

ROGER BROOKS >
International

BRANDING, DEVELOPMENT & MARKETING ACTION PLAN

JANUARY, 2015

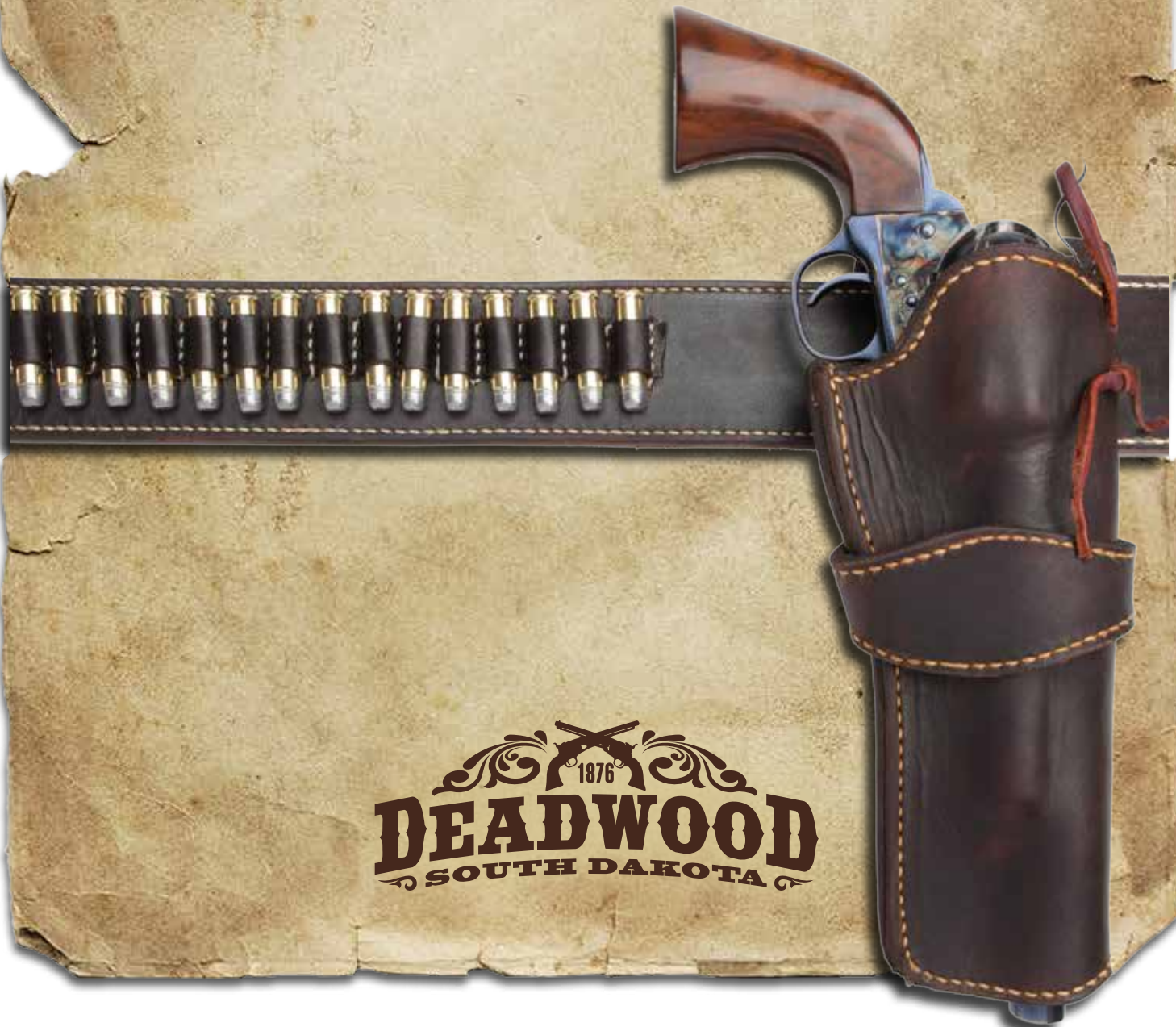


Table of contents:

Introduction.....	6
Primary goals of this effort.....	7
The 10 things you need to know about branding	8
The branding process.....	9
The Deadwood brand story.....	15
The look and feel of the brand	20
Marketing materials	20
The Recommendations:	
1. Secure domain names	21
2. Form the Brand Leadership Team.....	21
3. BLT sets up an organizational structure and assignments.....	24
4. Establish a BLT speaking engagement calendar	26
5. Contract for a Brand Style Guide.....	27
6. Contract for retail recruitment downtown	29
7. Acquire CenturyLink property for a plaza site	31
8. Create a plaza management plan.....	31
9. Pass legislation for 24-hour liquor, beer and wine sales.....	32
10. Contract for graphic design expertise	33
11. Set reasonable liability insurance requirements for events and tours.....	34
12. Begin transition to new brand identity	35
13. Research and invite regional clubs and organizations to host events.....	36
14. Contract for conceptual design of Main Street Plaza.....	38
15. Create brand awareness posters.....	39
16. Tie existing events to the brand	40
17. Curtail or discourage smoking near storefronts	40
18. Create a mobile visitor information center	41
19. Encourage street artisans and musicians.....	42
20. Install pole banners.....	45
21. Shorten Trolley circuit time.....	46
22. Create ordinance for sidewalk dining	46
23. The Best of Deadwood rack brochure.....	47
24. Contract for professional video and still photography.....	49
25. Upgrade Main Street historical re-enactments	50
26. Create a monthly e-newsletter and visitor database.....	51
27. Develop “Itineraries by Locals”.....	52
28. Rebuild websites	53
29. Develop free Wi-Fi access downtown	56
30. Integrate the brand into other partner websites	56
31. Create downloadable historical experience interpretive videos.....	57

32. Develop recruitment marketing materials	58
33. Create a hospitality-training program	59
34. Develop a zoning ordinance for downtown with allowable first-floor retail uses.....	59
35. Work with property owners on retail lease agreements.....	61
36. Review the plan every two months/update every year	63
37. Increase State of SD tourism matching grant funding	64
38. Secure changes in State Gaming Commission rules	64
39. Contract for extension of wayfinding system outside city limits.....	64
40. Add benches and downtown beautification	65
41. Lease billboards along I-90 freeway corridor	67
42. Install Main Street music system.....	69
43. Install decorative sidewalks	69
44. Start an “Earn Your Tin Star” visitor activity program	69
45. Develop logo gear and collectibles.....	70
46. Create event parking.....	72
47. Bring Roger Brooks for a refresher visit.....	72
48. Improve access to outdoor recreation resources	73
49. Develop affordable rental units in Deadwood.....	74
50. Explore additional visitor-funded marketing revenues	74
51. Add a Main Street gateway.....	74
52. Enhance access and improve promotion of Mt. Roosevelt	75
53. Use Deadwood parking ramp revenues to help meet funding requirements of projects	75

APPENDIX

BrandGraphics	77
Intinerary Questionnaire.....	90
Roger Brooks International Video Viewing Order.....	91

PREFACE

This Branding, Development and Marketing Action Plan was developed through a collaborative process between Roger Brooks International, Inc. (RBI) and the City of Deadwood, South Dakota. We would like to thank the Deadwood volunteers and others who devoted many hours to the process of making this plan a reality by participating on the Brand Development Committee and the Brand Development Team, as well as the many business and property owners, residents, and others who contributed their time and valuable input of ideas, resources, and feedback.

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

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

INTRODUCTION

Billions of dollars each year are spent marketing communities for economic, residential, business and tourism development, yet 97% of that marketing is ineffective. Why? People are exposed to 5,000 marketing messages a day – far more than the mind can absorb – so they automatically filter out generic marketing messages and those that don't cater to their individual needs or desires. The days of being “all things to all people” are over. To be successful – in business or as a community – you must differentiate yourself from everyone else. After all, there are more than 300 incorporated cities and towns in South Dakota and every single one is instantly accessible via the web. To win you must find that one “unique selling proposition” that really sets you apart from everyone else and then build on that as a foundation. This is the art of branding.

In this new reality of shrinking federal and state funding for communities, each city must think and act like a business: Find new ways to import more cash than is exported when locally earned money is spent elsewhere. Communities have been forced to get into the branding game to be successful. Find your niche, create new business opportunities within that niche, and then promote it like crazy.

For Deadwood, tourism IS economic development. History, gaming, music events, outdoor recreation and other visitor oriented activities the life-blood of the city. But in our estimation, Deadwood has great potential to double or triple visitor spending and take the destination from good to great. Thousands of visitors pass by Deadwood on Interstate 90 every month and never visit Deadwood. This plan has the ability to change that if stakeholders have the will, the persistence and the patience to implement this Branding, Product Development and Marketing Action Plan.

Deadwood is faced with several challenges:

1. A gaming based economy when gaming is available in 48 states
2. The masses of leisure travelers on I-90 who bypass Deadwood
3. The short stays of Deadwood visitors
4. Un-fulfilled expectations of Deadwood visitors
5. Retail vacancies on Deadwood's Main Street
6. Difficulty attracting winter business
7. A lack of focus for economic development

On the positive side, Deadwood has some incredible assets it can build on:

1. The Deadwood name has strong recognition and mystique throughout the US and around the world
2. Deadwood possesses incredible historical artifacts and stories waiting to be uncovered and told
3. Deadwood's architectural legacy as a western town is second to none
4. Deadwood is in financial good shape and is only lacking direction, focus and the will
5. Deadwood stakeholders are energized to make a difference

Over a 18 month period, the City of Deadwood and the Deadwood Chamber & Visitors Bureau spearheaded the City's branding efforts. This culminated in a week-long “Brand Camp” the first of July, 2014 when the City's “Brand Leadership Team” solidified the direction, key marketing messages, and supporting product that will make Deadwood one of the country's most desirable destinations for fun, as a place to visit time and again, and as a place to invest and live.

THE PRIMARY GOALS OF THIS EFFORT

- To increase Deadwood's important gaming revenues and to diversify the local economy
- To more completely deliver on the expectation of visitors.
- To attract more retail shops and dining places on Main Street and make the Deadwood experience easier and more convenient to enjoy
- To more completely tell the Deadwood "story"
- To provide guests a rip-roaring, fun-filled good time, every time they visit Deadwood.
- To get everyone on the same page, pulling in the same direction. To focus.

THE TEN THINGS YOU NEED TO KNOW ABOUT BRANDING

1. Branding is the art of setting yourself apart from everyone else. Being a place that has “something for everyone” can be anywhere and says nothing about Topeka.
2. A brand is a perception – what people think of the city when they hear Topeka mentioned. It’s also a promise that the city will deliver on the perception (good or bad). In the case of Topeka we know that part of this effort is “repositioning” or “rebranding” the community, which is accomplished by telling a different story and working to make sure it changes the overall perceptions people have of the city.
3. Logos and slogans are not brands. They are just marketing messages and graphic images used to support and reinforce your ownership position. Brands are about owning your niche in the marketplace. While logos are included as part of this branding effort, they should not be the focus. After all, have you ever gone anywhere because they had a great logo? Or avoided a city because you didn’t care for their logo? While logos and marketing tag lines get 98% of the political attention locally, they only make up two percent of a brand.
4. Never use focus groups for brand development unless you want a watered down generic brand that can fit just about anyone, anywhere. Topeka’s Brand Development Team and subsequent Brand Leadership Team are not focus groups, but a group of local businesses and organizational representatives whose primary purpose was to develop this plan that will reinforce and support the perception and promise being developed and marketed both in and outside the city.
5. A great brand evokes emotion. It’s a feeling someone has about you. This is why you must focus on activities more than physical attributes such as historic buildings, parks, and other public facilities.
6. All successful brands are built on product, not marketing. You can develop new advertising, graphics, websites, mobile apps, signs, and posters, but if the product doesn’t change or improve, what have you accomplished? Any increase in sales will not be sustainable. At the end of the day Topeka will be defined by its product and activities, not marketing.
7. You never “roll out” a brand. It’s earned – good or bad. The good news for Topeka is that the community already has a strong foundation on which it can build its brand, meaning the downtown revitalization effort and event-based activities, and thus the new marketing efforts can begin almost immediately.
8. You cannot do branding by public consent. Yes, this effort included public outreach, asking area residents to weigh in on the brand direction. But in the end, the idea found to be most feasible is the brand direction being used and detailed in this plan to push the agenda forward. This has been a grassroots effort. Visit Topeka facilitated the process, but the city, downtown association, NOTO, other organizations, as well as the business community, have all played a vital role in the brand’s development.
9. You build the brand on feasibility, not just local sentiment. Typically, the most feasible brand direction is built on a foundation already here. In the case of Topeka, that foundation is the city’s commitment to downtown revitalization, and then leveraging its assets including the Capitol, local and regional parks, historic attractions, and recreational amenities.
10. Brands are built on public relations – advertising is used to maintain your ownership position. After all, brands are about ownership. Napa Valley owns the wine brand; Nashville owns the country music brand; Lancaster, Pennsylvania owns the Amish brand; Orlando and Anaheim own the kids and family brand; and Las Vegas owns the “adult playground” brand. Finally, in Kansas, Lawrence “owns” the “great downtown” brand.

A brand is also a feeling we have of you – and feelings are communicated by word of mouth, press coverage, articles, and, these days, social media – publicity.

THE BRANDING PROCESS

The process used to develop the Deadwood brand has been tested over a number of years and has, to date, met with a 100% success rate. The process is as follows:

1. Creation of the Brand Development Committee (BDC)

Deadwood stakeholders had taken the initiative early on to form a Revitalization Committee for Deadwood. They became the The Brand Development Committee for this branding project. An outside facilitator was brought in to guide the community through the process. Included on the BDC were the following people:

- Caleb Arceneaux – ISIS Hospitality
- Ken Gienger – Celebrity Hotel
- Lee Harstad – Deadwood Chamber
- Ron Island – Comfort Inn/Super 8
- Susan Johnson – Central Reservations
- Kevin Kuchenbecker – Department of Planning & Zoning
- Wayne Morris – First Deadwood Cottages
- Dan Neal – First Interstate Bank
- Bill Pearson – Reinhart Food Service/Deadwood Historical
- Mike Rodman – Deadwood Gaming Association
- Ron Russo – Revitalization Chair/Business Owner
- Charlie Steuble – Saloon #10
- Carol Tellinghuisen – Pink Door

Roger Brooks International was retained to facilitate the process, led by Roger Brooks, Jordan Pogue, John Kelsh and Creative Director, Greg Forsell. Competitive analysis, research and feasibility work was a team effort between the City of Deadwood and the Roger Brooks team.

2. Education and outreach

In February of 2014, RBI conducted an Opportunity Assessment of Deadwood, South Dakota, and the findings were presented in a two-and-a-half hour workshop. The assessment provided an unbiased overview of Deadwood – “how it is seen by a visitor”. It included a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public washrooms, overall appeal, and the community’s ability to attract overnight visitors. At the same workshop, Roger Brooks presented “The Art of Branding a Community”

In May of 2014, RBI developed an online questionnaire soliciting thoughts and opinions from residents and visitors to Deadwood. Using the questionnaire, over a month-long period 491 people weighed in on nine questions including what they thought Deadwood should be known for – its brand. They also provided feedback on what they saw as major challenges and best assets. They answered other questions including what thought was missing from the Deadwood mix that would get them to spend more time (and money) in the community. The responses were exceptionally enlightening. The wide origins of respondents allowed us to see the perspective of locals, nearby communities and visitors from a distance. The research poll result files have been given to the BDC. The Revitalization Committee had already conducted a community wide survey of local residents to determine the Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis. The results of this survey were also analyzed and found very helpful.

In May 2014, over 67 individuals were interviewed during six focus group sessions held in Deadwood. Representing many local organizations and points of view, they had an opportunity to weigh in on Deadwood's future.

3. Identification of the markets

It's important to know who it is Deadwood hopes to attract as a result of the branding process in terms of location, demographic and lifestyle. Working with the Brand Development Committee and using ESRI research (included in the Appendix of this plan) the markets were identified as follows:

Geographic:

- 15-mile radius: 30,000 residents
- Visitors coming to the Black Hills (more than four million)
- Visitors passing through on Interstate-90
- 50-mile radius: 174,000 people
- 100-mile radius: 243,000
- Throughout North America (350 million people strong)
- From Asia and Western Europe

Demographic:

- Couples, girls weekends out, friends (skew younger)
- Corporate retreats, reunions, associations, training (SMERF)
- Specialty tours, educational groups
- Families

Psychographic:

- People looking for a vibrant, active, fun destination with a mix of recreation, history, and especially nightlife.
- Visitors looking for gaming that can be mixed with recreation, stunning scenery, culture & history.

4. Narrowing the field through research and outreach

The Brand Development Committee spent several days reading through the local feedback and applying it to the "Feasibility Testing" process. Here are the ten questions we asked for each idea that came from local and area residents

1. Is this something the markets we are hoping to attract can't get or do closer to home?
2. Is this something the community can buy into? We're not asking for permission but want something they can take ownership of. "We're okay with it."
3. How much will it cost and when will we see a return on our investment? This applies to both public and private investment.
4. Can the private sector buy into it? Are there investment opportunities? After all, this is about tax base.
5. Does it have legs? Can we start with a small niche and add "extensions" to the brand? If we want to be a sports capital, can we start by being the soccer capital, then add softball, then disc golf...?

6. Can we make it obvious and pervasive throughout the community?
7. Do we have those who will tirelessly champion the cause?
8. How wide an audience will it attract? We want a niche, but not one that's so small the economic gain is minimal.
9. Will it extend our seasons? This is why hanging a brand on a three-day festival is rarely feasible. What about the other 362 days of the year?
10. Is it experiential? Based on activities. BMW's tag line is "The Ultimate Driving Machine." It's based on the experience – not the physical attributes of the car.

The Brand Development Committee was able to group a number of single ideas together. They consolidated the ideas into three categories:

1. Outdoor recreation: (year-round, downhill skiing, snowmobiling, cross-country skiing, ice skating, mountain biking, hiking, ATV's, rock climbing, etc.)
2. Adult Playground: (year round, gaming, parties, bars, concerts, etc.)
3. History: (year round, bringing it to life and raising the bar, museums, historic plays, re-enactments, historic characters, storytelling, etc.)

During "Brand Camp" these concepts were distilled into the essence of Deadwood – that it has throughout its entire history, been a place of unbridled fun, offering all sorts of amusements and diversions for both residents and visitors.

BRAND MISSION STATEMENT:

The winning brand direction focused on this brand promise: We promise our guests a rip-roaring, fun-filled good time, every time they visit the stunning, historic Wild West town of Deadwood: Life of the party since 1876.

5. Creation of the Brand Leadership Team

Once the brand direction was finalized, the BDC set about creating the Brand Leadership Team, which is described in the following recommendations. The Brand Leadership Team's primary job is to implement the Branding, Product Development and Marketing Action Plan. These will be the pioneers and champions who will make it all happen. They will never take no for an answer and will move mountains to make a difference for Deadwood.

6. Development of Product That Supports the Brand

Next was developing the list of product development initiatives to give the brand a solid foundation: what needs to be developed, improved, added to, or changed to reinforce the brand direction. Brands are built on product, not just marketing. In fact, product sells itself. The bulk of the recommendations in this plan are product development initiatives. All are an INVESTMENT, not just an expense. Every recommendation was included ONLY if it would help achieve the goals of reducing leakage (locally earned money spent elsewhere), increasing tourism spending, and making Deadwood a vibrant, year-round visitor destination.

7. Write the brand promise

Once we knew what the brand would be, and defined the product that will reinforce and support it – leading to ownership of the brand – the brand promise was created. This is the guiding principle for everything the community and its partnering organizations will focus on for the next three to five years.

8. Create the look and feel of the brand

This is where the logo, tag lines, concept print ads, pole banners, posters, and other graphic elements come into play. They must portray the feeling that supports the brand promise. Successful brands evoke emotion – they are what we think of you when you mention you're from Deadwood. They are more than just what you have to offer.

9. Develop the Action Plan

During the first week of July 2014 the Brand Development Committee donated many hours of their time to meet as a group to come up with the major initiatives that will drive the brand forward. After all, a brand is something that lasts for generations.

The recommendations outlined in this plan came as a result of meetings during the week in July along with follow-up research.

This is NOT a Strategic Plan outlining general goals, strategies and objectives. It is, in essence, a "to do list" that details specific assignments, by organization, approximate costs where and when available, and they are placed in chronological order of when they would be implemented. It's important to point out that an Action Plan is like a jigsaw puzzle – there are many pieces and you cannot reshape them, toss some aside or alter them without ending up with a worthless puzzle or plan. Branding, product development and marketing recommendations are all intermingled in this plan making it easy to simply work your way, by organization, down the list.

10. Make something happen

As you read through the recommendations you'll see that this is an aggressive plan. It requires digging deep to make some very specific things happen over the next three years. The work has already begun but won't end for perhaps a decade. In fact, you can never rest on your laurels, so the brand (including this plan) must always progress and grow. Once you cement ownership of the "Life of the Party" brand, other communities will try to emulate the success – they will be gunning for you.

Once the City and its partners have implemented most, if not all, of the recommendations in this plan, they will come back together and develop the next list – always with the same goals and the same brand promise as a guiding light. Product development is an ongoing process – not a one-time thing.

11. Keep the energy high

This is why true champions must lead the effort. Their unbounded enthusiasm will push the agenda forward. There are ONLY three killers of any branding effort:

1. Local politics, which are typically worse with membership organizations than with elected officials.
2. Lack of champions who push the agenda forward.
3. Lack of money (both private and public).

The bottom line: If you have true champions, they will ALWAYS get through the politics and they will find the money. ALWAYS.

12. Tell the world

2014 and 2015 are the "getting ready years," which includes securing funding for several projects, developing a new organization to help implement the plan, gradually reworking all marketing materials from business cards to websites, etc. Let the fun begin!

One word of caution: As you start to implement the new brand graphics and key marketing messages make sure you will be able to "deliver on the promise" they represent. A brand is a promise, and if you don't live up to that promise the branding

effort will fall flat. In the case of Deadwood, to become a true Life of the Party destination where there is “always something going on,” it will be mandatory to live that mantra – meaning Main Street should be full of life and activity at least 250 days a year. And THAT still leaves 115 days of inactivity.

13. Revisit the plan every three months – at least

This Action Plan is a “to do list”. Not a plan you read once and then it sits on a shelf. Start working down the list. Write notes in the margins; check off items that have been accomplished; put peer pressure on your partnering organizations; “How are you doing with your list?”

Once a year go through the plan and update it. Plans like this are fluid, and some things may need to be rearranged or may alter the timeline, and so it’s very important to update the plan once a year. Likewise, as you implement items in the plan, each year you’ll add one or two NEW initiatives to the plan to keep the brand moving forward and to keep it growing.

14. Never, ever give up

On October 29th, 1941 Winston Churchill spoke to the boys at Harrow School and made this famous statement, “Never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.” While this may be a little overly dramatic for Deadwood’s brand project, it sets the stage for never taking no for an answer. Where there’s a will, there’s a way. It will be impossible to make everyone happy, so just keep pushing forward. Deadwood is the perfect example of a city that’s already been through this process with the downtown historic preservation work.

Dr. Robert Anthony once said, “Forget all the reasons why something may not work. You only need to find one reason why it will.”

THE DEADWOOD BRAND STORY

From its early days as a gold rush town to the present, Deadwood has adapted to the changing times, but it has always possessed an atmosphere of living life energetically and grabbing for the brass ring – or in Deadwood’s case, more likely the gold ring. Life was lived on the edge, and this gave Deadwood an intensity in the daily lives of its inhabitants; work from necessity, and pleasure from uncertainty of the future. Deadwood has always been about entertainment, parties, relief from the norm, and having a good time. That legacy lives today in the bars, restaurants, gaming casinos, concert halls, and even the streets of Deadwood.

Deadwood has been the life of the party since 1876.

Brand Character / Brand Voice:

This articulates the feeling of the brand. If Deadwood were a person, what would it be like? This should translate into the execution of all elements. Communication, advertising, marketing tools, product development and even customer service programs should be consistent with the brand’s character.

Outgoing, active, youthful

Happy, fun-loving and a little raucous

Friendly, jovial and generous

Proud of their western heritage

Brand Promise:

The Brand Promise is the simple statement and guiding principle that should be placed on every wall in every City department, on the front page of the City’s comprehensive plan, and in the offices of every partnering organization. It is your guiding principle for everything you do as a community. Every initiative, marketing effort, event, and development project should help reinforce the “ownership” of the Deadwood brand – the goals and feelings it stands for.

Deadwood promises our guests a rip-roaring, fun-filled good time, every time they visit the stunning, historic Wild West town of Deadwood: Life of the party since 1876.

Abbreviated version:

Deadwood: A rip-roaring good time

The call to action:

“Where the party never stops”

Second call to action:

“What happening in Deadwood this week?”

The tag line:

“Come join the party”

Reasons to Believe / Deadwood’s Product:

This is the evidence that will be developed over the next three years for Deadwood’s positioning. It is the reason why people will believe Deadwood offers more fun than any community in the Black Hills. It makes the claimed benefits credible and compelling.

- A vibrant Main Street that is home to activity at least 250 days a year and particularly in the evening hours (after work, after visiting Mount Rushmore, after meetings, conferences or sporting events.)
- Live music, vendors, activities (the plaza splash pad or ice skating), and entertainment year-round.
- Decorations and lights that create a party atmosphere on Main Street year-round.
- Sidewalk cafes, street musicians (buskers) and artisans, performing and visual arts.
- Public events, from classic car and bike shows to artists in action, to craft events, concerts and recreational activities.
- Development of winter-friendly outdoor events and activities on the plaza.

Imagine all the types of celebrations that can be held in Deadwood. Here is a sampling of the kinds of events that could be hosted in Deadwood, by month:

January

- New Year's "New Beginnings" Party with weight loss professionals, educational and travel industry folks can gather to help people pick and accomplish New Year's resolutions.
- Ice carvers extravaganza at the plaza
- The Ice Festival – Ice-skating at the plaza. There would be a booth situated on the plaza that would rent ice skates and sell hot chocolate, cider and other goodies. The rink could be operated seven days a week. In just one month, you'd have 30 "activity days" – so critical to the success of the brand.
- Plaza events that support the ISOC Snocross Championships at the Rodeo Grounds.

February

- Artists in action show (indoor venue at the Grand Mountain Resort)
- South Dakota job fair (indoor venue at the Grand Mountain Resort)
- Technology showcase (produced perhaps by a South Dakota university)
- Special Mardi Gras Weekend music on the plaza
- Each of these might take place on a Thursday, Friday, Saturday and Sunday – bringing people downtown at least four days a week. Some of these will require indoor facilities, and most events would be produced by outside organizations. You invite them, roll out the red carpet, but they do the work – including the lion's share of the marketing.

March

- Regional Dog Show and Pet Parade and showcase (with people from the Humane Society and other similar organizations, such as PAWS).
- Irish food and music on the plaza to celebrate St. Patrick's Day weekend.
- Most events would start at perhaps 11:00 in the morning and would run until 8:00 or 9:00 at night, culminating with entertainment and all types of vendors – who would also be eating and shopping downtown and filling local hotel rooms.

April

- Photography exhibition (at the '76 Museum facility with celebrity photographers from local newspapers, National Geographic, and other organizations).
- Flower & Garden Show (This could actually run 10 days and include dozens of vendors from all over the region. It could include garden club professionals and even television personalities.)
- Children's Festival: This could be a terrific Spring Break activity with sidewalk chalk painting contests, all kinds of kids performers on a central stage, cooking demonstrations, acrobats and jugglers, and all kinds of kid-oriented learning opportunities. An event like this could take place all over town – including some activities at the rodeo grounds and sports fields.
- Chain saw carvers' exhibition
- Glass Blowers Showcase
- Forks, Corks and Kegs – Food and Wine Festival – Celebrity Chef demonstrations (Deadwood Mountain Grand and throughout town)
- Most of these events would be produced by outside organizations – and most are looking for places to stage these kinds of events.

May

- Spa and Wellness Show – just in time for Mothers Day. Imagine early morning yoga each day on the plaza, and all kinds of health, fitness and wellness demonstrations, vendors, and related activities. Shows like this would typically set up on a Wednesday and would run Thursday through Sunday afternoon.
- Cinco de Mayo Festival (Various Bars, Main Street and plaza events)
- Farmers Market: It's that time of year, and the Farmers Market would run six or seven days a week, mostly in the plaza with many outdoor market vendors in and around the plaza areas. This would take place the last two weeks of May extending into the first half of June.
- During the spring, summer and fall months you can host Monday Movies on the Square where up to 2,000 people can gather and watch all types of movies projected onto a 40 foot or 50 foot screen. An event like this could take place every Monday for a four or five month period.

June

- The first two weeks would include the Frontier Market. One third of the vendors would be selling raw foods, one third would sell prepared foods (breads, cheeses, tea and other prepared commodities), and one third would sell handcrafted art, clothing, toys and home accents. NOTHING made in China or abroad would be allowed.
- Wild Bill Days – concerts on the plaza, old west demonstrations
- Black Hills Motorcycle Show – Invite the HOGS (Harley Owners Groups), Gold Wing Associations, and dealers, having them host a City-wide motorcycle showcase where they would sell new bikes, have all kinds of vendors, and even do demonstrations on dirt tracks in local and area parks for off-road motorcycles.

July

- Red, White and Blues – an annual patriotic music and barbecue festival.
- Micro-Brew Festival – featuring all kinds of music (battle of the bands?), food, and micro-brews. You'd set up a few beer

gardens on the plaza, but keep it family-focused.

- Rodeo, Main Street Parade
- Pottery Guild Showcase. Imagine potters coming from throughout the region, and right on the plaza, you'd have potters' wheels, glazing stations, kilns, and all things ceramic and pottery-oriented.

August

- Deadwood Flea Market. An event like this could be HUGE and could take place all over downtown with vendors virtually everywhere. These are a BIG draw and could run for three or four days.
- Antiques Show. A perfect complementary event to the flea market.
- Fashion Showcase for Kids. This could be organized with national retailers with a center stage on the Plaza with a fashion show and a "back to school" focus. This would probably be a weekend event: Saturday, including Saturday evening, and into Sunday afternoon.
- Sturgis Rally & Races
- Deadwood Jam Rock, reggae and blues outdoor concerts. Held at train depot.
- Legend's Ride (Charity bikers ride from Deadwood to Sturgis, concert follows in Sturgis)
- Kool Deadwood Nites (Main Street)
- Badland's Circuit Finals Steer Roping, rodeo grounds

September

- Fall Fishing & Hunting Show. This could be sponsored by a television show, radio station, or publication (think Field and Stream) and would be a four-day event featuring dozens of vendors and demonstrations on several stages throughout downtown.
- Deadwood Western Film Festival. This could take place throughout town at the Deadwood Mountain Grand, the plaza, in casinos, at hotels and all over town featuring cutting edge and classic films.
- Public Market: During the last two weeks of the month the Plaza would focus on being the Frontier Market again with all kinds of vendors meeting the third/third/third rule of raw foods, prepared foods, and locally produced goods.
- Deadwood Jam

October

- Quilt Show. Quilters travel quite a distance, will spend several days, and they account for a lot of visitor spending. This would include demonstrations, contests, an awards show, and dozens of vendors.
- Oktoberfest – all Main Street, beer barrel race, etc.
- Wild West Songwriter's Festival, all over town.
- Deadweird (October 31), masquerade ball. Costume contest. Pumpkin painting contest, spooky movies on the plaza, costume vendors,

November

- Hobby Showcase and Exposition – just in time for the holiday season, vendors would come from all over the region and the surrounding states to showcase gifts and hobbies from model trains to American Girl dolls. This event, alone, could take place six days a week.
- Armed Forces Week would celebrate America's veterans. Included could be wounded warrior events and competitions, mini "Boot Camps" for kids, etc.
- BrickCon – You'd have people from all over the region coming to a major Lego event that might have monster-sized displays on the Plaza and all kinds of exhibits. BrickCon in Seattle hosts nearly 20,000 visitors over several days.
- Handmade Holiday Craft Fair – with dozens of vendors this would be a major event
- Veteran's Appreciation Weekend Main Street- Deadwood Mountain Grand
- Deadwood's Winter Wonderland – concerts outdoors,

December

- The water feature in the plaza would be converted to an ice rink for the entire months of December and January. This would be combined with a Christmas Tree Forest in the plaza and Main Street would be converted into a winter wonderland with actors, live reindeer, and all kinds of interactive exhibits.

As you can see, the idea is to bring 500 to 2,000 people into downtown Deadwood, particularly to Main Street (in addition to downtown workers) at least 250 days a year between the hours of 11:00 am to 9:00 pm. Having a daily audience like this will drive retail sales, make recruiting the right business mix much easier, increase property values and business incomes, and make Deadwood THE destination of choice in the Black Hills.

With any effort like this, what comes first? People. Getting people downtown five, six, seven days a week – year round – will ensure a vibrant and very successful downtown. This plan is dedicated to getting residents and visitors downtown. That will spur increased investment in private properties, help make sure operating hours and days are addressed in lease agreements, and increase the tax base for the City – a primary goal of the downtown revitalization effort.

Key Messages:

Primary messages consistently support the Brand Promise and are repeated in press releases, advertising copy, website copy, photography, etc. Secondary messages support other strengths and can be used for more sector-specific marketing and promotion.

Primary:

The party is always on, you will never be bored.

For a rip-roaring good time, every time, Deadwood has something going on all the time.

No matter the season, Deadwood is the place to party with your friends.

Secondary:

Deadwood is not only party central – it is also the base-camp for year-round outdoor activities.

History comes alive in Deadwood.

THE LOOK AND FEEL OF THE BRAND

The Deadwood Logo:



The Deadwood logo type style reflects the western historic culture of the city. The name itself is central to the graphic logo because it is already well known and carries a mystique of its own. No visual graphic could convey as much as the name itself.

At the end of this plan you'll see the initial concepts used to convey the brand to your major markets. You'll notice common elements and color palettes that would always be used to create continuity with everything you do.

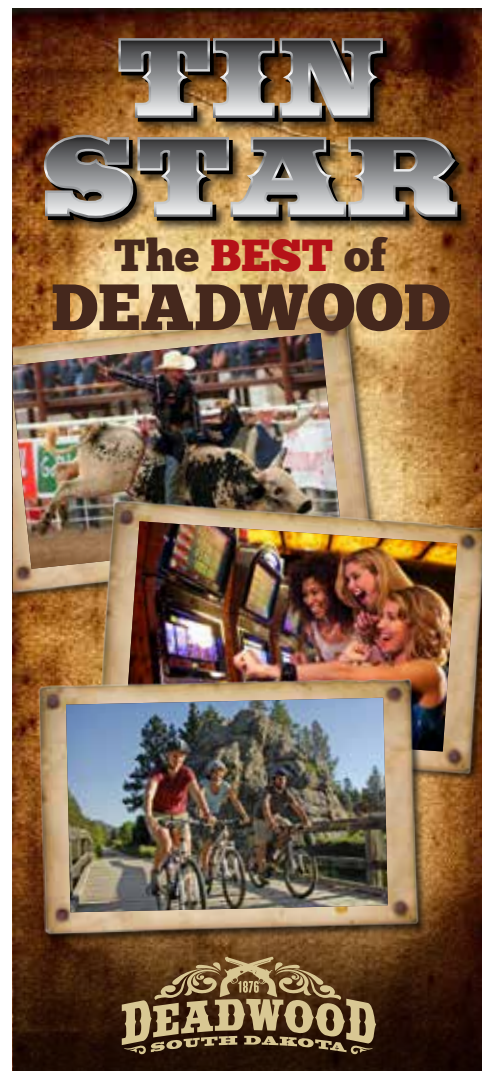
MARKETING MATERIALS

The recommendations in this plan include creation of the following printed marketing materials:

- The Very Best of Deadwood rack brochure
- Brand window posters (four to six)
- Activities Guide
- The Deadwood Event Guide
- All of these would also be available as PDF downloads from local websites.

Marketing materials to be discontinued:

- Folders
- Maps (the private sector can continue to produce ad-based maps)
- General purpose brochures
- Calendar of events
- Restaurant guide (would be incorporated into the Activities Guide)



DEADWOOD RECOMMENDATIONS

The following pages include the initial list of recommendations to get you started. As you move forward you may add other recommendations to the plan, but do not remove any that are included here. All the recommendations are integral to the success of your branding efforts.

For every recommendation we've included:

- A description of the recommendation
- A Timeline – when the task should be started
- Who would be charged with implementation
- Approximate cost of implementation
- Possible funding sources
- The rationale for making the recommendation

Each partnering organization should go through the recommendations, highlight the ones that belong to them, hand out assignments, and then perhaps create a “mini-action plan” listing their specific assignments including implementation timelines.

1. Secure domain names

Timeline: September, 2014

Who takes the lead: Chamber & Visitors Bureau

Approximate cost: \$100

Possible funding idea: Chamber & Visitors Bureau Marketing Budget

Rationale and/or details:

With any branding project one of the first priorities is to secure the domain names that will help promote the brand. The Chamber already owns www.Riproaringdeadwood.com and www.kickassdeadwood.com

We recommend the Chamber brainstorm other ideas for domain names that should be reserved. All of these would point to the home page of the new tourism-based website, one of the recommendations included in this plan.

Securing domain names costs between \$5 and \$7 a year and hosting each may be in the \$5 a month range, so it's not a big expense. Keep in mind that the domain name should help sell the experience – it's actually part of the marketing effort.

2. Form the Brand Leadership Team

Timeline: October, 2014

Who takes the lead: Brand Development Committee

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

This is the most important recommendation of the entire effort. Without strong champions, this effort cannot succeed. After

working with more than a thousand communities around the world, the only time an effort like this has failed is when strong champions weren't in place to push it forward. The Brand Leadership Team must be composed of doers – not simply directors. Even though you've already started this initial step, please review the following to make sure you have the right champions in place:

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

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

The BLT should include key “movers and shakers” from the community: business and/or property owners, downtown or business association members, City Council and staff, tourism and economic development representatives, Chamber & Visitors Bureau representatives, and others who are good communicators and committed to the brand vision.

Keep the BLT to 13 or fewer people. The bigger the committee the less likely you are to get things accomplished. This is about making something happen. Typically you'll find 13 great champions, but after a month or two the initial enthusiasm has waned, and the “real” champions stand out. Typically you'll end up with between five and seven true champions, and they will work to bring others onboard – acting as “pied pipers” for the brand.

Local organizations and city officials should read through the Action Plan and then decide whether or not they feel passionate about the objectives and projects detailed therein. Characteristics of a good BLT member include:

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

In addition, individuals with something to gain from the implementation of the plan also make good BLT members. They'll work all the harder to see it succeed. This effort will rest on the shoulders of the BLT. Without champions, the branding and product development process cannot succeed.

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

- Downtown property owners
- Downtown businesses: particularly retailers, restaurant and entertainment (including casinos) venues
- Event producers, caterers, audio/visual companies, marketing firms, event management firms and individuals
- Hoteliers and tourism industry operators

The first order of business is to set up some ground rules. This is a group dedicated to working with the organizations that can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations.

Ground rules might include:

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

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

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

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

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

The life of a BLT typically ranges between five and twenty years. As the brand takes hold, meetings can be less frequent. In some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort.

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

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

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

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

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

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

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

Make sure that more than half of the BLT members represent the private sector. As noted earlier, top-down branding doesn't work. The best branding efforts in North America were grassroots efforts and include Nashville's country music brand, Napa Valley and wine, Orlando and Disney World, Branson, Missouri and music theater, Hershey, Pennsylvania and chocolate, and Frankenmuth and its Bavarian brand.

3. Brand Leadership Team sets up an organizational structure and make assignments

Timeline: November, 2014

Who takes the lead: Brand Leadership Team (BLT)

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

The Brand Leadership Team needs an organizational structure so it can operate as a legal entity, and be a conduit for public funds, especially those dedicated to municipal investments in the brand.

Establish a "Visit Deadwood" 501 (c) 3 organization with the BLT as the Board of Directors. The Visit Deadwood organization will have overall management of the Branding, Product Development and Marketing of Deadwood as a Visitor Destination; however, the Chamber & Visitors Bureau will continue to receive and manage funds for the marketing of Deadwood, while the BLT focuses on the product development and public investment action items.

Set a regular schedule for the Brand Leadership Team (BLT) to meet. Perhaps once a month. Here are the topics to cover in the first meeting:

Set up three committees:

- a. The Marketing Team would set overall policy for marketing, and act as an advisory committee to the Chamber & Visitors Bureau's marketing program on all brand-related marketing, including brochures, website makeovers, and approvals of all things brand related when it comes to graphics – including wayfinding signage design.
- b. The Product Development Team would be charged with pushing the Main Street Plaza forward, as well as working to recruit various retailers and businesses. They would tackle wayfinding, signage, gateways and other product development initiatives.
- c. The Events Team would work with local events making sure they promote the brand in their events, and would recruit new events to Deadwood. They would look for ways that local businesses can tap into the brand, reinforcing and strengthening your ownership position. Finally, this committee is also charged with public outreach. Their mission is to find ways that everyone locally can tap into "The Life of the Party" branding effort and to "sell" the brand to local, regional, and state organizations including the South Dakota Arts Council, South Dakota Historical Society and the South Dakota Tourism Department.

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

Here's a starter list:

- Local school boards
- Hospital board
- Chamber & Visitors Bureau (boards and general membership meetings)
- Auxiliary organizations including Kiwanis, Lions Club, Rotary, and others
- Lawrence County (supervisors and other key staff)
- Economic Development
- Tourism businesses and those that administer the use of tourism tax funds
- Civic Center and fair boards
- Community colleges and other secondary educational institutions
- Performing and visual arts groups
- Regional and state tourism officials and representatives
- Your local legislators
- Local clubs and organizations. The best way to recruit new events is to ask local club members to encourage their groups to host events in Deadwood.

Then assign Brand Leadership Team members to contact each organization. Set up a time for the BLT members to give a presentation to each of these organizations over the next six to eight months. We left you with the PowerPoint/Keynote presentation that can be redeveloped to fit the time limit (usually 20 to 30 minutes) and the speaker's style.

The idea of this is to "sell" as many people as possible (not everyone will be supportive) on the brand direction. Let them know you'd love to hear their ideas on how to make it happen, such as by offering new ways to make the brand even stronger and more successful. For example, if people belong to a local classic car club, would they consider having that organization host a car show in Deadwood? How about quilt shows? Other examples? Do they know local artisans that would love to host a show on Main Street Deadwood?

This is to garner support, new ideas, and to get the community excited about the brand.

The result of this first meeting, and perhaps a follow-up meeting, is to end up with a 2015 calendar that is filled with speaking engagement opportunities – chances to promote the brand direction and encourage community support. The most successful branded communities are more than skin deep; the brand is the soul of who they are, and that means a dedicated public outreach effort is necessary to achieve ultimate success.

Finally, assign one person to follow-up with members of the BLT to make sure they are contacting their assigned organizations, that presentation times are set, and that other members of the BLT are aware and can show up to offer additional support. And then follow-up to check off the organizations that have been shown the brand direction.

4. Establish a BLT speaking engagement calendar

Timeline: December, 2014

Who takes the lead: Brand Leadership Team (BLT)

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

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

- Two minutes to let the audience know that branding is more than logos and slogans. It's the essence of whom you are and what you want to be known for.
- Three minutes to explain why branding is important: Consumers have every city and town in South Dakota at their fingertips via the web, so what sets Deadwood apart from any other? Why should someone live, establish a business, or visit Deadwood? What sets you apart and makes you the destination of choice? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Deadwood. This is about tax base and community development.
- Two minutes about the process: More than 490 locals weighed in, and the brand direction was founded on feasibility, not just local sentiment.
- Ten minutes selling them on the product that backs up the brand:
 - o Clubs and organizations will be invited to host their events in downtown Deadwood
 - o The plans for a Main Street plaza.
 - o The plaza and downtown will host 250 days of activities with a concentration on evening hours from 5:00 to 9:00 each night, making it THE place to come after work.
- And then just three minutes showing them the look and feel of the brand. Do not concentrate on logos, but show them the concept ads, pole banners, wayfinding signage, so they can see what the brand looks like.

Once again, the big focus is on education (so people understand why you're doing this and why it's important) and sales: You are always working to bring in more champions. The more people you have buy into the brand, the stronger and more ingrained it becomes as the heart and soul of the community.

Finally, create a yearlong calendar, pick your five or six best speakers on the BLT, remember that "nothing great was ever

achieved without enthusiasm,” and then schedule them to speak at the various events. And don’t just keep it within Deadwood. If you can find opportunities to speak to clubs and organizations in the greater Black Hills region, or in places such as Sioux Falls, Pierre, or Aberdeen – then, by all means go there!

Also, develop a list of statewide conferences where you can share your branding experience with large audiences, and tell them what you’ve done to revitalize downtown Deadwood. When you do this, you are also selling them on why they MUST pay a visit to the city, and once they do it, chances are they’ll be back to see your progress. While this takes time, it’s free and will spread the word throughout the state.

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

5. Contract for the creation of a Brand Style Guide

Timeline: January, 2015

Who takes the lead: Chamber and Visitors Bureau

Approximate cost: \$17,500

Possible funding idea: Chamber & Visitors Bureau Marketing Budget

Rationale and/or details:

Before people start redeveloping brochures, websites, new letterhead and business cards, the top priority is to create a community-wide “Style Guide” or “Brand Standards and Practices Manual.”

The Style Guide will be the “bible” every organization (City and city departments, Chamber & Visitors Bureau, economic development, downtown development and marketing, tourism) will use to create continuity with your brand direction. There is a tremendous amount of enthusiasm in Deadwood ready to use the new graphics immediately, but you can’t let it get out of control, so the Style Guide is a top priority.

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

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

The BLT will be responsible for overseeing proper use of the graphic identity. This Style Guide will provide the official guidance for how to use the community’s graphic identity.

Sample Table of Contents:

- Brand Overview

Deadwood, South Dakota | Branding, Development & Marketing Action Plan

27

- The Brand Identity
 - o Clear space and sizes
 - o Proper uses
 - o Improper uses
 - o Sub logos
 - o Tag lines
- Brand fonts and colors
- Business cabinet
- Printed materials
- Signage and pole banners
- Electronic media
- Usage guidelines and sample usage agreement

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

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

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

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

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

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

A Brand Style Guide costs approximately \$17,500 to develop, and you can have it done locally by a qualified graphic design firm, or by someone like Roger Brooks International's Creative Director, Greg Forsell. It includes:

- Final identities for the city and your partnering organizations with variations in full color, two-color and black and white, and in various formats

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

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

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

If you decide to take this out to bid, we advise you issue a Request for Qualifications, not an RFP. Find the very best, then negotiate a deal, scope of work and timeline with them. If you'd like an example of a Style Guide, let us know and we'll send you a PDF for you to review.

6. Contract for retail recruitment in downtown

Timeline: September, 2015

Who takes the lead: BLT – Product Development Committee

Approximate cost: \$85,000 first year

Possible funding idea: City Economic Development Department

Rationale and/or details:

As noted throughout these recommendations, all branding efforts are built on product, not just marketing. In order for Deadwood to become one of the Mountain-Plains best destination cities, a solid recruitment effort of the right business mix is needed.

Here is the business mix you want to have on Main Street Deadwood:

- 40 restaurants. That's right – 40. Currently there are about 30 (not counting coffee stores and candy shops in all of Deadwood. The more you have, the further people will come, the longer they will stay and the more often they will come back. Another consideration is the quality of the restaurants. Many of the current restaurants are not up to the standards of what visitors want.
- An outfitter both for sales and rentals of camping and fishing gear, boots, and other sports and recreational equipment, including mountain bikes, ATV's, and skidoos in the winter.
- A first-class bakery downtown (breads, pastries, pies, cakes, cookies, etc.)
- A micro-brewery restaurant – better if it's a Deadwood branded label or one from Hill City or Spearfish.

- Artisan live/work space – upper story creative office space for small businesses.
- Two full-service day spas – not just a hair salon. A real spa.
- Full service bike shop: rentals, sales, repair.
- Western-wear clothing shop: leather goods, shoes, boots, belts, etc. for men and women. This can become a signature “anchor tenant.”
- Four galleries with rotating exhibits, art shows, artisan in action events
- Specialty shops:
 - o Antiques (not a second hand store, which you already have, but one that concentrates on home accents and décor).
 - o Kids-focused retailer. Check out www.winduphere.com for the Wind Up Here retail store in downtown Olympia, Washington. This store has people driving 50 miles to spend time (and money) in.
 - o Western home accents and decorating store.
 - o A western book store.
 - o A high end western jewelry store.
 - o A kick-ass Barbeque lunch and take out restaurant.
 - o A western boot boutique.
 - o Quilt shop (the one you have is thinking of selling). Make sure quilting is the primary focus, more than just fabrics. This niche market draws a big audience that will travel quite a distance. The shop should also offer classes and beginner kits.
 - o Butcher shop (these are coming back and are very popular). This could be combined with a gourmet foods and gifts shop. Think wine, cheese, meats and a mix of prepared and raw foods. There is no grocery store in Deadwood. Visitors need a place to buy picnic supplies. This would be an amazing partner with your full-service bakery.
- Upper story residential development. People are moving into downtowns more than ever before. Particularly around plazas and public assembly spaces.

Effective recruitment requires not just outreach, but handholding from the sales pitch all the way to opening the doors. Roger Brooks, over his career, recruited nearly \$3 billion in new construction projects into rural communities and resorts. The total cost of advertising over his career: \$60. Successful recruitment is best if done one-on-one. You find the business you want and then court them, working with them through the feasibility testing, financing, permitting, right up to the opening of their doors. And even then, you still work with them to help them succeed.

You start with a “Ten Most Wanted” list and then recruit right down that list. As one is recruited you add another to the list.

The initial efforts are geared to discretionary spending that will keep visitors interested and in Deadwood for a longer period of time. If Deadwood becomes a play for rip-roaring fun, then stores that cater to impulse buyers will follow. More retail is an essential part of creating a vibrant year round plaza district, and other supporting businesses that can elevate the Life of the Party brand.

Typically this position is reviewed at the end of each year and then renewed if things are going as expected. The idea is to have this person work themselves out of a job. Consider contracting with someone with a commercial real estate background: perhaps a CCIM (Certified Commercial Investment Member) Realtor who is winding down his career, or looking for a way to supplement their income with a non-commission position. If the person does not produce anything in six months, fire them and get someone else. This person must be a self-starter. No one is going to tell them what to do on a daily basis.

Before you contract for this position we urge you to watch the Roger Brooks video “Recruiting Tourism Development Projects.”

While this video concentrates on tourism, the principles detailed in the video apply to downtown retail recruitment. This will be a terrific guide on how to find the right person and how to successfully recruit new businesses into Main Street Deadwood.

7. Acquire the CenturyLink property on Main Street for a plaza site

Timeline: 2015

Who takes the lead: Brand Leadership Team, City Commission

Approximate cost: Unknown

Possible funding idea: City Commission, general fund

Rationale and/or details:

The concept of a Plaza on Main Street is the single most important tangible product development task of this Action Plan. We've often stated that the key to a successful downtown is people. People come first, and retail and dining will follow. People are the heart of a downtown, and your plaza is the soul. It provides the "third place" that both residents and visitors crave. A place to hang out with friends, where there is something happening all the time. We are slowly moving to the European standard of central plaza areas alive with music, street artisans and vendors.

You have to look no further than downtown Rapid City in order to observe the transformational benefits of a plaza. Main Street Square has eliminated retail vacancies in the downtown core, and lowered the turnover of retail businesses. Many stores have broken sales records and interviewed merchants say, "It's the best thing Rapid City has ever done." Residents and visitors alike gravitate to the Square in the daytime but especially in the evenings, prompting businesses to stay open later than before. Young families particularly are drawn to the Square. This is why the future of Deadwood needs its own plaza or "third place" in which to hang out.

Certainly, the design of the plaza is of critical importance, but not because of architectural art. The important design of the Deadwood plaza is for functionality and programming of events. The plaza becomes a year-round activity center, improving the slower winter months when it's more difficult to attract visitors. Water features in the summer become an ice rink in the winter. Stages and seating areas are designed for comfort year-round. Public restrooms are a must – and they should be heated during the winter months.

The CenturyLink building lot is the perfect location on Main Street because it is centrally located, and it creates a permanent stage area. Two blocks of Main Street can be incorporated into the CenturyLink property seamlessly, creating a plaza area two blocks long and capable of handling thousands of concert and event attendees. The plaza area would be flanked by north and south street vehicle access in and out of Main Street and to the municipal parking garage. Pedestrian most of the time, plaza access would be available for commercial deliveries and emergency vehicles.

Program the plaza for at least 250 days of the year with concerts, movies on the plaza, historical reenactments, enthusiast shows, ice-skating in the winter, splash pad in the summer, stage productions, and competitions. Bring the plaza to life with lights (24 hours a day) and music. Add vendor booths to augment the retail stores all along Main Street. (Existing retail stores can also run these vendor booths). Add beautification along Main Street Plaza with planters which should be kept up 12 months of the year.

8. Create a Plaza Management Plan

Timeline: June, 2015

Who takes the lead: Brand Leadership Team – Product Development Committee

Approximate cost: \$15,000

Possible funding idea: BID 7 funds

Rationale and/or details:

The success of Main Street (and the rest of downtown Deadwood) comes as a result of people being there. Creating 100 days of events downtown does not bring enough customers for businesses to be successful the other 265 days of the year. This is why you must do everything you possibly can to have at least 250 “activity days” at the Plaza – especially in the evening hours.

Every evening the splash pad operates during the summer months is an “activity day.” Every evening you host the farmers market is an “activity day.” In the winter having the ice rink set up and renting ice skates is an activity day. Between the ice rink and the splash pad, these two activities can consume nearly 200 days by themselves. Street musicians, artists in action, cooking demonstrations, and other activities all add to the mix and the vibrancy. Add holiday festivities and events, and it will be fairly easy to get to that magical 250 days of activities downtown.

The goal: To have at least 400 people downtown each evening for 250 days of the year. So whatever the activity is, it needs to be good enough to pull people downtown consistently into restaurants, onto the plaza, and for any reason. So having the splash pad operating but no one using it doesn't accomplish the goal of getting people downtown.

But if you can get those 400 people 250 days of the year, your downtown real estate will be the most valuable in the region, property owners will be more likely to invest, have more incentive to attract businesses that will want customers after 5:00 pm, and tenants will be more willing to pay a higher rent, because they will have more business here than in any other location in the area.

Main Street Square in downtown Rapid City, South Dakota is managed by a staff of three full-time people: one charged with recruiting and booking events into the square. Another handles the logistics tied to the activities. And the third handles the marketing and outreach. Of course there's also facilities management (maintaining the square), which can be done by the city's parks department, public works and by contractors.

Consider a “best practices mission” to Rapid City. Or hire the services of someone like the RBI team to put together an annual operating budget and management plan for the plaza.

By September of 2015 you should have the business plan in place, and that will be the time you start promoting it. Many events are planned a year in advance, and so you start marketing early for use of the plaza in 2016. The goal is to have it built and operational in 2016.

You'll start developing a list of event planners, will work with the Chamber & Visitors Bureau on the database of organizations to be invited to host their events in Deadwood. Work with the Deadwood Mountain Grand's event planners. If concert-goers can be coaxed to spend time at the plaza before and after their concerts, more money will be spent in Deadwood and the concerts will be more fully leveraged.

9. Pass legislation allowing 24-hour liquor, beer and wine sales to match the 24-hour tourist attractions in Deadwood

Timeline: January, 2015

Who takes the lead: Deadwood Gaming Association

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Although it has not been statistically surveyed, it is likely that there is a loss of gaming business after 2 am when alcohol service ends. Anecdotally, players have been observed leaving the gaming floor to go have a drink in their rooms, and then returning.

It is also a belief of many casino managers that Deadwood has lost some regional and small conferences to gaming

destinations that have 24-hour liquor service, if for no other reason than they are perceived to be more fun. 24-hour service would reflect the new brand of “a rip-roaring good time.”

It is proposed that a bill be introduced in the legislature that allows for 24-hour alcohol service without being limited to establishments with hotel rooms nor being limited to only those with liquor licenses. Establishments with no hotel rooms or that only serve beer and wine should be included in the legislation.

10. Contract for graphic design expertise

Timeline: February, 2015

Who takes the lead: Chamber & Visitors Bureau

Approximate cost: TBD

Possible funding idea: Chamber & Visitors Bureau Marketing Budget

Rationale and/or details:

The look and feel of the brand is a critical element of its long-term success – PARTICULARLY with a “Life of the Party”-themed brand and what it represents. Hire the very best graphic design expertise you can find and then negotiate the fees with them. They will be your partner in protecting the brand, and must have a clear understanding of what branding really is. They must know how to evoke emotion and create top of mind awareness. The goal is to have everyone in the regional market asking, “I wonder what’s happening this week Deadwood?”

They will execute the design of marketing materials and templates for partnering organizations, posters, give-away items, billboards, radio, television, video content, photography, key marketing messages, website content, etc., using the Brand Style Guide as a resource.

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

Securing the best graphic design expertise you can find is essential. They do not need to be local, although if local talent is available and eager to be a part of the effort, then, by all means, keep the money local. The goal is to attract a world-class graphic design firm into downtown Deadwood (in an upper floor location).

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

- Brochures and printed marketing pieces
- Website page development (content as well as design)
- Logo gear and collectibles
- Billboards and outdoor advertising
- The look and feel of videography and still photography
- Pole banners
- Ads (radio, print, television – down the road)
- Anything and everything that portrays the Deadwood brand

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

- Experience promoting communities
- Experience promoting tourism, chambers of commerce and economic development organizations
- Depth with digital and print advertising, design and production of websites particularly.

- Talent (the most critical element. Look at the work they've done: Does it make you want to go there? To buy the product they are promoting? If not, go to the next one.)
- Range of talent (an art-focused brand looks a lot different than promoting history, for example. Do they have range with their designers?)
- Copy writing expertise. Ads must command attention. You must jettison the generic.
- Social media expertise (setting up a YouTube channel, Facebook Fan Page, Twitter account, etc.)
- Editorial photography – the type of photos you'll use to promote your key messages. With this brand, photography, including videography, will be critically important. This team would be charged with assisting with assignment photography and the creation of a great video and photo library.

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

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

They should be hired on a per-project basis and would bid each project with a not-to-exceed cost so that you can work with tight budget restraints. But DO spend the money to bring in professional graphic design expertise. It's important in everything you do. They should be used for Tourism, the Chamber, Economic Development, the City, Downtown and other organizations, creating continuity. You will also save money through this cooperative buying agreement. They could get half a dozen clients in exchange for perhaps cutting the normal prices by 25% or so.

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

11. Set adequate and reasonable liability insurance requirements for events and tour operators

Timeline: September, 2015

Who takes the lead: Legislative Committee

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

A key to successful tourism destinations is the delivery of visitor experiences, and a majority of these must be participatory activities, not passive experiences such as museums. The more there is to do, the longer visitors will stay, and the more money they will spend. All this visitor activity increases the city's tax base. There is inherent liability risk in any economic endeavor that includes serving the public. Simply having people walking down the municipal sidewalk is a risk cities take every day. Benefits and risks are weighed in the balance all the time. In Deadwood's chosen industry – tourism – it's a part of doing business. In order to deliver a superior tourism experience, the visitor expects and wants to be engaged in historical rides, demonstrations and other active pursuits. The City needs to realistically evaluate and allow these kinds of commercial offerings, if it is to expand tourism in the City. If the benefit of an increased tax base outweighs the potential litigation, or more likely, increased insurance costs, then they should pursue it.

That's the situation in any Disney Park, any Six Flags water park, any other theme park, or tour operator, or stagecoach operator, or city downtown district as with the Stagecoach rides in Jackson, Wyoming and other places. The heavier you try

to protect the city from every possible litigious situation, the more you hamper the possibility of success. Every roller coaster has some inherent dangers associated with it, but they are still built, and people drive for hundreds of miles to experience them. While this is an extreme example, what if someone fell and broke an ankle in Rapid City's Main Street Square while on ice skates? And they decided to sue the city because there were too many people on the rink. Does this mean that Rapid City should never have built Main Street Square?

One example is the Riverwalk in San Antonio, Texas. The river walk, in the '60s, was a crime-ridden, run down area of San Antonio that was avoided. Today it is one of the country's best attractions. However, it is not ADA accessible (for the most part), there are no railings to keep people, pets and kids from falling into the water, the roots of hundreds of trees have made the walkways uneven and, in some cases dangerous. But if they were to make the Riverwalk totally "safe" to meet the satisfaction of city attorneys, it would cost billions of dollars and would ruin the "organic" nature of this great attraction. You can bet the risk and occasional lawsuits are outweighed by the tremendous tax base built on and around the Riverwalk.

Another example is Asheville, North Carolina. The downtown has dozens of sidewalk cafes, and they do not force the restaurants to create barriers between diners and pedestrians. In many, many cases, the dining patrons have chairs situated that could, in fact, impede ADA access. But being there on several occasions and watching sidewalk traffic, we've noticed that when those in wheelchairs or pushing strollers through busy dining areas approached, patrons would automatically say "excuse me" and move their chairs in so people could get through. And, last I heard, they had never had a lawsuit or complaint. Nor does the city put up rules and regulations that strangle local businesses and the "organic" ambiance of the city.

12. Begin the transition to the new brand identity

Timeline: March, 2015 ongoing

Who takes the lead: The Brand Leadership Team

Approximate cost: None (items are simply replaced as normally needed)

Possible funding idea: None required

Rationale and/or details:

The 2015 calendar year is the "getting ready" year meaning that this is the year dedicated to product development initiatives, programming of Main Street Plaza, working toward 250 activity-days downtown, creating new marketing materials, and gradually introducing the new brand identity, wayfinding signage and pole banners. This transition does not need to be expensive.

When a city council or staff person, for example, needs new business cards printed, they would be printed with the new look and feel of the brand. Over time, letterheads, utility billings, envelopes, business cards and even vehicle graphics would change to the new branding. The transition might take 12 to 18 months, and that's just fine. People will come downtown, and people will invest in downtown because it's a popular gathering place, not because there's a new logo on printed materials or signage.

The transition should also apply to any marketing the Chamber & Visitors Bureau and other supporting organizations do over the next couple of years. In fact, once the Brand Style Guide is complete, copies should be distributed to your partnering organizations – Chamber, economic development, city departments and any events organizations.

NOTE: Every use of the brand identity, tag lines and marketing messages must be "approved" by the BLT Marketing Committee before printing so that they comply with the rules outlined in the Brand Style Guide. One of the primary functions of the BLT is to "police" the brand-mark (logo) and the messaging, just as is done by any major brand. As brochures, pole banners, wayfinding signage, interior stencils (coming up), print ads, billboard displays, trade show booths, business papers, newsletters, etc., are developed, EACH MUST be approved by the BLT Marketing Committee. This is imperative to assure the strength of the brand.



The brand identity can ONLY be used for public sector marketing. Jennifer's Candy Shoppe cannot use the logo or the tag line in their marketing efforts. However, if Jennifer wants to promote "Life of the Party sweets and treats," there's no problem since it reinforces the brand. This use should actually be encouraged; however, it should be approved by the BLT marketing committee.

13. Research and invite regional clubs and organizations to host events in Deadwood

Timeline: March, 2015 ongoing

Who takes the lead: Chamber and Visitors Bureau

Approximate cost: None (staff time)

Possible funding idea: None required

Rationale and/or details:

There are two comprehensive guides available in print, and it's possible they might now be in digital or database format:

- a. Associations USA. This is "a directory of contact information for national associations, foundations, and other nonprofit organizations in the United States and Canada." It is published by Omnigraphics out of Detroit.

- b. National Directory of Nonprofit Organizations (a two-volume directory). It includes “key contact, IRS status, and annual revenue information for more than 260,000 organizations.”

These books cost nearly \$1,100 and are published yearly. Most libraries have the books on hand, so one option is to provide a donation to the library and have them give you last year’s edition when the new edition comes out. You might donate \$250 dollars to the library, which would otherwise probably just recycle the old editions. If they do not purchase these guides, then simply spend the money to get these directories.

You are looking for clubs and organizations that hold periodic events, and you’ll be inviting them to Deadwood. Here’s the big challenge: These are not organized by location, and you want to invite organizations that are located within the five state region. So you may want to get two or three interns to help go through the books and find the clubs and associations that have a presence in your geographic market area. That means weeding through tens of thousands of directory listings, then entering the information for each that might be a possible contact into your CRM software.

Clubs and organizations you hope to attract include:

- Quilt, potter and art guilds and clubs
- Associations that concentrate on health issues, massage, spa, alternative medicines, natural health professionals, etc.
- Car clubs (just about every auto manufacturer has a club)
- Motorcycle clubs
- Biking clubs
- Fitness clubs: running clubs and events like the Danskin Women’s Triathlon
- RV clubs
- Environmental issues: Sierra Club, Wilderness Society, Nature Conservancy, marine-oriented organizations
- Arts organizations
- Historic preservationists
- SMERF groups: Social, Military, Educational, Religious and Fraternal organizations.

These are just a few of the basic groups you would invite. Not only are you trying to attract hobby clubs (like classic car shows), but also non-profit organizations that fight breast cancer, such as the Susan B. Kohman Foundation, and thousands of other cause-oriented organizations that host fund-raising events from 10k runs, to triathlons, to walks, and all types of other events.

In almost every case they give you contact information, a phone number, address and what kind of organization they are. There are no e-mail addresses, and you want to do your marketing by phone and snail-mail. This should be a personalized approach. And this database is your bible in terms of reaching out to over a thousand organizations.

Snail mail will get more attention than doing an e-mail campaign. This one-page letter will be critical to encourage outside organizations to host their events in Deadwood. Invite them; let them know you’ll roll out the red carpet for them, that you have the BEST downtown and plaza in the State of South Dakota, and that it’s an easy drive from their hometowns to Deadwood. Include the Event Guide detailed in a later recommendation in this plan.

Consider sending them the letter, Event Guide and a poster that showcases Main Street Plaza and illustrates that you ARE The Life of the Party. These can be sent out in mailing tubes – you can purchase them from ULine for about \$1.50 each. People will always open a mailing tube over an envelope that might be perceived as junk mail. By showcasing the Deadwood poster you’ll plant the seed that there’s simply no better place to celebrate their event.

As you develop the database your staff will need to make judgment calls: Volunteer fire departments are often non-profits,

but the chance of them hosting an event in Deadwood, instead of their home communities, is pretty slim. Only go after the ones where they host larger events and are willing to drive 100 miles or so to host the event.

Chances are good that you'll end up with about 2,000 contacts in your database – and that's a LOT. Once you get a club, chances are you can book their event once, and if it is successful, and you are awesome hosts, you'll get it for the same weekend, every year, for years. That's the goal of this effort: Invite them once, treat them right, and have them come back year after year.

Many of these host annual conferences, exhibitions, trade shows and consumer events. Initially (until the Main Street Plaza is built) you are looking for consumer-oriented public events. Wouldn't it be great if the National Archery Association held an annual competition in Deadwood? After all, you have a great wilderness environment, have venues for contests, clean air, good water, and a western tradition.

As part of this effort, come up with ten or twenty unique event names that you can pass on to these organizations.

Especially concentrate on those within a two-hour drive. This is your primary target area. This database is the lifeblood of your marketing effort, so take the time to build it right, and then start calling every club, association, and organization. When you do so, also ask them for referrals.

Another great way to build this database is to work with your local community. Chances are good that you have Harley and Gold Wing owners in the area that belong to a local club. Talk to them about hosting an event in Deadwood. The same with automobile clubs: Mustang, Subaru, Mercedes, BMW, Volkswagen and many, many others. Then there are your auxiliary organizations that host events: Kiwanis, Rotary, Lions, Elks, Eagles, and others.

One final word: In the first two or three years of this effort, do NOT put obstacles in their way like big charges for portable toilets, staging, sound, lights, security, etc. You want to create incentives for them to host their events in Deadwood. And 99% of these organizations are going to be non-profit groups with very little budget. BUT they will do the marketing, the organizing, invite their members and others, and THEN if it's successful and they agree to come back time and again, at that point it might make sense to collect fees for local services they are using. But until then, what's in it for Deadwood? Think long term of the tax base that comes from a vibrant, busy, and ultra-successful downtown district, full hotels and successful new businesses, residents and industry coming into Deadwood that they discovered as a result of an event they attended at Main Street Plaza.

14. Contract for conceptual design of the Main Street Plaza

Timeline: May, 2015

Who takes the lead: Brand Leadership Team/Task Force

Approximate cost: \$45,000

Possible funding idea: BID 7 fund

Rationale and/or details:

Developing the Main Street Plaza correctly is critical to the success of the downtown and Deadwood's future. Designing the plaza is not about architecture, it's about program functionality: shopping, entertainment, dining, people watching, places to hang out with friends and relatives.

This is what the scope of work should include:

- Site analysis and recommendations (2 site visits)
 - Size, location, on-site/in-building amenities

- Vendor access, parking
- Detailed plan drawings and 2-3 color renderings
- Cost estimates to develop the plaza
- Funding options: grants, loans, bonds, sponsorships, etc.
- Who would own and manage it
- How it would be programmed (we recommend a flex-use space)

During Brand Camp, the preferred location of the plaza was identified. CenturyLink building on Mainstreet, and incorporating two blocks of Main Street as a limited access extension of the Centurylink site.

This plan would include the Business Plan for the plaza – who owns it, who would operate it, programming, vendor mix, marketing, fees, operational and marketing budgets, vendor requirements, etc.

It would also include initial architectural drawings or renderings (design) of the facility. This would not include total cost of architecture and engineering, by any means (that's typically part of the actual construction cost), but would provide the basis for the design, construction estimates, furnishings, fixtures and equipment necessary for the plaza (stages, sound systems, restroom facilities, water features, ice rink, power throughout the facility, storm drainage, water, sewer), and other infrastructure needs for the site.

15. Create a series of brand awareness collector Deadwood posters

Timeline: March 2016, annually

Who takes the lead: Chamber & Visitors Bureau

Approximate cost: \$5,500

Possible funding idea: Chamber & Visitors Bureau

Rationale and/or details:

Create an initial series of three or four posters and make them 24" x 36" (movie poster size), print 50 of each, have them matted, mounted and framed. These will begin to inform the world about Deadwood's Life of the Party brand. These are a fantastic way to cement "ownership" of the brand. After all, brands are about ownership. Napa Valley owns the wine brand. Nashville owns the country music brand. Orlando owns the family vacation brand. Deadwood owns the Life of the Party brand in the Mountain states.

The focus of the posters:

- Nightlife in Deadwood
- Music parties
- Dining and party food
- Western Bars
- Historical Deadwood partying
- Dance Parties
- Holiday Parties
- Friends get-togethers
- Reunions

There's almost no limit to how people get together to have a good time.

Once you have them framed, distribute and offer to hang the posters in city offices, the library, in every organizational office, hotel meeting rooms or lobby areas, at restaurants, in retail shops, the county courthouse, museums, - everywhere you can. This will spread the word and create additional buy-in for the brand direction.

The posters should be "collectibles" with strong imagery, and each year a new poster would be developed and added to the collection. After a couple of years, people will purchase the posters to add them to their "Life of the Party" collection.

The reason for actually going to the time and expense of framing, mounting and matting them is to make sure they do get hung in key locations. Handing someone a rolled up poster they can hang at their convenience will result in a lot of posters sitting in back rooms to be put up when or if they have time. Make it easy, and you'll see it happen. This is a big part of your outreach efforts.

Make sure you offer to hang the posters for those willing to put them up! And put them up in series – with perhaps six inches between each frame.

NOTE: Brands start within – with local knowledge and support. It's imperative that local residents and businesses know what Deadwood promises its visitors.

16. Tie existing Deadwood events to the brand

Timeline: March, 2015 and ongoing

Who takes the lead: BLT Marketing Committee/Chamber & Visitors Bureau

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Every Deadwood event should have a tie to the Rip-roaring Fun brand. A car show "Fun from the 50's." "Party Food Competition" or any number of events. The title of the event doesn't need to use the word party, fun or rip-roaring, but in promoting the event you are giving people another reason to participate in the Deadwood party.

This can be a very creative and fun thing to do. Likewise, make sure events are using the Style Guide in their marketing efforts so there is continuity with your branding efforts. In fact, if it helps, have your graphic design firm help them (at your cost not the event's cost) design their posters, banners, signs and ads promoting the event. Then in following years they can use those templates over and over again.

17. Curtail or discourage smoking near Main Street retail storefronts

Timeline: March, 2016

Who takes the lead: Deadwood Business Association/Legislature

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

One of the observations the RBI Team made while in Deadwood was the common practice of casino and other establishment employees standing outside adjacent to the front doors while taking a smoke break. This practice, in our opinion, reduces the likelihood of a positive visitor reaction and increases the probability that the consumer will avoid the area, move around them and on to another place.

Two factors are at play here; employee congestion at the establishment's point of entry, and a confluence of cigarette smoke at the front entrance. Both can create a negative perception on potential customers.

We are not advocating a smoking ban inside any buildings or outside at large, but rather to improve the "first impression" of Deadwood visitors toward specific businesses. Ideally, owner/operators and managers would address this issue internally, but in some instances that is not the case. In the aggregate, these begin to reflect upon the whole of Main Street, downtown and the Deadwood experience.

If necessary, we recommend that the City Commission ban this practice by restricting this activity through an ordinance.

18. Create a mobile visitor information center

Timeline: March, 2015

Who takes the lead: Chamber & Visitors Bureau/Deadwood Historic Preservation

Approximate cost: \$1000 - \$20,000 depending on what you design

Possible funding idea: BID 7 funds

Rationale and/or details:

A trend in the destination tourism industry is the deployment of mobile visitor information centers. A recent study of 850 destination marketing organizations (DMOs) shows that 25% of DMO's have mobile visitor information centers (VICs), and 50% of those are in very high pedestrian traffic areas. (It should be 100%!) Why? Overall numbers of visitors going to traditional VICs are declining even as the total number of visitors are growing. Many of these traditional VICs are placed outside of high spending areas, along highways, or other places where visitors have to get back in their cars and drive somewhere else to be at the center of things. Visitors might just keep driving and not come back. Who is coming to your VIC? Are they locals, or are they visitors from more than 25 miles from town? The real payback on investment for VICs is serving visitors, not locals looking for information on somewhere else.

Put your mobile VIC in the spending district of your town – on Main Street. It should be designed for the pedestrian visitor who has already parked and is looking for what there is to do. Make it fun. Use a stage coach, or buckboard, and convert it into a workable space for a information specialist, brochures, maybe even branded/logo merchandise you sell to help defray the cost of the VIC.



Printed brochures are important at this stage of a visitor's trip. While before traveling, the Internet rules as the "go-to" place for travel information, brochures are the most important resource once the visitor arrives in the destination. Visitors don't want to take notes, they want the physical brochure they can read on the street or in the car. Once on the road, 81% of visitor decisions come from brochures.

Move the mobile VIC where and when it is needed. Near parking sites, on Main Street during high pedestrian traffic events. If you can't afford to staff it, make an agreement with a private business, and let them sell their wares while at the same time providing visitor information. This might be different for different seasons: hot chocolate in the winter, ice tea in the summer. Or maybe they offer a concierge and booking service for Deadwood's hotels and attractions. We recommend that you watch Roger Brook's "Visitor Information Centers & Services in the Digital Age" video in the RBI Video Library.

19. Allow, encourage and budget for street artisans, musicians

Timeline: April, 2015 - ongoing

Who takes the lead: City Commission ordinance, Chamber & Visitors Bureau operation

Approximate cost: \$30,000 annually

Possible funding idea: BID 6

Rationale and/or details:

Animating Main Street is a top priority. The idea is to make sure there are activities 250 days a year. Each day when the Plaza splash pad is operating is an "event day." Having street musicians, entertainers and artisans also create "event days."

The goal is to make Main Street Deadwood THE place to come after work – for dinner or after dinner, and on weekends. The only "slow" night would typically be Sunday evenings.

Bringing Main Street to life includes an active buskers program: street musicians, magicians, and artisans. Here are some general guidelines to get you started:

- Buskers should be no closer than one block apart
- They should sign a code of conduct before they can begin
- Consider developing "stars," on the pavement marking locations where they can perform
- All music must be unamplified and drums are not allowed
- Music should take place throughout the day but end by 10:00 pm.
- Buskers can include artisans in action, mimes, musicians, and other forms of sidewalk entertainment.

We recommend starting the program with a budget to actually pay them \$30 per performance on Fridays from 4:00 pm to 8:00 pm, Saturdays from 11:00 am to 3:00 pm, and from 4:00 to 8:00, and on Sundays from 11:00 am to 3:00 pm during the spring, summer and fall months. The balance of funds they earn are from tips. No panhandling is allowed. Over time, this can expand to every day and other daylight hours such as during the lunch hour. In places such as Nelson, British Columbia and Asheville, North Carolina, they no longer





pay local buskers, yet the city streets have dozens of musicians, artisans, and performers who are there 360+ days a year.

Work with a regional college or local high school to find talent for downtown. If music isn't readily available, artisans in action are also great additions to downtown. Think storytellers, artists, mimes and other forms of entertainment or art.

If you have the time and energy, consider auditions to keep the quality high. They do not need to be assigned to individual locations, as long as they play at a "busker station" marked on sidewalks.

Enforcement should be managed by the Plaza management staff with help from the BLT's Marketing Committee – not the city. If there are flagrant violations by a busker, the city may need to be called in to have the person removed, but in our experience, that is very, very rare.

A sample ordinance for street performers is as follows (this should be changed to reflect particular specifications for Deadwood):

Street Performers Ordinance

The city should encourage such performances, while at the same time recognizing that they draw crowds that may create safety problems. An ordinance should be adopted by the city that stipulates rules and regulations governing street performance, so the safety of performers, their audiences, and the general public is ensured. All street performers should be required to obtain a permit. Street performers add a cosmopolitan flair to a community and entertain residents and visitors alike. The following Street Performer Guidelines stipulate rules and regulations governing this activity. This is a compilation of documents from several cities that recognize the value of street performance.

Street Performer Guidelines

No person shall perform in a public area without a permit from the city. The permit must include the name and address of the performer, term of the permit, and the type and location(s) of the performance. A performer shall clearly display his or her permit while performing and allow inspection of the permit by any city official or police officer. All performances must comply with this document, state and local laws, and conditions of the permit. Permits are not transferable and each member of a group who performs together is required to obtain an individual permit.

Every person wanting to engage in street performance is required to make a written application for a Street Performer Permit from the city clerk accompanied by a small fee established by the city. The application form requires the following information:

- Applicant's name, address, and phone number.
- Birth date of applicant.
- Applicant's driver's license or personal identification number.
- A description of the subject matter and method of performance.
- The period for which the permit applies.

- The location of areas in which the performance will be conducted.
- A statement as to whether the applicant has ever been convicted of a felony.
- A 2x2 inch color photo of the applicant's head and shoulders.
- A signed permission slip from the property owner, if performance is to occur on private property.

Rules & Regulations

Location: Performances may take place in the following locations:

- a) On private property, with the written permission of the owner or other person in control of such property.
- b) In public areas designated by the city.

Time: Hours during which performances may occur are determined by the city.

Contributions:

Performers may accept, but not verbally solicit, contributions from audience members.

Prohibitions:

No performer shall:

- a) Perform without first obtaining a permit issued by the city.
- b) Perform outside areas indicated on the map that accompanies this document or off the private property for which the performer has obtained written permission.
- c) Perform within 10 feet of any bus stop, street corner, pedestrian crosswalk, or the entrance to any business (during hours the business is open to the public).
- d) Block or obstruct the free and safe movement of pedestrians. If a sufficient crowd gathers to observe a performer and interferes with public passage, a city police officer may disperse that portion of the crowd that is blocking passage.
- e) Use any knife, sword, axe, saw, torch, flame, or other object that can cause serious bodily injury; any amplification device; any generator, battery, or, a power source that poses a fire or public safety hazard; any electrical connection to an adjacent building or city power source.
- f) Leave his or her litter at a performance site.
- g) Place any object on a public sidewalk that leaves less than a five-foot passage for pedestrian traffic.
- h) Place his or her instruments, props, equipment, or other items unattended on a public sidewalk or right-of-way.
- i) Offer any items for sale without first obtaining a city peddler's license.
- j) Display any sign other than the name of the performer(s) and the Street Performer Permit.
- k) Include a person under the age of 16 in the performance unless accompanied at all times by a responsible adult 18 years of age or older.

Revocation Of Permit:

A Street Performer Permit may be revoked by the city if the city clerk (or BLT) has reason to believe that a performer has:

- a) Violated any provision of this document or any city or state laws.
- b) Made a false statement in the application.
- c) Conducted a performance adverse to public safety or prevailing community standards of public decency.

Complaints And Appeals:

If a written complaint is filed with the city alleging that a performer has violated any provisions of this document, the city clerk shall promptly send a copy of the written complaint to the performer, together with a notice that an investigation will be made regarding the truthfulness of the complaint. The performer will be invited to respond to the complaint, present evidence in his or her behalf, and respond to evidence produced by the investigation. If, after reviewing all relevant material, the city clerk finds the complaint to be valid, the complaint shall be certified.

If a permit is denied or revoked by the city clerk, or if a written complaint is certified, the permit holder may appeal to a hearing before the city mayor. After presentation by the permit holder and investigation by the city clerk, the city mayor shall make a final written determination. If the mayor decides in favor of the city clerk, the action of the city clerk will be sustained and the applicant may appeal the decision to a court of jurisdiction.

20. Design, fabricate and install branded pole banners

Timeline: April, 2015 (in keeping with current wayfinding schedule)

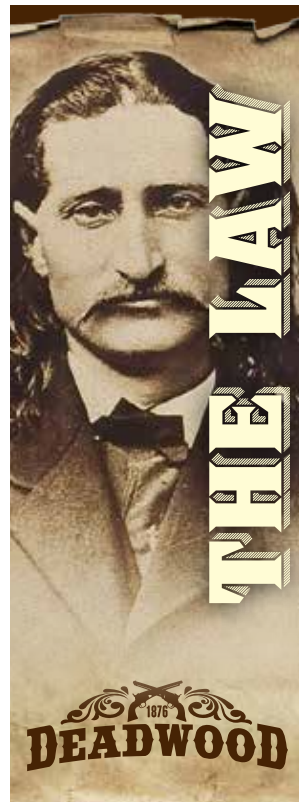
Who takes the lead: Design Committee

Approximate cost: \$6,250 (for 50 pole banners)

Possible funding idea: BID 7 funds

Rationale and/or details:

Pole banners should be placed throughout downtown, and the pole banners downtown should all showcase Main Street Plaza and the “Rip-roaring fun” brand. Pole banners should always portray a feeling, not physical structures like buildings, railroads, etc. They should convey a welcoming, fun, engaging, and party atmosphere. We have designed some concepts that you can use as a basis.



Use three or four colors from the Style Guide color palette to make the city vibrant and attractive. You can have one style for Main Street, and other styles for other areas in the city. Over time, they should be everywhere.

Some cities offer local businesses a chance to sponsor perhaps a dozen pole banners. In this case, you add to the bottom a hanging banner with the sponsor name – it is usually 6 inches tall and the width of the banner. See the sample below. This is a good way to expand the program while promoting local businesses. Use text only for the sponsor banner.

21. Shorten the Trolley circuit time to 15 minutes between stops

Timeline: April, 2016

Who takes the lead: Parking & Transportation/Legislative Committee

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

The Deadwood Trolley system is large, and it's a great year-round benefit to visitors and residents alike. The easier you make it for visitors to get to and from downtown and Main Street, the less they have to worry about downtown parking, and the more seamless the experience.

Here are some general rules about the use of trolleys:

- a. They are part of the experience. This is why trolleys are far more preferable than using standard buses or vans.
- b. They must run 15 minutes or less between connections. Studies show that if people have to wait more than 15 minutes, they will simply walk, drive or do something else. Convenience is absolutely critical. The current time wait between stops is 20 minutes. This is a psychological barrier for many visitors.
- c. It has to be easy: This means on the exterior of the trolley, in easily readable lettering, you must tell the rider the cost, how often it runs, and where it's headed. If you are running the trolley between the Information Center and Main Street, you should have large sign at the Center that says, "FREE trolley ride to historic Main Street and back. Every 15 minutes." If you can schedule the times of the hour at which the trolley will arrive at a given pick-up point, place these on signs at trolley stops.
- d. The driver should be part entertainer as well as a host. He or she should engage the riders, tell them about historic sites and offer tips and ideas of where to eat, shop or what to see while there.

22. Create an ordinance for sidewalk dining

Timeline: May, 2015

Who takes the lead: Design and Legislative Committees

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Sidewalk dining adds considerable character to the assortment of any community's restaurants. Deadwood has a problem with the visibility of its restaurants, and sidewalk dining will help remedy that.

The City of Deadwood should adopt an ordinance permitting restaurants to operate designated dining areas outside and adjacent to their establishments. By their very nature, sidewalk cafes are highly visible, allowing customers and passers-by alike to enjoy a favorite urban past-time: people



watching. Open-air (alfresco) dining is familiar way to exhibit an animated downtown.

There are many cities that have outdoor dining ordinances which can provide examples of what to include. We recommend you watch Roger Brooks Library video “20 Ingredients of an Outstanding Downtown –Parts 1-3,” and pay particular attention to the examples of sidewalk dining.

Don’t make your ordinance so onerous by trying to anticipate every potential problem that it discourages restaurants from setting up outside dining. Just cover the basics, such as minimum space and clearance, sanitation, furniture and awnings, overhead structures, lighting, outdoor heaters and insurance indemnification for the city and permits.

23. Design, print and distribute The Best of Deadwood rack brochure

Timeline: May, 2015

Who takes the lead: BLT

Approximate cost: \$17,000 – split 50/50 with featured businesses and Deadwood Marketing Funds

Possible funding idea: Chamber & Visitors Bureau Marketing Budget

Rationale and/or details:

Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. You cannot let politics get in the way of promoting your “best ofs.” The reasons for creating this brochure are many:

- The most asked question at any hotel, B&B or visitor information center is “where’s a good place to eat?” and visitors don’t want to be handed a list. By promoting your best restaurants, retail shops and activities, you ensure a good experience, which is often instantly noted on Facebook, in Twitter posts and in on-line reviews such as Yelp and TripAdvisor. If friends or family were visiting you, where would you take them to eat?
- Success breeds success. No successful mall is ever developed until the anchor tenants are committed. And most people go to the malls, not because there’s a Radio Shack, Hallmark store, GNC Nutrition outlet, or a dozen cell phone dealers, but for the anchor tenants. Chances are good they’ll stop into Radio Shack, Hallmark or a number of other smaller shops while they’re at the mall. The anchor tenants attract the shoppers to the mall, and all the other shops benefit as well. Would you go to Orlando if Disney World weren’t there? If you said no, you just insulted 171 other attractions. But they all know that Disney is the anchor tenant and does the heavy lifting in terms of promotion, and they all benefit from Disney being there. Additionally, Disney is glad Universal Studio, Wild Kingdom and the other attractions are there because, collectively, they make Orlando worth a trip from just about anywhere on earth.
- By promoting your very best restaurants, retail shops and activities, you encourage the others to raise the bar so they can be included in future Best Of guides, which should be produced each year. Note the criteria below, and encourage those not selected to work on those criteria so they too can be promoted in the guide.
- “Best of” restaurants, retail shops and activities make Deadwood worth a special trip, particularly from neighboring communities such as Sturgis, Spearfish, Hill City, and Rapid City,
- One of your recruitment objectives is to recruit one, two or three retail, dining or activity anchor tenants into downtown Deadwood. Just like malls, few downtowns become successful destinations without those anchor tenants. You need to recruit them, and then make sure you help market them, specifically, creating an incentive for them to invest in Deadwood.

The Best Of guide is a 4 inch x 9 inch rack brochure that can include up to 20 businesses and activities, and is typically made up of 24 panels (12 panels per side). It should include perhaps 12 to 20 businesses and activities, plus front and back cover, a panel explaining how these were chosen, and a panel that talks about Deadwood: Your location and what the city is all about.

Here are the criteria you might use to determine who should be invited as a participant:

- a. They must be open at least six days a week. The day they can be closed is Monday.
- b. They must be open until at least 8:00 pm all six nights. As an FYI, 70% of all consumer retail spending now takes place after 6:00 pm. Are you open? This is why all successful malls are typically open until 9:00 or 10:00 pm seven days a week.
- c. They must have good curb appeal. They must be inviting.
- d. They must be highly regarded by someone other than themselves. This means that they must have an 80%+ positive reviews on TripAdvisor, Yelp, Urban Spoon and/or have been written up in regional publications such as South Dakota Magazine, Midwest Living, or AAA Travel South Dakota.
- e. They must be organic to Deadwood. This means you can’t include franchises and businesses that can be found in just about every city. Why drive to Deadwood if I can enjoy the same shop or restaurant right here in Sioux Falls?
- f. They do not all need to be located downtown. While we hope they can be recruited to downtown, it’s not a requirement to be included in the guide.

These folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership. Typically each business or activity would pay in the range of \$400 for their panel. The remainder of the cost is covered by tourist tax funds. Many activities, such as historical attractions and parks, have little or no marketing budgets, and their panel would be covered by the tourist tax funds.

It's very important NOT to include businesses just to sell more panels. You should have a good balance between restaurants, retail shops, and activities: Perhaps six of each. But if you only have four restaurants that are truly outstanding (remember you MUST deliver on the promise of it being worth an hour's drive) only promote four. The same goes with retail shops and activities.

We recommend printing at least 30,000 copies and distributing them as follows:

- Every hotel should put the Best Of guide in every room or have them available at the front desk. Housekeeping would make sure one is in each room. Guests, of course, are encouraged to keep the copy they pick up. An alternative would be to hand the guest one on check-in.
- In your visitor information center, Chamber & Visitors Bureau office, and at visitor information kiosks designed and installed as part of your wayfinding system. You should have kiosks at the '76 Museum, Adams Museum/House, cemetery, Michelson Trailhead, on the plaza, at the chamber, at the at your sports facilities, rodeo grounds and major parks. All should include brochure distribution where the Best Of guide is included.
- One should be sent to every household in the county, in a #10 envelope (yes, snail mail) with a small card that reads, "The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when you host visitors, you will show them the very best of what Deadwood has to offer. After all, every dining room table should be a concierge desk."
- At other visitor information centers along Interstate-90, and other highway info centers within an hour's drive of Deadwood.
- At city hall, the library and at other public assembly spaces.

This one brochure is a good way to get regional visitors to stop in Deadwood, a great way to get hotel guests to go explore the downtown, and a good way to educate locals of what you've got and where it's located.

For each featured business, include a photo (interiors sell the experience better than exterior shots), their logo, address, phone number, website address and a description of why they are so good and are a "must visit" and "worth the drive" destination. Be specific about some feature, dish or experience that makes its special. Each would get a full panel. You might consider adding a QR code next to the logo or at the bottom of each panel where a person could easily pull up their website or menu.

The guide should also be available on the Visit Deadwood website for viewing and for download.

The guide should be reproduced every year. Finally, the reasons no lodging facilities are included is so that they will hand the brochure to visitors without fear of promoting their competitors.

24. Contract for professional video and still photography – every season, every event. Also for secondary attractions and amenities: hiking biking, rodeo events, etc.

Timeline: May-June, 2015

Who takes the lead: Deadwood Chamber & Visitors Bureau

Approximate cost: \$30,000

Possible funding idea: Chamber & Visitors Bureau

Rationale and/or details:

Before redevelopment of the websites, arrange for professional video and still photography. We are in the age of visual communications. You can work with a local college, a university photo and video education department, or contract for professional photography and videography – but the key is having great content and high-definition resolution. Your photos

need to be world class – like you’d expect to see in a National Geographic publication. Videos, on the other hand, need to be more artsy and don’t need to be overly polished. The idea is to sell great experiences that are totally different from what the visitor can get closer to home. They need to fit within the framework of the Brand Style Guide – the look at feel of your brand. Photos and videos should be festive, fun, and engaging. The focus should be on people having a great time in Deadwood. After all, this is about experiencing the party atmosphere that Deadwood offers. Everything you film and shoot should portray that feeling.

You can reduce costs by assuring the photographer that the images will only be used by local non-profit organizations and/or the city to promote Deadwood and the area, and by including the photographer’s name next to every use (in credits on video content) – photo credits. You can also include a QR code or website address promoting the photographer. This way you create a reciprocal relationship. Consider having a page on your website dedicated to the photographer without linking to another site.

Make sure your videographer also has studio skills. You’ll want to create a number of 20-second to two-minute videos, every season of the year, promoting great experiences. This means videos may need to be edited and formatted for use on YouTube, your website, and other online sites.

Develop a knock-your-socks-off B-roll library of video and perhaps 100 signature photographs, keeping mind:

- The photography and videography MUST fit within the Style Guide requirements and recommendations.
- Always focus on people having a great time. Especially at concerts and other events. Don’t show just art – show the artist in action. People – not objects. The Main Street architecture is awesome, but photos of craftsmen painting the details on the buildings would be far more fascinating. People see themselves where they see other people. Always sell experiences, not just places, not just objects. We want to see people, not pictures of buildings or art objects.
- Keep the photography tied to the core brand promoting fun.

Make sure you watch the Roger Brooks video in the All Access Library “The Use of Photography to Increase Sales.” This will be a great primer for your efforts in securing and using world-class photography. A photograph really IS worth a thousand words.

25. Upgrade the Main Street historical re-enactments

Timeline: May, 2015 (deploy date)

Who takes the lead: Deadwood Alive

Approximate cost: TBD

Possible funding idea: Deadwood History

Rationale and/or details:

History is a significant reason for visitors to come to Deadwood, and it’s the top reason for those visitors coming from outside the nearby five-state region. Making history “come alive” and relevant to today’s visitor is a challenge. Combining visitor pre-conceived notions with reality is always a balancing act. Do you give them what they expect or a reflection of the truth? In either case, the quality of the theater or re-enactments needs to be consistently high. Visitors easily detect when performances are a fabrication, or when they are a sincere effort to tell a real story. And, they can tell whether the actors are simply going through the motions, or are engagingly dramatic.

Our observations of current “shoot-outs” on Main Street left us with the opinion that there is ample room for improvement in the performances on Main Street. We found deficits in historical accuracy, costuming, voice projection, and character representation.

We recommend a review of the programming for Main Street shoot-outs, with a goal of improving the overall theatrical and

historical effect. In addition, we recommend that the City or Deadwood History, Inc. find and employ several actors to portray generic or historically specific 1876 characters to act in character on Main Street for about 6 hours a day, from 2 pm to 8 pm. Their purpose is to meet with pedestrian visitors, answer their questions, engage in short storytelling, and importantly, have their photos taken with visitors, especially children. Combined with the recommended Main Street Wi-Fi system, this allows visitors to instantly upload these photos to their personal social networks. This is an important component in using social media to create third party endorsements of the Deadwood Brand. This also helps bring history to life for visitors, creating a wonderful downtown experience.

26. Create a monthly e-newsletter and visitor database

Timeline: June, 2015

Who takes the lead: Deadwood Chamber & Visitors Bureau

Approximate cost: None (ongoing staff function)

Possible funding idea: None required

Rationale and/or details:

Nothing creates top of mind awareness like constant reminders. And the most unobtrusive reminder can be in the form of a monthly e-newsletter. BUT it can't be a sales pitch. It should be short, to the point, and offer upcoming events and host or hostess tips and tricks for being "The Life of the Party". It should showcase "Coming up this month..." and tips, tricks, ideas and quotes to help people organize great get-togethers and parties.

Whenever possible tell stories: A unique engagement proposal; an awesome anniversary date in Deadwood; a great Girls' Weekend Out idea in Deadwood.

Provide things to do, not just reading material. Make it engaging. Tell everyone you know to subscribe. Wouldn't it be great to get subscribers from all over the country? You can if you make the e-newsletter shine in terms of content and reasons to visit.

In each newsletter include five or six "articles," but all you're going to include is the headline and the first sentence or two plus a link to see the rest of the article on your website. This way someone can quickly scan down the list, and if something catches their eye, they can click on the link, taking them to the website and the rest of the story. If they don't see anything interesting, they can just delete the e-mail, BUT it still created "top of mind awareness" – reminding the reader that Deadwood is a great place to spend their time.

Subscribe to other tourism-based e-newsletters to see how they look and sound. Follow your own intuition. Asheville, North Carolina, is a good one to use as a model.

Consider using Constant Contact as a great, inexpensive database to work from. Each month consider the following:

- A great tip, trick or idea that you can do yourself. Perhaps a recipe one month (party food), a great book to read, tips and tricks for living a happier, healthier life.
- A great small-business opportunity.
- Incredible events coming up in the next 60 days.
- The latest video that evokes emotion and makes us want to visit Deadwood now – a call to action.

Make sure you make it super easy to subscribe by having a sign-up space on your home page. The folks at Constant Contact have personnel in various areas around the country who will, free of charge, help you set up and utilize their database, which is very inexpensive and increasingly powerful.

27. Develop “Itineraries by Locals” program

Timeline: July, 2015

Who takes the lead: BLT

Approximate cost: None (time required, however)

Possible funding idea: None required

Rationale and/or details:

This is a great exercise that can be a part of your speaking engagement tour.

Develop itineraries designed by locals. Take groups through the seven-question list (feel free to develop new questions) and develop itineraries for niche markets:

- a. Families with kids under ten years old
- b. Families with kids from ten to 18 years old
- c. Girls’ weekends out
- d. Guys’ night out
- e. The romantic escape
- f. For the big spender
- g. History buff itinerary
- h. Friends in town tour
- i. Arts weekend tour
- j. Festival weekend
- k. Hiking or biking itineraries

The questions you might ask include:

- a. Where is the best place to get the perfect meal? Name the restaurant and the signature dish. Its attraction can be great ambiance, good food, or great characters.
- b. Where can I check my e-mails?
- c. Where can I buy the perfect gift – something locally or regionally made? Name the store and a sample of the type of gift.
- d. Where can I take the photo that says I was really there? The best photo opportunity for Facebook, YouTube, Instagram, Flickr, Twitter, etc.
- e. Where can I get the best dessert? Name the place and the dish. The dessert to simply die for.
- f. What is the one thing I MUST do while in Deadwood? (It can be any day of the week or any time of day)
- g. Where can I get gourmet items for a picnic? And where would I picnic?

You can use these questions or make up your own. Just make sure there is a focus on businesses and activities. Here’s how to facilitate the process at a Kiwanis, for example, luncheon:

- Pass out the sheet (included in the Appendix) that shows seven lines and seven boxes to the left of each line.
- Make sure everyone has a pen or pencil.
- Then ask the questions. Make sure they don’t write “my house” for an answer unless they’d like us to send every visitor to their place.

- In the boxes on the left have them put the answers in order as if the guest were coming out Friday evening and would be there until Sunday afternoon.
- Then ask one, two or three people in the audience to read their itineraries, in order of how it would proceed. Here's a sample:
 - o Come on out Friday afternoon and have dinner at the Deadwood Social Club. Make sure you try the bruschetta – it's to die for! And then try the Smoked Tuaca Pheasant, their signature dish. Stick around for the bar scene that evening.
 - o The next morning, head to [name of store] where you can pick up gourmet items for a picnic. Make sure you get...
 - o Then head back downtown and take a photo of yourselves at the Deadwood gateway sign.
 - o While you're on Main Street you must visit the miniature train set, in jaw-dropping detail in the basement of the Badlands Casino.
 - o While you're on the plaza, watch the kids playing in the fountain and dig in to your gourmet picnic. This is also a great chance to catch up on your e-mails. There's free Wi-Fi on Deadwood's Main Street. Then stop at Mustang Sally's for an ice cream treat.
 - o Head out to the '76 Museum next to the rodeo grounds. If you want to walk there from downtown you can do so on the trail next to Whitewood Creek. Have a mid-afternoon snack right along the way. An alternative might be to...
 - o While in town go check out the Celebrity Casino (then provide some details on why it's a must visit spot)
 - o And finally, head back to Deadwood Mountain Grand's Grand Grille restaurant and finish off the meal with their signature dessert ...
 - o What a weekend and what a way to party!

These are the types of itineraries visitors LOVE, and this is why more than 140 million people in the U.S. subscribe to travel-related publications – because they provide specifics, not generalities. When itineraries come from local residents, it creates a bond with the community AND it brings your locals into the tourism industry. These make guests feel welcome, wanted and appreciated.

Put these answers together into itineraries. Once you have these itineraries, put them on the web. Tweet them; include them on Facebook. Show photos of the people who developed them. Each should take place during a weekday or weekend afternoon, an evening, or even on a Sunday morning. Include photos of each venue or business. Do NOT try to be politically correct, and do not shy away from promoting individual businesses. These businesses are the lifeblood of the city.

If you go through the list of questions, you'll note that five of the seven are promoting private industry. That's what tourism and economic development are all about. By the way, one itinerary might promote the Social Club while a separate itinerary might promote Cadillac Jacks. No one is being left out – different businesses will appear in different itineraries catering to their specific audience.

28. Rebuild Deadwood.org and Deadwood.com websites

Timeline: March, 2016

Who takes the lead: BLT, Deadwood Chamber & Visitors Bureau

Approximate cost: \$25,000

Possible funding idea: Chamber & Visitor Bureau marketing funds

Rationale and/or details:

When it comes to tourism marketing, funding should be allocated as follows:

- 45% on digital marketing: website, social media, e-newsletter, apps, online advertising, pay per click, etc.
- 20% on advertising that will drive people to your website, which must be good enough to close the sale.
- 20% on public relations: getting articles and exposure showcasing the brand and your downtown revitalization efforts.
- 10% on printed materials (your Best Of and Activities Guide).
- 5% on trade shows, billboards and other forms of advertising.

As you can see by this breakdown, the web should be the very top priority. Ninety percent of all Americans now have immediate access to the Internet via smart phones, tablets, and computers, and they have this access at home, at work, at school, and while on the road. Of this group, 94% use the web to decide where they will visit, what they might want to do this weekend, where to go eat, what to do tonight, where to live, and even where to establish a business.

Deadwood needs to build a tourism-focused website that will REALLY showcase The “Life of the Party” brand like no other. It needs to be world-class and professionally produced. It needs to be photography based, include lots of video content and specifics: It should NOT be a website based on lists. Simple lists of restaurants, retail shops, museums, parks, and other things to do don’t entice visitors. The website needs to be experienced-based and rich with content.

We are huge proponents of WordPress, where you can make the changes, in house, without the need to pay a webmaster every time you want to make changes or add to the content. You don’t want your website to be a “been there, done that” site. You should invest your money in content, not the delivery system. WordPress has amazing search engine optimization widgets, calendar of events widgets, etc. Most widgets range from free to as high as \$30. You can even create your own online store where people can buy logo gear, posters, art and souvenirs.

Why are we so sold on WordPress? Our own business spent thousands of dollars a year working with our Webmaster every time we wanted or needed a change. With WordPress, we redeveloped our sites internally, without any HTML or web-development expertise, and now we can make updates, add videos, photographs, build a store, include a calendar of events, and more, in just minutes. With the funds we saved, we hired a great videographer – once again, investing our money on content, not the delivery system.

Consider bringing in a WordPress professional (there are many) just to show you the ropes of how to get started.

Work with your graphic design firm to have common elements and a consistent look and feel among the Chamber & Visitors Bureau site and the City government site. They do not all have to be cookie-cutter or use the same template, but they do need to have complementary and unified color schemes, fonts or graphic elements.

Here are a few rules for your website:

Promote specifics not generalities. If you promote Deadwood as the hub for some of the best hiking in the Black Hills, you MUST tell me more:

- a. Where?
- b. What kind of surface is the trail? What are the elevation changes? Is it handicap-accessible?
- c. Do I need a permit? If so, where can I get one?
- d. How far a drive is the trailhead from Deadwood?
- e. Are there campsites or picnic tables along the trail?
- f. Are there restrooms?
- g. Where can I provision for a multi-day hike?

- h. Where do I park, and is there a fee?
- i. Do I share the trail with bikes or motorized vehicles?
- j. Can I get a shuttle from another trailhead back to my car?
- k. What time of day, what time of year is best?
- l. What precautions should I take? Are there wild animals to be aware of?
- m. What will I see? What makes this trail extra-special?
- n. The more details you provide the more likely you are to close the sale. Don't just send them to another site and pass off the responsibility to others. Include maps whenever possible and video snippets of hikers on the trail.

Avoid lists. If you want to showcase restaurants, include them by type of dining: Italian, Mexican, American, Barbecue, etc. and make sure you include a photo (interior please), logo, address, meals served, hours and days they are open, and a description of why they are so great, plus include a link to their menu and website.

This is the age of itineraries. We urge you to watch the Roger Brooks video "The Power of Itineraries," which showcases dozens of examples and how to craft itineraries.

People LOVE video content – particularly those that run from 30 seconds to no more than three minutes. It's better to have a number of shorter videos than one long one.

People LOVE photography. Your site should be loaded with photography, and the photos should show people enjoying activities – not just places like parks, ball fields or downtown without a soul in the picture. We relate to people, not just places. Make sure you watch Roger's video "The Power of Photography to Increase Sales."

Organize the site by activity. In fact, consider a "pick your season" format where they choose the season, and it takes you to a page that will tell them what to expect that time of year in Deadwood in terms of weather, accommodations and activities. Once on that page they can then "pick your passion," which will include the various activities available that time of year. Hiking or biking may be seasonal, but Main Street plaza events will be showcased in every season.

Make it simple and easy to navigate.

Remember that you are selling experiences first, not Deadwood. People are looking for things to do, not places to go.

Hire professionals to design your navigation (site map) and your pages, and once you have the basics put together you can work with them to add additional content.

To help you through this process we recommend the BLT Marketing Committee watch the following Roger Brooks videos. Each is about an hour long:

- Community Marketing on a Minuscule Budget
- Seven Deadly Sins of Destination Marketing
- The Power of Itineraries
- Tourism for the 21st Century

A good website to emulate would be www.exploreasheville.com for Asheville, North Carolina. While they have a very large budget to work with, you can still look at their site and model much of the Deadwood site based on that.

Once you have your showcase website up and running, then you can start parlaying some of the brand's look and feel to the city's main website, and other community-based websites. This will help portray consistent messaging and continuity between marketing and community development efforts.

29. Develop free Wi-Fi access along Main Street / expand to the whole downtown

Timeline: Main Street – August, 2015

Who takes the lead: Design Committee

Approximate cost: TBD

Possible funding idea: BID 7 funds

Rationale and/or details:

Consider free outdoor Wi-Fi a marketing investment, not a freebee for bored visitors. For today's traveller, the most credible information they can get on an activity or destination is from their friends and family. Downtown Wi-Fi enables visitors to instantly upload selfies on location in Deadwood, showing them having a great time. These are sent to their social networks of friends, many of whom in turn will forward them on to others. Multiply that times hundreds and you have huge third party endorsement of Deadwood. That is why we recommend historical character actors be present on Main Street and why iconic gateways and interpretive signage is so important.

You can place also QR codes (and in the near future, even easier scans) near monuments and interpretive signage so that visitors can download audio and video enriched interpretive content. For a destination rich in history, this will help tell the story of Deadwood, engage the visitors and direct them to additional experiences. Envision a QR code at the Main Street Plaza that downloads a calendar of events to your phone, or even puts the event list on YOUR calendar.

An important side benefit of public Wi-Fi is that all this internet activity can be analyzed and controlled from a central location. For example, you can monitor which types of devices are most used to upload photos and text, and tweak the system to maximize their speed and efficiency. You can see which Wi-Fi access points are being used the most, and improve the photo opportunities at those that are lagging behind. You can monitor traffic highs and lows, so you know when visitors are most active downtown, and you can turn access points on and off if you want to restrict or throttle back different sections of town. You can even ban local businesses that are using the public Wi-Fi for private business, if it affects internet speed.

In this age of central gathering spots and sidewalk cafes, having consistent, high quality broadband Internet access is very important. Particularly in a city where you are trying to attract young families and entrepreneurial types, having free broadband access is a huge selling point.

One thing you might consider is having people login to use the Internet after a free 15-minute period. They provide their name and e-mail address (no more information than that) after which they are automatically added to your e-newsletter database, and they will receive notices about upcoming festivals and events.

30. Integrate the brand into other municipal and partner websites

Timeline: August, 2015

Who takes the lead: BLT Marketing Committee

Approximate cost: None – costs by individual organizations

Possible funding idea: Organizational funds

Rationale and/or details:

Continuity is absolutely critical in any branding effort.

Every website, from local schools, the library, city, economic development, tourism and even non-profit supporting organizations like the Chamber of Commerce should reflect "Rip-roaring Fun" brand. The library, for instance, may have on its home page "Read Deadwood's history and experience its rollicking rip-roaring times."

This does not mean that every website has to be cookie-cutter to every other website, but there should be common graphic elements, common themes in terms of text, and links to each other. The Brand Style Guide will be the bible for making this happen.

The BLT Marketing Committee should encourage other local websites to include elements of the brand in their marketing efforts.

While businesses cannot use the Deadwood logo in their marketing efforts (unless it is a cooperative marketing project), they should be encouraged to play up the brand as in “A Pioneer Café mocha starts the party in your mouth at Main Street Plaza”

The bottom line:

You will be far more effective as one unified voice than a bunch of independent individual voices. That’s the power of branding.

The more you have to offer, collectively, the further people will travel, the longer they will stay and the more often they’ll come back. This applies to your marketing as well as to the business mix downtown.

Websites that should integrate the Deadwood Brand look and feel, fonts, color palette:

Deadwoodhistory.com (Deadwood History, Inc.)

Deadwood.org (Deadwood Chamber & Visitors Bureau)

City of Deadwood.com (City of Deadwood)

Dwdlib.sdl.in.net (Deadwood Public Library)

The deadwood page of www.travelsd.com

[Facebook.com/historicdeadwood](https://www.facebook.com/historicdeadwood)

[Twitter.com/deadwoodsd](https://twitter.com/deadwoodsd)

Blog.deadwood.com

31. Create downloadable “historical experience” interpretive videos

Timeline: August, 2015

Who takes the lead: City Historic Preservation Department

Approximate cost: TBD

Possible funding idea: City Commission, general fund

Rationale and/or details:

The addition of free Wi-Fi (recommendation # 29) on Main Street, and eventually throughout the downtown allows for two important visitor activities: 1) the uploading of personal photos they take around town to their personal social networks. This is the marketing side of the Wi-Fi. 2) The second activity is the Deadwood “historical experience.” Visitors would access QR codes posted on or near historic places. These codes will take them directly to streaming or downloaded short videos or photos with audio that tell provide them information about what they are looking at. This would be a great project for Deadwood History, Inc.

Imagine standing outside the original Number 10 saloon building and being able to download the audio-visual 2-3 minute story of the murder of Wild Bill Hickok, complete with old photographs (using the Ken Burns technique), and ending with directions for where they can see the “chair” that Hickok sat in, or directions to the Adams museum for a more extensive display of Hickok artifacts.

Other places where streaming video presentations should be available would include:

The Gem Variety Theater
The Grave of Wild Bill Hickok
The Grave of Calamity Jane
The Railroad Depot
The Homestake Mine
Seth Bullock Mercantile Store
The Slime Plant

32. Develop recruitment marketing materials: Community Profile, Opportunities Brochure

Timeline: September, 2015

Who takes the lead: Economic Development

Approximate cost: \$15,000

Possible funding idea: Economic Development Department

Rationale and/or details:

Before proceeding with this recommendation, make sure you have some excellent professional photography to use. Create a Community Profile and an Opportunities brochure. The profile should be a simple, straightforward snapshot of Deadwood that can be used by local real estate agents (commercial and residential), the Chamber as part of relocation packets, Economic Development for recruitment purposes, and tourism to attract conventions, festivals and events. It should include demographic information, weather, some history, and economic information. Also provide copies to your major employers: casinos, hospitals and medical facilities, banks, etc.

Be sure to include approved or installed new features in Deadwood, such as a Main Street Plaza, public Wi-Fi, new wayfinding signage, programmed event days – things that potential retailers will be looking for.

These should be updated every year and also be available as multi-page downloads in PDF format on every local website. Consider printing 6,000 copies. Distribute perhaps 200 to every real estate office within a 75-mile radius, and then the rest will be available as needed. They should be available at the visitor information center, in each partnering organization office and at city hall.

With the “Opportunities” piece, list the top seven opportunities. Consider the following:

- Additional restaurants
- Creative office space (upper story)
- Professional services building (Class A, small office lease spaces)
- Specialty retail shops
- An outfitter (fishing, hunting, camping, kayaks & canoes, etc.)
- Sports and sporting goods store and sporting equipment rentals
- Bike shop (rentals, sales, repairs)
- Second Floor Downtown residential units

Make sure you concentrate the marketing on WHY Deadwood– not just what you have or where it’s located. WHY should I move or start a business in Deadwood?

33. Create a hospitality-training program

Timeline: September, 2015 and ongoing

Who takes the lead: BLT/Chamber & Visitors Bureau

Approximate cost: \$20,000

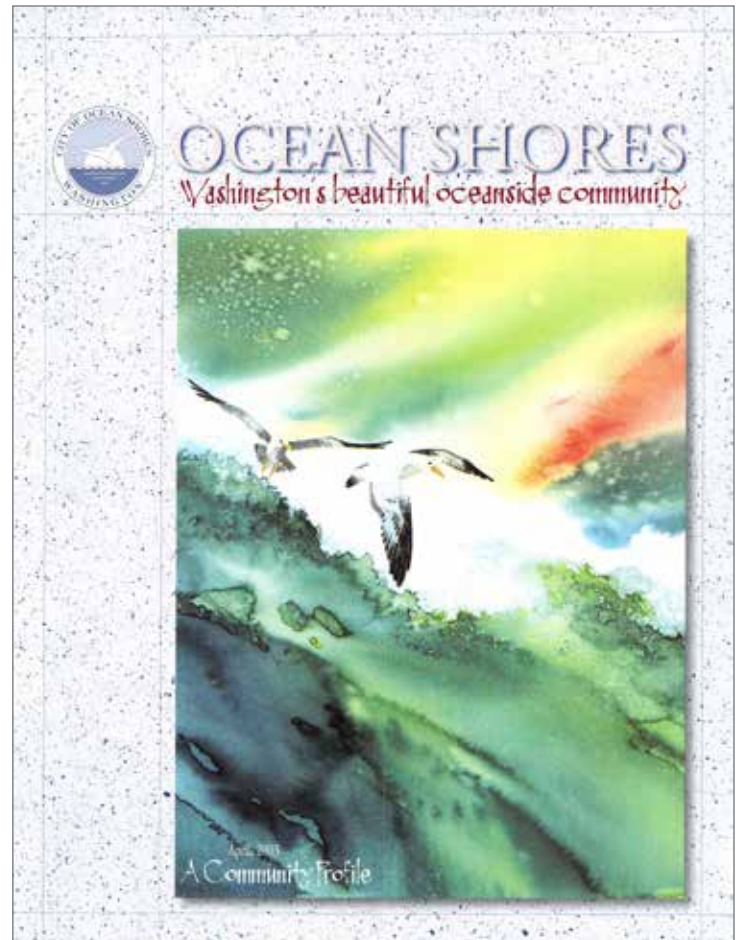
Possible funding idea: Privately funded by Deadwood hotels, bars, casinos, and restaurants

Rationale and/or details:

Brands must be more than skin deep. To really “own” The Deadwood brand, EVERYONE, from the saloon bartenders to front desk employees at hotels to the retail workers, must be hospitable and friendly. But if you hope to have front-line employees come to a host-training workshop on their own time, guess again.

We recommend purchasing the 14-minute video *The Guest*, produced by Media Partners in Seattle. This 14-minute film is humorous, easy to watch, and is a great way to “teach” hospitality without it being time consuming and degrading. When front-line workers realize that every customer is paying something that directly goes into their paychecks, they often will realize how important that person is to their paycheck.

The way to do this is to set up appointments where a BLT member or volunteer can come into a hotel, meet with the general manager, front desk manager, and front desk staff for no more than half an hour. Using a 27 inch or 30 inch computer monitor or television, you’d show the 14-minute video and then talk to the staff for an additional 15 minutes. That’s it. And this should be done every few months at just about every business due to the high turnover of front-line employees. During the 15 minutes following the film, you will tell them about the Deadwood brand and encourage them to ask their customers questions like “What are you celebrating today?” It puts the customer in a different, and positive, state of mind when they stop to think about what it is they ARE celebrating today. As the rip-roaring fun destination, you want your front-line people to be happy, courteous, friendly, and outgoing.



34. Develop a zoning ordinance for downtown with “allowable” first-floor retail uses

Timeline: October, 2015

Who takes the lead: Economic Development/Legislature

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Think of Main Street like you’d think of a mall. This is also the way lifestyle retail centers operate: To succeed they must have like-businesses grouped together. This is referred to as “clustering,” and this is why gas stations and fast food restaurants for years have “clustered” on all four corners of busy intersections. This is why malls have food courts. And this is what makes dining districts work. Think of Branson, Missouri with their 49 music theaters. This town of just 6,500 residents hosts 7.5 million visitors a year. Consider Napa Valley and its 200+ wineries.

When you visit a successful mall – or lifestyle retail center – you will never find laundromats, architectural offices, tax preparation services, county or city offices, or other non-retail businesses there. They know they must orchestrate the business mix to provide a critical mass of retail businesses.

On Main Street, the visibility of retail is secondary to the gaming activities on the premises, and for many visitors, that is all they see. Visitors to Deadwood who want to gamble have no problem finding places to do so, but what about the many others who want to eat or shop or be entertained in other ways? Main Street must have the necessary “critical mass” of dining and shopping options that are easily visible from the sidewalk.

To see great examples of a destination downtown, look at Asheville, NC or Mahone Bay, NS, both of which have a great mix of businesses. In Deadwood you need to help orchestrate the effort so you don’t end up with a hodge-podge assortment of businesses that create “retail chaos” and a downtown that closes at 5:00. Many businesses in Deadwood close at 5:00, leaving downtown empty of life in the evening hours. There is a perception problem that gaming is about the only thing a visitor can do.

Cities throughout North America are starting to implement zoning ordinances, because so many individual property owners, each with their own agenda, do not work together to create an outstanding destination, which only happens with an orchestrated business mix.

In some cities you’ll see real estate signs that say “Available for a restaurant” – a specific type of business in a specific building.

Deadwood needs to follow suit. However, it’s important that this be a two-way street. If the city imposes “allowable uses” for street level shops, then it’s important that the city be there to help that land owner recruit a business that fits the retail mix – and that is part of this plan.

With regards to existing Main Street businesses, none of these should be pushed out, but if their spaces become available for sale or lease, then the allowable uses ordinance does come into play. With regards to professional services and non-retail uses, these would be encouraged off Main Street or in second story locations. In Conroe, Texas, the downtown wraps around a courthouse square, and there’s a proliferation of attorneys downtown. But to make sure their downtown is “alive after five” some law firms have “activated” the first ten to 15 feet for retail uses, with law offices behind that space. The street front space might be home to a small coffee shop, or flower shop, or newspaper stand – retail and food services that can be open into the evening hours, keeping downtown alive and vibrant. In Deadwood, its gaming businesses, not attorneys, that need to “activate” the storefronts to retail and dining.

The highest and best use of any commercial properties bordering a central plaza, or on the water, or with view corridors, is always going to be retail and second story office, residential, or lodging.

For more information about this recommendation, we recommend you watch the Roger Brooks video “Downtown Critical Mass,” which shows case histories and why this is so important.

As the ordinance is being drafted, work with your property owners, rather than impose it on them. Most will agree that their investment will realize a much greater return when they work together to orchestrate the business mix in their buildings collectively.

Here are some additional notes and examples regarding the regulation of commercial properties. You may see Manhattan and instantly think, “How can that possibly apply to Deadwood?” Remember that these ordinances are for very small neighborhoods – not for the entire city. In every case you see here, most are as small or smaller geographic areas than you have in downtown Deadwood.

When you get to this point, consider contracting with a professional in urban planning for assistance.

Restrictive Retail Zoning Ordinances

Most commonly seen in highly desirable, affluent neighborhoods with low vacancies and high rents.

Typical tools:

- Mandated/prohibited uses
- Size caps
- Conditional permitting
- Density guidelines
- Quota system
- Formula restaurant restrictions

Manhattan, NY http://www.nyc.gov/html/dcp/html/zone/zh_special_purp_mn.shtml

- Special 125th Street District. To ensure active and diverse retail uses, special regulations restrict the amount of ground floor street frontage that may be occupied by banks, office and residential lobbies, and other non-active uses. Also requires inclusion of arts and entertainment uses for developments over a certain size.
- Special Madison Avenue Preservation District. Retail continuity is ensured for the famed specialty shops by mandating that the ground floor of buildings on Madison Avenue must be occupied by selected uses.

San Francisco, CA <http://www.sf-planning.org/index.aspx?page=2839> uses formula retail controls to protect San Francisco's vibrant small business sector and create a supportive environment for new small business innovations. Applies to retail establishments with multiple locations and a recognizable "look" or appearance.

Calistoga, CA prohibits formula restaurants and visitor accommodations, and requires that other types of formula businesses undergo review and apply for a special use permit from the Planning Commission. Intended to preserve the unique and historic character of the downtown commercial district.

Bainbridge Island, WA limits large-store retail to three commercial zones, and limits auto-oriented development to two of three of these zones. Does not have an overall cap on retail square footage; however, it does have size limits in certain overlay districts and zones. Also limits the location and size of formula take-out food restaurants. Formula take-out food restaurants are permitted in only one zone and may not exceed 4,000 square feet, nor occupy more than 50% of any building

Westwood Village, CA limits certain uses such as auto repair and pool halls and uses a density-related formula for fast food establishments; they are permitted provided the total along any public street does not exceed one for every 200-400 feet of lot frontage along that street. The Specific Plan has very detailed guidelines for permitted uses (see Section 5: Uses). <http://cityplanning.lacity.org/complan/specplan/pdf/wwdvil.pdf>

Arcata, CA limits the number of formula restaurants to nine at any one time.

Newport, RI and Davis, CA have regulations for various types of restaurants.

Berkeley, CA has a quota system limiting the number of food service establishments. Telegraph Avenue Commercial District Provisions are very detailed. Retail Sales section is below; entire table located at <http://codepublishing.com/CA/Berkeley/cgi/NewSmartCompile.pl?path=Berkeley23E/Berkeley23E56/Berkeley23E56090.html#23E.56.030>

35. Work with property owners on retail lease agreements: open days and hours with an evening focus

Timeline: October, 2015 ongoing

Who takes the lead: Economic Development

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Downtown, particularly Main Street property owners and merchants, need to understand the “Mall Mentality.” Together, they are what will make Deadwood THE destination of choice in the Black Hills. Just like a mall, they MUST have consistent hours and operating days. This needs to be part of the lease agreements between the tenant and property owner.

If a retailer signs a lease in a successful mall, the lease will say they will open at a certain time (usually 10:00 am), and if they are not open by 10:05, they are fined \$1,000 for every five minutes they open late. The same applies closing times (typically 9:00 pm, seven days a week). Property owners need to do the same thing in downtown. As a result, their tenants will, over time, see big increases in sales, greater justification for hiring staff, and downtown will become a major destination.

We are moving to the European Standard – we are eating and shopping later in the evenings. In fact, 70% (seventy percent) of all consumer bricks and mortar spending now takes place after 6:00 pm. That’s right: 70 percent. Are you open?

This fact is why downtowns have been dying across America, and why people began gravitating to the malls. Virtually every successful mall in North America opens at 10:00 am and closes at either 9:00 or 10:00 pm – seven days a week. Downtowns need to follow suit, but it starts with the property owners.

The future of downtowns is to become the place people head after work and on weekends. This doesn’t mean downtowns should be closed during the business hours, because there’s still that other 30%, plus your downtown breakfast, coffee break, and lunch crowd, which is important.

Downtowns are all about dining, entertainment, performing arts, and specialty shopping: the bakery, butcher shop, and for home accents or clothing. Downtowns are back, in a big way, but the primary reason they can work is offering things to do, places to eat and gather after work, at the end of the day.

We urge your downtown merchants and property owners to watch the Roger Brooks three-part video series “The 20

Telegraph Avenue Commercial District Use and Required Permits		
Use	Classification	Special Requirements (if any)
Retail Sales		
All Retail Sales Uses, except those listed below:	ZC	As defined in Sub-title 23F, except otherwise listed (does not include Video Rental Stores)
Alcoholic Beverage Retail Sales including liquor stores and wine shops	Prohibited	Includes sale for off-site consumption at restaurants
Department Stores Over 3,000 SF	ZC UP(PH)	
Drug Paraphernalia (any use involving the sale or distribution thereof)	Prohibited	As defined in California Health and Safety Code Section 11364.5(d)
Firearm/Munitions Businesses	UP(PH)	Prohibited on any property devoted to residential use
Pawn Shops	Prohibited	Including Auction Houses
Pet Stores	UP(PH)	Including Sales and Grooming of Animals (but not Boarding)
Smoke Shops	UP(PH)	Prohibited if within 1,400 feet of a school or public park
Legend:		
ZC – Zoning Certificate AUP – Administrative Use Permit * UP(PH) – Use Permit, public hearing required Prohibited – Use not permitted	* For the purposes of the C-T zoning district, uses established by AUP require public notification of a decision within a 300-foot radius of the subject property.	

Ingredients of an Outstanding Downtown” where Roger showcases why this is important. Over several years Roger and his team surveyed more than 400 successful downtowns and downtown districts and developed the 20 most common ingredients that led to their success. One of those is evening-hours shopping and dining.

The biggest pushback to staying open after 6:00 pm is the small single-employee merchant who needs to head home to fix dinner and have family time. A “Shared Worker” program is a way to help sole proprietors and other small retail businesses stay open into the evening hours at an affordable cost, and without sacrificing personal time off.

Rather than spell out how the program works, encourage your downtown merchants to watch the Roger Brooks video (at their leisure), “Is Your Downtown Open After 6:00 pm?” This one-hour video showcases why this is important and how to actually implement the Shared Worker program. This is a program that can be spearheaded by the Chamber of Commerce, a local or regional economic development agency, or even a community college.

This video is a MUST SEE for the Downtown Alliance, Chamber of Commerce, City and local property owners and merchants.

The bottom line: Work with your property owners and new businesses being recruited into downtown so that the lease agreements state they will be open six or seven days a week (if six days a week is the rule, then Monday should be the day they are closed) and until 8:00 or 9:00 pm every day except perhaps Sunday, when shops might close at 6:00. Sunday evenings are typically the slowest retail hours.

36. Review the plan every two months and update it every year

Timeline: November 2015, Ongoing

Who takes the lead: BLT

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

This is not like a comprehensive plan or even a strategic plan. As an Action Plan, it is fluid and needs to be looked at continually, massaged, and updated. You want to avoid this becoming a plan sitting on a shelf gathering dust. It is your bible or reference and guidebook for the next two years.

It should be reviewed every two months and then updated at least once every year. You will add things to it, rearrange things, add case histories or new ideas, and use it to determine budgets. It should be a guidebook for the city’s comprehensive economic development effort. It should be used by the Historic Preservation, Planning & Zoning, Finance, Public Works, Economic Development, and Police Departments, the Trolley, the City’s budget office, the Chamber & Visitors Bureau, and by the City Commissioners in terms of setting policy and goals of the city.

If you need assistance in updating it, contract with Roger Brooks International or another firm to take a hard look at the recommendations, costs, projects and what’s happened to date, what can be eliminated (already completed recommendations) and what can or should be added to it.

The more often you review and update it, the easier it will be to keep the focus narrow and all of your organizations on the same page and pulling in the same direction.

37. Increase the State of South Dakota Tourism matching grant funding from \$400,000 to \$1,000,000 for the next few years to support Deadwood's new brand effort and to improve gaming tax revenues to the State

Timeline: January, 2015

Who takes the lead: Chamber & Visitors Bureau/Legislative Committee

Approximate cost: \$600,000

Possible funding idea: Bid 1-6 funds

Rationale and/or details:

The new brand for Deadwood broadens the visitor experience and will bring more visitors to the City as well as spread them out over twelve months of the year. This means more visitor spending and more tax revenue for the City as well as the State. Deadwood gaming revenue taxes contribute about \$3,500,000 each year to the State Department of Tourism, and the city receives about 11% of that in return through Department of Tourism matching grant funding, about \$400,000. That is about 20% of the Department of Tourism's matching grant fund of \$2,000,000 per year.

The Black Hills contributes 37% of South Dakota visitor expenditures (2013 figures), and Lawrence County alone – home of Deadwood – contributes about 8%. The potential for growth of tourism in Deadwood is substantial. Deadwood may be currently experiencing as little as 20% of its full potential, and therefore offers an opportunity to leverage state marketing funds in a dramatic way. If these funds can be used for development of tourism, in addition to marketing, then they could make an even greater impact on raising visitor revenues.

38. Secure changes in State Gaming Commission Rules for slot machine allocations by building

Timeline: January, 2016

Who takes the lead: Deadwood Gaming Association/Legislative Committee

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Currently, specific rules of the State Gaming Commission requires that Deadwood casino slot machines be distributed and limited according to specific rules based on building ownership. This type of distribution is required even if the casino owns contiguous properties. As a result, slot machines cannot be consolidated within fewer commonly owned and contiguous properties. This effect is contributing to the lack of "store front" and street visible space for restaurants and retail sales. It is difficult now for visitors to see or find restaurants from Main Street, and in our opinion this detrimentally impacts an increase in length of stay and higher visitor expenditures, particularly for those whose main reasons for visiting is not gaming. Changing the law to allow the free movement and placement of slot machines within contiguous property ownership would help fix this problem.

39. Contract for an extension of your Wayfinding System outside Deadwood City limits

Timeline: June, 2015

Who takes the lead: Design Committee/Deadwood Historical Preservation

Approximate cost: TBD

Possible funding idea: Historical Preservation/general fund

Rationale and/or details:

The City currently has a contract underway for vehicular and pedestrian wayfinding within the city limits. The scope of the contract includes: design and bid, fabrication and installation management.

The city wayfinding should be supported by additional wayfinding approaching Deadwood but outside the city limits. For example:

- Vehicular wayfinding along Interstate 90 and state highways 14 and 85 approaching downtown.
- Visitor information kiosks at attractions, hotels, and in various locations throughout the county.
- Pole banners along Highway 14 approaching Deadwood.

Wayfinding should start at least 10 miles out of town and should identify and make it easy to anticipate your attractions (Main Street is an attraction, not just a place), courthouse, civic center, high school, library, hospital, police and fire, local parks, sports facilities, golf course(s), etc. Wayfinding will also educate your front-line employees about what you have and where it's located.

Wayfinding can be phased over several years. Watch the Roger Brooks video "The Art of Wayfinding" for details on how to get your wayfinding system designed, fabricated, and installed. There is a wealth of detail in the video that can be of assistance for all aspects of a wayfinding project.

40. Add benches and downtown beautification

Timeline: April, 2016, annually

Who takes the lead: Design Committee

Approximate cost: \$10,000 per year

Possible funding idea: BID 7 funds/Historic Preservation

Rationale and/or details:

Fact: Women account for 80% of all consumer spending. They are the shoppers, so provide benches and seating areas for kids and husbands/significant others. Downtown Deadwood should have benches in front of almost every business. Benches should be placed against the façade facing out, and each should be flanked with a pot or planter with a minimum size opening of 24 inches. Benches should be inviting – do NOT buy concrete or "vandal proof" benches. Yes, they can be bolted down, but they should be something visitors would want to sit on.

Consider selling "sponsored" benches. In the top rail along the back you can have the name of a person, family or business engraved. Shy away from selling plaques or advertising on the benches. Remember, this is a historical area. Engraving the name of the sponsor is tactful and attractive.

While some merchants do a good job with beautification, the large majority do little or nothing to pull customers in the door. Consider the following type of program:

- Collect perhaps \$5,000 from local businesses (\$100 x 50 businesses).
- Use terracotta, glazed pots and planters. The minimum size should be 24 inches across the top opening. This way, once they are planted, they are too heavy to be stolen or vandalized. The idea is to obtain at cost (or below cost) perhaps 100 pots and planters. They do NOT have to all be the same. In fact, you want variety. Avoid aggregate and cement pots unless they are colorized. Concrete is not part of a historical feeling.
- Purchase evergreen (two thirds of your plantings), perennial color (10%) and annual color (20%). Remember that you don't want a cookie-cutter "everything looks the same" approach. You want it to be organic to the business, but still stunning.

Maintenance: You can ask the merchants to take care of the plants in front of their shops, but in our experience, only about half will actually maintain them. Instead, consider the following:



All billboards on Main Street should be removed if at all possible. If not, then they should look like a billboard that would be found in 1879. When on Main Street, visitors should feel like they are in a different era.

- See if you can get someone (the city, golf course, home owner, farmer) to donate a small John Deere or similar ATV or small riding tractor. Then you can buy a 300-gallon tank-trailer that can be filled with water and fertilizer.
- Approach the city parks and recreation department, Kiwanis, Rotary and other local clubs and organizations to set up a watering schedule. These are volunteers that agree to go out each Monday, Wednesday, and Friday during the growing season (hopefully April through September) and once every two weeks the rest of the year (remember that most of the plants are evergreen and when under awnings or roof overhangs, still need to be watered).
- This can actually be a fun project. The tank sprayer has a small electric motor and a long coiled hose to make watering the plants easy. Every city council person and city staff person might take one morning during the season, as would local organizational directors, school teachers, even students and student organizations. Kiwanis might have volunteers, and often retirees will be happy to join the watering schedule.
- Finally, bring in a local gardening club, or Master Gardeners who can help maintain the pots and will even volunteer to do decorative plantings and arrangements. Master Gardeners, to keep their titles, donate hours each year to community-based public gardening projects. This is an ideal opportunity for them.

Vandalism: Yes, it's likely to happen. You will want to have perhaps 40 pots in storage so that when it happens, it's simply replaced the next day. Don't give up. After a pot is replaced several times, vandals simply give up. It's a battle they can't win.

Retail beautification can increase sales by nearly a third. Women are attracted to places that feel safe and welcoming, and this is what retail beautification portrays.

There are three statistics to remember as you beautify downtown Deadwood:

- a. Seventy-percent of first time sales at restaurants, retail shops, wineries, lodging facilities, and golf courses comes from curb appeal. We all travel. Have you ever uttered these words: "That looks like a good place to eat"? We all do. We judge the book by the cover.

- b. Eighty-percent of consumer retail spending is by women.
- c. Seventy-percent of all retail consumer spending takes place after 6:00 pm. Are you open?

Here are some other ideas for downtown: Work with the private sector to change their small signs (door fronts, front desks, wall signs etc. to use fonts that would have been used in 1879 or that era. This will help integrate the brand into the fabric of the downtown. Remove signs that are negative, such as “no strollers or ice cream”. It’s fine to have a small sign that says “please no drink or food,” but remember you are in the hospitality business. Create invitations – not rejections.

Remember to watch for the little things, like weeds coming up through sidewalks and rock filled landscapes or fence lines, like the entrance to the Michelson Trail. A shot of round-up goes a long way.

Dumpsters can be a real eyesore in the downtown. These should be screened with cedar fencing and put back the same day as pick occurs.

Consider colorizing the parking lots, especially along lower Main Street.

41. Lease billboards along the I-90 freeway corridor

Timeline: April, 2016

Who takes the lead: BLT/Chamber & Visitors Bureau

Approximate cost: TBD

Possible funding idea: Chamber & Visitors Bureau

Rationale and/or details:

Once things really get going in downtown Deadwood (and not before) you want to tell the world that you ARE the place for rip-roaring fun. The fastest way to do this is on billboards along I-90 where the “impressions” (number of views) is extremely high. The message: “For a kick-ass good time” And “Bring your party to Deadwood.” Then the logo and the website address: riproaringdeadwood.com, or kickassdeadwood.com.

Currently, the Deadwood message along I-90 is dominated by gaming and by specific casinos. The Deadwood Branded billboards will promote Deadwood to the thousands of visitors and area residents who are looking for something other than gaming, as their primary form of entertainment, but currently not finding it in Deadwood. The billboard messaging should focus on Deadwood’s fun-loving, something’s-always-happening, brand message.

Billboards can cost from \$1,600 a month on up to more than \$6,000 a month depending on location. Your billboards have two distinct audiences, local region residents who frequently travel the I-90 corridor and live within an hour to two hours of Deadwood, and tourists who live further away and are looking for things to see and do on their vacation.

For local region residents, you want a message that is lit at night and has high commute exposure, so after five, ten or 15 views you have “top of mind awareness” with them. When those viewers have something they want to celebrate, Deadwood will come to mind as the place to host that party.

The message for tourists needs to be more immediate and compelling. You want them to know that if they miss visiting Deadwood, they are missing the liveliest, most activity-driven town in the Black Hills.

Typically we recommend leasing billboards (at least 48 feet wide) for 90-day periods:

- October, November, December (the holidays)
- March, April, May (spring and time to head outdoors and for weekend escapes)

- July, August, September (summer fun)

We encourage the BLT Marketing Team to watch the Roger Brooks video “Business and Community Signage,” which has a section on the use of billboards. This will be a good guide as you design the billboard so you get maximum exposure and a good return on investment.

Remember that your primary audience (for day visitors) is within a one-hour drive, but your overnight market is people who will drive at least two hours to you.



42. Purchase and Install a Main Street music system

Timeline: April, 2016

Who takes the lead: Design Committee

Approximate cost: TBD

Possible funding idea: City Commission, general grants

Rationale and/or details:

At present a walk down Main Street subjects the visitor to a cacophony of outdoor music broadcast from the outside speakers of a variety of retail outlets. These music systems compete with each other, afford varying levels of broadcast quality, and present the visitor with a wide variety of music genres. A better solution for creating an audio ambience on Main Street is an integrated system of outdoor speakers from Four Aces to Pine Street that will provide a consistency of music quality and selection programmed for the day. The music can be selected based on the particular event that is happening, and it can be shut off during the times there is live music being performed.

43. Install decorative sidewalks

Timeline: May, 2016

Who takes the lead: Design Committee

Approximate cost: About \$10 a square foot

Possible funding idea: City Commission, general funds

Rationale and/or details:

Main Street has a strong historical feel, particularly where the street is laid with bricks, but there are other parts of downtown that are more modern and recently paved. The portion of Highway 14 through the downtown for example, has standard zebra crossing crosswalks, but in some cases, they are faded and less visible to the driver, creating a hazard for the pedestrian.

One way of extending Main Street's strong "western feel" to the rest of the downtown might be a brick designed crosswalk embossing through a duratherm process. This StreetPrint® asphalt stamped process is weather resistant and durable enough to withstand snow removal.

44. Start an "Earn Your Tin Star" visitor activity program

Timeline: May, 2016

Who takes the lead: Chamber & Visitors Bureau

Approximate cost: \$2,000 annually

Possible funding idea: Chamber & Visitors Bureau

Rationale and/or details:

A fun idea for extending the length of stay of visitors, giving them incentive to go to many of the city's visitor attractions, and generating additional visitor expenditures, is to create an incentive. What kid would not want their own sheriff's "Tin Star" from Deadwood?

The idea is for visitors (12 and under, but with their parents in tow) to participate in a series of must-do activities in Deadwood



that would earn them their Tin Star. They would get the list from Deadwood's tourism website, social media, visitor center or participating attraction. Proof of their participation could be verified by a hand stamp, or a smart phone picture, or a stamp on the list. Here are just a few of the activities that could be required:

- A piece of placer gold from the Black Hills Mining Museum
- A photo next to Wild Bill's memorial at the Mount Moriah Cemetery
- A photo with a Wild West character from the street shootouts
- A photo in the lobby of the Roosevelt Hotel
- A photo next to a display in the Celebrity Hotel
- A photo at the model train display

The reward for completing all the visits would be the "Tin Star."



45. Contract for the development of logo gear and collectibles – with a percentage coming back to the (BLT) organization

Timeline: July, 2016

Who takes the lead: Brand Leadership Team

Approximate cost: Self-funded (but may require some seed funds), to be contracted

Possible funding idea: private funding (business opportunity)

Rationale and/or details:

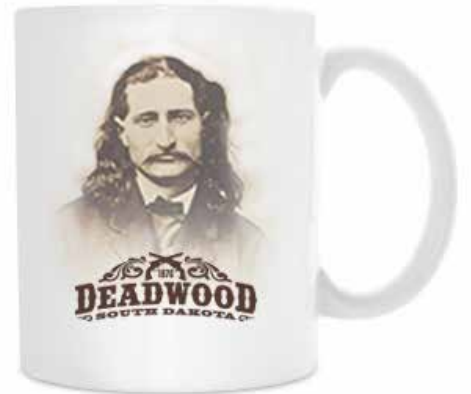
To start telling the world about Deadwood's Rip-roaring Fun brand, develop logo gear that can be sold at hotels, in the visitor information centers at the '76 and Adams Museum, at the Plaza and local retail outlets. Using the new brand identity and tagline, create collectibles and logo gear that can be sold:

- Polo shirts (have the brand identity stitched above the breast pocket location). Don't make these billboard shirts with huge logos on them.
- Baseball caps
- Coffee mugs and/or water bottles
- Paper weights
- Logos on party cups and party gear is a perfect fit since the goal is to make Deadwood THE place to party with friends. Make up a list of brand-specific goods that could include the Deadwood "Brand Mark" and would reinforce the Rip-roaring Fun brand.

Make sure they are colorful and something a visitor would want to wear and want to have. Think like a visitor – what you might buy and wear when you go to Yellowstone National Park or Jackson, Wyoming, for example.

Get together and think of clever and edgy slogans that would sell. Remember to sell the experience – not just the city.

Keep the franchise agreements simple. Add a 20% mark up to the cost of production and shipping for your take, and set a maximum price that the vendor can sell the items for. You don't want the items to be so expensive that no one buys them. The idea is to get them bought and worn, all over the country (and world).



46. Secure event parking within the SDDOT shop location

Timeline: July, 2015

Who takes the lead: Legislative Committee

Approximate cost: none

Possible funding idea: Parking Agreement

Rationale and/or details:

Special event parking space continues to be an issue for Deadwood. We recommend implementing the idea of the 2003 long range planning committee to resolve this issue by moving the SDDOT highway shop out of its current location next to the Days of '76 campground to outside of Deadwood to develop parking for event, bus and RV parking.

The two locations that would meet the needs of the SDDOT are the Herring property and the slag pile property. The preferred location is the slag pile property as it has good access to City utilities, and it meets the required response time. The cost of the move would be the responsibility of the City of Deadwood.

At present, there is no overflow parking for visitors near Main Street that are a good alternative, due to the relative lack of flat ground for parking. Presently, visitors are parking two to three blocks up into residential neighborhoods, from where they walk to the downtown. Designated parking could be served by the Trolley system. There is some RV and bus parking on the back side of lower Main Street and at the railroad lot near the Michelson Trailhead, but these are insufficient and inconvenient. The railroad lot is presently used also for residents' stored vehicles, but that also is an issue as the Trailhead needs upgrading. The suggested parking venue near the entrance to the city would be convenient for RV and bus visitors going to the Rodeo grounds, as well as to Main Street. This action plan is designed to increase visitors substantially. Meeting the increased parking needs will be an important component to address this growth.

47. Bring Roger Brooks for a refresher visit

Timeline: November, 2016

Who takes the lead: BLT, City of Deadwood

Approximate cost: \$7,500

Possible funding idea: City Council, general funds, and private sector

Rationale and/or details:

Action Plans like this are very fluid, and sometimes the energy, enthusiasm, or lack of funding and cooperation can drag the effort down. No matter what, you cannot let the enthusiasm wane. If you find you need help, consider bringing Roger Brooks or an outside facilitator back for a couple of days to address challenges, new opportunities, ask questions, get new advice, talk about funding options and marketing, to facilitate differences in opinions, to pump up the troops, and, while at it, update the plan.

It's a natural process that the enthusiasm will tend to wane over time, especially in tough times and when you've narrowed your focus, which everyone won't agree with. But you cannot let that happen if you hope to bring this plan to fruition. Also, this presents a great opportunity to showcase what you've done, to date, and the changes it has made in your product development and marketing efforts.

48. Improve access to outdoor recreation resources in and around Deadwood

Timeline: November, 2016

Who takes the lead: Economic Development

Approximate cost: TBD

Possible funding idea: TBD

Rationale and/or details:

"Partying like it's 1876" might be the big lure for Deadwood, but a compelling diversion for many visitors will be the outdoor recreation afforded by the Michelson Trailhead and other hiking, biking, ATV, snowmobile and skiing opportunities that exist. With the construction of the Main Street Plaza, you can add ice-skating to that list.

Regional locals are likely to bring their own equipment with them for these outdoor activities, but for the visitor who is unequipped, outfitting is anything but convenient at present. Elevate the presence of the companies that rent mountain bikes, ATV's, snowmobiles, ice skates, and sell packed lunches, picnic kits, water, hand warmers, hats, gloves, rain ponchos, as well as extra T-shirts, socks, walking shorts, and other items that monetizes what otherwise is a free activity.

Active outdoor pursuits is a natural for the area, and keeps people in the region and spending money. But visitors have to be made aware of the opportunities, and it has to be easy and convenient. Make sure your visitor websites do a good job of telling the recreational story. Use evocative photographs of visitors in action. Use or link to social media coverage of your outdoor resources. Add new attractions to the ones you already have, like rock climbing, or zip line challenges. Stakeholders have claimed world-class fishing. That means nothing if you don't tell visitors the how, when where, and why of fishing.

Tell them what they want to know:

What is the activity?

How long will it take?

How do I get there, and is there a shuttle to get back?

Where can I rent equipment?

What times can I participate?

What does it cost?

What is the elevation?

What degree of effort will it take?

Etc.

Create a Mountain sports brochure that not only has excellent maps and describes in detail the various sports, but includes the stores that rent equipment, sell clothes, offer provisioning and transportation.

Shopping and dining is a natural fit for before and after outdoor activities. Connect the recreational sites to the downtown with adequate signage, and through packages, cross-selling and partnering, such as mountain biking and micro-brews, or ice-skating and coffee nudges. Make recreation one of the three day parts for a full day's activity: daytime – recreation; evening – outdoor music and dining; late night – indoor pubs and gaming.

Program recreational events. Deadwood already has some good programmed, recreational events: the ISOC SnoCross Shootout, the Legends Ride, the Mickelson Trail Marathon. Add to these adventures and be sure to promote them.

49. Develop affordable rental units in Deadwood for line level employees to encourage Deadwood's population growth

Timeline: January, 2017

Who takes the lead: Economic Development

Approximate cost: TBD

Possible funding idea: City Commission, general fund

Rationale and/or details:

As the brand initiative stabilizes and enhances retail businesses, Deadwood will need additional service and retail sector employees. Local, affordable rental units are in short supply, forcing most employees to commute from surrounding communities, negatively impacting the "sense of community" between business and residents in Deadwood. Recruit development of affordable housing options. Leveling of employee incomes year round especially from those relying on tips would make local residency more likely.

A companion recommendation is for the private sector to raise the minimum wage in Deadwood to attract more/better service workers and add stability of the workforce in Deadwood. This would make Deadwood more competitive for experienced employees within South Dakota.

50. Explore additional visitor-funded marketing revenues such as increasing hotel occupancy tax

Timeline: September, 2015

Who takes the lead: Private sector Deadwood tourism industry/State Legislature

Approximate cost: TBD

Possible funding idea: Bid 1-6

Rationale and/or details:

After a couple of years of product development efforts by the Brand Leadership Team, the emphasis can shift to more to marketing efforts. If the increased visitor volume and visitor expenditures are not generating high hotel occupancies year round, or enough additional marketing funds through existing tax structures, then explore an additional tax structure with the legislature.

51. Add a Main Street gateway

Timeline: April, 2017

Who takes the lead: Design Committee

Approximate cost: \$15,000-\$50,000

Possible funding idea: City Commission, Historic Preservation

Rationale and/or details:

We recommend the addition of a Gateway arch over Main Street as you enter Deadwood from the north, located approximately where the brick paving on Main Street begins. And South on Highway 83.

We recommend you view the Roger Books Video "The Rules of Business & Community Signage" available in the Roger Brooks International Video Library online.

Gateway signs tell the visitor "you have arrived". This is the point where you want visitors to form their first (best) impression.

52. Develop agreement between the City of Deadwood and Forest Service to enhance access and improve promotion of Mt. Roosevelt

Timeline: April, 2016

Who takes the lead: City Commission/U.S. Forest Service/Design Committee

Approximate cost: TBD

Possible funding idea: BID 1-6 funds

Rationale and/or details:

Mt. Roosevelt's proximity to downtown makes it an opportunity to create a hiking trail activity. Work with the Forest Service to promote it, improve access and facilities and maintain the spectacular views from Friendship tower. Possibilities include trolley tours to the tower, 10K volksmarch from Deadwood Visitor's Center up Denver Street, and a connector trail from the Mickelson trailhead.

53. Use Deadwood parking ramp revenues to meet the funding requirements of this plan's product development and marketing tasks when current bonds are paid

Timeline: December, 2016

Who takes the lead: City Commission, Private sector Deadwood tourism industry

Approximate cost: TBD

Possible funding idea:

Rationale and/or details:

In 2018, the Deadwood municipal parking structure bonds will be paid. The business community underwrote these bonds, and in some years when operating revenues were insufficient, contributed to the payment of the bonds. There are several large items within this Action Plan that could use future revenue streams from the parking structure to defray the costs of construction, the two prime examples being the new parking spaces at the entrance to town (Recommendation # 48) and the construction of the Main Street Plaza (Recommendation #7).

The use of these future revenues should be planned out prior to the retirement of the current bonds.

APPENDIX

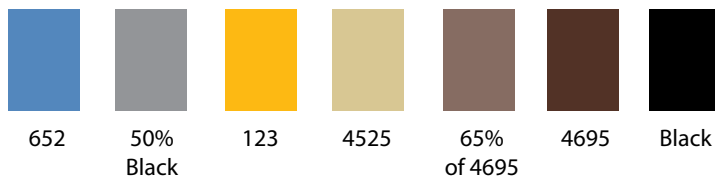
BrandGraphics

Itinerary Questionnaire

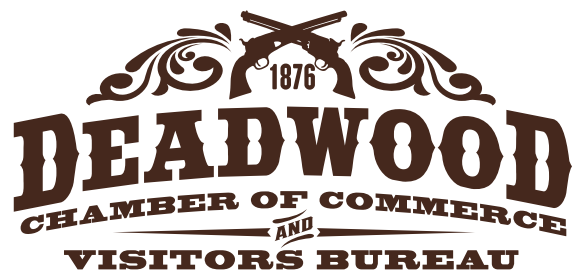
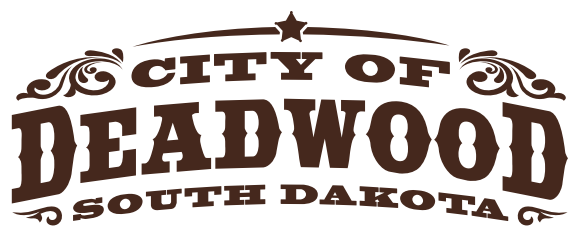
Roger Brooks International Viewing Order

BrandGraphics

Deadwood Brand Color Palette



Brand Identities



**WHAT DO WILD BILL HICKOK,
CALAMITY JANE AND YOU
HAVE IN COMMON?**

All three have been the life of a great party. Two in historic Deadwood, South Dakota. When the will you arrive to make it a true trifecta? Olupiet iur, quam any eumenim for porempernam solo omniam aliaest ruptia vitatumque nothing will cormporiae. in Deadwood, South Dakota. Visit us at www.VisitDeadwood.com

DEADWOOD
1876
SOUTH DAKOTA



K

RIP-ROARING, KICK-ASS FUN!

You can burn the town to the ground. You can wash it away down the gulch. But no matter what calamity befalls this legendary town, nothing can take the spirit from the brave Wild West souls that still call Deadwood home. So come paint the town red, join the party, and see what all the fuss is about.



DEADWOOD
1876
SOUTH DAKOTA

**RIP-ROARING,
KICK-ASS FUN!**

You can burn the town to the ground. You can wash it away down the gulch. But no matter what calamity befalls this legendary town, nothing can take the spirit from the brave Wild West souls that still call Deadwood home. So come paint the town red, join the party, and see what all the fuss is about.

DEADWOOD
SOUTH DAKOTA

**DESPERADO, BANDIT,
MARAUDER, GUNSLINGER
AND OUTLAW.**

**INTRODUCING THE TOP FIVE
PROFESSIONS IN DEADWOOD
CIRCA 1876.**

All three have been the life of a great party. Two in historic Deadwood, South Dakota. When the will you arrive to make it a true trifecta? Olupiet iur, quam any eumenim for porempernam solo omniam aliaest ruptia vitatumque nothing will cormporiae. in Deadwood, South Dakota. Visit us at www.VisitDeadwood.com

DEADWOOD
SOUTH DAKOTA

K 

DESPERADO, BANDIT, MARAUDER, GUNSLINGER OR OUTLAW.

WHICH WILL YOU BE?

All three have been the life of a great party. Two in historic Deadwood, South Dakota. When the will you arrive to make it a true trifecta? Olupiet iur, quam any eumenim for porempnam solo omniam aliaest ruptia vitatumque nothing will cormporiae. in Deadwood, South Dakota. Visit us at www.VisitDeadwood.com


DEADWOOD
SOUTH DAKOTA

Lead Banner Concept



Roadside Banner Concepts





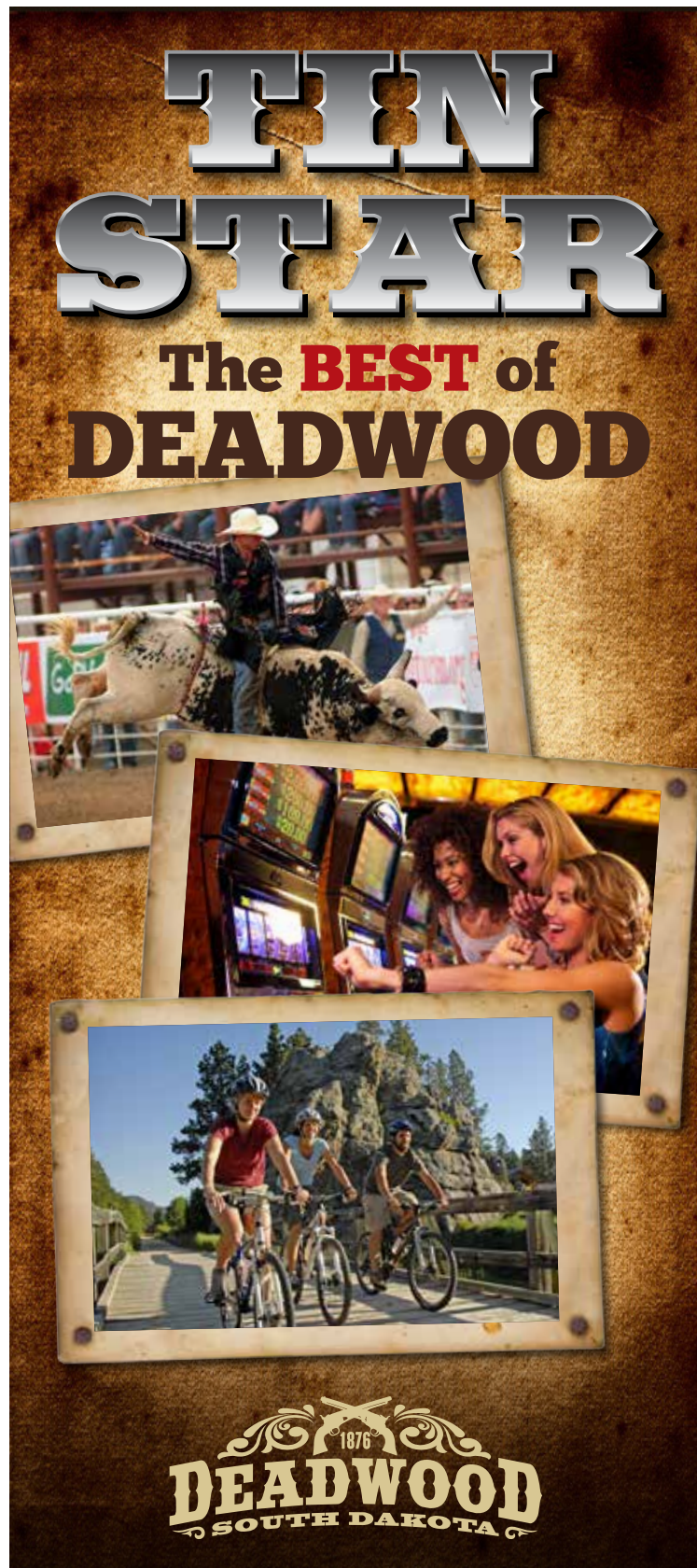


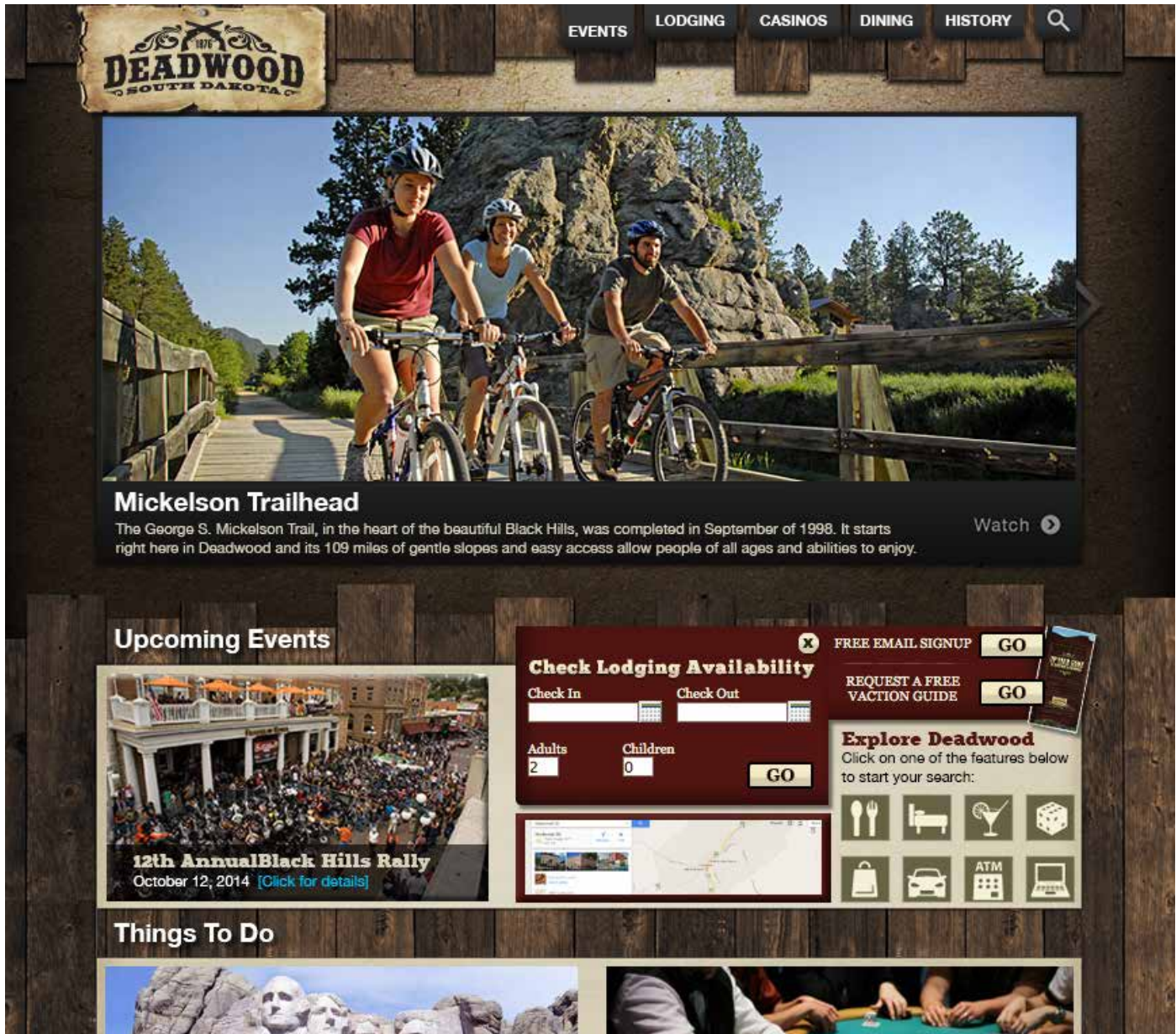
Wayfinding Concepts



City Vehicle Concept







Brand Merchandise Concepts



7-Question Itinerary Exercise: Engage your locals in creating “itineraries from our local residents”

- Great idea for a public gathering, such as Kiwanis, Rotary, etc.
 - Use blank sheet and ask a series of 7 questions
 - These are examples and can be changed to suit the season, location and other particulars of the itineraries you are creating
1. Where will my partner and I have the best dining experience?
 2. Where should we go for some nightlife?
 3. Where can we get gourmet items for a picnic?
 4. What is the one thing we MUST do while we are here?
 5. Where can I get the best dessert? Name the place AND the dish.
 6. Where can I take the best picture that says I was really there?
 7. Where can I get something locally made? A gift or great souvenir?
- Then ask the participants to number them in order – this builds the itinerary
 - Notice: five of the questions are about private industry

Roger's Video Library

Recommended Viewing Order

First start with community branding. You need to figure out what you should be known for that will set you apart from the rest.

1. The Art of Branding a Community - Part 1
2. The Art of Branding a Community (Roger's 13-Step Process)
3. The Art of Branding - Revisited

Next, focus on downtown development/tourism development. What is the product that will reinforce your brand?:

4. The 20 Ingredients of an Outstanding Downtown - Part 1
5. The 20 Ingredients of an Outstanding Downtown - Part 2
6. The 20 Ingredients of an Outstanding Downtown - Part 3
7. Downtown Critical Mass
8. Business and Community Signage
9. Year-Round Public Markets
10. The Power of Public Plazas - Part 1
11. The Power of Public Plazas - Part 2
12. The Art of Developing a Wayfinding System
13. Is Your Downtown Open After 6pm?
14. How to Bring Your Downtown to Life
15. Parking is Not Just for Lovers
16. Recruiting Tourism Development Projects
17. Visitor Information Centers

Finally, watch community marketing videos. How will you tell the world you exist?:

18. Seven Deadly Sins of Destination Marketing
19. Words & Phrases That Work Every Time
20. Tourism for the 21st Century
21. Community Marketing on a Minuscule Budget
22. The Power of Itineraries
23. The Use of Photography to Increase Sales
24. The Power of Selling Experiences over Places
25. Promoting Your "Anchor Tenants"
26. How to Create Marketing Partnerships
27. Designing Effective Print & Mobile Ads
28. The Death of Visitor Guides and What to Do Instead



ROGER BROOKS >
International

Roger Brooks International | 981 Powell Ave. SW, Suite 125 | Renton, WA USA 98057 | 206-241-4770 | www.RogerBrooksInternational.com



Roger Brooks International
24654 N. Lake Pleasant Pkwy
Peoria, AZ 85383
206-241-4770

www.RogerBrooksInternational.com