%	0	0	0.0%	0
61 High Rise Renters	0	0.0%	0	0	0.0%	0
64 City Commons	16,792	3.4%	500	41,223	3.4%	468
65 Social Security Set	6,767	1.4%	211	11,829	1.0%	208
U3. Metro Cities I	44,062	8.9%	78	107,492	8.9%	78
01 Top Rung	2,093	0.4%	61	6,003	0.5%	65
03 Connoisseurs	5,389	1.1%	78	14,573	1.2%	86
05 Wealthy Seaboard Suburbs	504	0.1%	7	1,389	0.1%	8
09 Urban Chic	871	0.2%	13	2,065	0.2%	14
10 Pleasant-Ville	0	0.0%	0	0	0.0%	0
16 Enterprising Professionals	8,920	1.8%	106	19,201	1.6%	109
19 Milk and Cookies	12,546	2.5%	129	36,009	3.0%	137
22 Metropolitans	13,739	2.8%	233	28,252	2.3%	237
U4. Metro Cities II	92,069	18.5%	171	199,980	16.6%	168
28 Aspiring Young Families	16,829	3.4%	144	39,541	3.3%	145
30 Retirement Communities	13,204	2.7%	183	25,745	2.1%	192
34 Family Foundations	8,886	1.8%	211	21,873	1.8%	200
36 Old and Newcomers	23,417	4.7%	242	45,050	3.7%	247
39 Young and Restless	7,768	1.6%	110	14,379	1.2%	110
52 Inner City Tenants	11,828	2.4%	157	26,164	2.2%	152
60 City Dimensions	8,923	1.8%	208	22,391	1.9%	205
63 Dorms to Diplomats	1,214	0.2%	54	4,837	0.4%	60
U5. Urban Outskirts I	98,893	19.9%	182	238,850	19.8%	174
04 Boomburbs	9,618	1.9%	86	29,553	2.5%	93
24 Main Street, USA	12,308	2.5%	96	28,795	2.4%	95
32 Rustbelt Traditions	36,553	7.4%	260	88,798	7.4%	276
38 Industrious Urban Fringe	646	0.1%	8	1,939	0.2%	8
48 Great Expectations	39,768	8.0%	460	89,765	7.4%	480

Source: ESRI



Tapestry Segmentation Area Profile

Urbanization Groups

Cincinnati, Ohio

Latitude: 39.10644
Longitude: -84.50473
Radius: 15 Miles

Tapestry Urbanization Groups	2009 Households			2009 Population		
	Number	Percent	Index	Number	Percent	Index
Total	496,745	100.0%		1,205,992	100.0%	
U6. Urban Outskirts II	30,625	6.2%	120	70,148	5.8%	111
51 Metro City Edge	8,628	1.7%	185	23,182	1.9%	187
55 College Towns	6,418	1.3%	162	14,588	1.2%	163
57 Simple Living	11,709	2.4%	167	23,084	1.9%	164
59 Southwestern Families	0	0.0%	0	0	0.0%	0
62 Modest Income Homes	3,870	0.8%	77	9,294	0.8%	76
U7. Suburban Periphery I	94,772	19.1%	122	261,862	21.7%	134
02 Suburban Splendor	13,416	2.7%	155	40,260	3.3%	167
06 Sophisticated Squires	15,679	3.2%	115	47,651	4.0%	127
07 Exurbanites	12,607	2.5%	101	35,009	2.9%	113
12 Up and Coming Families	24,715	5.0%	144	70,144	5.8%	152
13 In Style	14,605	2.9%	119	34,503	2.9%	125
14 Prosperous Empty Nesters	13,750	2.8%	150	34,295	2.8%	169
15 Silver and Gold	0	0.0%	0	0	0.0%	0
U8. Suburban Periphery II	82,372	16.6%	172	201,625	16.7%	185
18 Cozy and Comfortable	40,096	8.1%	285	105,582	8.8%	312
29 Rustbelt Retirees	16,691	3.4%	161	38,698	3.2%	171
33 Midlife Junction	16,796	3.4%	136	35,558	2.9%	134
40 Military Proximity	0	0.0%	0	0	0.0%	0
43 The Elders	0	0.0%	0	0	0.0%	0
53 Home Town	8,789	1.8%	121	21,787	1.8%	130
U9. Small Towns	5,694	1.1%	24	14,586	1.2%	27
41 Crossroads	5,694	1.1%	76	14,586	1.2%	76
49 Senior Sun Seekers	0	0.0%	0	0	0.0%	0
50 Heartland Communities	0	0.0%	0	0	0.0%	0
U10. Rural I	10,926	2.2%	19	30,439	2.5%	22
17 Green Acres	6,672	1.3%	42	19,195	1.6%	48
25 Salt of the Earth	2,471	0.5%	18	6,370	0.5%	19
26 Midland Crowd	1,783	0.4%	10	4,874	0.4%	10
31 Rural Resort Dwellers	0	0.0%	0	0	0.0%	0
U11. Rural II	350	0.1%	1	972	0.1%	1
37 Prairie Living	0	0.0%	0	0	0.0%	0
42 Southern Satellites	0	0.0%	0	0	0.0%	0
46 Rooted Rural	350	0.1%	3	972	0.1%	3
56 Rural Bypasses	0	0.0%	0	0	0.0%	0
66 Unclassified	3	0.0%	28	970	0.1%	55

Data Note: This report identifies neighborhood segments in the area, and describes the settlement density of the immediate neighborhood. The Index is a comparison of the percent of households or population in the area, by Tapestry segment, to the percent of households or population in the United States, by segment. An index of 100 is the U.S. average.

Source: ESRI



Demographic and Income Profile

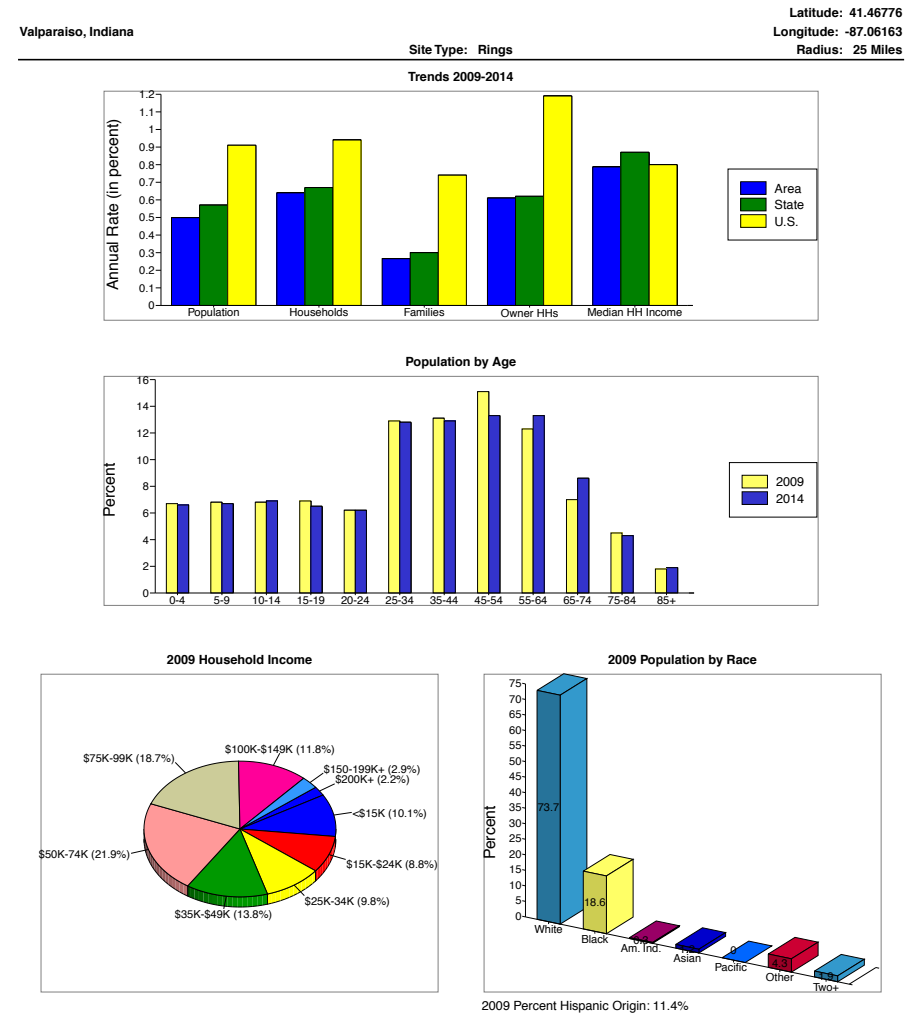
Valparaiso, Indiana				Latitude: 41.46776 Longitude: -87.06163 Radius: 25 Miles			
		Site Type: Rings					
Summary		2000		2009		2014	
Population		720,169		759,367		778,501	
Households		268,272		288,903		298,265	
Families		190,737		197,988		200,633	
Average Household Size		2.63		2.58		2.56	
Owner Occupied HUs		194,634		209,301		215,716	
Renter Occupied HUs		73,638		79,602		82,549	
Median Age		36.2		37.9		38.3	
Trends: 2009-2014 Annual Rate		Area		State		National	
Population		0.5%		0.57%		0.91%	
Households		0.64%		0.67%		0.94%	
Families		0.27%		0.30%		0.74%	
Owner HHs		0.61%		0.62%		1.19%	
Median Household Income		0.79%		0.87%		0.80%	
		2000		2009		2014	
Households by Income		Number	Percent	Number	Percent	Number	Percent
< \$15,000		38,497	14.3%	29,251	10.1%	29,172	9.8%
\$15,000 - \$24,999		32,031	11.9%	25,334	8.8%	24,652	8.3%
\$25,000 - \$34,999		32,840	12.2%	28,213	9.8%	25,505	8.6%
\$35,000 - \$49,999		44,907	16.7%	39,864	13.8%	36,101	12.1%
\$50,000 - \$74,999		61,199	22.8%	63,253	21.9%	73,305	24.6%
\$75,000 - \$99,999		32,063	11.9%	54,115	18.7%	59,503	20.0%
\$100,000 - \$149,999		18,915	7.0%	34,136	11.8%	34,809	11.7%
\$150,000 - \$199,000		3,947	1.5%	8,309	2.9%	8,541	2.9%
\$200,000+		4,020	1.5%	6,419	2.2%	6,668	2.2%
Median Household Income		\$45,019		\$58,983		\$61,341	
Average Household Income		\$54,617		\$67,950		\$69,250	
Per Capita Income		\$20,618		\$26,115		\$26,822	
		2000		2009		2014	
Population by Age		Number	Percent	Number	Percent	Number	Percent
0 - 4		49,489	6.9%	51,179	6.7%	51,572	6.6%
5 - 9		52,808	7.3%	51,392	6.8%	52,131	6.7%
10 - 14		53,054	7.4%	51,436	6.8%	53,351	6.9%
15 - 19		54,304	7.5%	52,671	6.9%	50,892	6.5%
20 - 24		45,528	6.3%	46,902	6.2%	48,255	6.2%
25 - 34		91,710	12.7%	97,903	12.9%	99,458	12.8%
35 - 44		114,036	15.8%	99,529	13.1%	100,786	12.9%
45 - 54		102,747	14.3%	114,410	15.1%	103,870	13.3%
55 - 64		65,431	9.1%	93,054	12.3%	103,497	13.3%
65 - 74		49,190	6.8%	53,146	7.0%	66,607	8.6%
75 - 84		32,017	4.4%	34,085	4.5%	33,675	4.3%
85+		9,855	1.4%	13,660	1.8%	14,407	1.9%
		2000		2009		2014	
Race and Ethnicity		Number	Percent	Number	Percent	Number	Percent
White Alone		547,746	76.1%	559,839	73.7%	563,240	72.3%
Black Alone		130,786	18.2%	141,564	18.6%	146,369	18.8%
American Indian Alone		1,844	0.3%	2,113	0.3%	2,281	0.3%
Asian Alone		5,650	0.8%	8,835	1.2%	10,883	1.4%
Pacific Islander Alone		220	0.0%	288	0.0%	331	0.0%
Some Other Race Alone		22,428	3.1%	32,484	4.3%	39,446	5.1%
Two or More Races		11,495	1.6%	14,244	1.9%	15,951	2.0%
Hispanic Origin (Any Race)		59,503	8.3%	86,204	11.4%	104,373	13.4%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.



Demographic and Income Profile





Demographic and Income Profile

Valparaiso, Indiana

Site Type: Rings

Latitude: 41.46776
Longitude: -87.06163
Radius: 30 Miles

Summary	2000	2009	2014
Population	987,917	1,024,657	1,042,615
Households	366,279	386,337	395,292
Families	260,227	265,485	266,940
Average Household Size	2.65	2.61	2.59
Owner Occupied HUs	266,411	279,369	285,619
Renter Occupied HUs	99,868	106,968	109,673
Median Age	36.0	37.6	38.1
Trends: 2009-2014 Annual Rate	Area	State	National
Population	0.35%	0.57%	0.91%
Households	0.46%	0.67%	0.94%
Families	0.11%	0.30%	0.74%
Owner HHs	0.44%	0.62%	1.19%
Median Household Income	1.01%	0.87%	0.80%

	2000		2009		2014
Households by Income	Number	Percent	Number	Percent	Number
< \$15,000	52,741	14.4%	39,474	10.2%	38,630
\$15,000 - \$24,999	44,159	12.1%	34,545	8.9%	33,519
\$25,000 - \$34,999	46,003	12.6%	37,633	9.7%	33,986
\$35,000 - \$49,999	62,480	17.1%	55,025	14.2%	50,761
\$50,000 - \$74,999	82,215	22.4%	85,028	22.0%	96,428
\$75,000 - \$99,999	42,994	11.7%	72,617	18.8%	78,633
\$100,000 - \$149,999	25,407	6.9%	43,583	11.3%	44,416
\$150,000 - \$199,000	5,162	1.4%	10,458	2.7%	10,689
\$200,000+	5,098	1.4%	7,965	2.1%	8,221
Median Household Income	\$44,270		\$57,700		\$60,672
Average Household Income	\$53,847		\$66,862		\$68,320
Per Capita Income	\$20,211		\$25,437		\$26,155

	2000		2009		2014
Population by Age	Number	Percent	Number	Percent	Number
0 - 4	68,961	7.0%	70,289	6.9%	70,347
5 - 9	74,755	7.6%	70,525	6.9%	71,007
10 - 14	73,974	7.5%	70,301	6.9%	72,236
15 - 19	73,362	7.4%	71,657	7.0%	68,067
20 - 24	61,463	6.2%	62,848	6.1%	64,805
25 - 34	126,584	12.8%	131,925	12.9%	133,161
35 - 44	156,333	15.8%	133,992	13.1%	133,914
45 - 54	137,127	13.9%	153,240	15.0%	138,724
55 - 64	89,019	9.0%	123,216	12.0%	137,028
65 - 74	67,372	6.8%	71,530	7.0%	88,320
75 - 84	45,209	4.6%	46,158	4.5%	45,331
85+	13,758	1.4%	18,976	1.9%	19,675

	2000		2009		2014
Race and Ethnicity	Number	Percent	Number	Percent	Number
White Alone	714,983	72.4%	710,467	69.3%	707,150
Black Alone	202,462	20.5%	219,892	21.5%	225,929
American Indian Alone	2,736	0.3%	3,060	0.3%	3,256
Asian Alone	7,086	0.7%	10,530	1.0%	12,754
Pacific Islander Alone	349	0.0%	443	0.0%	501
Some Other Race Alone	43,329	4.4%	59,621	5.8%	70,164
Two or More Races	16,972	1.7%	20,644	2.0%	22,861
Hispanic Origin (Any Race)	101,822	10.3%	140,922	13.8%	166,131

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.

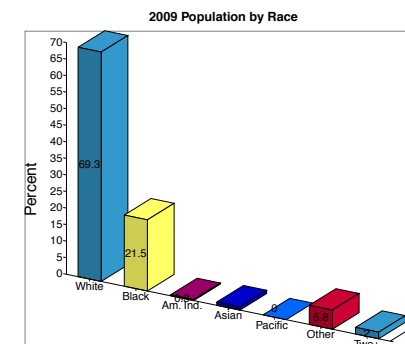
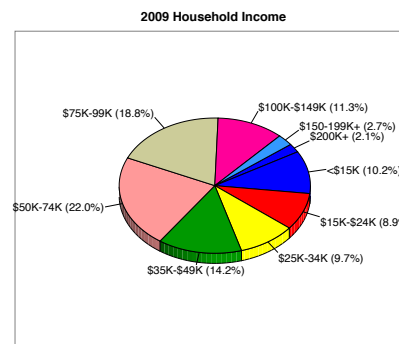
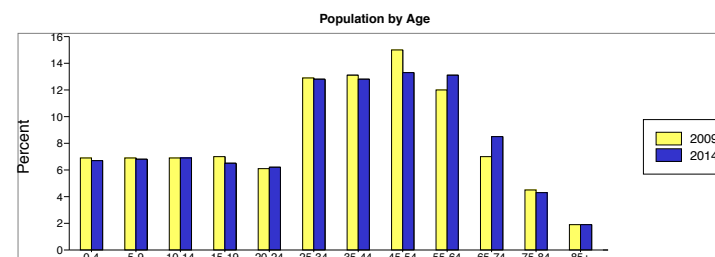
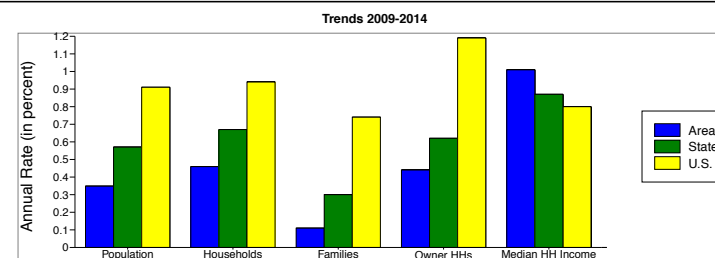


Demographic and Income Profile

Valparaiso, Indiana

Site Type: Rings

Latitude: 41.46776
Longitude: -87.06163
Radius: 30 Miles



2009 Percent Hispanic Origin: 13.8%



Demographic and Income Profile

Valparaiso, Indiana				Latitude: 41.46776 Longitude: -87.06163 Radius: 35 Miles		
Site Type: Rings						
Summary	2000		2009		2014	
Population	1,624,763		1,642,508		1,653,456	
Households	590,532		605,040		611,436	
Families	417,910		416,370		414,157	
Average Household Size	2.71		2.68		2.67	
Owner Occupied HUs	403,310		411,719		417,090	
Renter Occupied HUs	187,222		193,321		194,346	
Median Age	35.3		36.9		37.3	
Trends: 2009-2014 Annual Rate	Area		State		National	
Population	0.13%		0.57%		0.91%	
Households	0.21%		0.67%		0.94%	
Families	-0.11%		0.30%		0.74%	
Owner HHs	0.26%		0.62%		1.19%	
Median Household Income	1.25%		0.87%		0.80%	
2000		2009		2014		
Households by Income	Number	Percent	Number	Percent	Number	Percent
< \$15,000	95,435	16.2%	71,395	11.8%	67,429	11.0%
\$15,000 - \$24,999	72,951	12.3%	55,302	9.1%	53,859	8.8%
\$25,000 - \$34,999	76,489	12.9%	59,654	9.9%	54,082	8.8%
\$35,000 - \$49,999	100,656	17.0%	88,739	14.7%	84,237	13.8%
\$50,000 - \$74,999	124,821	21.1%	130,770	21.6%	143,507	23.5%
\$75,000 - \$99,999	64,999	11.0%	109,794	18.1%	117,726	19.3%
\$100,000 - \$149,999	39,652	6.7%	62,392	10.3%	63,078	10.3%
\$150,000 - \$199,000	8,159	1.4%	15,434	2.6%	15,650	2.6%
\$200,000+	7,546	1.3%	11,541	1.9%	11,849	1.9%
Median Household Income	\$42,046		\$54,637		\$58,129	
Average Household Income	\$51,896		\$64,483		\$66,231	
Per Capita Income	\$19,102		\$23,952		\$24,715	
2000		2009		2014		
Population by Age	Number	Percent	Number	Percent	Number	Percent
0 - 4	117,070	7.2%	116,345	7.1%	115,772	7.0%
5 - 9	130,564	8.0%	118,401	7.2%	118,196	7.1%
10 - 14	126,530	7.8%	117,490	7.2%	118,870	7.2%
15 - 19	121,042	7.4%	120,452	7.3%	111,333	6.7%
20 - 24	100,746	6.2%	102,184	6.2%	106,897	6.5%
25 - 34	209,466	12.9%	207,198	12.6%	208,481	12.6%
35 - 44	250,919	15.4%	212,218	12.9%	206,995	12.5%
45 - 54	218,042	13.4%	238,842	14.5%	215,826	13.1%
55 - 64	147,603	9.1%	192,574	11.7%	212,385	12.8%
65 - 74	111,082	6.8%	115,198	7.0%	137,671	8.3%
75 - 84	70,575	4.3%	72,599	4.4%	70,996	4.3%
85+	21,124	1.3%	29,007	1.8%	30,034	1.8%
2000		2009		2014		
Race and Ethnicity	Number	Percent	Number	Percent	Number	Percent
White Alone	862,499	53.1%	843,280	51.3%	835,198	50.5%
Black Alone	654,175	40.3%	662,261	40.3%	661,866	40.0%
American Indian Alone	4,086	0.3%	4,310	0.3%	4,507	0.3%
Asian Alone	9,807	0.6%	13,696	0.8%	16,249	1.0%
Pacific Islander Alone	563	0.0%	681	0.0%	753	0.0%
Some Other Race Alone	66,961	4.1%	87,293	5.3%	101,002	6.1%
Two or More Races	26,672	1.6%	30,987	1.9%	33,881	2.0%
Hispanic Origin (Any Race)	149,413	9.2%	196,666	12.0%	228,178	13.8%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2009 and 2014.

Case History: Stevenson, Washington

City of Stevenson, Washington

Downtown Revitalization

According to Maryann Duncan-Cole, City Administrator:

The downtown revitalization included redoing the street, the lighting, adding a WIFI square, doing the lake road (that leads around the lake to Skamania Lodge), signage, kiosks, and adding a new water main down the main street.

They began the project in 1992-1993, when they were competing for Skamania Lodge. The whole project took a combined effort of many involved citizens, many varied and different funding sources, changing some legislation to allow private/public partnerships, annexing some land to the city, and expanding their sewer system.

With several very talented citizens, they worked with Jim Walsh, a landscape architect from Portland, to come up with the designs. The plan had to include a circulation plan not only for cars, but also for pedestrians and bicycles.

They did the work in three stages. The lake road was the first (probably because they needed it for Skamania Lodge).

For the main street project, they had block leaders for each block who were intermediaries between the design process and the citizens, and they held design meetings to accommodate these people's work schedules, along with the designer and architect. The design process was very open, and if a property

owner has a concern, they could address it through their block leader, or go to the meeting, or go directly to the designer or architect. By the time construction was underway, they had the owner's buy in of the plan.

They wanted to handle the work locally, and not have it done by the state - they'd had problems in the past.

Total cost of the downtown main street project was about \$2.8 million. This doesn't include city staff time.

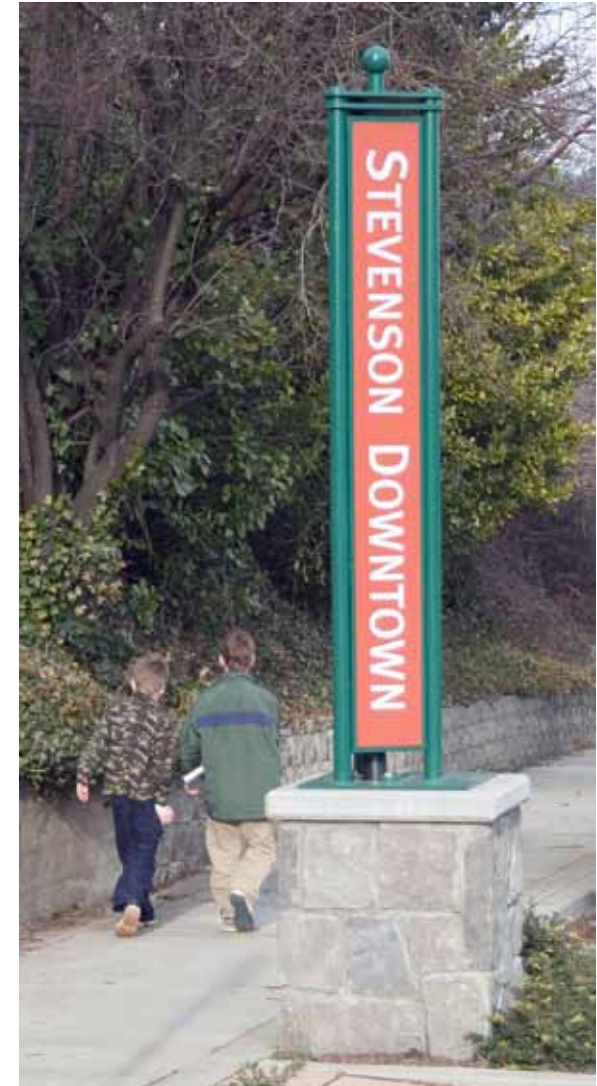
Funding was through 17 different sources, including grants, donations, city funds, and loans. Grants were from a CERB Grant, Washington Investment Board Grants (for scenic areas), the WSDOT Discretionary Fund (for the engineering), other WSDOT funds, Transportation Improvement Board, FTP money, and a foundation grant for the kiosks.

They also raised \$85,000 for the lighting by doing an adopt-a-light plan - local citizens, families, donated for the lights. They received plaques with their names, and had the information put into a book that can be reviewed by people going on a tour of the town (I'm not sure where - I didn't ask).

They also used various city budgets, such as sewer funds for the new sewer main, utilities for the need for utilities, etc. They were very creative and asked the State to give them the funds that the State would normally use to resurface the main street (it is a State Highway), and they would use those funds to pave the road as part of their own design.

They also obtained several loans. In fact, when they were ready to being the actual construction, they

learned they were short about \$30,000, and they obtained a loan for that.







Case History: Centralia, Washington

City of Centralia, Washington

Downtown Revitalization

Per a conversation with Dave Etonville, Downtown Economic Development Coordinator, and the November 22, 2004 article in Business Examiner:

The article stated that the city played an active role in reclaiming downtown Centralia by purchasing and reselling landmark buildings, including a \$5 million restoration of the Railroad Depot. The city also provided \$100,000 matching grant funds for façade improvements, and completed a \$3 million, 10-block streetscape project.

Dave said that he came to Centralia in 2001, and at that time there were 13 vacant buildings downtown. I asked him to describe the efforts the city took to achieve the success of their revitalization efforts. He said that it took a combination of city leaders' commitments as well as a lot of volunteer citizen labor.

The city did, in fact, actually purchase several run-down buildings in the downtown, using general funds. They cleaned the buildings up, stabilized them, and did some renovation of electrical, then sold the buildings to businesses that they wanted to see in their downtown. Volunteer citizens did the clean-up work, but the city paid for the hauling of the debris and any stabilization and electrical work. This enabled the city to determine what businesses would occupy the important structures downtown, and prevented these old structures from either being demolished, or inhabited by businesses that would be undesirable to

have downtown, such as warehouses.

The 1912 train depot was the original focus of renovation. The railroad was important for Centralia's economic growth, and the \$5 million renovation has restored the original character of the building. The depot is still in use. Among the buildings the city purchased and resold were the old Fox theater and the old Wilson Hotel - both landmark buildings. They hauled 30 dumpsters of trash from the Wilson Hotel, which was sold and is being renovated; it is scheduled to open at the end of 2005. The city still owns the historic 1860 Joseph Borst home in Borst Park, and it is open to the public on weekends in the summer.

The city obtained a grant from the Rural Electric Utility Funds to provide 50% matching grants for façade improvements downtown. The grant funds can be used for the architectural plans as well as the construction - the plans must meet design standards that include historic restoration. There was a three-year period in which the Rural Electric Utility Funds grant was available for this purpose. They have not expanded their grant funding program to include commercial infrastructure needs, in order to add elevators and stairways to old buildings to enable them to meet modern fire codes - to make the buildings usable again.

They have used no CDBG funds at all - in fact, they have obtained very little outside funding. Most of the funds have come from the residents.

A group of ten old-time local business families formed a consortium to help restore the downtown. They each put up funds to purchase downtown buildings.

If there were an "undesirable" business located in the building, they would close the business down, stabilize the building, and resell it at no profit. This way, they were able to sell the building to an owner that would put a desirable business in the downtown area. They also sold buildings on contract to new businesses that otherwise would be unable to make a purchase.

Dave said that most of the new businesses in the revitalized downtown were local people.

When Dave started in Centralia four years earlier, he wanted the city to focus on the downtown area. Some people objected, and he told them that saving a town was like triage - you fix the vital organs first, then the rest of the body can heal. The downtown is the most vital part of a town - if it fails, the town will fail; if it thrives, the town will thrive.

Case History: Pearl District in downtown Portland, Oregon

Portland's premier shopping and arts district was once an area of abandoned warehouses and railroad yards along the Willamette River. The Pearl District's historic industrial buildings now house fashionable retail storefronts, restaurants, galleries, lofts and spas; a nationally renowned shopping, dining, cultural and urban living district.

The Pearl District began in the early 1900s as a transportation hub for the city of Portland, with railroad yards and associated warehousing and storage facilities. Manufacturing and ancillary uses boomed and the district prospered during the first half of the 20th century.

Beginning in the 1950s, water and rail transportation patterns shifted to highways, interstates and air. The district was left vacant and marginalized. Low rents attracted a diverse range of new tenants and users. The district became an incubator for start-up businesses, primarily artists seeking inexpensive space with close proximity to the downtown and a casual environment.

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

increment financing for improvements within the district over the next 20 years.

During the mid 1990s as redevelopment plans were being formulated for the growing area, local business owners wanted to find a name for the emerging district. Many artists had already called the area home as they lived and worked in the low cost lofts inside the warehouses. Names like "warehouse district" and "brewery district" were considered but the name that stuck helped tell the story of what was happening in the neighborhood. The story credits local gallery owner Thomas Augustine for the name when he compared the artists' lofts and galleries "hidden" inside the warehouse buildings to "pearls inside crusty oysters." While not popular at first, an Alaskan Airlines writer borrowed Augustine's phrase and the name stuck.

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

The Pearl District is also home to three universities: The Arts Institute of Portland, Pacific Northwest College of Art and Willamette University.

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

The Pearl District Business Association, a not-for-profit membership based organization, is responsible for promoting many of the activities and events held in the district. They also produce the Pearl District Walking Map, the district's website, www.explorethepearl.com, and "Explore the Pearl" magazine.

The Pearl District, once a forlorn and abandoned warehouse district, has become a premier neighborhood for arts, entertainment, shopping and dining. Visitors flock to the Pearl District to become immersed in the arts, enjoy fine cuisine and shopping.

Porter County Interviews

Burns Harbor

Quality of life, Town of Choice in County, first completely Green community in US

Nostalgic and affordable, beautiful homes

Town Center has Days gone by feel, gazebo-center of all town activities and announcements

Bike Trails: under design

Slow to capture resident's approval but now they are embracing project

Proximity to Chicago-lot's of "techies" living here due to low price point

Future Needs for BH: Amenitizing and upgrading the town to include better restaurants, nightlife, etc

"Town can be the Centerpiece for Northwest Indiana" (Cliff)

Valparaiso

Beautiful main street

Great retail shopping (Lifestyles is a must see)

Making positive progress moving forward - Mayor is doing great things

National Park is 2 day experience but many come for the day and don't stop downtown

Must see's in Valpo - Aberdeen Manor, Duneland Falls, Chellberg Farm, (much potential-Bailey Homestead B&B

Activities abound, Kayak along the Kankakee, river is fast moving and straight-ideal

Problem-no suppliers to rent Kayaks, snowshoes, cross country skis, etc.

Home to Valpo University, world renowned University and strong student/community programs and events - underutilized by community

One of the crown jewels of the County

Chesterton

Wonderful old railroad history-South Shore Line is famous

Visitors Center is in the old RR Depot

B&B opening next door, railway themed

Across from VC- old RR car will be opening as gourmet restaurant in next year

Visitors and residents alike are "enthralled" with Chesterton - great and unique restaurants, great and unique retail and is arts center of the county, wine tasting-great festivals and European Market

Issues: Downtown is in transition-landlords charging too much rent and many businesses are relocating to strip malls in center of town

Visitors get off of highway and do not see any "Historic Chesterton" signs so they get back on after gassing up or hitting the collage of fast food restaurants on the highway interchange; Valparaiso has many businesses

so local Chesterton residents don't support local businesses in community.

Downtown Chesterton is what Valparaiso was 10 years ago, beautiful architecture downtown and many fun activities in summer for residents and visitors alike - Oz Fest is coming back.

Porter

Home to "Real" Indiana Dunes Lakeshore

Great family destination (Lakeshore, parks, and in town water park)

Downtown Charming and Unique - home to famous Ribs and Mexican

Note on bars-no children allowed in top restaurants!

Big surge in middle income residents-mainly families

Manufacturing along US 20

Porter is always in disagreement with Chesterton - mainly about Water Plant - it is in Porter but it reads as if it was in Chesterton

Beautiful Lakeshore with multi-million dollar homes, yet right at beach there is an old shutdown resort-non one really knows about the lease of the buildings (State or Local) and what will happen to it-it is essentially in ruins now

Park System in town is fantastic-Hawthorn Park and Gazebo very popular

Porter County Interviews (continued)

Hebron

Hebron has no downtown left-there used to be stage theaters and quaint buildings-now there is no charm and character-town needs a facelift

Community used to be known for pies at Country Kitchen (new owners-still have pies but not same quality)

Frustration that 3 million people go to the Lakeshore but never go to Hebron

As for residents, more technology and better road access has led to an upturn in residents

Big opportunity with Kankakee River - "Kayaking on Kankakee" trying to connect the dots of opportunities

To survive and set the community apart, they need a facelift in the downtown as well as to add more "green" buildings

Most popular event - 4th of July Parade and Turtle Derby - multi generations of families who grew up and continue to live here attend event

Porter County

County has great potential

Big equestrian opportunities through 4H program (also in Lake, LaPorte, St Joseph counties - all have wonderful equestrian centers)

45% of residents in county live comfortably in this economy, low unemployment (but still a bit of an issue), low tax base, reasonable homes-you get a lot for your money here

Large group of fixed income seniors just trying to get by day to day

County is very residential-you can escape and enjoy the good life but also can be very close to good jobs (Chicago) Multi-generations of residents, great school system and a large sense of community pride

Valparaiso is vibrant and thriving-there are great opportunities with the University and all the programs and entertainment available to residents

People enter and exit the National Park-there is no identity-zero, people don't know what they can do in the park let alone the towns that surround it!

Fishing-perch and trout, very good in area-there is a "Steele header" club with two hundred members, many champion fishermen

Concerns: Many residents are not open to change-they see the Southern part of the county more involved and taking their resources to next level but fear that the county is slowly being absorbed by Chicago which would bring traffic, glitz, and higher taxes!

The county needs to continue to progress but in an orderly fashion-must include the residents in plan and try to get their buy-in so they are not overwhelmed

Valparaiso University

University is well represented in Valparaiso, but needs to get the word out to other residents and potential visitors in and to the county of all of the events, entertainment, and culture that is offered throughout the year

Chapel has been used as a landmark in many of the county's advertising materials

Students are sharp and ready to join the workforce when they graduate - they will stay if there are opportunities for them in the area

Charrette Public Input

What are Porter County's greatest assets other than the dunes or outdoor recreation?

Valpo University
 Brauer Museum, Valpo University
 Theater, Valpo University
 Sports, Valpo University
 Chapel, Valpo University
 Art, Valpo University
 IVY Tech, Trade Schools
 Schools, Education
 Educational Choices
 Great Arts
 Artists
 Eclectic People
 European Market, Chesterton
 Popcorn Festival
 Fine Dining
 Strongbow's Restaurant
 Downtown Valpo Restaurants, Lincolnway
 Bass Pro Shop
 Bistro 157
 Dish Restaurant
 Santiagos Restaurants
 Wagners Restaurants
 Wizard of Oz Festival
 Low Crime Rate, Safety
 Very Friendly People
 Activity
 Natural Environment
 Boating on Kankakee
 Portage Marina
 Bike Trails
 Coffee Creek
 Calumet Trails
 Dunes State Park
 Indiana Dunes National Lakeshore
 Fishing/ Boating / Swimming, Lake Michigan

Porter – Best Food of Porter County
 Hometown Lifestyle
 South Shore Railroad
 Train Watching
 Steel Mill Industry Employer

Where do you go to hang out after work or on weekends?

49er Drive-In
 4th Street Theatre
 Aberdeen Golf
 At home
 At the casinos
 Bailey Homestead
 Barnes & Noble
 Bike Trails
 Birky's Restaurant
 Bistro 157
 Bon Femme
 Books Alive
 Bowling Alley
 Brywnawellon Farm
 Buffalo Wild Wings
 Campbell Street Café
 Chicago
 Cinemark Theater
 Coffee Creek Pavilion
 Conesco Fieldhouse
 County Line Apple Orchard
 Deep River Waterpark
 Downtown Chicago
 Downtown Valparaiso – restaurants
 Drinking wine on Lucrezia's outdoor patio
 Duffy's
 Duneland Fitness Center
 Dunes
 Evelyn Bay

Four Winds Casino
 Front Porch Music
 IMAX
 Lake Louise
 Leroy's for music –great blues bands
 Library
 Lighthouse Mall
 Lucrezia
 Maria Elena's Restaurant
 Merrillville Westlake Mall
 Mezza
 Michigan City Marina
 Michigan Wine Country
 Movie theatres
 Movies – Porter's Vale
 New Buffalo
 Past Times
 Pathways/trails
 Pesto's
 Pikk's Tavern
 Popolano's
 Portage Community Theatre
 Portage IMAX
 Rogers Lakewood
 Sand Creek
 Shopping in Indianapolis
 Soccer & baseball fields
 Strongbow
 Suzie's Café
 Taltree Arboretum
 The Dunes Learning Center
 The Inn
 The Port
 The Riverbank – Hawthorne Park
 Three Rivers, MI
 Traveling sport team events
 Walnut Tree Farm

Charrette Public Input (continued)

Watching high school sports
Watching VU sports
Westfield Mall
With family
With grandkids at home
YMCA/Duneland Health & Wellness

What do you have in Porter County that if it were in Ripley, IN you'd make a special trip?

49er Drive In
Aberdeen Golf Course
Affordable country living
Agri-tourism
Air museum & show
All 4 climates in one spot
Anderson Winery
Antiques
Archeology Digs
Art Festival
Award winning florist
Bailey Homestead
Bass Pro Shop
Baums Bridge
Beaches rival any in the world
Birding
Bistro 157
Boating/fishing
Bon Femme
Books Alive
Bronco John Sullivan
Campground
Chellberg Farm
Chicago Street Theater
Coffee Creek Watershed Preserve
Collier Lodge
Countywide bike trails
Cross County Skiing

Dillinger Gun
Dining
Dish
Don Quijote
Dunes Beach
Dunes Recreation
European Market
Expo Center
Festivals
Geocaching
Golf
Historic Museums
Hoosier Bat Company
Hot Air Balloon
IMAX
Lake Michigan
Lakeshore
Longest Dunes in the World
Lucrezia
Marina
Marty's Landing
Memorial Opera House
Molly Bea's
Music
Old Jail Museum
Outdoor dining
Oz Fest
Paparazzi
Pie
Pikk's
Popcorn Festival
Pork Fest
Porter County Fair
Quaint downtowns
Resale Shop – Chesterton
Restaurants
River

Sand Creek Golf Course
Seasons on the Square
Splash Down Dunes
State Park
Strongbow Inn
Sunset by the Lake
Taltree Arboretum
Theaters
Third Coast Spice
Tonya's Patisserie
Train watching
Valparaiso University
VU Jazz Festival
Wagner's Ribs
Westchester Museum

What are your current perceptions of Burns Harbor?

Fireworks Stores
The Village
Bethlehem Steel (Mittal)
US 20 & SR 149 Tavern
Car Dealerships
Grandma
Water
Boating
Harbor
Young community
Industrial - work/blue collar
Small campground
Cliff Fleming
Boating/fishing/water skiing
Burns Ditch
Sailboats
Long time families
Where's main part of town?
Port of Indiana

Fishing
Boating
Dirt
Drive through
Transitioning - bad air
Water park
Waterway to the lake
"Green" residential community
Truck stop
Calumet river salmon run

What are your brand suggestions for Burns Harbor?

We can Light up your Night
Tour our Heritage
No place like home/Step back to yesteryear
Canoe the Little Calumet River
Largest selection of cars
Bike/hike rail connectivity
Melting Pot of the World
Steel Town
Steel Country
Learn how steel is made
Visit the park with kids
Photograph steel history
Sitting in the sun at the water's edge

What are the biggest obstacles to brand success in Burns Harbor?

No town center
Needs beautification
Failure to restart the Steel Mill tours

Charrette Public Input - Chesterton

What are your current perceptions of Chesterton?

The Dunes
Home
Gazebo in downtown
Flannery's/Festivals
Beach
Popalanos
Beach/hiking dunes
Train tracks
Coffee Creek Watershed
Oz Festival
Arts/elegance
Quaint shops/restaurants
Schools
Lucrezia
Work
Downtown
Small, quaint town
European Market
Sand Creek
Art/downtown
Geographic location
Farmer's Market
Too big high school
Artsy
Chesterton Tribune
No shops/run down downtown
Wizard of Oz
No downtown
Music bands in High School
Dunes State Park
Arts/restaurants
Diamond in the rough
Regal Rabbit

Leave your Passports and Euros behind
Artsy-Fartsy Town
Authenticity in Breathable Space
Easy Eclectic
Find your Personal Space
Train-related: On Track With . . .
Where art meets nature
There's no place like home!
Jazz in the Park
Sandy Toes
Take a Stroll Downtown
The Boulder, CO of the Midwest
A place to relax
Relax & refresh
Walking at Coffee Creek
Pedestrian-friendly shopping
Breathtaking sunsets
Rail fanning
Get moving
Cheesetown
Wonderful food in outdoor setting
Eat at Lucrezia
Walk around
Your stop after a day at the dunes
Artlectic
Churches
Follow Our Yellow Brick Road
Enjoy Arts
Gourmet Food
Artsy-Fartsy
Experience the Aura of Oz
Relaxation, Creativity
If you love strip malls, come here
Paint the town

What are the biggest obstacles to brand success in Chesterton?

Money
Politics
Lack of common vision
Town is too far from where business opportunities are
Too many people don't want change
Need signage and marketing
Parochial interests
Town Council
Zoning laws
Signage regulations
Local government – a town, not a city, no mayor
Downtown building owners do not invest in buildings, not the business owners
Not forward thinking
Council doesn't see the big picture
Residents don't like festivals
People complain through the paper and email but don't help create solutions
Cliques within main organizations
Changing shopping patterns of residents
Desire for big box stores
Inertia
Leadership
Shops not open at night
Isolationism
Greed is driving recruitment of Big Box Stores
Lack of creative thinking to find solutions
No plan to preserve historic downtown buildings
Egos
Getting traffic to go downtown
Need retailers with deep pockets to survive

What are your brand suggestions for Chesterton?

"Unique shops/Unique restaurants"

Polarization between long-term and new residents
Unwelcoming to newcomers and outsiders
Fast Food/Gas Station perception
Afraid of change/development
Poor planning
Environmental degradation

What are your current perceptions of Hebron?

DQ
Cows/rural/farms
Big High School
Quaint/school activities
Pass through community
Country Kitchen
Small town near Kankakee River
Don't know
Some place south
Stagecoach Inn/Museum
SR 2
South/farming
Can't find
Farm/Christmas Trees
Dutchmen
Birdwatching on HS Track (Hawks)
Marty's
Kankakee River
4th of July Fest
Jim Dandy for Burgers
Road construction
Horses
Way out there
Miss USA Indiana, 1980
Cows - Corn
No reason to ever go there

What are your brand suggestions for Hebron?

Summer Country Market Area
The Road to the River
River adventures
Star-gazing (dark skies)
Good pie
Kayak
Canoeing on the Kankakee
Enjoy the detours
Visit an old grain elevator
Where everyone knows your name
Boat the Kankakee
Growing
Get Hooked on Hebron

What are the biggest obstacles to brand success in Hebron?

Getting businesses to update and buy into need for improvements
Community not open to change
Financing improvement
Rebuilding historic buildings for first floor retail and residential on second floor
Locals don't support local businesses
Getting landlords to reduce rents
Depot is hidden – can it be moved?
Road construction
Filling vacant buildings
Local politics
Long-time residents fear/avoid change

What are your current perceptions of Kouts?

Pizza
Baum's Bridge Inn
Kankakee River
Small Town Charm
Farms

Pork Fest
Patz grocery
Farm
Country life
Some place south
Downtown Café
NIPSCO/Kankakee River
Grain Elevator
Not much there
School system
Up & coming
Stop in the road
Empty-fill it up
Small lake & fishing
Dangerous intersection
Working class community
Outdoor pool
Bar
Birky Café - homemade noodles

What are your brand suggestions for Kouts?

Pleasantville, peaceful country refreshment
A breath of fresh country air
It's a little bit of country
Family farm markets
Festivity
Pork
Rural charm
Pork Fest
Hog Roast at the Pork Fest
Pork Yourself Here
Gateway to Kankakee River
Most fantastic pork chops in the world
Shop Big Box
Store your boat here
Learn to grow stuff
Cool down here

Charrette Public Input - Chesterton (continued)

Farm fresh food & cafes

What are the biggest obstacles to brand success for Kouts?

Getting people to understand the benefits of branding
Private investors
Recruiting businesses
Keeping people interested long enough to achieve results
Creating ownership of the brand
Partnership with Pleasant & Morgan townships
Creating a working plan
County government
Getting cooperation and buy-in
Overcoming the desire for Big Box services/conveniences
Town council
People don't want change
Money

What are your current perceptions of Pines?

Comes to mind
Shortest Hwy in Indiana
National Lakeshore/hiking
Pumps on 12
Lakeshore & Vintage Motels
Near dunes
Schoolhouse Shop
Landfill
Where to turn to go to Michigan City
Contaminated water
No pine trees - plant some!
Frank Lloyd Wright house tours
Forgotten

Woods/Dunes
Scenic but hodge-podge
Trailers
Small homes - low income
Mount Baldy
Mosque
Scenic Route
Water parkway
No place USA
Flooding
Fire dept
Wi-ko-ki-we native trails

What are your brand suggestions for Pines?

A Sign on the Way to Michigan City
Proximity to Beverly Shores
Singing sand
Outdoor Activities
Visit Mount Baldy
Hike the Dunes
Find Us

What are the biggest obstacles to brand success in Pines?

None were provided by the public

What are your current perceptions of Portage?

IMAX
Blue Water/Bass Pro
Nativity Parish
Portage marina/shopping
Quaker Steak
Movies
Junky
Super K-Mart
Bass Pro Shop
Mixed bag

High School/Schools
Marina
The color red - box stores
Poor housing
River Walk/Lakefront Park
Sprawling, unfriendly, spread out
No central area
Woodland Park
Ugly
Shop/eat Route 6
Crime
Bars
Bureau of Motor Vehicles
Lack of a downtown
Lefty's
Shopping Mall
South Shore
Vitality
Strip malls
Don't go there
Steel mill made the town/blue collar
Drugs/good sports
Growing, getting better
Trailer parks
Low income
Growing fast - anywhere USA
Shuttle to the airport
Diversity

What are your brand suggestions for Portage?

Great selection of movies
Dine on the Water
Shopping corridor/public beach/marina
Huge theater
New, unique shopping
Activities
New lakefront park

Proud
Shopping
Lakeshore Parks
Catch the shuttle, catch a movie
Where you live to succeed
Wants to be Valpo
Rowdy rednecks
Drop anchor here

What are the biggest obstacles to brand success in Portage?

Things will take longer to get down the path here
Need to stick to current downtown plan-wayfinding signs already in process
Loss of funding due to RDA vote

What are your current perceptions of Porter?

Santiago's
Wagner's
Biggs' violin shop
Hawthorne Park
Village Tavern
Beach
Home to be
South Shore connection
Route 20
Residential
Nice mature trees
Small community
Porter Beach
1 street
Good bars & beach
Train watching & photographing
Food & town hall
Gateway to State Park
Fireworks
Railroad

Nature preserves/beach activities
Factory
Dunes
Art Fair
Bluestem Beads
Wants to be Chesterton
Why are you a separate town from Chesterton?
Biker Bars
Second Class
Tiny - run down
Midnight parade
Old downtown
Got lost there once accidentally
VFW

What are your brand suggestions for Porter?

Dining
Best ribs
Visit Chellberg Farm
Window to the Wetland/Birthplace of ecology
Home town bar - reasonable & Casual
A town with No Direction
Strolling the Beach
We're getting there
Best ribs in the world
Great nightlife & night time festivals
MMMMMMMMMM
Depot Watch
Visit Dunes State Park
Best ribs in Indiana
Walk & Talk
Get lost here
Small town- big beach
Go Green or Go Home

What are the biggest obstacles to brand success in Porter?

Older businesses are not handicap accessible
Transportation to beach – add a trolley system from South Shore
Continue enhancing trail system

What are your current perceptions of Valparaiso?

Valparaiso University
Courthouse Square
Popcorn Festival
Shopping
Velvet ice cream
Restaurants
Great dining
Valpo University - culture/air shows/sports
Redenbacher popcorn
Downtown restaurants & shopping
Classic
Eat downtown
Bars
University/art museum/chapel/concerts
Barnes & Noble
Variety
Parks
Lively downtown
Turkey at Strongbows
Doctors
Memorial Opera House
Box stores
Entertainment
10,000 lawyers
On the move
Bursting with growth
Very philanthropic

Charrette Public Input - Chesterton (continued)

What are your brand suggestions for Valparaiso?

Courthouse District
 Valparaiso – Where you are only a visitor once...
 Do a Mayor's top 10 list of why you should visit Valpo
 Historical Valpo – we aren't just the popcorn capital!
 The photo capitol of the world (give free cameras at all tourist stops)
 Drive a little, save a lot!
 Be Smart – eat and be entertained in Valpo
 Promoting the arts
 A place to entertain and be entertained
 Create a dining passport to encourage people to try all of the restaurants
 Valparaiso Square District - It's hip to dine square
 Dine on the Square
 The Vale
 The Square
 Food, Fun & Family
 Downtown Delights
 The Valpo Vibe
 Live, Learn, Experience
 The small college town with a global perspective
 It's happening on the moraine
 Dine and dash
 Eat with us
 Dining Tip – come back
 Mom never cooked like this
 Cooking up a great time
 Eat, Drink and Don't go home
 More than just sand
 Where urban sophistication meets hometown values
 Lincolnway Center
 Shopping/Higher learning
 Home Sweet Home /comfort
 Quiet respite
 Charm meets class/urban charm
 The Shot "seen" round the world

Place to relax/eat after day of excitement at beach/dunes
 Hospitals
 Read a book over dinner
 Reach your potential
 Education for all ages

What are the biggest obstacles to brand success in Valparaiso?

Need funky-artsy shops that are higher end and ARE OPEN
 Get rid of box stores
 Lack of local support for downtown stores
 Funding
 Creating unity
 Negative perception of the region
 Getting business owners and politicians to work together
 Overcome the perception of being a religious town (connection with VU)
 Too conservative politically and socially
 Fear of change
 Arguing about who gets the credit for successes
 Developers – it's all about them
 Planning development is never enforced
 Zoning board is backwards
 Good ol' boy network is opposed to change
 People need to get over themselves
 Getting downtown from 49 is difficult
 Elected officials
 Smoking ban should be county-wide
 Locals vs hip-happening influx
 Getting people to stay longer after dinner
 Parking
 Mayor's focus on more than downtown
 Focus on FIT initiatives goes against gourmet dining
 Already too much traffic

Parochial attitudes
 Complacency – resting on our laurels
 Lack of regional cooperation
 Small-minded retailers
 Need more great restaurants
 Partnering with VU
 Popcorn Fest is no longer a community event – locals hate it
 Need a nice jazz club
 Need sophisticated adult education options
 Need anchor entertainment places
 Transportation
 Retailers don't stay open
 Young professionals don't have things to do/places to meet
 Need under 21 entertainment venues
 Small-mindedness
 Compete with other communities instead of working together
 National Park should have more support and focus
 Provincial
 Indiana Dunes Lakeshore should be finished
 Need South Shore extension
 Agreeing on a name for downtown

Review of Previous Plans and Studies

PORTER COUNTY

Economic Impact of Porter County's Tourism and Travel Industry – 2000 and 2007

Certec, Inc. (Sept 2008)

- Tourism/travel expenditures created \$307.7 million in economic impact on Porter County (2007)
- Direct tourism/travel expenditures in Porter County (2007): \$215.1 million
- Tax revenues (2007): \$14.3 million locally, \$26.5 million state, \$32.4 million federal, total tax revenues up 47%
- Jobs (2007): 4,524 (3,502 from direct expenditures), total jobs up 15%
- Over one-third of the jobs created were in high wage occupations.
- Tourism-generated jobs provided over \$73.8 million in wages (2007), up 33% over 2000
- Food and beverage, shopping, and transportation (gas and auto repair) purchases accounted for over seven out of every ten dollars spent.
- Over three-fifths of all direct spending was from the attractions and lodging sectors

Evaluating Tourism Experiences and Promotional Materials (I-80/90 Development Commission Focus Groups)

NLTec (October 2002)

- Promotional programs need to appeal to a variety of personalities
- Sounds, smells, tastes and visual sensations are integral components
- Travelers in the Midwest want to become part of the community – small towns, local retailers, B&Bs, local festivals, friendly people
- Pre-planning and risk-reduction aspects of packaging are not important for Midwest market
- Trip ideas should be themes that show experiences that can be combined and “discovered” – making a longer stay worthwhile
- Inspirational pictures and copy are crucial but prominent displays of contact and website information are equally important
- Geographical organization of information is unnecessary if the maps provide a good sense of the area and its location, distances, and driving times

PCCRCV 2009 Action Plan

PCCRCV is a department of the county government with a 9-member board of directors and is funded by the 5% county innkeeper's tax.

Based on Porter County's innkeepers tax collection through October 2008 there was an increase in tax collection by 11%. Most of that was due to an increase in room supply by 8.7% when two new properties opened at the end of 2007. Overall, though Porter County's occupancy decreased by 4.4 %, the ADR grew by 2.8%, RevPar decreased by 1.7%, room revenue increased by 3.3 % and room demand increased by 3.9% since 2007.

Destination Vision:

Porter County is the premier, eco-friendly, sustainable Great Lakes destination that will be the recognized leader in:

- _ unparalleled parklands, trails and dunes
- _ unique cultural communities and
- _ family-friendly attractions and events

PCCRCV Vision:

To be the engaged destination leader by supporting and marketing the county's distinct visitor experiences and advocating community and regional tourism benefits.

PCCRCV Mission:

The Porter County Convention, Recreation and Visitor Commission is the official agency for destination marketing, planning and development and a key economic driver of sustainable tourism growth.

Review of Previous Plans and Studies (continued)

PORTER COUNTY VISITOR SURVEY

NLTec (July 2000)

Survey of those requesting information from PCCRVC or visiting Porter County

- Top Midwest destinations – Indiana (63.9%) and Michigan (61.2)
- 78.9% requested information
- Want specific information about attractions, places to visit and activities
- 7.8% visited website for information
- Porter County trip purpose: Getaway (52.3%), Vacation (35%), Friends/Family (31%), Special Events (12.5%)
- Most popular activities: Enjoying the dunes (68.3%), beach (58.5%), Lake Michigan (57.3%), dining (40.2%).
- Visited Indiana Dunes-Beach/Lake Michigan (83%)
- Visited Indiana Dunes hiking trails (50%)
- Visited Indiana Dunes Visitor Center (36.1%)
- Visited Indiana Dunes campground (27.8%)
- Enjoyed most: beaches, dunes, lake, shopping, scenery, restaurants
- Enjoyed least: traffic, lack of/crowded camping, parking

Conclusions:

- Natural resources, small town atmosphere and

peaceful aspects must be protected

- Entice visitors to spend the night
- Increase brand awareness to non-traditional markets and advertise earlier in the seasons.
- Critical to provide high quality experience

TOURISM DESTINATION AUDIT

Nichols Tourism Group (recent)

When asked about places in the central Midwest that come to mind for pleasure travel, the Indiana Dunes were 4th behind Mackinac Island, Brown County (IN), and Wisconsin Dells.

Visitors desired:

- Excitement over stability
- Family over individual experiences
- Active over passive experiences
- Learning experiences
- Trying new things over following tradition

Highest competitive strengths:

- Beach
- Relaxing outdoor environments
- Shopping
- Good value
- Range of festivals/events
- Convenient access

Not as strong in perceptions of:

Range of food offerings

Quality of accommodations

Greatest perceived weaknesses:

- Lack of unique/quaint experiences – towns, architecture, historic landmarks
- Quantity of things to see and do
- Activities for children

ASSESSMENT OF NATURAL AND HISTORICAL ASSETS IN PORTER COUNTY, IN

Fermata, Inc (January 2009)

Purpose: To assess the nature and historical tourism assets in Porter County, develop recommendations for enhancing opportunities, develop a thematically linked trail system (creation of maps that outline each trail) identify new assets and products along the trail, provide a list of potential funding sources, produce a full-color trail guide with map and full color trail brochure.

60 assets were assessed on their intrinsic and extrinsic characteristics relative to others found in the area. The highest possible score is a 75.

Porter County:

Brincka-Cross Home & Gardens	57.5
Dunn's Bridge County Park	39.5
Memorial Opera House	19.0
Sunset Hill Farm County Park	47.0

Zona Wildlife Sanctuary 55.0

Porter County CVB

Dorothy Buell Memorial VC 42.0

Burns Harbor:

End of Navaho Rd 36.0

Lakeland Park 41.0

Chesterton:

Bandstand & Historic Business District 46.5

Hebron:

Stage Coach Inn & Panhandle Depot 14.5

Porter:

Hawthorne Park 51.5

Indian Springs Park 34.0

Portage:

Countryside Park 43

Deer Trail Park 51.5

Imagination Glen 55.5

Lakefront Park 59.5

Woodland Park 57.5

Valparaiso:

Forest Park 51.0

Foundation Meadows 58.0

Ogden Gardens 51.0

Rogers-Lakewood Park 52.5

Indiana DNR:

Chustak Fishing Area 45.0

Jasper-Pulaski Fish & Wildlife Area 69.5

Long Lake PAS 43.0

Moraine Nature Preserve 58.0

Salt Creek Fishing Area 41.5

Indiana Dunes National Lakeshore:

Bailly Homestead/Chellberg Farm 53.5

Central Beach 62.5

Century of Progress Homes 53.0

Cowles Bog 69.0

Heron Rookery Trail 58.0

Kemil, Dunbar & Lake View beaches 61.0

Little Calumet River Trail 59.0

Mount Baldy 59.5

Porter Beach 43.0

West Beach Dune Succession Trail 68.0

Indiana Dunes State Park:

Beach 69.0

Nature Center 70.5

Trails 70.0

Kankakee Valley Historical Society:

Collier Lodge 49.5

Portage Community Historical Society:

Alton Goin Musuem 41.0

Portage Township:

Haven Hollow Park 40.0

Private/Other:

Anderson's Winery 17.0

Old Long's Mill 44.5

Coffee Creek Park 48.5

Coffee Creek Watershed Preserve 64.0

Westchester Twp Musuem 18.5

PORTER COUNTY FESTIVAL RESEARCH

Strategic Marketing & Research (1999)

Festivals studied:

- NW Indiana Steelheaders's Show
- Gaelic Festival
- Duneland Harvest Festival
- Porter County Fair
- Elvis FANTasy Fest
- Valparaiso Popcorn Festival
- Wizard of Oz Festival

Review of Previous Plans and Studies (continued)

Results:

- 60% of festival attendees are from outside Porter County.
- 64% are returning festival attendees.
- 92% come specifically to attend the festival
- 25% of festival attendees visit other Porter County destinations
- 34% spend the night
- ROI - \$76/dollar spent on advertising/promotion

PORTER COUNTY CORRIDOR PLAN

Ratio Architects (March 2009)

Corridor Plan encourages suitable development patterns that limit uncoordinated expansion and preserves natural, historic, and cultural resources. In addition, this plan encourages coordination and cooperation between Porter County and the incorporated cities and towns to successfully implement the vision

Vision:

From the Kankakee River to the Indiana Dunes and Lake Michigan, Porter County's transportation corridors will collectively serve as gateways highlighting the unique features of the county. The protection and enhancement of natural systems, scenic vistas, and rich agricultural land will be an integral part of future growth in the county. Future

development reflecting Porter County's historic and cultural influences will also create a thoughtful balance between the community's economic needs and the collective values of its residents, with a safe and efficient transportation system for all forms of mobility. Cooperative efforts between government agencies, and between the public and private sector, will result in a network of corridors revealing to residents and visitors alike the unique assets Porter County has to offer.

Corridors studied:

- U.S. Highway 6
- U.S. Highway 30
- U.S. Highway 231
- Indiana State Route 2
- Indiana State Route 8
- Indiana State Route 49
- Indiana State Route 130
- Indiana State Route 149
- Meridian Road (Valparaiso to Chesterton)

Relevant recommendations:

- Develop county-wide wayfinding signage (PCPC, PCCRVC, INDOT)
- Support and further recreational opportunities along the Kankakee River For canoeing, kayaks, and create access points – Greenways and Blueways Plan (PCPR, NIRPC, IDNR)
- Support economic opportunities of the Port of

Indiana – include as touris attraction, add more fishing access – observation area – interpretation center (PCCRVC, PCEDA)

- Establish and promote Indiana Dunes region as a year-round attraction (PCCRVC, NPS)
- Preserve scenic views along the corridors to capture and entertain through traffic (PCPC, PCHD, PCCRVC, INDOT)
- Promote passive recreation with non-motorized corridors, paths (PCPR, NIRPC, DNR, INDOT)
- Support agritourism – use American Countryside Farmers Market in Elkhart as a model (PCCRVC, PCEDA)
- Blend community and commerce with live, work, shop areas (PCPC)
- Create beautification/maintenance associations for landscape elements (PCEDA, PCCRVC, PCPC)
- Walking paths and bike trails to connect residential with schools and parks, especially on Meridian Road and SR 49 north of Valpo (NIRPC, PCPR, PCPC, INDOT)
- Continue to support the proposed dunes-Kankakee Trail (NIRPC, PCHD, PCPC)
- Work with landowners to create continuous trail systems (NIRPC, PCPR, PCPC)
- Create a multi-community bus system (PCMA, NIRPC, NIRBA, PCPC)
- Encourage use of native plants in landscape buffers (PCPC)
- Encourage unique, corridor specific gateway

treatments (PCPC, PCEDA, PCCRVC)

- Create a brand for the county by identifying a theme that portrays the County's desired image and captures the essence of the County from the lake to the river (PCCRVC, PCPC, PCEDA)
- Create county-wide wayfinding signage (PCCRVC, PCPC, PCEDA)
- Utilize County's redevelopment commission for beautification or façade enhancement programs for degraded areas
- Create visual buffers for undesirable views (PCPC)

BURNS HARBOR

Downtown & US 20 Corridor Sub-Area Plan –
Summary Report

Short Elliott Hendrickson Inc., 2009

Goal for the new downtown: to support and enrich the lives of residents and visitors by creating an attractive, well-maintained environment for working, living, shopping, learning and recreating while making a positive contribution to the town's natural environment.

Opportunities

- A light imprint downtown that strengthens all aspects of community
- A connection to the Marquette Greenway Trail and open spaces
- A reclaimed and redeveloped Standard Truck Plaza

- An urban US 20 streetscape
- An urbanized Hwy 149 streetscape

As the downtown area is developed, pedestrian crossings and signal timing at the US 20/Hwy 149 intersection should be improved.

Emphasis on interconnected streets, sidewalks and trails and implementation Marquette Greenway trail system.

Guiding principles

- Offer a variety of uses
- Pedestrian-friendly environment
- Green building design practices
- Alternative energy sources
- Utilize public-private partnerships
- Work collaboratively
- Celebrate the arts
- Provide opportunities for experiential learning, playing and socializing

Commerce Streets

- 80' right of way
- two-way street with 10' travel lanes
- 17' deep, 60-degree angled parking bays

- 12' wide sidewalks
- shade trees in planter cut-outs

Mixed-use Streets

- 60' right of way
- two-way street with 10' travel lanes
- 7' wide parallel parking bays
- 10' wide sidewalks
- shade trees in planter cut-outs

Mixed-use Residential Streets

- 60' right of way
- two-way street with 10' travel lanes
- 7' wide parallel parking bays
- 5' wide lawn planter strips with shade trees
- 5' wide sidewalks

Alleyway

- 18' right of way
- one-way travel with 14-16' paved travel lane

Integrated green urbanism features

- Green roofs
- Sidewalk shade tree system
- Solar building systems
- Maximum parking limits
- Shared parking reduction formulas

Review of Previous Plans and Studies (continued)

- Bicycle parking
- Range of life-cycle housing choices

Franchise architecture is discouraged unless it employs a traditional storefront commercial style that is sustainable and reusable.

Implementation guidelines

- Public-private partnerships are essential
- Approach is holistic
- Active marketing and promotion
- Town participates in acquisition, disposition and repositioning of key properties
- Open and community space planning
- Streamlined regulatory review and approval
- Town will exercise financial creativity in attracting investment

CHESTERTON

Comprehensive Plan 2001(?)

The beauty and scenic character and the historic and cultural character should be preserved.

Town's implementation responsibilities:

- Improve wayfinding signage
- Landscape parkways
- Create landscape corners at major intersections
- Use lighting, brick pavers and planters to enhance streets

- Create aesthetic standards
- Replace street trees/lawns in older neighborhoods
- Maintain façade improvement program in business districts
- Work with Duneland Chamber to develop theme for downtown
- Encourage historic designations for buildings

Business responsibilities:

- Design effective, simple signage to reduce clutter and be more efficient
- Create downtown funding mechanism for improvements
- Encourage business owners to participate in Main Street improvements
- Provide attractive screening where necessary

Thoroughfare plan foresees that residents will not have to cross the bypass to shop because dual east and west commercial areas will meet their needs.

Central Business District: Calumet Road from CR 1000 North to Indian Boundary Road, and Broadway from Calumet Road west to 15th Street. 2001 Chesterton Strategic Retail Development Plan was developed for the CBD and the Chesterton Main Street Organization is responsible for implementation.

Goals:

- Development of architectural and sign guidelines

- Cooperative marketing
- Expansion of business to CBD
- Increase traffic to CBD
- Redesign Coffee Creek and Thomas Centennial parks
- Redevelopment should preserve the scale and character of CBD
- Consistency between building facades and public way amenities
- Expansion of the Façade Improvement Revolving Loan Fund
- Establishment of new funding mechanisms

Working on a Downtown Design Overlay Zone to focus on downtown development (2008)

HEBRON

Hebron Downtown Action Agenda

HyettPalma (2004)

BRAND PROMISE:

By 2010, downtown Hebron will be:

- A downtown that is progressive, flourishing and bustling.
- A unique and fun downtown filled with shops, food, entertainment and family activities day and night.
- A gateway from the hustle and bustle of the big

city.

- A “home town” downtown that is comfy, warm, friendly and inviting.
- A downtown that is growing – attracting people to live in the community, operate a business and take care of their shopping and service needs in Hebron.
- A downtown that is welcoming, clean, safe – and full of pride.
- A downtown that brings people together
- Downtown Hebron – “The friendliest place you will ever visit.”

Downtown Hebron will be known as: A family-oriented, fun, wholesome, “party place” for all ages.

Action Plan recommendations:

- Make Main Street pedestrian-oriented and walkable
- Use decorative pavers as accents on sidewalks
- Create a clear crosswalk at Main and Sigler
- Use street furnishing in keeping with the historic architecture
- Add color through landscaping
- Add a gateway, a water fountain, a town clock
- Make a grand statement at Main and Sigler
- Replace rusted, faded and bent signs
- Consider using an icon or logo on the signs
- Have a banner design contest within the schools

- Town Hall Campus
 - Establish standards for improvements, landscaping and maintenance in downtown
 - Town administration should demonstrate leadership and commitment to downtown
 - Improve downtown’s curb appeal
 - Paint all structures the same or coordinated colors
 - New sign for Town Hall
 - Ensure all town-owned property is paved and well-maintained
 - Color through landscaping
- Schedule town clean-up days
- Require dumpsters to be screened from view
- Keep parking lots to the rear of new buildings
- Provide façade design assistance and guidelines
- Create a 50-50 grant program for façade improvements – targeting properties on Main from Church to Bates
- Meet with owners of vacant properties to create a plan for filling the space
- Business windows should have attractive displays and be lit until at least 11 pm during the week
- Businesses should consider blade signs
- Move forward with the farmer’s market idea
- Top priority for business recruitment should be:
 - Diversity of restaurants
 - Arts/crafts

- Antiques
- Gifts
- Casual apparel and accessories
- Variety store
- Create another event, in addition to the Fourth of July parade
- Create a downtown partnership with:
 - Hebron Clerk-treasurer
 - Town Council president
 - Chamber of Commerce chair
 - Downtown Beautification chair
 - Historical Society president
 - Library Branch manager
 - School superintendent
 - Downtown Bank CEO
 - NITCO CEO
 - Well-respected downtown business owner
 - Well-respected downtown property owner
 - Downtown resident
 - Hebron Redevelopment Commission chair
- Create a tax increment financing district

Review of Previous Plans and Studies (continued)

KOUTS

Capital Plan for Economic Development Income Tax Funds for 2009-2011

Kouts will receive \$113,000 annually for economic development. The plan for utilizing these funds is:

- Façade/Sidewalk Grant Program (\$20,000/year)
- Gateway signage (\$30,000 in 2009, \$20,000 in 2011)
- Pedestrian crossing signals (\$35,000 in 2009, \$10,000 in 2010)
- Mortgage Default Relief Program to assist residents (\$10,000/year)
- SR 8 & SR 49 Water Main Relocation (\$55,000 in 2009)
- Multi-sports complex match (\$40,000 in 2010)
- Drazer Park parking (\$40,000 in 2010)
- Drazer Park – new pavilion (\$100,000 in 2011)
- Sidewalk extension on SR8 toward Church St (\$30,000 in 2010)

Comprehensive Plan for Future Land Use

James M. Mandon, Planning Consultant (December 2005)

Downtown revitalization

Maple Street area and vacant property on SR 49 to the NW of downtown could be an expansion area for downtown. However, pedestrian access must be improved with sidewalks added and repaired.

Signage is confusing and unorganized. A theme is

recommended and the town should offer financial incentives for participation. Other wayfinding signage is also needed.

Parking improvements – quantity and quality – are needed.

Currently, there is no housing actually downtown and this should be addressed.

Architectural diversity is an asset and the town should encourage reinvestment in a coordinated manner to help fund a theme-based streetscape plan.

A study of the downtown should be done to obtain a historical background, analysis of current retail growth trends, survey of downtown merchants, streetscape design and plan, and a downtown revitalization plan. It should include: problem identification, goals and objectives, retail and parking plan, implementation and funding schedule.

Town of Kouts Annexation Plan for Future Development

Town of Kouts (January 2005)

Land use indicates the community is significantly under-retailed resulting in retail purchases being made outside the community (primarily Valparaiso and Hobart) due to lack of convenient opportunities.

Parks and recreational land are limited and facilities are over-used.

14 annexation areas with a total area of 1660 acres have been identified. This would dramatically increase the town's size since it is only 212 acres. These proposed areas surround the town and would result in an expansion of the town boundary in all directions. Frontage along SR 8 is recommended for expanded retail development.

PINES

none available

PORTAGE

State of the City

Mayor Olga Velazquez (February 2009)

Maintain a quality of life that makes the City of Portage a great place to live, work, play and find opportunities for growth.

Location is greatest asset – promote Portage as a destination location for recreation, quality of life and people.

Visitor spending in National Parks means “green” to local economies.

Accomplishments:

- Portage Lakefront and Riverwalk Grand Opening
- Partnership with National Park Service
- Portage Lakefront and Riverwalk to be part of

Marquette Plan

- Grand opening of Imagination Glen Soccer Complex
- Completion of Phase I of Iron Horse Trail, funding application submitted for Phase II
- Deer Trail Park completed
- Portage Community Market & Prairie Dunland Art Show created
- Partnerships with BMX, Outback, Historical Society
- Working with PEDCO to install community, park & trail wayfinding signs
- Developing a major community festival
- Continue recruiting national tournaments
- Mayor's Night out – 6 community locations
- Pride in Portage – parades, downtown movies
- Destination/recreation business possible new location
- Hwy 20 hotel site begins renovation
- Obtained RDA grant for Lakefront Phase II – Riverwalk
- Obtained grant to buy 26 acres from US Steel
- Working with PEDCO for downtown higher learning building project
- Surviving and mitigating impacts of 150 year Flood – 9/13/08

City of Portage Parks and Recreation 2008 Annual Report

- Completed construction of Lakefront Park pavilion and Riverwalk
- Completed Imagination Glen East soccer complex
- Development of Portage Community Market in conjunction with Summer Concerts in the Parks series
- Collaborated on initiating Prairie-Duneland Art Show
- Completed woodchipped nature walking trail at Deer Trail Park
- Portage Countryside Historical Festival (1,900 attendees)
- Portage SteelWheels Festival (2,000 attendees)
- Portage Music Fest (will combine with SteelWheels Fest in 2009)
- Partnerships with:
 - Steel Wheels BMX (used Imagination Glen – national TV exposure)
 - Outback Trail Commission (volunteers maintain 10 miles of mountain bike trails)
 - Iron Diamonds Vintage Base Ball (29-game schedule)

For 2009

- Work with PEDCO to design and install community, park and trail wayfinding signs.
- Plan, program, develop and organize a major community festival

- Acquire funding for Past II of Iron Horse Heritage Trail (Hamstrom Rd west to Woodland Park)

City of Portage Parks and Recreation Department 2007-2011 Master Plan

Sitescapes, Inc. (2007)

(descriptions of parks, trails and facilities are included)

A recreational impact fee of \$700 per new dwelling unit will provide revenue to acquire new park land and develop new facilities.

Salt Creek Corridor land acquisition is a priority and its development as a greenway and blueway would benefit the community.

Mittal Steel property is a 187 acre parcel of land near Salt Creek and the Little Calumet River and is contiguous to the National Lakeshore. A grant application was submitted for participation in Coastal & Estuarine Land Conservation Program. If the grant is approved, acquisition and planning will occur in 2008-2010.

Lakefront Park is set to open in 2008 and has been an outstanding example of partnerships between federal, state and local governments. Initial development will include parking, pier, boardwalk and a small multi-use facility with access to Lake Michigan.

Northside Development Area, north of I-94 has potential for multi-use development including approximately 42 acres of new park and recreation land at three sites. Within the limits of this area is the Portage Yacht Club. The Park and Recreation

Review of Previous Plans and Studies (continued)

Department will be able to continue operation and management of the facility until the year 2008 at which time development plans and its future will be reconsidered.

Founders Square Park is a new park that is at the core of the central downtown revitalization area.

Countryside Park a partnership with the Historical Society has developed this park into a historical resource. The department and the society are partnering to obtain, relocate and restore an 1860 log house from the National Lakeshore property to Countryside Park.

Imagination Glen Soccer Complex will open in 2007.

Trail expansion priorities include:

- Trail links to the Prairie-Duneland Trail and the Iron Horse Heritage Trail
- Proposed Porter Brickyard Trail, a connector between the Prairie-Duneland Trail and Calumet Trail, will allow trail users from outside Portage access to the community.
- Regional planning efforts by Northwestern Indiana Regional Planning Commission (NIRPC) with their "NW Indiana Greenways and Blueways Plan" will expand and enhance trail opportunities throughout the region. The proposed tunnel under US 6 Highway for the Prairie-Duneland Trail will allow for the extension of the trail southward.

Portage Higher Learning Campus Master Plan (site plan available)

RATIO Architects (September 2005)

The purpose of this plan is to create a cohesive concept for a collection of new buildings in downtown Portage to serve as a campus for higher learning and a focus for the newly-created downtown.

The proposed campus is centrally located within the larger downtown creation/redevelopment parcel, allowing the development of sidewalk and trail connections as the area develops.

A designated multi-use trail bisects the campus along Main Street providing linkages to the Iron Horse Heritage Trail to the northeast and the Prairie Duneland Trail to the southwest. Pedestrian crossings will provide linkages to the adjacent Founder's Square Park.

Commercial uses are planned along the Central Avenue frontage immediately east and west of the proposed site. Combined residential and commercial uses are proposed along the southern edge of Main Street, east of the campus. Recreational uses exist adjacent to the northwest corner and central portion of the site. Residential or transitional uses are proposed to the northeast of the site.

Lakefront Park and Pavilion (site plans available)

Northside Master Plan

Portage Redevelopment Commission (2005)

The Portage Northside District was a sub-area

identified in the Marquette Plan. It has:

- A location along the Burns Waterway
- Proximity to a South Shore commuter rail station
- A public marina slated for expansion
- A new waterfront/marina residential development
- A new industrial/office/mixed use development already under construction

Other opportunities include:

- A new sixty-acre lakefront park with public facilities and vehicular access to the adjacent Indiana Dunes National Lakeshore;
- A new public riverwalk along Burns Waterway linking the lakefront park to the Portage Marina, a proposed new marina-centered residential development and the existing South Shore station;
- A long-desired trail linkage between the east and west units of the National Lakeshore;
- Park and public access improvements at Portage Yacht Club with potential water trail links on the Little Calumet River
- The long-term opportunity for a canal link between the lakefront properties and downtown Portage.

Portage Master Plan (2001)

Downtown has several underutilized or abandoned buildings with varying setbacks and all have an auto-oriented design. The renovation and redevelopment of downtown is one of the most significant ways for improving the quality of life in Portage.

Most desired and most likely to be successful in the Downtown Business District:

- High quality, sit-down restaurants
- Specialty retail shops
- Art galleries
- Antique dealers
- Boutiques
- Small retail stores
- Professional offices
- Medical offices
- Civic clubs, and organizations

The Central Avenue Business District Master Plan is designed to create a commercially viable downtown that is accessible and attractive to pedestrians as well as automobiles.

Hotels, restaurants, gas stations, and other travel-oriented developments are clustered around I-94 and the Toll Road. Travel-oriented uses are appropriate for this area given the roadway accessibility and proximity to the Indiana Dunes National Lakeshore.

U.S. 6 attracts large superstore retailers and entertainment (e.g. bowling, movie theater). With the widening of U.S. 6., similar commercial uses are appropriate along this corridor.

The community has a strong desire for a city beach, boardwalk, and other public amenities along Lake Michigan. Currently, the residential areas of Portage

are disconnected from Lake Michigan because of the highways and Interstate. The Port of Indiana, National Steel, Ogden Dunes, and the National Lakeshore also minimize the residents' direct access to the Lake.

Portage has negotiated an agreement with the National Park Service to gain access to the Lake Michigan lakeshore. The National Park Service has the first option to purchase the area around four large settling lagoons on the adjacent National Steel site. The National Park Service has indicated that purchasing the site is a priority. As this plan was being drafted, the House Appropriations Committee was evaluating whether or not to recommend setting aside funding to purchase the property in the 2002 federal budget. Two thousand feet of the newly acquired Lakeshore property will become a municipal beach for Portage. The National Lakeshore, National Steel, Lake Michigan, and the Burns Waterway will border the property creating accessibility challenges.

Tourism-related plan component:

- Develop a "Character Vision" for Portage followed by an implementation plan to encourage enhancements to the city.
- Update the Portage sign ordinance to improve the city's appearance.
- Encourage maintenance and enhancement of historic structures and cultural amenities.
- Develop guidelines for maintenance and enhancement of historic structures.
- Assure infill and redevelopment in historic and cultural areas is completed appropriately through

ordinance regulations.

- Develop gateway and main corridor standards and themes that generate a positive first impression to improve civic pride and capture more tourism.
- Enforce the maintenance requirements for vacant buildings and lots.
- Promote a unique character for downtown
- Provide and maintain pedestrian friendly lighting and other amenities in the downtown to create a friendly environment.
- Work with INDOT and property owners along the highways to improve how Portage looks from I-94, U.S. 12, U.S. 20, the Toll Road, S.R. 249, and S.R. 149.

Downtown Revitalization

Portage adopted the Central Avenue Business District (CABD) Master Plan in June 2000. A bond, secured with tax-increment financing, is funding improvements downtown. Implementation of the plan's recommendations is a high priority for the city. Portage residents consider the redevelopment of downtown essential to their quality of life and to the image of the community.

Residents spoke of adding and maintaining sidewalks, promoting beautification and streetscape design, requiring the maintenance of vacant buildings and lots, encouraging infill and redevelopment, and attracting specialty retail and sit-down restaurants.

The city prefers a downtown that is pedestrian-friendly with attractive architecture and varied

Review of Previous Plans and Studies (continued)

storefronts that are visually interesting and appealing. A downtown with wide sidewalks, trees and greenery, benches, and street lamps are features the city would like to incorporate. For aesthetic purposes, the city would also like commercial developments to have storefronts abutting the right-of-way or that have a central public plaza. Residential units on the second floor above stores are encouraged.

PORTER

Town of Porter Five Year Park Plan
Adopted December 2008

Porter's population grew 59% from 1990-2000 and only 6.85% from 2000-2006 (2006 population 5,313).

What residents want:

- Midnight Parade on the Fourth of July
- More outdoor concerts with a hometown picnic feel
- Nature programs and walks
- Farmers market
- Public swimming pool
- More festivals

HAWTHORNE PARK: corner of Waverly Road and Franklin Street. Its terrain is flat to gently rolling. The Little Calumet River and its wetland habitat make up its northern boundary. The river flows westward toward the Indiana Dunes National Lakeshore and, eventually, Lake Michigan. The park is an aesthetic

blend of grassy knolls and hardwood trees. It is most heavily used during the summer months, though many enjoy the park in all its seasons. This park consists of thirty-eight acres.

No trail leads to river for fishing access. "Window to the Wetland" trail and/or wildlife and wetland viewing area has been discussed. (Planned for 2010)

Facilities:

- Community Center
- Gazebo
- Historic ball field
- Basketball courts
- Picnic shelters
- Playgrounds
- Sand volleyball court

Events:

- Chesterton Art Fair
- Taste of Porter Festival
- Easter Egg Hunt
- Halloween Party – Children's Boo Bash
- Christmas Party – Children's Porter Express
- Summer programs

Comprehensive Plan for Future Land Use

James M. Mandon, P.E. (May 2004)

Downtown is located close to the bulk of the population, but due to the railroad crossing, the only unimpeded access to downtown is from the north

and east, however, main population centers are south and west.

Conclusions:

- The town should support efforts to revitalize downtown by working to solve problems of:
 - Signage
 - Housing
 - Parking
 - Streetscape
- Indiana Main Street should be considered
- Downtown should be enlarged by rezoning
- An architectural and retail study of downtown should be completed
- Make use of Transportation Enhancement and other funding to connect the Prairie-Duneland and Calumet Trail

VALPARAISO

Valparaiso Downtown Action Agenda Update 2009

HyettPalma, 2009

Update to the 2002 Downtown Action Agenda and defines downtown as Jefferson Street to Monroe Street & Napoleon Street to Morgan Boulevard.

BRAND PROMISE:

By 2014, downtown Valparaiso will be –

- A quaint, charming, friendly Downtown with a strong sense of history.
- A downtown where you'll find the best retail shops and restaurants – come stroll, browse, be tempted, shop, eat, spend the day – you'll love it!
- A Downtown that's full of art, entertainment, and events – there's always something going on in Downtown Valparaiso!
- A hot spot that's a cool place to go.
- A fun, arty, and exciting Downtown that's reaching new heights, that's going from good to great, and that's so beautiful, people are in awe.
- A bustling, vibrant place – the Downtown of and for all Porter County

By 2014, downtown Valparaiso will have –

- Additional entertainment venues
- A greater variety of quality restaurants
- A greater variety of specialty retailers
- Services and conveniences for downtown residents
- Businesses that appeal to VU students
- Art galleries, studios and classes
- A children's museum
- Upscale lodging
- A visitor's center

[Brand Promise from 2002 Action Agenda]

By 2007, downtown Valparaiso will be –

- The vibrant heart of Valparaiso that reflects the “small, hometown flair and special feel” that only downtown can deliver.
- A downtown that is safe, fun, friendly, pedestrian-oriented, and home to the best restaurants and specialty shops dedicated to service and quality.
- A downtown that has character – it is historic and classic and warm and inviting.
- Downtown Valparaiso is “authentic, the real thing” where you can see a community that is working and living.
- A downtown that has “pizzazz” and is a destination – a place you can go with or without cars and you know you'll always find lots to do.
- A place of constant activity, where local attractions include the Courthouse Square, Memorial Opera House, Chicago Street Theater, the Old Jail Museum, and the Popcorn Festival.
- A downtown that has “a proud heritage, a prominent future.”
- Downtown is the “best in Northwest Indiana – You've gotta come see our town.”

DOWNTOWN'S ECONOMIC ORIENTATION:

Community still agrees with the economic orientation outlined below. They want to continue becoming known as a dining destination, and, with the addition of more restaurants, entertainment, specialty retail,

and upscale housing downtown “can legitimately be titled: The Dining and Cultural Capital of Northwest Indiana.”

[From 2002 Action Agenda]

Valparaiso's first neighborhood: filled with unique shops, food for all tastes, and a variety of entertainment – guaranteeing lots of fun; with professional services to meet your every need, housing opportunities from lofts over the shop to “Victorian Ladies,” and an unequaled, small town, cozy ambience; a historic, authentic, and real Downtown punctuated by a classic Courthouse Square, that is extremely friendly and family-oriented.

Accomplishments from 2002 agenda (cited by community members)

- High quality streetscape improvements
- Phase 1 of wayfinding system completed, phase 2 a priority for City admin
- Lighted street signs on Lincolnway
- Crosswalk improvements
- Banners and flags
- Piped-in music
- Central Park Plaza
- Daily police bike patrols April-Oct
- Façade improvement grant program (\$600,000 to date, 2:1 private:public)
- More 3-way liquor licenses
- Downtown Dining Association created

Review of Previous Plans and Studies (continued)

- Higher retailer participation in downtown programs
- New businesses, few vacant storefronts
- V-line connects VU and downtown
- ChicaGo Dash – economic development asset
- Connections between downtown and Pathways system
- Transit links to downtown
- Improved parking
- University-oriented development
- Greater commitment by City administration
- Special Events Director - Valparaiso Community Festivals & Events
 - created more contemporary events
 - produced professionally-designed brochure
 - developing new website
- Downtown is a destination, more active after 5 pm

2009 Recommendations

- A. Consider becoming a sister city with Valparaiso, Chile.
- B. Recruit specialty retail; restaurants and food-related retail; art; entertainment and specialized, unique, independently-owned businesses (not chains)
- C. Business owners should work with loyal customers to determine hours of operation
- D. Maintain safe environment

- E. Annual VU student focus groups
- F. Enhance or create anchors
 - a. Central Park Plaza (currently being developed)
 - b. Farmers Market (needs to be expanded)
 - c. City Hall outdoor space improvements (in process)
 - d. Old Jail (privately owned – development plans uncertain)
 - e. Children's Discovery Museum (early planning stages)
 - f. Art Center (vague idea stage)
 - g. Courthouse grounds (need enhancement)
 - h. New housing
 - i. Entertainment venues

- G. Physical improvements
 - a. Continue façade improvement matching grant program
 - b. Parking
 - i. Continue visual screen improvements to public lots
 - ii. Need professional analysis of parking management system
 - iii. Analysis of parking supply

- H. Public Improvements
 - a. Banner improvements – larger and display higher, under speakers
 - b. Wayfinding
 - i. Signs should say “Downtown” not “Downtown Business District”
 - ii. Backs of sign should be enhance with graphics or wording to make them more attractive
 - iii. New, larger signs are needed
 - 1. On US 30, creating a route via Washington
 - 2. Landscaped, lighted “Welcome to Historic Downtown”
 - 3. Leading to all public parking lots
- I. Planned City Improvements that should be completed ASAP
 - a. Enhancement of downtown fire station
 - b. Upgrading of traffic light timing
 - c. Bike lane and angled parking on Jefferson
 - d. Completion of the “Extended – U”
 - e. Expansion of streetscape improvements throughout Downtown
- J. Good maintenance of streetscape improvements
- K. Add artistic bike racks

- L. Public Art
- M. Improve connections with trail system and VU
- N. Implement separate marketing campaigns for dining; retail; arts & entertainment
- O. Increase membership in Downtown Dining Association
- P. Consider validity of Downtown Retail Association
- Q. Develop “downtown” social media using Twitter, Facebook, and a website
- R. Coordinate with PCCRVC
- S. Lodging
 - a. Place downtown materials in all rooms
 - b. Work with managers to create discount programs
 - c. Create a V-Line look between downtown and lodging facilities
- T. Food, art and entertainment should be incorporated into all existing and new downtown events
- U. First priority is 1st floor spaces on Lincolnway from Napoleon to Morgan, services and professionals should be moved to side streets.
- V. If an EID is pursued, it should be well-thought-out
- W. Benchmarks to be tracked to measure success:
 - a. Total taxable property value downtown
 - b. Number of new jobs created

- c. Dollar amount of new private investment
- d. Cost of public improvements
- e. List of business openings
- f. List of business closings
- g. Total number of businesses downtown
- h. Total number of housing units downtown
- i. Occupied retail space (Sq. ft)
- j. Vacant retail space (sq. ft)
- k. Occupied office space (sq ft)
- l. Vacant office space (sq ft)
- m. Occupied residential (sq ft)
- n. Vacant residential (sq ft)

Current % of potential retail 7%

Valparaiso 2009 Strategic Plan

City of Valparaiso (2009)

Mayor’s vision:

- A progressive city that makes decisions for the next generation; not the next election.
- A city that invests generously and often in its roads, sidewalks, streetscapes, parks, infrastructure, buildings and people.
- A city that makes economic development a priority so that high quality jobs become plentiful and so that our young people can find opportunity without having to leave our area.
- A vibrant and beautiful historic downtown that is alive with activity, entertainment and commerce.
- A healthy, fit city that encourages its citizens to live well and stay active.
- A compassionate city that meets vital human needs though strong nonprofit sector and a vibrant faith community.
- A green city and a clean city that is committed to being good stewards of the environment and

RETAIL ECONOMIC INDICATORS

Primary Trade Area for Downtown

	<u>2009</u>	<u>2002</u>
Population	89,617	72,351
Households	33,828	26,904
Household size	2.58	2.58
Total combined Household income	\$2.76 billion	\$1.7 billion
Household income	\$81,522	\$63,000

Review of Previous Plans and Studies (continued)

using energy wisely.

- A welcoming city that sees growing diversity in its people as a strength and opportunity, and also shows hospitality to its visitors.
- A city that celebrates a legacy of honest government and takes measures to ensure its integrity and good reputation.
- A city that invests in older areas through infrastructure and development, but revitalizes those areas through effective infrastructure redevelopment and incentives.
- A city that thinks regionally, knowing that certain goals such as transportation and economic development cannot be maximized without regional cooperation.
- A safe city which promotes peaceful and responsible living in our neighborhoods, schools and public places.
- A city that highly values education, cultural arts and has a spirit of lifelong learning.
- A city that will act boldly and creatively and has the courage to dream out loud.

The city administration is determined to complete a Renaissance to Historic downtown Valparaiso, with the goal of making it one of the premier destination spots in Northwest Indiana for food, entertainment and specialty shopping. Accomplished so far and goals for 2009:

- Implementation of Hyett-Palma Plan. Many aspects of the Hyett-Palma plan have been completed in the last five years including (1) Restoration of entire streetscape along Lincolnway (2) Passage of a bill allowing three-way liquor licenses to downtown eateries at minimal expense (3) Implementation in 2006 of a generous façade grant program (4) expansion and beautification of various downtown parking lots (5) creation of a full-time position for downtown special events and (6) adding a transit oriented development area to the near west side.

An attempt was made to create a Business Improvement District, and, although not successful, was supported by many downtown merchants and business owners, and ultimately led to the hiring of the downtown special events director.

- Encourage more residential. The city encouraged developers to consider high density condo development in the near downtown. One project was completed: St. Andrews Square, which was the transformation of an empty historic church building into a condominium development.
- Increase Downtown Activities. A full-time position of Downtown Special Events Director was created and funded in 2008 and has resulted in many new activities and events in the downtown. More are planned in the coming years.
- Attract Additional Restaurants and Specialty Retail. Three new restaurants have come to the downtown in the last several years and others are expanding. At least two more restaurants are planning on opening in the downtown in 2009.

Specialty retail shops have been added, but more opportunities need

to be explored to enhance the downtown retail milieu.

- Popcorn Festival. Prepare a plan to re-invent and re-invigorate Valparaiso's Popcorn Festival to better appeal to our citizens and our festival visitors.

2009 Plan Initiatives:

** Implementation of the Hyett-Palma Phase II plan will begin in 2010.*

- In 2008 the city purchased the aging Lafayette Center building at the corner of Lafayette and Indiana Streets with the intention of creating a vibrant downtown park. The new downtown park will be a green showcase and will be designed to accommodate many different types of events and gatherings. Primary funding will be Major Moves funds and private donations.
- The city should identify the buildings that have opportunity for redevelopment and assist building owners and investors in bringing about improvements. Encouraging high density housing in the near downtown area will be a priority as more residents living in the downtown will fuel its economic vibrancy.
- The façade grant program enacted in 2006 has been very popular and successful, and should be continued as funds are available to encourage downtown building owners to improve their

façades consistent with the elevated standards.

- Downtown Beautiful Initiative. A renewed effort by the city, in partnership with the building owners and merchants, to attain the highest level of aesthetic appeal and conditions is now needed to take downtown's reputation to the next level.
- Downtown Parking Plan. Develop a comprehensive downtown parking plan to insure that our parking rules and enforcement are customer and visitor friendly.

Goals from 2005:

- As the highest priority for 2005, a pathway master plan was created and almost 4 miles of pathways were added within the city. The pathway incorporated into the Vale Park Way, is a new linear park that connects the Campbell Street Pathway to the new loop around the "Urschel Field." More bike paths are needed.
- Master plans for Creekside Park and Foundation Meadows Park were completed in 2006. An additional 68 acres of land next to Creekside was purchased for future development and a new and innovative children's playground "Butterfly Park" was constructed at Foundation Meadows.
- Fit City Initiatives - in 2007, the City Council passed a non-smoking ordinance, the first in Northwest Indiana.

2009 Plan Goals

- Complete, by early 2009, the conceptual planning of the new downtown park to be situated at the corner of Indiana and Lafayette, and construct the initial primary phase in early 2009.
- Continue the completion of the pathway master plan by adding over 5 miles of pathways and bike lanes by year end 2012.
- Introduce new programs that meet community needs and national trends. Expand Valpo's Fit City Initiative, Elderstyle Partnerships, and opportunities to host state and regional tournaments and competitions.

Citizens' Views of the Quality of Life in Valparaiso

Community Research and Service Center, Valparaiso University
(February 2005)

- 89% agree the downtown business district must remain vibrant
- 50.4% agree that Valparaiso is a great place to start and grow a small business
- 42.4% agreed, 33.4% disagreed that the city should bring more national chains into the retail market
- 73% agreed the city should support effort to bring commuter rail to Valparaiso
- 58.9% agreed there is a need for public transportation
- 50% agree (40.5% unsure) that the South Shore schedule does not meet the needs of people who

want to attend late night activities in Chicago

- 78.3% agree the city should emphasize strict code enforcement
- 56% agree they get good value for tax dollars
- 53.9% agree city administration is doing a good job
- 75.7% feel safe walking alone in their neighborhood at night
- 89.6% feel quality of parks is excellent or good
- 89.1% rated Valparaiso as an excellent or good place to live
- 69.3% rated recreational activities excellent or good
- 37.4% rated downtown shopping as excellent or good

Hotel Tax Study Reveals Economic Value of Visitors to Local Community and Government Coffers

Reprint of Press Release dated December 4, 2009 by
Destination Marketing Association International

WASHINGTON, DC - The Destination & Travel Foundation has made available a case study demonstrating how hotel tax contributions in Phoenix impact city, county and state government operations, and infuses the local economy with US\$166 million annually.

The document shares how the Greater Phoenix Convention & Visitors Bureau (GPCVB) captured hotel tax information to illustrate the economic impact of visitors in its community.

With the help of the Greater Phoenix CVB, the Foundation posted this case study online for the use of other destination marketing organizations (DMOs) and their hotel partners as part of its focus on advocacy through the Destination Excellence campaign.

The study - "How the Visitor Industry Contributes to the Local Economy: An Analysis of Phoenix Hotels' Property and Visitor-Related Taxes" - shows that the average guest room in Phoenix generated more than US\$6,300 in taxes in 2008. In all, hotels in the City of Phoenix paid more than US\$166 million in combined property and sales taxes in 2008 - US\$20 million of which went toward funding local school districts.

Real-estate property taxes alone accounted for

more than a quarter of the tax contributions. That means each guest room in Phoenix generated US\$1,710 in property taxes - or 8 percent more than the median household in the city.

"The average hotel room is much smaller than the average house and a hotel guest uses a fraction of the government services provided to residents," said Steve Moore, president and CEO of the Greater Phoenix CVB. "So it is apparent from this more inclusive tax data that attracting visitors to our area hotels is an even greater investment yield for the state, county and city than previously known."

The Greater Phoenix CVB asked each hotel within Phoenix's city limits to report its hotel occupancy taxes, food and beverage/catering sales taxes, property taxes and all other sales-activity taxes (utilities, retail, audio visual/telecommunications, etc.). Forty-one hotels responded, representing 45 percent of Phoenix's guest-room inventory. Through a consultant, the citywide tax-contribution total was extrapolated from the 41 respondents' data, and property taxes were again reconciled against county tax records.

"The research and public relations campaign done by the Greater Phoenix CVB is a blueprint

other destination marketing organizations can use to illustrate the economic impact of the visitor industry on their local communities," said Karen Williams, chair of the Destination & Travel Foundation. "This is the sort of hard data that taxpayers, stakeholders and elected officials can relate to, especially in challenging economic times."

The published results of the Greater Phoenix CVB's hotel-tax survey generated two positive editorials for the local visitors industry in The Arizona Republic. Phoenix's local ABC affiliate and Tucson's Arizona Daily Star also published stories about the findings.

"Perhaps the greatest power of a study like this is its ability to engender advocacy for DMOs at a time when we most need it," Moore said. "For people within our industry, this data is educational; for people outside our industry, it can be enlightening as to just how hotels are a fabric to one's community needs. Of course we would not lay claim to all hotel activity but DMOs are the sole agencies funded publicly to pursue visitors, and hotels are the local icon of this industry."

According to Moore, "This is a tool for DMOs to create a more 'zip code specific' rationale for


supporting the local visitor industry." Moore also noted that the data published in the study does not reveal the full economic impact of the visitor industry on the community, because it does not address off-site spending by visitors, nor does it address spending by hotel employees or the hotels' vendors.

The case study is available complimentary from the Destination & Travel Foundation. Visit www.destinationtravel.org, under "Foundation Resources."

The Destination & Travel Foundation (DTF) is a consolidation of the charitable and educational arms of the world's two largest associations of destination marketing organizations: the U.S. Travel Association and Destination Marketing Association International. DTF is dedicated to bolstering the destination-marketing profession and travel industry through research, education, visioning and travel-industry partnerships.







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