



SE Pioneer Way Improvements Project

**City Council Workshop
October 27, 2010
7:15 - 9:15 p.m.**

1. Opening Comments
 - Workshop purpose and format
2. Project Status
 - Budget and cost estimate
 - Design status (including utility conversion)
 - Permits and right-of-way
 - Public art
 - Council actions scheduled for November
3. Construction Outreach and Marketing Approaches
 - Standard City/contractor outreach model
 - Enhanced outreach model
 - Economic development during construction
 - Long term (post-construction) marketing
 - Estimated costs and funding for outreach and marketing
4. Next Steps and Summary Comments
5. Adjourn



MEMORANDUM

TO: MAYOR AND CITY COUNCIL
FROM: STEVE POWERS, DEVELOPMENT SERVICES DIRECTOR *SP*
SUBJECT: PIONEER WAY IMPROVEMENTS PROJECT WORKSHOP
DATE: 10/26/10
CC: PAUL SCHMIDT, CITY ADMINISTRATOR

A City Council workshop on the Pioneer Way Improvements project is scheduled for Wednesday, October 27th, at 7:15 p.m. This memo briefly discusses the purpose of the workshop and the materials to be covered that evening.

The purpose of the workshop is threefold:

1. To update the full City Council on the status of various aspects of the project (e.g. design, overhead utility conversion, permits, etc.)
2. To present to the City Council the standard approach to construction project outreach, the difference between that and a more robust outreach effort, and one possible approach to construction outreach.
3. To present to the City Council a marketing strategy that addresses marketing both during and after construction of the project.

Staff has utilized the Public Works and Governmental Services Standing Committee meetings as a means to keep the City Council informed about the various aspects of the project. A full City Council workshop provides the opportunity to inform all Council members on the latest project details. In addition to a status update, staff will brief the Council on upcoming scheduled items for your consideration and action. The workshop format will allow a substantial amount of information to be shared with the City Council well in advance of any possible action on your part.

At various times over the last year, the City Council has discussed the importance of keeping the downtown businesses and property owners, and the overall community, well-informed during the construction project. The level of construction outreach to be undertaken with the Pioneer Way Improvements project has yet to be determined. The draft Recommended Construction Outreach Plan, prepared by EnviroIssues, is intended to assist the City Council in determining what level of outreach might be undertaken. The Plan includes estimated costs for each of the possible activity areas.

The topic of marketing for the downtown has often been discussed simultaneously with the topic of construction outreach. The Pioneer Way Revitalization Marketing and Economic Stabilization Plan prepared by the Greater Oak Harbor Chamber of Commerce presents an approach to construction and post-construction marketing for the downtown for the Council's consideration. This Plan also includes estimated costs for the various, identified activities.

Each of the above efforts shares some common information and communication goals. The SE Pioneer Way Improvement Project Integrated Approach to Outreach, Marketing and Economic Development provides a quick summary as to the differences and similarities in the Construction Outreach and Marketing plans, as well as points out how they will complement each other.

In closing, here are some key points to keep in mind:

1. The workshop is intended to provide the full City Council an update on the status of the Pioneer Way Improvements project and to discuss possible construction outreach and marketing efforts.
2. While the concept of construction outreach has been discussed by the City Council no decision has been made as to if this effort should go beyond the normal process.
3. If the City Council desires to undertake an enhanced construction outreach process, broad discretion exists as to what activities take place and at what funding level.
4. A separate downtown marketing effort (for both during construction and post-construction) could also be undertaken. The amount of funding dedicated to this effort will dictate the activities and approaches utilized.

CONSTRUCTION AHEAD:

SE Pioneer Way Improvement Project Integrated Approach to Outreach, Marketing and Economic Development

DRAFT – October 2010



Construction is coming

The City of Oak Harbor is moving ahead on the SE Pioneer Way Improvement Project. While the end result will be a new streetscape that invites residents, tourists, customers and pedestrians to the downtown, inevitably, there will be impacts of construction activities on the Oak Harbor community. Properties located within the construction corridor will be directly affected by the work, and travelers may experience increased traffic in and around the project area due to lane closures or detours and potential customers may have increased difficulty accessing the shopping district. The City of Oak Harbor is committed to planning ahead for construction.



Strategic approach to communications - during construction and beyond

In implementing a strategic marketing plan and conducting scalable, directed construction outreach efforts, the City of Oak Harbor aims to better address construction impacts, and increase the community's confidence in the City's commitment to supporting the downtown district – businesses, property owners and shoppers – during construction. Two plans assist this effort:

The *Downtown Marketing Plan*, prepared by the Greater Oak Harbor Chamber of Commerce, is intended to be implemented during project construction and used as the framework for a more long-term economic development and revitalization plan.

A *Construction Outreach Plan*, prepared by EnviroIssues, public outreach consultant, recommends communications and outreach during construction to guide project information before and throughout construction.

These plans are attached for full details. These pages are intended to illustrate how integrating short-term project tactics (construction outreach) with broader efforts (marketing/economic development) will work, benefitting the Oak Harbor community and its investment in the downtown area for the long-term.

Integrated Goals and Objectives

Prior to construction beginning on SE Pioneer Way, the City has identified a number of communications goals related to the project construction and will plan achievable measures to meet those goals. Often a goal is best achieved through both a marketing measure and a construction outreach effort. Occasionally, a goal will be achieved by either a specific to marketing tactic or through construction outreach.

GOAL: *Ensure there are no surprises about construction; provide timely and frequent information to the public to allay fears.*

- ✓ **MARKETING MEASURE:** Use frequently planned events on SE Pioneer Way as an opportunity to provide the most up-to-date information on project construction and progress.
- ✓ **OUTREACH MEASURE:** Conduct regular in-person outreach and distribute information to the affected properties through flyers, emails and blog postings. Also, in advance of traffic revisions, ensure VMS signage alerts businesses, shoppers of downtown Oak Harbor and traveling public of the upcoming construction work and potential impacts.

GOAL: *Establish the City of Oak Harbor staff and project blog as the source for the most up-to-date project information.*

- ✓ **MARKETING MEASURE:** The City and Chamber will collaborate on the development of marketing and promotional materials. All promotional materials should include project contact information to increase the community's familiarity and knowledge about the project and overall construction plans.
- ✓ **OUTREACH MEASURE:** Consistently share project information through regular updates with the affected businesses, property owners and local community. Continue to direct people to the project blog to find the most up-to-date information about the project.

GOAL: *Keep businesses vibrant during construction.*

- ✓ **MARKETING MEASURE:** Use promotions to incentivize potential shoppers to the corridor and advertise events and opportunities through local media outlets.
 - ✓ **OUTREACH MEASURE:** Consistently share project information through regular updates with the affected businesses, property owners and local community so that all understand SE Pioneer Way remains "open for business."
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GOAL: Minimize complaints or misinformation about the project.

- ✓ **MARKETING MEASURE:** Use promotional sales events and campaigns to incentivize potential shoppers to visit SE Pioneer Way during construction. This will result in opportunities for both businesses and customers of those businesses.
- ✓ **OUTREACH MEASURES:**
 - Provide consistent information early and often to affected businesses and residents along the corridor.
 - Share the realistic “worst case scenario” in project materials; provide options for accessing businesses on SE Pioneer Way so businesses, local community and tourists to the area can plan ahead for construction.
 - Plan for the unexpected by establishing specific mechanisms that enable the project team to quickly communicate changes to construction schedule and activities with affected businesses and the Oak Harbor community. With changes in schedule and activities, information should be provided when possible as to how potential construction-related impacts will be addressed.
 - Keep project stakeholders apprised of progress and provide advance notice of planned construction work, such as access changes and rerouting.

GOAL: Keep traveling public apprised of construction work and businesses being open during construction.

- ✓ **MARKETING MEASURE:** Prior to and throughout construction, post clear, branded signage both outside and within the project area to help direct the public – both local residents as well as tourists – to the shops on SE Pioneer Way. Signage will also identify available parking options. Increase tourism efforts including rack brochures, online media efforts and coordination with local tourist centers including the Deception Pass Visitor Center.
- ✓ **OUTREACH MEASURE:** Provide advanced signage along main thoroughfares that lead to SE Pioneer Way to alert of activities and any traffic revisions. Also, specific signage will be developed to announce businesses are open during construction and available parking within the project area.

GOAL: Build a broad project contact list to ensure that all audiences have necessary information. Audiences include but are not limited to property and business owners, tourists, shoppers, commuters, naval base personnel and Oak Harbor residents.

- ✓ **MARKETING MEASURE:** Compile contacts from the Chamber of Commerce's existing database which the project contact list gathered by the City and develop a standard process and frequency with which to communicate with these contacts.
- ✓ **OUTREACH MEASURE:** Invite identified key audiences to outreach events and work with key community contacts to ensure they are familiar with the project and plans for construction. Multiple outreach tools include flyers, emails, blog postings, and posters to increase the likelihood that members of the public are informed of important project updates and necessary construction activities.

GOAL: Ensure the Oak Harbor community understands the project purpose and benefits and engage the community in the process.

- ✓ **OUTREACH MEASURE:** Celebrate project milestones with the community and contextualize the project within the broader Windjammer Plan. Continue to use communications collateral including printed materials, Web and media to highlight the project benefits.

GOAL: Provide prompt response to community concerns.

- ✓ **OUTREACH MEASURE:** Establish a standard for communicating with the public during construction. Ensure outreach staff monitor a construction hotline and email account and all communications are responded to as soon as possible. Develop communications protocols and an internal project phone tree so public concerns are easily directed to the appropriate person within the project team and issues can be addressed promptly.

GOAL: Create a marketing plan that focuses on the long-term economic vitality of Oak Harbor.

- ✓ **MARKETING MEASURE:** Plan annual events on SE Pioneer Way to help bring the public to the shopping district and increase sales opportunities for businesses both during construction and in the future. Collaborate with Island County Economic Development Council and Island County Tourism to promote economically diverse opportunities for the businesses along SE Pioneer Way.

Integrated Schedule *

Effective and consistent marketing and outreach efforts will begin prior to, and extend throughout construction. Activities are listed according to the month when the event or effort would occur, not when planning would begin.

	Construction Activities	Construction Outreach <i>(To be led by City of Oak Harbor staff and project team)</i>	Marketing <i>(To be led by City of Oak Harbor in concert with Chamber of Commerce)</i>
October 2010	Construction planning and community readiness	<ul style="list-style-type: none"> Construction Outreach plan reviewed by City Council 	<ul style="list-style-type: none"> Marketing and Economic Development plan reviewed by City Council
November 2010		<ul style="list-style-type: none"> Construction Outreach plan approved by City Council Construction outreach toolkit prepared; includes flyer templates 	<ul style="list-style-type: none"> Marketing and Economic Development plan approved by City Council Harborside Shops website activated
December 2010		<ul style="list-style-type: none"> City Council briefing 	<ul style="list-style-type: none"> Advertising for SE Pioneer Way businesses Video launched featuring SE Pioneer Way business district Promotional sales effort begins (runs through construction) Holiday events on Pioneer Way [final events to be proposed by Chamber of Commerce. Events to be put on by City of Oak Harbor and Chamber of Commerce]
January 2011		<ul style="list-style-type: none"> City Council briefing Project website updated in preparation of construction Specialized signage placed in project area Pre-construction public meeting 	<ul style="list-style-type: none"> Advertising for SE Pioneer Way businesses OH-Mazing Activity Night
February 2011	Construction begins	<ul style="list-style-type: none"> Ground-breaking ceremony General construction outreach ** City Council briefing 	<ul style="list-style-type: none"> Advertising for SE Pioneer Way businesses Shops and Hops Art Walk

March 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Pours in Stores • St. Patrick's Day Parade 	
April 2011	<p>construction continued.....</p>	<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Holland Happenings 	
May 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Promotional sales effort (renewed) • Girls Night Out (Heels and Deals) 	
June 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Summer Movie Night • Sunday Strolls • Art Walk 	
July 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • 4th of July • Eats in the Street • Pours in Stores 	
August 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Car show • Late night sales • Pig Roast 	
September 2011		<ul style="list-style-type: none"> • General construction outreach • City Council briefing 	<ul style="list-style-type: none"> • Advertising for SE Pioneer Way businesses • Pioneer Days • Art Walk • Girls Night Out (Heels and Deals) 	
October 2011		<ul style="list-style-type: none"> • City Council briefing • Ribbon-cutting event 	<ul style="list-style-type: none"> • Long-term marketing plan implemented 	
		Construction complete		

* Schedule assumes a February 2011 start date. Activities are listed in relation to assumed timeline of construction. Events currently listed each month are options and will need to be reviewed and approved by the City of Oak Harbor and City Council.

**General construction outreach efforts are assumed to include regular in-person outreach, construction notices, email alerts and site visits. All communications with the public will be tracked prior to and throughout project construction.

DRAFT Recommended Construction Outreach Plan

City of Oak Harbor

SE Pioneer Way Improvements Project

October 2010



Outreach Plan Purpose

The purpose of this plan is to provide the City of Oak Harbor with a recommended strategic approach for communicating with the public during construction of the SE Pioneer Way Improvements Project. This plan identifies stakeholders and target audiences and identifies outreach activities and tools that will be helpful prior to and during construction. This plan is a living document and will be updated as necessary to accurately portray the communications approach being followed for the project. This plan was produced by public outreach consultant EnviroIssues to outline the recommended approach for communications with the public during construction.

Project Overview and Schedule

The SE Pioneer Way Improvements Project consists of infrastructure improvements including replacement and undergrounding of utility services as well as the redesign of SE Pioneer Way between SE City Beach Street and SE Midway Boulevard. The goals of this project are to upgrade utilities and infrastructure, enhance pedestrian and vehicular safety, improve vehicle capacity and traffic flow, and provide new street amenities along SE Pioneer Way. The City plans to reach 100% design by December 2010 with construction slated to begin in early 2011.

Key Audiences

Prior to and during construction, the City of Oak Harbor will keep the following audiences informed of the project and construction plans:

- **Businesses on SE Pioneer Way:** Businesses along SE Pioneer Way will be most intimately impacted by a changing streetscape and construction. During project design, staff worked to establish relationships with business and property owners to facilitate open communication and dialogue throughout the project. Throughout construction, outreach staff will visit businesses often to update them of project work and address specific concerns when possible.
- **Businesses and residences on streets adjacent to SE Pioneer Way:** Residents and businesses on streets near SE Pioneer Way will also be kept informed of the project, as detour routes and haul routes during construction as well as final designs may affect future traffic patterns in and around SE Pioneer Way. During construction, outreach staff may distribute construction announcements to these residents and business owners in-person and these stakeholders will be invited to project events and meetings and will be encouraged to provide input.
- **Organizations:** Organizational and community groups, such as the Chamber of Commerce and Harborside Merchants Association, will be kept informed during project construction. Briefings may be organized to keep community organizations informed and ensure project updates are shared with constituents of the organizations as appropriate.
- **Community at large:** Efforts will be made to ensure the community of Oak Harbor is informed of the project and is updated at specific project milestones. A project newsletter will be distributed to an identified expanded project mailing area to inform the broader community of project plans once 100% design is reached. Representatives from organizations and community

groups can help spread important project information and the project blog will be updated regularly and include the most recent construction information.

Potential Public Impacts to Consider

It is important to identify and anticipate potential public impacts from construction ahead of time to minimize the impacts on nearby businesses and residents.

Potential direct impacts on any construction project (to nearby businesses and residents) can include:

- Construction hours
 - Night work
 - Weekend work
- Contractor courtesies (language, cigarettes, garbage, back-ups, sirens, contractor parking, etc.)
- Noise, dust and vibration
- Impacts to business operations
 - Limited/lack of access
 - Deliveries
- Temporary utility interruptions
- Property damage
- Parking
- Sidewalk/pedestrian access
- Storage of work site materials and vehicles

Potential broad impacts (to the traveling public and commuters) include:

- Hours of construction (during peak hours)
- Public facilities access (parks, schools, transit center, etc.)
- Safety
- Parking
- Traffic plans
 - Detour routes
 - Congestion
 - Haul routes
 - Flagging
 - Signage

City policies and resources may need to be established and/or adopted by City Council in order to provide consistent and clear responses to the public's concerns during construction and support outreach efforts. Communicating these policies, along with any planned contractor restrictions, during construction will help demonstrate to the public that the City has thought ahead about possible concerns and put in place measures to efficiently address potential impacts.

Common Community Questions

During construction, the project team, Oak Harbor City Council members, and City of Oak Harbor staff can expect to be asked a number of common questions from directly-affected businesses and residents, and the larger Oak Harbor community. It is important that the project team and local elected officials understand the communications protocol and are able to direct questions and concerns to the project

hotline and/or be ready with consistent responses. The communications team will work with City staff to compile and provide answers to these questions prior to and during construction.

- How is the City working with property and business owners to address impacts?
- How is this project funded?
- How much will it cost to underground utilities at my property?
- Will access to businesses always be maintained?
- When will work be directly in front of my business?
- Will I be compensated for lost business due to construction impacts? How will the City help support businesses during construction?
- What do I do if there is damage to my property because of construction work?
- What type of signage will be provided during construction?
- When will _____ construction (*technique, type or phase*) be completed?

Pre-Construction Outreach Activities and Tools Development

Outreach activities planned before project construction provide local businesses and residents the opportunity to meet the project design team and get information about current and upcoming construction activities that may affect them. These outreach activities will help the team build relationships with the public, create awareness about project, and establish the City and the project team as a credible source of information.

Business Interviews (May 2010 - complete)

Prior to construction, in-person interviews with business owners and business managers along the construction corridor were conducted. Through these interviews, information was collected about special needs and access, business hours and deliveries, construction sensitivities, power and water interruptions for utility work and other concerns. Information from the interviews has informed construction planning.

Design workshop (60% Design, June 2010 - complete)

A design workshop was held to provide the community an opportunity to give input on proposed corridor aesthetic improvements along SE Pioneer Way. Design workshop participants were asked to comment on different design plans and aesthetic elements including benches, sidewalk surface patterns, tree location and planters, and signage. Input provided informed the selection of specific corridor aesthetics planned for SE Pioneer Way.

Construction Planning "Drop-in Sessions" (August 2010 - complete)

Two construction planning drop-in sessions were held to inform the business and property owners located along SE Pioneer Way of the most recent design plans for the corridor, preliminary construction planning efforts, and selected aesthetic elements planned for SE Pioneer Way.

City Council/Committee Briefings (October 2010)

As the project nears construction, the City Council and/or the Public Works Committee will be briefed on project progress, proposed construction outreach plans, and public input received to date.

Specialized Signage (November/December 2010)

Specialized construction signage to indicate "businesses are open" will be developed as construction nears. This signage will be intentionally developed prior to the start of construction so it can be placed throughout the project area along with standardized construction signage.

During Construction Outreach Activities

Outreach during construction will ensure that businesses and residents are informed of the project progress, schedule, and anticipated construction activities or changes. Some activities listed help outreach staff stay informed; others will be conducted to ensure the wider public is informed.

Weekly Construction Meetings

Outreach staff should attend weekly construction meetings with the contractor. Community outreach will be included on the agenda to provide an opportunity to discuss and resolve potential impacts. At each meeting, outreach staff will report on activities affecting community members and discuss ongoing, past, and projected future impacts. Discussion of outcomes or resolutions to community concerns will be included in meeting notes.

Several common and unnecessary complaints from the community can be minimized if they are discussed and solved in weekly meetings. These may include:

- Suitable parking so contractor employees do not park in private lots or on private property, which often causes problems for employees of nearby businesses and local residents.
- Having contractor employees pick up lunch litter and debris (cigarette butts are one of the worst offenders!). If it is not picked up and allowed to pile up, it often blows through a neighborhood. Encouraging the contractor to keep sufficient garbage cans on-site and regularly empty them is important.
- Avoid use of unsuitable language in areas where citizens are likely to hear.
- If unscheduled noise or other impacts are expected to start, tell outreach staff so that they can proactively inform nearby properties.
- Contractor should not start work or machinery before permitted times or work past permitted work times.
- Control of dust from construction and hauling activities.

Outreach staff can help the Construction Manager and inspectors identify potential community concerns in the field as well as in meetings to stop them from becoming persistent problems.

In-Person Outreach

There are many businesses located along or near the construction corridor that will benefit from consistent and timely project information. Throughout construction, outreach staff would be on-site at least one day a week to answer questions and receive feedback from the community. Many tools including construction flyers, e-mails, and more will help supplement this in-person outreach and will help keep affected businesses and residents informed about construction. See the "Construction Communications Tools", page 6, for a summary of outreach tools.

It will be important for the outreach staff to stay out ahead of the construction to inform business owners, property owners and residents of expected construction-related impacts, and anticipate issues that may arise. These activities may include site walks and visits with business owners or affected neighbors, telephone calls, and/or e-mail correspondence, depending on the situation and people's preferences.

In-person visits will also be useful to inform businesses and residents of upcoming construction activities especially if they will have significant or long-term impacts. Outreach staff can schedule and coordinate meetings with businesses and residents on or near the construction site that will be affected by

construction activities or staging. In general, these meetings will be held to provide more information about specific construction activities, coordinate property specific issues, and help sufficiently plan for construction utility and road use activities.

The following sites, people and/or organizations will be frequently communicated with during construction:

- Businesses, property owners, and managers
- Tourists and shoppers
- Public transit providers (Island Transit) and Oak Harbor school district (school buses)
- U.S. Postal Service and package delivery providers
- Naval Air Station
- Skagit Valley College
- Emergency responders

Businesses and residential neighbors will get to know the contractors and team members as construction progresses. Often questions and concerns about the project may be voiced to flaggers on-site. Building good relationships with flaggers is important to prevent misinformation. Outreach staff will work with flaggers and provide them with information about the construction schedule and activities so they are not “the last to know.” The flaggers will be encouraged to direct all questions and concerns to the 24-hour hotline, so that outreach staff can provide an accurate response or relay questions to the appropriate individuals at the City of Oak Harbor. Directing public inquiries to the same source will also help appropriately track comments/concerns. Additional staff will be notified as appropriate of communications with the public by summary or immediately as the situation calls for it.

Media Relations

Print and broadcast media will be used to communicate with the public regarding the project. Press releases and articles will be submitted to the media at project milestones and traffic advisories will be created for distribution by the City of Oak Harbor as needed. Local media venues include the Whidbey News Times and Whidbey Marketplace and News. Wherever possible, Eric Johnston will serve as project spokesman, especially in the event of any emergency incident.

City Council/Committee Briefings

During construction, the City Council, the Public Works Committee, and the Governmental Services Committee will be briefed on project progress and the communications efforts on a monthly basis. Appendix A reflects this communication protocol.

Community Briefings

During construction, on an as-needed basis, the project team will give briefings to the community about project progress and the communications efforts.

Project Events

A “meet the contractor kick-off event” will be planned prior to the start of construction to share construction sequencing plans with the public. A groundbreaking ceremony will be held prior to the start of construction in early 2011 and a ribbon-cutting event will be planned once construction is complete.

Additional Events

Additional attraction-oriented events will be planned on a to-be-determined basis to help keep foot traffic along the corridor during construction. It is assumed that up to three additional events will be organized by City staff in coordination with other marketing and economic development efforts.

Construction Communications Tools

The following tools would be employed by outreach staff to engage and inform local businesses, residents and the traveling public about construction activities that may affect them. These tools will be used on an ongoing basis throughout project construction.

24-hour Construction Hotline

Outreach staff will respond to all calls from the 24-hour construction phone line; first assessing if the call is an emergency. For emergency procedures, refer to the 'Emergency Communications' section on page 8. For non-emergency inquiries, general procedures will be as follows:

- **General project questions:** 24-hour construction hotline inquiries that are general and not related to a specific impact or urgent concern can be answered directly or with a returned call from the outreach staff member. Calls will be answered directly; if missed, they should be returned within an hour during regular business hours. Calls may be returned on the next business day if they are logged during evening or weekend hours and do not require an immediate response. While not required, a return call to acknowledge receipt of a routine inquiry is a good practice and helps build trust. The call and response will be detailed in the project log by recording name, address, telephone number of the caller, nature of the question, date/time of call, response given and what other assistance is needed, or if call is complete/issue resolved.
- **Impact-related calls:** If the call concerns noise, a utility outage, traffic obstruction, dirt or debris, etc., the outreach staff member will determine the location involved, and let the caller know that the outreach staff member will investigate the issue and call them back. If the location cannot be determined from talking with the caller, the staff person should consult the Construction Manager or inspector to make this determination. The outreach staff member answering the 24-hour construction hotline call will either respond directly to the call or call the person assigned to the site to report the call and ask him or her to address the issue (if appropriate).

The Construction Manager is the person who negotiates a resolution in the field if it involves asking the contractor to alter work activities. Outreach staff will provide assistance and advice about potential community acceptance of a change to reduce an impact. Once a resolution is determined, the outreach staff will follow-up with the appropriate community member/s and provide necessary detail. Sometimes a resolution of an issue takes several calls and interactions back and forth, and/or site meetings. Detail of calls, concerns, and resolution will be logged and reviewed at the weekly construction meeting.

Community members may also approach inspectors, the contractor or local jurisdiction staff with general questions or concerns. Field staff should let outreach staff know about these interactions and/or involve outreach staff so they stay informed, respond as needed, log and monitor ongoing issues.

E-mail Alerts

Timely e-mail alerts will be sent to a continually updated project listserv to inform people about upcoming construction activities and traffic interruptions. E-mail alerts will provide advance notice and

help manage the public's expectations about construction-related impacts. E-mail alerts will be sent from the project e-mail address: [To be identified]. The address will be activated by the City prior to the start of construction.

Project Blog

The project blog (<http://pioneerway.blogspot.com>) will provide up-to-date information on the project, including a project description and schedule, upcoming events and announcements, construction photos, and contact information. The blog will be updated on a weekly basis or as needed to inform the public of upcoming construction activities, traffic control plans, and significant events.

Project Information Signs

Construction signage, including standard signage, variable message signs (VMS), and specialized signage, will be used during construction and posted at key locations and specific intersections along the corridor to help provide important information to users of the corridor and visitors to downtown Oak Harbor.

Construction Fliers and Printed Project Materials

Outreach staff will create and regularly distribute construction notices to keep the affected properties informed of specific construction activities. Extras will be made available at the construction field offices and local venues such as the Oak Harbor City Hall, Oak Harbor Chamber and other locations upon request. Information will also be posted on the project blog and the outreach staff will work with community partners to extend the reach of these notices by posting information on community Web sites and blogs, etc. Project fact sheets and newsletters will also be developed and distributed during in-person outreach, construction events, and through the project e-mail listserv.

Contact and Communications Database/Log

Outreach staff will use the developed contact and comment database that contains contact information for project stakeholders to keep track of comments, questions and other contact with community members. During design, information was gathered through in-person outreach, public meetings, briefings, and business interviews and was tracked. Communications will also be tracked throughout construction.

Construction Communications Log

Log entries will include a date and time of each communication as well as contact information for the community member, a description of the question or concern, and the steps taken to resolve any issues. A log of communications will be updated throughout the project and should be transmitted to the team. Outreach staff will notify the project team of pertinent contacts received through the construction hotline and will provide copies of the contact log at weekly construction meetings.

Project Contact Cards

Outreach staff will develop contact cards that list the 24-hour construction hotline phone number, project e-mail account and project blog. These cards will be distributed at community meetings and events. The contractor, on-site inspector, and Construction Manager will also have a supply of contact cards and will distribute them to community members who have questions or concerns about construction.

Resolving Difficult Issues

Some community concerns will be difficult to resolve. This is usually because the contractor cannot easily reduce an impact such as noise or vibration, or that reducing the impact will change the way work is being done which may have additional associated costs. In many cases, when the contractor is asked to alter their planned activities, the contractor initiates a change order, which often raises the cost of the activity.

To manage these circumstances, the standard guideline is that only the Construction Manager or his designee can request that the contractor change the way they are conducting work. If, however, a community member's strong concerns about an impact are communicated to the contractor either in the field or at a weekly construction meeting, the contractor may choose to change activities as a good will measure. Outreach staff will not directly ask that they do so.

In the event that more than one person raises a concern or a person is very upset about an issue, it should be discussed with the Construction Manager. If the contractor does not or cannot change work activities, an alternative resolution will be sought with the community member(s). Offering the contractor an alternative resolution may be a solution. For instance, if portions of a road are closed and driveway access to employee parking areas is limited, alternative parking may be found nearby. Another example is that if work is occurring in front of businesses, the City of Oak Harbor can have signs available that say "Business Open during Construction."

If no acceptable alternative resolution is available, it is important to stay in touch with the community member, however difficult, to provide the most up-to-date information about when the impact will be over, and to identify other steps that may be possible to take to reduce impacts. It is important to remain calm and respectful no matter how upset individuals may become. It is also particularly important to document all interactions and activities related to such community concerns and issues in the log.

There may be times that an upset community member wants to speak to "someone in charge," and it may be advisable for the outreach staff person to arrange for the Construction Manager to visit with the community member.

The project team will use existing and to-be-established City protocols during construction. If no protocol has been developed for a specific issue, outreach staff will help the City draft a guide for resolving the situation. Having protocols in place for more complicated or common public concerns prior to construction will enable the project team to respond consistently and more quickly and efficiently to concerns and questions related to the project. Protocols may be used to address issues such as noise, compensation, damage claims, and night work. In the event a claim for damages is made, conversations would happen with the contractor and additional staff. Third party claims process would dictate next steps, as related to the contractors' insurance specifications.

Emergency Communications

An incident that has caused, or could cause, injury, significant property damage or worse, requires an immediate response and mobilization of appropriate forces. In emergencies, the project emergency response procedures supersede community relations procedures and guidelines.

Possible field emergencies could include:

- An unexpected gas line, sewer line or waterline break due to project work

- An injury at one of the sites
- Toppling of a large piece of equipment
- A person or car falling into a construction site
- An explosion or fire
- An earthquake that causes an incident
- Large archeological find or excavation

Some incidents could be reported as emergencies but turn out to be urgent conditions. An example is an unexpected utility outage. Events such as this should be immediately reported to the Construction Manager who will report to the contractor. Outreach staff should follow up with such incidents until they are resolved. If a utility outage occurs and leads to a medical emergency for a community member, outreach staff or the Construction Manager should respond by calling 911.

Construction-related emergencies may occur in two specific ways, both of which would involve community relations staff to some degree:

- **Via call to 24-Hour Construction Hotline:** A caller may not realize the potential severity of the incident such as a gas line break or leak that the contractor is not aware of. In this case, it is imperative to report this call to the Construction Manager immediately to avert injury and so that an emergency response can be immediately activated.

If there is an injury involved, outreach staff should record the caller's location and inform the caller that they will be back to assist them after the appropriate notifications are made. Outreach staff should immediately inform the Construction Manager. They should give the address to their support person and ask that they call and report the incident to 911 as a backup.

- **From the Construction Site** The Construction Manager or his/her proxy will alert team members of the emergency using in-place protocols (Refer to emergency procedures that should be available at each construction site.) At this point, the Construction Manager and contractor safety plans supersede standard community relations procedures. Outreach staff will take direction from the Construction Manager.

During Emergency Response

Media support: If appropriate, outreach staff will provide incident details to the local media until the incident is resolved. Outreach staff will work with the Construction Manager to re-affirm or designate an on-site spokesperson and will monitor the following tasks:

- When possible, identify members of the media who may be on-site and direct them to the designated spokesperson.
- Identify the media spokesperson for the contractor and provide to media. Remind all project members including the contractor not to provide information to the media without approval from outreach staff.
- To control rumors and passing of incorrect information, remind team members not to speculate about emergent issues within earshot of others or by e-mail or telephone.
- If incident response is lengthy, set up schedule for periodic updates. Coordinate with the Construction Manager and contractor to obtain needed information.

- Prior to dissemination of information, always verbally confirm important details. To reduce error, verbal confirmation requires repeating out loud to the informant what has just been communicated to you.
- If the local police or fire departments take over the site during an emergency response, set up communications and coordination with police or fire department media spokespeople. As tasked, coordinate with other spokespeople for emergency teams such as hazardous material crews that may be on-site to respond to the incident.

Contact officials: The City of Oak Harbor project team will contact City officials and other appropriate community contacts, so they hear from the project team first.

On-site emergency response support

Outreach staff may be directed to the incident site to help maintain a danger line, and to explain circumstances to the public. They should keep people away from danger and response activity, and work with law enforcement and fire fighters as necessary to supply and relay information. Outreach staff will support their efforts as requested. First responders will have bullhorns or other necessary equipment. All staff should wear approved shoes, vests, hard hats and clothing to site. If evacuation is required, all staff will take direction for door-to-door notification or other needs from the emergency manager.

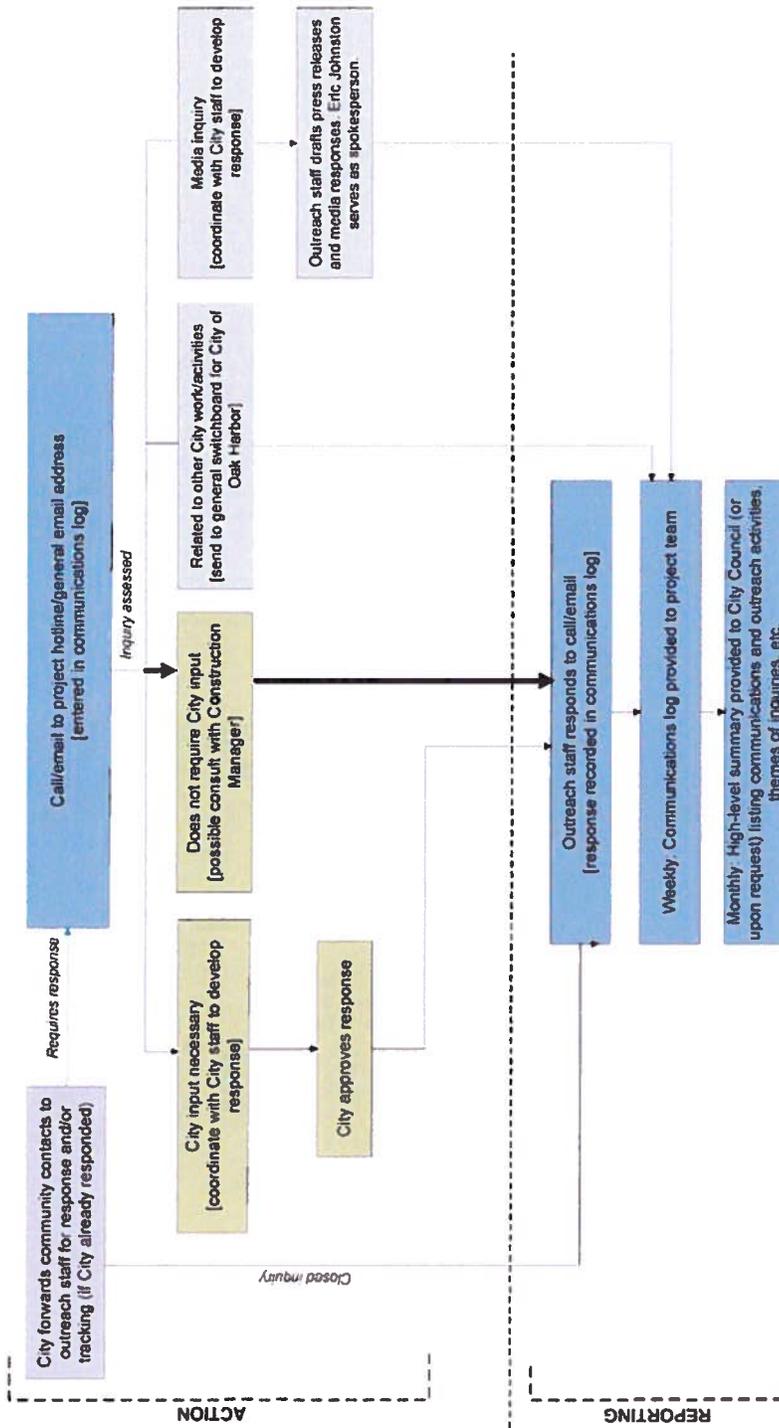
During an emergency, activities will be coordinated with other communications staff from partner agencies as appropriate during emergency response. Following emergency response incident, document all outreach staff actions in logs and make follow-up calls as needed to appropriate jurisdictional contacts. Outreach staff will work with the Construction Manager to determine the need for follow-up communications with nearby properties regarding the emergency situation and its resolution.

Conclusion/Next Steps

Following approval by the City of Oak Harbor officials, the City of Oak Harbor and project team will use this plan as a guide for communicating with the public during construction on SE Pioneer Way. This plan is a living document that will be updated and adjusted as necessary to ensure public outreach strategies continue to help accomplish outreach objectives. The outreach approach outlined in this plan will help the City of Oak Harbor successfully complete the project and create a revitalized downtown area.

APPENDIX A

Communications Protocols



10/27/2010

Project Team Key Contact List

Name	Title	Email
Eric Johnston	Project Manager	ejohnston@oakharbor.org
Steve Powers	Development Services Director	spowers@oakharbor.org
Dan Hansen	Design Lead, Perteet	danh@perteet.com
<i>Contractor</i>	<i>TBD</i>	<i>TBD</i>
<i>Communications Specialist</i>	<i>TBD</i>	<i>TBD</i>
<i>Communications Specialist</i>	<i>TBD</i>	<i>TBD</i>

APPENDIX B

Key Audiences

Key audiences	Organizations	Outreach activities and tools	Responsible project staff
Local businesses and property owners	<ul style="list-style-type: none"> • <i>See Appendix D</i> 	In-person outreach, e-mail alerts, newsletters, construction fliers	Outreach staff
Residents	<ul style="list-style-type: none"> • Located off SE Pioneer Way (north of the corridor) 	In-person outreach, e-mail alerts, newsletters, construction fliers	Outreach staff
Schools	<ul style="list-style-type: none"> • Skagit Valley College (Whidbey Island location) • Oak Harbor School District 	Meetings with project staff, e-mail alerts, newsletters	Outreach staff
Places of worship	<ul style="list-style-type: none"> • Oak Harbor First United Methodist Church • Crosspoint Community Church 	E-mail alerts, newsletters	Outreach staff

Key audiences	Organizations	Outreach activities and tools	Responsible project staff
Local governing agencies and elected officials	<ul style="list-style-type: none"> • Oak Harbor City Council • Oak Harbor Chamber of Commerce 	Briefings, e-mail alerts, newsletters, Council briefings	City of Oak Harbor Project Manager, Outreach staff
	<ul style="list-style-type: none"> • Island County elected officials 	E-mail alerts, newsletters	City of Oak Harbor Project Manager, Outreach staff
Public utilities and services	<ul style="list-style-type: none"> • Puget Sound Energy • Oak Harbor Public Works Department • Cascade Natural Gas US Postal Service • Fed Ex • UPS • Verizon • Comcast 	Meetings with project staff, e-mail alerts, newsletters	Construction Manager, Outreach staff
Naval Air Station	<ul style="list-style-type: none"> • Naval Air Station 	Email alerts, newsletters, post alerts at Commissary	City of Oak Harbor Project Manager, Outreach staff
Community groups and organizations	<ul style="list-style-type: none"> • Greater Oak Harbor Chamber of Commerce • Rotary • Soroptimist • Marina 	Briefings, e-mail alerts, newsletters	City of Oak Harbor Project Manager, Outreach staff
Transit agencies	<ul style="list-style-type: none"> • Island Transit 	Meetings with project staff, e-mail alerts, newsletters, post alerts at kiosk at Transit Center	Construction Manager, Outreach staff
Media	<ul style="list-style-type: none"> • Whidbey News-Times • Whidbey Marketplace and News 	E-mail alerts, newsletters, press releases	City of Oak Harbor Project Manager, Outreach staff
Tourism	<ul style="list-style-type: none"> • Deception Pass Visitor's Center 	E-mail alerts, newsletters, construction fliers	City of Oak Harbor Project Manager, Outreach staff

APPENDIX C

Media Publications

Name of publication	Audience	Area covered
Whidbey News Times	Public at large	Whidbey Island
Whidbey Marketplace and News	Public at large	Whidbey Island
Whidbey Daily	Public at large	Whidbey Island
Coupeville Examiner	Public at large	Whidbey Island
Whidbey Examiner	Public at large	Whidbey Island
NW Navigator, Senior Currents	Public at large	Whidbey Island

APPENDIX D

List of local businesses and property owners on/near SE Pioneer Way between SE City Beach Street and SE Midway Boulevard.

- Allure Salon & Spa
- Amour Cheveux
- Amy's Touch
- Angelo's Caffe
- Armed Services YMCA
- Artisiano's
- Baby-n-Me
- Bayleaf
- Bayview Embroidery N Print
- Captured Moments Photography
- Casual House
- China Harbor
- Chris Saxman Architects
- Coldwell Banker
- Cross Point Community Church
- Diane's Style Unlimited
- Eileen's Creative Kitchenware
- Enterprise
- First United Methodist Church
- Fox Pointe Home
- Garry Oak Gallery
- Good Times Pizza
- Habitat for Humanity of Island County
- Harbor Glow Candle Co.
- Harrington Real Estate
- Hooligan's Tattoo
- Indulge Spa and Salon
- Irene's Beauty Salon Inc
- Island Cleaners & Laundry
- J-Sun's Tanning and Salon
- JoJo's Harbor Light Tavern
- Koetje Real Estate
- La Moda Rocks
- Lava Nightclub
- Law Office of Terry Smith
- Lincare
- Lumpia and Oriental Mini Mart
- Maurices
- Mike's Mini Mart
- Mr. Music
- MS Nails
- New Image Salon
- North West Cabinets LLC

- Oak Harbor Tavern
- Oak Tree Antiques
- Off the Hook
- Old Town Mall LLC
- Paint Your World
- Pami's Restaurant & Pot Belly Deli
- Popsies
- Posh Salon
- Purple Moon
- Queen Ann Motel
- Queen Nails
- Sines Automotive Upholstery
- Skinner and Saar, P.S.
- Sports Look
- Sweet Rice Thai Cuisine
- The Front Porch
- The Jewelry Gallery
- The Rusty Chandelier
- Tiny Bubbles Pooch Parlor
- Valle Azul
- Van Cleve Optical
- Wells Fargo Bank
- Whidbey Animals Improvement Foundation
- Whidbey Coffee
- Whidbey Wild Bird
- Wind and Tide Bookshop
- Windermere
- Windy Bay Salon
- World Financial Group
- YMCA Armed Services



Pioneer Way Revitalization Marketing and Economic Stabilization Plan

Prepared and Presented by: The Greater Oak Harbor Chamber of Commerce
In Partnership with the Whidbey News-Times, Harborside Merchants and EnviroIssues

Executive Summary

Harborside Shops is the newly branded stretch of Pioneer Way that spans from City Beach Road to Midway Blvd. Typically referred to as "Old Town" or "Downtown" the Harborside Shops district is comprised of a diverse cross sections of business that can be classified as traditional "mom and pop" establishments. With few exceptions, the Harborside Shops area is owner-operated, giving this street of the Oak Harbor Business Community a sense of proprietorship.

The downtown's character is defined by its historic architecture and storefronts making it an ideal tourist location and a favorite destination among locals. In 2005, the City of Oak Harbor contracted with Destination Development to produce a study about Oak Harbor's future, and made recommendations to diversify the town's dependence on the Navy and expand the role of tourism in the economy. The plan included recommendations regarding marketing, community, business, product development, marketing, public relations and timelines.

In 2009 Oak Harbor's Comprehensive Plan outlined goals and policies that, among other things, placed an emphasis on Marketing and Branding, especially as it pertains to Waterfront Redevelopment. Later that year, the City Council elected to undertake the revitalization of the downtown in attempts to make the region more attractive to shoppers, pedestrians, and bicyclists. The goal being to ensure a vibrant future for Oak Harbor's "Old Town" and allow it to continue to remain the heart of the Oak Harbor community.

At this stage the City elected to change the flow of traffic from a two-way configuration to one-way and undertake a year-long infrastructure improvement effort . This forward-looking decision positions the community for future growth and will ensure Pioneer Way remains the "heart" if the community but does involve a lengthy construction process, which has been the catalyst for the City's support of Downtown Marketing Plan.



Opportunities, like great ideas do not lie around waiting to be discovered. They need to be produced.

Edward de Bono

This marketing plan is designed to accomplish the following:

- 1. Support the impacted business community during this time of economic hardship**
- 2. Engage the local community in the success of the downtown project resulting in community ownership.**
- 3. Retain existing customer shopping patterns to minimize the impact of construction on business owners**
- 4. Attract new customers through promotion, events, and tourism outreach**
- 5. Rebuild the Harborside Shop Merchants Association**
- 6. Strengthen the messaging around Oak Harbor as a tourism destination**

This plan does not include the following technical areas of the project including:

- 1. Providing information on design, scheduling, or project benefits.**
- 2. Identifying construction concerns and special needs of each business**
- 3. Communicating with businesses about the design process or future opportunities to provide input on the project**

This marketing plan is comprehensive in scope and scale including financial responsibilities, merchant involvement and recommendations for leadership and coordination.



Community Review

For the purpose of this marketing campaign, Harborside Shops will be considered the businesses that operate between City Beach Road and Midway Boulevard extending north to include Fidalgo Avenue.

Economic Goals and Implications

The marketing elements of this plan position Harborside Shops to be in alignment with the overall economic goals of the City. By coordinating these efforts, Harborside Shops is able to leverage all the resources being used on behalf of the community of Oak Harbor to expand its brand and destination desirability to existing and potential customers.

1. Tie into the Waterfront Redevelopment messaging and branding to increase visitor awareness and enhance the economic vitality of Harborside Shops and the community of Oak Harbor.
2. Engage in promotions, sales, events and business recruitment activities to increase Oak Harbor's market share of retail sales and reduce sales leakage off-island
3. Encourage coordination between Harborside Shops, the City of Oak Harbor, Oak Harbor Chamber of Commerce, Island County Economic Development Council and Island County Tourism to identify and promote economically diverse opportunities for Harborside Shops
4. Deliberately work to strengthen ties with military families to enhance Harborside Shops economic opportunities and provide families with the products and services they need to have a successful and enjoyable Oak Harbor experience.
5. Create a diverse shopping and dining experience to position Harborside Shops as a tourism destination and the heart of the Oak Harbor Community.



Coming together is a beginning.
Keeping together is progress.
Working together is success.

- Henry Ford

Harborside Shops has access to two things that no other “destination downtown” on Whidbey Island has to offer; close proximity to the most visited state park in Washington (Deception Pass State Park) and it offers an old town locally flavored shopping experience in a community full of essential services (i.e. we have Popsies and a Walmart!) For Whidbey Island, Oak Harbor is a destination community for many of life’s necessities...and Harborside Shops is perfectly situated to complement that experience with a more personalized experience.

By leveraging these two unique community strengths, Harborside Shops has a built in market of customers. This allows the district to focus on engaging these potential customers, rather than identifying and recruiting them to the community.

This engagement comes from identifying targeted user groups and understanding their motivating factors. Some of the users will easily be defined as customers. Others will be users in terms of information and marketing tools and techniques. For our purposes, all users will be considered part of the target market audience

Target Audiences

The following are the identified groups or individuals that this marketing plan attempts to motivate and engage. Based on their economic impact, role as community leaders/influencers, and/or their communication reach these seven audiences will directly impact the success of this effort.

1. Harborside Merchants
2. Existing Harborside Shops Customers
3. Military Families and Personnel
4. New/Relocating Businesses
5. Overnight visitors/day trippers
6. North Whidbey Community Members
7. Media/PR

Each of these seven audiences brings with them a unique set of motivating factors. Understanding those factors and leveraging them to ensure maximum participation is at the cornerstone of this effort.

The following are the identified needs of each of these audiences that can be met or addressed through this marketing campaign. Areas that are better served by the City of Oak Harbor or Enivrolssues are listed, but clearly identified throughout the plan as following under a different scope of work.

Harborside Merchants

1. Realistic expectations for participation
2. Realistic financial expectations for participation
3. Well communicated facts, timelines, and information
4. Utilizing existing merchant group strengths
5. Shared belief in the value of their efforts
6. Inspiration and motivation based on the shared successes of their fellow business owners
7. Clear understanding of Chamber, City, and Merchant Group roles
8. Ability to sustain existing businesses and recruit new ones

Existing Harborside Shops Customers

1. Ease of accessibility
2. Positive shopping, dining experience
3. Well communicated facts, timelines, and information
4. Special deals, sales, and events
5. Increased understanding of their role in the preservation of downtown
6. Easy ways to stay informed on what's happening downtown

Military Families/Personnel

1. Increase awareness of what is available/things to do
2. Increased awareness of where to go
3. Ease of accessibility
4. Provide Incentives to go downtown vs. other areas of town or off-Island
5. Opt-in forms of communication (e-mail alerts)
6. Referrals from community opinion leaders
7. Establish an on-line community connection to share downtown experiences

Overnight Visitors/Day Trippers

1. See Military Families/Personnel
2. Provide a way to engage visitors virtually

New/Relocating Businesses

1. Clear understanding of the downtown vision
2. Knowledge of the economic benefits of doing business in Oak Harbor and downtown
3. Incentives to open/relocate during construction time zone
4. Demonstrated need for service or product being offered
5. Welcoming downtown business community
6. Affordable rents, ease of permitting, etc.
7. Personal contact and demonstrated commitment to their success

Community Members

1. Education/Information on the overall community benefit of a healthy and vibrant downtown
2. Provide tie-ins and opportunities for their businesses to play a role and benefit from the effort
3. Share creative marketing tips and ideas that help other community businesses grow
4. Clearly understanding chambers role (including limitations) in the project
5. Keeping members informed on special events, activities, and promotions in the downtown core.

Media/PR

1. Good stories to report on
2. Convenient access to information and photos
3. Frequent news releases about the Downtown Revitalization project (story ideas)
 - a. Pedestrian Friendly
 - b. Economic impact
 - c. Shop Local Commitment
 - d. Community Marketing ~ What works/what doesn't
 - e. Power of a facelift, etc.

Resource Audit

The following resources currently exist to aid in the successful implementation and communication of the downtown Oak Harbor revitalization marketing plan.

1. Customer Date Bases
2. Merchant Staff
3. Chamber Membership Data Base
4. Chamber Tourism Data Base
5. Chamber Newsletter, Luncheon, etc
6. Community Newspapers
7. 1,500 Social Media followers
8. Chamber Website
9. City Website
10. Harborside Merchant Association
11. City of Oak Harbor Financial Resources
12. Island County Tourism Website
13. Deception Pass Bridge WOW Wagon
14. Established Annual Events
15. Established (albeit seasonal) shop local effort

Timeline

Upon approval of the Downtown Revitalization Marketing plan activities will begin December 1, 2010 and continue through January 31, 2011.

A recommended Phase 2 plan would follow the timeline of January 1, 2012-December 31, 2012. After December 2012 it is recommended that the marketing roles and responsibilities transition over to become the sole responsibility of the Downtown Merchant Association using the template and experience gained during the 2011 – 2012 City funded marketing effort.

Tactics

For an effecting marketing campaign to take root it is important to communicate using a wide variety of tools and tactics, and, whenever possible, breaking the pool of people to be impacted down into niche areas.

This next segment will focus on individual tactics, the timeline in which they will be use, the individual/organization that is responsible for their implementation and the cost associated with use.

Customer Databases

Targeting the marketing message to the most likely group of shoppers and downtown supporters is one of the key elements of a successful strategy. One of the initial steps to ensure this effort is successful is to build a working database to support a variety of communication needs. This master data base will include:

- Master list of all downtown merchants including business name, business contact, address, phone, and e-mail address.
- Master list of all downtown property owners including business name, business contact, address, phone and e-mail address
- Master list of downtown business customers including customer name, address, phone, e-mail address and business the name is associated with

Social and On-Line Media

Social media is a valuable tool and asset for the marketing of the downtown. However, it can also be time-consuming undertaking that often seemingly offers little return on investment. We have included it in this marketing plan however because social media allows you to be extremely strategic, tell your story, speak in your voice and build relationships with customers and potential customers. It also allows you to listen...which is something traditionally advertising cannot do and adds a very important component to the ability of the downtown to market appropriately.

To be successful social media usage must speak in a consistent voice, be relevant and be engaging. The time involved in managing this type of activity is significant.

Recommendation: The City contract with a downtown merchant to engage in the coordination of the social media effort.



Social media creates kinship between companies and customers and kinship equals purchase with intent.

The Harborside Shops Social Media Coordinator would create the following:
Harborside Shops Facebook Fan Page

OHShops on Twitter
Coordinate Foursquare Promotions
Update Harborside Shops Website
Look for tie-ins with other relevant social media users
Produce and distribute the Monthly E-Newsletter

Facebook would be used for daily customer promotions, call to action and fun tidbits that engage the customers:

Sample messages:

*Just saw a woman walking her cat on a leash along Harborside Shops...you've gotta see this!
Come downtown as quick as you can.*

Love shopping Harborside Shops...construction workers are hot and everybody KnOHws my name down here!

Just ran into three people I know on my way to get Ice Cream at Popsies. It's crazy...everyone G-OH's to Harborside Shops.

Shoe sale at Casual House!! Show sale at Casual House!! 70% off their summer shoes.....Get out of my way...I'm going in!

Twitter can be more intensive in its use and can promote multiple messages a day. It reaches a broad audience and the possibility to be retweeted makes the value of the effort exponentially better. The twitter account should always use the hashtag #ohshops

Sample messages:

New fall looks are in! Check out the latest at the Casual House. #OHShops #fashion

Host the perfect #thanksgiving meal, find what you need at Irene's Creative Kitchen #OHShops

Family portraits make a great gift. Schedule yours today at Captured Moments (insert weblink) #OHShops #Photography

In addition, it is recommended that one additional twitter account and hashtag with tie-ins on the website and Facebook page be used: **Deals We Dig**

DealsWeDig on Twitter with hashtag #OHDWD
Deals We Dig section on the Harborside Shops Website
Deals We Dig promoted on the Harborside Shops Facebook Page

The twitter feed would be modeled after "Groupon" in terms of communication and promote daily or weekly deals that are WAY to good to pass up. Deals We Dig are more than just 10% off sales...they are designed to be motivating sales that inspire action. Think Blow-out sales. Check out:

<http://twitter.com/GrouponSeattle>



Sample Twitter Messaging:

FREE LUNCH for every 3rd person that orders Pad Thai at Sweet Rice Thai from 11- 3. Today only. #OHDWD

Happy Hour. 50% off all cheeses at the bayleaf. from 3-4 pm. Today only #OHDWD

Free Dinner at Applebee's for the 20th person to paint an ornament at Paint Your World. December 2 -10. #OHDWD

Get \$20 in Mexican Food from Valle Azule for just \$10. This week only. Must say your day is OH-Mazing to get the deal!

Blog

The downtown merchants should identify one merchant to act as the downtown story teller. This person will be responsible for writing and posting a weekly blog. The blog can include:

- Customer stories
- Communicate facts you want people to know
- Feature interviews with downtown merchants
- Promote upcoming events
- Share pictures

The blog needs to be positive, informative and sometimes funny. The blog should be linkable from the:

Chamber Website
City of Oak Harbor Website
Downtown Merchants Website
and possibly the WNT (if that can be arranged)

The blog should not be written by the social media coordinator. In this instance speaking in a unique voice will enhance the messaging.

E-Newsletters

Using existing databases as identified later in this document, it is recommended that monthly E-Newsletters be sent highlighting:

- The Best Deals We Dig
- Meet a Merchant
- Construction Update
- Customer Testimonial
- Upcoming Events



Ideas are a dime a dozen, but the men and women who implement them are priceless.

- Mary Kay Ash

Social Media Recommendations for Individual Businesses

In addition to the overall marketing of Harborside Shops, it is recommended that each merchant have all of the following:

Twitter Account
Facebook Fan Page
Customer E-Mail Management Tool
And offer an occasional FourSquare Promotion

It will be this individual material that will make up the content for the Harborside Shops social media campaign as well as components of the Oak Harbor Chamber social media campaign.

The Social Media Coordinator will NOT be responsible for gathering the information. This person will only be responsible for dispersing information in a fun and engaging way.

The information will need to be gathered by the downtown coordinator or someone acting in that capacity. Additionally, the Chamber will forward and share relevant information with the Social Media Coordinator as should both EnviroIssues and the City of Oak Harbor.

Website

A Harborside Shops website should be developed that lists all the downtown businesses, promotes daily deals, has pictures, provides a construction update, lists available space for rent, etc. A good example is the Downtown Cedar Falls Website:

<http://www.communitymainstreet.org/default.aspx>

The site should also house a photo journal of the street construction and include pictures of the street when it started, photos during the construction, and photos of the completed street.

The website should be easy to maintain, focused on downtown, and serve as the content platform for all the social media activities.

Ideally the site will be up and operational by December 1, 2010

We are recommending that the City hire a local website developer who can design a site that can be easily maintained by one of the downtown Merchants



ON-Line Content Development

The Downtown Revitalization Effort presents a unique opportunity for the City of Oak Harbor to develop some unique web-based content. The interviews with merchants, community events, and customer testimonials are all fantastic opportunities to put things on-line that can be referred to for years to come.

Part of effective on-line content strategy is to have quality video elements that tell the downtown story. It is recommended that two professional videos be produced showcasing the uniqueness of downtown. The first content video should be produced during the 2010 holiday season and the second in the summer.

We are also recommending a the production of a promotional “commercial” for Harborside shops that can be used on the website and moved around on various social media sites to continue to definite the Harborside Shops experience in the mind of locals and visitors, additionally this video can be part of the new business recruitment package.

Finally, it is recommended that either a photo contest be held, or a professional photographer be hired to take pictures that tell the downtown story. The pictures can be of storefronts, product displays, diners, shoppers, business interiors, etc. This is an opportunity for Downtown to put its best foot forward.

All of the content that is being developed as part of the Downtown Revitalization Effort can be repurposed and used by both the City and the Chamber in our community marketing efforts. By doing this visitors will find consistency in messaging, and the City and the Chamber can save on funds that it would use to produce this same type of content by simply using what already exists.



EVENTS

Construction can be a deterrent for many people to head downtown. Lack of parking, sidewalks that are difficult to navigate, and an overall fear of the unknown can keep people away. On the other hand, people are born with a natural curiosity and like to know what's going on. They want to be part of the action. Knowing this the exposure element that is associated with events becomes all the more valuable.

This plan calls for monthly events of varying degrees and scale to keep the attention focused on the Harborside Shops district and offer added incentives to come downtown.

The proposed events are not all community or full merchant group events; in fact, the plan recommends that each business offer customer-targeted in-store events and activities that will motivate its customer base to come downtown. Additionally, it's important to remember that the more frequent and diverse the activities, the more attraction there will be to venture downtown feeding the belief that Pioneer Way is still the place where everybody "G-Oh's." ** Merchants should note that attendance at these events is not the only mark of success; instead the value is in the awareness and promotional aspects these events afford.

The 2010 shopping season will be crucial for the downtown business district. With that fact in mind, this event schedule begins in October 2010 and runs through December 31, 2010, with the hope that many of these activities will become annual occurrences

October 2010

- Hall"OH"ween
- Pumpkin Carving Contest
- No Tricks, Safe Treats

November 2010

- OH-Mazing Activity Night
- Girls Night Out

December 2010

- Tree Lighting
- Holiday Stroll (December 11)
- Window Decorating Contest (December)
- Night Before Christmas Book Reading
- Community Car"OH"ling
- SinterKlaus, Oak Harbor Santa, and Santa Photo's
- Men's Night (needs clever name)
- Sample idea's for holiday in store promotions**
 - Christmas Cookie Decorating
 - Christmas Card Making Classes
 - Grandma/Grandpa night (bring a grandkid) get a discount
 - Trunk Shows
 - Meet the Chef events
 - Book signing
 - Gift Wrapping



January

Ground Breaking Celebration
Pours in Stores
OH-Fit Fitness Event
OH-Mazing Activity Night
Tunes at Noon

February

Tunes at Noon
Shops & Hops
Art Walk
Girls Night Out: Lady G "OH" Diva Night
Dad and Daughter Dinner and Dance

March

Tunes at Noon
Pours in Stores
Art Walk
St. Patrick's Parade

April

Tunes at Noon
Shops and Hops
Midnight Marathon Sale (Whidbey Island Marathon)
Art Walk
Holland Happening (find downtown specific activities...like the entertainment stage and street dance)

May

Tunes at Noon
Pours in Stores
Girls Night Out/Heels and Deals (sex and the city vibe)
Savor the Flavor
Sunday Stroll's
Art Walk

June

Tunes at Noon
Shops and Hops
Summer Movie Night
Sunday Stroll's
Art Walk
Treasure Hunt/Scavenger Hunt

July

Tunes at Noon
Pours in Stores
Summer Movie Night
4th of July
Sidewalk sale
Sunday Stroll's



What great thing would
you attempt if you knew
you could not fail?

- Dr. Robert H. Shculler

Art Walk
Get Freaky at the Tiki

August

Tunes at Noon
Shops and Hops
Summer Movie Night
Eat in the Street
Pig Roast
Sunday Stroll's
Antique shows (on Sunday's ?)
Art Walk
Car show (and poker run)

September

Tunes at Noon
Pours in Stores
Girls Night Out
Late night sales
Summer Movie Night
Sunday Stroll's
Art Walk
Pioneer Days

October

Tunes at Noon
Shops and Hops
Heels and Deals
Sunday Stroll's
No Tricks, Safe Treats
Pumpkin Carving Contest
Art Walk
Street Re-Opening

November

Tunes at Noon
Pours in Stores
Midnight Sales
Art Walk

December

See 2010 Event list



Sampling of other ideas for events:

Book Sales (old town mall or vacant store-front)

Coordinate with local thrift stores and the OH Library

Holiday Market

Appearances by SinterKlause and the Oak Harbor Santa

Chef Series:

Monthly series on a variety of food related topics

Meet local chef's, learn about techniques, wine pairings,

Discuss ingredients, flavor profiles, etc.

Girlfriend weekend

Downtown and lodging promotion

Person to do it: Abbie Campbell and the Chamber

Build and Market a "Girlfriends Weekend" and tie in lodging, shopping, eating, wine tasting, trunk shows, etc.

Just for Grandma's

Saturday or Sunday afternoon

In-store specials

Cookie decorating

Make a bird feeder

Make a card

Try on Jewelry, etc.

Downtown Bingo/ For Teens: Scavenger Hunt

New Year's Day Sales

OPEN for business...have downtown open for business when everyone else is closed.

Power Lunch

Chamber lunches or coffee gatherings held downtown with speakers and discussion at local restaurants, small groups, monthly meetings, featuring local community leaders, issues, networking, etc;

Late night shopping theme nights

80's prom night

Sex and the City Night

Street of Teens (late night shopping and activities just for teens)

Uncorked –bayleaf events

Lava Lounge music and entertainment events

The Chamber is willing to work with merchants to identify a list of in-store promotional events however, it will be up to each merchant to organize, promote, and communicate their event the Chamber, the downtown social media coordinator, the WNT, etc. to ensure they get the most exposure for their efforts.

Promotion

All of the events and activities will require promotion, and even beyond event promotion is the goal of branding the downtown district and keeping it in the forefront of the communities mind. To accomplish this goal, a variety of promotional activities are recommended. Some are obvious, some are subtle, but together they combine to reach the maximum number of people but are diverse enough to target many of the niche segments of the community that were identified earlier.

Signage:

Signage

Signs are an effective way to communicate the fact that Harborside Shops is open and ready for business. Graphic signage (billboard style signs at both entrances of Harborside Shops) and a temporary sign at Beeksma Park directing traffic toward Pioneer Way are recommended.

Billboard

The billboard on Highway 20 on the approach to Anacortes should be changed to market Harborside Shops as an ideal destination for tourists and an excellent reminder for Deception Pass State Park visitors and campers that Oak Harbor is ready for their business.

Banners

Design of Promotional Banners to hang across Pioneer Way, below City of Oak Harbor gateway signs, and at Beeksma Park to again serve as a reminder of the fact that Pioneer Way is ready for business.

Event Flyers, Shop Downtown Posters

Posters/Flyers are an easy and inexpensive way to communicate upcoming events and activities. Additionally, shop Harborside Shops testimonial posters can be designed and produced monthly to keep the message fresh as well as tie in with testimonials on the website and in the print ad campaign.

Rack Cards

Promotional Rack Cards (commonly found on Ferries and at Visitor Centers) can be produced and distributed around the region as a way to position Harborside Shops as an ideal shopping and dining destination for visitors. It is recommended that this roll out in 2012 after the construction is completed. However, the intention to produce the rack cards should be part of the Business Recruitment program.

Earned Media

Monthly press releases on upcoming events, construction progress and milestones, business feature stories.

Regional press with angles such as:

- Community investment
- Walkable towns
- Communities going green
- The revival of a classic downtown

Advertising

Traditional advertising is still an effective method of communication. Because advertising is expensive, this plan recommends a narrow focus for 2011 and an expanded focus in 2012. 2011 needs will be more traditional focused at engaging the local community, where 2012 will have a broader reach to attract tourists and south island shoppers.

Our recommendation is that the bulk of the advertising takes place in the Whidbey News-Times because of the consistency of product and the financial benefits that come from forging a strong partnership.

WHIDBEY NEWS-TIMES

The Whidbey News-Times will work to prepare an advertising a promotions campaign based on the funds available to market and promote the downtown. Initial plans include”

Weekly Ad:

Deals we Dig
(a printed version the electronic promotion)

Testimonial/informational Ads
(a shop-local testimonial advertising campaign that informs and inspires people to come down town interspersed with informational ads about construction progress, parking, etc. as needed)

Monthly Ad:

Meet a Merchant
(Q&A Style Ad with a downtown business owner to personalize the downtown experience)

Online Web-Advertising

South Whidbey Record
(On-line advertising that promotes downtown activities, shops and experience, recommended only if funding remains. This advertising has an increase in priority in 2012)

OH Magazine II

Quarterly shopping promotional magazine focused on downtown and Oak Harbor events and activities.



ECONOMIC STABILIZATION

New Business Recruitment

As part of the City's commitment to provide economic stability to the downtown an aggressive business recruitment plan is needed to ensure that existing business aren't left on an empty street, and that the community of Oak Harbor comes out of the construction process healthy, prosperous and energized.

Partners in the effort to attract new business to downtown include:

1. Oak Harbor Chamber of Commerce
2. Sound Publishing (utilizing PULSE research that indicate local consumer shopping patterns and needs)
3. Area bankers willing to support the Low Interest Loan Program
4. Economic Development Council
5. Commercial Property Managers
6. City of Oak Harbor
7. Downtown Merchants and property owners

Needs Assessment and Identification:

One of the key's to ensuring the successful repopulation of businesses downtown is to know the types of businesses the community desires and is willing to support. To identify these businesses the following actions steps should be taken:

- Review Sound Publishing (utilizing PULSE research that indicate local consumer shopping patterns and needs)
- Survey area residents to determine the type of businesses desirable via on-line surveys and downtown shopper in-store surveys.
- Look at successful towns in the region and identify the mix of shops and businesses that are working well together.

Development of a Business Recruitment Package:

Utilizing data, community responses, incentive and economic profile information, a business recruitment package should be developed and used to entice desired/targeted businesses to the Harborside Shops District. This package should include:

- Inventory downtown space including square footage and price
- Develop an incentive program including:
 - ~ Free Business Profile on Merchant Website (city funded)
 - ~ Free Year of Chamber Membership
 - ~ Free New Business Ribbon Cutting Ad in the WNT
 - ~ Access to Existing Customer Database
 - ~ Long-term Lease Incentives

New Business Recruiter

A designated staff person will be responsible for following leads, targeting businesses, making prospecting calls, arranging downtown tours, organizing "leader" lunches with prospective businesses and select community leaders...whatever it takes to put Oak Harbor's best foot forward.

Website

Utilize elements of the website to host the business recruitment program on-line including a list of desired businesses, outline of new business benefits, inventory of space and rough lease costs, information on who to contact, etc.



Community Engagement

One of the least expensive, but most valuable tools in supporting the downtown during the construction period and in the recovery following is to engage the community in the projects success. This can be done simply by soliciting community input and finding ways to make local residents part of the project success.

Coffee's

Recruit community leaders who host informational coffees in their home to garner support for the downtown effort. Gatherings should focus on:

1. information Sharing on the downtown project
2. Discussion on the economic impacts of having a strong downtown
3. Conversation on the type of businesses desired downtown
4. Garnering a commitment from attendees to support downtown merchants by shopping, eating and dinning business downtown at least once a month

VIP Speaking Tours

Arrange for various city leaders to speak at community gatherings around town to raise awareness of the project, communicate timelines, progress, help promote special events, etc.

Balloons, Strobe Lights, Special Promotional Items

For large scale special events, ribbon cutting of completed street, and new business grand openings balloons/flags will be placed around town in the community colors of blue and gold to create interest and enthusiasm around major events or milestones. Giveaways can be used to entice visitors to the downtown with themed items like hardhats, etc.

Downtown VIP card

Each merchant will be granted 25 downtown VIP cards to distribute to their top 25 customers. The card will be good for 1 year and give the card holder 5% off any purchase or service from any downtown merchant. The merchant must keep a list of their top 25 customers including their name, address and e-mail address. This information will be compiled into a master database that can be used by all participating merchants.

Organization

This plan is an all encompassing approach to raising awareness of the services offered downtown and the development and implementation of events to attract people to downtown. To accomplish it all a structure needs to be in place to effectively implement all the components including:

Downtown Coordinator

Because of the variety of activities proposed in this marketing plan there will be a real need for coordination between the merchants, the chamber, the WNT as well as give the construction point person ONE point of contact for communicating with the merchants. The Downtown Coordinator's responsibilities will include:

1. Communicating directly with the merchants on construction related issues
2. Communicating the marketing schedule of events with the merchants
3. Maintaining the master data base for communication
4. Distributing promotional information to the Chamber, WNT, and Social Media Coordinator
5. Garnering buy-in for events and tracking merchant participation
6. Working with merchants individually to help determine in store promotions
7. Responsible for the organization of downtown events and activities
8. Website maintenance

Whidbey News Times Advertising Representative

In order to keep the hourly costs of the downtown coordinator down, the Whidbey News-Times is able to use their advertising rep to help with item #6 and an advertising and marketing campaign to complement their efforts, as well as help organize special sales events and promotions where advertising is a key ingredient to the events success.

Social Media Coordinator

Responsible for gathering information to be distributed and administering the developed social media plan and timeline

Downtown Blogger

Responsible for writing a blog focused on downtown happenings, merchant interviews, product off the week, etc. The focus is on relationship building between merchants and customers and to attract tourists to the area.

Community Group Outreach Coordinator

Responsible for organizing volunteers, coordinating special interest groups and niche groups within the community for coffees, discussion groups and focus-group style discussions

Web-site Developer

Website Cost: \$5,000

Monthly Hosting Costs: \$25

Downtown Presence

During periods of uncertainty, consistency is important. If the budget allows, it is recommended that a permanent location be arranged downtown during the construction period and the following year to help stabilize the region and give the merchants and visitors a consistent point of contact.

This space can be the downtown HQ for Envirolssues, the downtown coordinator and can even be manned by Chamber Volunteers if needed. However, although the visibility is important having money for IMPLEMENTATION is more important and if this recommendation is too costly it is recommended that a space sharing arrangement be worked out with an existing downtown business or the Chamber of Commerce to give the downtown coordinator a home base to work from.

Looking Ahead

As noted this is a two year plan. The activities mentioned are for both 2011 and 2012; however in 2012 there is an anticipated the need for more outreach to tourists and the media. The street should be put back together by then and it will be nothing short of a desirable destination. The 2012 recommendation will include more outreach....

Media Tours, Director coordination with Deception Pass State Parks and greater promotion for downtown from the WOW (Whidbey on Wheels) Wagon, Regional On-Line Web Promotions, Continuation of Events and a continuation of New Business Recruitment program. The focus will also switch from an intensive emphasis on bolstering the merchant's and their marketing efforts to recruiting new businesses into the downtown core.



Event Descriptions

Art Walk

Local artists display their works in businesses throughout Pioneer Way. Chance to meet some of the artists, feature different types of art,

Dates: Suggesting First Thursday's of the Month

Times: TBD

Organization Responsible: Art's commission? Other?

Community Caroling

Old Town Mall

Join the town for a community sing-a-long led by the (Ana chords? Shifty sailors?) inside the old-town mall.

Date: TBD

Organizers: Old Town Mall Merchants

Promotion: Chamber and ???

Dad and Daughter Dinner and Dance

Valentines Day is over...now is time for Dad's and Daughters. Dinner, DJ, and Dancing

Cost: TBD

Location: Downtown Restaurant and Old Town Mall

Person Responsible: Downtown Coordinator and Merchants

Girls Night Out: Lady G "OH" Diva Night

Lady G"OH" diva Night is an evening full of chocolate! For enjoy a buffet of chocolate treats, including a chocolate fountain, chocolate martinis. A great chance for all the gals to come downtown for a great night out.

Cost: \$10 per person

Location: Various

Person Responsible: Downtown Coordinator and Merchants

Ground Breaking Celebration

Music, pass out hard hats, special sales in stores, cheerleaders, invite town through e-mail blasts and auto calls and traditionally advertising.

Should be participatory...let people be part of the ribbon cutting or ground breaking...a few speeches...maybe a downtown fun run.

Date: TBD

Organization Responsible: City of Oak Harbor

Hall"OH"Ween

Experience a guided tour of the Haunted Businesses of Downtown. Walk the streets of Pioneer Way and learn more about the history and mystery of the buildings and the shops:

Cost to public: \$5 per person

Organization Responsible: Chamber of Commerce

Dates being considered:

Friday October 22,
Saturday October 23,
Tuesday October 28,
Friday October 29,
Saturday October 30

Holiday Stroll (December 11)

Includes a caroling competition to benefit the Oak Harbor Middle School Band. Local groups will each carol away on a designated street corner and the public will vote through their cash donations for the very best group.

Organized by: North Whidbey Middle School Band Parents

Other Holiday Stroll Features

Featuring:

- ~ Late Night Sales
- ~ Special Holiday Deals and Discounts
- ~ Possible Carriage Rides (Knot at Thyme)

Ladies Night

Stores will be open late just for ladies to shop, build their wish lists, etc. Go out with their friends, participate in trunk shows, sample food products, enjoy Champaign, etc.

Dates: TBD

Times: TBD

Organizing Organization: Downtown Coordinator

Men's Night Out (Needs Name)

Men's night (casual house, jewelry gallery, etc.)

A night (close to Christmas) for the men to come out and shop without the ladies....after ladies night wish lists are completed of course. Partner with Whidbey Beer Works to have some "Hops" in all the "Shops"

"Night Before Christmas" Book Reading

Every Saturday @ Wind and Tide Bookstore

No Tricks, Safe Treats

The Harborside Merchant's Association and Island Thrift give Whidbey Island Families a safe way to trick or treat.

Cost to Participate: FREE

Organization Responsible: Merchants Association

Date: Confirming October 31

OH-Mazing Activities

Game Night at participating downtown businesses

~ Bunko, Chess, Checkers, Clue, etc. Businesses provide the games and maybe prizes for winners

Cost to Participate: Varies by business

Date: Thursday Evenings

OH-Fit Fitness Event

Get healthy workshops

~ lectures in Angelo's

~ health speaker in the Old Town Mall

~ Promotion of OH-Fit Menu's

~ Walk and Talk

~ Skin care clinics

~ Etc.

Date: January

Time: Saturday

Location: Various

Organization Responsible: TBD (probably the Chamber)

Pumpkin Carving Contest

Bring and decorate/carve your own pumpkin for a chance to win prizes

Cost to participate: \$5 (and a your own pumpkin)

Organization Responsible: TBD (recommending a service club or navy squadron)

Date: Saturday, October 23

Shops and Hops

An evening of shopping and beer sampling

St. Patrick's Parade

The traditional parade is organized by the Irish Wildlife Society. The goal would be to enhance the event by finding tie-ins to bring people downtown

Irish Bands: Work with Lava
Family Friendly Lyric contest: Work with TBD

Street Grand Re-Opening

Rock the Block (Street Concert and Dance)
Strobe Light
Bands
Food Vendors
World Record Breaking Egg Toss

Tree Lighting

Beeksma Park
Date (TBD)
Time: (TBD)
Organization Responsible: Chamber and City

Tunes at Noon

Afternoon concert series or music event one afternoon a week from 12-1:00
location...TBD

Dates: TBD
Person responsible: TBD

Window Decorating Contest (December)

Participating Merchants will each contribute \$20 into a pool of money that will be used toward marketing and the prize money for the winner of the best decorated window contest. This is a community wide program

Cost to participate: \$20 (for merchants) Free (public)
Organization Responsible: TBD (probably the Chamber)
Windows need to be decorated by December 1 and the winner will be announced in the Whidbey News-Times

Construction Outreach and Marketing Estimated Costs

October 2010



The Construction Outreach Plan includes a list of recommended outreach activities and tools necessary to adequately keep the public informed and engaged during construction along SE Pioneer Way.

The table below lists construction outreach activities and tools and the anticipated level of effort and estimated cost by item. A few parameters were used to estimate a cost for each activity/tool:

- Construction will last between 6 to 8 months (32 weeks).
- Pre-construction/preparation activities will begin approximately two months prior to the start of work and necessary close-out activities will occur in the two months following project completion.
- Total costs reflect an assumed duration of work (including pre-construction/preparation and post-construction follow-up) not to exceed 12 months in duration.

Direct costs are included in these total estimated amounts when applicable.

Outreach activity/tool	Activity/tool includes:	FTE	Estimated cost (including direct costs)
In-Person Outreach Readiness/Execution	Weekly construction meetings; In-person outreach; 24-hour construction hotline and email account; project blog; construction flyers; printed/online project materials including 3 newsletters, construction FAQ and project fact sheet; tracking issues/comments	.54 FTE	\$98,000
City-Sponsored Outreach Events	Pre-construction meet the contractor kick-off event; groundbreaking event; ribbon-cutting event	.17 FTE	\$66,000
Attraction-Oriented Promotional Activities and Ongoing Marketing	Marketing activities planned during construction to encourage foot traffic on Pioneer Way (3 events)	.12 FTE	\$56,000
	Marketing events and activities recommended by the Chamber of Commerce	Approximately 1 FTE	\$166,000
City Communications	Media relations; City Council briefings; community briefings	.08 FTE	\$17,000
ESTIMATED TOTAL	Construction Outreach	.91 FTE	\$237,000
	Marketing	Approximately 1 FTE	\$166,000
	TOTAL	Approximately 1.91 FTE	\$403,000



SE Pioneer Way Improvement Project

2010

Call for Public Art proposals

INTRODUCTION

The City of Oak Harbor Arts Commission is seeking an artist or artists to develop site-specific public artwork for the SE Pioneer Way Improvement Project. The successful applicant will contract with the City of Oak Harbor to furnish public art for placement along SE Pioneer Way in conjunction with a major street reconstruction project scheduled for construction in 2011. The selected artist may be required to be available for consultation with City staff and/or project consultants to coordinate specific requirements for the art such as water and/or electricity.

PROJECT DESCRIPTION

The SE Pioneer Way Improvements Project is a streetscape and revitalization project that will make significant updates to Oak Harbor's historic downtown district. The street project is a key component for the City's Windjammer Plan to connect the public, merchants and tourists to the Oak Harbor Waterfront and enhance the community through sustainable projects. The project includes replacement of aging infrastructure, street and sidewalk improvements and corridor beautification and aesthetic enhancements. The inclusion of public art is a key component of the project. More information about the project can be found at <http://pioneerway.blogspot.com>

Included the project design are four separate locations for the placement of art. The theme of the proposed art is *Water – Above, Below, On & Of*. All work should represent the theme of *Water – Above, Below, On & Of*. An artist may make a proposal for one or more locations – they may be interconnected or a separate piece style for each location carrying forth the common theme.

All media suitable for durable outdoor art will be accepted. Media shall be easily maintained, durable, vandal resistant and shall pose no safety threats.

Additional project information and call materials including existing condition photographs, renderings of the planned improvements, project design concepts, background information on the City of Oak Harbor is available at www.oakharbor.org - click on Pioneer Way project link located on the right hand side of the home page

PROJECTED BUDGET

The total estimate for this four-location art project is \$80,000, which includes delivery and installation. Since the project includes four locations, an estimated allocation of funds for each location is listed below:

- | | |
|-----------------------------------|---------------------|
| 1) Pioneer Way & Midway Boulevard | maximum of \$30,000 |
| 2) Pioneer Way & City Beach | maximum of \$30,000 |

- | | |
|---------------------------------|---------------------|
| 3) Pioneer Way & S.E. Dock | maximum of \$10,000 |
| 4) Pioneer Way and S.E. Ireland | maximum of \$10,000 |

The allocations vary to provide a more prominent attraction at the entryways into downtown. The Arts Commission reserves the right to allocate art pieces at its discretion irrespective of the funding allocations listed above.

PROJECT SCHEDULE

November 22, 2010	Publication of Request for Proposal
January 14, 2011	Submissions deadline
January 28, 2011	Formal interview and presentation by finalists to the Arts Commission
February 15, 2011	Arts Commission submits recommendation to City Council for action on award.
To be determined after award of project OR To be determined With project construction schedule	Delivery Date

SUBMITTAL REQUIREMENTS:

- ❖ Current resume (not more than two (2) single sided letter size pages)
- ❖ One page letter of interest
- ❖ A written proposal which addresses the artist's preliminary concept for the project. The written preliminary concept shall include design, description, size, media, materials, and title. The written proposal shall not exceed two (2) -8 ½ x 11 single side pages for each piece of art proposed for a maximum of eight (8) pages.
- ❖ The proposal shall include the cost for each piece of art proposed (maximum of eight (8) pages. Please indicate if the proposed art work is for individual pieces, all four locations, three of four locations or two locations.
- ❖ A minimum of one but not more than six (6) digital images, drawings, sketches, computer renderings photographs etc of each proposed work presented on a PC compatible CD or DVD are required. No slides will be accepted.
- ❖ A minimum of 3 references from public agencies, municipalities, utility districts or other public entities for whom the artist has completed work similar in scope.
- ❖ Maintenance schedule

*NOTE: all materials submitted shall become the property of the City of Oak Harbor and will not be returned. In addition, all materials submitted will be considered public records and subject to release after final selection by the City Council.

SELECTION PROCESS

The Oak Harbor Arts Commission and Oak Harbor City staff will review the applicants' digital images and other materials, select the top three finalists and make a recommendation to the Oak Harbor City Council. The City Council will review the Arts Commission recommendation and upon acceptance, commission the artist(s).

Selection criteria include price, consistency with intended theme, relevant experience and positive references.

ADDITIONAL INFORMATION

The Oak Harbor Arts Commission reserves the right to make no selection in this process if the appropriate piece is not presented.

There is no entry fee

The City of Oak Harbor in accordance with the Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on grounds of race, color, or national origin in consideration for an award.

Send to:

City of Oak Harbor
Art Proposal submittal
865 SE Barrington Drive
Oak Harbor, WA 98277
Attn: City Clerk

Questions about submission, please email Karen Crouch kcrouch@oakharbor.org