



# Assessment Findings and Suggestions Report

Grandview, Washington

October 2024

 Destination Development  
Association





## Destination Assessment

### INTRODUCTION

In October of 2024, a Destination Assessment of Grandview was conducted, and the findings were presented in a two-and-a-half hour workshop. The assessment provides an unbiased overview of Grandview—how it is seen by a visitor. It includes 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.

In performing the Destination Assessment, the DDA team looked at the area through the eyes of a first-time visitor. No prior research was facilitated, and no community representatives were contacted except to set up the project's public presentation. The town and surrounding area were "secretly shopped." Any person looking to relocate their business, industry, or residence will first come to your community as a visitor. Tourism is the front door to all your economic development efforts.

Once potential visitors find information about your area, are the marketing materials, websites and social media channels good enough to close the sale? In the Marketing Assessment, we reviewed your local websites and printed marketing materials.

A typical community has five opportunities to close the sale:

- 1) Personal contact (visitor information centers, trade shows, etc.)

- 2) Websites
- 3) Brochures and printed materials
- 4) Publicity (articles), social media
- 5) Word of mouth—the most effective means

We searched the internet for activities, requested and reviewed printed materials, and looked for articles and third-party information. As we prepared for travel to your community, we searched both commercial and organizational websites promoting the area, tourism websites, peer review sites such as TripAdvisor and Google reviews.

The marketing assessment determined how effective the marketing was in convincing a potential visitor that the area would be worth a special trip, a stop, or an overnight stay. The key to the marketing assessment is to see if you have a primary lure that makes you worth a special trip of a one-hour drive, or from further away. The question on most visitors' minds is: What do you have that I can't get closer to home? What makes you worth a special trip?

Where most communities falter is when they merely provide "lists" of what the community has, whether it's truly "unique" or not. Nearly every community in North America promotes the usual list of diversions: local museums, shops and restaurants, lodging, golf, outdoor recreation, historic downtowns, scenic vistas, etc. Of course, nearly every visitor can do these things closer to home. So, what makes Grandview worth the trip?

Always promote your primary lure first—what makes you worth that special trip. THEN, promote your diversionary, or "complementary" activities.

Would you go to Anaheim, California, if Disneyland wasn't there? Do you think that Universal Studios and Knotts Berry Farm mind that Disneyland gets all the glory? Of course not. Eighty percent of all tourism spending is with those secondary activities. Disney does the heavy lifting in terms of advertising and promotion, and the diversionary activities benefit as well.

In a nutshell, the marketing assessment looks for what makes your community worth a special trip, or a great place to live, or to do business. We look for details, details, details. Do you give a reason for visiting, and do you provide enough information to make it easy to plan a trip? Are the marketing materials good enough to close the sale?

The second part of the assessment process is the On-site Assessment. During this part of the assessment, we spent several days in the area, looking at enticements from the highways (signs, billboards, something that would get a visitor to stop), beautification and overall curb appeal, wayfinding (ease of getting around), visitor amenities (public washrooms, visitor information, parking), activities, overall appeal, retail mix (lodging, dining, shopping), critical mass, customer service, area attractions, pedestrian friendliness, gathering spaces, evening activities, and the availability of marketing materials and their effectiveness.

The area benefits from tourism when visitors spend money, and they do that in the local gift shops, restaurants, hotels, etc. Therefore, the On-site Assessment includes a candid look at private businesses as much as public spaces and amenities.

For every shortcoming or challenge we note during the assessment process, we provide a low-cost "suggestion," where possible, on how the challenge can be corrected or overcome. The suggestions are not termed "recommendations," as they were developed without consulting the community first about possible constraints, future plans, or reasons why the suggestions may not be appropriate. Hopefully this assessment process will open dialogue within the community, leading stakeholder organizations to adopt some or all of the suggestions, taking them from suggestions to recommendations.

It's important to note that to increase the town's tourism industry, fulfilling one or two of the suggestions may have little impact, but implementing a number of them, if not all, can have a profoundly successful impact on the town's ability to tap into the tourism industry.

Implementation of these suggestions must be a region-wide effort, involving both privately owned businesses as well as local, county, and state agencies, where appropriate. Every local organization plays a role in tourism, downtown revitalization, or economic development efforts. A Destination Marketing Organization (DMO, CVB, Chamber, TPA, etc.) will not be successful if the tourism effort is not region-wide.

In many cases, issues may come up that you are already aware of and are already working on. In that case, the assessment validates those efforts. But more often than not, the assessment will point out things that you are aware of but can't mention or bring up without paying a political price. Local



politics can be a killer of the tourism industry.

While marketing efforts are important, product development is the most important factor of a successful tourism industry. Visitors want activities, not just things to look at. How much time can a visitor spend enjoying activities—that cater to their interests—in your area? Does your community have truly unique attractions the visitor can't get closer to home? You must be able to deliver on your marketing promises, otherwise visitors might come once, but they won't come back. It's much more cost effective to bring people back, than to always go out and entice new visitors into town. "Been there, done that" communities eventually run out of visitors and find they don't have a sustainable tourism industry, or they simply become pit stops or gateways on the way to somewhere else.

After spending several days reviewing marketing materials and assessing the community, we have looked at all of these issues, and have developed some suggestions and ideas the community can discuss and possibly implement to help increase tourism spending locally.

### **SUCCESSFUL TOURISM TRANSLATES TO CASH**

Tourism is successful when the community imports more cash than it exports. When residents spend their hard-earned money outside the community, the community is exporting cash—often referred to as "leakage." Tourism helps fill that gap, importing cash into the local economy without the necessity of having to provide extended social and other services. Visitors come, spend money, then go home. When you import more cash than you export, you have a positive "balance

of trade." Communities with successful tourism programs easily see that the industry subsidizes the community, whereas other communities find that they subsidize visitors—providing services visitors use without them leaving enough money behind to cover the cost of those services.

The primary goal of the tourism industry is to bring more cash into the local economy. This doesn't happen when visitors come into the community, get out of their cars, and take photographs. And it doesn't happen when visitors go swimming in the lake at your park all day, sunning, and eating the lunch they brought from home. And it doesn't happen when visitors hike down your trails, enjoy your interpretive centers, or stroll through your lovely arboretums. These are all great things to do, and, of course, you do want your visitors to do these—but, you also want to entice them into your shops, your cafes, espresso stands, restaurants, galleries, B&B's, and hotels, ultimately opening their wallets to make purchases. That is what helps your local economy, your small merchants, your hoteliers, and your tax coffers.

To entice visitors to spend money in your community, you need to have places for them to spend it—you need to have the right mix of shops, restaurants, entertainment, and lodging facilities, all in an attractive setting, as well as attractions that make them want to visit you in the first place.





## THE THREE TYPES OF TOURISM

### 1. Visiting friends and family

The number one reason people travel is to visit friends and/or family. If you did nothing to promote tourism, you would still have tourism in your community. However, when friends and family come to visit, do your residents take them out to eat, shop, dine locally? Or do they head to a neighboring community? Do your locals even know what you have to offer? An effective tourism marketing effort also includes educating locals as to what you have and how to find it through effective wayfinding signage, gateways and advertising.

### 2. Business travel

The second most popular reason for travel is business. Included in this category is educational travel: colleges and universities, as well as conventions and meetings, corporate travel, vendor travel, etc. Like leisure travelers, this group is looking for things to do “after hours” while in the area. The most successful convention and trade show towns are the result of their secondary activities or “diversions,” not simply because of their convention and exhibition facilities. Think Disneyworld, Disneyland, San Antonio’s River Walk, Banff, to name a few.

### 3. Leisure travel

The third, and most lucrative of all types of visitors, is the leisure traveler. They have no personal connections to the community, but are coming purely to enjoy themselves. They stay in commercial lodging establishments, eat virtually all their meals in local restaurants, and their top diversionary

activity is shopping and dining in a pedestrian-friendly setting.

The average leisure visitor is active 14 hours a day, yet typically only spends four to six hours with the primary lure. They then spend eight to ten hours with diversionary activities—things they could do closer to home, but will do while in the area. A good example of this is Branson, Missouri, the “live music-theater capital of the world.” This town of 6,500 residents hosts 7.5 million visitors a year. The primary “lure” is the 49 music theaters. The average visitor attends two shows a day over about





four hours. During the other hours of the day, the visitor will shop in local outlet malls, head to the water parks, theme parks, and other attractions, play a round of golf, hike, bike, fish, do some bird watching, and participate in any number of other activities they could do closer to home, but will do while visiting Branson.

### THE THREE STAGES OF TOURISM

#### 1. Status quo

If you take no action to develop the tourism industry, you will still have an element of tourism, simply because some travelers will pull off local highways or freeways for gas, food, or lodging, as well as the fact that the number one reason for travel is to visit friends or family. If you have residents, you will have some tourism.

#### 2. Getting people to stop

The first priority of developing a successful tourism industry is getting people to stop. Imagine how successful businesses in the community would be if just 50% of the vehicles traveling through pulled off the highway and spent just 30 minutes in your community—buying gas, an ice cream cone, a sandwich, a gift or souvenir?

If there's a strong pull, imagine the money spent if visitors stayed two hours in the community, which nearly always translates to additional spending.

The first goal is to get those travelers to stop.

#### 3. Becoming the destination

To become a destination community you must have attractions and supporting amenities that convince visitors to spend the night. And those attractions

must be different from what the visitor can get closer to home.

Overnight visitors spend four times that of day visitors, and nearly ten times that of visitors using your community as a pit stop on the way to somewhere else.

### THE FOUR-TIMES RULE

Visitors will make a point of stopping or staying in a community if it has enough activities that appeal specifically to them and will keep them busy four times longer than it took them to get there.

In other words, if a person has to drive 15 minutes to visit you, do you have enough for them to do to keep them busy for an hour? (4 times 15 minutes) If a visitor has to drive an hour, do you have the activities and amenities to keep them busy for four hours?

The more you have to offer, collectively, the further visitors will come, and the longer they will stay, and of course, the more they will spend. This is why it is so important for communities to market more than just their immediate geographic areas. By marketing neighboring activities and attractions, you present much more for a visitor to do, and you make the visit worth the trip.

Visitors don't care about city limits or county lines – so market the broader package and you'll be able to keep people in the area long enough to translate to another meal, some more shopping, and hopefully, an overnight stay.



### SELL THE EXPERIENCE, NOT GEOGRAPHY

Nearly every destination marketing organization is charged with promoting a geographic area, yet visitors couldn't care less about those boundaries. They are looking for activities that cater to their interests, and location is second to the experience. ALWAYS promote the primary lure first, then the location. People by the millions head to Disneyland, Disneyworld, Dollywood and other attractions. They are not going to Anaheim, Orlando or Pigeon Forge.

Always sell the activity - the experience - THEN the location.

### LURES, DIVERSIONS AND AMBIANCE

Too often communities promote the list of diversions that nearly every community has. The primary lure is the activity that a visitor can't find closer to home.

Always promote your primary lure, then the diversions. Do not try to be all things to all people. Have you ever gone anywhere because they had "something for everyone?" Of course not—you go there because they have something specific for you. Find your niche and promote it like crazy.

Historic downtowns provide ambiance—they are not attractions, diversions, nor are they a primary lure. It's what's in the buildings that makes a downtown a destination.

The same can be said for scenery. Unless your vista is a world-class scene, such as Niagara Falls or the Grand Canyon, scenic vistas create wonderful ambiance, but don't translate to spending, and they only last a few minutes. Then what?

All too often communities promote their heritage as a primary draw. How far would you travel to visit a mining museum? A timber museum? An agricultural center? A county historical museum? Heritage must be outstanding and pervasive throughout the community to be a primary lure, such as Plimoth Plantation or Salem, Massachusetts.

Thousands of communities are the "capital" of something. For instance, in California, Borrego Springs is the grapefruit capital of the world. Gilroy is the garlic capital. Modesto is the tomato capital. Gridley is the kiwi capital. Oxnard is the strawberry capital. Fallbrook is the avocado capital. But here's the question: Have you ever gone anywhere because it was the capital of a fruit or vegetable?

Your local heritage is important to the community and can set the ambiance, even becoming a diversionary activity. For local heritage to be a major attraction, it needs to combine activities with ambiance, and it needs to be pervasive throughout the area.

### BE DIFFERENT OR THE BEST

Why should a visitor come to your community if they can enjoy the same activities closer to home? Too many communities promote "outdoor recreation" as their primary draw. Unfortunately, that is the same attraction promoted by nearly every community in North America.

If you are different, then you have a reason for travelers to choose to visit you. If you are the best, then visitors will generally flock to your doors.

If you have great hiking trails, then market their unique qualities. Be specific and paint the image





of how wonderful they are in the minds of your potential visitors. If you have one fantastic restaurant in town, let people know about it – a unique dining experience is something many people will travel far to enjoy.

Ashland, Oregon, previously a depressed timber town, began its Shakespeare Festival, which now runs nine months of the year and draws hundreds of thousands of visitors who spend an average of six nights in the community. The Shakespeare Festival made Ashland different from any other community.

Leavenworth, Washington, another dying timber town, adopted a Bavarian architectural theme and produces dozens of Bavarian events every year. Some now say the town looks more genuinely Bavarian than towns in Bavaria. It is now one of the primary tourist destinations in Washington state, hosting more than 2.5 million visitors annually. They offer a different experience, an experience that is pervasive throughout town.

Okanogan County, Washington is an outdoor recreational paradise—just like 37 of the 38 other counties in Washington. So why go to the Okanogan? Because they are the best. They researched guidebooks, newspaper and magazine articles, and pulled quotes they could use in their advertising efforts. Like, “Pinch yourself, you’re in Okanogan Country with perhaps the best cross country skiing on the continent.” This, and other quotes like it, make it worth the drive to visit Okanogan Country. The third-party endorsements show that they are the best.

Set yourself apart from everyone else, and you’ll see that by being unique, you’ll be a greater attraction.



## CRITICAL MASS MEANS CASH

Although it may not be the primary reason why visitors come to your community, shopping and dining in a pedestrian setting is the number one activity of visitors. Besides lodging, it is also how visitors spend the most amount of money.

Do you have a pedestrian-friendly shopping district? If not, can you create one? Many communities have been highly successful with the development of a two or three block long pedestrian “village” including visitor-oriented retail shops, dining, visitor information, washrooms, etc., all in an attractive, landscaped setting.

The general rule of thumb in those two or three blocks (not spread out all over town) is 10+10+10: Ten destination retail shops, which includes galleries, antiques, collectibles, home accents and furnishings, artists in action, book stores, logo gear (clothing), souvenirs, outfitters, tour operators, activity shops such as kites, jewelry, wine or tobacco shops, and other specialties. The second ten is for food: ice cream, fudge and candy stores, soda fountains, sit-down dining, coffee shops, cafes, bistros, delis, etc. And the final ten are businesses open after 6:00 pm. This includes entertainment: bars, dance clubs, theaters (movies and performing arts), retail shops with activities (piano bar in a wine shop), etc.

The important point is to group these businesses together to create the “critical mass” in a pedestrian-friendly setting. This will attract visitors as well as locals, and make it worth their while to stop and shop. People are always drawn to the critical

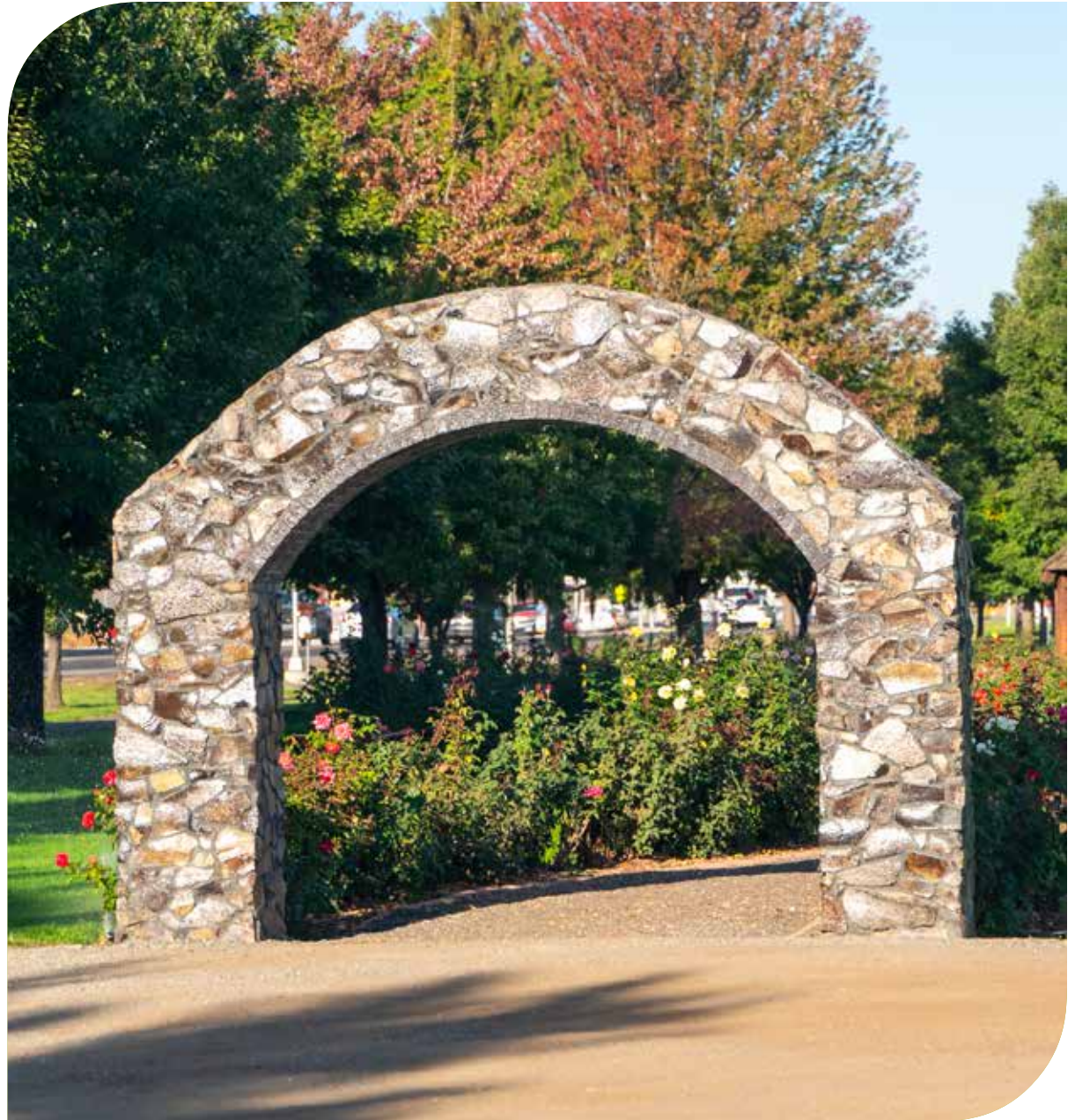


mass—the opportunity to have multiple choices, multiple experiences, all in a convenient and attractive setting.

### **TOURISM IS AN ECONOMIC DEVELOPMENT ACTIVITY**

The goal of successful tourism is for people to come into the community, spend money, and go home. Tourism is one of the world's fastest growing industries, and supports millions of jobs. Ninety percent of tourism industry businesses are small businesses of which 90% have less than 15 employees. Tourism provides the opportunity for entrepreneurs to get started, for small family-run businesses to thrive, for artisans and craftspeople to find a market, and creates a basis for unique niche-retail environment including wineries, artists, crafts, etc. Tourism provides a diverse market within the community, expanding its potential. Enhancing the community through beautification efforts creates an attractive setting for both locals and visitors, key in revitalizing a community's downtown. And a tourism-friendly town will attract non-tourism industries faster than others—new businesses will see the community as a visitor before they make a final determination about the community. Tourism is the front door to your economic development efforts.

The benefits of a healthy tourism industry can rejuvenate a town, foster community pride, encourage economic diversity, and lead the way to a vital, successful community.





## NEXT STEPS

The findings and suggestions in this report will provide many ideas, strategies, and goals to reach for. We hope that it fosters dialogue and becomes a springboard for the community in enhancing the tourism industry and other economic development efforts, leading to greater prosperity, rejuvenation, and enjoyment by all the citizens.

This report offers a first step in reaching that goal. To fully realize the benefits of this assessment, the community should take these findings and suggestions, discuss them and evaluate them, and develop a plan for implementation.

Developing a detailed plan would help to build on the results of this assessment, adding in-depth research, evaluation, and local input to develop a unique implementation program. The assessment process essentially provides a look at where you are today.

Your plan should be an “action plan” as opposed to a “strategic plan.” You want a to do list, by organization, not just general strategies, goals and objectives.

The recommendations should provide all the necessary steps for your town to be successful in attaining its goals of a more diverse economy with an enhanced tourism industry and to become more attractive and enjoyable for both visitors and citizens.

A good plan will provide a program to get local residents and the business community pulling together, building the town’s unique image in the minds of visitors and residents alike. The result

of your efforts will be a prosperous, enjoyable environment in which to live, work, and visit.

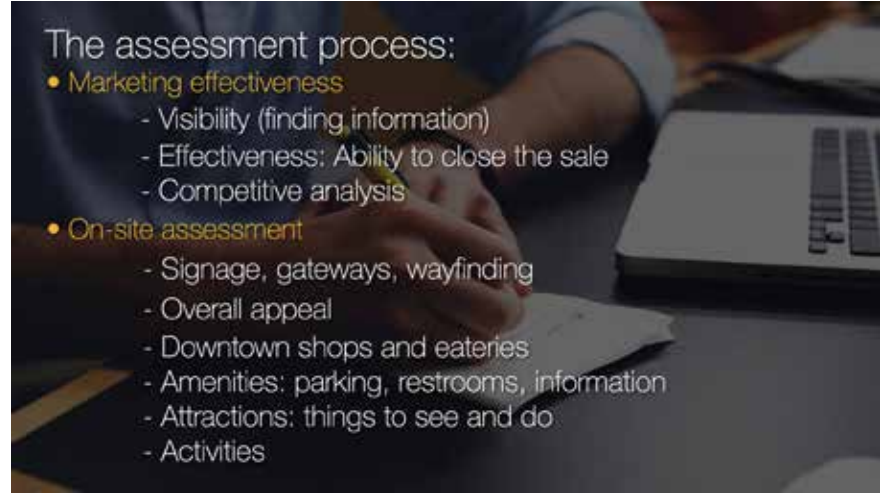






## Findings & Suggestions





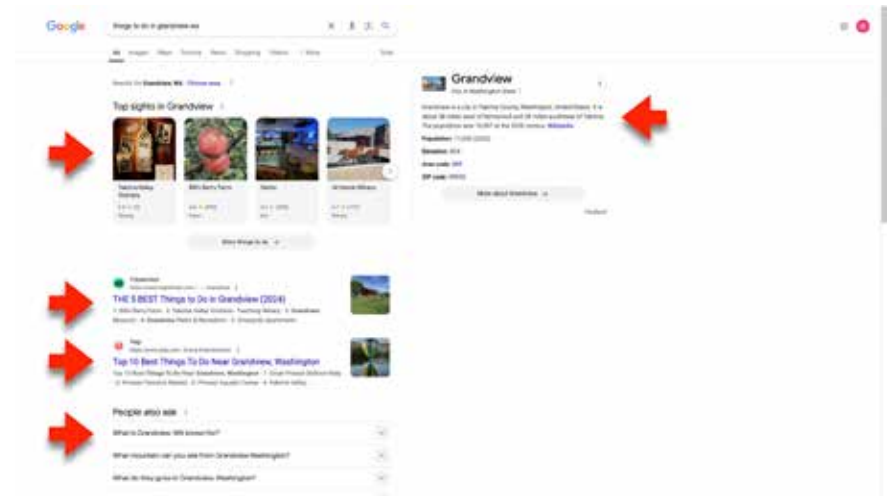
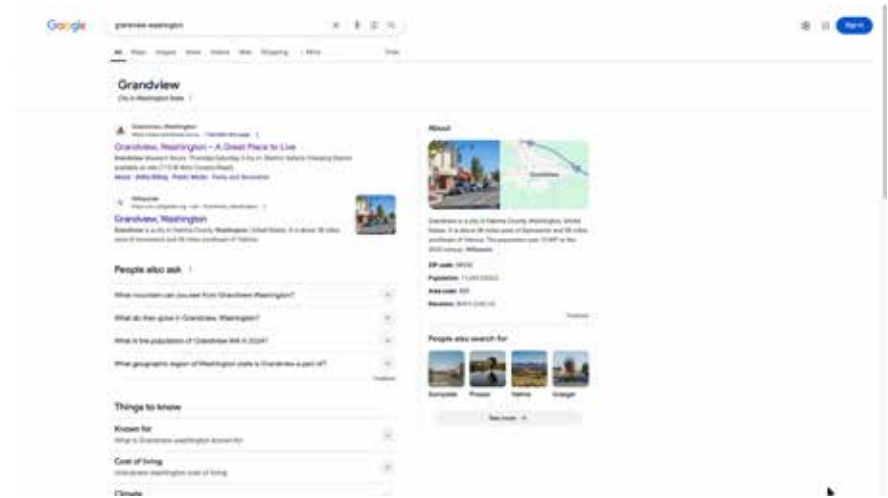
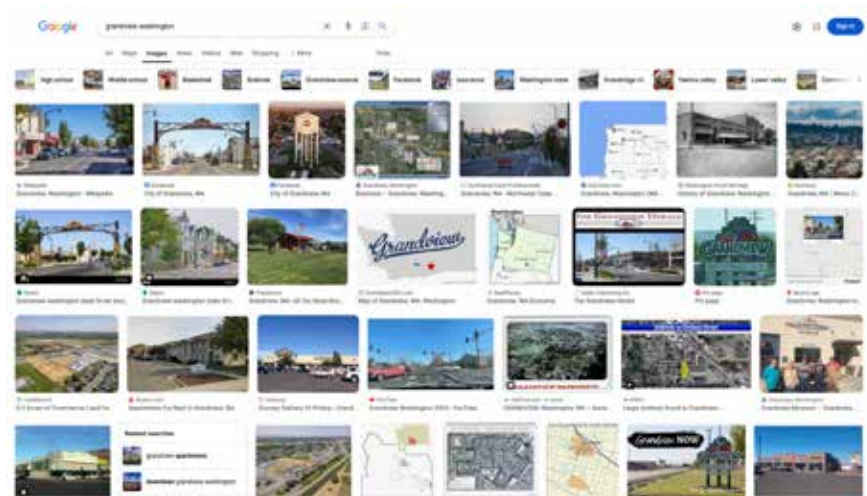
This assessment process has been an objective “secret-shopping” experience of Grandview, with the goal of discovering what else can be done to make the city an even better destination for visitors and locals.

To make this truly objective, we were given no “heads-up” advice about what to see, what to do, where to go, and what to look out for. This is an assessment of Grandview from a first-time visitor’s perspective, looking at it from the viewpoints of a visitor, a prospective investor, a prospective business owner, and a prospective resident of the city. The entire focus is to determine what else can be done to increase Grandview’s success.

We have performed more than 2,700 assessments across the U.S., across Canada, and in Europe. We have done about 80 of them in Washington State.

Our assessment process included reviewing Grandview’s marketing materials, plus looking at your online presence, reviews on TripAdvisor and other information sites, as well as performing the “secret-shopping” on-site assessment. We looked at signage and wayfinding (how easy was it to find your attractions and amenities?), appeal, critical mass, your attractions, amenities, customer service, and more. We have a list of 60 key elements we review.



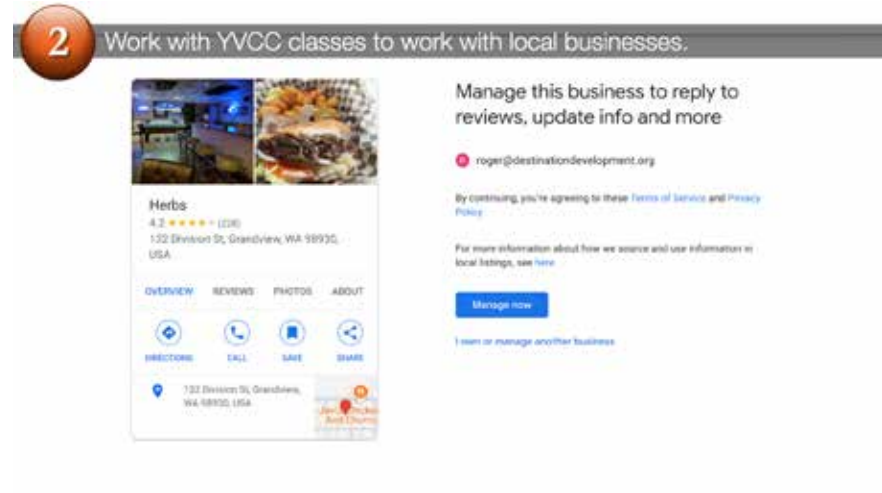
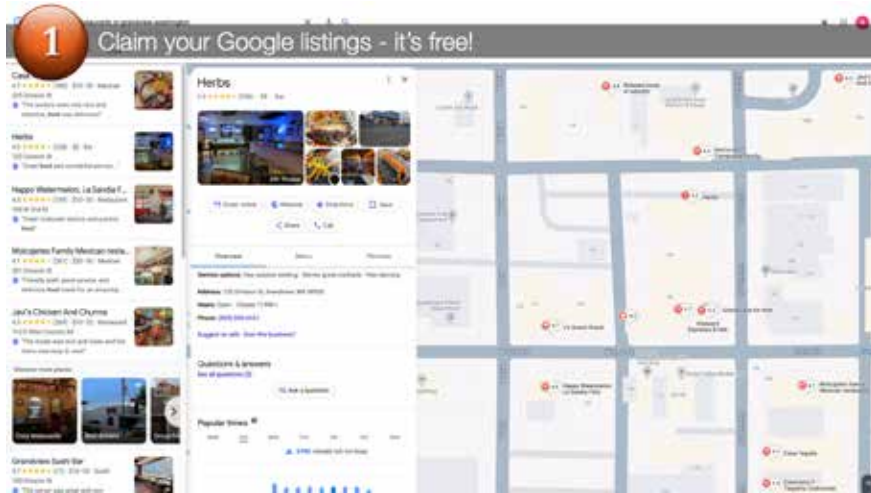
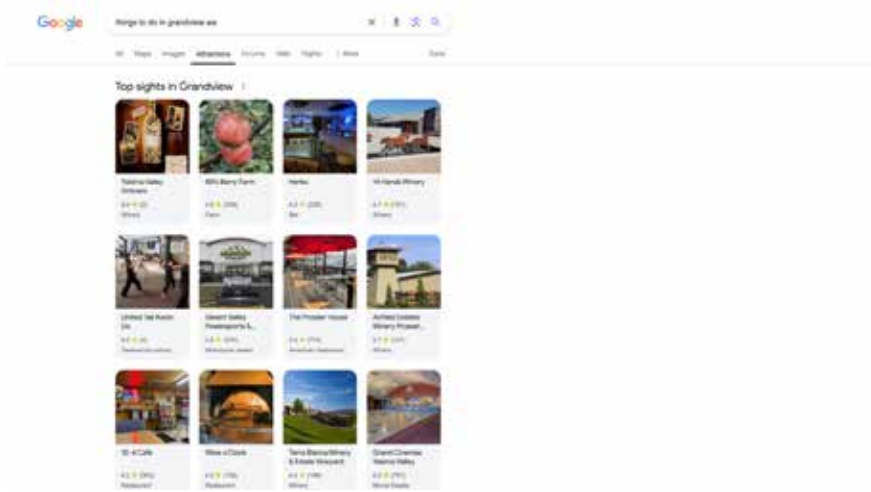


The first thing we look at during the assessment process is your marketing. We want to find out all the information we can about the destination. We look at online maps to get a feel for the location of the city, as well as its borders, and the surrounding communities.

We did a Google search for Grandview (Google commands about 90% of search results). Looking at the first page of search results (top right), we can see the population, as well as information about things to do and places to see. Anyone who is looking at Grandview as a place to move, a place to start a business, or a place to visit, will look online at this information.

We'll even look at photographs that have been posted online showing different places in or near Grandview (bottom left). So far, what we have found looks good.

We'll also look at things to do in Grandview (bottom right). We look at both Google listings and TripAdvisor, which is still a very popular travel website. We can see Bill's Berry Farm, Yakima Valley Vintners, and the Grandview Museum. Sometimes this information is not correct. Travelers use both Google and TripAdvisor to find information they need, so it's very important to have your information in those locations.

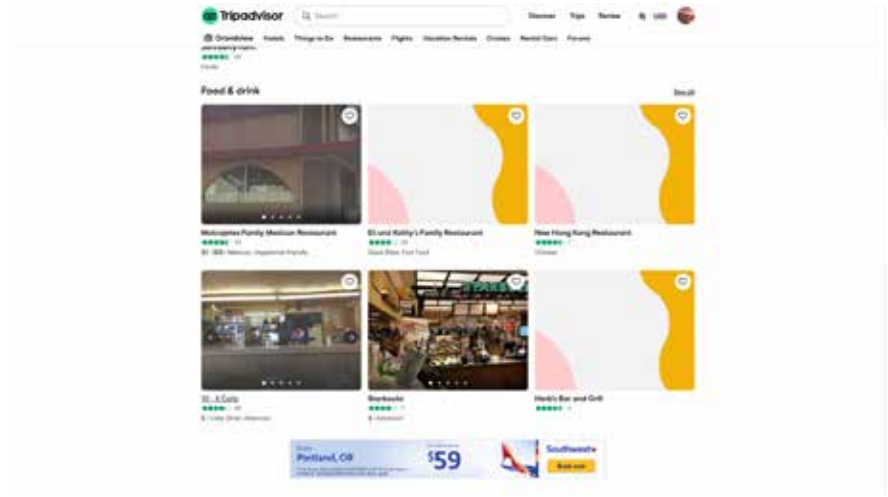
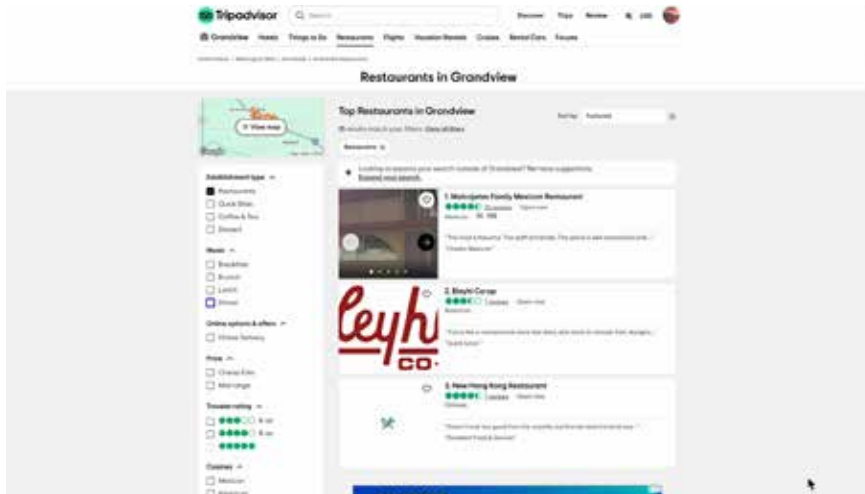


We have found that most of Grandview businesses and attractions have not claimed their Google listings. When we search for Mexican restaurants in Grandview (top right), we can see that most of these restaurants haven't claimed their listings, so they are at the mercy of whatever anyone else posts about them.

Suggestion 1: Claim your Google listings (bottom left). It's free to do so. Then you can post your own photos, provide correct, up-to-date information, and respond to customer reviews.

Suggestion 2: Work with YVCC classes to have them help local businesses to claim and update their Google listings (bottom right). When you find your business as a search result on Google, Google asks if you want to manage the business. If you say yes, as a security measure, Google will snail mail a letter to the business address to confirm that you are the true owner. That prevents random people from taking over your business listing.





Suggestion 3: Set up your business or attraction on TripAdvisor (top left). It's free to be included on TripAdvisor. Then you can add photos, information, and receive and respond to customer reviews. You can see that the Grandview Museum does have a listing on TripAdvisor, but there's no photo or information. That's because no one from the museum has added that information. Classes at YVCC could help local businesses get set up on TripAdvisor too.

On TripAdvisor we looked for "Food and drink," and we saw that Eli and Kathy's Family Restaurant doesn't have information (top right). It would be great if

they added information about their restaurant. Some merchants might feel that they already get all the business they want, and so they don't care about their listings, but it is a great place to advertise (for free!) for businesses that want more customers.

Since tourism is the front door to your non-tourism economic development, you do want your community to be appealing to visitors. Not all visitors are tourists. Anyone coming to your town--site selectors, investors, small business owners, entrepreneurs looking to set up a new business, etc.--comes to Grandview as a visitor first.



Fast Fact #1: Tourism is the front door to your non-tourism economic development.

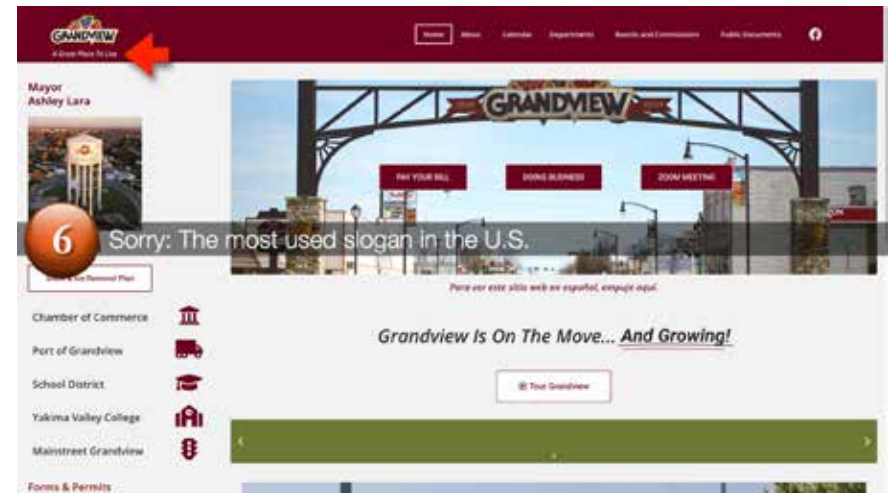
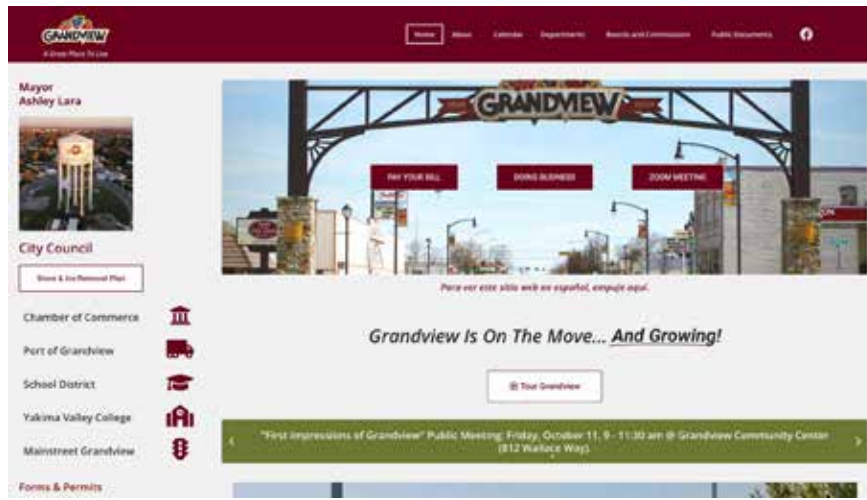
Fast Fact #2: For site selectors, your downtown is the litmus test for the economic health of your community. If your downtown is economically vibrant, with successful shops, a variety of good restaurants, and is full of vitality and activity, it shows that your community is economically healthy, and would likely be a good location to set up a new business.

Fast Fact #3: For the first time in American history, jobs are going where

the talent is, or where the talent wants to be. That means that you need your community to be a place people want to live. If people want to live in Grandview, the jobs will follow.

Community development and quality of life are leading economic development and tourism development.





We looked through the City of Grandview’s website (top left), which looks good. We love the logo! The website has good information, and it is attractive.

Suggestion 4: Consider reorganizing the City’s website, though, to make it easier to locate different information. The City of Waupun has a great website (top right) that makes a good example. You could have your site organized by Government / Services / Residents / Businesses / Visitors.

Suggestion 5: The video on the City’s website is great. Consider updating it. Possibly add a little pitch for luring people off the freeway into town, such as

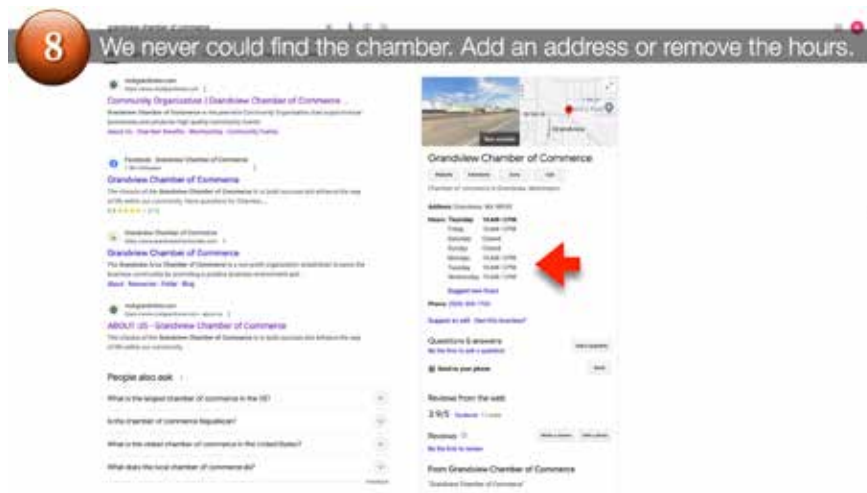
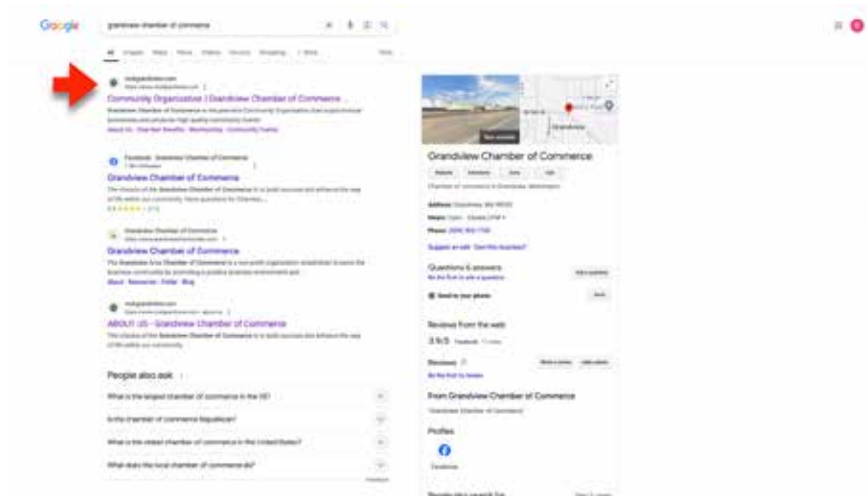
getting a fabulous dessert at Happy Watermelon. If you promote something specific, you have a better chance of attracting people off the highway, and if they stop and spend money, the community benefits.

Suggestion 6: The tagline “A Great Place to Live” doesn’t do enough to differentiate Grandview, though. There are 19,500 cities and towns in the United States. Of those, there are about 18,500 with populations of less than 20,000. Most of those would say they are great places to live. It would be good to have a tagline that differentiates you from other cities to help you stand out from the crowd.



We took a look at the Discover Downtown Grandview website (top left), and it looks good. It shows a calendar of events, and when I looked at October, I saw that there was only one event this month. Since that makes the calendar look kind of empty, it would make sense to do away with the calendar, and to change the presentation of downtown events. Rather than using a calendar, just list the events, providing a description, a photo, and dates for each.

We liked the way the website provides information that could be useful, such as how to start a business in Washington. It has good information, and it's well done.

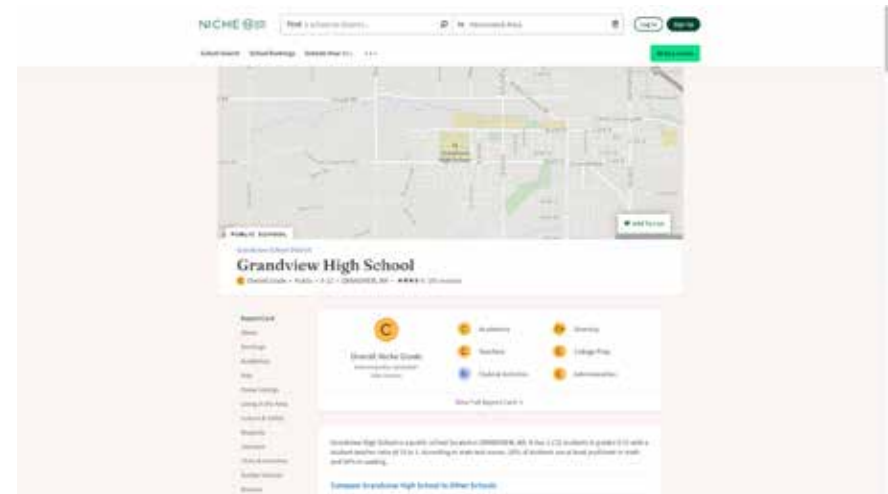
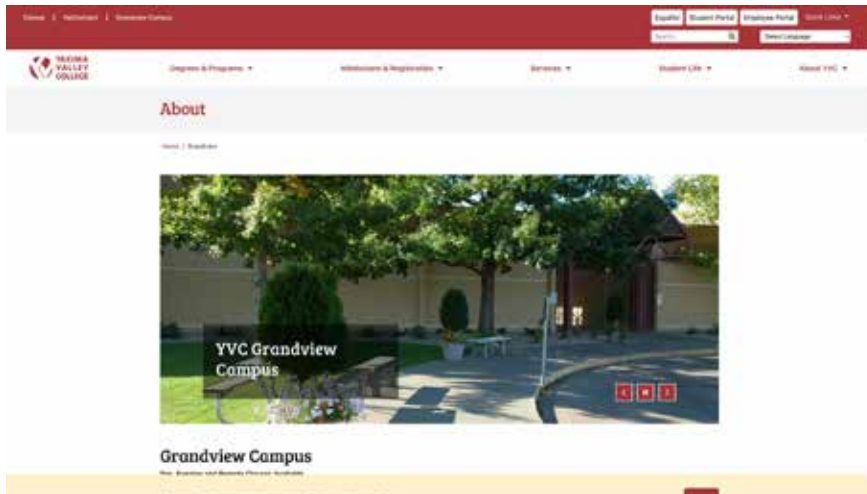


We looked online for the Chamber of Commerce, and we found the listing and the website (top right).

The Chamber's website is attractive, but it doesn't really have any useful information about Grandview, such as visitor information, business or relocation information. Most of the information is simply about joining the Chamber. Suggestion 7: Add more community information to the website.

Suggestion 8: We tried to visit the Chamber office, but we were never able to find it. If there is no physical office, remove the open hours from the website and from the Google listing.





We finally found an online listing for the Chamber that included their physical address, and we were really hoping we could visit their office and hopefully get more visitor and business information, so we went in search of it using Google and Apple maps. This is where we were directed (top left).

Suggestion 9: Correct the online address for the Chamber so that visitors aren't directed to the wrong place.

We also looked at the Port of Grandview's website (top right), and it is great. "Building our economy through agriculture & food processing" is a very good

statement to express the economic vitality that powers the city. It's a good website and presents a lot of excellent information. Suggestion 10: We suggest updating the demographic and census data to 2024 and 2025 projected figures--just be sure to keep the website up to date.

We also looked at the Yakima Valley College website (bottom left) and the Grandview School District website, and they look great. By looking at all these websites, we are trying to determine if the community looks like a good place to live or start a business, and these websites give a very good impression of the community.



If we would suggestion any new marketing pieces for Grandview, we would suggest these two, which are both economic development focused.

Suggestion 11: Develop a Grandview Community Profile. This example (above) is one we created for Lake County, California. It is a comprehensive introduction to the community, with information people want to learn when deciding where to move or start a business. This brochure folds down to 8-1/2 by 11 inches with six pages total. It includes a “welcome” statement with a summary of the community, a listing of community services, recreation and attractions, employer and employment information, housing units,

tax information, schedule of events, climate information, resources, and demographics. It’s a wonderful resource that can be distributed by real estate agents, the Chamber, and it would be very useful for the Port of Grandview as a recruiting tool.



12

## Develop an “Opportunities” brochure

**Location and Climate**

Located between the Pacific Ocean and Sacramento, Lake County lies about 110 road miles north of San Francisco. It is surrounded by the Mendocino, Siskiyou, Glenn, Colusa, and Yuba counties. The Konocti Hills surround the lake, with Mount Konocti and its legends providing a stunning background.


**Population**  
 50 mile radius.....166,368  
 100 mile radius.....6,532,052  
 150 mile radius.....10,844,601

Average annual daytime highs are 79° F, and average annual lows are 45° F. Average annual rainfall in the Middletown area is 45 inches. In Clear Lake basin, average annual rainfall is 25 inches.

Culture agriculture and tourism, including peaches, walnuts, livestock, rice, hay and grain, commercial vegetables, ornamental crops, and Christmas trees.

**LAKE COUNTY RESOURCES**

 If you have an interest in bringing in or developing a new business in Lake County, here is a resource list to assist you.

**Lakeport Regional Chamber of Commerce**  
 707-263-5292 or 800-525-3267 or lakeport@pacbell.net

**Clearlake Chamber of Commerce**  
 707-494-3620 or chamber@mtcwa.com

**Community Development Services**  
 707-262-5290 or cd@lcpacific.net

**Business and Outreach Response Team**  
 707-262-5290 or boe@lcpacific.net

**Small Business Development Center**  
 707-263-3330

**The Resource Center**  
 707-263-5630 or www.northcoastresourcecenter.org/lakeportmatters03.htm

**Lake County Winegrape Commission**  
 707-995-3411 or www.lakecountywinegrape.org

**Lake County Visitor Information**  
 www.lakecounty.com

**County of Lake**  
 www.co.lake.ca.us/cityhome.html

Suggestion 12: The second marketing piece is an “Opportunities” brochure. This brochure is also 8-1/2 by 11, and it totals four pages. This brochure would include any developments the city and port would like to see. For example, we think Grandview could use a new hotel. There are a lot of opportunities for businesses to locate downtown. You can determine what your community needs are, and then include them in this marketing piece.

When we created this one for Lake County, they were interested in attracting a conference resort hotel, golf course residential development, additional wineries, and more.

Promote your top 10 development opportunities, and as they are filled, you can go down your list and add new ones.

**Welcome to Lake County!**

Lake County, California, with its clean air, pastoral countryside, recreational opportunities, and sunny climate, is the ideal spot to live, work, and play. Opportunities for business development and growth are plentiful here, and numerous resources are available to help you succeed.

**13 Distribute: Library, City Hall, Chamber, Port, Downtown, Realtors...**

We invite you to take a look at the following opportunities. If you would like additional information, resource contact information is given on the last page of this brochure. Each of these opportunities will become a reality. Would you like to take advantage of the opportunity?

**Business Opportunities**

**Conference Resort Hotel**  
The county has located several sites that possess excellent potential for a major conference resort hotel. The new promenade, which is in the process of development, will make the north shore of Clear Lake a prime location. A conceptual site plan of the promenade is available.

**Retirement Housing/Assisted Living Facilities**  
With the growing retirement population, the demand for retirement housing has been increasing as well. This would include housing for active retirees as well as "age-in-place" facilities.

**Commercial Development**  
Many sites are available for significant commercial development, particularly in the area of the new promenade, which is in its development stage.

**Mixed Use Industrial Park Development**  
There is current demand for a mixed use industrial park project that would include professional office, warehouse, and light manufacturing, appealing to cottage industries.

**Lodging Facilities**  
Several excellent sites are available for upscale lodging facilities at a full-service destination resort. The clean air, natural beauty, and recreational opportunities in the area are outstanding. Sites are available for development of a variety of lodging facilities.

**RV Parks: Condo/Timeshare**  
Although there are many RV parks in Lake County, there is a shortage of full-service, nicely landscaped RV parks. Condo or timeshare RV parks would be a highly sought-after Lake County asset.

**Wineries**  
Lake County's climate, soil, and altitude make it ideal for the growing of wine grapes, and the area has long been home to award-winning wineries. With the popularity of locally produced wines increasing every year, there is tremendous demand for more wineries with visitor amenities such as tasting rooms.

**With all that Lake County has to offer, why NOT Lake County?**

Lake County is quickly being discovered as one of California's most beautiful, unspoiled, uncrowded, and scenic locations. As it is discovered by more and more people, who are tired of the traffic, the noise, the pollution of other parts of the state, the need for more new, upscale lodging, housing, services, and amenities continues to grow.

By climate attracts many vineyards, wineries, and agricultural. Its scenic beauty and amazing recreational opportunities are attracting more vacationers. In addition to all these qualities, the clean air, lack of bear traffic, and relaxed lifestyle attracts more and more people who want to set up their business and make Lake County their home.

In addition to all the natural amenities Lake County has to offer, the County of Lake has set up an efficient and friendly public/private partnership of service providers to help with business development.

**Community Development Services** provides financial and technical assistance to businesses. Services include feasible business plans, marketing and management assistance, business plan development, and coordination of services provided by the County's business assistance network.

**Business & Outreach Response Team** provides direct assistance to new businesses with site location, permitting guidance, liaison with city and county decision makers, project advocates, and up-to-date demographic information.

**The Redevelopment Agency** provides assistance to businesses within the Northshore Redevelopment Area along Highway 20. Architectural design assistance and review is available, as well as the Commercial Facade Improvement Program, which provides funds at a low interest rate with flexible terms for businesses to improve their facades.

**The Small Business Development Center** provides free business consulting services to small businesses in the areas of financial analysis, marketing, operations, and management.

**The Lake County Resource Center** provides employee recruitment, screening, placement, and vocational training services to employers.

**LAKE COUNTY AT A GLANCE**

Population		Countywide Building Permits Year	
California.....	35,301,000	2000.....	192
Lake County.....	59,900	2001.....	213
City of Clearlake..	13,273	2002.....	358
City of Lakeport...	4,876	Value of New Construction (thousands)	
Age Distribution		1998.....	\$20,787
0-9.....	7,388	1999.....	33,631
10-19.....	8,307	2000.....	45,085
20-29.....	6,762	Annual Travel Expenditures in County (Millions)	
30-39.....	6,106	1997.....	\$178
40-49.....	8,309	1998.....	\$185
50-59.....	6,942	1999.....	\$202
60-69.....	5,969	% Change	
70-79.....	6,390	1997.....	3.9
80+.....	3,819	Total Taxable Sales in County	
		1991.....	\$500,902
		1996.....	\$317,333
		1997.....	\$322,482
		1998.....	\$337,861
		1999.....	\$383,524

Suggestion 13: Distribute the Opportunities Brochure and the Community Profile at your library, city hall, chamber, port, in downtown, and with your realtors. This gives an excellent snapshot of the community to help recruit new businesses and new residents.

When we created these for the small town of Ocean Shores, we printed 6,000 of each every year, and we let realtors have 4,000 of them.

Be sure to post these online as well as printing hard copies.

Looking at all the existing marketing, we never found anything that appeared as a negative, and we came away with a positive impression of Grandview.



# FIRST IMPRESSIONS



## First Impressions

When we first arrived, we drove up and down I-82 to see what the signage and views of Grandview along the freeway were like. The first impressions of Grandview from the freeway were good—it looks nice.

Suggestion 14: The Tourism Oriented Display signage for the motels needs to be updated (top right). The bottom motel is unreadable. We weren't sure if it is in business any longer, but the sign isn't helping them.

There were no negative impressions of Grandview from the freeway, and we

saw the signage for exiting at Wine Country Road, which is a great name with a lot of appeal.

We love Grandview's logo (bottom right). It's not very often we find a community's logo very attractive, but Grandview's definitely is appealing. The entrance into Grandview looks great.



When we drove into Grandview from the Holiday Inn Express, we were very impressed (top left). The flag, the trails, the lawn areas, and then the beautiful park (bottom left and right) are stunning. I even sent Shane an email when we arrived, just to let him know how impressed we are with how beautiful it is.





The rose garden with the paths and gazebo are stunning (top left), and we think Grandview has one of the best gateways into the community of any city in the four northwest states. It is gorgeous.

Suggestion 15: We saw a lot of roses and rose gardens throughout the city, and we suggest you consider naming Grandview a City of Roses (top right).

Suggestion 16: Add trail signage and a map to let people know how long the trail is, where it goes, and to give more information about the trail (bottom left). If it doesn't have a name, give it one.

Suggestion 17: Add signage with information about this river or creek (bottom right). Does it have a name? An interpretive sign would be good as well.





18 Nicely done. Add "Downtown - 1 mile"



Great interpretive signage. Great job!



Great to see school spirit! Need to work on getting more championships!

This sign (top left) is attractive and nicely done. It is a little difficult to read from a distance, but all in all, it's well done. Suggestion 18: Add Downtown - 1 mile (or whatever the distance actually is). That encourages visitors to keep going and to be on the watch for Grandview's downtown.

We love seeing the school pride with the Greyhound Country championships sign (bottom right).

We love the gateway to the parkway (top right), and the interpretive signage (bottom left) is great. We're already spending at least half an hour at the entrance to Grandview, and we love it!





Legion Park (top left) is very nice. We have been so impressed by the outstanding entry into the city. Well done.

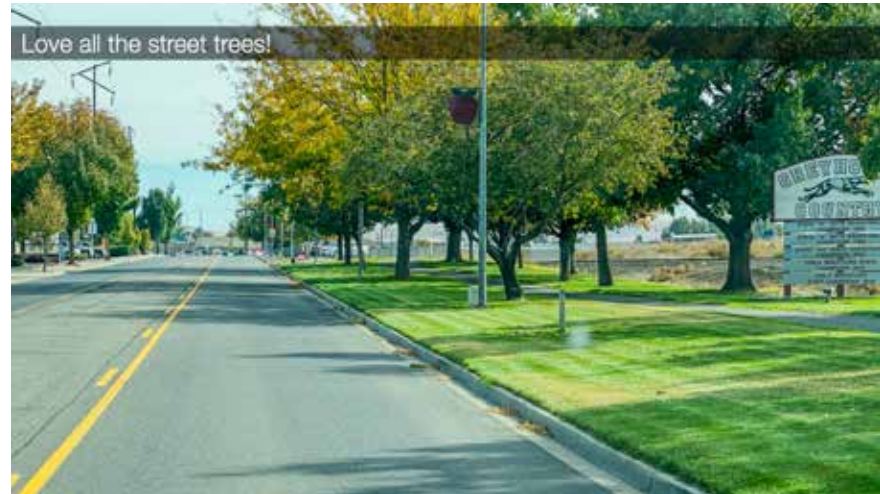
Suggestion 19: We noticed this empty sign (top right) in front of the vineyard. We suggest using this as an interpretive sign. Include information about what you produce and grow. People are always interested in learning. If you can't do that, then we suggest you take it down. It's just blight unless it has a function.

We drove to the other end of the city by the Walmart distribution center, and we saw where they are building a new service station (bottom right). Suggestion 20: Put up a "Coming Soon" sign to let people know what is being

constructed here. It would be an invitation to come back.

Suggestion 21: We saw the nearby trail, which is great (bottom right). We love seeing a lot of trails throughout communities--they add to the quality of life. The sign lets us know who paid for the funding of the trail, but we suggest you add information about the trail itself. How long is it? Where does it go? Does it have a name? Any special sights we'll see along it?



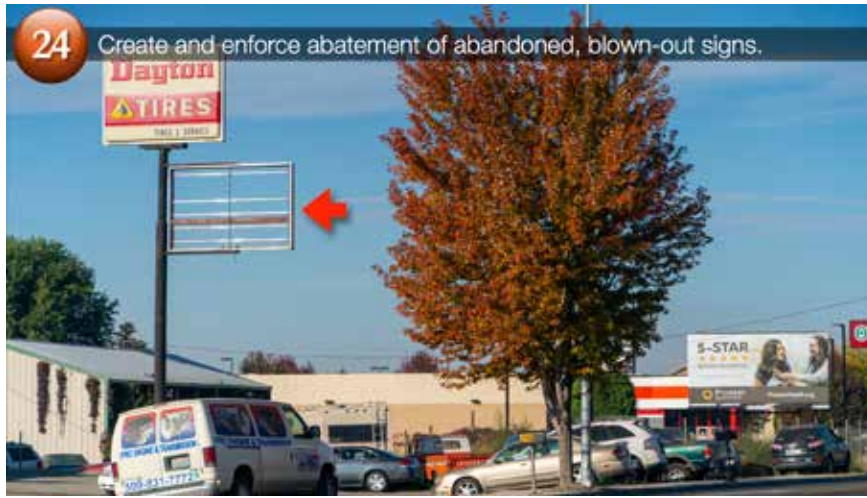


This entry to Grandview is also very attractive (top left). We love the green grass, trees, and trail. We were hoping this sign would have more community information rather than advertising, but it is a nice sign.

Suggestion 22: Add signage with a trail map and trail information here (top right).

Suggestion 23: Also add signage to let people know the distance to downtown from the entry (bottom left).





Suggestion 24: If you don't already have abatement ordinances, create them. There are too many blown-out signs throughout town and they bring down the perceived value of the city (top left). You could have an abatement ordinance that gives property owners 90 to 180 days to either fix the damaged sign, or to remove it. And there should be penalties for failure to comply.

Suggestion 25: There are five or six of the blown-out signs that should be either removed or repaired (top right).

Suggestion 26: Here is another sign (bottom left) that should be repaired or taken down. These give a negative impression of the city, making it look like it's a city in decline.

We love seeing the landscape buffers along the street in front of the auto parts stores and Safeway (bottom right). It looks great.





The Grandview gateway sign is gorgeous (top right). It is a wonderful introduction to your downtown core.

Suggestion 27: Add signage that points to the downtown core. When visitors are driving along Wine Country Road and come to the beautiful gateway sign, there's nothing to direct them to turn left and find the city's downtown. Add a sign that says, "Main Street District - Next Left." Or "Downtown District - Next Left." We suggest you do not call it the "Division District," even though that is the name of the street. "Division" doesn't sound appealing.

Suggestion 28: Consider making the core downtown area a chain-link-free district (bottom left). Chain link fences are never attractive. They have a prison-like feel, which is not how you want downtown Grandview to feel. You can allow fences in this district, but they should be wrought-iron, vinyl, wood, or stone.

Suggestion 29: Replace this fence (bottom right) with wrought iron or vinyl fencing.





This is a great example of an attractive vinyl fence (top left). They can be pressure-washed and don't rust.

Suggestion 30: Replace this chain-link fence with vinyl (top right). Chain link looks very industrial, which is fine in many places, but you want you core downtown to have a different ambiance.

This fence (bottom left) isn't stone--it's vinyl. Attractive and practical.

This type of fencing (bottom right) can be found in aluminum or vinyl.

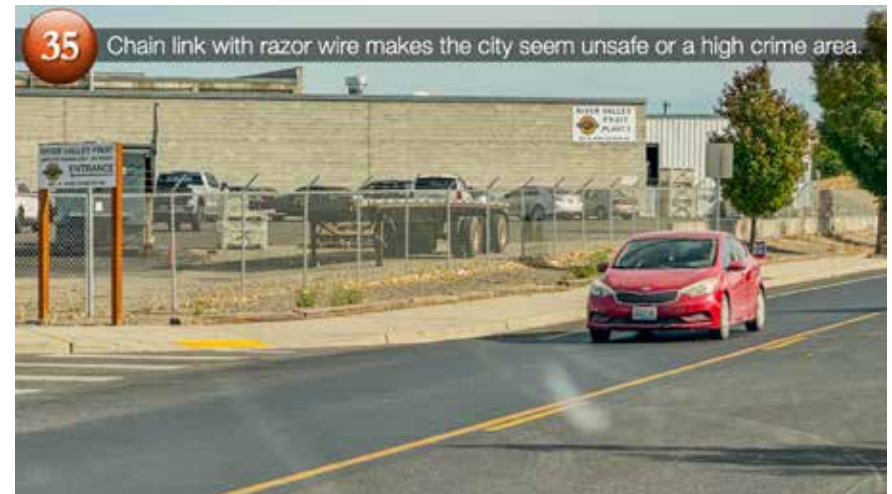


These are more examples of very attractive vinyl fencing options (top left and right).

Everywhere we went we saw more chain-link fences. They simply don't look good, and in your core downtown, you want to look better than this.

Suggestion 31 and 32: For new permits, do not allow chain-link fences in the downtown area.





Suggestion 33: Consider an ordinance prohibiting chain-link in the downtown area. Looking at this fence (top left), you can see how much better the wood fence behind the chain-link one looks. There's no comparison.

Dairy Queen did it right (top right).

Suggestion 34: What looks worse than a chain-link fence downtown? One that is all beat up (bottom left). Work with your property-owners and businesses to change these types of fences.

Suggestion 35: Razor wire gives the impression that the city isn't safe (bottom right),





This business did a nice job with their fence (top left).

You can see by all these examples how prevalent chain-link fencing is in Grandview's downtown core. The city has been doing an excellent job of making beautiful gateways and landscaping areas, but the private sector isn't doing anything to make

the city beautiful. The gateways are beautiful, but the closer you get to downtown, the worse the streets look with all the chain-link fencing.

Consider creating a vinyl fence co-op buying program, and work with the businesses, especially along Wine Country Road, to replace their chain-link fences with a more attractive alternative.





This homeowner did a very nice job with their fence (top left).

### Quality of Life

When visitors are looking for a place to live, a place to start a business, or a place to invest, they look at the quality of life in the city they are considering. This includes schools, medical facilities, parks, entertainment, restaurants, and more.

We found your clinic (bottom left) as well as other medical facilities, and we thought that was great. It's good to know you don't have to travel to a different

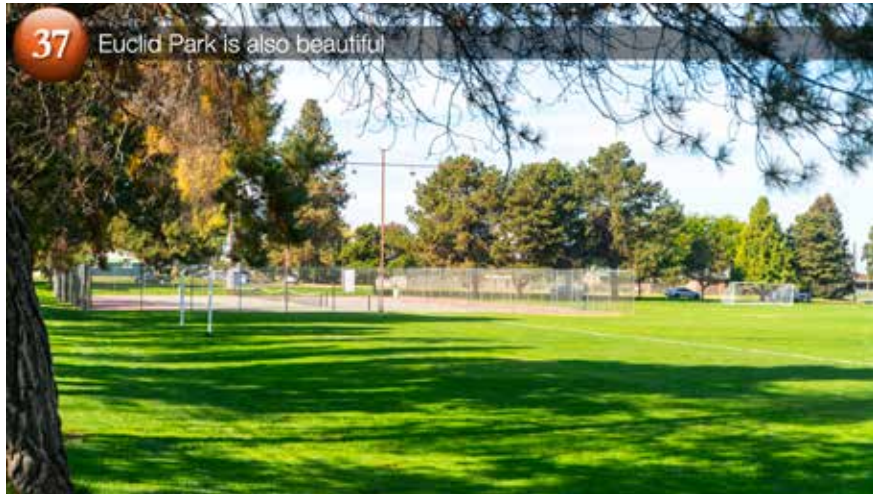
city to get routine medical care.

We found Dykstra Park (bottom right), and it's beautiful. We found it because it showed up on the map on our car's navigation system. We would have had a hard time finding it otherwise, because Grandview doesn't have wayfinding signage to the parks.





36 Add a trail map signage (walking times and distance).



37 Euclid Park is also beautiful



38 Show all your parks, including locations and photos! It's a great asset!

We loved that your welcome sign begins with “Enjoy your park,” rather than with a list of rules.

Suggestion 36: We loved seeing the trails throughout the park, but we didn’t know if they formed a loop, or how long they are, or if they connect with any of the other trails throughout town. Add a sign with a trail map and information about the trails, including walking times and distances.

We saw all your other parks as well. Westside Park (top right) and Euclid Park (bottom left) are beautiful. Your parks & rec department does a fantastic job.

We were impressed by the number of parks Grandview has--that’s all the better for a good quality of life.

Suggestion 38: When we looked at the city’s website and at the Parks & Recreation page, we saw that your parks are not all listed. You should include every park, a description of each one’s amenities, and photos. They are great community assets.





We found the Community Center (top left), which is fabulous. They do an outstanding job, and it looks great.

Suggestion 39: Right next to the Community Center is the building called Stevens-Young (top right). We didn't know what that was, but it's beautifully landscaped and looks very nice. We later learned that it is a senior center. We suggest adding signage so that newcomers will know.

We saw the sign for the Fair & Rodeo entrance (bottom left). We almost drove in there, but instead, we parked and walked in to see the fairgrounds. There is no signage letting visitors know when the fair takes place or if there are other

events throughout the year. Suggestion 40: Add signage to let people know about upcoming events. Invite us back!

Suggestion 41: Update this sign as well (bottom right) to add upcoming events. Always give us a reason to come back.





The fairgrounds look wonderful. They are spotless. Suggestion 42: One issue, though, is that it looks like the amphitheater stage needs some repairs (top left).

One thing we like to encourage is for most performances and activities in a city to be held in the downtown--in the core shopping district. You want to attract people to where they can spend money. We'll have more about that later in this report.

The playground at the fairgrounds (top right) is great. There were several

families enjoying the playground when we were there.

Suggestion 43: The fairgrounds are very well maintained. We were impressed. The map (bottom left) was helpful.





**44** Very nice. What types of events take place here?



**45** All of the schools look very, very nice.

Suggestion 44: We saw this additional field (top left), which looks like it is private but available for use by the fairgrounds. What is the space used for? Consider adding signage to let people know.

Grandview's quality of life amenities look very good. We saw the Grandview Library (top right), and it's great and it's in a good location.

The swimming pool (bottom left), which is of course closed for the season, looks very nice. That's a wonderful community amenity.

Suggestion 45: We looked at all of your schools, and they look great (bottom right).



The high school (top left) also looks fabulous. We didn't take photos of all your schools because sometimes people are concerned when they see someone photographing schools when they are in session. But we were very impressed by the quality of your school infrastructure.

We saw the Yakima Valley College (top right), and it's wonderful that you have that facility in town.

One of the most promoted attractions in Grandview is the Yakima Valley Vintners - Teaching Winery. It was hard to be sure that we had found it because

of the lack of signage. Suggestion 46: Add signage so that visitors will know when they have found it (bottom left).

Suggestion 47: Also, add signage for the tasting room. There was no information about when it was open. Invite us back!





Next up: We checked out the neighborhoods.



Adorable!

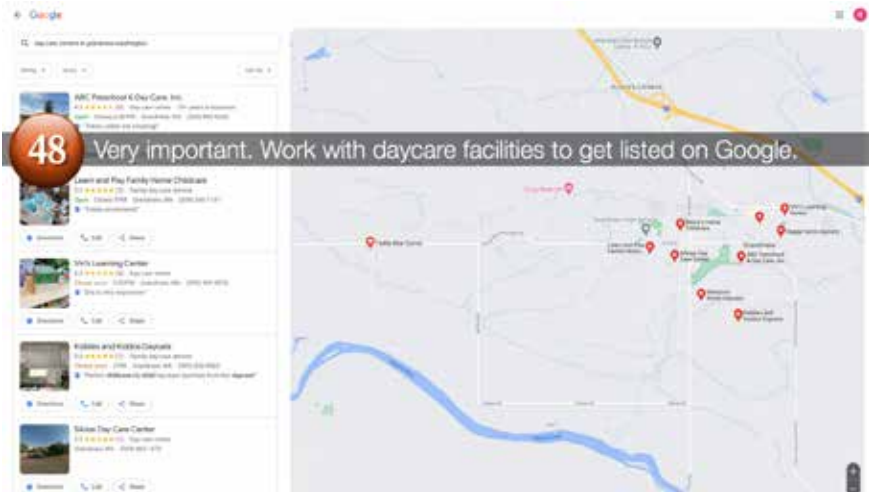


We explored your residential neighborhoods as well. We saw that there is a park under the water tower (top left).

We couldn't help but take a picture of this house (top right). What they did with the stump was charming, and we couldn't help but smile every time we saw it. When visitors see something like that, it gives them a very warm feeling about the city.



We were impressed with how the vast majority of your homeowners and residents take such good care of their homes. From the new neighborhoods to the older neighborhoods, everyone seems to take pride in their homes and city.



Even though it's October, so many of the yards in Grandview look amazing (top left).

The mobile home areas are also very well maintained (top left).

The one thing we didn't see much of was childcare facilities. Suggestion 48: Work with your childcare facilities to get the businesses listed on Google. Adequate child care facilities are very important for a good quality of life.





Fantastic job here showing days and hours! Awesome curb appeal.



A great little place for lunch.



49 Yikes! Add paint, use the readerboard, add landscaping...

**IMPORTANT**

70% of first-time sales comes from curb appeal

**Golf courses | Wineries | Restaurants | B&Bs | Retail shops | Lodging facilities**

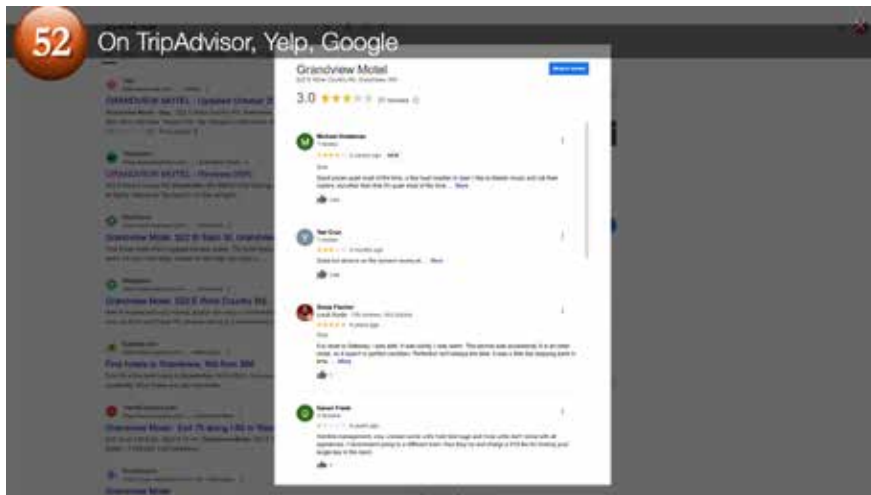
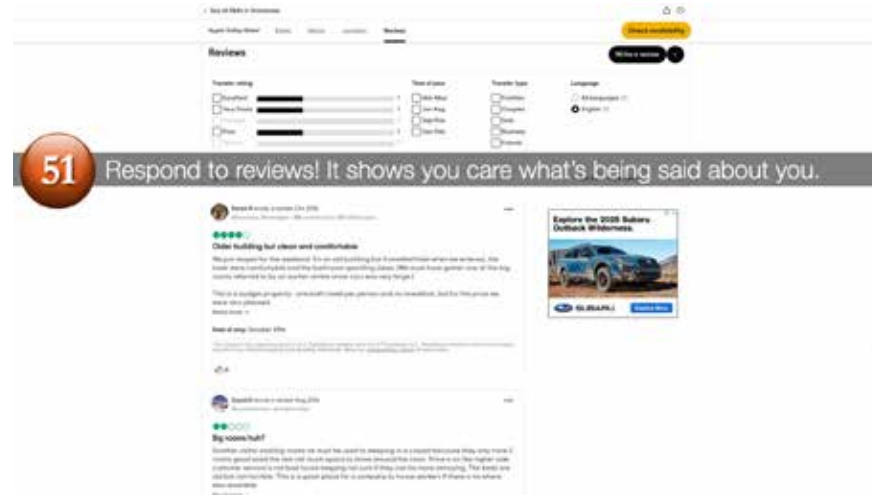
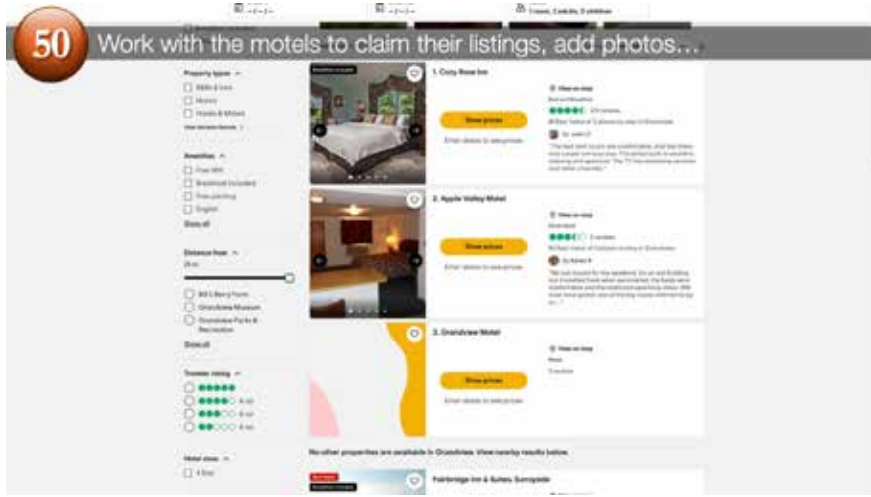
**Fast fact:** The top 15% of lodging, in quality, commands 85% of leisure travel business.



The Grandview Museum looks awesome (top left). They do a great job posting their open hours so they are easy to see.

We had lunch at Scratch Bakery (top right). It looked very cute from the outside, and it is very charming on the inside too. The sandwiches were great.

Seventy percent of first-time sales at lodging facilities, restaurants, retail shops, etc. come from curb appeal. We looked at the motels in town, and they could use some curb appeal help. Suggestion 49: Refresh the paint, use the readerboard, and add landscaping (bottom left). And keep in mind—travelers are willing to spend more for quality.



Suggestion 50: Work with your motels to claim their Google and TripAdvisor listings. Help them to post more information and photos (top left).

Suggestion 51: Business owners should always respond to online customer reviews (top right). Responding to reviews, good and bad, shows that the business cares about their customers. Never become defensive when there is a negative review--always respond with a thank you for the review, and tell how much you care and are making things better.

Suggestion 52: Businesses should always look at and respond to reviews on

TrippAdvisor, Yelp, and Google.

The Lower Valley Credit Union has great curb appeal (bottom right). Good curb appeal can include landscaping, pots and planters, hanging baskets, benches, outdoor tables and chairs, upkeep, and cleanliness. Have you ever been traveling and while looking for a place for lunch or dinner, said, "That looks like a nice place to eat"? We've all done that--we judge the quality of a restaurant (or motel or shop) by its appearance. Good curb appeal is critical.





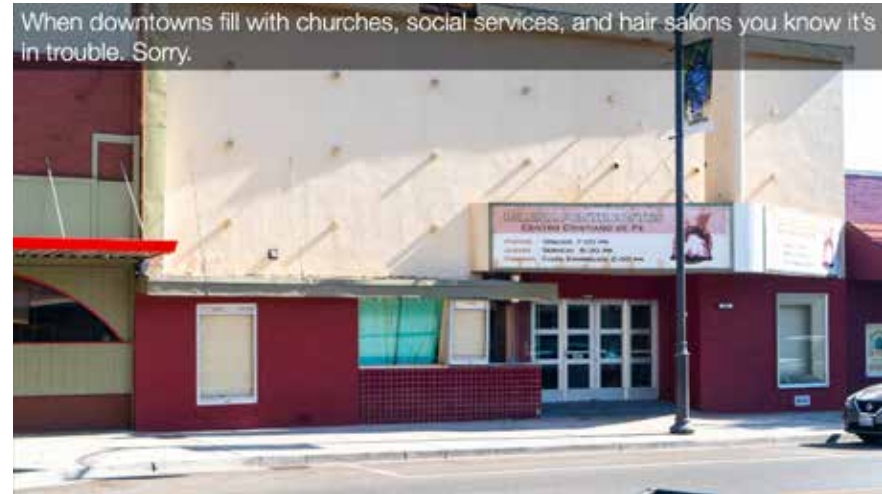
The furniture store (top left) does an excellent job with curb appeal. That looks like a good place to find quality furniture.

Likewise, across the street, Karen's Floral has great curb appeal (top right).

The outdoor dining area at The Happy Watermelon looks great (bottom left). We love how the eating area is separated by an attractive, low fence. It makes it seem cozy.

We thought The Happy Watermelon looked good--it has a "fun" vibe (bottom right). Good food, and great desserts. Suggestion 53: Update the lettering.

Suggestion 54: On the menu boards inside, post your prices.



We ate at the 10-4 Cafe (top left), and the food was good, and the service was good as well. But it has zero curb appeal. The outdoor appearance does nothing to attract customers--the only plant growing was this one little shrub that looked like it sprouted by accident.

Suggestion 55: Paint a mural on this blank, drab wall. Add pots of shrubs and flowers.

Eli and Kathy's (top right) also needs curb appeal. Suggestion 56: Add planters, benches, and paint the building.

Nearly all the buildings are drab brown or tan or gray. Add some color to Grandview! Be creative and add some vibrancy.

### Bringing Back Downtown

We performed a study where we surveyed 2,000 downtowns or downtown districts, and we looked closely at 400 of the most successful to determine what the 20 most common ingredients were that helped with their success.

We found that when a downtown fills up with hair salons, churches, and social services, we know it's a downtown in trouble (bottom right).








Grandview already has some of the ingredients for success: narrow streets, angle-in parking, beautiful street trees, and wide sidewalks that can be

used for sidewalk dining. The bulb-outs add to the appeal. It looks like the city has tried to do a lot to help downtown be successful.


## The 20 Ingredients of an Outstanding Downtown


- 


**1 Razor sharp focus**  
Food, art, entertainment, antiques, wine, nightlife...
- 


**2 The Action Plan**  
Your to-do list from A to Z. It takes a whole community to win.
- 


**3 Critical mass**  
10 eateries, 10 retail shops, 10 open after 6, in three blocks.
- 


**4 Anchor tenants**  
Shops, restaurants, activities people will travel for.
- 


**5 Consistent hours**  
Businesses open common days and hours.
- 


**6 Living, staying downtown**  
Condos, loft apartments, hotels, and inns.
- 


**7 Pioneers with vision**  
And patient money, who take the chance and make the investment.
- 


**8 Just one block**  
Concentrate on creating one awesome block. Your demonstration project.
- 


**9 Four hour parking**  
Better yet, all-day parking within two blocks.
- 


**10 Public restrooms**  
Relieved shoppers and visitors spend more. Open after 5:00!
- 


**11 A Programmed Plaza**  
250 days of activity a year. Retailers will follow - in droves.
- 


**12 Community gateways**  
First impressions are critical. Add directions to downtown.
- 


**13 Wayfinding system**  
Vehicular & pedestrian wayfinding, pole banners, visitor info kiosks.
- 


**14 Downtown gateways**  
Create a sense of place and sense of arrival. You're here!
- 

**15 An Intimate setting**  
Just one traffic lane each direction and crosswalks every half block.
- 

**16 Blade signs**  
Retail signs perpendicular to traffic. Consistent height and width.
- 

**17 Sidewalk cafe dining**  
Beautification, umbrellas, lighting = incredible ambiance.
- 

**18 Curb appeal**  
70% of first-time sales come from curb appeal. Beautification pays!
- 

**19 Constant activity**  
Activities and entertainment. Bring downtown to life!
- 

**20 Give downtown a name**  
A name makes it a destination, not a geographic designation.

[www.RogerBrooksInternational.com](http://www.RogerBrooksInternational.com)



QR code to watch the video

**ROGER BROOKS** International





The streetscapes are beautiful, and most cities would love to have a downtown that looked this good--the potted plants, street trees, wide sidewalks, benches, angle-in parking. It's great.

You also have this little plaza area between buildings (bottom right) that looks nice. Suggestion 57: It would be an awesome space if it were programmed with activities. Perhaps a couple large chess sets, a few tables and chairs, a bocci ball court, perhaps a vendor booth.

You can make the setting downtown beautiful, but that's not going to guarantee successful businesses. It's what's in the buildings that's most important.





★★★★★

INGREDIENT

18

They invested heavily in retail beautification

Fact

Curb appeal can account for up to **70% of first-time sales** at restaurants, golf courses, wineries, retail shops and lodging facilities.

The mural is beautiful (top left).

The city has invested heavily into downtown beautification with the sidewalks, street trees, planters, benches, etc. But the city can't do everything. Property owners and business owners need to step up to help themselves be successful.

One of the ingredients for a successful downtown is that building owners, and retail and restaurant businesses invest in beautification.

It is worth repeating: Curb appeal can account for up to 70% of first time sales at restaurants, golf courses, wineries, retail shops, and lodging.



The shops need to add beautification so that they pull customers into their stores. The small town of Mahone Bay, Nova Scotia (all photos on this page) is full of successful retail shops and restaurants, and they all beautify their exteriors.

See the hanging baskets, flags, and potted plants (top left). The attractive signage, bench, and brightly colored oars ornamenting this shop (top right). The cute sheep sign and bright flowers outside this yarn shop, along with the attractive blade sign (bottom left). And the brightly painted dog shop with hanging baskets and gorgeous landscaping (bottom right).

Don't all of these shops look like places you'd like to go into? And they are all beautifully painted, and the sidewalks are cleanly swept.





This is in Sisters, Oregon (top left). Merchants should extend window displays to the exterior spaces. That lures customers inside.

This merchant in Canmore, Alberta started setting up these displays every morning, and it doubled her sales (top right).

This shop is in Monroe, Washington (bottom left). And this simple, but very appealing display is in Canmore, Alberta (bottom right).

This shows customers that you are open for business, and it shows customers some of your attractive merchandise. Simple, and very effective.





This menu display is very attractive and informative (top left). All your restaurants should do something like this.



Having a table and chairs flanked with potted flowers makes this shop stand out from the others on the street, enticing customers inside (top right).

This merchant uses some of their merchandise to create this attractive seating arrangement outside to lure customers into the shop (bottom right).



Beautification is a great investment, and one way to help merchants make it more affordable is to organize a buying co-op. You could implement a beautification program similar to that of Fredericksburg, Texas (all photos

this page). Their merchants combined forces and funds to purchase pots, planters, planting soil, and shrubs for everyone, then had students and youth clubs do the planting as fundraisers.



Notice that most of the pots are filled with evergreen shrubs—that makes them low maintenance. Shops had the pots ready to plant in the autumn, but they waited until spring to plant them with shrubs and flowers. For

winter they stuck colorful pinwheels into the dirt. You need more than one or two pots on either side of shop doors. Fill in empty facade areas with pots and benches. That will cause visitors to look and want to go inside.





These are photos of Neenah, Wisconsin before beautification (top left) and after shop-front beautification (top right). After they added the beautification, retail sales went up 40%. Beautification makes a huge difference.

Downtowns look best when the city takes care of curbside beautification, and the merchants or a downtown organization takes care of facade side beautification. It's a public/private partnership.

Beautification can even be done in the winter. In Erin, Ontario, merchants don't ignore their entries because it's cold outside. They want to attract customer

inside to do their holiday shopping. These evergreen branch arrangements look wonderful and last throughout the winter (bottom left and right).





We loved what this women's apparel shop owner did outside (top left). Creative and charming!

Since women account for 80% of all consumer spending, make sure downtown and the shops appeal to women: with beautification, safety, well-lit at night, and with places to relax, like these benches (bottom left and right).

Make sure benches are at the facade, facing out. Surround them with pots for the best appeal.





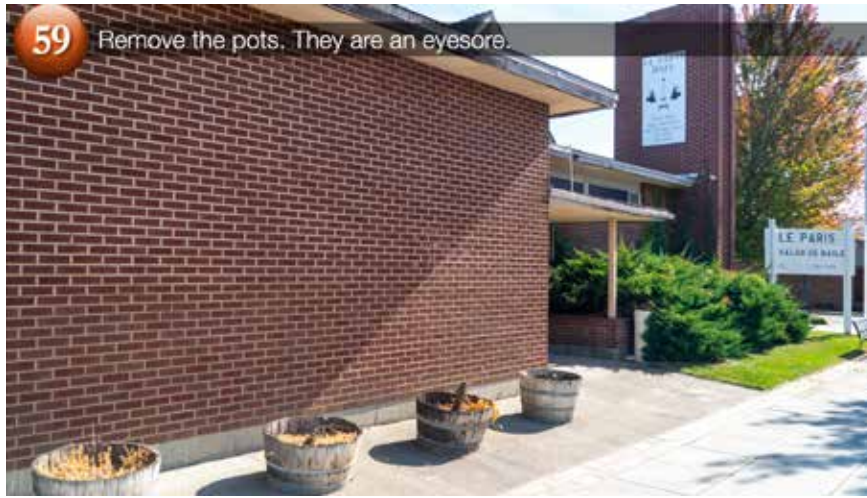
Your benches don't all need to be alike. Be creative, like with this artistic blue bench surrounded with planters (top left).

Many people put rocking chairs or benches outside the front doors of their homes, even if they never sit in them. They make the house feel welcoming. They offer the same welcoming appeal for shops and restaurants.

A few businesses in downtown Grandview are trying to attract customers with their signs (bottom left). But there are no pots and planters that would add beautification.

Suggestion 58: This beautiful building (bottom right) still needs the addition of curb appeal: some pots or planters, and a bench or two.





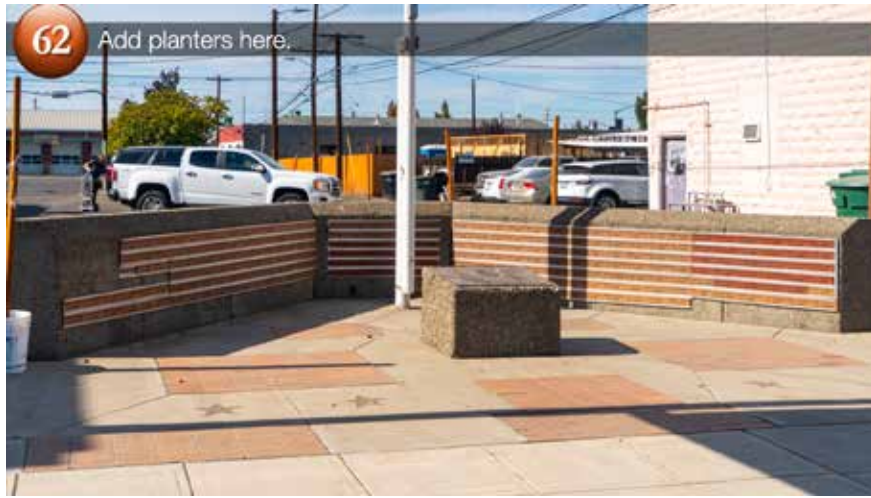
Suggestion 59: Never leave pots out when they are filled with dead plants (top left). Looks bad. It's better to just remove the pots.

Suggestion 60: This restaurant has great food (top right), but the entrance has no curb appeal at all. When we first saw it, we weren't even sure if it was in business. Make it attractive and let people know you are open! Add pots, planters, and benches or a few tables and chairs. Add a decorative menu display. Draw people inside!

This restaurant is great, with excellent food and good service, and they do a nice job with curb appeal (bottom left). We love the autumn theme.

We looked everywhere for the name of this shop, but it isn't anywhere to be found (bottom right). Suggestion 61: Add signage! Your best advertising dollars are spent on signage. Add some beautification--a bench and a couple pots.





Suggestion 62: The Veterans Memorial needs some planters or pots to make it more attractive. It looks stark and empty; it looks forgotten (top left).

Suggestion 63: This shop (top right) needs good signage, a mat outside, some fresh paint, and some pots. Those additions would make it look more welcoming.

Most of the businesses downtown don't look welcoming. Merchants need to entice customers into their shops. The curbside beautification, which was probably done by the city, is nearly the only effort being made to make

downtown attractive. Merchants and property owners need to do their part.

This restaurant (bottom left and right) also needs beautification. It took us a while to find the sign with the name of the restaurant.

Suggestion 64: Add attractive signage and benches flanked with pots.

This place does have great burgers, but we had our doubts about going inside because the entrance wasn't appealing. Remember: People ask themselves if a restaurant LOOKS like a nice place to eat.





The display cases on this building (top left) say “Grandview Mainstreet Events.” But there is nothing posted, so it looks like Grandview doesn’t hold any events downtown at all.

Suggestion 65: Use the display cases to promote upcoming events. Don’t leave them blank! Invite us back!

We thought this building (top right) looked like the nicest building downtown. We were sad to see that the business has closed.

There are so many vacancies downtown (bottom left). It’s hard to tell what is still in business. But we want to see downtown businesses thrive. Downtowns are important to communities, and when you have a vibrant downtown where your residents love to spend time and businesses thrive, it’s good for the entire community.

Suggestion 66: How to bring downtown back to life. A lot of downtowns have faced decline, and there are some proven strategies that can help bring them back to life. The two biggest solutions are 1) Create a downtown public market, and 2) Create a programmed plaza downtown.



The most important factor in revitalizing a downtown is that you need to bring people there on a consistent basis. Where people go, retail follows and will be successful.

After WWII, people started moving to the suburbs. Retail shops and restaurants followed them, and the first retail malls came into being. That led to the decline of downtowns. So the key ingredient to reviving downtown is to give people a reason to come there and spend time there. Then the retailers and restaurants will have a reason to locate downtown as well.

So how do you get more people to spend time downtown? Give them things

to do that appeal to them. Change the activities so people don't get bored.

A programmed plaza is one of the best ways to do that. We started looking for a good place to build a plaza downtown (above). Sometimes tearing down a few old buildings is necessary, and sometimes it's necessary to close off a street. These are just ideas for discussion--there could be other locations that would be as good.

You want the plaza to have room for a variety of activities: a stage, an ice rink in winter, a splash pad in summer, vendor booths, tables and chairs, games to play, and other fun activities.





Among the 20 ingredients for a successful downtown, one of the most important was the development of programmed gathering spaces. Think of this as a community living room.

For retail to be sustainable, retailers need customers 250 days a year, minimum. Holding a few events a year, including farmers markets, might bring people downtown perhaps 40 days a year. That's not enough to sustain retail shops.

Rapid City, SD turned a downtown parking lot into an amazing plaza (bottom left and right). The brick building was an old abandoned Sears building that

had pigeons and raccoons living in it. We advised the city to tear it down to have more room for a plaza, but a local businessman bought it and donated \$2 million to the city to help them build the plaza. He now commands the highest per square foot rent of any retail space in the city.

We suggested they build another level onto the parking garage in the background—not for more parking, but to use the bottom floor for storage and public restrooms.





This photo shows the old parking lot after the development of the plaza (top left) on a Sunday morning at 10:00. Car clubs started wanting to hold car shows in Rapid City; quilt guilds wanted to put on shows; more and more organizations wanted to hold their events in downtown Rapid City because of the plaza, and those organizations do the work of setting up and promoting the event.

In the evenings, Main Street Square will turn up the fountains on the splash pad and play music to go with the fountain (top right).

During the summer months, Main Street Square has a splash pad that can be shut off for other events, or left on. It operates 120 days a year—giving them activities all those days. See the whole plaza during the summer months (bottom left), with the splash pad and the stage to the left.

Here's the plaza during another event (bottom right). Notice the old Sears building, full of restaurants and shops. They are having a beer garden on the plaza—it's fenced off.





During the summer months, Main Street Square has a splash pad (top left) that can be shut off for other events, or left on. It operates 120 days a year—giving them activities all those days.

In the evenings they light up the plaza with beautiful decorative lighting (top right).

Rapid City downtown next to the Square (bottom left) during a car show.



See the whole plaza during the summer months (bottom right), with the splash pad to the right and the stage to the left. People are gathered around the restaurants and enjoying the sunset.

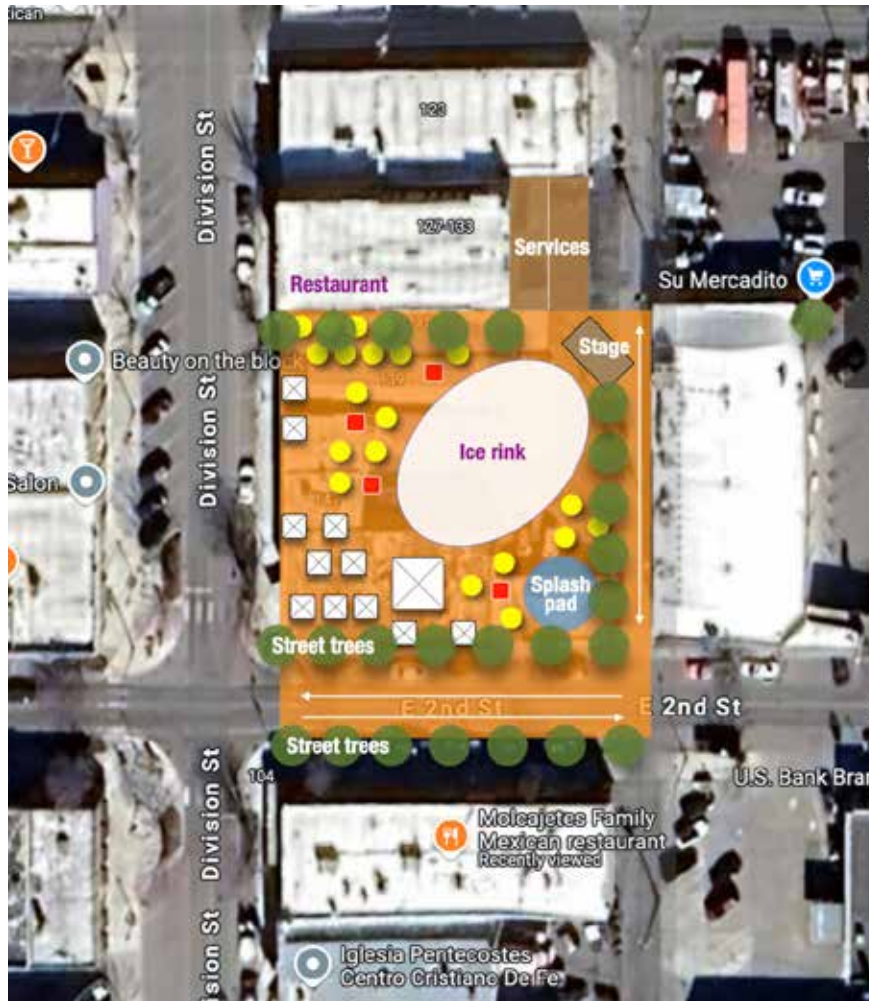




Here is the square during the winter (above). The ice skating rink operates 120 days a year, giving them 240 days of activity throughout the year when added to the splash pad. Activities—not events.

This ice rink is slightly larger than the one at Rockefeller Plaza. They rent ice skates, which earns them about \$130,000 a year.





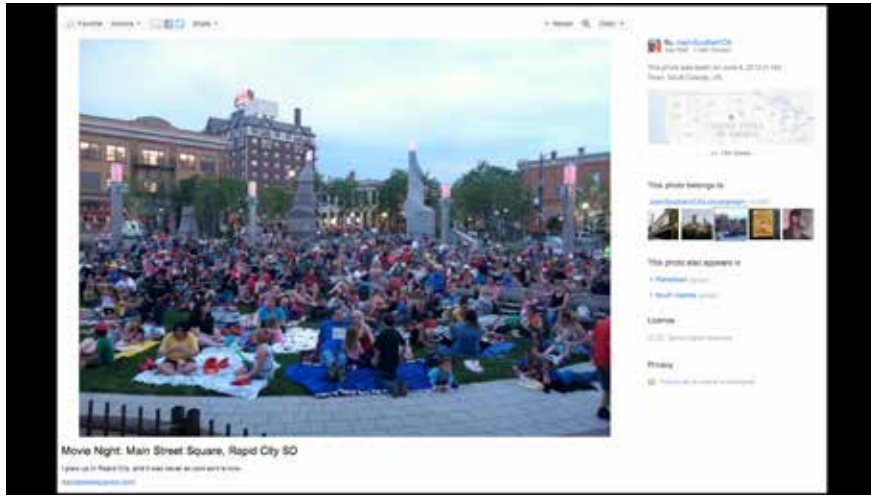
If Grandview built a plaza like this (above) downtown, we guarantee that retailers would move back in and be successful. Where people congregate, businesses follow. Think about this: an ice skating rink in the winter, a splash pad in the summer, and you have 240 days of activity a year. Add in more activities so there is a variety of things for people to enjoy, and a variety of restaurants, and residents will love to spend time downtown.



In the winter evenings, Main Street Square lights up the ice skating rink, which is hugely popular with locals and visitors (top right).

In the summer evenings, Main Street Square will turn up the fountains on the splash pad and play music to go with the fountain (bottom right).





One popular activity is Monday night movies on the square (top left). Their average attendance is 3,500. One person posted this photo of movie night on social media, "I grew up in Rapid City and it never was as cool as it is now."

The impact of their plaza on Rapid City is astounding. We surveyed 24 downtown merchants, and the

consensus is that the plaza is the best thing Rapid City has ever done.

This is happening everywhere: Take a look at Indian Creek Plaza in Caldwell, Idaho. (top right and bottom left) Indian Creek Plaza has an ice "ribbon." After development of the plaza, retail sales and property values in downtown Caldwell skyrocketed.





Think of a downtown plaza as your community living room. Downtown should be the place residents spend time after work and on weekends. The place they go to socialize, dine, relax, be entertained. If your locals will spend time downtown, so will visitors. We didn't see many people hanging out in your downtown.

Where people spend time consistently, retailers will follow, and they'll be successful. So, if you can get 100 people downtown in the evenings and on weekends, you will have no vacancies downtown and your businesses will thrive.

To attract people downtown, you need to have a place they can gather, and activities for them to do. It doesn't have to be fancy and expensive. You need an open space, and using pavers as a base gives you flexibility to add power if you need to.

This community converted this open space into a plaza area with different activities (above). Planters, old wire reels for tables and seating, umbrellas for shade, and food trucks make it a fun place to hang out on a sunny afternoon.





67 Programming is the key. 250 days.

The secret sauce is  
**Programming!**  
250+ days a year  
People first | Retail will follow



Suggestion 67: Programming your plaza is the key ingredient!

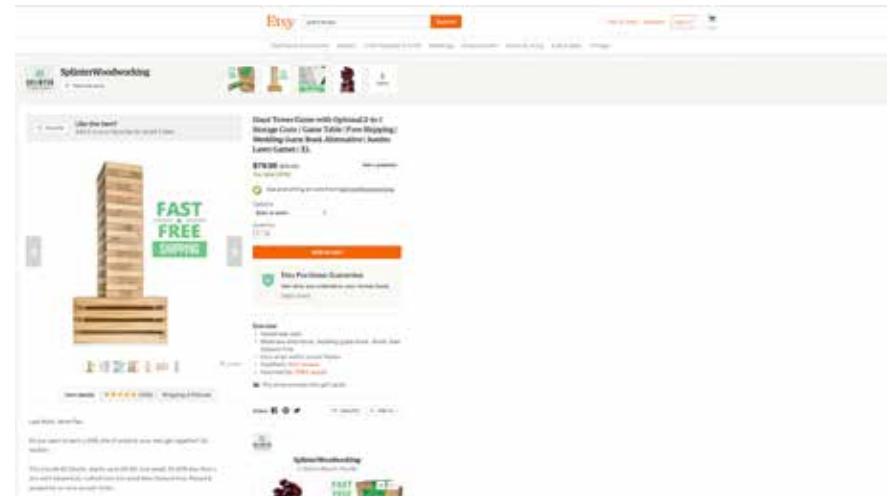
With tables and chairs, you could hold "The Taste of Grandview" events (top left) on your downtown plaza.

Ashland, NC (bottom left) has chess tables set up downtown.

You can add a foosball table that's weather-proof for people to enjoy on the plaza.

There are a variety of chess and checkers tables available for outdoor use.





It's important to have activities that attract people downtown at least 250 days a year. And you change out the activities. The only way to increase the property values downtown is to make sure they are full of people and successful businesses. Rather than investing in more events and activities at the fairgrounds, where you are taking people away from downtown, attracting people downtown for activities will help those businesses become more successful. This increases the city's tax base.

This outdoor ping pong table is in a public gathering space in downtown Seattle (top left). Imagine having a few chess sets outdoors (top right). Imagine

having yoga classes on the plaza (bottom left). Or Zumba, or Tai Chi. The instructor could do one class each week at no charge on the plaza, and make money selling yoga mats and gear, and promote their regular classes.

Jenga sets (bottom right) are a very fun activity on public plazas.





These sets are called Imagination Playground (top left and right), and kids love them. They are like Lincoln Logs, but made from foam.

Your could have competitions and displays on the plaza, like chainsaw carvers (bottom left). Artists could set up booths and show how they create their art, like potters with their potters' wheels (bottom right), or stained glass, or glass blowing, or painting.





You could bring in food trucks (top left and right). Grandview does have a few food trucks around town, but imagine how much more of a draw they would be if they were together downtown?

You could bring in street musicians and buskers (bottom left). Imagine having street fairs and art markets downtown on the plaza--they could even be expanded by closing off a street or two. You could have Christmas fairs, public markets, movies on the plaza, and more.





Movies under the Stars • Summer Nights • Concert Series • Splash pad (120 days) • Ice rink (120 days) • Holiday celebrations • Car shows  
Street performers • Food trucks • Art fairs • Traveling tours (Backpacker Magazine's "Get Out More") • Bridal Fair • Fund-raisers • Education  
Taste of the Hills • Winter (public) Market events • and many others....



Doing this will:

- Bring retailers back
- Keep them open later in the evening when the spending takes place
- Make your downtown the heart and soul of your community
- Build a true sense of community
- Attract young families back to town
- Increase retail spending
- Drive tourism & subsequent spending
- Provide new business opportunities locally

The goal is to get people to spend time downtown at least 250 days a year. Change up the activities every two weeks to keep it fresh and new.

When you do this, you will:

- Bring retailers back downtown
- Keep shops open later in the evening

- Make your downtown the heart of your community
- Build a true sense of community
- Attract young families back to town
- Increase retail spending
- Drive tourism spending
- Provide new business opportunities







All-Weather Plastic Perfect for Outdoors!

Align 4 Rings in a Row to Win!

Easy Game Reset

Six ECR4Kids 4-to-score giant game set @ \$200 each.  
 Six Giant Jenga sets @ \$70 each.  
**Total investment: \$1,250**

In addition to ice skating in the winter and a splash pad in the summer, you can have various activities that you change every couple of weeks. You can even get businesses and organizations to sponsor different activities.

For instance, you can get six 4-to-score giant game sets for \$200 each, and six giant Jenga sets at \$70 each. The total investment is \$1,250. You could get a business to sponsor these and put out a sandwich board that thanks them for sponsoring the activities.



Four MegaChess w/25" tall King @ \$750 each.

**Total investment: \$1,800**

Option: 37" tall King \$1,100 each.

**Total investment: \$3,500**

More ideas include giant chess sets.





Four Playcraft Extera Outdoor Foosball tables @ \$1,200 each  
And four Joola Nova Outdoor table tennis tables, paddles, and covers, bag of balls @ \$700 each.  
**Total investment: \$7,600**

Foosball and table tennis tables and equipment.



48 qty. US Games standard hula hoops, 36": \$164

48 qty. Hoop bundle pack 32": \$200

Three racks @ \$190 each: \$570

**Total investment: \$950**

Hoola hoops.





Six Magis Spun Armchairs @ \$400 each  
**Total investment: \$2,400**


One of our favorites: Magis Spun armchairs.




1 harp, 1 Pagoda bells, 1 Melody  
From Freenotes Harmony Park  
or Ensemble Collection (5 instruments)  
**Total investment: \$7,000 to \$20,000**


Outdoor musical instruments.





  
 Introducing Our **NEW** Inclusive Mallets
   
 Now available for any instrument by request only
   
 (for a small upcharge)




**Outdoor Musical Instruments For All Ages And Abilities**




Premieres Harmony Park is the industry leader in outdoor musical instruments. Invented by Grammy Award winning musician Michael Cooke more than 20 years ago these thoughtfully designed instruments are durable, sustainable, and perfectly tuned sound sculptures that enhance any outdoor space. Premieres Harmony Park is creating all-in-one Musical Park environments, creating music parks in communities everywhere. We have musical instrument installations in 5 continents including North and South America, Europe, Australia and Asia. In the United States, we have installations in all 50 states. We design and manufacture Premieres in sunny Durango, CO.




Download Product Catalog




Download CADdetails Files





World Map Of Installed Instruments



Guide to Creating a Music Park





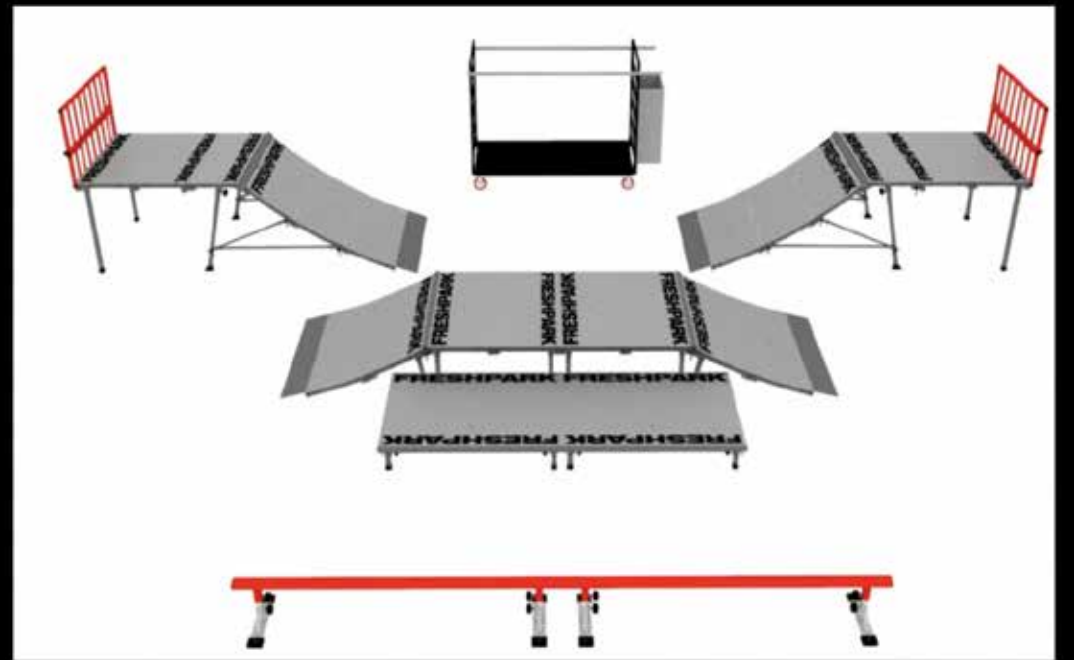




8 qty. 10'x10' Ez Pop-up Canopy Tent  
with removable end side walls, roller bag,  
four sand bags with each: \$290 each  
**Total investment: \$2,500**

You could even set up portable vendor tents for people to rent to use to sell art, crafts, baked goods--things that they might make at home. This could be a sort of small business incubator.





Park In A Cart Portable Skatepark w/cart  
**Total investment: \$4,500 or \$9,000 for two**

You can even get portable skate park kits!



4 quantity Driveway Games all-weather  
corn hole set: \$120 each  
**Total investment: \$500**

Corn-hole toss sets.





8 qty. Tacklife Gas Fire Table, 28", 50,000 BTU  
Auto-ignition, propane tank, one fill: \$220 each  
**Total investment: \$1,800**

In the winter, you could put out portable propane fire pits with chairs. Add a food truck that sells hot chocolate and popcorn, and you'd be set for a wonderful winter evening on the plaza.



3 qty. (1 for parts) Zume Games portable badminton set w/freestanding base: \$40  
Extra rackets, shuttlecocks  
**Total investment: \$150**

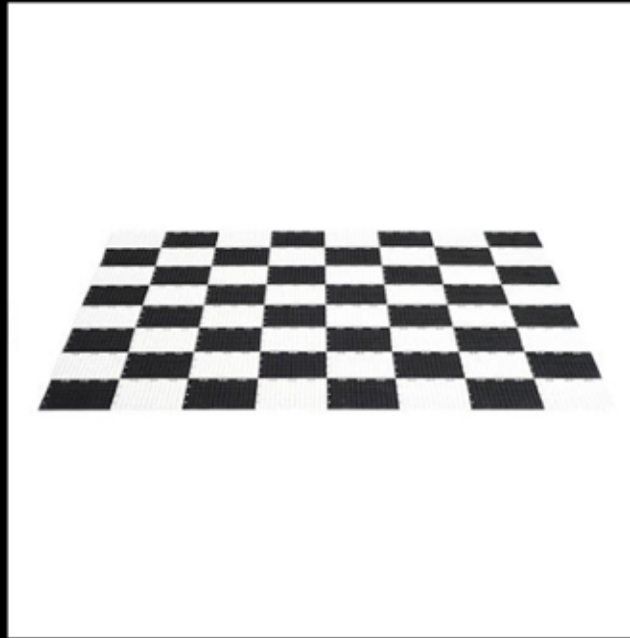
There are even portable badminton sets available.





1 Stamina outdoor fitness multi-station: \$240  
3 qty. Stamina outdoor fitness striders: \$440  
**Total investment: \$1,600**

You can set up outdoor fitness equipment, which is not only fun, but also helps your community become healthier.



4 qty. MegaChess Giant Checkers Set - 10" @ \$200

This uses the same mats as the chess sets.

Four separate mats @ \$65 each.

**Total investment: \$1,060**

These large checkers sets are fun, and they use the same mats as the large chess sets.





4 full Imagination Playground 105-piece sets \$4,975 ea.  
4 storage carts @ \$1,200 ea.  
**Total investment: \$24,700**

Imagination Playground sets--a favorite of children and adults.

## Approximate cost:

**6** 4-to-score, **6** giant Jenga sets, **4** MegaChess sets, **4** MegaCheckers sets, **4** foosball tables, **4** ping pong tables, **96** hula hoops, **6** Spun Chairs, **5** musical instruments, **8** vendor tents, **2** portable skatepark kits, **4** corn hole sets, **8** fire pits, **3** badminton sets, **4** exercise machines, **4** 105-piece Imagination Playground sets, **4** storage bins, **50** tables, **50** umbrellas, **200** stackable chairs.

## Consider:

For **everything** shown here: \$76,110

Sponsor sandwich boards or plaques: \$2,000

All of these activities combined total about \$76,000. You can purchase sponsor sandwich boards for another \$2,000.

You need to have a space set aside to store all this equipment, and you can have volunteers or staff change them on a rotating basis.

There are also grants available for these.



## WHAT TO DO NEXT

- 68 Create a Plaza Design, Programming & Management Plan
- 69 Expertise: Programming and urban planning. Architects come later with engineering.

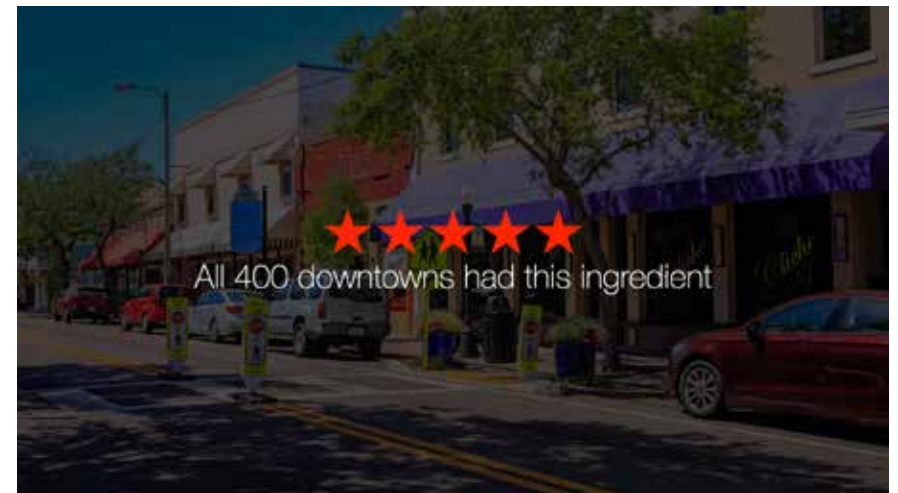


★★★★★



INGREDIENT  
2

They defined a strong brand and retail focus



To get started on a programmed plaza, begin with:

Suggestion 68: Create a Plaza Design, Programming & Management Plan. The first thing to do is to decide where to locate it downtown. Our suggested space was merely one idea. We wouldn't want any downtown businesses to have to leave, but it's possible they could move to another space, and they would need help to do that.

Suggestion 69: You need to hire the right expertise for the Plan, and that would be programming and urban planning. You don't need an architect at

this point. You want it to be a large enough space that you can have multiple activities at the same time. Definitely consider a splash pad and ice rink. You want to entice people downtown at least 250 days a year--that gives your downtown shops and restaurants enough pedestrian traffic to help them be successful.

Another one of the 20 Ingredients of a Successful Downtown was that they were able to define a strong brand and a retail focus for the downtown. All 400 of the most successful downtowns had their "brand focus."

## 70 Downtown branding focus ideas

Kids & family	Performing arts
Food (restaurants, farm to table)	Visual arts (artists in action)
Nightlife (micro-brews, theater)	Gardening
Water (water features, splash pad)	Festivals & events
Antiques	Upscale shopping
Weddings and bridal	Farm market
Recreation (but specific)	Health & wellness



They orchestrated recruitment of  
“critical mass” or “clustering.”

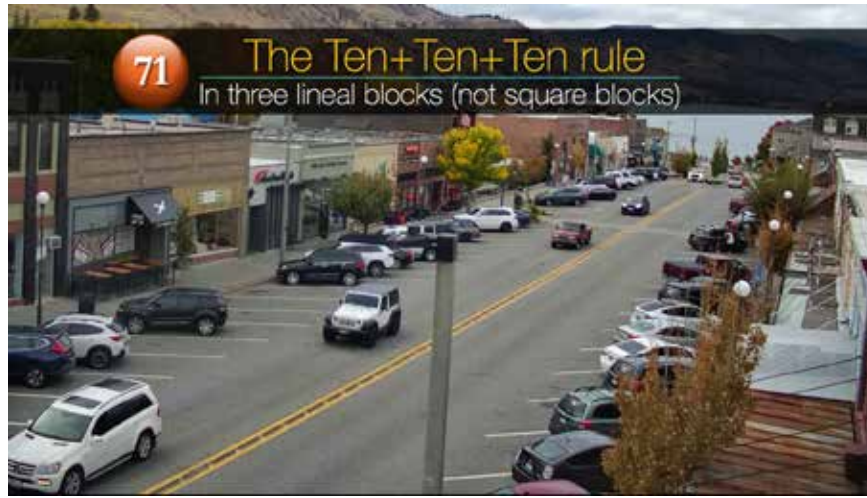


Suggestion 70: Determine what you want your downtown focus to be. These are some great ideas (top left). For example, if you wanted your focus downtown to be about food, and if you had 20 restaurants, you'd have people from all over the region coming to Grandview for the dining options. If you wanted the focus to be on weddings, you'd want to recruit bridal shops, florists, printers who specialize in wedding invitations, and you'd want a wedding event venue and wedding planners.

When you decide what you want the focus to be, that helps you determine what types of activities and events you want, as well as what types of businesses you want to recruit.

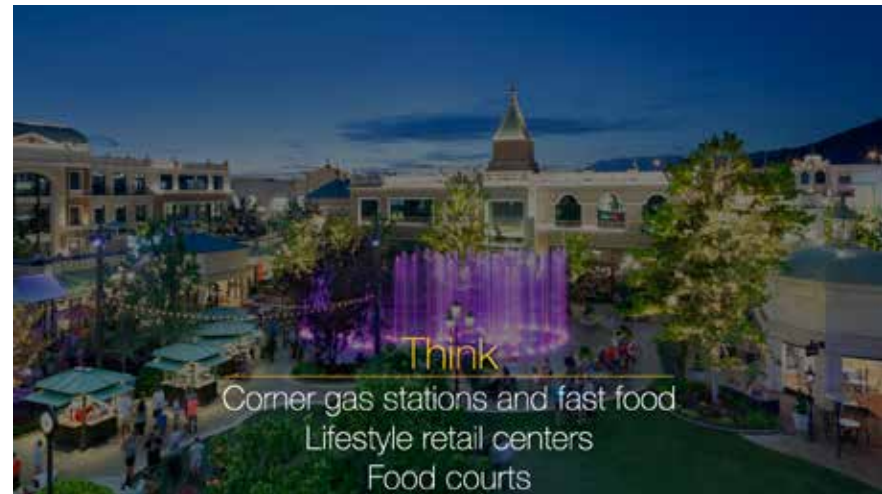
Successful downtowns orchestrate the recruitment of a “critical mass” of like-businesses, or “clustering.”





Suggestion 71: One critical component of a successful downtown is having the right business mix. This is called critical mass: the 10+10+10 Rule. In order to have enough of the right businesses to attract people to spend time downtown, within a three-lineal block area, you need to have 10 places that sell food; 10 destination retail shops; and 10 places open after 6:00.





Think about how antique malls do 10 times the business when they are grouped together. How auto malls do seven times the sales when they are together. Restaurants do better when they are grouped together. Food courts do well because many restaurant options are available in close proximity. People are attracted to the convenient choices.

Sometimes the city has to orchestrate the efforts. We're not trying to say the existing businesses need to leave, but if the mentality of the downtown property owners was to create a place residents enjoyed spending time in--shopping, dining, and being entertained--property owners would seek out

those tenants to bring that vision to life. It only takes one-third of property owners to buy into the vision to start making a difference.

Although shopping malls are dying across America, businesses in a downtown need to adopt the "mall mentality," which includes being open consistent hours and days; being open late into the evening hours; clustering like businesses together; having one or two anchor tenants, and promoting them; and having a central gathering place.





When the street floors of your downtown buildings are full of social services, offices, churches, or salons, you don't have the room for retail shops and restaurants. Therefore, many cities are now restricting the use of street-level businesses. You want to work with the property owners to help them catch the vision of downtown and to help accomplish that vision.

Another primary ingredient of successful downtowns is that they each have "anchor tenants." Anchor tenants are retail shops and restaurants that people will drive a distance to go to specifically.

For example, an excellent bakery that is known for miles around for the best cinnamon rolls in the state will attract people from other cities. That can be the "lure" to bring people to Grandview. Once they arrive, they will also go into other shops and spend more money.

Suggestion 72: Find or recruit your own "anchor tenant" or "lure" to downtown Grandview. This should be related to your downtown focus or brand.



Lease agreements include defined operating hours and days



70% of all consumer retail spending takes place after 6:00 pm

70% of all consumer retail spending takes place after 6:00 pm



73 Pots, planters every 3', benches flanked with pots, blade signs

When a shop is located in a retail mall, their lease agreement includes defined operating hours and days. They must be open for specific periods of time, or they can be fined. That's because, if all the stores aren't open, fewer customers will come to the mall, and all the stores suffer.

Successful downtown property owners insist on lease agreements for their tenants that include defined operating hours to make sure the businesses are open regularly, thus benefitting all the businesses downtown.

Seventy percent of all consumer retail spending takes place after 6:00 pm.

Many businesses lose out on customer shopping because they close up shop at 5:00. So it's important for downtown businesses to be open during the evening hours.

If you develop a plaza downtown, its busiest hours should be between 4 and 9 pm. During the day, people are at work or school. If the plaza attracts people downtown in the evenings, shops will want to be open then too.

Suggestion 73: Start beautifying your storefronts with pots, planters, and benches along the building facades (bottom right).





The building facades downtown are very stark, and need beautification to soften the transition between building and sidewalk. This should be the responsibility of the business, property owner, or a downtown association. The city should take care of the curbside beautification, while the private sector takes care of the facade-side beautification. Can you tell what's in any of these buildings (top left)?

Can you see what any of these businesses are (top right)?

The way to let people know what's in the buildings is to use blade signs. We only saw one business downtown with a blade sign (bottom left), and it's a social service.

When we're driving or walking down a street, we tend to see the things right in front of us. A sign on the building facade is hard to see. Successful downtowns use blade signs.

75

### What to do

- Use perpendicular "blade" signs.
- Make them consistent height and size.



Suggestion 75: Use perpendicular blade signs. Make them a consistent height and size. They don't need to be cookie-cutter, and they should be decorative.

Here are some excellent examples of blade signs: Leavenworth (top left), Nantucket, Massachusetts (top right), Canmore, Alberta (bottom left), and Lethbridge, Alberta (bottom right).





Some guidelines for blade signs in an intimate downtown:

- No lower than 7 feet
- No higher than 9 feet
- No wider than 42 inches

Suggestion 76: Get rid of two hour parking limits downtown. If someone comes to do some shopping and have a meal, they need more than two hours. Don't kick out your customers before they're done spending money!

Suggestion 77: If anyone knows who I could contact to get this sign, I'd love to put it in my shop! (bottom left)

Suggestion 78: This alley space (bottom right) could be a great infill project, or it could make a good secondary plaza or gathering space.



### Potpourri

We love these informative signs the city has put up (top right). It's best to not use more than eight words on a sign. More than that, and people don't have time to read them.

Suggestion 79: Consider programming this space (bottom left). It's a very attractive public gathering space, but no one uses it. Add some activities.

We did drive outside of the city to find Bill's Berry Farm (bottom right), and it was closed. Rather than just saying "closed," put up a sign that lets visitors know when you are open. Perhaps "Open June, July, August." Or whenever your season is. Invite us back.





The south end of town has some terrific views of the Horse Heaven Hills.

**80**

## Where do you go from here?

Each city: Create a "Destination Grandview Team"  
Go through these suggestions and turn many, or most or all into recommendations!

This effort is 100% about making something happen!



Here's to making Grandview an even better, thriving place to live, work, invest in and visit! Thank you for sharing your city with us!

We found a lot of Port District properties all over (top left). Perhaps the Port District would consider participating in the downtown redevelopment process.

We noticed the beautiful views of the Horse Heaven Hills from the south end of town.

Suggestion 80: Where do you go from here? Create a "Destination Grandview Team" to go through these suggestions, discuss and evaluate them, and turn many of them into solid recommendations. Work together to make something happen!

Grandview is a great city, and you are so right that it is a "Great Place to Live." Here's to all your efforts to make it even better!



## Contact Information

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**ROGER BROOKS** >  
International

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