

OAK HARBOR WATERFRONT REDEVELOPMENT, BRANDING & MARKETING PROGRAM TIMELINES

The following plan has been broken into seven “projects,” which will be implemented over the next five to seven years or as funding becomes available. Many of these projects actually encompass a number of smaller projects or plan elements, but they are grouped together to make the plan easier to implement. The primary projects include:

- Project #1. Adoption of the plan and branding elements (names and brand identity)
- Project #2. Marketing and branding initiatives (short and long-term)
- Project #3. Signage & wayfinding program
- Project #4. Event Center development, business recruitment program
- Project #5. Downtown revitalization program
- Project #6. RV park development
- Project #7. City Beach Park redevelopment
- Project #8. Freund Marsh development

These projects are listed by priority but will not necessarily be implemented in succession. Many will overlap. For instance, the recruitment program includes attracting a hotel developer to downtown, but will also include recruiting an RV park developer as part of the City Beach Park redevelopment program.

The first three items can be implemented in 2005 as well as the beginning efforts on the other projects.

2005:

PLAN ADOPTION

- 1. Adoption of the plan
- 2. Naming of primary attractions: Windjammer Park (City Beach Park), Harborside Shops (Old Town Oak Harbor)

PROFESSIONAL SERVICES

- 3. Recruitment of professional services for plan implementation
- 4. Securing of professional marketing expertise: branding and marketing plan implementation
- 5. Secure professional assistance for completion, design, and bid documents for the wayfinding signage system
- 6. Hire recruitment services to secure hotel, RV park and other downtown investment projects
- 7. Hire architectural services to develop conceptual plans for the Special Event Center
- 8. Secure expertise for the formation of the Business Improvement District

IMPLEMENTATION

- 9. Development of new marketing materials, website, graphic design standards, billboard redesign, etc.
- 10. Printing of new city forms, business papers, and other city-oriented materials incorporating the new identity
- 11. Fabrication and installation of the new signage system
- 12. Study to look at the viability and options for relocation of the sewage treatment facility
- 13. Alternatives for possible relocation of the three baseball fields currently in City Beach Park
- 14. Creation of recruitment materials: Community Profile, Opportunities brochure
- 15. Finding a home for the A-6 aircraft
- 16. Recruitment of a hotel and other projects (a two-year effort beginning in mid-2005)
- 17. Engineering and design of the pier project
- 18. Eminent domain to secure property to create a contiguous waterfront promenade connecting Flintstone Park to City Beach Park
- 19. Begin securing grant and funding options for various projects
- 20. Incorporate this Waterfront Redevelopment Plan into the Comprehensive Plan as it's updated

2006:

PROFESSIONAL SERVICES

- 21. As funding is identified, hire architectural and engineering for downtown streetscape project
- 22. Hire architectural and engineering services for Windjammer Park redevelopment project/RV park design
- 23. Have this plan updated. Hire services to oversee the update process

CAPITAL PROJECTS

- 24. Work with recruited private investment projects regarding possible land exchanges, mitigation, permitting,

contracts, etc.

- 25. Continue securing grants and other funding for capital projects: Windjammer Park and Special Event Center
- 26. Recruit and negotiate naming rights to the Event Center
- 27. Begin the permitting process for enlargement of the lagoon and promenade enhancements, extension of the waterfront trail.
- 28. Continue to seek funding for construction of the pier and Freund Marsh projects
- 29. Begin construction on first phase of downtown streetscape project (traffic reconfiguration to accommodate angle parking, wider sidewalks, etc.

2007:

CAPITAL PROJECTS

- 30. Relocate three baseball diamonds to a new location
- 31. Relocate the A-6 aircraft
- 32. Begin construction of the Special Event Center and areas of Windjammer Park (plaza areas, history trail, amphitheater, Scuttlebutt Park)
- 33. Begin reconstruction of the promenade

MARKETING

- 34. Begin marketing the Event Center to groups, outside events, trade shows, etc.
- 35. Redevelop the photo library to showcase new projects

2008:

CAPITAL PROJECTS

- 35. Continue construction of capital projects: Windjammer Park, Harborside Shops (downtown)
- 36. Begin full-time sales effort for the event center

PROJECT #1: ADOPTION OF THE PLAN

1. Adoption of the plan includes:

- Overall nautical theme for marketing and development projects including downtown revitalization, City Beach Park redevelopment, and the Oak Harbor signage program.
- A go-ahead for city staff to hand out assignments regarding funding, RFPs for professional services.
- Much like a comprehensive plan, adoption provides direction to the city for long and short-term capital project

Once the city council adopts the plan, city staff will work to implement the plan and will come back to the council as the plan progresses. While many funding options have been presented in this plan, there is no guarantee that funding will be secured from the various sources or in fixed amounts. However, city staff will work diligently to find funding and financing options and will bring those to the council for approval.

Much of this program is reliant on grant and creative funding sources, which can vary widely from agency to agency and from year to year.

Because funding of many of the programs relies on outside funding sources, adoption of the plan does NOT mean that the city will automatically implement every project in the plan, but will implement each as funding and the necessary permitting is secured.

2. Upon adoption of the plan, we recommend the city council, mayor and staff develop a Waterfront Redevelopment Committee (WRC) to act as a steering committee for the plan's implementation. We recommend this committee include:

- Two city council representatives (Sheila Crider, Sue Karahalios)
- Mayor (Patty Cohen)
- The City Administrator (Thom Myers)
- The Finance Director (Doug Marrison)
- Community Development Director (Steve Powers)
- Chamber of Commerce Executive Director or President (Priscilla Heistad)
- Island County Economic Development Council Executive Director (Sharon Hart)
- County Commissioner
- Two downtown business or property owners
- City Parks & Recreation Department Director (Hank Nydam)
- A citizen at large
- Oak Harbor Marina Manager (Dave Williams)

This 14 person "working committee" will be charged with implementing the plan. They will select vendors, contractors, and consulting services, and because these projects span several city departments, this committee brings them all together as the plan is developed and keeps lines of communications open.

The committee will act as an advisory committee to city staff and council and should meet once a month, or more often as required, as the plan progresses.

This will help the council concentrate on policy issues and other important areas in Oak Harbor while the committee takes the lead on plan implementation.

3. There are four other choices the council should make on adoption of the plan:

- a. A name for the downtown shopping district. The merchants would like downtown referred to as "Harborside Shops" in the marketing, signage and branding efforts.
- b. Renaming Pioneer Way to "Harbor Avenue."
- c. Changing the name of City Beach Park to either Regatta Beach or Windjammer Park. Our recommendation would be to chose Windjammer Park as the park's new name.
- d. Adoption of the logo developed for the city and other local organizations. The alternative would be to add \$15,000 to the marketing program and have a graphic design firm develop an alternative identity, or have the

city use the existing logo, and use the new logo for marketing purposes. Adopting a new identity can be a divisive process and is, more often than not, made a major priority when it is one of the least important elements of the plan. Increases in economic development and tourism efforts will revolve around marketing and product development more than on the identity. That being said, we do believe that the new identity provides a much stronger branding image around the maritime/nautical theme than the various logos used by the city, chamber and other local organizations.

Once the program is adopted, staff will be directed to implement it, reporting monthly to the city council and bringing funding programs to the council for approval as the plan is implemented.

BRANDING & MARKETING PROGRAM

THE PROJECT LIST:

a.	Marketing logo adoption.....	\$0
b.	Style Guide creation.....	10,000
c.	Professional photo library.....	5,000
d.	Website redevelopment.....	15,000
e.	Keyword sponsor matches.....	500
f.	E-marketing program.....	7,500
g.	Website updates.....	2,500
h.	Splash page for city.....	750
i.	Press kit creation/updates.....	12,000
j.	Activities Guide creation.....	30,000
k.	Chamber funding.....	52,500
l.	Kiosk design/bid documents.....	10,000
m.	Kiosk development/install.....	120,000
n.	Countywide marketing.....	37,500
	Total:.....	\$303,250

This could all be done with the “downtown plaza funds” and lodging taxes and could be implemented in 2005, and ongoing. The city will bring in \$150,000 in lodging tax receipts in 2005. Combined with \$180,000 in lodging tax reserves, the city will have \$330,000 available in 2005 to fulfill this entire list of projects.

The first step to implementing Project #2 will be to secure professional graphic design services. This should be implemented through a Request for Qualifications process and NOT through a Request for Proposals. Your marketing materials MUST be good enough to close the sale, otherwise the bulk of this cost will have been wasted. Hire the absolute best and negotiate costs, terms and conditions. If you can't reach an agreement, then go to the second choice in the list of finalists.

Make sure you hire a firm with tourism and economic development expertise. Marketing communities is far different than marketing products, and securing that expertise will go a long way in producing a successful program.

The hired contractor will work very closely with city staff and the chamber of commerce. The WRC would select the contractor, but a sub-committee of the WRC would work with the contractor on an ongoing basis. Under this plan the Greater Oak Harbor Chamber of Commerce is charged with the marketing, advertising, brand development (marketing side), and public relations; the chamber would take the lead role but would also include on the sub-committee a city council representative and the Community Development Director.

The “branding sub-committee” would report to the WRC each month as implementation progresses. The WRC, as a group, can provide input for the deliverables and has final approval of each product developed in the marketing program.

a. THE BRAND IDENTITY



The new Oak Harbor identity can only be used by the City of Oak Harbor, unless an “Identity Usage Agreement” has been signed. The logo can only be used to promote Oak Harbor and can only be used by public agencies or not-for-profit organizations. It cannot be used by commercial enterprises.

No budget dollars have been set aside for this project, but if the council chooses, graphic design services would be secured to create an identity for the branding effort. Estimated cost would be \$15,000 and funding would come from lodging tax receipts. We recommend spending these funds on developing marketing materials and a top-notch branding effort that will provide a stronger return on investment rather than spending these funds on developing another new identity.



The identity is managed by the City of Oak Harbor. It is available in EPS, TIF and JPG formats. Where possible, use the EPS format. There may be occasions where the text-only version is used (above) and where only the sails (left) are used. They are provided in separate graphic images for these instances. No alterations of the logo should take place without consent of the City Administrator.

Colors: PMS 123 (gold)
PMS 459 (aqua)
PMS 281 (text)

The identity is also available in grayscale format.

b. STYLE GUIDE CREATION

The Style Guide is a set of graphic design standards necessary to create a strong branding program. It includes brand identity usage, graphic images, design standards for business papers, forms and promotional materials. The guide would be used by the chamber of commerce, city, and other local organizations that play a role in the program. This will create continuity and a strong branding effort that creates top-of-mind-awareness.

Logo and branding design provide the community with an easily recognizable “identity” – a symbol that represents the community and all it has to offer. When the logo is used, it should bring to the viewer’s mind the images and experiences of enjoying the community. Repeated and consistent use of the logo and branding design will reinforce the image.

Consistent use of the logo and brand are essential in building an easily recognized visual that supports the community and its marketing efforts, reflecting its assets and values. Maintaining design consistency is critical in assuring the recognition of the logo and brand.

The Design Style Guide should contain the system of coordinated visual elements that make up the community’s graphic identity by addressing specific details of the logo and brand design, and providing users with exact specifications so that they will easily be able to maintain the integrity of the design.

Examples of approved usage of the logo and brand should be provided in the guide. The logo colors should be identified, indicating the specified color mix in cyan, magenta, yellow, and black (CMYK); as well as the Pantone color numbers. If the logo is to be produced in a single color for a specific application, then that single color should also be identified by its CMYK mix and its Pantone color number.

Instructions should be provided describing the method to use the logo on a dark background. Logo dimensions should be given, and minimum sizes should be specified to prevent an unreadable logo.

The font should be identified, as well as the source where the font can be located, if necessary. If font symbols are used, any permissible substitutions should be noted.

Wrong usages of the logo should be spelled out, including structural changes, color changes, and font changes. Use of the logo against an extremely busy background that obscures visibility should not be permitted. Combining the logo with any other logo or branding elements should not be permitted.

If there are any design flexibilities for various uses of the logo, such as T-shirts or hats, these should be noted and examples provided.

Web design templates should be illustrated showing the use of the logo, color palette and structure. RGB and HTML colors should be listed. Examples of presentation templates should be provided to show how the logo can be incorporated into a PowerPoint presentation. Examples of standard layout for use of the logo in letterheads, business cards, and envelopes should be provided.

Approximate cost: \$10,000

Implementation: Graphic design contractor

c. PROFESSIONAL PHOTO LIBRARY

Nothing sells tourism like photography, and of all the places in the Northwest, Oak Harbor can benefit from a world-class photo library. In the first few years of this program, the marketing effort will revolve around making Oak Harbor the “hub for the Whidbey Island experience.” The program will promote day trips to Deception Pass and the state park, Greenbank Farms, Langley, Coupeville, Fort Casey, Fort Ebey and Ebey’s Landing, and other major attractions unique to Whidbey Island. The marketing program will also focus on promoting specific shops and dining establishments in Oak Harbor – once again, those that are unique to Oak Harbor and worth a special trip. Other retailers will benefit from this effort as well, since visitors almost always frequent multiple shops.

We recommend that the chamber send out letters to area and regional photographers (a sample letter is included with this plan) asking to see photographs they may have on file, and then negotiate a licensing agreement with the photographer for use of specific photos.

Additionally, it will be important to secure the services of an “assignment photographer” that can be commissioned to shoot specific shops, restaurants, attractions, and activities to fill in gaps not found using “stock” images photographers already have on file.

Photography should not only include scenic vistas, but also people enjoying activities. People relate to other people more than simply places. Additionally, photography should showcase activities since activities can attract multi-day visitors while scenic vistas only last a matter of minutes before the guest moves on.

Photographs are always owned by the photographer unless he or she assigns ownership to the city or chamber. Typically, photographs are licensed for specific uses and periods. Photos need to be carefully managed so as not to infringe on automatic copyrights.

In order to secure quality photographs with a limited budget, we recommend that the following program be developed as you work with photographers:

- a. Photos will only be used to promote Whidbey Island as a destination and will not be used for commercial use.
- b. The chamber will provide photo credits every time a photo is used
- c. Photos used on the newly developed website will provide a link to a “photographer’s page,” which will provide a brief profile of the photographer and links to his or her own website or gallery. By promoting the photographer and his or her work, you can reduce costs by creating a marketing partnership.
- d. If photos are not in digital form, you will have them professionally scanned (superior to scans that are done locally) in ultra-high resolution and color corrected, and you will provide the photographer with the digital files in exchange for a reduced licensing fee.
- e. You do not want exclusive rights to any photographs you use. In fact, you want to help the photographer sell his or her photos, which, in turn, promotes Oak Harbor and the Whidbey Island experience.
- f. Assignment photographs will become the property of the City of Oak Harbor and Chamber of Commerce, to be used to promote the area. With regards to assignment photography of specific businesses, the photos will only be used by the city and chamber to promote the area. If the merchant wants use of the photos, they would negotiate for the usage or ownership with the photographer. Where possible, the chamber and merchant can work together creating a public/private partnership to secure photography. This will help reduce photography costs for this program and will allow the merchant to use the photos in their marketing efforts.
- g. Photographs will be used in public relations efforts, but will only be reproduced in print publications with prior permis-

sion of the photographer.

The photo library should include between 40 and 70 photographs worthy of inclusion in publications such as National Geographic Magazine. Photos should have “wow” appeal. The idea is to get the viewer to say, “I want to go there.”

Cost: \$5,000 in 2005 and \$3,000 per year starting in 2007. The ongoing cost allows for additional photography as major projects are implemented and also allows some funding for re-licensing of existing photos.

Implementation: Chamber of Commerce

d. WEBSITE REDEVELOPMENT

This most important element in the marketing program is the redevelopment of the Oak Harbor Chamber of Commerce website. Because this is so important, we have included an entire section for the website redevelopment program, in the Supporting Documentation, including a Site Map (table of contents), recommended keyword listings, and other website development information that will be useful in creating a site that is good enough to close the sale.

Next to word of mouth, the internet is the most-used resource when it comes to travel planning.

Cost: \$15,000
Implementation: Graphic design firm

e. KEYWORD SPONSOR MATCHES

With a new website coming online every three seconds, getting noticed is just as important as having an effective website. Nearly 70% of all internet users never go past the first two pages of search results. So if the chamber is listed on the 15th page, chances are slim that the site will ever be seen.

Google and Yahoo!, who command the lion's share of search engine searches, both have "pay per click" programs, which we've outlined and detailed in the website section of the Supporting Documentation. We recommend the purchase of critical keywords with both of these major search engines.

Cost: \$750 in 2005, and \$1,500 a year thereafter*
Implementation: Chamber of Commerce

*Because the new site will most likely not be on-line until mid-summer (half the year), the budget is shown at \$750 for the year, or approximately \$125 per month.

f. E-MARKETING PROGRAM

The best way to build "brand awareness" – getting customers to remember Oak Harbor as a destination of choice – is to create "top of mind awareness" or TOMA. This is done through repetition. The more times a potential customer is reminded of Oak Harbor, the more likely they are to remember it as "the" place to visit. This is why McDonald's and other businesses spend so much on advertising. When you think of fast food, what's the first name that pops into your mind? That's TOMA.

The e-marketing program allows a website visitor to sign up for a periodic e-mail newsletter (never more than two short paragraphs and links for more info) tailored to their specific wishes. For Oak Harbor, a visitor would sign up for the newsletter and would choose from the following options:

- a. Special deals and packages
- b. Special events
- c. Day trips and getaways
- d. Romantic escapes
- e. Family outings

Those who sign up for the e-newsletter are automatically put into a database with sections for each area of interest. Every other month the chamber would write a teaser paragraph for each of the five areas of interest, which would be automatically e-mailed to each person in that category of the database. Anyone who signs up for the newsletter can cancel it at any time, and can link to the website for new information.

This is the most powerful marketing tool in the tourism industry, creates top of mind awareness, and brings potential "cus-

tomers" back to the website where they will see new photos, new stories, new places to go and visit.

Cost: \$7,500
Implementation: Graphic design company working with a database (infrastructure development) firm – if not available in-house.

g. WEBSITE UPDATES

It is extremely important that the website not become a "been there, done that" marketing tool. Website updates should take place monthly to keep the site fresh and to accommodate seasonal activities, attractions and events.

Cost: \$500 per month. This includes updates and new pages, photos and other elements that will increase the site's effectiveness.
Implementation: Graphic design firm working with the chamber

h. SPLASH PAGE FOR CITY WEBSITE

The "splash page" is the introductory page that is designed to pull visitors into the website. The Chamber and city should have the same splash page, or front door. This will create a unified branding effort. As visitors go through that "front door" they are directed to either the city website (life in Oak Harbor) or the chamber website (visiting Oak Harbor and Whidbey Island).

More information is included in the website section of the Supporting Documentation.

Cost: \$750 including posting the splash page on the city website server
Implementation: Graphic design firm

i. PRESS KIT CREATION AND UPDATES

You build a brand through public relations. Advertising is used to maintain your position. Developing a press kit is a vital part of the marketing effort and will provide a solid return on investment, if implemented correctly.

The press kit budget includes the following elements:

1. Presentation folder (which can be used for economic development and other marketing programs undertaken by the city and chamber)
2. Photo library sample sheets
3. Contact information and local resources
4. History of the Island and Oak Harbor
5. Events
6. Featured attractions: Oak Harbor as the hub
7. Sample stories available to the press

A special letterhead would also be created for the press kit.

While 250 to 300 presentation folders would be printed, press kits are printed and sent only on request or as part of “selling” story ideas to travel and pre-screened freelance writers. Each is customized to the publication to fit its readership.

The cost of developing the press kit also includes creating the “on-line” version, complete with PDF files, sample photos (low resolution only. They have to contact you for the high-resolution versions), story ideas, contact information and links, etc. A password-only “press room” would be set up as part of the site’s initial development, but the information would be developed and placed on the site as part of the press kit program.

Cost: \$12,000 including copy writing, design, printing
Implementation: Graphic design firm and PR firm. When you send out the RFQ for graphic design services, make sure they include partnering with a PR firm with expertise in tourism and destination-specific public relations.

j. ACTIVITIES GUIDE CREATION

The Activities Guide to Oak Harbor and Whidbey Island is the primary “lure piece” and fulfillment marketing piece for broad distribution. This would NOT be an advertising-driven guide, but would include a very limited amount of “advertorial” to help defray the cost of production and printing. The following is a table of contents for the guide:

1. Front cover (stunning)
2. Inside front cover (photo only of Deception Pass)
3. Introduction and welcome page, map of the state and the island (not detailed)
4. Getting to Whidbey Island and Oak Harbor (route maps, alternatives, seasonal info, driving distances, links for ferry schedules, etc.)
5. Weather and seasons
6. About Whidbey Island and Oak Harbor
7. Attractions contents page
8. Deception Pass State Park (also including nearby lakes and other area attractions, trails, and scenic vistas)
9. Deception Pass (2nd page)
10. Deception Pass (3rd page)
11. Oak Harbor: downtown, City Beach Park, annual major events (no local community-oriented events – only those worthy of a special trip)
12. Oak Harbor (2nd page) featuring specific retailers – perhaps 4
13. Oak Harbor (3rd page) featuring specific restaurants – perhaps 4
14. Oak Harbor lodging advertorial (two properties)
15. Oak Harbor lodging advertorial (two properties)
16. Fort Casey State Park
17. Fort Casey State Park (2nd page)
18. Fort Ebey State Park, Ebey’s Landing
19. Fort Ebey State Park (2nd page)
20. Langley
21. Coupeville
22. Greenbank Farm
23. [another attraction – to be identified]
24. [another attraction – to be identified]
25. Calendar of Events
26. Diversions (activity vendors) golf, fishing, charters, etc.
27. Diversions (activity vendors)
28. Center spread (map of the island and downtown Oak Harbor)
29. Center spread (map continued and showing location of key attractions)
30. Travel resources: contact information, website links, etc.
31. Inside back cover (photo and photo credits)
32. Back cover (stunning photo)

The Activities Guide would be a glossy full-color publication worthy of inclusion in any leading travel publication or book. It needs to be professionally designed and first-class in every regard. It MUST be good enough to close the sale.

While a limited number would be printed, its real value will be its placement on the website. Website viewers will be able to page through the Guide just as if they were looking at the physical guide. Each page could also be printed so that visitors can print the attractions and information that best suits their particular needs or itinerary.

This piece and the website are the two most important elements (and the most expensive) of the marketing program. It will be important that Oak Harbor promote the entire island and focus the efforts on being the hub for “the island experience.” We do not believe that the county-wide marketing effort does an effective job of promoting the various experiences, in detail, and so Oak Harbor must take the lead in that effort. Oak Harbor is NOT the place to go to do nothing. While that is fine for Langley, Coupeville and other areas of the island, Oak Harbor is the hub of activity. Would you go to Oak

Harbor to just relax and do nothing?

Cost: \$30,000 including printing of 20,000 copies
Implementation: Graphic design firm, PR agency (professional copy writing), Chamber

k. CHAMBER OF COMMERCE FUNDING

The Chamber of Commerce, under this program, will become the “marketing agency” for the city both in terms of economic and tourism development. The city will concentrate on product development while the chamber leads the effort in bringing outside spending to the city. Tourism is a private-sector industry: visitors come, spend money in local businesses, then return home. Therefore, it makes sense that the organization that represents local business take the lead in that regard.

We have kept the current chamber of commerce funding at the current level. This cost includes operation of the visitor information kiosk at Deception Pass during the peak season, visitor information request fulfillment, operation of the visitor information center, and the city’s agreement for debt service on the chamber of commerce building.

Cost: \$52,500 (2005)
Implementation: None applicable

I. SHIFT IN MARKETING PROGRAM

Once the Event Center has been developed (or is a certainty), and downtown revitalization and City Beach Park redevelopment have begun, the marketing focus will shift more to Oak Harbor. The chamber will ALWAYS market the entire Whidbey Island experience, but will concentrate on attracting major events, conferences, trade shows and exhibitions.

As soon as the construction start dates have been determined for the Event Center, the sales effort would begin. At this point, the chamber would hire a full-time Director of Sales, dedicated solely to marketing the Event Center.

Cost: If the position were to start in mid-2007, we included \$30,000 in the 2007 budget, \$60,000 in 2008, \$60,000 in 2009 and \$80,000 in 2010. While this is a starting point for a qualified sales director, it builds up quickly to market rates. These budgeted amounts include taxes and benefits.

In 2007, of the \$30,000 budgeted, only about \$20,000 is dedicated to actual payrolls (a start date of September. The other \$10,000 would be spent on office furnishings and equipment. OPTION: It may be prudent to look at hiring a subcontractor based in the Seattle area to fulfill these duties. This would save money on office space, furnishings, fixtures, benefits, travel, etc. and the funding would go directly to the sales effort.

m. KIOSK DESIGN/BID DOCUMENTS

This plan includes the design, construction and installation of eight visitor information kiosks to be placed in various locations throughout Oak Harbor:

- Downtown (Pioneer Way)
- At the Chamber of Commerce office (in a visible location)
- Two at City Beach Park (a third one would be added later)
- Deception Pass
- The Oak Harbor marina
- An additional location to be determined

We recommend hiring an architect to develop final design and construction drawings for a visitor information kiosk that could be manufactured in a shop (rather than built on-site), delivered, and mounted on a concrete slab. The design work also includes landscaping, lighting and location analysis.

Each kiosk should include the following elements:

- a. It should be designed in a maritime/nautical theme
- b. It should have at least four enclosed panels for mounting visitor information (one per side)
- c. The kiosk should also have a brochure/map distribution feature
- d. It should include lighting so that information can be read at night, and should have exterior lighting so the kiosk is easily visible to passing motorists or pedestrians. This may not be possible in all locations.
- e. The kiosk will need to be designed so it can be constructed and installed within a \$15,000 budget. This includes graphic design and information developed for each kiosk

Cost: \$10,000 This cost assumes that construction drawings can be located for the transit information kiosk and changes made to accommodate this use. Of the \$10,000 budget, approximately \$4,000 would be used by the graphic design firm for development of the four actual display panels. The balance would be used to create actual construction drawings that could be used to secure bids

Implementation: City staff. The chamber would be charged with maintaining the graphic displays and stocking brochures, but the city would be charged with periodic maintenance and upkeep.

n. KIOSK CONSTRUCTION AND INSTALLATION

Eight kiosks would be constructed and installed in various locations throughout Oak Harbor and at Deception Pass. The City would seek bids from contractors for the construction and installation of the kiosks. This includes fabrication of each kiosk, pouring of a concrete footing for each, delivery and installation, landscape enhancements at each location, providing power to each (where applicable), and a one-year warranty to cover any defects in the manufacturing and installation process.

Cost: \$15,000 per kiosk, \$120,000 for all eight.
Implementation: City of Oak Harbor



o. COUNTY-WIDE MARKETING EFFORT

We are firm believers in partnership marketing. You are far more effective as one loud voice than a number of small individual voices. Oak Harbor’s initial marketing will concentrate on promoting all of Whidbey Island. In fact, the new Oak Harbor visitor website and Activities Guide will do more to promote the island experience than the current county-wide marketing program.

Oak Harbor’s campaign will follow the overall theme of making Oak Harbor the “headquarters” for exploring beautiful Whidbey Island. Spoke trips (day-long and half-day trips) would be detailed, all emanating from Oak Harbor.

We are hopeful that the county-wide effort will move away from the “Do Nothing Here” campaign, which does not benefit Oak Harbor at all. In fact, Oak Harbor is a hub of activity for visitors: shopping, dining, day trips and exploration, walking the waterfront, etc.

Rather than commit to one quarter of the lodging taxes generated in Oak Harbor, we recommend that a flat-fee not-to-exceed amount be established, using the 1% tax as a base. The reasoning for this is that when the Special Event Center has been developed, lodging receipts will soar in Oak Harbor and some of those newly generated lodging tax funds will be required to operate, maintain and market the Event Center and City Beach Park redevelopment.

Cost: The following is a breakdown, by year of the recommended funding:

- 2005: 37,500
- 2006: 34,800
- 2007: 34,800
- 2008: 36,000
- 2009: 39,000
- 2010: 40,800

Should one-quarter of the lodging tax receipts fall below these amounts, the lesser would be paid into the campaign. This is a “not to exceed” funding program.

Implementation: City finance department, budget process

Fund/Project	2005	2006	2007
Lodging Tax (basic 2%) revenues	75,000	75,000	80,000
Transfer in from 1% add-on	0	27,500	40,000
Style guide creation	10,000	0	0
Professional photo library	5,000	0	5,000
Website development	15,000	0	0
Keyword sponsor matches	500	900	900
E-marketing program	0	7,500	7,500
Website updates	2,500	4,500	4,500
Splash page for city site	750	500	500
Press kit creation/updates	0	12,000	1,000
Sales materials for Event Center	0	0	14,000
CVB personnel (Chamber)	0	0	30,000
Activities Guide creation	30,000	20,000	20,000
Chamber of Commerce	52,500	52,200	25,000
Lodging Tax (add-on 1%) revenues	37,500	37,500	40,000
Identity usage agreement	2,500	0	0
Signage program services	10,000	0	0
Signage program implementation	35,000	0	0
Transfer to basic 2% funds (above)	0	27,500	40,000
Lodging Tax (add-on 1%) revenues	37,500	37,500	40,000
County-wide program	37,500	34,800	34,800
Transfer to basic 2% funds (above)	0	0	0
Clock tower reserve fund (balance)	180,000	120,000	75,000
Temporary gateway signage	20,000	0	0
Kiosk design/construction bids	10,000	0	0
Event Center concept plan	30,000	0	0
Kiosk development	0	45,000	45,000

Additional information, cash flow analysis, years, and notes begin on page 80.

THE PROJECT LIST:

- Professional signage services.....	\$10,000
- Signage production, installation	35,000
- Attractions signage*	20,000

The signage program and system could be developed in 2005 using only lodging taxes if the city would “loan” the fund the dollars to complete both the marketing and signage program. Total cost for both: \$368,250. Using the downtown plaza reserve fund (\$180,000) and 2005 lodging tax receipts, implementation of both programs (signage and marketing) would need an additional \$38,250 in funding. This would easily be repaid by mid-2006 from new lodging tax receipts.

Steps:

a. The WRC, working with the city, would secure a contract with a professional firm experienced in exterior wayfinding programs and would enter into a contract for final design of each sign, location analysis, wording, etc. Typically, this cost would be in the \$70,000 to \$80,000 range, but the Chamber has taken the lead and has done a great deal of the work already. However, wayfinding is a very specialized field, and professional services should be sought to complete the program and provide documentation that can be used to secure the manufacture and installation of the signage system.

This work will include:

- Final design of the two sign types (visitor signage, local services signage)
- Dimensions, fabrication specifications, design of each individual sign
- Exact location analysis and type of sign (freestanding or pole mounted)
- Installation specifications (height, mounting hardware required, conformance to federal and state highway standards, etc.)
- Wording and type styles, traffic flow analysis, etc.
- Design of a pole banner for downtown and along Highway 20
- Design of attractions signage where name changes have taken place

The final document will include all of the above and recommendations on which signs, currently existing, would be removed and replaced with the new signage system.

The actual pole banner design would be a project for the graphic design firm, but would then be submitted to the signage contractor to be incorporated into the signage system documentation. A pole banner would be developed for the Harborside Shops district in downtown, and a second banner designed for poles along Highway 20 through the core of Oak Harbor.

This part of the project does NOT include working with the Washington State Department of Transportation and Puget Power to gain right of way approvals for installation of the system. The chamber, working with the city, would take the lead in this aspect of the program.

b. The signage system cannot be developed until name changes have been made. This is why the name changes should be approved in Project #1.

c. The City would then submit the Wayfinding System documents to sign manufacturers to secure fabrication bids. Costs should include shipping, warranty against defects, and a separate bid for actual installation. Depending on the final number of signs in the system and final cost, the bids will determine whether the vendor would install the signage or whether the city’s public works department would take on the challenge.

* Attractions signage is replacement of signs where the name has been changed, such as at City Beach Park, and includes entrance signage and banners along Pioneer Way where the Harborside Shops are located.



WATERFRONT & DOWNTOWN DEVELOPMENT PROGRAM



The City Beach Park redevelopment site plan is shown here as an overlay to a photograph of the park area. This program calls for approximately \$10 million in improvements to one of the Northwest's most beautiful waterfront settings. The plan is a "concept plan," meaning that once the architectural, engineering and landscape architectural team has been selected, detailed plans will be developed along with cost estimates. This will be a public process that will go into far more detail than was developed during conceptual planning phase of the overall program. The final plan will also include construction documents so that final costs can be developed and construction contracts developed.

WATERFRONT REDEVELOPMENT PROGRAM: WINDJAMMER PARK

- 1 Freund Marsh (trails & interpretive center)
- 2 Staysail RV Park Resort
- 3 The Windjammer Promenade
- 4 Scuttlebutt Park (event area)
- 5 Spinnaker Lagoon & Stage
- 6 Celebration Gardens (plaza event area)
- 7 Knockabout Park (family play area)

- 8 View hotel property
- 9 Special Event Center
- 10 Harborside Shops (downtown area)



PROGRAM MANAGEMENT ASSISTANCE

This will include the hiring of three outside services firms:

- Graphic design, marketing, public relations
- Signage system design and implementation
- Recruitment services

While these are taking place, some major projects begin to take shape. The next projects will require a major dedicated effort to implement. This includes the actual design, permitting, and funding of City Beach Park and promenade, and downtown revitalization.

We recommend that in mid-2006, the City and WRC hire contracted services to manage the program. Responsibilities would include:

- a. Working with downtown property owners and merchants to establish and develop a business improvement district.
- b. Finding and applying for revitalization grants for downtown and City Beach Park redevelopment projects.
- c. Developing RFPs for professional services and leading the WRC as the selection committee.
- d. Developing and negotiating contracts for professional services: architectural, engineering, landscape architecture, finance and legal, construction, etc.
- e. Oversight of the capital projects and contractors in terms of deliverables, timelines, funding, etc.
- f. Assisting the city with permitting and budget issues with regards to capital projects.
- g. Act as a liaison between the council and staff and the community (including the county) with regards to updates, funding issues, grants, public/private partnerships, etc.

This is a HUGE job that cannot be managed by an already short-handed city staff. The person or firm who takes the lead in managing this program must be professional and experienced with the development of capital projects of this type. The city should conduct a nationwide search for this person or company. You may find an experienced professional who is winding down his or her career and may want to finish it in Oak Harbor, working from home or a small office in Oak Harbor.

Cost: \$90,000 a year beginning in mid-2005, for a period of three years
Implementation: City of Oak Harbor, working with the WRC in an advisory role
Funding source: General funds (or an alternative to be developed by the city)